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**DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE
CASE OF MANUFACTURING OPERATORS IN MANUFACTURING PLANT**



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Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
University Utara Malaysia
Partial Fulfilment of the Requirement for the Master of Science
(Management)

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ABSTRACT

Retaining employees in the organization is very crucial, especially to those organizations that require large pool of employees like manufacturing plant where 85% of their workforce are manufacturing operators. Retaining the lower level employees like manufacturing operators is very challenging as the employees leave the organization at any time due to various external and internal factors. There are not much focus and attention given on the importance of organizational citizenship behavior towards manufacturing operators. Thus, it is important to understand the factors that will influence in reaching organizational citizenship behavior among the manufacturing operators. The main objective of this study is to analyze the relationship between job satisfaction, trust in supervisor, organizational commitment, organization justice with the organizational citizenship behavior among the manufacturing operators in manufacturing organization. Data was collected by using the questionnaire that has been distributed to 226 respondents and as the respondents are within same organization, all the 226 questionnaire have been successfully collected for data analysis. Findings of the research revealed that all the four variables, job satisfaction, trust in supervisor, organizational commitment and organizational justice having significant relationship with the organizational citizenship behavior. The recommendation for the related stakeholders and future research were also discussed.

Keyword: Job Satisfaction, Trust in Supervisor, Organizational Commitment, Organizational Justice, Organizational Citizenship Behavior, Manufacturing Operators.

ABSTRAK

Pengkekalan pekerja di dalam sesuatu organisasi adalah sangat penting, terutamanya kepada organisasi yang memerlukan bilangan pekerja yang besar seperti organisasi pembuatan di mana 85% tenaga kerja mereka adalah pekerja pengeluaran. Mengekalkan pekerja tahap bawahan seperti pekerja pengeluaran kilang sangat mencabar kerana pekerja meninggalkan organisasi pada bila-bila masa yang disebabkan oleh pelbagai faktor luaran dan dalaman. Tidak banyak tumpuan dan perhatian diberikan kepada kepentingan tingkah laku kewarganegaraan organisasi terhadap pekerja pengeluaran kilang. Oleh demikian, adalah penting untuk mengetahui faktor-faktor yang akan mempengaruhi dalam mencapai tingkah laku kewarganegaraan organisasi di kalangan pekerja pengeluaran kilang. Objektif utama kajian ini adalah untuk menganalisis hubungan antara kepuasan kerja, kepercayaan kepada penyelia, komitmen organisasi, keadilan organisasi dengan perilaku kewarganegaraan organisasi di kalangan pekerja pengeluaran kilang dalam organisasi pembuatan. Data dikumpul dengan menggunakan borang kaji selidik yang telah diedarkan kepada 226 responden dan oleh kerana responden berada dalam organisasi yang sama, semua 226 soal selidik telah berjaya dikumpulkan untuk tujuan analisis. Penemuan kajian telah menunjukkan bahawa semua empat pemboleh ubah, kepuasan kerja, kepercayaan terhadap penyelia, komitmen organisasi dan keadilan organisasi mempunyai hubungan yang signifikan dengan kelakuan kewarganegaraan organisasi. Cadangan bagi pihak berkepentingan yang berkaitan dan terhadap penyelidikan pada hadapan turut dibincangkan.

Kata Kunci: Kepuasan Kerja, Kepercayaan Kepada Penyelia, Komitmen Organisasi, Keadilan Organisasi, Kelakuan Kewarganegaraan Organisasi, Pekerja Pengeluaran Kilang.



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ACKNOWLEDGEMENT

In the name of God, the most forgiving, most merciful

All praises and gratitude to the god, for giving me the opportunity to undertake this Postgraduate Master's Degree and for giving me the great strength, patience, courage, and wisdom throughout the journey in completing this study in such a short time. The completion of this study also would not have been possible without the encouragement, contributions and guidance from the people around me.

My deepest and utmost appreciation goes to Dr.Khairol Anuar Bin Ishak who has provided unlimited amount of encouragement, insight, professional guidance and constructive feedbacks that put me on the right track. His profound knowledge and rich research experience had assisted the progress of my research, besides he keeps on guiding and advising me with patience and care.

Besides, I would like to express my tremendous gratitude and appreciation to my loving family for encouraging and supporting me to take this journey. My very special gratitude and appreciation goes to my mum, Manonmani T.R.Chairman Nadar, my late sister Karu Premalatha, my brothers, my beloved wife Nirmala, my daughter, my son and nephews for their support, understanding, and encouragement and for their unconditional love. My

special thanks to the respondents who have contributed significantly by participating in this research and answering questionnaires.

Also, thanks to all lecture in University Utara Malaysia who taught me while I was pursuing my Master of Science (Management), without their knowledge as well as their endless attention, care and encouragement, it would have been impossible for me to complete this study.



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LIST OF ABBREVIATIONS

UUM	University Utara Malaysia
SBM	School of Business Management
OCB	Organizational Citizenship Behavior
MOHR	Ministry of Human Resource Malaysia
LMX	Leader-Manager Exchange Theory
VDL	Vertical Dyad Linkage
SPSS	Statistical Package for the Social Science
HOD	Head of Department
MNC	Multinational Corporation



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Research

This study analyzes the relationship established between factors; job satisfaction, trust in the supervisor, organizational commitment and organizations justice to create organizational citizenship behavior among production operator in a manufacturing plant.

This chapter outlines the research background and details on how the research will be carried out. It also explores the problem statement, numbers of research questions and research objectives, the significance of the study, scope of the study, the definition of key terms and also on the entire organization of the thesis.

Since 2014, through the large investment in economic activities Malaysia's manufacturing sector has shown an encouraging economic growth that creates job opportunity and the vacancies in the manufacturing sector has increased compared with other sectors at 39 per cent of the total of 1.8 million job position offered (Economic Report, 2014). With employment opportunities in the sector, it is important for all manufacturing companies to retain their top talent and taking measures to reduce the turnover problem so that they become more productive and has more competitive advantage compare to their competitors. Furthermore, with a major contribution to the Malaysian economy by reputation and rapid development, real value added amount per

worker in the manufacturing sector has raised from RM49, 013 in 2000 to RM78,707 in 2014 (Economic Report, 2014).

However, today's globalized environment, has brought many challenges to the manufacturing sector specifically to stay substantial in marketplace (Zhang & Sharifi, 2000; Fathi, Eze & Goh, 2011), and retaining the employees and improving the turnover rate among employees are becoming very crucial.

Employee turnover issue is a common problem that is constantly faced by the managers in any organization in Malaysia, especially manufacturing companies who employ large numbers of workers. In recent years, Malaysia's manufacturing sector has been badly affected with worker's turnover issue compared to other industries. Even though job opportunities are highly offered, yet the high worker's turnover is reported in this industry and has become a crucial stage in the manufacturing industry to address and overcome this issue. Most of the countries in the surrounding region facing high worker's turnover. Referred to Labor department of Malaysia (2014) statistics Malaysian manufacturing industry and electronics and electrical sub-sector was badly affected as compared to the other several fast growing industries which is due to changing employee needs and wants.

To prevent the loss of key employees, the managers in the manufacturing industry should take measures on how to improve the current working environment, periodically evaluate the cause of turnover and develop a program that leads to creating OCB among the employees that may further improve productivity and the overall efficiency of the organization. The managers must try to find the source of the problems and establish a plan to

eradicate those elements that affecting employee's attitude, behavior and change their mindset. This effort will be an eye opener for the managers to develop OCB which enable the organization to achieve smooth progression of growth. This only can be materialized when the employees feel satisfy with their current job, feel trust with their supervisor, organizational commitment, organizational justice and other factors that are crucial for the success of the organization. These are the most important factors that drive the organization to achieve greater result consistently with minimal disruption. The effectiveness of the managers and the level of relationship with their employees are the determining factors to the organization in achieving their goals, objective and perform better than their competitor (Rezayian, 2003). The result of few studies shows that people who have a positive attitude towards the organization, with more satisfaction, higher organizational commitment and perceived fairness will display better job performance and ultimately, a better corporate citizenship behavior and organizational goals takes into desired shape (Kelly,2005, Colquitt,2001).

Many research and investigation admitted the significance of OCB. Some also disagree and claim that the outcomes of OCB are the key ingredients to ensuring the continuity of the organization (Organ, 1988). Theoretical basis in assessing and investigate the relationship between the study variables referring to the theory of organizational behavior that focuses on OCB. Therefore, it has received much consideration in the literature (Bateman & Organ, 1983; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, and Bachrach, 2000) .OCB, characterized by individual voluntary contributions made extra-role to organizations beyond their responsibility.(Organ, 1990).According to the many

past researchers the success and growth of an organization are proven contributed by the substantial influence of OCB(e.g.,, Chen,Hui, & Sejo,1998).Therefore, researchers, organizational managers and leaders are keen to understand those factors that interrelated to the individual motivation to exhibit OCB.

The relationship between job satisfaction and organizational citizenship behavior; Lester et al (2008) and Intaraprasong (2012) shown that there is relationship between job satisfaction and organizational citizenship behavior. Besides that, the employees also desire to implement OCB that caused by organizational justice elements (Katz and Kahn, 1978; Pillai et al., 1999; Robbins and Coulter, 2005). Then, Blau (1964) Dansereau, Graen, &Haga (1975), Holmes (1981) suggested that trust in supervisor is result of social exchange process that very favorable, with subordinates having trust in supervisors, resulting OCB in organization. In addition, organizational commitment is an essential element to realize OCB (Greenberg and Baron, 2000; Luthans, 2006). This is consistent with Dirks and Ferrin (2000) that relationship between trust and attitudes on outcomes (organizational commitment) is stronger than relationship between trust in supervisor and OCB. Therefore, theoretically we conclude that job satisfaction, organizational justice, trust in supervisor and organizational commitment are deciding elements to increase OCB.As a result, the main concentration of this research is to investigate the impact that job satisfaction, organizational justice, trust in supervisor, organizational commitment and organizational justice on organizational citizenship behavior among the manufacturing operators in the manufacturing plant.

1.2 Problem Statement

Malaysian manufacturing industry is still labor dependent base, therefore people play important part in the progress and growth of the manufacturing industry. Even Malaysia face labor shortage for operations staff and has to bring over foreigners, yet Malaysia still become a favorite location for the foreign investors to establish their manufacturing plant. People are the key ingredient and success factor of the Malaysian manufacturing sectors. Retaining good people and continually find, train, coach and develop new people become a continuous effort in the manufacturing industry.

Data below in table 1.1 from Ministry of Human Resource Malaysia (2014) also known as MOHR reported that from 2010 until 2014 the manufacturing segment is the highest segment with job turnover constraint.

Base on the report, job turnover crisis had massively struck Malaysian manufacturing industry, that had impacting total of 36,392 employees. This numbers make up the 75% of the total turnover ratio from the entire industry in Malaysia. In spite of high unemployment rate, Malaysia labor department (2014) reported that 11,957 of the employees quit the companies voluntarily from year 2010 until 2014 and manufacturing companies contribute 86 percent of them. Intentional turnover may lead to problems for companies because of the losses incur in term of dollar amount and time that consume on hiring, re-skilling as well on orientation, training and development events for new entrants.

Hasin and Omar (2007), mentioned that, managers must concentrate and give attention on real voluntary turnover because of the huge cost that may incur from the loss of employees. Whenever the turnover rate is high, there is a challenge to keep and improve exceptional performance in organizational; In order to escape from such damage, managers or companies should manage it by analyzing and examining more on turnover intention characteristics as it was the finest forecaster for real 1 voluntary turnover intention (Mobley, 1982)

Table: 1.1
Voluntary and involuntary turnover statistics based on sector from year 2010 to 2014

Sector	Voluntary	Involuntary	Total
	Turnover	Turnover	
	(No of Workers)	(No of Workers)	
Business Services, Real Estate & Renting	336	2,274	2,610
Personal Service, Community & Social Activities	209	1,496	1,705
Water, Electricity, & Gas Supply	5	156	161
Hotels & Restaurants	26	796	822
Social Work & Health	0	125	125
Finance	196	568	764
Civil Works & Construction	150	775	925
Manufacturing Sectors	10,321	26,071	36,392
Education & Academic Sectors	0	22	22
Communication, Transport & Storage	359	880	1239
Defense, Public Administration & Compulsory Social Security	27	179	206
Wholesale & Retail Trade, Motor Vehicle, Motorcycle, Household	296	2080	2,376
Mining & Quarrying	32	210	242
Agriculture, Hunting & Forestry	0	996	996
Total	11,957	36,628	48,585

Source:Ministry of Human Resource Malaysia. Labor Department of Malaysia (2014)

The current number stated for voluntary turnover in Table 1.1 is an indicator to the importance of examining and analyzing the rationality and causes that influence turnover intention. As mentioned by Foreman (2009), high ratio of turnover correlates with turnover intention compared to those employees who plan to stay in any particular company or industries.

MOHR (2010) reported that population of manufacturing operator's in Malaysia had reached 302,925 and the most significant contribution to Malaysian Economic came from electronics and electrical products (Economic Report, 2014). Apart from that, as shown in the table 1.2 below, employee's turnover since year 2010 until 2014 was highly contributed by electronics and electrical sub sector.

Table: 1.2
Statistics of worker's turnover based on Manufacturing Sub-Sector from year 2010 to 2014

Manufacturing Sub-sector	No of Turnover
Beverages & tobacco Products	116
Textiles	5,651
Leather Products	54
Wood Products	1,693
Paper, Printing & Publishing Products	361
Chemicals & Chemicals Products	445
Furniture Products	662
Petroleum Products	32
Plastic & Rubber Products	3928
Non-Metallic Mineral Products	915
Basic Metal Products	637
Fabricated/Finished Good Metal Products	1,128
Machinery, Tools & Equipment's	769
Electronics & Electrical Products	12,231
Transport Equipment Products	1,234

Basic Pharmaceutical Products & Pharmaceutical Preparations	10
Electricity, gas, steam & Air Conditioning Supply	12
Other Sub-Sectors	5195
Total	36,382

Source:

Ministry of Human Resource Malaysia. Labor Department of Malaysia (2014)

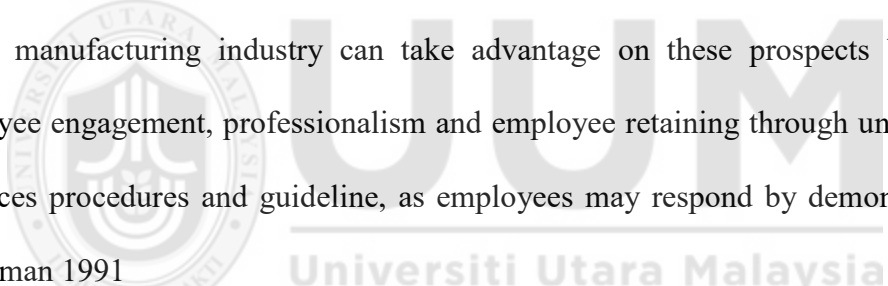
To secure and attract a highly competent pool of workforce to sustain a competitive edge, organizations in the manufacturing sector have to undertake an effective measure to instill organizational citizenship behavior attitude and mindset. During this period, the manufacturing sector recorded a significant number of foreign workers (722,750 persons). The presence of large pool of foreign workers affects local employee in many ways if the organizational justice is not well established.

