

**THE STRUCTURAL RELATIONSHIPS BETWEEN
ORGANIZATIONAL STRUCTURE, JOB CHARACTERISTICS,
WORK INVOLVEMENT, AND JOB PERFORMANCE AMONG
PUBLIC SERVANTS**

JOHANIM BINTI JOHARI

DOCTOR OF PHILOSOPHY

**UNIVERSITI UTARA MALAYSIA
MAC 2010**

**THE STRUCTURAL RELATIONSHIPS BETWEEN ORGANIZATIONAL
STRUCTURE, JOB CHARACTERISTICS, WORK INVOLVEMENT, AND JOB
PERFORMANCE AMONG PUBLIC SERVANTS**

**Thesis Submitted to the College of Business, Universiti Utara Malaysia
In Fulfillment of the Requirement for the Degree of
Doctor of Philosophy**

By

JOHANIM BINTI JOHARI

©Johanim Johari, 2011. All rights reserved



Kolej Perniagaan
(College of Business)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

JOHANIM JOHARI

calon untuk Ijazah
(candidate for the degree of)

DOKTOR FALSAFAH (Ph.D)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**THE STRUCTURAL RELATIONSHIP BETWEEN ORGANIZATIONAL STRUCTURE,
JOB CHARACTERISTICS, WORK INVOLVEMENT, AND JOB PERFORMANCE
AMONG PUBLIC SERVANTS**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : **02 Disember 2010**

*That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: **02 December 2010***

Pengerusi Viva
(Chairman for Viva)

: **Prof. Dr. Ku Nor Izah Ku Ismail**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Prof. Dr. Hazman Shah Abdullah**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Prof. Dr. Hishamuddin Md. Som**

Tandatangan
(Signature)

Tarikh: **02 Disember 2010**
(Date)

Pelajar
(Name of Student) : **Johanim Johari**

Tajuk Tesis
(Title of the Thesis) : **The Structural Relationship Between Organizational
Structure, Job Characteristics, Work Involvement, and Job
Performance among Public Servants**

Program Pengajian
(Programme of Study) : **Doktor Falsafah (Ph.D)**

Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : **Assoc. Prof. Dr. Khulida Kirana Yahya**



Tandatangan
(Signature)

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirement for the degree of Doctor of Philosophy from Universiti Utara Malaysia, I agree that the university library make it freely available for inspection. I further agree that permission of copying of this thesis in any manner, in whole part or in part, for scholarly purposes may be granted by my supervisors or, in any of their absence, by the Assistant Vice Chancellor of the College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part should be addressed to:

Assistant Vice Chancellor
College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
Malaysia

ABSTRAK

Kajian ini mengenalpasti hubungan berstruktur di antara struktur organisasi, ciri-ciri kerja, penglibatan kerja, dan prestasi kerja. Seramai 268 orang penjawat awam dari agensi dan jabatan di bawah Kementerian Pertanian dan Industri Asas Tani telah terlibat dalam kajian ini. Objektif utama kajian ialah untuk mengenalpasti peranan signifikan penglibatan kerja sebagai perantara dalam hubungan di antara struktur organisasi, ciri-ciri kerja, dan prestasi kerja para penjawat awam. Struktur organisasi terdiri daripada pembuatan keputusan, hirarki kuasa, kodifikasi kerja, dan pemerhatian peraturan manakala ciri-ciri kerja meliputi aspek-aspek kepelbagaian kemahiran, identiti tugas, signifikasi tugas, autonomi, dan maklumbalas. Prestasi kerja diukur dari segi prestasi tugas dan gelagat kewarganegaraan organisasi.

Objektif pertama kajian ialah menganalisa kesahan konstruk bagi setiap instrumen yang digunakan. Hasil kajian mendapati kesemua model pengukuran individu dan keseluruhan mempunyai tahap kesesuaian yang mencukupi dengan data yang diperolehi dalam konteks sektor awam, khasnya jabatan dan agensi di bawah Kementerian Pertanian dan Industri Asas Tani di utara Semenanjung Malaysia. Kesemua instrumen juga menunjukkan nilai psikometrik yang baik, terutamanya dalam aspek kesahan konstruk dan kebolehpercayaan ketekalan dalaman. Ini bermaksud kesemua instrumen terjemahan Bahasa Malaysia tersebut sesuai digunakan dalam kajian di Malaysia pada masa akan datang.

Objektif kedua kajian adalah mengenalpasti pengaruh kesemua dimensi dalam struktur organisasi dan ciri-ciri kerja ke atas penglibatan kerja dan prestasi kerja. Hasil kajian mendapati signifikasi tugas, maklumbalas, dan kodifikasi kerja mempunyai kesan positif terhadap penglibatan kerja. Kajian juga mendapati kepelbagaian kemahiran mempengaruhi secara positif prestasi kerja para perjawat awam manakala kodifikasi kerja memberi kesan negatif terhadap prestasi kerja secara keseluruhan. Penglibatan kerja juga mempunyai impak yang positif terhadap prestasi kerja. Selain itu, hasil kajian mendapati penglibatan kerja mempunyai pengaruh yang signifikan terhadap prestasi tugas, tetapi bukan ke atas gelagat kewarganegaraan organisasi. Analisis regresi juga menunjukkan autonomi dan hirarki kuasa mempunyai pengaruh signifikan terhadap gelagat kewarganegaraan organisasi, tetapi bukan ke atas prestasi tugas dan prestasi kerja secara keseluruhan.

Kajian mendapati penglibatan kerja merupakan perantara yang signifikan di antara kodifikasi kerja dan prestasi tugas, gelagat kewarganegaraan organisasi, dan keseluruhan prestasi kerja. Selain itu, penglibatan kerja merupakan perantara yang signifikan bagi hubungan antara signifikasi tugas and prestasi tugas, gelagat kewarganegaraan organisasi, dan prestasi kerja. Hasil keputusan yang sama diperolehi untuk dimensi maklumbalas and prestasi tugas, gelagat kewarganegaraan organisasi, dan prestasi kerja. Kajian juga menganalisa dua model berstruktur berasaskan hipotesis. Model berstruktur berasaskan hipotesis yang pertama mengkaji turutan kedua model pengukuran untuk prestasi kerja sebagai pembolehubah bersandar. Model tersebut mendapati 66.5 peratus varians untuk penglibatan kerja dijelaskan oleh dimensi-dimensi struktur organisasi dan ciri-ciri kerja. Namun, peratus varians dijelaskan oleh dimensi-dimensi dalam pemboleh ubah tidak bersandar dan perantara bagi prestasi kerja hanya 17.2 peratus. Model berstruktur berasaskan hipotesis yang kedua pula mengkaji turutan pertama model pengukuran untuk prestasi kerja sebagai pembolehubah bersandar di mana 66.1 peratus varians dalam penglibatan kerja dijelaskan oleh faktor-faktor yang terdapat dalam struktur organisasi dan ciri-ciri kerja. Selain itu, peratus varians dijelaskan oleh dimensi-dimensi dalam pemboleh ubah tidak bersandar dan perantara bagi prestasi tugas dan gelagat kewarganegaraan organisasi adalah 28.8 and 2.8 peratus. Kajian ini juga mengenalpasti kesan langsung struktur organisasi dan ciri-ciri kerja ke atas prestasi kerja. Berdasarkan model berstruktur bersaing, status penglibatan kerja sebagai perantara penuh atau separa dilaporkan. Model berstruktur bersaing juga mendapati 34.5 dan 11.8 peratus varians dalam prestasi tugas dan gelagat kewarganegaraan organisasi dijelaskan oleh semua dimensi dalam pembolehubah tidak bersandar. Akhir sekali, beberapa implikasi teoretikal dan praktikal serta haluan untuk kajian di masa akan datang turut dibincangkan.

ABSTRACT

This study examined the structural relationships between organizational structure, job characteristics, work involvement, and job performance. A total of 268 of public servants from the agencies and departments under the Ministry of Agriculture and Agro-based Industries participated in the study. The main objective of the study was to identify the significance of work involvement as a plausible mediator between organizational structure and job characteristics and job performance of public servants. Organizational structure consisted of decision making, hierarchy of authority, job codification, and rule observation while job characteristics comprised of skill variety, task identity, task significance, autonomy, and feedback. Job performance was measured in terms of task performance and organizational citizenship behavior (OCB).

The first objective was to assess the construct validity of the Malay-translated version of the instruments used in the study. The research results reported that all hypothesized individual as well as overall measurement models showed adequate fit with the data collected within the Malaysian public sector context, particularly for departments and agencies in the Ministry of Agriculture and Agro-based Industries located in the northern region of the Peninsular Malaysia. Importantly, all of the Malay-translated instruments were reported to have good psychometric properties, especially in terms of construct validity and internal consistency reliability, indicating their utility in future Malaysian studies.

The second objective was to examine the influence of all dimensions in organizational structure and job characteristics factors on work involvement and job performance. This study reported that task significance, feedback, and job codification had positively impacted work involvement of public servants. It was also found that skill variety had positively influenced overall job performance of the public servants while job codification negatively influenced their overall job performance. Work involvement was also found to have a positive impact on the overall job performance of the public servants in this study. It was also found that only work involvement had a significant influence on task performance but

not OCB. The regression results also indicated that autonomy and hierarchy of authority had a significant influence on OCB but not task performance and overall job performance.

This study reported that work involvement served as a significant mediator for the relationship between job codification and task performance, OCB, and overall job performance. Work involvement was also found to be a significant mediating factor for the relationships between task significance and task performance, OCB, and job performance. The similar result was reported for feedback and task performance, OCB, and overall job performance. Additionally, this study analyzed two hypothesized structural models. The first hypothesized structural model analyzed the second-order job performance measurement model as the dependent variable. The results indicated that 66.5 percent of the variance that explained public servants' work involvement was accounted for by the dimensions in job characteristics and organizational structure factors. However, only 17.2 percent of the variance that explained job performance was accounted for by dimensions in organizational structure, job characteristics, and work involvement constructs.

The second hypothesized structural model examined the first-order job performance measurement model as the dependent variable. Similarly, the second hypothesized structural model reported that all dimensions in the independent variables explained 66.1 percent of employees' work involvement. Moreover, the percentage of variance that explained task performance and OCB were 28.8 and 2.8 percent, respectively. This also study evaluated the direct effect of organizational structure and job characteristics on the first-order and second order job performance measurement model. Based on the competing structural model, the mediating status of work involvement, i.e. fully or partially mediating, was reported. The results of the competing structural model indicated that the percentage of variance that explained task performance and OCB were 34.5 and 11.8 percent respectively. Finally, theoretical, practical, and methodological contributions as well as directions for future research were discussed.

ACKNOWLEDGEMENTS

Alhamdulillah, I am very grateful to Allah SWT for blessing me with the opportunity and determination to undertake this doctoral program. I am also deeply thankful to Him for being the greatest source of strength and solace, especially during my occasional misgivings, throughout this journey.

My thesis was completed with the help and support of several individuals. First and foremost, my utmost appreciation goes to my supervisor, Associate Professor Dr. Khulida Kirana Yahya for her critical insights, professional guidance, and constructive feedbacks. She has taught me so much that the experience of writing this thesis has become an invaluable asset to me.

I am so thankful to Professor Dr. Rosna Awang Hashim for always being approachable and generous with her time. Her enlightening thoughts and cheerful encouragement have helped me with the thesis writings in numerous ways. I am also indebted to Associate Professor Dr. Nik Kamariah Nik Mat for all the knowledge that has been shared with me. Thanks to all my friends for their unwavering support of my efforts throughout the doctoral process.

This research would not have been materialized without the permission from the departments and agencies under the Ministry of Agriculture and Agro-based Industries in the Northern region. Many thanks go to all of the public servants, who participated in this study.