Therefore, creating job security that stimulates a long term and future occupational structure are crucial, even working with one same particular employer for their entire career is not a norm for Malaysian employee. However, we can improve OCB in the Malaysian manufacturing industries by establishing employment security as a central employment policy in manufacturing organizations making it valuable to capitalize in employee growth.

Continuous train the manufacturing operators to be multi skilling and competent, will not guarantee the operators will stay with the company. Therefore, employee assurance and devotion in their job needs must upgrade through OCB. Nevertheless, it is important that

the organization employees are highly engaged and loyal with the organization to remain strong and economical. Hence, it is very important for organizations in the manufacturing industry to endorse OCB as portion of its human resource long term planning and eventually become organizational culture.

To capitalize on this constant growth, it is important for the organizations investigate the affiliations that may occur amongst employee insights on job satisfaction, trust in supervisor, organizational commitment, organizational justice, and OCB, and to have a superior perception on the elements that influence OCB, in the human capital perspective who responsible and plays important role to steers organizational growth. Organizations in the manufacturing industry can take advantage on these prospects by improving employee engagement, professionalism and employee retaining through unbiased human resources procedures and guideline, as employees may respond by demonstrating OCB (Moorman 1991



Some of other researcher does not found any relationship between OCB and Job Satisfaction (see Chen,Hui & Sego,1998:Schappe 1998).Chen et al.(1998) tested the relationship between OCB and Job Satisfaction and unable to identify any significant relationship between the two variables. In 2012, Mehboob and Bhutto studied Job Satisfaction as a predictor of OCB and the measurement on the basis of extrinsic and intrinsic factors. Meanwhile OCB was calculated on the base of five dimensions (civic virtue, altruism, conscientious, sportsmanship and courtesy). The result wasn't showed that there was a weak relationship between Job Satisfaction and OCB dimensions. Also it

was found that Job Satisfaction is a weak predictor of OCB. There is few more research, which concludes that there is no relationship between Job Satisfaction and OCB. For example, it has been reported that Job Satisfaction is not a predictor of OCB (Farh et al., 1990). Similarly, Moorman (1971) said and has demonstrated that Job Satisfaction has no relationship with OCB, and because of the importance of Job Satisfaction and OCB and also to gain a better understanding of the relationship among mentioned variables, detail investigation on this issue need to carry out particularly to improve the Job Satisfaction level in the organization.

In manufacturing environment building trust within the management operators and superior is very essential in making sure the day to day operations goes well and the goals and objective are consistently achieved. According to Wayne, Shore and Liden (1997) the relationship between supervisors and manufacturing operators in the organization will straightforwardly persuade trust perception in management within the organization. This may affect the operator's confidence and trust in management's capability to accomplish its obligations to recognize and reward employee attitudes and behaviors required. When the act is considered to be fair, trust in the supervisor may be established. Research finding by Minsky (2002) revealed and supports that the main possible cause for not have a stronger performance on positive work performance are due to the lack of trust between subordinates and supervisor.

The previous research is not directly examined whether a person OCB was establishing because of the trust that he or she has on their superior. In order to know the impact of

trust in supervisor towards OCB and whether do trust factor really contribute to OCB, further examination on these two variables are proposed.

Examination and finding from previous research showed that there is a positive relationship between Organizational Commitment & Organizational Justice towards OCB and considered as predictors of OCB. This study is to investigate whether three variables that discuss by various researchers relevant to OCB in manufacturing environment and to find out whether it can be further improve by integrating and collaborating with other any elements.

This study attempted to model lower level employee which is the manufacturing operators OCB in manufacturing operations based on their job satisfaction, trust in supervisor, organizational commitment and organizational justice. The author believes the result from the studies can provide the information needed to further improve OCB among manufacturing operators and improve the management skills of the middle management staff, especially human skill that lead to career progress and enhance their effectiveness in managing people at production floor, enhance efficiency and effectiveness, achieve higher productivity and low cost through continuous improvement activities. The result of this research will be very much useful to further improve the performance and relationship of employee and other research works in the perspective of OCB.

1.3 Research Objectives

The main objective of this research is to analyze on the relationship of job satisfaction, trust in supervisor, organizational commitment and organizational justice towards the creation of organizational citizenship behavior among the manufacturing operations workers in the manufacturing plant. To simplify this, the following objectives have been addressed in providing answers to the research questions:

- 1) To examine the relationship of job satisfaction with OCB among manufacturing operators.
- 2) To examine the relationship of trust in supervisor with OCB among manufacturing operators.
- 3) To examine the relationship of organizational commitment with OCB among manufacturing operators.
- 4) To examine the relationship of organizational justice with OCB among manufacturing operators.
- 5) To examine the most influential factor in determining the OCB among manufacturing operators.

1.4 Research Question

The following questions need further discussion upon the issues that have been addressed in the research problem. Here is the draft research question for this research paper:

- 1) Is there any relationship between Job Satisfaction and OCB among the manufacturing operators?
- 2) Is there any relationship between trust in supervisor and OCB among the manufacturing operators?
- 3) Is there any relationship between Organizational Commitment and OCB among the manufacturing operators?
- 4) Is there any relationship between Organizational Justice and OCB among the manufacturing operators?
- 5) What is the most influential factor in determining OCB among the manufacturing operators?

1.5 Significance of Study

Firstly, the main expectation of this studies is to make use the finding as a platform and benefits to the existing people regardless the management level there are, as the findings from this study will serve them as their knowledge, guidance and sources of ideas on OCB and it will enable them to have better understanding on the importance of OCB and how OCB can become a tools for them to manage better, efficient and more effective than before. These studies will become an eye opener to those people that involve in managing people at shop floor. The supervisor or the managers may began coaching their subordinate or workers to at least have the knowledge of OCB and have much better understanding on job satisfaction, trust in supervisor, organizational commitment and organization justice. With these knowledge and constant concentration by the supervisors

or managers on the four variables may result in reducing the turnover intention among the workers and leading the intention to stay with existing workplace.

Second, this research will be beneficial to the industry as whole. These four variables are very essential and company can incorporate these variables in designing the employee retention strategy. To develop OCB in manufacturing operations department are very challenging but it is doable. Even certain environmental factors will create noise, but OCB will lead the organization to perform better and efficient and lead to greater heights. The outcome from this studies are very valuable as it will create a path and direction for the company to move forward in managing their employee and create an avenue of initiative for collaboration between manufacturing operations and human resource group and focusing on people management.

Third, the findings obtained in this study are expected to provide additional insight for the OCB literature, besides, assisting the future research to adopt new approach of exploration for new potential variables.

1.6 Operational Definitions

1.6.1 Organizational Citizenship Behavior

Katz and Kahn (1966) had comes with the early concept of OCB which is concept of extra-role behavior, then the concept was introduce in this study by Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ and Near, 1983). Organ (1988) quote

that definition of these organs, OCB symbolize "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (p.4). Organ (1997) mentioned that the concept of OCB as any form of performance that support the social or psychological environment in which embedded work task. This designation is often used for academic purpose and, researchers that serve as a guideline and foundation to view and measure OCB more effectively. Organ (1997) distinguishes these designations, testing OCB as a performance formula that supports the social or psychological environment in which work duties are embedded. These classifications are commonly emphasized by academic and non-academic scholars as a foundation to grasp and evaluate OCB.

1.6.2 Job satisfaction

Many scholars had given their definition on Job Satisfaction, and the main definition is the difference that exists between the expectations of the job, and the exact nature of the job (Heslop et al, 2002), Locke (1969, p.317) is the scholars who defined Job Satisfaction by saying that; Job Satisfaction is a satisfaction and a pleasurable feeling that came from the job evaluation or work facilities. Herzberg et al. (1959) was one other scholar who had submitted the main theory of job satisfaction (Herzberg et al, 1959). His concentrations are on needs of the employee by dividing the needs of the employees to two which were; hygiene and motivation.

Generally, it has been recognized that Job Satisfaction is a main contributing elements to the physical and mental wellbeing of the employees; therefore, it has a substantial effect on job associated behaviors such as employee relations, turnover rate, absenteeism, and productivity. (Becker,2004). Job satisfaction too shown vital part in refining the economic condition of the organization (Aronson,Laurenceau, Bellet and Sieveking,2005).So,understanding and sustaining job satisfaction of employees is a most important organizational objective (Aronson et al,2005)

1.6.3 Trust in supervisor

Academician and scholars defined trust in supervisor as the ability of one person to be vulnerable to the activities of different person (Mayer et al., 1995). This definition presumes that although the threat of being abused, the trustor can trust the trustee based on optimistic expectancy that the other party will not abuse the situation on his behalf (Rousseau et al., 1998). Trust in supervisor refers to employee's faith in supervisor, and to the belief that the supervisor will act for the benefits of the entire employees (Podsakoff et al., 2000; Pillai et al., 1999)

1.6.4 Organizational Commitment

Organizational commitment had been defined by Steers as "the relative strength of individual identification with and without the involvement of an organization" (1977, p.46) .Such obligation is echoed in the employee's credentials with the objectives and

standard of the organization and their readiness to exercise efforts to help the organization succeed (Scholl, 1981). The term commitment includes devotion, care for the organization, engagement, feeling self-protecting and support, and readiness to work in the attentiveness of the organization.

According to Allen and Meyer (1990) those employees who are committed to their work will demonstrate full dedication, that will make the employees to have power and more desire to accept more responsibility and accountability for the success of the organization, Organizational Commitment is a product or an outcome of psychological pledge between employees and organization.

1.6.5 Organizational Justice

One of the most important managers job are to observe and assure justice exist in his or her organization and making corrective action whenever necessary. Generally, whenever justice exist in the organization, all the task and job will get done smoothly, fast, efficient and more effectively without minimal errors. The employee has to get their privilege illegitimately if the justice does not exist. In detail, Organizational Justice is a type of satisfaction in all aspects of activities, performances and trend of organizational people. Organizational Justice is a base for tactical, thoughtful, and intelligently manage cost and is also foundation of all organizational believes, standards and ideologies. Tasdan, said that Organizational Justice is correlated to employee's views on fair work treatment and Tasdan use this reasons to describe and to examine the character of rational at work

place. In summary academician or past researcher have conceptualized organizational justice largely into two varieties: distributional and procedural justice (Moorman, 1991).

1.7 Organization of Study

There are five (5) chapters have been organized for this study. Chapter one (1) is addressing on the whole idea of the research, whereby Chapter two (2) will be discussing and highlighting on the literature review of the variables involved which are Job Satisfaction, trust in supervisor, Organizational Commitment and Organizational Justice. Besides, it is included with the framework developed and the theory used for the study. Chapter three (3) will further explain on the research methodology. There will be complete explanations on the settings, sampling, population technique, strategy and data collection method, instrument, measurement, reliability and validity of the analyze statistics and correlation a study result between the independent and dependent variable. Chapter four (4) will be presenting the result from the data collected, which will be reviewed and discussion will take place. Meanwhile, Chapter five (5) underlined the conclusion gathered from the reviewed result and some recommendations that will be kept for other researcher reference purpose.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is a process of reviewing the previous researches and selected literatures that are relevant to the related variables in this study which are Job Satisfaction, trust in supervisor, Organizational Commitment, and Organizational Justice. In addition, by interrelating with each other Literature review will guide to a better thoughtful of the problem (Sekaran & Bougie, 2013) and based on the literature review, a research framework will be formed and presented.

2.2 Organizational Citizenship Behavior (OCB)

The research on *organizational citizenship* was first popularized by Organ in 1997 (cited in Organ, 1997) and the subject of OCB has raise the attention of many searchers with a good arrangement of studies concentration (Lee & Allen, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organ (1988, p.4) describe *OCB* as “individual behavior or attitude that is discretionary, not directly or explicitly renowned by the formal reward system, and that in the aggregate promotes the effective execution of the organization.” Joireman, Daniels, Falvy, and Kamdar (2006) quote those flexible manners as beyond the normal opportunity of the organization. It is additional role behavior that workers portray and execute because they “want to,” not “ought to.” Employee behavior of promptness,

assisting others, a practical attitude towards improvement, and volunteering had characterized OCB.

The five categories of OCB (LePine, Erez, & Johnson, 2002) that were originally initiated by Organ (1988) had been well recognized by the research. These are altruism (e.g., sharing work and providing help to those who have more task or workloads), conscientiousness (e.g., punctuality and integrity and sincerity at workplace), sportsmanship (e.g., tend not to argue about different matters), courtesy (e.g., discuss and reach mutual understanding with others prior to make any major decisions or actions), and civic virtue (e.g., actively involved in any activity that improve the image of the organization and leads to its betterment and welfare).

In 1990, Organ added two more additional characteristics to the former five, i.e., peacekeeping (helping maintain peace and environment that promote conflict-free situation) and cheer leading (encouraging others as a leader and boosting their morale). Graham (1991) identified organizational obedience, organizational loyalty, and organizational participation characterized by proactive involvement as the three outstanding characteristic of OCB. Several antecedents to OCB had been identified from the studies, such as type of leadership and organization, employee's behavior towards their job, individual's personality traits, and nature of task-related autonomy, (Podsokoff, MacKenzie, Moorman, & Fetter, 1990; Suresh & Vankatammal, 2010).

2.3 Job Satisfaction and Organizational Citizenship Behavior

Managers need their organization comprises with highly motivated, responsible and satisfy employee and they believe that ‘it is an organization duty to give employees with task or assignment that ready with certain challenge level that can really able to test their capability and fundamentally rewarding’ (Robbins, 2001). Golbasi et al., (2008) defined Job Satisfaction as an exciting effect and behavioral appearance to a job that result from personal evaluation of their career progression and achievement, work condition and well-being at work place. Locke (1969), explains Job Satisfaction is defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.” Price and Mueller (1981) pointed out that Job Satisfaction has an indirect power on turnover through its direct influence on creation of aim to leave behavior. Thus, people with greater levels of Job Satisfaction demonstrate more of the pro-social, OCB (Bateman and Organ, 1983). Kim (2006) asserts that employees who enjoy a higher level of Job Satisfaction will demonstrate a greater level of OCB.

Job Satisfaction is seen as an important forecast elements of OCB. *Job satisfaction* is described as the degree to which the people like or dislike their jobs (Spector, 1997). It echoes the sense of employees whereby they articulate pleasure and an affirmative attitude towards their job and organization. Satisfaction is a sense of feeling. As attitudes have an excitement element to them (Weiss, 2002), employees’ expression of insights on their organization is firm by their fulfillment, faithfulness, and performance.

Satisfied employees can bring much prospect and asset to the organization. Satisfaction is affected by individual, organizational, and non-organizational elements. Satisfaction is intensely correlated to and can foresee commitment (Lalopa, 1997). Karatepe and Uludag (2007) claimed that the role of intrinsic inspiration is essential in defining Job Satisfaction and Organizational Commitment. Studies reveal a positive relationship between Job Satisfaction and Organizational Commitment (Fu, Bolander, & Jones, 2009), but it is tough to conclude which precedes the other.

The relationship between job satisfaction and OCB has also been extensively studied (Bateman & Organ, 1983; Foote & Li-Peng Tang, 2008; Le Pine, Erez, & Johnson, 2002) and studies recommended that job satisfaction is positively related to OCB (Shann, 1998; Testa, 2001). Some research claimed that job satisfaction is antecedent to both commitment and citizenship behavior (VanScotter, 2000), as satisfied and content employees are more likely to be committed and supportive of the organization.

With the basis, it is anticipated that Job Satisfaction will have a constructive relationship with supervisors' citizenship behavior.

2.4 Trust in Supervisor and Organizational Citizenship Behavior

Moye and Henkin (2005) in their research of employee behavior discover that once there is trusting relationship between employees and employer, employees become much motivated and prepared to perform better. However, the opposite is true; the employees who are not given opportunity to contribute will have less intention to perform beyond

goal than they are capable because the level of trust between managers and subordinate are not so encouraging to reach satisfaction level.

Blau (1964) said there are two ways to develop trust, namely: (1) carried out duties on a regular basis and response to the benefits gain from other party), and (2) the progress of exchanges in accordance with current situation and trend. Basically trust is conveyed as a sole perception, but in a social or organizational structure, trust has a systemic outcome of structure, process, and operational efficiency. Trust is part of the norms and values of organization, and is uttered to perform accordance to the objective, goal, taking risk, information exchange, making decision, performance, teamwork and integration.

Dienesch and Liden (1986) describe their findings are difficult to distinct trust from insight of work affairs at the work place. In another finding, Minsky (2002) agreed with the above information when she discovered that one potential basis likely require stronger results concerning positive outcomes at workplace might be due to the lack of confidence and mutual understanding between supervisors and subordinates.

According to Ferres, Connell and Travoglione (2004), the supervisors and subordinate relationship is enhanced through the close relationship between both of them. Watt and Shaffer (2005) explain that trust in supervisors further facilitates the relationship between workers and superiors. Lappier (2007) explains that the subordinate's willingness whether the supervisors demonstrate optimistically or pessimistically will persuade the subordinates' willingness the supervisors to demonstrate extra role behavior (OCB).

Many of the researchers had established the view that high performance comprises of features like extra role behavior and enhance superior-subordinate relationship. (Ertuk,2007, Turnispeed & Rassuri,2005). The supervisory environment is expected to influence the subordinate's capability to belief the supervisor and this straightforwardly affect the performance (Ertuk,2007).

2.5 Organizational Commitment and Organizational Citizenship Behavior

The solution to organizational accomplishment solely relies on the commitment of employees toward organization. Obligation headed to organization is more than just a prearranged association: it inclusive with the outlook to organization and motivation to follow all things for the organization. Organizational Commitment is a situation where an employee in line with a certain organization goals or objectives and wishes to retain rapport in the organization (Robbins and Judge, 2007).

According to Meyer and Allen (1991) and Davenport (1999) Organizational Commitment is form when the workers and the organization expand a larger awareness on sustaining their working association. Base on (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002), prior studies, shown that employees who experience sensitively attached to their organization portray more citizenship behavior and this is mainly an evident in the subject of affective commitment (Meyer and Allen, 1997). Meyer and Allen (1991) also projected that Organizational Commitment is a combination of three elements namely, affective, continuance and normative commitment. Both authors' further describe

affective commitment as ‘the employee’s emotional affection to recognition with, and participation in the organization.

Gratton (2000) said that fundamental of the affective elements is affecting association to job and the formation of emotional. It is presuming that emotional contribution drive to attractive actions and more obligation concerning the work and organization towards the job and organization. Employees establish personal objective that are reliable with the goals of the organization when their emotions are specific to the organization. The outcome will be beneficial to both employees and the organization, as there is mutual understanding between them. It is alleged that affective commitment results in OCB that shapes from interactive responsive affections and a sentiment of being part of a team, thereby leading to shared faithfulness to the organization. The sense of citizenship is diligently related to social uniqueness with the organization.

Findings from Becker (1992) revealed that there is added assistance for a substantial bond between commitment and OCB. Truckenbrodt (2000) suggests that substantial affiliation occurs amongst the excellence of superior-subordinate affiliation and subordinates’ commitment and altruistic OCB. Workers are expected to compromise extra-role deeds when they are pleased with their task or dedicated to their organizations (Bolino et al., 2002).

2.6 Organizational Justice and Organizational Citizenship Behavior

Organizational justice theory was initially taken from the resemblance concept established by Adams in 1965. Balu, 1964 explain that the concept of OCB depends on the social exchange theory where an individual who attain assistance, expectation, resource prospects and other also from organization sense grateful to respond. Normally, researchers of Organizational Justice concentrated on three main elements to measure the Organizational Justice result of performance, procedure and interpersonal interactions (Luthans, 1996). Decision linking to the rationality of justice of result distribution denoted to distributive justice, besides that, distributive justice known as justice concerning what we gain (Greenberg, 1990). is a symbol that talents are appreciated by the organization? Few researchers have claimed that distributive justice has a optimistic influence on OCB (Yaghoubi et al., 2012; Hemdi et al., 2012). Hence, the unbiased dissemination in term of rewards, it will boost academicians to respond the OCB to their co-workers, superiors and organizations.

The second dispute is the valuation of Organizational Justice regards to process fundamentals, named procedural justice. (Konovsky, 2000) refers procedural justice as a process where decision was made. It's about official strategy or development in accomplishing something's that has been assigned by organization. This behavior lead procedural justice is regards to the insight concerning organization achieve fairness in the decision made. The decision is assuming as procedurally when it is unfailingly experience every times. Therefore, when academicians realizes any kind of measure are

free from biased, they will respect as members of the organization although they are not directly affected with any circumstances.

Moreover, the third question is the evaluation of justice headed for the interpersonal relationships know as interactional justice. In this research, the use of organizational assumption refers to Greenberg (1987) that Organizational Justice is outlook of organization people concerning justice in allocating accessible assets. Even the distributive justice and procedural justice are emphasizing and applied in organization, the insight of interpersonal equality conduct acknowledge, is vital during the execution of measures. Hence, the interactional justice is essential is essential to the quality of the relationship between people in the manufacturing floor and the organization. The adverse assessment from organizations is considered reasonable when the supervisors are given adequate justification. Concurrently, the supervisors and top management staff responds with OCB. In manufacturing operations industry, supervisors spend most of their time leading and managing their peoples in getting output and are less concerned in other managerial duty. Therefore, it shows that interactional justice is not as much of compared to distributive justice and procedural justice.

2.7 Underpinning Theory

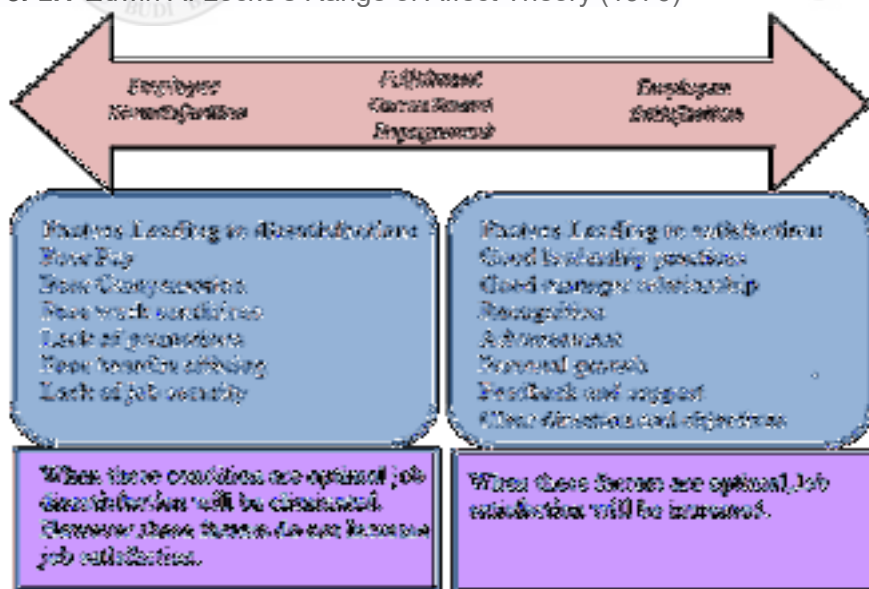
Organizational citizenship behavior (OCB) has been studied since the late 1970s. Over the last three decades, research interest toward this behavior had increased substantially. In order to improve the management and access to organizational objectives, supervisors or

managers in manufacturing sectors must study and know how to shape the behavior of the manufacturing operators. The new fundamental of manufacturing management and organizational behavior, accountable, loyal, courageous and intelligent workers in the sense of ability, knowledge and skills are considered one of the essential elements of organizational accomplishments.

In this study, the writer takes Affect Theory, Edwin A. Locke (1976), Leader Member Exchange Theory (LMX Theory), Dansereau, Green & Haga (1975), Meyer and Allen (1997), Three Component Model of Commitment, Greenberg, 1990), and Three Classification of Organization Justice Theory that had been highly recognize among the researcher had been used as one of the competing models in exploring organizational citizenship behavior.

2.7.1 Affect Theory

Figure: 2.1 Edwin A. Locke's Range of Affect Theory (1976)



Range of Affect Theory (1976) from Edwin A. Locke's is certainly the utmost well-known Job Satisfaction approach. The central foundation of this approach is that fulfillment is derived by an inconsistency connecting what one needs in their work and what one owns in their work. Then, the approach illustrates, to what extent a person valued a certain aspect of work (e.g., the extent of independency in their employment) potential reaction on how satisfied or dissatisfied a person target aren't met. While an employee belief a certain aspects of a job, his fulfillment is significantly affect both optimistically (when target achieved) and pessimistically (when target not achieve), compare to a person who doesn't bothered that aspects. To point out, if worker 1 appreciate independency in the workplace and worker 2 is unresponsive about independency, then worker 1 would be pleased in a position that provide a high level of independency and displeased in a situation with less or no independency compared to worker 2. This approach also mentioned that too much of certain aspects may create greater reaction of unsatisfactory thoughts the further an employee values that facet.

2.7.2 Leader-Member Exchange Theory

Leader-member exchange theory (also known as LMX theory) contain a distinctive point amongst leadership theories since its focal point are on the dyadic relationship involving superior and subordinate. Dansereau, Green & Haga in 1975, is the founder of LMX theory which formerly known as Vertical Dyad Linkage (VDL).

Figure:2.2



This theory describes that, leadership resides in the eminence of relationship exchange that established between managers and their workers. The inferiority of interactions is written off as confidence, expectation, and common value, and the nature of the relationship excellence has connectivity with work linking happiness and efficiency of workers.

Base on LMX Theory, generally management or leaders in organization unable to treat their entire employees in a same manner. Managers and employees build up dyadic interaction and managers treat each employee in a different way, end up in two forms of groups of employees and in-group and an out-group.

The in-group involves of a few several dependable employees with whom the manager typically develops a unique advanced inferiority exchange relationship.

The relationship of the leader and their employees remain more formal in out-group.

2.7.3 Three Component Model of Commitment

Meyer and Allen (1997) had developed three component model of commitment which is debatably dictating the research of organizational commitment (Meyer et al., 2002). Organizational commitment which practiced by the employees as three immediate outlook incorporating affective, normative and continuance organizational commitment. It describes that sense of dedication to a company or an organization is a psychological condition, and that it has three different components that affect how employees experienced in the organization that they work for. See figure 2 below that illustrating the three components of organizational commitment.

Figure:2.3



This model is an ideal approach that can be applying to enhance commitment and engagement among the people in the manufacturing team, and also helping operators to experience a better feeling of job satisfaction and well-being.

The below are the three types of commitment in greater details by Meyer and Allen's.

Affection for Your Job (Affective Commitment)

Affection for the job arises when the operators feel a greater touching connection to their working place, and to the job or task that they perform. There'll nearly everyone likely involve with the organization's goals and principles, and you sincerely want to associate with them.

Once the operators feel happy and reach job fulfillment, they're likely to sense comfort, pleased with their job, and eventually, this enhance their job satisfaction which likely to add to their sense of affective commitment.

Fear of Loss (Continuance Commitment)

This kind of commitment takes place when the operators reflect on the advantages and disadvantages of exiting their company. The operators possibly will consider staying and continuing work with their company, as the loss they'd face if they departure, is bigger than the advantages they assume you may get in your new job.

Apparently these suffers, or "side bets," are in term of financial that they'd lose wages and remuneration and in term of profession the operators may lose their seniority in their

services and job function that require special skills that they've acquire by spending years or socially they'd lose colleagues or allies if they leave the company.

The strictness of these "sufferers" often correlated with age and knowledge. If the operators are in recognized, thriving role, or if they've had some promotions within one company, they're expected to face continuance commitment.

Sense of Obligation to Stay (Normative Commitment)

Normative commitment took when they think or believe that they're has some level of responsibility in their organization or company, even if they're not satisfy in their position, or even if they want to strive to achieve greater result. They think that they must remain and continue work with existing company, because it's appropriate to do so.

2.7.4 Three Classification of Organization Justice

In this research, the author had use organizational justice theory that refers to Greenberg (1987) that Organizational Justice is view of organization people headed for justice and fairness in allocating wealth, and unfilled assets and, this principle is applying as an employee that serve as a guideline to assess the justice of three classifications events (Greenberg,1990), which is:

- (1) Distributive justice (benefits that employee obtain from the employer or organization).
- (2) Procedural justice (standard procedures, formal policy or process in achieving organizational goal that has been distributed by the management or organization).
- (3) Interactional justice (action or measures taken by the decision makers in regards to the organization interpersonal).



CHAPTER THREE

METHODOLOGY

3.1 Introduction

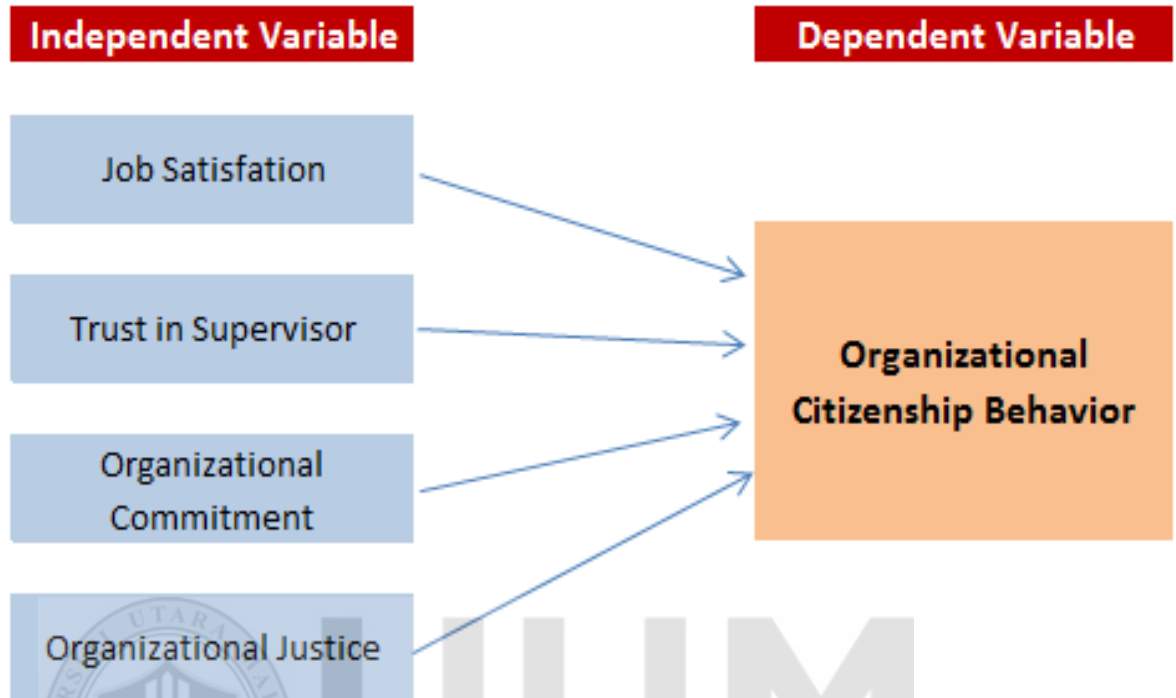
This chapter aims to describe the methodology apply in conducting this research and will be highlighting on the research framework, hypothesis development, research design, operational definition of each variable, instrumentation, sample and sampling techniques also data collection procedures.