Last but definitely not least, I would like to express tremendous gratitude to my loving family for encouraging me to fulfill my potential. My very special appreciation goes to my mother, Hajah Jamalyah Ismail and my late father, Allahyarham Haji Johari Jamil for their unconditional love and prayers. I am also grateful beyond words to my dearest husband, Rumzi Ahmad and my dearly loved son, Luqman Rumzi for their love, care, understanding, and a whole lot more.

May Allah bless all of you for your kindness. Amin.

TABLE OF CONTENTS

	Page
TITLE PAGE	i
CERTIFICATION OF THESIS	ii
PERMISSION TO USE	iv
ABSTRAK	v
ABSTRACT	vii
ACKNOWLEDGEMENTS	ix
TABLE OF CONTENTS	x
LIST OF TABLES	xvii
LIST OF FIGURES	xix
LIST OF ABBREVIATIONS	xxi
CHAPTER 1- INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Problem statement	9
1.3 Research questions	27
1.4 Objectives of the study	27
1.5 Significance of the study	28
1.6 Definition of key terms	29
1.6.1 Dependent variable	29
1.6.2 Independent variables	31
1.6.3 Mediating variable	33
1.7 Summary and organization of chapters	33

CHAPTER 2- LITERATURE REVIEW	34
2.0 Introduction	34
2.1 The conceptualization of job performance	34
2.2 Conceptual background of task performance and OCB	39
2.3 Job performance measure and source of rating	49
2.4 Underpinning theory in the study	56
2.4.1 Job characteristics theory	56
2.4.2 Bureaucracy theory	60
2.5 Antecedents of job performance	62
2.6 Variables related to the study	70
2.6.1 Job characteristics	71
2.6.2 Organizational structure	83
2.6.3 Work involvement	93
2.7 Gap in the literature	100
2.8 Hypotheses of the study	104
2.8.1 Direct relationships between job characteristics and work involvement	104
2.8.2 Direct relationships between organizational structure and work involvement	106
2.8.3 Direct relationships between job characteristics and job performance	108
2.8.4 Direct relationships between organizational structure and job performance	112
2.8.5 The mediating role of work involvement in organizational structure and job performance relationships	115

2.8.6 The mediating role of work involvement in job characteristics and job performance relationships	118
2.9 Theoretical framework of the study	121
2.10 Summary of the chapter	122
CHAPTER 3- METHODOLOGY	123
3.0 Introduction	123
3.1 Research design	123
3.2 Unit of analysis, population, and sample size	125
3.3 Sampling technique	125
3.4 Variables and measures	127
3.4.1 Independent variables	131
3.4.1.1 Organizational structure	131
3.4.1.2 Job characteristics	132
3.4.2 Mediator	133
3.4.2.1 Work involvement	133
3.4.3 Dependent variable	133
3.4.3.1 Job performance	133
3.5 Pilot test	138
3.6 Data collection procedure	139
3.7 Analytical procedures	141
3.8 Summary of the chapter	144

CHAPTER 4- FINDINGS	145
4.0 Introduction	145
4.1 Profile of the respondents	145
4.1.1 Gender, age, and race	145
4.1.2 Education level, organizational and job tenure, and position	146
4.2 Data screening	147
4.2.1 Accuracy of data input	148
4.2.2 Missing data	148
4.2.4 Univariate and multivariate outliers	149
4.2.5 Normality and homoscedasticity of the items	150
4.2.6 Homogeneity of variance	151
4.3 Initial evidence of validity and reliability	153
4.3.1 Results of exploratory factor analyses (EFA)	153
4.3.1.1 EFA for organizational structure and work involvement	154
4.3.1.2 EFA for job characteristics	156
4.3.1.3 PCA and EFA for job performance	157
4.3.2. Reliability analysis	162
4.4 Measurement models for all variables independent, mediating, and dependent variables	163
4.4.1 Organizational structure measurement model	165
4.4.2 Job characteristics measurement model	167
4.4.3 Work involvement measurement model	169
4.4.4 First-order job performance measurement model	172
4.4.5 Second-order job performance measurement model	177
4.4.6 Overall measurement model	179

4.5 The regression analyses	183
4.6 The structural equation model	189
4.6.1 Mediating effect analyses	200
4.7 Construct validity of the instruments	207
4.7.1 Convergent validity using CR and VE	208
4.7.2 Discriminant validity using AVE	214
4.7.3 Nomological validity using correlation matrix	216
4.8 Summary of the chapter	217
CHAPTER 5- DISCUSSIONS AND IMPLICATIONS	219
5.0 Introduction	219
5.1 Review of the research results	219
5.2 Discussions of the research results	223
5.2.1 The influence of independent variables on the mediating and dependent variables	223
5.2.1.1 Job characteristics and work involvement	223
5.2.1.2 Organizational structure and work involvement	233
5.2.1.3 Job characteristics and job performance	241
5.2.1.4 Organizational structure and job performance	250
5.2.1.5 Work involvement and job performance	256
5.2.2 The mediating role of work involvement	259
5.2.3 Construct validity of the instruments	267
5.2.3.1 Organizational structure measure	267
5.2.3.2 Job characteristics measure	273
5.2.3.3 Work involvement measure	278

5.2.3.4 Job performance measure	282
5.3 Contributions of the study	288
5.3.1 Theoretical contributions	288
5.3.1.1 Additional empirical evidence in the domain of Job Characteristics Theory	289
5.3.1.2 Additional empirical evidence in the domain of Bureaucracy Theory	291
5.3.1.3 The significant mediating role of work involvement	292
5.3.1.4 Re-conceptualization of job performance	294
5.3.1.5 Construct validation of the instruments	296
5.3.2 Practical contributions	298
5.3.2.1 Performance management	298
5.3.2.2 Organizational practices and job design	301
5.3.2.3 Selection process	302
5.3.3 Methodological contributions	303
5.3.3.1 Supervisory rating of job performance	303
5.3.3.2 The use of structural equation model (SEM) for mediational analysis	304
5.3.3.3 The use of structural equation model (SEM) for construct validation	305
5.4 Limitations of the study	306
5.5 Directions for future research	308
5.6 Conclusion	311
REFERENCES	313

APPENDICES

Appendix A	Questionnaire
Appendix B	Result of Univariate Analysis
Appendix C	AMOS Output for Overall Measurement Model
Appendix D	AMOS Output for Hypothesized Structural Model 1
Appendix E	AMOS Output for Hypothesized Structural Model 2
Appendix F	AMOS Output for Competing Structural Model 1
Appendix G	AMOS Output for Competing Structural Model 2

LIST OF TABLES

	Page	
Table 3.1	Disproportionate Stratified Sampling of the Respondents	127
Table 3.2	Items and Source of Items for Each Variable	134
Table 3.3	Reliability of Each Variable and Its Dimensions	139
Table 4.1	Profile of the Respondents	146
Table 4.2	Total and Percentage of Missing Data	149
Table 4.3	Results of Levene's Equality of Variance Test for Early and Late Responses	152
Table 4.4	Factor Loadings for Exploratory Factor Analysis of Organizational Structure and Work Involvement Items	155
Table 4.5	Factor Loadings for Exploratory Factor Analysis of Job Characteristics	157
Table 4.6	VARIMAX Rotated Component Analysis Factor Matrices: Reduced Sets of Items	158
Table 4.7	Items Deleted in the Dependent Variable: Job Performance	159
Table 4.8	Factor Loadings for Exploratory Factor Analysis of Job Performance	161
Table 4.9	Reliability of All Variables Examined	162
Table 4.10	Model Fit Criteria and Acceptable Fit Interpretation	164
Table 4.11	Item Parceling for Job Performance Dimensions	172
Table 4.12	Model Fit Statistics for the Hypothesized First Order and Second Order Measurement Model for Job Performance Construct	178

Table 4.13	Item Parceling for Work Involvement and Organizational Structure Factors	180
Table 4.14	Model Fit Statistics for All Measurement Models	182
Table 4.15	The Standardized Regression Results for Independent Variables and Mediator	186
Table 4.16	The Standardized Regression Results for Independent, Mediating, and Dependent Variables	187
Table 4.17	Results of Mediating Tests in the Structural Model	196
Table 4.18	Summary of the Hypotheses Status based on the Structural Equation Model	198
Table 4.19	Standardized Indirect, Direct, and Total Effect Estimates of the Variables Interaction	205
Table 4.20	Model Fit Statistics for the Hypothesized and Competing Structural Models	207
Table 4.21	Composite Reliability for Each Dimension in Independent, Mediating, and Dependent Variables	209
Table 4.22	Variance Extracted (VE) for Each Dimension in Independent, Mediating, and Dependent Variables	212
Table 4.23	Correlations, Correlation Squared Matrix, and Average Variance Extracted of Dimensions in Independent Variables	215
Table 4.24	Correlations of All Variables in Testing for Nomological Validity	217

LIST OF FIGURES

	Page
Figure 2.1 Theoretical Framework of the Study	121
Figure 4.1 Organizational Structure Measurement Model	166
Figure 4.2 Re-Specification of the Organizational Structure Measurement Model	167
Figure 4.3 Job Characteristics Measurement Model	168
Figure 4.4 Work Involvement Measurement Model	169
Figure 4.5 First Re-Specification of the Work Involvement Measurement Model	170
Figure 4.6 Second Re-Specification of the Work Involvement Measurement Model	171
Figure 4.7 First-Order Job Performance Measurement Model	173
Figure 4.8 First Re-Specification of the First-Order Job Performance Measurement Model	174
Figure 4.9 Second Re-Specification of the First-Order Job Performance Measurement Model	175
Figure 4.10 Third Re-Specification of the First-Order Job Performance Measurement Model	176
Figure 4.11 Second-Order Job Performance Measurement Model	177
Figure 4.12 Overall Measurement Model	181

Figure 4.13	Hypothesized Structural Model 1: Relationships between Organizational Structure, Job Characteristics, Work Involvement, and First-Order Job Performance	194
Figure 4.14	Hypothesized Structural Model 2: Relationships between Organizational Structure, Job Characteristics, Work Involvement, and Second-Order Job Performance	195
Figure 4.15	Competing Structural Model 1: Relationships between Organizational Structure, Job Characteristics, Work Involvement, and First-Order Job Performance	203
Figure 4.16	Competing Structural Model 2: Relationships between Organizational Structure, Job Characteristics, Work Involvement, and Second-Order Job Performance	204

LIST OF ABBREVIATIONS

AMOS	Analysis of Moments Structure
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GNS	Growth Needs Strength
IMD	Institute of Management Development
JCI	Job Characteristics Inventory
JDS	Job Diagnostic Survey
KSAOs	Knowledge, Skills, Abilities, and Other Characteristics
MAMPU	Malaysia Administrative Modernization and Management Planning Unit
NC	Normed Chi-Square
NCER	Northern Corridor Economic Region
OCB	Organizational Citizenship Behavior
PAF	Principal Axis Factoring
PCA	Principal Component Analysis
RMSEA	Root Mean Square Error of Approximation
RMR	Root Mean Square Residual
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
TLI	Tucker-Lewis Index

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, the problem statement, research questions, specific research objectives, significance of the study, and operational definitions of the key terms used in this study.

1.1 Background of the Study

The development of the agricultural sector in Malaysia has come a long way since the country achieved Independence in 1957 (Fatimah, 2007; Tengku, 2001). It was after gaining independence that the agricultural sector in Malaysia had become an integral part of the country's economic development, functioning in full force to optimize the full potential of the sector (Norsida, 2007). Comprehensive policies, such as the First Malaya Plan (1956-60) had allocated 26 percent of the total budget for developing the agricultural sector (Government of Malaysia, 2006). The sector also had served as a food supplier, employment provider, export earner, and raw material providers for the agro-based industries (Fatimah, 2007; Norsida, 2007).

At the turn of the 21st century, the agricultural sector in Malaysia had taken a backseat in the national economy and planning. As a result, the agricultural sector accounted for by less than one-tenth of the

The contents of
the thesis is for
internal user
only

REFERENCES

- Adler, P. S., & Borys, B. (1996). Two types of bureaucracy: Enabling and coercive. *Administrative Science Quarterly*, 41(1), 61-89.
- Ahrens, T., & Chapman, C. S. (2004). Accounting for flexibility and efficiency: A field study of management control systems in a restaurant chain. *Contemporary Accounting Research*, 21(2), 271-301.
- Agarwal, S. (1993). Influence of formalization on role stress, organizational commitment, and work alienation of salesperson: A cross-national comparative study. *Journal of International Business Studies*, 24(4), 715-739.
- Aizzat, M. N. (2001). *Procedural justice, perceived organizational support, organizational commitment, and organizational citizenship behavior among hotel employees*. Unpublished doctoral thesis, Universiti Sains Malaysia, Malaysia.
- Aizzat, M. N., & Ramayah, T. (2005). Instrumental and non-instrumental procedural justice: Differential effects on organizational citizenship behavior. *Journal of International Business and Entrepreneurs*, 11(1), 79-92.
- Aizzat, M. N., & Ramayah, T., & Hemdi, M. A. (2005). The influence of job satisfaction on turnover intentions within the Malaysian hotel industry: An investigation on the role of gender as a moderator. *The Proceedings of the International Conference on Tourism Development, "Tourism: Vehicle for Development"*, 9-11 January, Pulau Pinang.
- Aizzat, M. N., & Ramayah, T., & Jaafar, M. (2005). Investigating perceived organizational support and organizational commitment as predictors of organizational citizenship behavior. *2nd International Conference on Business and Economics, "Capitalizing the Potential of the Asian Integrated Market"*, 28-30 July, Padang, Indonesia.
- Aizzat, M. N., Ramayah, T., & Yeoh, C. B. (2006). Organizational structure and organizational climate as potential predictors of job stress: Evidence from Malaysia. *International Journal of Commerce & Management*, 16(2), 116-129.
- Aizzat, M. N., & Ramayah, T., & Yusoff, M. N. (2003). The effects of job satisfaction and leadership supportiveness on altruistic organizational citizenship behavior: A case of academicians. *The Proceedings of the 1st International Conference on Asian Academy of Applied Business Conference, 10-12 July, Padang, Indonesia*.

- Alotaibi, A. G. (2001). Antecedents of organizational citizenship behavior: A study of the public personnel in Kuwait. *Public Personnel Management*, 30(3), 363-377.
- Anderson, C. H. (1984). Job design: Employee satisfaction and performance in retail stores. *Journal of Small Business Management*, 22(4), 9-16.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423.
- Ang, S., Van Dyne, L., & Begley, T. M. (2003). The employment relationships of foreign workers versus local employees: A field study of organizational justice, job satisfaction, performance, and OCB. *Journal of Organizational Behavior*, 24(2), 561-583.
- Appelbaum, S., Bartolomucci, N., Beaumier, E., Boulanger, J., Corrigan, R., Dore, I., Girard, C., & Serroni, C. (2004). Organizational citizenship behavior: A case study of culture, leadership, and trust. *Management Decision*, 42(1), 13-40.
- Arawati, A., Barker, S., & Kandampully, J. (2007). An exploratory study of service quality in the Malaysian public service sector. *International Journal of Quality and Reliability Management*, 24(2), 177-190.
- Ardalan, A., Quarstein, V. A., & McAfee, B. R. (1994). Enhancing performance through employee discretion and feedback. *Industrial Management & Data Systems*, 94(10), 15-19.
- Ashton, M. C. (1998). Personality and job performance: The importance of narrow traits. *Journal of Organizational Behavior*, 19(3), 289-303.
- Bagozzi, R. P., & Edwards, J. R. (1998). A general approach for representing constructs in organizational research. *Organizational Research Methods*, 1(1), 45-87.
- Bandalos, D. L. (2002). The effects of item parceling on goodness-of-fit and parameter estimate bias in structural equation modeling. *Structural Equation Modeling*, 9(1), 78-102.
- Bandalos, D. L. (2008). Is parceling really necessary? A comparison of results from item parceling and categorical variable methodology. *Structural Equation Model: A Multidisciplinary Journal*, 15(2), 211-240.

- Barge, J. K., & Schlueter, D. W. (1991). Leadership as organizing: A critique of leadership instruments. *Management Communication Quarterly*, 4(4), 541-570.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1-26.
- Bateman, T. S., & Organ D. W. (1983). Job satisfaction and the good soldier: the relationship between affect and employee citizenship. *Academy of Management Journal*, 26(4), 587-595.
- Becker, T. E., & Kernan, M. C. (2006). Matching commitment to supervisors and organizations to in-role and extra-role performance. *Human Performance*, 16(4), 327-348.
- Berg, A. M. (2006). Transforming public services- transforming the public servant? *International Journal of Public Sector Management*, 19(6), 556-568.
- Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior. *Academy of Management Review*, 32(4), 1078-1095.
- Berry, C. M., Page, R. C., & Sackett, P. R. (2007). Effects of self-deceptive enhancement on personality-job performance relationships. *International Journal of Selection and Assessment*, 15(1), 94-109.
- Bhuain, S. N., Al-Shammari, E. S., & Jefri, O. A. (1996). Organizational commitment, job satisfaction, and job characteristics: An empirical study of expatriates in Saudi Arabia. *International Journal of Commerce and Management*, 6(3), 57-79.
- Bhuain, S. N., Al-Shammari, E. S., & Jefri, O. A. (2001). Work-related attitudes and job characteristics of expatriates in Saudi Arabia. *Thunderbird International Business Review*, 43(1), 21-31.
- Bhuain, S. N., & Menguc, B. (2002). An extension and evaluation of job characteristics, organizational commitment, and job satisfaction in an expatriate, guest worker, sales setting. *The Journal of Personal Selling and Sales Management*, 22(1), 1-11.

- Bing, M. N., & Lounsbury, J. W. (2000). Openness and job performance in US-based Japanese manufacturing companies. *Journal of Business and Psychology*, 14(3), 515-522.
- Birnbaum, P. H., Farh, J., & Wong, G. Y. (1986). The job characteristics model in Hong Kong. *Journal of Applied Psychology*, 71(4), 598-605.
- Black, S., Briggs, S., & Keogh, W. (2001). Service quality performance measurement in public/private sectors. *Managerial Auditing Journal*, 16(7), 400-405.
- Black, J. S., & Porter, L. W. (1991). Managerial behaviors and job performance: A successful manager in Los Angeles may not succeed in Hong Kong. *Journal of International Business Studies*, 22(1), 99-113.
- Bockel, J., & Noordegraaf, M. (2006). Identifying identities: performance driven, but professional public managers. *International Journal of Public Sector Management*, 19(6), 585-597.
- Bodewes, W. E. (2002). Formalization and innovation revisited. *European Journal of Innovation Management*, 5(4), 214-223.
- Bogler, R., & Somech, A. (2005). Organizational citizenship behavior in schools. *Journal of Educational Administration*, 43(5), 420-438.
- Bohlander, G. & Snell, S. (2007). *Managing human resources* (14th ed.). Cincinnati, OH: South-Western College Publishing.
- Bohlander, G. & Snell, S. (2010). *Principles of human resource management* (15th ed.). Cincinnati, OH: South-Western College Publishing.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(3), 256-277.
- Bollen, K. A., & Long, J. S. (1993). Introduction. In Bollen, K. A., & Long, J. S. (Eds.) *Testing structural models* (pp.1-9). Newbury Park, NJ: Sage Publications.
- Borman W. C. (2004a). Introduction to the special issue: Personality and the prediction of job performance: More than the big five. *Human Performance*, 17(3), 267-269.

- Borman, W. C. (2004b). The concept of organizational citizenship. *American Psychological Society*, 13(6), 238-241.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations*. San Francisco, CA: Jossey Bass.
- Borman, W. C., & Motowidlo, S. J. (1997). Organizational citizenship behavior and contextual performance. *Human Performance*, 10(2), 67-70.
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67-94.
- Bowler, W. M. (2006). Organizational goals versus the dominant coalition: A critical review of the value of organizational citizenship behavior. *Institute of Behavioral and Applied Management*.
- Bozeman, B. (2000). *Bureaucracy and red tape*. Upper Saddle River, NJ: Prentice Hall.
- Bozeman, B., & Pandey, S. K. (2004). Public management decision making: Effects of decision content. *Public Administration Review*, 64 (5), 553-565.
- Bozionelos, N. (2004). The big five personality and work involvement. *Journal of Managerial Psychology*, 19(1), 69-81.
- Bromfield-Day, D. (2000). *Employee readiness for self-directed learning and selected organizational variables as predictors of job performance*. Unpublished doctoral dissertation. University of Southern Mississippi, Mississippi.
- Brown, T. (2006). *Confirmatory factor analysis for applied research*. New York, NY: Guildford Press.
- Brown, K., Ryan, N., & Parker, R. (2000). New modes of service delivery in the public sector. *International Journal of Public Sector Management*, 13(3), 206-221.
- Brief, A. P., & Aldag, R. J. (1975). Employee reactions to job characteristics: A constructive replication. *Journal of Applied Psychology*, 60(2), 182-186.

- Brislin, R. W. (1970). Back-translation for cross cultural research. *Journal of Cross Cultural Psychology*, 1(2), 185-216.
- Butler, A. B., Grzywacz, J. G., Bass, B. L., & Linney, K. D. (2005). Extending the demands-control model: A daily diary study of job characteristics, work-family conflict, and work-family facilitation. *Journal of Occupational and Organizational Psychology*, 78(1), 155-169.
- Buys, M. A., Olckers, C., & Schaap, P. (2007). The construct validity of the Revised Job Diagnostic Survey. *South African Journal of Business Management*, 38(2), 33-40.
- Byrne, B. M. (2001). *Structural equation modeling with AMOS*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Byrne, B. M. (2005). Factor analytic models: Viewing the structure of an assessment instrument from three perspectives. *Journal of Personality Assessment*, 85(1), 17-32.
- Byrne, Z. S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior, and job performance. *Journal of Business and Psychology*, 20(2), 175-200.
- Caiden, G. E. (1994). Excessive bureaucratization: The J-Curve of theory of bureaucracy and Max Weber through the looking glass. In A. Farazmand (Ed.), *Handbook of bureaucracy* (pp.29-40). New York, NY: Marcel Dekker.
- Campbell, J. P. (1990). Modelling the performance prediction problem in industrial and organizational psychology. In M. D. Dunette & L. M. Houghs (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, 2nd ed.; pp.687-732). Palo Alto, CA: Consulting Psychologists Press.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modelling job performance in a population of jobs. *Personnel Psychology*, 43(2), 313-333.
- Campion, M. A., & Thayer, P. W. (1985). Development and field evaluation of an interdisciplinary measure of job design. *Journal of Applied Psychology*, 70(2), 29-43.
- Caron, D. J. & Giaque, D. (2006). Civil servant identity at the crossroads: new challenges for public administrations. *International Journal of Public Management*, 19(6), 543-555.