3.2 Research Framework

Several authors have come out with several different models in analyzing the OCB. As for this study, the framework related to the OCB that will be developed is inspired by the several studies conducted for past few years and also will be involving the Affect Theory for Job Satisfaction LMX Theory for Trust in Supervisor, Three Component Model of Commitment for Organizational Commitment, and Three Classification of Organization Justice for Organizational Justice had been widely used by other researcher in this study in exploring OCB.

The following research framework is developed based on the literature review with the intention of answering the research questions and meeting the research objectives

Figure 3.1 Research Framework



3.3 Hypothesis

H1: There is a significant relationship between job satisfaction and organizational citizenship behavior among the company manufacturing operators.

H2: There is a significant relationship between trust in supervisor and organizational citizenship behavior among the company manufacturing operators.

H3: There is a significant relationship between organizational commitment and organizational citizenship behavior among the company manufacturing operators.

H4: There is a significant relationship between organizational justice and organizational citizenship behavior among company manufacturing operators.

3.4 Research Design

Research design is one of the significant master plan related to the collection of data, measurement of data and analysis of data which depends on the research questions established for the research (Sekaran & Bougie, 2013). Besides, this process is crucial in ensuring that the data that will be using is capable in providing the valid and reliable answer for the researchers. This section will be further discussing on the type of study, data sources, unit of analysis, and population of frame, sample and sampling techniques involved.

3.4.1 Type of Study

The nature of this study is quantitative design which investigates the relationship between the independent variables (job satisfaction, trust in supervisor, organizational commitment, organizational justice) and the dependent variable (organizational citizenship behaviour). According to Sekaran, Robert and Brain (2001), as for social sciences and business related field, quantitative is a suitable and common use for the empirical evidences, besides, being able to determine and validate the connection between the variables (Leedy & Ormond, 2005).

For this particular research, descriptive study will be applied as this method usually outlined in order to explore, describe or relate the characteristics of a person, events and

situations (Sekaran & Bougie, 2013). Additionally, cross sectional method will be applied in gathering information process as to avoid time delays.

3.4.2 Sources of Data

First, prior to the data collection process, the manufacturing operator's population in the operations department has been gathered through the information provided by human resource department of the company. Raw data will be gather from the questionnaires that distribute to the manufacturing operators who are the key elements in assuring the research objectives meet its intention and at the same time explore the correlation between the chosen variables.

3.4.3 Unit of Analysis

Unit of analysis involved for these studies is individual that indicates that the data collected from each of individuals will be analyzed and each manufacturing operator's response will be recorded as a personal data basis.

3.4.4 Population of frame

Population is the whole set of people that researcher intend to explore or examine (Sekaran & Bougie, 2013). Populations chosen for this study comprises of all the manufacturing operators from various work cells in the operations department in American audio systems manufacturer at Batu Kawan Industrial Park, Penang, where the

total population numbers will be provided by company human resource department's staff. The operators involved would be those who are working at several work cells likes Final Assembly, Through Hole Technology, Surface Mount Technology and Noise Reduction Technology Cells.

3.4.5 Sample and Sampling Technique

Sample has been defined as the subset of the population which comprises some members selected from it (Sekaran & Bougie, 2013). For the sample selection, this will be based on the table produced by Krejcie & Morgan (1970) which conclude that the appropriate number of sample from 550 populations would be 226 respondents. Besides, the sampling design used is proportioned stratified sampling method. Number of population and sample's percentage has been showed in Table 3.1.

Table 3.1
Manufacturing Operations Population and Sample

Work Cell	Number of Operators	Sample's Proportion
Final Assembly	200	36.4%
Through Hole Technology	150	27.3%
Surface Mount Technology	80	14.5%
Noise Reduction Technology	120	21.8%
Total	550	100.0%

Sources: American Audio Manufacturer, BKIP, Penang. Human Resource Department

3.5 Operational Definition and Measurement

Several terms in this study need to be focused on and defined as to ensure that the concept and theory related to the study can be established. The operational definitions and the items used to measure each of the variables are defined and explained as below:

3.5.1 Organizational Citizenship Behavior

The definitions of each of the five OCBs dimensions established by Organ (1988) can be summarized as follows.

Conscientiousness: states to behaviors signifying that a person pays special attention, when performing his/her work, for instance punctuality and keeping precisely to working hours.

Civic Virtue: includes behaviors display a solid sense of responsibility toward the organization, for example, providing guidance and recommendation or striving to resolve issues thus refining efficiency.

Sportsmanship: is linked to demonstrations of a positive attitude and loyalty to the company, regularly stressing quality and the finest sides of the company or evading paying attention to less positive characteristics.

Altruism: behaviors conveying readiness to help colleagues executing their job, for example, offering support to new employees or helping those who have too great a workload.

Courtesy: comprises activities signifying special attention to forming relationships characterized by kindness and co-operation, for instance striving to evade quarrels and being enthusiastic to keep other people’s best interests at heart.

There have 10 questions in this section that was adapted from Organ (1988). The questions are based on five point likert types scale from (1) Strongly Disagree (2) Disagreed (3) Neutral (4) Agreed (5) Strongly Agree. Table 3.2 shows the questionnaire in the survey that deal with OCB, split into four criteria.

Table 3.2

Operational Definition and items for Organizational Citizenship Behaviour

Variable	Operational Definition	Items / Measures
OCB ($\alpha=0.70$ to 0.80)	The degree or extent to which an individual's voluntary support and behavior contributes to the organization's success.	<p>Conscientiousness</p> <ol style="list-style-type: none"> 1) Whether I’m being watch or not, I strictly follow company regulations. 2) I believe I’m the hardest working employees in the company. 3) I like to give a full 100% honest day work for the pay that I received. <p>Civic Virtue</p> <ol style="list-style-type: none"> 1) I concern and help a maintain organization reputation by attending company event, even though not invited. 2) I keep up to date with organizational message, memos and so on. <p>Courtesy</p> <ol style="list-style-type: none"> 1) I am attentive on how my deeds affect other people’s task.

Altruism

- 1) I help others who not present to work.
- 2) I help others who have too many or series of work.
- 3) I help to conduct orientation to the new people even though it is not compulsory.
- 4) I'm eager to assist others whom facing work related trouble.

Source: Organ, Organizational Citizenship Behavior scale (1988)

3.5.2 Job Satisfaction

Generally, to measures Job Satisfaction, Brayfield and Rothe's (1951) job satisfaction scale is usually used. Certain studies e.g., Judge, Bono. & Locke, 2000) we have emphasized a trustworthy (i.e., internal consistencies with the Cronbach's alphas ranging at .80 or above) five-item version of this scale. The five items are:

1. Honestly I experience satisfaction in my current work.
2. Most of this time I am passionate in my duty.
3. Every day at work seems like there're no ending.
4. I experience a real pleasure at workplace.
5. I regard my work to be relatively dissatisfied.

Likert scale; with five choices per item ranging from "strongly disagree" to "strongly agree" was used.

Table 3.3
Operational Definition and measurement items for Job Satisfaction

Variable	Operational Definition	Items / Measures
Job Satisfaction ($\alpha=0.80$ and above)		<ol style="list-style-type: none"> 1. Honestly I experience satisfaction in my current work. 2. Most of the time I am passionate in my duty. 3. Every day at work seems like there're no ending. 4. I experience a real pleasure at work place. 5. I regard my work to be relatively dissatisfied.

Source: Five item version, Judge, Bono. & Locke, 2000

3.5.3 Trust in supervisor

Trust in supervisor scale adapted from Mahn Hee Yoon and Jaebom Suh (2003), with the cronbach's Alpha of 0.88. It emphasizes on nine key elements which are: Mastery of work, Good decision, Experience, Reliable, Resolve conflicts, Supports, Spamming, Respect and Fair. This study used five Likert scale with following criteria:

Likert scale: 1=strongly disagree,2=disagree,3=neutral,4=agree and 5=strongly agree (1) strongly agree score of 5.

Table 3.4

Operational Definition and Measurement items for Trust in Supervisor.

Variable	Operational Definition	Items / Measures
Trust in Supervisor ($\alpha=0.88$)	The degree or extent to which level of trust that subordinates hold toward their supervisors, and is related	<ol style="list-style-type: none"> 1) I have self-confidence that my superior is confident in the hazardous features of his/her job. 2) I trust my superior; that he will make good judgement when come to decision making process. 3) My superior strictly follows and performs all his assignments. 4) When my superior said something, it is something really reliable escalation. 5) My superior performs his task and ends with error free.

- to a series of positive outcomes within organization.
- 6) My superior will defend me when necessary.
 - 7) I feel that I can inform my superior all about my job.
 - 8) My superior will compensate me if I did a good job.
 - 9) I have no hesitation that my superior always treats me without biased

Source: *M.H. Yoon, J. Suh / Journal of Business Research 56 (2003) 597–611*

3.5.4 Organizational Commitment

Organizational commitment was measure by using three revised component scale of affective, normative and continuance commitment from (Allen and Meyer, 1996). Meyer et al. (1993) measured internal consistency reliability estimates (Cronbach’s alphas) for Affective Commitment (0.82), Continuance Commitment (0.74) and Normative Commitment (0.83). However, for this OCB studies normative commitment were excluded from the measurement. Respondent were asked to specify their level of acceptance in the five points Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree (1) strongly agree score of 5.

Table 3.5

Operational Definition and Measurements terms for Organizational Commitment

Variable	Operational Definition	Items / Measures
Affective Commitment (α=0.82)	The degree or extent to which the people show their loyalty, concern for the organization,	<p>1.0 - Affective Commitment Scale</p> <p>1.1-I' want to end my career in this organization happily.</p> <p>1.2-I assume organization problem likes my own problem.</p> <p>1.3-I have a well-built sense of "ownership" to my</p>

involvement, a defensive and supportive feeling and willingness to work in the interest of the organization.

organization.

1.4-I feel sensitively engage in this organization.

1.5-I feel like the organization is part of my family.

1.6-I feel the organization has a great personal meaning for me.

2.0-Continuance Commitment Scale

2.1-At this moment, remain my company will be a better choice for my career.

2.2-It will be very difficult for me, even if I decide to quit this organization now.

2.3-My work life will be very much affected, if I decided to leave this organization now.

2.4-To quit this company, I may have only few things to consider

2.5-If I haven't put much effort into this organization.

2.6-Any of several destructive consequences of quitting this organization.

Continuance
Commitment
($\alpha=0.74$)



3.0-Normative Commitment Scale

3.1-I do not have any problem to stay in my existing employer.

3.2-Even if it were to my advantage, I do not feel it would be the best time to leave existing.

3.3-I would feel accountable and feel wrong if I left my organization now.

3.4-This company deserve my devotion.

3.5-I will not quit from my organization at this moment because of some obligation that I has to the people in the organization.

Normative
Commitment
($\alpha=0.83$)

3.6-I be obligated at huge deal to my organization.

Revised Version (Meyer, Allen, & Smith, 1993)

3.5.5 Organizational Justice

For organizational justice, it consists total of twenty questions, which five question from distributive justice, procedural justice with six questions and nine questions from

interactional justice. The question is according to five points Likert scale: 1=strongly disagree,2=disagree,3=neutral,4=agree and 5=strongly agree. The measurement was adopted from Neihoff and Moorman (1993), and the alpha coefficient for the adopted scale in western studies was (0.90) for distributive, procedural and interactional justice.

Table 3.6

Operational Definition and measurement items for Organizational Justice.

Variable	Operational Definition	Items / Measures
Distributive Justice ($\alpha=0.90$)		<p data-bbox="654 793 1372 827">1.0 - Workers Perceptions towards Distributive Justice</p> <p data-bbox="654 835 1339 1037">1.1-I was given a fair job plan. 1.2-I believe I get a reasonable level of pay. 1.3-I think I was given with reasonable work load. 1.4- I received fair remuneration. 1.5-I believe I get adequate level of job responsibility</p>
Procedural Justice ($\alpha=0.90$)	The degree or extent to which the people being treated fairly in their jobs and workplace.	<p data-bbox="654 1079 1372 1113">2.0 – Workers Perceptions towards Procedural Justice</p> <p data-bbox="654 1121 1445 1709">2.1-Manager made unfair decision in work related matter. 2.2-Job decision made by manager upon worker’s disputes noted. 2.3-Correct and absolute data collected and reviewed by the manager prior to make work related decision. 2.4-When asked by workers, managers always willing to give further explanation regards to the decision that he made 2.5- Managers make work related decision which constantly involved all workers. 2.6-Workers are encouraged to test or demand the managers for the decision made by them.</p>

3.0 - Workers Perceptions towards Interactional Justice

Interactional
Justice
($\alpha=0.90$)

- 3.1-My superior treats me with concern and thoughtfulness when making decision.
- 3.2-My superior treats me with respect when making decision.
- 3.3-My superior is aware to my individual desires when making decision.
- 3.4-My manager deals with me in a honest style when making decision.
- 3.5-My manager really care me as a worker when making decision about my work.
- 3.6-My manager talk with me the impact of the decision he made about my work.
- 3.7-My manager willing to provide reasonable explanation for decision made about my work.
- 3.8-My manager provide explanation that reasonable to me when make decision about my work.
- 3.9-My manager usually give a detail clarification when make decision about my work.



Source:20 Item scale develop by Neihoff and Moorman,(1993)

3.6 Instrumentation

As for this study, the main instrument will be the questionnaire which defined by Sekaran and Bougie (2013) as a set of questions that have been generated or developed to get the respondent answers. Measurements applied for this particular research are adapted from below resources:

Table 3.7
Sources of Variable's Instruments

Category	Instrument	Coding	Items
Section A			
Demographic		A1-A5	5 Items
Section B			
Organizational Citizenship Behaviour	Adapted from: <i>Organ, (1988)</i>	B1-B10	10 Items
Section C			
Job Satisfaction	Adapted from: <i>Judge, Bono. & Locke, 2000)</i>	C1-C5	5 Items
Section D			
Trust in Supervisor	Adapted from: <i>M.H.Yoon,J.Suh/Journal of Business Research 56(2003) 597-611</i>	D1-D9	9 Items
Section E			
Organizational Commitment	Adapted from: Revised Version (<i>Meyer, Allen, & Smith, 1993</i>)	E1-E12	12 Items
Section F			
Organizational Justice	Adapted from: <i>Neihoff and Moorman, (1993)</i>	F1-F20	20 Items

Mainly in Section A, the questions are based on demographic characteristic where the respondent will be asked the questions related to gender, age, education level, family business background experience, and personal business experience. The total question in this section is 5 items. The other sections will be asked as previously stated, by

emphasize the five point Likert Scales secured by ,1=strongly disagree,2=disagree,3=neutral,4=agree 5= strongly agree.

3.7 Data Collection Procedures

There are several options available for the researchers in order to clarify the data collected from the respondents (Zikmund, Babin, Carr & Griffin, 2012) which include by email, self-administer, post, and many more. As for this particular research, self-administered procedure will be adopted in the process of distributing and retrieving the questionnaires from the selected respondents in the American audio systems manufacturer in Batu Kawan Industrial Park, Penang. This method will be the most suitable one as this help in the speed of distribution and response process.

The questionnaire design that using the five point Likert Scale enables the respondent to choose their level of agreeableness at every question asked. This design will encourage the respondents to be more honest, open when answering the questions, based on their perception, belief, characteristic, or even reflected from their past and present attitude (Neuman, 2000).

For this study purpose, 265 questionnaires been distributed to the respondent which consist of the manufacturing operators from four different work cell which are Final Assembly, Through Hole Technology, Surface Mount Technology, and Noise Reduction Technology.

3.8 Data Analysis Techniques

Several methodology and techniques of data analysis will be applied towards reaching the conclusion besides determining the connection among the related variables (Neuman, 2000). For this studies, statistical analysis will be applied by emphasize the Statistical Package for the Social Sciences (SPSS) version 21. The analysis techniques involved are as follows:

3.8.1 Pilot Test

One of the aims of pilot testing is to analyze the understanding and comprehension among the respondents related to the instruments used in the questionnaires before the process of distribution takes place.

As for this particular research, the pilot testing was coordinated by taking 30 samples, as according to Pursuant and Bullen (2014) who stated that a sample of 30 to 50 respondents used for the pilot test is considered as enough in detecting any flaws or discrepancies in the related research. Based on the result, all the items chosen for the questionnaires are reliable and valid. Detail on the Pilot Test analysis shown as follows:

Table 3.8
Reliability Values

Items	Number of Variables	Cronbach's alpha
	Dependent Variable	
Organizational Citizenship Behavior	10	.777
	Independent Variables	
Job Satisfaction	5	.720
Trust in Supervisor	9	.869
Organizational Commitment	12	.844
Organizational Justice	20	.829

3.8.2 Descriptive Analysis

Descriptive analysis helped in describing the attribute of individual, occasions or situations; besides enabling the researcher to understand more about the variables and characteristics involved in the study (Sekaran & Bougie, 2013). Frequency analysis as a part of descriptive analysis will be using in describing the attributes or characteristics of the respondents. For this particular study, it will be including the age, gender, business experience, family business engagement and program of study.

Table 3.9 shows the level of mean based on the score gained from the descriptive analysis that will be performed where score of 1.00 to 2.33 is will be considered as low, 2.34 to 3.67 is moderate and score of 3.68 to 5.00 is categorized as high level.

Table 3.9
Frequency Mean Analysis

Mean Score	Level
1.00 - 2.33	Low
2.34 - 3.67	Moderate
3.68 - 5.00	High

Source: *Zikmund, Babin, Carr & Griffin (2010)*

3.8.3 Reliability Test

Application of reliability test is to measure the data stability and consistency in order to ensure that the data is good and reliable for the research. Cronbach's Alpha method emphasize to validate the data consistency that have been using, besides, closer the Cronbach's Alpha to 1, this indicates that it will provide higher reliability and internal consistency (Sekaran & Bougie, 2013). Those with value that in between 0.70 until 0.80 considered as good or acceptable reliability level, values ranged between 0.6 to 0.7 considered as fair whereby value lesser than 0.6 showing poor reliability and consistency.

Table 3.10
Coefficient Alpha (α) Scales

Range in scales	Consistency/Reliability
0.80 - 0.99	Very Good
0.70 - 0.80	Good
0.60 - 0.70	Fair
Below 0.60	Poor

Source: *Sekaran & Bougie (2013)*

3.8.4 Correlation Analysis

Correlation techniques help in discovering the significance, firmness and the path between the independent variables (Job Satisfaction, trust in Supervisor, Organizational Commitment, and Organizational Justice) and the dependent variable OCB. There will be four assumptions that relied before the analysis take place, which are scale of measurement, normality, linearity and homoscedasticity. Essentially, the data must be interval or ratio in nature and the relationship between the variables are linear.

Correlation coefficient could range from -1.00 to 1.00 and the correlation value of 0 indicates that there is no relationship exists among the variables. The correlation value of 1.0 specified that the connection is existed with an optimal positive correlation, whereby the correlation of -1.0 showed that the connection is an optimal negative correlation. Correlation of ± 0.01 to ± 0.09 means that there is very low correlation, ± 0.10 to ± 0.29 represents low correlation, ± 0.30 to ± 0.49 indicates moderate correlation, ± 0.50 to ± 0.69 specified a high correlation and ± 0.70 or ± 1.00 showed a very high correlation.

Table 3.11
Interpretation of Strength of Correlation

Correlation value, r	Strength of relationship
± 0.70 or higher	Very High
± 0.50 to ± 0.69	High
± 0.30 to ± 0.49	Moderate
± 0.10 to ± 0.29	Low
± 0.01 to ± 0.09	Very Low
0	No Relationship

Source: *Pallant (2013)*

3.8.5 Multiple Regressions Analysis

This technique used when the particular study involved more than one independent variables and multiple regression analysis will help in determining and detecting which one of the factors is the most significant besides explaining the variance in dependent variable.

According to Neuman (2000), this analysis used for two main reasons which are calculating R-Squared and detecting the contribution of each variable. R-squared will explain on how the independent variables affecting or related to the dependent variable, thus, helps in explaining the nature, direction and relationship between the independent variables (job satisfaction, trust in supervisor, organizational commitment, organizational justice) and dependent variable (organizational citizenship behavior).

3.9 Summary

This chapter has explained several important aspects in the methodology to be carried out for this study. The methodology and data collection that used in this study was discusses in details. Besides, the research designs also had been described for the purpose of the study, which is the quantitative research method. Besides, the measurement of instruments to be used, how sample will be selected and how the data will be analyzed were presented in this chapter.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1 Introduction

This chapter will present the outcomes and discussions on the study that has been conducted. The data collected and gathered from the respondents have been evaluated by emphasize the Statistical Package for the Social Sciences (SPSS) version 21.0 for Windows. The researcher focuses on the independent variables Job Satisfaction, trust in supervisor and Organizational Justice that influence OCB which is a dependent variable. The analysis will be inclusive of respondents' reliability test result and series of analysis such as frequency, descriptive, Pearson's correlation and multiple regressions analysis.

Besides, hypothesis will be testing throughout the analysis in order to see whether the established hypothesis is accepted or rejected and the summary of the findings has been underlined as to boost up the understanding level among the reader of this research.

4.2 Respondents' Frequency Analysis

Frequency analysis has been performed in order to analyse the demographics information of the selected respondents. 226 forms had been distributed, and all the 226 questionnaires were fully answered by the respondents and achieved 100% respondent

reply rate. So total of 226 completed answered questionnaires available for the analysis process.

From the total of 226 respondents, 136 (60%) respondents are between 18 until 28 years old, 72 (32%) respondents between 29 until 39, years whereby 18 (8%) respondents at the age between 40 to 50 years old. It has been recorded that no respondent at the age of 50 and above.

As for gender, most of the respondents are female with 166 (73.5%) and male shows a number of 60 (26.5%) from the total number of respondents. In another dimension, 215 (95%) of the respondents had working experience in manufacturing and 11 (5%) respondents do not have any working experiences.

In term of working experience in one same organization, 88 (39%) of the respondents have working experience between 1-3 years, 53(23%) of the respondents with working experience below 1 year, 42(19%) between 4-7 years and 43(19%) of the respondents with working experience equaling or more than 8 years. Most of the respondents are the manufacturing operators from Final Assembly Cells with the number of 83 (37%). Whereby manufacturing operators from Through Hole Technology Cells are only about 62 (27%), Noise Reduction Technology Cells with the record of 50 (22%) and 31(14%) are those from Surface Mount Technology Cells.

See summary of the full result in the below table 4.1:

Table 4. 1

Frequency of Respondents Demographic Profile

Demographic Characteristics		Frequency	Percentage (%)
Age	18-28	136	60%
	29-39	72	32%
	40-50	18	18%
	50 and above	0	0
Gender	Male	166	73.50%
	Female	60	26.50%
Work Experience	Yes	215	95.0%
	No	11	5.0%
Years of experience in same organization	Below 1 year	53	23%
	1-3 years	88	39%
	4-7 years	42	19%
	8 years and above	43	19%
Manufacturing work cell	Final Assembly	83	37%
	Through Hole Technology	62	27%
	Surface Mount Technology	31	14%
	Noise Reduction Technology	50	22%

4.3 Descriptive Analysis

Descriptive analyses have been used in order to explore the data that have been collected, thus assisting in summarizing and describing those data. Details of descriptive analysis will be shown in Table 4.2.

The dependent variable, organizational citizenship behavior scored a high level of mean with 3.92. Meanwhile, on the independent variable dimensions, job satisfaction scored the high level of mean with 3.89 compared to the other variables where organizational commitment, organizational justice trust in supervisor showed higher value of mean with 3.74, 3.71 and 3.79 respectively.

As for the standard deviation, the results obtained shows that all of the instruments used scored less than 1.00 which indicate that the dissimilarities in respondent's judgments is small (Sekaran & Bougie, 2013). OCB as the dependent variable has the standard deviation of 0.439 whereby, standard deviation for the independent variables inclusive of Job Satisfaction, Organizational Commitment, Organizational Justice and trust in supervisor are 0.62, 0.465, 0.382 and 0.505 respectively. Organizational Justice scored the lowest standard deviation among the overall variables.

Table 4.2 also portrayed the skewness result of each variable involved in this research. Skewness result for the dependent variable is 0.202, following by the independent variables skewness value; Organizational Commitment and trust in supervisor showed a positive skewness with 0.092 and 0.095 respectively. Job Satisfaction and Organizational

Justice showed negative skewness result with -0.112 and -0.24. the skewness result for both dependent and independent variables is between -1 and +1 which indicates that all the respective values obtained are near to normal (normal = 0).

For the kurtosis analysis, OCB showed a negative result of -0.239 and independent variables; Job Satisfaction, Organizational Commitment, Organizational Justice and trust in supervisor positive result of 0.079,0.178,2.06 and 0.414 respectively. From the results, kurtosis values obtained for both dependent and independent variables are excellent as the values are still between -3 and +3. The normal kurtosis value would be 0 and this indicates that the kurtosis curve is not seemed to be very high or not very sloping.

Table 4.2
Summary of descriptive statistics

Variable	Mean	SD	Skewness	Kurtosis
Dependent Variable				
Organizational Citizenship Behaviour	3.92	.0439	.202	-.0239
Independent Variable				
Job Satisfaction	3.89	.62	-.112	.079
Trust in Supervisor	3.79	.505	.092	.414
Organizational Commitment	3.74	.0465	.092	.178
Organizational Justice	3.71	.382	-.24	2.06

4.4 Reliability Analysis

Cronbach's Alpha or Coefficient Alpha has been used in order to analyze the reliability of the questionnaire used for this research purpose. Table 4.3 below shown the details and values of Cronbach's alpha for each instruments used in the questionnaire.

The reliability analysis result showed that both dependent and independent variables instruments relied under the range of „very good“ level of reliability as the values of Cronbach’s alpha for all is above 0.7. The highest Cronbach’s alpha value among the independent variables was obtained by trust in supervisor variable with 0.877; following with organizational commitment (0.865), organizational justice (0.856) and the least, job satisfaction with 0.793. Whereby, Cronbach’s alpha for the dependent variable, organizational citizenship behavior is 0.837.

Table 4.3
Reliability Statistic of Variables

Variable	Mean	SD
Dependent Variable		
Organizational Citizenship Behaviour	10	.837
Independent Variable		
Job Satisfaction	4	.793
Trust in Supervisor	9	.877
Organizational Commitment	12	.855
Organizational Justice	20	.856

4.5 Pearson’s Correlation Analysis

Pearson Correlation analysis have been conducted in order to examine the correlation among the variables which are job satisfaction, trust in supervisor, organizational commitment and organizational justice with the OCB. The findings from the analysis helps fulfilling the research objectives of the research results obtained for the correlation analysis have been shown in Table 4.4.

Based on the correlation result in Table 4.4, it can be seen that there is a positive correlation between job satisfaction and OCB ($r = 0.512$, $p < 0.1$) which indicates that there is a relationship between these two variables. As for the second independent variable, the result showed that there is a positive correlation between trust in supervisor and OCB ($r=0.558$, $p<0.1$) and this variable also being categorized under high correlation according to Pallant (2013).

Meanwhile, there is a positive correlation between organizational commitment and OCB ($r = 0.603$, $p < 0.1$) which indicates that there is a relationship between these two variables. However, the correlation is also categorized as high as the value of 0.603 is between the ranges of ± 0.50 to ± 0.69 .

There is a positive correlation between organizational justice and OCB ($r = 0.554$, $p < 0.1$) which indicates that there is a relationship between these two variables. The relationship between all the four independent variables with OCB are categorized as high as the value falls between the ranges of ± 0.50 to ± 0.69 .

Among the independent variables, organizational commitment showed the strongest correlation with the dependent variable, OCB by the correlation value of 0.603 as compared to other variables.

Table 4.4
Pearson's Correlation between the Constructs

Variable	Org. Citizenship Behaviour	Job Satisfaction	Trust in Supervisor	Org. Commitment	Org. Justice
Org. Citizenship Behaviour	1.00				
Job Satisfaction	.512	1.00			
Trust in Supervisor	.558	.487	1.00		
Org. Commitment	.603	.542	.523	1.00	
Org. Justice	.554	.413	.718	.594	1.00

Note: Correlation is significant at the 0.1 level (1-tailed)

4.6 Multiple Regression Analysis

According to Neuman (2000), this analysis used for two main reasons which are calculating R-Squared and detecting the contribution of each variable. R-squared will explain on how the independent variables affecting or related to the dependent variable, thus, helps in explaining the nature, direction and relationship between the independent variables (job satisfaction, trust in supervisor, organizational commitment, organizational justice) and dependent variable (organizational citizenship behavior). There is a further explanation on the hypotheses involved in this study and details on the regression analysis are in Table 4.5.

From the multiple regression analysis, it can be concluded that the entire four dimensions have a significance relationship with the dependent variable (organizational citizenship behaviour) which are job satisfaction ($p=0.002$), trust in supervisor ($p=0.008$),

organizational commitment ($p=0.0001$) and organizational justice ($p=0.042$) where the significance level is less than 0.05 ($p<0.05$).

Regarding the beta analysis, all the four variables showed the positive beta values which are job satisfaction ($\beta = 0.186$), trust in supervisor ($\beta = 0.195$), organizational commitment ($B = 0.308$), and organizational justice (0.154). Based on the result below, R square result of 50.023 specified that only 50% of the variance in organizational citizenship explained by the independent variables (job satisfaction, trust in supervisor, organizational commitment and organizational justice) which is quite a reasonable percentage.