- Carmeli, A. (2005). Exploring determinants of job involvement: An empirical test among senior executives. *International Journal of Manpower*, 26(5), 457-472.
- Carmeli, A. & Freund, A. (2004). Work commitment, job satisfaction, and job performance: An empirical investigation. *International Journal of Organization Theory and Behavior*, 7(3), 289-309.
- Castro, C. M., Armario, E. M., & Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, 15(1), 27-53.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*. Singapore: John Wiley & Sons.
- Chan, D., Schmitt, N., Jennings, D., & Sheppard, L. (1999). Developing measures of job-relevant English proficiency for the prediction of job performance and promotability. *Journal of Business and Psychology*, 14 (2), 305-318.
- Chang, C. S., & Lee, M. S. (2006). Relationships among personality traits, job characteristics, and organizational commitment: An empirical study in Taiwan. *The Business Review, Cambridge*, 6(1), 201-207.
- Chebat, J., Babin, B., & Kollias, P. (2002). What makes contact employees perform? Reactions to employee perceptions of managerial practices. *International Journal of Bank Marketing*, 20(7), 325-332.
- Chen, J. C., Silverthorne, C., & Hung, J. Y. (2006). Organizational communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership and Organization Development Journal*, 27(4), 242-249.
- Cheng, E. W. (2001). SEM being more effective than multiple regressions in parsimonious model testing for management development research. *Journal of Management Development*, 20(7), 650-667.
- Chiaburu, D. S., & Baker, V. L. (2006). Extra-role behaviors challenging the status-quo. *Journal of Managerial Psychology*, 21(7), 620-637.
- Chisholm, R. F., & Cummings, T. G. (1979). Job characteristics, alienation, and work related behavior: A study of professional employees. *Journal of Management*, 5(1), 57-70.

- Chiu, S., & Chen, H. (2005). Relationship between job characteristics and organizational citizenship behavior. The mediational role of job satisfaction. *Social Behavior and Personality*, 33(6), 523-540.
- Chompookum, D., & Derr, B. C. (2004). The effects of internal career orientations on organizational citizenship behavior in Thailand. *Career Development International*, 9(4), 406-423.
- Christen, M., Iyer, G., & Soberman, D. (2006) Job satisfaction, job performance, and effort: A reexamination using agency theory. *Journal of Marketing*, 70(1), 137-150.
- Cohen, A. (1992). Antecedents of organizational commitment across occupational groups: A meta-analysis. *Journal of Organizational Behavior*, 13(6), 539-558.
- Cook, C. W., & Hunsaker, P. L. (2001). *Management and Organizational Behavior*. Boston, MA: McGraw-Hill.
- Comeau, D. J., & Griffith, R. L. (2005). Structural interdependence, personality, and organizational citizenship behavior. *Personnel Review*, 34(3), 310-330.
- Conner, D. S., & Douglas, S. C. (2005). Organizationally-induced work stress: The role of employee bureaucratic orientation. *Personnel Review*, 34(2), 210-224.
- Conway, J. M. (1996). Additional construct validity evidence for the task/contextual performance distinction. *Human Performance*, 9(4), 309-329.
- Costello, A. B., & Osborne, J. W. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical Assessment, Research, and Evaluation*, 10(7), 1-9.
- Cropanzano, R., James, K., & Konovsky, M. A. (1993). Dispositional affectivity as a predictor of work attitudes and job performance. *Journal of Organizational Behavior*, 14(6), 595-606.
- Crossman A., & Abou-Zaki, B. (2003). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4), 368-376.
- Danaeefard, H., Balutbazeh, A. E., & Kashi, K. H. (2010). Good soldiers' perceptions of organizational politics understanding the relation between organizational citizenship behaviors and perceptions of

- organizational politics: Evidence from Iran. *European Journal of Economics, Finance, and Administrative Sciences*, 18(1), 146-162.
- Daniels, K. (2006). Rethinking job characteristics in work stress research. *Human Relations*, 59(3), 267-290.
- Dann, S. (1996). Public sector reform and the long-term public servant. *International Journal of Public Sector Management*, 9(2), 28-35.
- Davis, D. L., & Pandey, S. K. (2005). Red tape and public employees: Does perceive rule dysfunction alienate managers? *Journal of Public Administration Research and Theory*, 15(1), 133-148.
- Deadrick, D. L., & Gardner, D. G. (2008). Maximal and typical measures of job performance: An analysis of performance variability overtime. *Human Resource Review*, 18(1), 133-145.
- Dean, J. W. & Bowen, D. E. (1994). Management theory and total quality: Improving research and practice through theory and development. *Academy of Management Review*, 19(3), 392-418.
- Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341-352.
- Demerouti, E. (2006). Job characteristics, flow, and performance: the moderating role of conscientiousness. *Journal of Occupational Health Psychology*, 11 (3), 266-280.
- Denhardt, R. B. (2000). *Theories of public organization*. Orlando, FL: Harcourt Brace & Company.
- Deewar, R. D., Whetten, D. A., & Boje, D. (1980). An examination of the reliability and validity of the Hage and Aiken scales of centralization, formalization, and task routineness. *Administrative Science Quarterly*, 25(1), 120-128.
- Desimone, R. L., Werner, J. M., & Harris, D. M. (2002). *Human resource development*. Orlando, FL: Harcourt Inc.
- Diefendorff, J. M., Richard, E. M., & Gosserand, R. H. (2006). Examination of situational and attitudinal predictors of hesitation and performance relation. *Personnel Psychology*, 59(1), 365-393.
- DiPaola, M. F., & Hoy, W. K. (2001). Formalization, conflict, and change: Constructive and destructive consequences in schools. *The International Journal of Educational Management*, 15(4/5), 238-244.

- Dixon, J. (1996). Reinventing civil servants: public management development and education to meet the managerialist challenge in Australia. *Journal of Management Development*, 1(7), 62-82.
- Dodd, N. G., & Ganster, D. C. (1996). The interactive effects of variety, autonomy, and feedbacks on attitudes and performance. *Journal of Organizational Behavior*, 17(4), 329-347.
- Domfeh, K. A. (2004). Managing environment in a decade of administrative reforms in Ghana. *International Journal of Public Sector Management*, 17 (7), 606-620.
- Donaldson, S. L., & Grant-Vallone, E. J. (2002). Understanding self-report bias in organizational behavior research. *Journal of Business and Psychology*, 17 (2), 245-260.
- Dunham, R. B. (1976). The measurement and dimensionality of job characteristics. *Journal of Applied Psychology*, 61(4), 404-409.
- Dunham, R. B. (1977a). Reactions to job characteristics: Moderating effects of the organization. *Academy of Management Journal*, 20(1), 42-65.
- Dunham, R. B. (1977b). Relationships of perceived job design characteristics to job ability requirements and job value. *Journal of Applied Psychology*, 62(6), 760-763.
- Edwards, B. D., Bell, S. T., Arthur, W., & Decuir, A. D. (2008). Relationships between facets of job satisfaction and task and contextual performance. *Applied Psychology: An International Review*, 57(3), 441-465.
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61-94.
- Elloy, W. F., & Terpening, W. D. (1992). An empirical distinction between job involvement and work involvement: Some additional evidence. *Canadian Journal of Behavioral Science*, 24(4), 465-478.
- Emmerik, H., & Sander, K. (2004). Social embeddedness and job performance of tenured and non-tenured professionals. *Human Resource Management Journal*, 14(1), 40-54.
- Emmerik, I. J., & Jawahar, I. M. (2005). Lending a helping hand: provision of helping behaviors beyond professional career responsibilities. *Career Development International*, 10(5), 347-358.

- Fang, M. (1996). *Job characteristics and self-efficacy as predictors of organizational commitment*. Unpublished masters' dissertation. University of Nevada, Nevada.
- Farr, J. L. (1995). Does feedback enhance or inhibit creativity? In Ford, C. M. and Gioia, D. A. (Eds.) *Creative Action in Organization*. Ivory Tower Visions and Real World Voices, Sage Publications, London.
- Fatimah, M. A. (2007). Agricultural development path in Malaysia. The agricultural community. In Fatimah, M. A., Nik, M. A., Kaur, B., & Amin, M. A. (Eds.). *50 years of Malaysian agriculture: Issues, challenges, and direction*. Serdang: Penerbit Universiti Putra Malaysia.
- Faturochman. (1997). The job characteristics theory: A review. *Buletin Psikologi*, 5(2), 1-13.
- Fauzana, I. (March, 2006). *Structural change of the agricultural sector: Analysis based on input-output tables*. Paper presented at the International Workshop on the Agriculture Economic Analysis, Bangkok.
- Ferrat, T. W., Dunham, R. B., & Pierce, J. L. (1981). Self-report measures of job characteristics and affective responses: An examination of discriminant validity. *Academy of Management Journal*, 24(4), 780-794.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Fisher, G. B., & Hartel, C. E. (2004). Evidence for crossvergence in the perception of task and contextual performance: A study of western expatriates working in Thailand. *Cross Cultural Management*, 11(2), 3-15.
- Frazier, P. A., Barron, K. E., & Tix, A. P. (2004). Testing moderator and mediator effects in counseling psychology research. *Journal of Counseling Psychology*, 51(1), 115-134.
- Fried, Y. (1991). Meta-analytic comparison of the job diagnostic survey and job characteristics inventory as correlates of work satisfaction and performance. *Journal of Applied Psychology*, 76(5), 690-697.
- Fried, Y., & Ferris, G. R. (1986). The dimensionality of job characteristics: Some neglected issues. *Journal of Applied Psychology*, 71(3), 419-426.

- Fried, Y., & Ferris, G. R. (1987). The validity of the job characteristics model: A review and meta-analysis. *Personnel Psychology*, 40(1), 287-322.
- Friedlander, F. (1964). Job characteristics and satisfiers and dissatisfiers. *Journal of Applied Psychology*, 48(6), 388-392.
- Friedlander, F. (1966). Importance of work versus non-work among socially and occupationally stratified groups. *Journal of Applied Psychology*, 60(2), 437-441.
- Garg P., & Rastogi, R. (2006). Climate profile and OCBs of teachers public and private schools of India. *International Journal of Educational Management*, 20(7), 529-541.
- Geisinger, G. F. (2003). Testing and assessment in cross-cultural psychology. In J. R. Graham, J. A. Naglieri, & I. B. Weiner (Eds.), *Handbook of psychology: Vol.10. Assessment Psychology* (pp. 95-118). Hoboken, NJ: John Wiley & Sons.
- George, B. P., & Hegde, P. G. (2004). Employee attitude towards customers and customer care challenges in banks. *International Journal of Bank Marketing*, 22(6), 390-406.
- George, J. M., & Jones, G. R. (1997). Organizational spontaneity in context. *Human Performance*, 10(2), 153-170.
- George, J. M., & Zhou, J. 2001. When openness to experience and conscientiousness are related to creative behavior: An interactional approach. *Journal of Applied Psychology*, 86(3), 513-524.
- Givan, R. K. (2005). Seeing stars: human resources performance indicators in the National Health Service. *Personnel Review*, 34(6), 634-647.
- Glisson, C. & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61-81.
- Global Competitiveness Report (2009-2010). Global competitiveness ranking Retrieved June 23, 2010, from <http://www.weforum.org/en/initiative/s/gcp/Global%20Competitiveness%20Report/index.htm>
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2007). *Managing human resources* (5th ed.). Upper Saddle River, NJ: Pearson Education International.

- Goris, J. R., Vaught, B. C., Pettit, J. D. (2000). Effects of communication direction on job performance and satisfaction: A moderated regression analysis. *Journal of Business Communication*, 37(4), 348-368.
- Government of Malaysia (2001). Eighth Malaysia Plan 2001-2005. Kuala Lumpur: Government Printers.
- Government of Malaysia (2006). Ninth Malaysia Plan 2006-2010. Kuala Lumpur: Government Printers.
- Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 93(1), 108-124.
- Griffin, R. W., Moorhead, G., Johnson, B. H., & Chonko, L. B. (1980). The empirical dimensionality of the job characteristics inventory. *Academy of Management Journal*, 23(4), 772-777.
- Gwynne, P. (2002). How consistent are performance review criteria? *MIT Sloan Management Review*, (Summer), 15-16.
- Hackman, J. R., & Lawler III, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55(3), 259-286.
- Hackman, J. R., & Oldham, G. R. (1975) Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Hage, J., & Aiken, M. (1967). Relationship of centralization to other structural properties. *Administrative Science Quarterly*, 72-92.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business*. Chichester: John Wiley & Sons.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.), Uppersaddle River, NJ: Pearson Prentice Hall.
- Halim, S., Saraswathy, R., & Mohd, Z. M. (1996). The public service new strategies dimensions for the 21st century. *Public Administration and Development*, 16(2), 185-188.
- Hall, R. H. (1991). *Organizations: Structures, processes, and outcomes* (5th ed.). Englewood Cliffs, NJ: Prentice Hall.