Table 4.5
Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.017	0.219		4.635	0
Job Satisfaction	0.132	0.043	0.186	3.076	0.002
Trust in Supervisor	0.17	0.064	0.195	2.656	0.008
Organizational Commitment	0.29	0.063	0.308	4.639	0.0001
Organizational Justice	0.177	0.087	0.154	2.041	0.042
R² = 0.475 F = 50.023 P = 0.000^b					

a. Dependent Variable: OCB

Results on the hypotheses testing are as follows and summary of hypothesis testing is presented in Table 4.6.

H1: There is a significant relationship between job satisfaction and organizational citizenship behaviour among manufacturing operators in the manufacturing plant

Beta (β) value of job satisfaction dimension showed positive value with 0.186, the t value is 3.076 ($t > 1.645$) and significance value is 0.002 ($p < 0.05$). Since the t value is more than 1.645 and significance value is less than 0.05, this concluded that job satisfaction does have a significant relationship with the dependent variable, OCB. Hypothesis 1 is accepted.

H2: There is a significant relationship between trust in supervisor and organizational citizenship behaviour among manufacturing operators in the manufacturing plant

Beta (β) value of trust in supervisor dimension showed positive value with 0.195, the t value is 2.656 ($t > 1.645$) and significance value is 0.008 ($p < 0.05$). Since the t value is more than 1.645 and significance value is less than 0.05, this concluded that trust in supervisor does have a significant relationship with the dependent variable, OCB. Hypothesis 2 is accepted.

H3: There is a significant relationship between organizational commitment and organizational citizenship behaviour among manufacturing operators in the manufacturing plant

Beta (β) value of organizational commitment dimension showed positive value with 0.308, the t value is 4.639 ($t > 1.645$) and significance value is 0.0001 ($p < 0.05$). Since the t value is more than 1.645 and significance value is less than 0.05, this concluded that

organizational commitment does have a significant relationship with the dependent variable, OCB. Hypothesis 3 is accepted.

H4: There is a significant relationship between organizational Justice and organizational citizenship behaviour among manufacturing operators in the manufacturing plant

Beta (β) value obtained for organizational justice dimension is positive with 0.154, the t value scored is 2.041 which is more than 1.645 and the significance value is 0.042 ($p < 0.05$); thus resulting the organizational justice dimension is having a significant relationship with the OCB. Hypothesis 4 is accepted.

Table 4.6
Summary of Hypothesis Testing

Hypothesis	Description	Result
H1	There is a significant relationship between job satisfaction and organizational citizenship behavior among manufacturing operators in the manufacturing plant	Accepted
H2	There is a significant relationship between trust in supervisor and organizational citizenship behavior among manufacturing operators in the manufacturing plant	Accepted
H3	There is a significant relationship between organizational commitment and organizational citizenship behavior among manufacturing operators in the manufacturing plant	Accepted
H4	There is a significant relationship between organizational justice and organizational citizenship behavior among manufacturing operators in the manufacturing plant	Accepted

4.7 Summary

This chapter presented on the findings based on the statistical analysis that has been conducted in clarifying the hypothesis that has been developed at the earlier stage of the study. The analyses that have been conducted are descriptive analysis, reliability test, Pearson's correlation analysis and multiple regressions analysis. The summary of findings, discussions, limitations, recommendations and conclusion are presented in following chapter.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will discuss the conclusion of the studies and recommendations propose to for the future research. This study aims to help in examining the factors that will contribute in rising and developing the OCB among the manufacturing operators in the manufacturing company.

5.2 Summary of Finding

The intent of this research is to examine the connection between selected independent variables of Job Satisfaction, trust in supervisor, Organizational Commitment and Organizational Justice towards the OCB among the manufacturing operators in several work cell in the manufacturing plant which expected to meet the research objectives and answering all the research questions that have been established at the early stage of the research.

In summarizing the results that helps in meeting the research objectives, all the four hypotheses have been accepted for this research. Results obtained for all the four variables, Job Satisfaction, trust in supervisor, Organizational Commitment and

Organizational Justice helps in examining all the four (4) objectives of the study where there're positive relationship between the four (4) and OCB based on the correlation analysis conducted. Besides, the relationship between all the four variables appeared to be as significant relationship as proven by the multiple regression analysis which indicates that the first, second, third and fourth hypothesis (H1, H2, and H3 & H3) is accepted.

5.3 Discussions

Further discussion on the findings will take place by referring to the previous literatures and findings that related to the variables involved in this research.

5.3.1 Relationship between Job Satisfaction and Organizational Citizenship Behaviour

Finding for this first independent variable showed there is significant relationship between Job Satisfaction and OCB. This matches the conclusions reported by Bateman and organ, (1993) that reported the direct relationship between Job Satisfaction and OCB. The outcomes of this study are also in line with previous studies piloted by Kim (2006) that concluded the employees who relish a greater level of Job Satisfaction will demonstrate higher level of OCB.

Furthermore, this finding also corresponding with the results obtained by Organ & Konovsky (1989) reveal that job satisfaction is the strongest variable that has a

significant relationship with OCB. There are substantial evidences that OCB and JS are certainly linked (Lee & Allen,2002; MacKenzie, Podsakoff, and Ahearne,1998; Moorman,1993; Morrison,1994; Smith et al.,1983; William & Anderson,1991). Bateman and organ (1983) piloted a longitudinal, cross-lagged study in which they paralleled ‘supervisory ratings of OCB’ and worker’s individual levels of Job Satisfaction. ‘Researcher found a resilient and positive connection between overall OCB and related Job Satisfaction. There are fifteen independent studies have shown that there is an extensive relationship between Job Satisfaction and OCB (Organ & Lingl, 1995).

Most of the variables had substantial relationships with the research concepts. Elements like, age was absolutely associated with Job Satisfaction. This could specify that mature workers have greater levels of Job Satisfaction. Job tenancy had optimistic links with Job Satisfaction and organizational behavior. This demonstrates that mature workers in the organization tend to have greater levels of Job Satisfaction and OCB. This phenomenon indicates that employee who has fewer years of job maturity tend to have lesser turnover intention.

Progressive relationship between Job Satisfaction and OCB is a good indicator for the manufacturing company to determining their employee satisfaction level towards their job and the organization as whole. This information enables the organization to predict the turnover rate and drive improvement measures that will lead to the high retention for manufacturing operators in manufacturing industry.

5.3.2 Relationship between Trust in Supervisor and Organizational Citizenship Behaviour

The outcome showed an encouraging correspondence relationship between trust in supervisor and OCB ($r = .558, p \leq .01$). The result shown that OCB is more likely to be unveiled when workers have believing relationship. Trust in supervisor theory demonstrating a direct relationship established in this research.

The outcome on supervisor's observation discovered a significant and progressive relationship between trust and OCB. This shows that for OCB to be exhibited by employees, trusting relationship need to be positive. The positive relationship amongst trust and OCB in supervisor's regression analysis is reinforced by Moye and Henkin (2005) in their research on employee behavior shown that once there is believing relationship between employees and employers, employees become much cheerier and prepared themselves to do their best. Strong interpersonal relationship between organizational members ultimately facilitates its success(Shah:2000). Fisher and White (2000) are of the view that execution of organizational activities may be more efficient when employees working within a company trust each other. Trust is a critical success element to employment relationship and facilitates risk taking by employees hence OCB (Kramer & Tyler,1996).

Kramer and Tyler (1996) argued that trust reduces uncertainty about the future and the necessity for continually making provisions for the possibility of opportunistic

behaviours among employees. Trust lubricates the smooth, harmonious functioning of the organization by eliminating frictions that specifies the behaviour of employees who do not trust each other. Munene et al. (2006) contends that trust among departmental members facilitates their vulnerability to exploitation by offering free services or information that may not be reciprocated (OCB).

Wayne et al. (1997) discovered that, the relationship between supervisors and employees at the work place will directly influence trust perception in management within organization. This is likely to impact on employee belief and trust in management's ability to fulfil its obligations of recognizing and rewarding desired employee attitudes and behaviour. Once such acts are perceived as fair, trust in the supervisor is likely to be established. Moyer and Henkin (2005) assert that trust in one's immediate supervisor is often described as; an interpersonal trust that stems from day-to-day interaction between the trustier and the trustee. It adds to the creation of a safe environment where employees get involved in OCB (Watt & Shaffer, 2005).

This research also proves that the amount of trust among manufacturing operators on their supervisors plays vital role in retaining them with the organization. The operators seem to adapt OCB depends on their relationship with the supervisor and how much trust that they have on their supervisor.

5.3.3 Relationship between Organizational Commitment and Organizational Citizenship Behaviour

The result show that a significant positive relationship between organizational commitment and its component (affective and continuance commitment) and organizational citizenship behaviour exist. Therefore, we can say that organizational commitment had positive effect on organizational citizenship behaviour. In addition, the result showed that both components of commitment that is affective and continuance can be a predictor of OCB.

That the relationship between organization commitment and organizational citizenship behaviour results with the result of research Tsai and Chia (2007), Liu and Cohen (2010) and Garcia Sabrra and Soto (2011) agree. And the prediction of organization citizenship behaviour through affective commitment to Liu and Cohen (2010) has demonstrated a strong commitment to the continuing role of values and organizational citizenship behaviour. Research has shown that there is a positive relationship between organization commitment and organizational citizenship behaviour with regard to the behaviours of organization commitment is often done voluntarily and without regard to the system of rewards and promotion must therefore be acknowledge.

The result of this research are consistent with theory of organizational commitment proposed by Allen and Meyer (1990), that an employee who has a commitment will work

with full dedication, making the employee has the power and the desire to give more responsibility to support the welfare and success of organization. The findings of this study support the social exchange theory which states that an individual voluntarily provides benefits to others that led the emergence of other party's obligation to reciprocate by providing some benefits to the giver (Blau, 1964)

5.3.4 Relationship between Organizational Justice and Organizational Citizenship Behaviour

Distributive, procedural, and interactional justice tends to be interrelated. They can be meaningfully treated as three components of overall fairness (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007). and the three component can work together. In this research the author decided to work as an overall organizational justice cause the studies is to find the relationship of one particular level of employee which is manufacturing operators.

The last independent variable showed there is least relationship compare to other independent variables, however it was a significant relationship between Organizational Justice and OCB. Findings shown that when there is more favorable insight concerning Organizational Justice, higher OCB is produced.

The acquired conclusions related to the relation of OCB with Organizational Justice have recognized a significant relationship in the, cited statistical samples and when employees have a good perception of organizational justice; they have a larger propensity toward

connecting and participating in displaying OCB. This later result is not consistent with Erick, et al.'s (2008); Blakely, et al.'s (2005); Moorman (1991); Moorman, et al.'s (1998), Skarlicki et al.'s (1997); and Farh, et al.'s (1997) research results.

Based on means, standard deviation, skewness and kurtosis of the data. As an overall the mean score is closer to the midpoint of 4.0 on the rating scale. These outcomes are in line with the study from Tanzania by Nguni et al., 2006, and Malaysia by Lee and Ahmad (2009). This study reveals that the justice in this organization is recognized well by the manufacturing operators. From the analysis conducted shows that when the Organizational Justice dimension is growing, the OCB is growing. The parallel relationship is allied with the previous research conducted by Salleh et al. (2013).

Also, use of variety of mechanisms for measuring Organizational Justice and OCB in this research, there is a positive relationship between Organizational Justice and OCB among the manufacturing operators which indicated that all questionnaires correctly measure in terms of the preferred considerations in this research only.

5.4 Limitations

There are several limitations that faced by the researcher in conducting this particular research, which are;

i. Biasness

In this study, the finding based on data collection using questionnaire which may be influenced by response bias. The respondents tend to answer the questionnaires with a different opinion from their own as they tried to compare their inputs from their colleagues.

ii. Cooperation Among the Work Cell Managers

During the data collection process, it was quite difficult for the researcher to get the suitable time to distribute and collect the questionnaire from the respondents as the line managers not allow for any line stoppages to allow the respondents to fill up the questionnaire. Therefore, the researcher has to spend much time waiting at the production floor till the respondent's complete filling up the form.

iii. Workplace Regulation

The sampling of the population is purely from the researcher workplace who is an American private limited manufacturing company who with very stringent regulation that disallows any surveys to be conduct at the workplace makes the data collection process more difficult. The researcher had to go through few approval processes to get approved from the human resource director.

5.5 Recommendations

This section will be discussing on the recommendations that will be conveyed towards the related stakeholders and also will be included with the recommendations for the use of future researches.

5.5.1 Recommendation for Malaysian Manufacturing Companies

Being globalised orientation these days, manufacturing sector is struggling to stay substantial in market places in many ways (Zhang & Shariff, 2000; Fathi.Eze & Goh.2011, including reducing the turnover rate among employees. The turnover issue is a common problem that is constantly faced by the management in companies and industries and turnover will lead to chaos if the right measures not impose.

Manufacturing operators are the lowest level of the employees and are the largest group of population in the organization. Retaining manufacturing operators is a biggest challenge for the management. Therefore, in very beginning a good and well-structured employee retention program are very essential for the company to overcome the employee turnover issue.

This initiative must lead by human resource department and need closer follow-up, monitoring and continuous corrective measure by the operations management, in assuring the manufacturing operators heading towards the right direction. The company at least

have a career progression plan so that the employees know their faith in advance. Today there is a new trend in manufacturing organization whereby the management use outsources employees or so call contract workers who hired base on contract basis. The employee will remain within the organization as long they required to perform certain routine task in the manufacturing line and layoff them when the need arise, especially whenever there is a decline trend of demand for their goods. So in the name of cost saving the company employ contract employee who have less or no ownership against the company. The employee may not have a sense of belonging to the company as they set their mind that they will leave once the time arises.

Since the future are uncertain this group of manufacturing operators will tend to have high turnover and they will hop for a suitable job till they satisfy with certain condition that they're looking for. This is the new development in industries that require attention for the human resource practitioners. If measure not establish than this group of people will continues to become a major problem for the organization. In short the author likes to propose and highlight that company needs new mechanism to manage the manufacturing operators; otherwise this group of people will leave behind without career progression.

5.5.2 Recommendation for Ministry of Human Resource

The author also would like to bring up the contract workers issue to the attention of the human resource attention. There are a lot of loop hole in the regulation of contract

workers that beneficial to certain group of people. Today there is a trend to hire manufacturing operators on contract basis by outsources the employees through agents. Cost saving had become a generic reason given by the human resource managers.

Companies must strive to reduce their cost in other areas and allocate the surplus earn in investing on human capital. Generally something is going not correct and requires new systematic approach from human resource ministry to review and strengthen the existing regulation.

5.5.3 Recommendations for Future Research

First, since this research has been conducted and involving manufacturing operators, so it could be beneficial if the future research could start up a study that involving the management staff as to see whether there is a potential to foster organizational citizenship behaviour. Organization do need to examine or investigate the other level of employee who are also plays important role on the successful of the organization. Normally most of the excellent staff in middle management may job hop to improve their wages and career advancement (Chin 2003: Hooi 2002,2008: Kawabe 1991). As such aggressive and competent workers will move on, and with their experience, the next company is more than willing to take them. Labour mobility is rather high particularly amongst young and new workers who do not hesitate to quit. Therefore, to establish knowledgeable and skilful workforce for sustaining a competitive edge, organization have to begin taking measure to instil OCB.