- Hall, A. T., Royle, T. M., Brymer, R. A., Perrewe, P. L., Ferris, G. R., & Hochwarter, W. A. (2006). Relationships between felt accountability as a stressor and strain reactions: The neutralizing role of autonomy across two studies. *Journal of Occupational Health Psychology, 11*(1), 87-99.
- Hamid, T. (1995). Government in transition: building a culture of success—the Malaysian experience. *Public Administration and Development, 15*, 267-269.
- Harris, S. G., Hirschfeld, R. R., Feild, H. S., Mossholder, K. W. (1993). Psychological attachment: Relationships with job characteristics, attitudes, and preferences for newcomer development. *Group and Organization Management, 18*(4), 459-481.
- Hattrup, K., O'Connell, M. S., & Wingate, P. H. (1998). Prediction of multidimensional criteria: Distinguishing task and contextual performance. *Human Performance, 11*(4), 305-319.
- Hechanova, M. R., Alampay, R. B., & Franco, E. P. (2006). Psychological empowerment, job satisfaction, and performance among Filipino service workers. *Asian Journal of Social Psychology, 9*(1), 72-78.
- Heneman, H. G., & Judge, T. A. (2005). *Staffing organizations* (5th ed.) Middleton, MI: McGraw Hill.
- Holmbeck, G. N. (1997). Toward terminological, conceptual, and statistical clarity in the study of mediators and moderators: Examples from the child-clinical and pediatric psychology literatures. *Journal of Consulting and Clinical Psychology, 65*(4), 599-610.
- Holt, J. K. (2004). Item parceling in structural equation models for optimum solutions. *Annual Meeting of the Mid-Western Educational Research Association*, October 13-16, Columbus, OH.
- Hoofman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2002). *Expanding the criterion domain? A quantitative review of the OCB literature*. 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Hooijberg, R., & Choi, J. (2001). The impact of organizational characteristics on leadership effectiveness models: An examination of leadership in a private and a public sector organization. *Administration & Society, 33*(4), 403-431.

- Hondeghem, A., & Vandermeulen, F. (2000). Competency management in the Flemish and Dutch civil service. *International Journal of Public Sector Management*, 13(4), 342-353.
- Horton, S. (2000). Competency management in the British civil service. *International Journal of Public Sector Management*, 13(4), 354-368.
- Horton, S. (2006). New public management: its impact on public servant's identity. *International Journal of Public Sector Management*, 19(6), 533-542.
- House, R. J., & Rizzo, J. R. (1972). Toward the measurement of organizational practices: Scale development and validation. *Journal of Applied Psychology*, 56(5), 388-396.
- Huang, J., Jin, B., & Yang, C. (2004). Satisfaction with business-to-employee benefit systems and organizational citizenship behavior. *International Journal of Manpower*, 25(2), 195-210.
- Hulsheger, U. R., Maier, G. W., & Stumpp, T. (2007). Validity of general mental ability for the prediction of job performance and training success in Germany: A meta-analysis. *International Journal of Selection and Assessment*, 15(1), 3-18.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92(5), 1332-1356.
- Hunter, L. W., & Thatcher, S. M. (2007). Feeling the heat: Effects of stress, commitment, and job experience on job performance. *Academy of Management Journal*, 50(4), 958-968.
- Hussain, A. A. (2005a). Administrative reforms through privatization policy: The Malaysia case. In Manaf, H. A., Dollah, N. F., & Wallang, M. (Eds.), *Pemantapan urustadbir sektor awam* (pp. 3-20). Sintok: Penerbit Universiti Utara Malaysia.
- Hussain, A. A. (2005b). Public sector reforms: Strategies for promoting efficiency, effectiveness in the public sector and for boosting economy of the nation. In Manaf, H. A., Dollah, N. F., & Wallang, M. (Eds.), *Pemantapan urustadbir sektor awam* (pp. 21-42). Sintok: Penerbit Universiti Utara Malaysia.
- Idaszak, J. R., Bottom, W. P., & Drasgow, F. (1988). A test of the measurement equivalence of the revised job diagnostic survey: Past

problems and current solutions. *Journal of Applied Psychology*, 73(4), 647-656.

Idaszak, J. R., & Drasgow, F. (1987). A revision of the Job Diagnostic Survey: Elimination of a measurement artifact. *Journal of Applied Psychology*, 70(1), 69-74.

Igbaria, M., & Wormley, W. M. (1995). Race differences in job performance and career success. *Association for Computing Machinery. Communications of the ACM, New York*, 38(3), 82-93.

IMD world competitiveness report. (2005). IMD World Competitive Center. Retrieved February 21, 2007, from http://www.imd.ch/research/publication/s/wcy/wcy_online.cfm?mrk_cmpg_source=1007138&bhcp=1

IMD world competitiveness report. (2006). IMD World Competitive Center. Retrieved February 21, 2007, from http://www.imd.ch/research/publication/s/wcy/wcy_online.cfm?mrk_cmpg_source=1007138&bhcp=1

IMD world competitiveness report. (2007). IMD World Competitive Center. Retrieved November 4, 2007, from http://www.imd.ch/research/publication/s/wcy/wcy_online.cfm?mrk_cmpg_source=1007138&bhcp=1

Ito, J. K., & Botheridge, C. M. (2007). Exploring the predictors and consequences of job insecurity's components. *Journal of Managerial Psychology*, 22(1), 40-64.

Ivancevich, J. M. (2001). *Human Resource Management*. New York, NY: McGraw-Hill.

Jabroun, N., & Balakrishnan, V. (2000). The participation and job performance in the Malaysian public service department. *International Journal of Commerce and Management*, 10(3/4), 56-66.

Jahangir, N., Akbar, M. M., & Haq, M. (2004). Organizational citizenship behavior: Its nature and antecedents. *BRAC University Journal*, 1(2), 75-85.

Janssen, O. (2001). Fairness perception as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of Management Journal*, 44(5), 1039-1050.

Jawahar, I. M., & Carr, D. (2007). Conscientiousness and contextual performance: The compensatory effects of perceived organizational support and leader-member exchange. *Journal of Managerial Psychology*, 22(4), 330-349.

- Jex, S. M., & Britt, T. W. (2008). *Organizational psychology: A scientist-practitioner approach*. Hoboken, NJ: John-Wiley & Sons.
- Johnson, J. W. (2001). The relative importance of task and contextual performance dimensions of supervisory judgments of overall performance. *Journal of Applied Psychology*, 86(5), 984-996.
- Johnson, P. F., & Leenders, M. R. (2001). The supply organizational structure dilemma. *The Journal of Supply Chain Management*, Summer 2001, 4-11.
- Jones, M. D. (2006). Which is a better predictor of job performance: Job satisfaction or life satisfaction. *Institute of Behavioral and Applied Management*.
- Jonge, J. D., Dormann, C., Janssen P. M., Dollard, M. F., Landeweerd, J. A., & Nijhuis, F. J. (2001). Testing reciprocal relationships between job characteristics and psychological wellbeing. *Journal of Occupational and Organizational Psychology*, 74, 29-46.
- Jöreskog, K. G. (1993). Testing structural equation models. In Bollen, K. A., & Long, J. S. (Eds.) *Testing structural models* (pp.294-316). Newbury Park, NJ: Sage Publications.
- Judge, T. A., LePine, J. A., & Rich, B. L. (2006). Loving yourself abundantly: Relationship of the narcissistic personality to self-and other perceptions of workplace deviance, leadership, and task and contextual performance. *Journal of Applied Psychology*, 91(4), 762-776.
- Kacmar, M. K., Bozeman, D. P., Carlson, D. S., & Anthony, W. P. (1999). An examination of the perceptions of organizational politics model: Replication and extension. *Human Relations*, 52(3), 383-416.
- Kakabadse, N. K., Kakabadse, A. K., & Kouzmin, A. (1999). Dysfunctionality in "citizenship" behavior in decentralized organizations: A research note. *Journal of Managerial Psychology*, 14(7), 526-544.
- Kamdar, D., & Van Dyne, L. (2007). The joint effects of personality and workplace social exchange relationships in predicting task performance and citizenship performance. *Journal of Applied Psychology*, 92(5), 1286-1298.
- Kamoche, K. (1997). Competence-creation in the African public sector. *International Journal of Public Sector Management*. 10(4), 268-78.

- Kanter, R. M. (1988). When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organizations. *Research in Organizational Behavior*, 10, 169-211.
- Kanungo, R.N. (1979). The concept of alienation and involvement revisited. *Psychological Bulletin*, 86(1), 119-138.
- Kanungo, R.N. (1982a). Measurement of job and work Involvement. *Journal of Applied Psychology*, 67(2), 341-49.
- Kanungo, R.N. (1982b). *Work alienation: An integrative approach*. New York, NY: Praeger Publications.
- Kanungo, R. N. (1990). Culture and work alienation: Western model and eastern realities. *International Journal of Psychology*, 25(1), 795-812.
- Kanungo, R. N. (1992). Alienation and empowerment: Some ethical imperatives in business. *Journal of Business Ethics*, 11(6), 413-422.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. New York, NY: Wiley.
- Kim, H. S. (2007). A multilevel study of antecedents and a mediator of employee-organization relationships. *Journal of Public Relations Research*, 19(2), 167-197.
- Kim, J., Moon, J., Han, D., & Tikoo, S. (2004). Perceptions of justice and employee willingness to engage in customer-oriented behavior. *Journal of Services Marketing*, 18(4), 267-275.
- Kim, S. (2006). Public service motivation and organizational citizenship behavior. *International Journal of Manpower*, 27(8), 722-740.
- Kim, S., & Lee, H. (2006). The impact of organizational context and information technology on employee knowledge sharing capabilities. *Public Administration Review*, May/June 370-385.
- Kim, J. O., & Mueller, C. W. (1978). *Factor analysis: Statistical methods and practical issues*. Newbury Park, NJ: Sage Publication Inc.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling* (2nd ed.) New York, NY: The Guilford Press.
- Konowsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(1), 253-266.

- Koster, F., & Sanders, K. (2006). Organizational citizens or reciprocal relationships? an empirical comparison. *Personnel Review*, 35(5), 519-537.
- Kreitner, R., & Kinicki, A. (1998). *Organizational Behavior*. Boston, MA: McGraw-Hill.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kuehn, K. M., & Al-Busaidi, Y. (2002). Citizenship behavior in a non-western context: An examination of the role of satisfaction, commitment, and job characteristics on self-reported OCB. *International Journal of Commerce and Management*, 12(2), 107-125.
- Kulik, C. T., Oldham, G. R., & Langner, P. H. (1988). Measurement of job characteristics: Comparisons of the original and the revised job diagnostic survey. *Journal of Applied Psychology*, 73(3), 462-466.
- Kurland, N. B., & Egan, T. D. (1999). Public versus private perceptions of formalization, outcomes, and justice. *Journal of Public Administration Research and Theory*, 9(3), 437-458.
- Lang, J., Thomas, J. L., Bliese, P. D., & Adler, A. B. (2007). Job demands and job performance: The mediating effect of psychological and physical strain and the moderating effect of role clarity. *Journal of Occupational and Health Psychology*, 12(2), 116-124.
- Langfred, C. W., & Moya, N. A. (2004). Effects of task autonomy on performance: An extended model considering motivational, informational, and structural mechanisms. *Journal of Applied Psychology*, 89(6), 934-945.
- Lau, T. Y. (2003). *The effects of organizational support, organizational justice, and organizational politics on organizational citizenship behavior among nurses: The role of commitment and trust as moderators*. Unpublished doctoral thesis, Universiti Sains Malaysia, Malaysia.
- Lau, T. Y., Aizzat, M.N., & Ramayah, T. (2005). An empirical assessment of the relationships between organizational politics, commitment, and organizational citizenship behavior. *An Asia Pacific Conference XXII, "The e-Global Age, New Economy, and China"*, 25-27 May, Shanghai, China.