Second, future research should be taking the technology advancement as one of the potential determinants in influencing the employee's to stay. It may be imperative for organizations in the manufacturing sector to equip their employees with skills and techniques that will multiskilling them and enable them to multitasking and have more mobility in operations. Nevertheless, organizations cannot optimize and obtain the paybacks of investment on training if the trend of changing and leaving job is high (Hooi 2008). Thus, citizenship behaviors that stimulate a long term employment system are required.

Job satisfaction provide support and enhance the systems through good quality leader-member exchange. Moreover, due to the growing improbability in the international market, thus job security become priority to the employees. Therefore, manufacturing organization can enhance citizenship behavior in their industry by instituting employment security as a core employment policy in their organization, and pay more attention in investing in employee development.

And lastly, future research must extend to include foreign workers and short term or contract workers. Based on report total of (722,750 peoples) foreign workers and 11,043 competent expatriates are registered in 2014. Malaysian manufacturing sectors really need the foreign workers to overcome the manpower shortages thus bringing impact to local in many ways in the manufacturing sectors is very important and at the same time affects local employees in several ways if organizational justices not in place. Enhancing

OCB enables the foreign workers to continue work in Malaysia and narrow the gap of labour shortages that Malaysian manufacturing sector facing.

5.6 The Most Influential Factor in Determining OCB Among Manufacturing Operators

Base on the summary below in the table 5.1, this study concluded that organizational commitment is the most influential factor in determining OCB among the manufacturing operators in the American Audio manufactures in Batu Kawan Industrial Park.

There are split into two categories, Management Commitment and Employee Commitment.

5.6.1 Management Commitment

The commitment from the higher management of the American Audio Manufacturer are very high, in order to get the employees fully engaged to assure the desire results achieved. The management treating the manufacturing operators appropriately and consistently initiate programs and activities to foster the relationship between management and the manufacturing operators.

Here are the numbers of factors that lead the manufacturing operators to have a strong emotional commitment towards the company.

i -The Organizational Culture where importance given to the employee to have work life balance by emphasizing on flexible shift patterns, so that the employees have sufficient time to spend with their family. The employees are also encouraged to bring in their friends to join the organization where they get special attention and higher priority to be hired compare to others. In other words, the organization are creating future work place for their children, relatives, friends, and surrounding community as whole.

Apart from that, the organization is very unique in doing its business. The plant manager as a leader of the organization, emphasize on high integrity and he himself demonstrates sound moral and ethical principles and urge all his staff managers to follow. This had become a foundation on which the employees build relationships, trust and effective interpersonal relationship.

ii- Work Culture that the management had define had create positive feeling in the manufacturing operators mind set. Management with their direction that none of the employees to be blame and judge their capability when problems discover related to any work related issue. Issues are shared and must solve in a team that comprises people within department and other functions of the organization.

iii-The Management Policy with open door concept, where the plant manager and the HOD's welcoming the manufacturing operator's feedback and willing to spend time to listen to the issue voiced by them. No gender bias practice and everyone has equal opportunity to grow.

iv-Bilateral Communication with Two-way communication through downward & upward way, which is one of the best ways to keep employees engaged. It is important that employees are listened to, valued, and encouraged to provide feedback. There are also face to face dialogue session on regular basis by Human Resource Department, and Plant Manager with the manufacturing operators.

v-Concentrate on Employee Engagement through Participative Management by giving opportunity to the manufacturing operators to involve in company decision making process, where there will be an employee representative in all company committees. There are also many kinds of activity and employee recognition programs initiate by the organization to enhance and get the manufacturing operators engaged with the organization.

vi-Learning & Development Program was established company wide, that targeting lower level employee to sharpen their job related skills. This is one of the organization effort to retain the best employee. The operators feel more comfortable and confidence in their job when they are knowledgeable and well train.

vii-Employee Welfare & Working Environment; the company provided all the necessary benefits to the employee accordance to Employment Act, 1955 which is the main legislation on labor matters in Malaysia. The company also had provided few other kind of additional benefits to the employee that had provided comfort and progress to the

employees. The management also put a very high standard on workplace safety and environment. This is part of the company continuous activity to attract manufacturing operators to join the company and kept them productive at workplace. These two elements had serve as a tool to maintain and promote morale and motivation of employees and thus retains them in the organizations for a longer period.

5.6.2 Employee Commitment

Employee Commitment are related to Affective Commitment, that defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged Affective Commitment as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization.

The various elements that was describe under employer commitment had brought tremendous impact that lead the employee to achieve greater Job Commitment. It had makes the employee to feel their responsibility and perform tasks that will help an organization achieve their mission and goals. This study had identified Career Progression, Job Responsibility & Job Involvement as the three main elements that boost Job Commitment mindset among the manufacturing operators.

i -Career Progression; American Audio Manufactures is a new MNC company at Batu Kawan Industrial Park, that creates huge job opportunity to the employees to acquire new

knowledge, enhance their ability, skill and continue grow with the company. Once the operator's likes what they do in their position, they more likely to present a high level of career commitment.

ii -Job Responsibility; at American Audio Manufactures the responsibility of achieving result are shared among everyone. Avenue like tier 0 meeting had been in place that gave an opportunity to the manufacturing operators to voice their concern and even they are allow to stop the manufacturing operations if abnormality detected along the processes. The operators play a vital role in getting the company revenue.

iii -Job Involvement, the manufacturing operators extensively involve in various kind of organization initiative. Small group activity and Kaizen suggestion system are two kind of methodology that emphasized, to continuously makes the operators engaged. The operators willing to do more once they feel that their effort are recognized and appreciated.

5.7 Conclusion

In conclusion, the research objectives have been fulfilled in examining the association between Job Satisfaction, Trust in Supervisor, Organizational Commitment and Organizational Justice in reaching OCB among the manufacturing operators. The research concluded that all the four variables have significantly affects and was found to be correlated towards OCB attitude.

The finding of this research has provided a better understanding of the relationship of the IV and DV in reaching OCB among the manufacturing operators. The finding also will be very essential to the manufacturing firms, human resources ministry or future researcher that how important are the OCB attitude among the manufacturing operators who are the key ingredient of the Malaysian manufacturing sectors.



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Appendix A

Research Questionnaire

SECTION A: DEMOGRAPHIC PROFILE

(Respondent; Manufacturing Operators in American Audio Manufacturer at BKIP, Penang).

Please place the (X) at the appropriate column for the following questions.

1) Age

18-28 ()

29-39 ()

40-50 ()

50 and above ()

2) Gender

Male ()

Female ()

3) Any work experience?

Yes ()

No ()

4) Years of experience in one same organization.

Below 1 year ()

1-3 ()

4-7 ()

8 and above ()

5) Manufacturing work cell?

Final Assembly ()

Through Hole Technology ()

Surface Mount Technology ()

Noise Reduction Technology ()



SECTION B: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Please indicate the degrees of your agreement or disagreement towards the statement below by draw a circle (O) according to the following option:

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

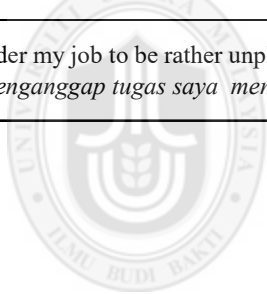
STATEMENT RELATED TO ORGANIZATIONAL CITIZENSHIP BEHAVIOUR / KENYATAAN BERKAITAN DENGAN PERILAKU KEWARGANEGARAAN DI DALAM ORGANISASI.	Strongly Disgree	Disagree	Neutral	Agree	Strongly Agree
I obey company rules and regulations even when no one is watching. <i>Saya menuruti segala peraturan walaupun tiada siapa yang memantaunya.</i>	1	2	3	4	5
I am one of the most conscientious employees in this organization. <i>Saya salah seorang daripada pekerja yang paling teliti dalam organisasi ini.</i>	1	2	3	4	5
I believe in giving an honest day's work for an honest day's pay. <i>Saya percaya dalam melaksanakan tugas harian dengan jujur dan iktiklas setiap hari sejajar dengan gaji yang di peruntukan setiap hari.</i>	1	2	3	4	5
I attend functions that are not required, but help the organization's image. <i>Saya menghadiri majlis-majlis yang tidak diwajibkan, tetapi membantu imej organisasi.</i>	1	2	3	4	5
I read and keep up with organizational announcement, memos and so on. <i>Saya membaca dan mengikuti segala pengumuman organisasi, memo dan sebagainya.</i>	1	2	3	4	5
I am mindful of how my behaviour affects other people's job. <i>Saya juga menyedari bagaimana tingkah laku saya memberi kesan kepada kerja orang lain.</i>	1	2	3	4	5
I help others who have been absent. <i>Saya membantu orang lain yang telah tidak hadir.</i>	1	2	3	4	5
I help others who have heavy workloads. <i>Saya membantu orang lain yang mempunyai beban kerja yang berat.</i>	1	2	3	4	5
I help orient new people even though it is not required. <i>Saya membantu dalam mengorientasi pekerja baru, walaupun tidak diperlukan.</i>	1	2	3	4	5
I'm willing to help others who have work related problems. <i>Saya bersedia untuk membantu orang lain yang mempunyai masalah berkaitan kerja.</i>	1	2	3	4	5

SECTION C: JOB SATISFACTION

Please indicate the degrees of your agreement or disagreement towards the statement below by draw a circle (O) according to the following option:

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

STATEMENT RELATED TO JOB SATISFACTION / KENYATAAN BERKAITAN DENGAN KEPUASAN KERJA.	Strongly Disgree	Disagree	Neutral	Agree	Strongly Agree
I feel fairly satisfy with my present job. <i>Saya berasa agak berpuas hati dengan pekerjaan saya sekarang</i>	1	2	3	4	5
Most days I am enthusiastic about my work. <i>Pada kebanyakan masa saya bersemangat dengan kerja saya.</i>	1	2	3	4	5
Each day at work seems like it will never end. <i>Setiap hari di tempat kerja seolah-olah seperti ia tidak akan berakhir.</i>	1	2	3	4	5
I feel real enjoyment in my work. <i>Saya rasa keseronokan sebenar dalam kerja-kerja saya.</i>	1	2	3	4	5
I consider my job to be rather unpleasent. <i>Saya menganggap tugas saya menjadi agak tidak menyenangkan.</i>	1	2	3	4	5



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SECTION D: TRUST IN SUPERVISOR

Please indicate the degrees of your agreement or disagreement towards the statement below by draw a circle (O) according to the following option:

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

STATEMENT RELATED TO: TRUST IN SUPERVISOR / KENYATAAN BERKAITAN DENGAN KEPERCAYAAN TERHADAP PENYELIA	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have confidence that my supervisor is technically confident at the critical elements of his/her job. <i>Saya mempunyai keyakinan bahawa penyelia saya secara teknikal yakin pada unsur-unsur kritikal pada pekerjaan beliau.</i>	1	2	3	4	5
I have confidence that my supervisor will make well thought decisions about his/her job. <i>Saya mempunyai keyakinan bahawa penyelia saya akan berfikir dengan baik apabila melakukan keputusan yang melibatkan pekerjaan beliau.</i>	1	2	3	4	5
My supervisor follows through on assignments. <i>Penyelia saya melakukan tindakan susulan ke atas segala tugas yang diberi.</i>	1	2	3	4	5
When my supervisor tells me something,I can rely on what she tells me. <i>Apabila penyelia saya memberitahu saya sesuatu, saya boleh mempercayai beliau mengenai apa yang diberitahunya.</i>	1	2	3	4	5
My supervisor does his/her job without causing conflicts. <i>Penyelia saya melakukan tugas beliau tanpa mengundang sebarang konflik.</i>	1	2	3	4	5
My supervisor will back me up in a pinch. <i>Penyelia saya akan membantu dan menyokong saya secara pantas</i>	1	2	3	4	5
I feel that I can tell my supervisor anything about my job. <i>Saya rasa saya boleh memberitahu penyelia saya tentang segala kerja-kerja saya.</i>	1	2	3	4	5
If I do a good job,my supervisor will support and reward me. <i>Jika saya melakukan kerja saya dengan baik, penyelia saya akan menyokong dan memberi ganjaran kepada saya.</i>	1	2	3	4	5
I have confident that my supervisor always treats me fairly. <i>Saya mempunyai keyakinan bahawa penyelia saya sentiasa mengurus saya dengan adil.</i>	1	2	3	4	5

SECTION E: ORGANIZATIONAL COMMITMENT

Please indicate the degrees of your agreement or disagreement towards the statement below by draw a circle (O) according to the following option:

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

STATEMENT RELATED TO: ORGANIZATIONAL COMMITMENT / KENYATAAN YANG BERKAITAN DENGAN KOMITMEN ORGANISASI	Strongly Disgree	Disagree	Neutral	Agree	Strongly Agree
I Would be very happy to spend the rest of my career with his organization. <i>Saya akan menjadi sangat gembira untuk menghabiskan sepanjang kerjaya saya dengan organisasinya.</i>	1	2	3	4	5
I really feel as if this organization's problems are my own. <i>Saya menganggap masalah organisasi seperti masalah saya sendiri.</i>	1	2	3	4	5
I do feel a strong sense of 'belonging' to my organization. <i>Saya mempunyai semangat 'kepunyaan' yang tinggi kepada organisasi saya.</i>	1	2	3	4	5
I do feel 'emotionally attached' to his organization. <i>Saya mempunyai semangat empunya yang tinggi terhadap organisasi ini.</i>	1	2	3	4	5
I do feel 'part of the family' at my organization. <i>Saya merasai saya adalah 'sebahagian daripada keluarga' di organisasi saya.</i>	1	2	3	4	5
This organization has a great deal pf personal meaning for me. <i>Organisasi ini mempunyai banyak makna peribadi untuk saya.</i>	1	2	3	4	5
Right now, staying with my organization is a matter of necessity as much as desire. <i>Kekal bersama organisasi saya pada masa sekarang adalah satu keperluan dan juga keinginan.</i>	1	2	3	4	5
It would be very hard for me to leave my organization right now,even if I want. <i>Adalah amat sangat sukar bagi saya untuk meninggalkan organisasi saya sekarang, walaupun saya mahu.</i>	1	2	3	4	5
Too much of my life would be disrupted if I decided I wanted to leave my organization now. <i>Kehidupan hidup saya akan terganggu jika saya membuat keputusan untuk meninggalkan organisasi saya pada masa sekarang.</i>	1	2	3	4	5
I feel that I have too few options to consider leaving this organization. <i>Saya merasakan bahawa saya mempunyai pilihan yang terlalu sedikit untuk dipertimbangkan sebelum meninggalkan organisasi ini.</i>	1	2	3	4	5
If I had not already put so much of myself into this organization would be the scarcity of available alternatives. <i>Sekiranya saya pun tidak banyak melibatkan diri sendiri ke dalam organisasi ini, maka akan wujudnya kekurangan alternatif.</i>	1	2	3	4	5
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives. <i>Salah satu daripada beberapa kesan negatif daripada meninggalkan organisasi ini, maka akan wujud kekurangan alternatif.</i>	1	2	3	4	5