- Lau, A. W., & Pavett, C. M. (1980). The nature of managerial work: A comparison of public-and private-sector managers. *Group and Organization Studies*, 5(4), 453-466.
- Law, K. S., & Wong, C. S. (1999). Multidimensional constructs in structural equation analysis: An illustration using the job perception and job satisfaction constructs. *Journal of Management*, 25(2), 143-160.
- Law, K. S., Wong, C. S., & Chen, Z. X. (2005). *The construct of organizational citizenship behavior: Should we analyze after we have conceptualized?* In Turnispeed, D. L. (Ed.). *Handbook of organizational citizenship behavior* (pp.47-65), New York, NY: Nova Scotia Publishers, Inc.
- Lawler III, E. E., & Hall, D. T. (1970). Relationships of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology*, 54(4), 305-312.
- Lay, A. S., & Abdul-Rahman, W. R. (1999). *Organizational citizenship behavior in Malaysian educators*. Unpublished manuscripts.
- Leach, D. J., Wall, T. D., Rogelberg, S. G., & Jackson, P. R. (2005). Team autonomy, performance, and member job strain: Uncovering the teamwork KSA link. *Applied Psychology: An International Review*, 54(1), 1-24.
- Lee, Y., Nam, J., Park, D., & Lee, K. (2006). What factors influence customer-oriented prosocial behavior of customer-contact employees? *Journal of Services Marketing*, 20(4), 251-264.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
- LePine, J. A., Hanson, M. A., Borman, W. C., & Motowidlo, S. J. (2000). Contextual performance and teamwork: Implications for staffing. *Research in Personnel and Human Resources Management*, 19, 53-90.
- Lievens, F., & Anseel, F. (2004). Confirmatory factor analysis and invariance of an organizational citizenship behavior measure across samples in a Dutch-speaking context. *Journal of Occupational and Organizational Psychology*, 77, 299-306.
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between

the job interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85(3), 407-416.

- Little, M. M., & Dean, A. M. (2006). Links between service climate, employee commitment, and employees' service quality capability. *Managing Service Quality*, 16(5), 460-476.
- Lodahl, T.M., & Kejner, M. (1965). The definition of measurement of job involvement. *Journal of Applied Psychology*, 49(1), 24-33.
- Lohr, S. L. (1999). *Sampling: Design and analysis*. Pacific Grove, CA: Thomson Publishing.
- Luo, Z., Shi, K., Li, W., & Miao, D. (2008). Construct of job performance: Evidence from Chinese military soldiers. *Asian Journal of Social Psychology*, 11, 222-231.
- MacKinnon, D. P. (2008). *Introduction to statistical mediation analysis*. New York, NY: Lawrence Erlbaum Associates.
- MacKinnon, D. P., Fairchild, A. J., Fritz, M. S. (2007). Mediation analysis. *Annual Review of Psychology*, 58, 593-614.
- Maddock, S. (2002). Making modernization work: New narratives, change strategies, and people management in the public sector. *International Journal of Public Sector Management*, 15(1), 13-43.
- MAMPU (2008). MAMPU Start Rating 2008. Retrieved 18 December, 2010, from <http://www.mampu.gov.my/ssr/index>.
- Malek, S. (2006, August 21). *Transforming human capital for public service excellence in the 21st century*. Speech presented for the 11th Civil, Service Conference, National Institute of Public Administration, Bukit Kiara, Kuala Lumpur.
- Mannheim, B., & Schiffrin, M. (1984). Family structure, job characteristics, rewards and strains as related to work-role centrality of employed and self-employed professional women with children. *Journal of Occupational Behavior*, 5(2), 83-101.
- Manning, M. L., & Munro, D. (2007). *The business survey researcher's SPSS cookbook*. Frenchs Forest: Pearson Education.
- Marchese, M. C. (1998). Some factors affecting the relationship between job characteristics and job worth: A job-role interpretation. *International Journal of Organizational Analysis*, 6(4), 355-369.

- Maruyama, G. M. (1998). *Basics of structural equation modeling*. Thousand Oaks, CA: Sage Publications.
- Matherly, M. L. (1985). *A contingency model exploring the relationship of chief executive entrepreneurial: Traits and structural favorableness as predictors*. Unpublished dissertation: UMI Dissertations Services.
- McCormick, E. J., Jeanneret, P. R., & Mecham, R. C. (1972). A study of job characteristics and job dimensions as based on the position analysis questionnaire (PAQ). *Journal of Applied Psychology*, 56(4), 347-367.
- McHugh, M., & Brennan, S. (1994). Managing the stress of change in the public sector. *International Journal of Public Sector Management*, 7(5), 29-41.
- Meilich, O. (2005). Are formalization and human asset specificity mutually exclusive? – A learning bureaucracy perspective. *Journal of American Academy of Business, Cambridge*, 6(1), 161-169.
- Michaels, R. E., Cron, W. L., Dubinsky, A. L., & E. A. Joachimsthaler (1988). Influence of formalization on the organizational commitment and work alienation of salesperson and industrial buyers. *Journal of Marketing Research*, 25(4), 376-383.
- Michaels, R. E., Dubinsky, A. L., Kotabe, M., & Chae, U. L. (1996). The effects of organizational formalization on organizational commitment and work alienation in US, Japanese, and Korean industrial salesforces. *European Journal of Marketing*, 30(7), 8-24.
- Mierlo, H. V., Rutte, C. G., Vermunt, J. K., Kompier, M. A., & Doorewaard, J. A. (2007). A multi-level mediation model of the relationships between team autonomy, individual task design, and psychological wellbeing. *Journal of Occupational and Organizational Psychology*, 80, 647-664.
- Mohamed, A. M. (2005). *Bureaucracy pathology: A short analysis*. In Manaf, H. A., Dollah, N. F., & Wallang, M. (Eds.), *Pemantapan urustadbir sektor awam* (pp. 43-46). Sintok: Penerbit Universiti Utara Malaysia.
- Moideenkutty, U. (2005). Organizational citizenship behavior and developmental experiences: Do role definitions moderate the relationship? *Journal of Behavioral and Applied Management*, 6(2), 91-108.
- Moideenkutty, U., Blau, G., Kumar, R., & Nalakath, A. (2006). Comparing correlates of organizational citizenship and in-role behavior of sales

representative in India. *International Journal of Commerce and Management*, 16(1), 15-28.

- Moon, H., Van Dyne, L., & Wrobel, K. (2005). The circumplex model and the future of organizational citizenship behavior research. In Turnispeed, D. L. (Ed.). *Handbook of organizational citizenship behavior* (pp.1-23), New York, NY: Nova Scotia Publishers, Inc.,
- Moore, C. (1996). Human resource management in the public sector. In Towers, B. (Ed.). *The handbook of human resource management* (pp. 353-372), Cambridge, MA: Blackwell Publishers.
- Morand, D. A. (1995). The role of behavioral formality and informality in the enactment of bureaucratic versus organic organizations. *Academy of Management Review*, 20(4), 831-873.
- Morgeson, F. P., & Campion, M. A. (2003). Work design. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of Psychology: 12. Industrial and organizational psychology* (pp. 423-452), Hoboken, NJ: John Wiley & Sons.
- Morgeson, F. P., Michael, J. D., Campion, M. A., Medsker, G. J., Mumford, T. V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on perceptions of performance behavior. *Personnel Psychology*, 59, 333-363.
- Morgeson, F. P., Delaney-Klinger, K., & Hemingway, M. A. (2005). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, 90(2), 399-406.
- Morin, L., & Renaud, S. (2004). Participation in corporate university training: Its effect on individual job performance. *Canadian Journal of Administrative Sciences*, 21(4), 295-306.
- Morris, T. (2007). Internal and external sources of organizational change. *The Sociological Quarterly*, 48(1), 119-140.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of employee's perspective. *Academy of Management Journal*, 27(6), 1543-1567.
- Morrison, E. W. (1996). Organizational citizenship behavior as a critical link between HRM practices and service quality. *Human Resource Management*, 35(4), 493-512.

- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extra role efforts to initiate work change. *Academy of Management Journal*, 42 (4), 403-419.
- Moser, K., & Galais, N. (2007). Self-monitoring and job performance: The moderating role of tenure. *International Journal of Selection and Assessment*, 15(1), 83-223.
- Motowidlo, S. J. (2003). Job performance. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Vol.12. Industrial and organizational psychology* (pp. 39-53). Hoboken, NJ: John Wiley & Sons.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance*, 10 (2), 71-84.
- Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4), 475-480.
- Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public Administration Review*, (January/February), 40-53.
- Muhamad, J., Aizzat, M. N., & NurFitriah, A. F. (2003). Organizational innovation: Do structure and culture matter. *Global Business Review*, 4(2), 213-226.
- Muhamad, J., Aizzat, M. N., & NurFitriah, A. F. (2008). Organizational innovation: Does structure, culture, and country of origin matter. *Journal for Global Advancement*, 1(2/3), 271-288.
- Muhyiddin, Y. (2006, September 11). [Keynote Speech]. Speech presented at the International Conference on Agricultural Wastes: Turning Waste into Wealth at the University Putra Malaysia, Malaysia.
- Murphy, G., Athanasou, J., & King, N. (2002). Job satisfaction and organizational citizenship behavior. *Journal of Managerial Psychology*, 17(4), 287-297.
- Mwita, J. I. (2000). Performance management model: a system based approach to public service quality. *International Journal of Public Sector Management*, 13(1), 19-37.

- Najib, M. (2006, August 21). *Developing human capital: Towards achieving service beyond the ordinary*. Speech presented for the 11th Civil, Service Conference, National Institute of Public Administration, Bukit Kiara, Kuala Lumpur.
- Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61(3), 85-98.
- Netemeyer, R. G., & Maxham, J. G. (2006). Employee versus supervisor ratings of performance in the retail customer service sector: Differences in predictive validity for customer outcomes. *Journal of Marketing*, 71(2), 46-62.
- Newton, T. J., & Keenan, A. (1983). Is work involvement an attribute of the person or the environment? *Journal of Occupational Behavior*, 4(1), 169-178.
- Ng, K. C. (1997). Service targets and methods of redress: the impact of accountability in Malaysia. *Public Administration and Development*, 17, 175-180.
- Ng, T. W. H., & Feldman, D. C. (2008). The relationships of age to ten dimensions of job performance. *Journal of Applied Psychology*, 93(2), 392-423.
- Nikandrou, I., Panayotopoulou, L., & Apospori, E. (2008). The impact of individual and organizational characteristics on work-family conflict and career outcomes. *Journal of Managerial Psychology*, 23(5), 576-598.
- Nikolaou, I. (2003). Fitting the person to the organization: examining the personality-job performance from a new perspective. *Journal of Managerial Psychology*, 18(7), 639-648.
- Norazuwa, M. (2008). *Personality, job characteristics, and teaching effectiveness: Moderating effect of experience*. Unpublished doctoral thesis, Universiti Sains Malaysia, Malaysia.
- Normala, A. I. (2004). *Organizational justice, individual innovativeness, and organizational citizenship behavior*. Unpublished doctoral thesis, Universiti Sains Malaysia, Malaysia.
- Normala, A. I., & Ahmad, Z. A. (2004). Organizational justice and organizational citizenship behavior: The mediating effect of leader-member exchange. *Inaugural Conference of the Academy World*

Business, Marketing and Management Development, "The Challenge of Inter-Disciplinary Perspectives and Globalization in the 21st Century, 13-16 July Queensland, Australia.

- Normala, A. I. (2005). Promoting employees' innovativeness and organizational citizenship behavior through superior-subordinate relationship in the workplace. *Research and Practice in Human Resource Management*, 13 (2), 16-30.
- Norsida, M. (2007). The agricultural community. In Fatimah, M. A., Nik, M. A., Kaur, B., & Amin, M. A. (Eds.). *50 years of Malaysian Agriculture: Issues, Challenges, and Direction*. Serdang: Penerbit Universiti Putra Malaysia.
- Northern corridor economic region blueprint. (2007). Northern Corridor Economic Region. Retrieved July 14, 2007, from http://www.ncer.com.my/downloads/en_ncer_chpt1.pdf
- NurFitriah, A. F., Aizzat, M. N., Muhamad, J., & Mohammad, I. (2003). The effects of structural components on organizational innovation: The case of Malaysia. The Proceedings of the 3rd International Conference on Knowledge, Culture, and Change in Organizations, "Knowledge Management", 11-14 August, Penang.
- O'Connors, E. J., Peter, L. H., Rudolf, C. J., & Pooyan, A. (1982). Situational constraints and employee affective reactions: A partial field replication. *Group and Organization Studies*, 7(4), 418-427.
- O'Donnell, M., & Turner, M. (2005). Exporting new public management: performance agreements in a Pacific microstate. *Journal of Public Sector Management*, 18(7), 615-628.
- O'Reilly, C. A., & Anderson, J. C. (1980). Trust and the communication of performance appraisal information: The effect of feedback on performance and job satisfaction. *Human Communication Research*, 6(4), 290-298.
- Offermann, L. R., Bailey, J. R., Vasilopoulos, N. L., Seal, C., & Sass, M. (2004). The relative contribution of emotional competence and cognitive ability to individual and team performance. *Human Performance*, 17(2), 219-243.
- Oldham, G. R., & Cummings, A. (1996) Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634.

- Oldham, G. R., & Hackman, J. R. (1980). Work design in organizational context. In B. M. Staw & L. L. Cummings (Eds.), *Research in Organizational Behavior* (Vol. 2), Greenwich, CT: JAI Press.
- Oliver, J., Bakker, A. B., Demerouti, E., & deJong, R. D. (2005). Projection of own on others' job characteristics: Evidence for the false consensus effect in job characteristics information. *International Journal of Selection and Assessment*, 13(1), 63-74.
- Olson, P. D., & Terpstra, D. E. (1992). Organizational structural changes: Life-cycle stage influences and managers' and interventionists' challenges. *Journal of Organizational Change Management*, 5(4), 27-40.
- Organ, D. W. (1988a). *Organizational citizenship behavior: A good soldier syndrome* (pp. 4). Lexington, MA: Lexington Books.
- Organ, D. W. (1988b). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds). *Research in organizational behavior: Vol. 12* (pp. 43-72). Greenwich, CT: JAI.
- Organ, D. W. (1994). Personality and organizational citizenship behavior. *Journal of Management*, 20(2), 465-478.
- Organ, D. W. (1997). Organizational citizenship behavior: it's construct cleanup time. *Human Performance*, 10, 85-97.
- Organ, D. W., & Konowsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164.
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *Journal of Social Psychology*, 35(3), 339-350.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage Publications.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.

- Orpen, C. (1997). The effects of mentoring on employee work motivation, organizational commitment, and job performance. *The Learning Organization*, 4(2), 53-60.
- Osman, Z., Goon, C. A., & Wan-Aris, W. H. (1998). Quality services: policies and practices in Malaysia. *Library Management*, 19(7), 426-433.
- Pallant, J. (2007). *SPSS survival manual: A step by step guide to data analysis using SPSS for windows*. New York, NY: Open University Press.
- Panatik, S. A., O'Driscoll, M. P., Anderson, M. H. (2009). Psychological strain as a mediator of the relationship between job design, employee work reactions, and job performance. *The Proceedings of the 8th Industrial and Organizational Psychology Conference*, Sydney.
- Pandey S. K., & Rainey, H. G. (2006). Public managers' perception of organizational goal ambiguity: Analyzing alternative models. *International Public Management Journal*, 9(2), 85-112.
- Pandey, S. K., & Welch, E. W. (2005). Beyond stereotypes: A multistage model of managerial perceptions of red tape. *Administration and Society*, 37(5), 542-575.
- Parker, S. K. (2003). Longitudinal effects of lean production on employee outcomes and the mediating role of work characteristics. *Journal of Applied Psychology*, 88 (4), 620-634.
- Parker, S. K., Axtell, C. M., & Turner, N. (2001). Designing a safer workplace: Importance of job autonomy, communication quality, and supportive supervisors. *Journal of Occupational Health Psychology*, 6(3), 211-228.
- Parys, M. (2003). Staff participation in the Belgian public sector reform. *International Journal of Public Sector Management*, 16(6), 446-458.
- Pflanz, S. E., & Ogle, A. D. (2006). Job stress, depression, work performance and perceptions of supervisors in military personnel. *Military Medicine*, 171(9), 861-865.
- Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management Journal*, 49 (2), 327-340.

- Pierce, J. L., & Dunham, R. B. (1978). The measurement of perceived job characteristics: The job diagnostic survey versus the job characteristics inventory. *Academy of Management Journal*, 21(1), 123-128.
- Pierce, J. L., McTavish, D. G., & Knudsen, K. R. (1986). The measurement of job characteristics: A content and contextual analytic look at scale validity. *Journal of Occupational Behavior*, 7 (4), 299-312.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction, and job performance. *Human Communication Research*, 12 (3), 395-419.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leadership behaviors and their effect on followers' trust in leader, satisfaction, and OCB. *Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133-152.
- Podsakoff, P., Mackenzie, S., Paine, J., & Bachrach, D. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26 (3), 513-563.
- Pollock, T.G., Whitbred, R.C., & Contractor, N. (2000). Social information processing and job characteristics: A simultaneous test of two theories with implications for job satisfaction. *Human Communication Research*, 26(2), 292-330.
- Porter, L. W., & Lawler III, E. E. (1965). Properties of organizational structure in relation to job attitudes and job behavior. *Psychological Bulletin*, 64(1), 23-51.
- Posthuma, R. A. (2000). The dimensionality of supervisor evaluations of job performance. *Journal of Business and Psychology*, 14 (3), 481-487.
- Productivity Report (2007). *Chapter 6: Productivity performance of the agriculture sector*. Retrieved 4 December, 2007, from <http://www.maab.gov.my/i-mapsa/Default.aspx?alias=www.maab.gov.my/i-mapsa/perangkaan>
- Public Complaints Bureau (2004). *PCB statistics 2004*. Putrajaya:Author. Retrieved February 22, 2007, from <http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020041%20Bl.pdf>

- Public Complaints Bureau (2005). *PCB statistics 2005*. Putrajaya:Author. Retrieved February 22, 2007, from [http://www.bpa.jpm.my/Annual/STATISTIK% 20TAHUN%2020051 Bl.pdf](http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020051%20Bl.pdf)
- Public Complaints Bureau (2006). *PCB statistics 2006*. Putrajaya:Author. Retrieved February 22, 2007, from [http://www.bpa.jpm.my/Annual/STATISTIK% 20TAHUN%2020061 Bl.pdf](http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020061%20Bl.pdf)
- Public Complaints Bureau (2007). *PCB statistics 2007*. Putrajaya:Author. Retrieved November 4, 2007, from [http://www.bpa.jpm.my/Annual/STATISTIK% 20TAHUN%2020071 Bl.pdf](http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020071%20Bl.pdf)
- Public Complaints Bureau (2008). *PCB statistics 2008*. Putrajaya:Author. Retrieved September 3, 2008, from [http://www.bpa.jpm.my/Annual/STATISTIK% 20TAHUN%2020081 Bl.pdf](http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020081%20Bl.pdf)
- Public Complaints Bureau (2009). *PCB statistics 2009*. Putrajaya:Author. Retrieved December 16, 2009, from [http://www.bpa.jpm.my/Annual/STATISTIK% 20TAHUN%2020091 Bl.pdf](http://www.bpa.jpm.my/Annual/STATISTIK%20TAHUN%2020091%20Bl.pdf)
- Public Service Department (2007). *Maklumat perjawatan dan pengisian sektor awam*. Putrajaya: Author. Retrieved 4 March, 2007, from <http://www.jpa.gov.my/i-mapsa/Default.aspx?alias=www.jpa.gov.my/i-mapsa/perangkaan>
- Pulakos, E. D., Schmitt, N., & Chan, D. (1996). Models of job performance ratings: An examination of rate race, rate gender, and rater level effects. *Human Performance*, 19(2), 103-119.
- Purvanova, R. K., Bono, J. E., & Dzieweczynski, J. (2006). Transformational leadership, job characteristics, and organizational citizenship performance. *Human Performance*, 19(1), 1-22.
- Rachid, Z. (1994). Patterns of organizational commitment and perceived management style: A comparison of public and private sector employees. *Human Relations*, 47(8), 977-1011.
- Radhakrishnan, P., Arrow, H., & Sniezek, J. A. (1996). Hoping, performing, learning, and predicting: Changes in the accuracy of self-evaluations performance. *Human Performance*, 9(1), 23-49.
- Rahim, M. A., Antonioni, D., & Psenicka, C. (2001). A structural equations model of leader power, subordinates' style of handling conflict, and job performance. *International Journal of Conflict Management*, 12(3), 191-211.

- Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 20, 159-174.
- Rentsch, J., R., & Steel, R. P. (1998). Testing the durability of job characteristics as predictors of absenteeism over a six-year period. *Personnel Psychology*, 51(1), 165-190.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87, 698-714.
- Rifai, H. A. (2005). A test of the relationships among perceptions of justice, job satisfaction, affective commitment, and organizational citizenship behavior. *Gadjah Mada International Journal of Business*, 7(2), 131-154.
- Roberts, K. H., & Glick, W. (1981). The job characteristics to task design: A critical review. *Journal of Applied Psychology*, 66(2), 193-217.
- Rogelberg, S. G., Barnes-Farrell, J. L., & Creamer, L. (1999). Customer service behavior: The interaction of service predisposition and job characteristics. *Journal of Business and Psychology*, 13 (3), 421-435.
- Ronan, W. W. (1970). Relative importance of job characteristics. *Journal of Applied Psychology*, 54(2), 192-200.
- Rotenberry, P. F., & Moberg, P. J. (2007). Assessing the impact of job involvement on performance. *Management Research News*, 30(3), 203-215.
- Sackett, P. R., Berry, C. M., Wiemann, S. A., Laczo, R. M. (2006). Citizenship and counterproductive behavior: Clarifying relations between the two domains. *Human Performance*, 19(4), 441-464.
- Saiful, A. K. (2005). *Organizational citizenship behavior, turnover intention, and absenteeism of hotel employees*. Unpublished doctoral thesis, University Utara Malaysia, Malaysia.
- Saleh, S., & Hosek, J. (1976). Job involvement: Concepts and measurement. *Academy of Management Journal*, 19(3), 213-224.
- Sanderson, I. (1996). Evaluation, learning, and the effectiveness of public services. *International Journal of Public Sector Management*, 9(5/6), 90-108.

- Sanker, C. S., & Wee, Y. Y. (1997). Factors influencing job satisfaction of technical personnel in the U.S, Singapore, and India. *Engineering Management Journal*, 9(3), 15-21.
- Sarker, A. E. (2006). New public management in developing countries: an analysis of success and failure with particular reference to Singapore and Bangladesh. *International Journal of Public Sector Management*, 19(2), 180-203.
- Sarminah, S. (2005). Unraveling the organizational commitment and job performance relationship: Exploring the moderating effect of job satisfaction. *The Business Review, Cambridge*, 4(20), 79-84.
- Sarros, J. C., Tanewski, G. A., Winter, R. P., Santora, J. C., & Densten, I. L. (2002). Work alienation and organizational leadership. *British Journal of Management*, 13, 285-304.
- Scandura, T. A., & Williams, E. A. (2000). Research methodology in management: Current practices, trends, and implications for future research. *Academy of Management Journal*, 43(6), 1248-1264.
- Schmitt, N., & Chan, D. (1998). *Personnel selection: A theoretical approach*. Thousand Oaks, CA: Sage Publications.
- Schneider, S. E. (2003). *Organizational commitment, job satisfaction, and job characteristics of managers: Examining the relationships across selected demographic variables*. Unpublished doctoral dissertation, New York University, New York.
- Schraeder, M., Tears, R. S., & Jordan, M. H. (2004). Organizational culture in public sector organizations. *Leadership and Organization Development Journal*, 26(5), 492-502.
- Schumacker, R. E., & Lomax, R. G. (2004). *A beginner's guide to structural equation model* (2nd ed.) Mahwah, NJ: Lawrence Erlbaum Associates.
- Schminke, M., Ambrose, M. L., & Cropanzano, R. S. (2000). The effect of organizational structure on perceptions of organizational justice. *Journal of Applied Psychology*, 85(2), 294-304.
- Seiling, J. G. (2008). The role of the customer advocate: Contextual and task performance as advocacy participation. *Journal of Management and Organization*, 14, 127-140.
- Sekaran, U. (2003). *Research methods for business: A skill building approach* (4th ed.). New York, NY: John Wiley & Sons Ltd.

- Sharifah, L., Mokhtar, A., & Arawati, A. (2000). On service improvement capacity index: A case study of the public service sector in Malaysia. *Total Quality Management*, 11(July), 837-843.
- Shaver, J. M. (2005). Testing for mediation analysis in management research: Concerns, implications, and alternative strategies. *Journal of Management*, 31(3), 330-353.
- Shing, K. L., Hsiao, C. L., & Sung, Y. H. (2007). The mediating effects of leader-member exchange quality to influence the relationship between paternalistic leadership and organizational citizenship behavior. *Journal of American Academy of Business Cambridge*, 10(2), 127-137.
- Siddiquee, N. A. (2006). Public management reform in Malaysia. *International Journal of Public Sector Management Journal*, 19(4), 339-358.
- Sims, H. P., Szilagyi, A. D., & Keller, R. T. (1976). The measurement of job characteristics. *Academy of Management Journal*, 19 (2), 195-212.
- Singh, J. (1998). Striking a balance in boundary-spanning positions: An investigation of some unconventional influences of role stressors and job characteristics on job outcomes of salespeople. *Journal of Marketing*, 62 (3), 69-86.
- Solomon, E. E. (1986). Private and public sector managers: An empirical investigation of job characteristics and organizational climate. *Journal of Applied Psychology*, 71(2), 247-259.
- Somers, M. J. (2001). Thinking differently: Assessing nonlinearities in the relationship between work attitudes and job performance using a Bayesian neural network. *Journal of Occupational and Organizational Psychology*, 74, 47-61.
- Spector, P. E., & Jex, S. M. (1991). Relations of job characteristics with from multiple data sources with employee effect, absence, turnover intentions, and health. *Journal of Applied Psychology*, 76(1), 46-53.
- Speier, C., & Frese, M. (1997). Generalized self-efficacy as a mediator and moderator between control and complexity at work and personal initiative: A longitudinal field study in East Germany. *Human Performance*, 10(2), 171-192.
- Spitzmuller, M., Van Dyne, L., & Ilies, R. (2008). Organizational citizenship behavior: A review and extension of its nomological network. *The Sage Handbook of Organizational Behavior*, 106-123.

- Stafford, S. P. (1998). Capitalizing on careabouts to facilitate creativity. *Creativity and Innovation Management*, 7(3), 159-167.
- Stone, E. F., & Gueutal, H. G. (1985). An empirical derivation of the dimensions along which characteristics of jobs are perceived. *Academy of Management Journal*, 28(1), 376-396.
- Suliman, A. M. (2003). Self and supervisor ratings of performance: Evidence from an individualistic culture. *Employee Relations*, 20(4), 371-388.
- Suliman, A., & Iles, P. (2000). Is continuance commitment beneficial to all? Commitment-performance relationship: A new look. *Journal of Managerial Psychology*, 15(5), 407.
- Syed-Ikhsan, S. S., & Rowland, F. (2004). Knowledge management in a public organization: a study on the relationship between organizational elements and the performance knowledge transfer. *Journal of Knowledge Management*, 8(2), 95-111.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Boston, MA: Pearson Education.
- Taber, T. D., & Taylor, E. (1990). A review and evaluation of the psychometric properties of the Job Diagnostic Survey. *Personnel Psychology*, 43, 467-496.
- Tanaka, J. S. (1993). Multifaceted conceptions of fit in structural equation models. In Bollen, K. A., & Long, J. S. (Eds.) *Testing structural models* (pp.10-39). Newbury Park, NJ: Sage Publications.
- Tata, J., & Prasad, S. (2004). Team self-management, organizational structure, and judgment of team effectiveness. *Journal of Managerial Issues*, 16(2), 248-65.
- Tengku M. A., (November, 2001). *The agriculture sector in Penang: Trends and Future Prospects*. Paper presented at the Penang Economic Outlook Seminar of Socio-economic & Environmental Research Institute (SERI), Penang.
- Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*, 88 (3), 500-517.
- Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality measures as predictors of job performance: A meta-analytic review. *Personnel Psychology*, 44(4), 703-742.

- Thomas, A., Buboltz, W. C., & Winkelspecht, C. S. (2004). Job satisfaction and personality as predictors of job satisfaction. *Organizational Analysis*, 12 (2), 205-218.
- Thakor, M. V., & Joshi, A. W. (2005). Motivating salesperson customer orientation: Insights from the job characteristics model. *Journal of Business Research*, 58, 584-592.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personnel Management*, 26(3), 313-334.
- Tjosvold, D., & Sun, H. (2006). Effects of power concepts and employee performance on manager's empowering. *Leadership and Organization Development Journal*, 27(3), 2006.
- Tubre, T. C. (2000). *Development of a general measure of performance*. Unpublished doctoral dissertation, Texas A & M University, Texas.
- Turner, A. N., & Lawrence, P. R. (1965). *Industrial jobs and the worker*. Boston, MA: Harvard University, Division of Research.
- Turnipseed, D. (1996). Organizational citizenship behavior: an examination of the influence of the workplace. *Leadership and Organization Development Journal*, 17(2), 42-47.
- Valle, M., & Perrewe, P. L. (2000). Do politics perceptions relate to political behaviors? Tests of an implicit assumption and expanded model. *Human Relations*, 53(3), 359-386.
- Van den Berg, P. T., & Feij, J. A. (2003). Complex relationships among personality traits, job characteristics, and work behaviors. *International Journal of Selection and Assessment*, 11(4), 326-339.
- Van Dyne, L., Ang, S., & Botero, I. S. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, 40(6), 1359-1392.
- Van Dyne, L., Cummings, L. L., & Park, J. M. (1995). Extra role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied water). *Journal in Organizational Behavior*, 17, 215-285.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 756-802.

- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct validity and predictive validity. *Academy of Management Journal*, 37(4), 765-802.
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings at possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior*, 25, 439-459.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of Applied Psychology*, 81(5), 525-531.
- Veal, J. (2005). *Business research methods: A managerial approach* (2nd ed.). Frenchs Forest: Pearson Education.
- Vey, M. A., and Campbell, J. P. (2004). In-role or extra-role organizational citizenship behavior: Which are we measuring? *Human Performance*, 17 (1), 119-135.
- Vigoda-Gadot, E. (2000). Internal politics in public administration systems: An empirical examination of its relationship with job congruence, organizational citizenship behavior, and in-role performance. *Public Personnel Management*, 29(2), 185-210.
- Vigoda-Gadot, E., Vinerski-Peretz, H., & Ben-Zion, E. (2003). Politics and image in the organizational landscape: An empirical examination among public sector employees. *Journal of Managerial Psychology*, 18(8), 764-787.
- Viswesvaran, C. (1993). *Modeling job performance: Is there a general factor?* Unpublished doctoral dissertation, The University of Iowa, Iowa.
- Viswesvaran, C., Ones, D. S., & Schmidt, D. S. (1996). Comparative analysis of the reliability of the job performance ratings. *Journal of Applied Psychology*, 81(5), 557-574.
- Wall, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W., & West, M. (2004). On the validity of subjective measures of company performance. *Personnel Psychology*, 57, 95-118.
- Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, 61, 793-825.

- Wanous, J. P. (1974). Individual differences and reactions to job characteristics. *Journal of Applied Psychology*, 59(5), 616-662.
- Wat, D., & Shaffer, M. A. (2004). Equity and relationship quality influences on organizational citizenship behaviors. *Personnel Review*, 34(4), 406-422.
- Werner. O., & Campbell, D.T (1970), Translating, working through interpreters and the problem of decentering. In Cohen, R.N (Eds). *A Handbook of Methods in Cultural Anthropology*, New York, NY: American Museum of Natural History.
- West, M. A., & Farr, J. L. (1989). Innovation at work: psychological perspective. *Social Behavior*. 4(1), 173-184.
- Wiedower, K. A. (2001). *A shared vision: The relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave*. Unpublished doctoral dissertation, Alliant International University, California.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship behavior and in-role behaviors. *Journal of Management*, 17(1), 601-617.
- Williams, R. S. (2002). *Managing employee performance: Design and implementation in organizations*. London, UK: Thompson Learning.
- Wilson, M. G. (2005). "Refining organizational citizenship behavior: The soldier's tale", In Turnispeed, D. L. (Ed.). *Handbook of Organizational Citizenship Behavior*, pp 345-361. New York, NY: Nova Scotia Publishers, Inc.
- Winter, R. P., Sarros, J. C., & Tanewski, G. A. (1997). Reframing managers' control orientations and practices: A proposed organizational learning framework. *The International Journal of Organizational Analysis*, 5(1), 9-24.
- Wisniewski, M., & Olafsson, S. (2004). Developing balanced scorecard in local authorities: A comparison of experience. *International Journal of Productivity and Performance Management*, 53(7), 602-610.
- Wong, L. (2007). *Development of Malaysia's Agricultural Sector: Agriculture as an Engine of Growth?* Paper presented at Conference on Malaysian Economy ISEAS, Singapore.

- Wong, C., Law, K. S., & Huang, G. (2008). On the importance of conducting construct-level analysis for multidimensional constructs in theory development and testing. *Journal of Management*, 34(1), 744-764
- Worthington, R. L., & Whittaker, T. A. (2006). Scale development research: A content analysis and recommendations for best practices. *The Counseling Psychologist*, 34(6), 806- 838.
- Wright, B. E. (2007). Public service and motivation: Does mission matter? *Public Administration Review*, 67(1), 54-64.
- Wright, B. E., & Kim, S. (2004). Participation's influence on job satisfaction: The importance of job characteristics. *Review of Public Personnel Administration*, 24(1), 18-40.
- Wrong, D. (Ed.) (1970). *Max Weber*. Englewood Cliffs, NJ: Prentice Hall.
- Yagil, D. (2002). Substitution of a leader's power bases by contextual variables. *International Journal of Organizational Theory and Behavior*, 5 (3), 383-399.
- Yousef, D. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, 19(3), 184-194.
- Yusliza, M. Y., Hazman, S., & Ramayah, T. (2007). An examination of the validity and reliability of the organizational structure scale in the Malaysian context: Preliminary results. *Journal of International Business and Entrepreneurship*, 13(1), 39-54.
- Zaccaro, S. J., & Stone, E. F. (1988). Incremental validity of an empirically based measure of job characteristics. *Journal of Applied Psychology*, 73(2), 245-252.
- Zellars, K. L., & Tepper, B. J. (2003). Beyond social exchange: New directions for organizational citizenship behavior theory and research. *Research in Personnel and Human Resources Management*, 22, 395-424.