SECTION F: ORGANIZATIONAL JUSTICE

Please indicate the degrees of your agreement or disagreement towards the statement below by draw a circle (O) according to the following option:

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

STATEMENT RELATED TO ORGANIZATIONAL JUSTICE / KENYATAAN BERKAITAN DENGAN KEADILAN DI DALAM ORGANISASI.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work schedule is fair. <i>Jadual kerja saya adalah adil.</i>	1	2	3	4	5
I think that my level of pay is fair. <i>Saya berasa tahap bayaran saya adalah adil.</i>	1	2	3	4	5
I consider my work load to be quite fair. <i>Saya menganggap beban kerja saya agak berpatutan dan adil.</i>	1	2	3	4	5
Overall the rewards I receive here quite fair. <i>Secara keseluruhan ganjaran yang saya terima di sini agak berpatutan dan adil.</i>	1	2	3	4	5
I feel that my job responsibilities is fair enough. <i>Saya merasakan bahawa tanggungjawab kerja saya cukup adil.</i>	1	2	3	4	5
Job decision are made by the manager in a biased manner. <i>Keputusan kerja yang dibuat oleh pengurus dengan cara yang berat sebelah.</i>	1	2	3	4	5
My manager makes sure that all employee concerns are heard before job decisions are made. <i>Pengurus saya akan memastikan bahawa semua kebimbangan pekerja didengar sebelum keputusan pekerjaan dibuat</i>	1	2	3	4	5
To make job decision,my manager collects accurate & complete info. <i>Untuk membuat keputusan kerja,pengurus saya mengumpul maklumat tepat & lengkap.</i>	1	2	3	4	5
My manager clarifies decision & provides additional info when requested by employees. <i>Pengurus saya menjelaskan keputusan & memberikan maklumat tambahan apabila diminta oleh pekerja.</i>	1	2	3	4	5
All jobs decisions are applied consistently to all affected employees. <i>Semua keputusan pekerjaan digunakan secara konsisten kepada semua kakitangan yang terlibat.</i>	1	2	3	4	5
Employees are allowed to challenge or appeal job decision made by their managers. <i>Pekerja dibenarkan untuk mencabar atau merayu terhadap keputusan pekerjaan yang dibuat oleh pengurus mereka.</i>	1	2	3	4	5
When decisions are made about my job, the manager treats me with kindness & consideration. <i>Pengurus memberi layanan yang baik kepada saya ketika membuat keputusan tentang kerja saya.</i>	1	2	3	4	5
When decisions are made about my job, the manager treats me with respect and dignity. <i>Pengurus melayan saya dengan hormat dan bermaruah ketika membuat keputusan tentang kerja saya.</i>	1	2	3	4	5
When decisions are made about my job, the manager is sensitive to my personal needs. <i>Pengurus sangat sensitif kepada keperluan peribadi saya ketika membuat keputusan tentang kerja saya.</i>	1	2	3	4	5
When decisions are made about my job, the manager deals with me in a truthful manner. <i>Pengurus berunding secara benar ketika membuat keputusan tentang kerja saya.</i>	1	2	3	4	5
When decisions are made about my job, the manager shows concern for my right as employee. <i>Apabila keputusan dibuat tentang kerja saya, pengurus menunjukkan keprihatinan terhadap hak saya sebagai pekerja.</i>	1	2	3	4	5
Concerning decisions made about my job, the manager discusses with me the implications of the decisions. <i>Pengurus berbincang dengan saya mengenai implikasi keputusan yang dibuat tentang kerja saya.</i>	1	2	3	4	5
The manager offers adequate justification for decisions made about my job. <i>Pengurus menyediakan justifikasi (penjelasan) yang mencukupi untuk keputusan yang dibuat tentang kerja saya.</i>	1	2	3	4	5
When making decisions about my job, the manager offers explanations that make sense to me. <i>Pengurus menawarkan penjelasan yang bernas ketika membuat keputusan tentang kerja saya.</i>	1	2	3	4	5
My manager explains very clearly any decisions made about my job. <i>Pengurus saya menerangkan dengan jelas mengenai sebarang keputusan yang dibuat tentang kerja saya.</i>	1	2	3	4	5

Appendix B

Statistical Analysis Output

1-Reliability for Pilot Test

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0

a. List wise deletion based on all variables in the procedure.

b) Reliability result for IV 1: Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Number of Items
0.720	5

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I feel fairly satisfy with my present job	15.2667	5.513	.690	.611
Most days I am enthusiastic about my work	15.4000	5.903	.548	.658
Each day at work seems like it will never end	15.9000	5.403	.418	.702
I feel real enjoyment in my work	15.7667	4.944	.547	.644
I consider my job to be rather unpleasant. (R)	15.9333	5.789	.313	.746

c) Reliability result for IV 2: Trust in my Supervisor

Reliability Statistics

Cronbach's Alpha	Number of Items
0.869	9

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have confidence that my supervisor is technically confident at the critical elements of his/her job.	30.8333	11.799	.581	.857
I have confidence that my supervisor will make well thought decisions about his/her job.	30.6333	12.171	.540	.860
My supervisor follows through on assignments.	30.6667	11.885	.683	.849
When my supervisor tells me something, I can rely on what she tells me.	30.4667	11.292	.740	.842
My supervisor does his/her job without causing conflicts.	30.7000	12.148	.569	.858
My supervisor will back me up in a pinch.	30.9333	11.030	.680	.847
I feel that I can tell my supervisor anything about my job.	30.5667	11.702	.583	.856
If I do a good job, my supervisor will support and reward me.	30.8000	11.545	.534	.862
I have confident that my supervisor always treats me fairly.	30.6667	11.471	.563	.859

d) Reliability result for IV 3: Organizational Commitment

Reliability Statistics

Cronbach's Alpha	Number of Items
0.844	12

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I Would be very happy to spend the rest of my career with his organization.	40.4333	22.047	.855	.809
I really feel as if this organization's problems are my own.	40.4333	22.737	.729	.818
I do feel a strong sense of 'belonging' to my organization.	40.4667	23.913	.570	.829
I do feel 'emotionally attached' to his organization.	40.4333	22.737	.664	.821
I do feel 'part of the family' at my organization.	40.1333	23.706	.482	.834
This organization has a great deal of personal meaning for me.	40.4000	22.386	.629	.823
Right now, staying with my organization is a matter of necessity as much as desire.	40.1333	25.637	.223	.852
It would be very hard for me to leave my organization right now, even if I want.	40.5333	25.223	.322	.844

Too much of my life would be disrupted if I decided I wanted to leave my organization now.	40.7000	25.872	.126	.863
I feel that I have too few options to consider leaving this organization.	40.8667	23.568	.476	.835
If I had not already put so much of myself into this organization would be the scarcity of available alternatives.	40.6333	21.826	.590	.826
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	40.6667	22.506	.608	.825

e) Reliability result for IV 4: Organizational Justice

Reliability Statistics

Cronbach's Alpha	Number of Items
0.829	20

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My work schedule is fair.	69.5000	39.224	.146	.833
I think that my level of pay is fair.	69.8333	33.454	.696	.803
I consider my work load to be quite fair.	69.9000	35.541	.613	.811
Overall the rewards I receive here quite fair.	69.8667	34.947	.557	.812
I feel that my job responsibilities are fair enough.	69.7333	38.961	.155	.834
Job decision is made by the manager in a biased manner.	71.1333	42.671	-.232	.859

My manager makes sure that all employee concerns are heard before job decisions are made.	69.8000	34.648	.657	.807
To make job decision, my manager collects accurate & complete info.	69.7333	37.582	.452	.820
My manager clarifies decision & provides additional info when requested by employees.	69.6333	38.447	.246	.828
All jobs decisions are applied consistently to all affected employees.	69.7333	36.409	.752	.810
Employees are allowed to challenge or appeal job decision made by their managers.	70.3000	34.424	.471	.819
When decisions are made about my job, the manager treats me with kindness & consideration.	69.9667	37.482	.386	.822
When decisions are made about my job, the manager treats me with respect and dignity.	69.7000	36.079	.573	.813
When decisions are made about my job, the manager is sensitive to my personal needs.	70.2667	39.306	.132	.834
When decisions are made about my job, the manager deals with me in a truthful manner.	69.8667	38.257	.404	.822
When decisions are made about my job, the manager shows concern for my right as employee.	69.8000	35.338	.682	.808
Concerning decisions made about my job, the manager discusses with me the implications of the decisions.	69.8333	38.489	.317	.825
The manager offers adequate justification for decisions made about my job.	69.7333	37.513	.463	.819
When making decisions about my job, the manager offers explanations that make sense to me.	69.7667	37.082	.510	.817
My manager explains very clearly any decisions made about my job.	69.6667	37.333	.552	.817

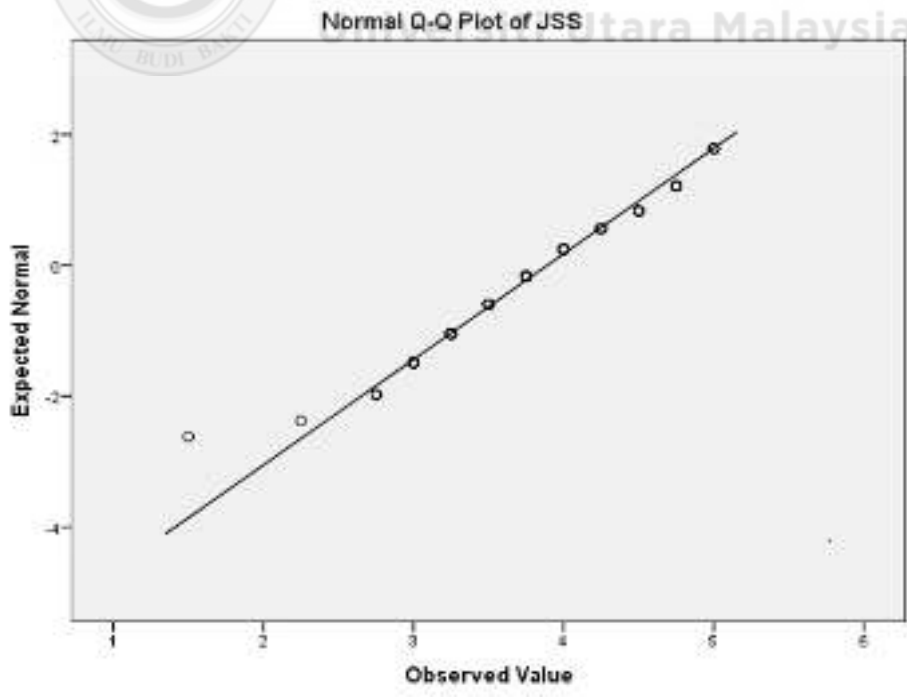
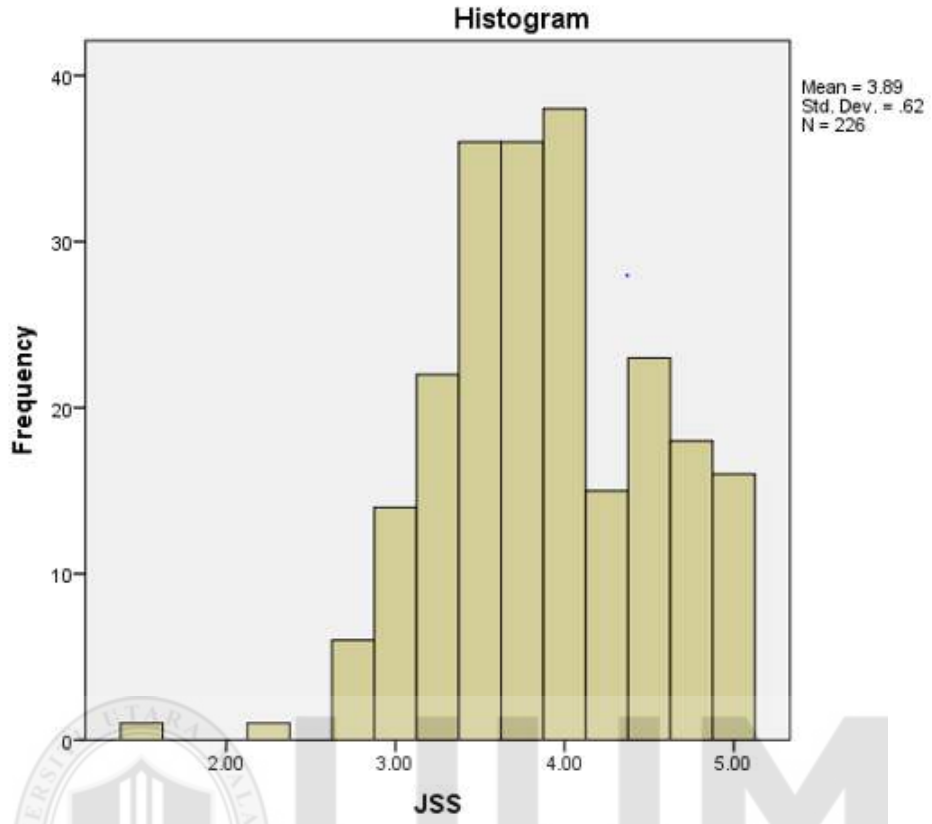
f) Reliability result for DV: Organizational Citizenship Behaviour

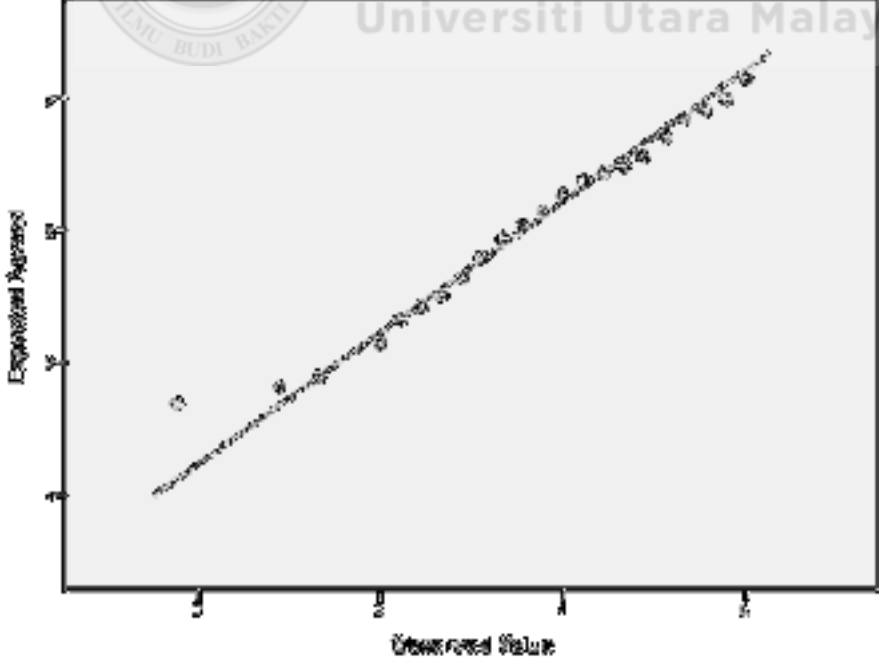
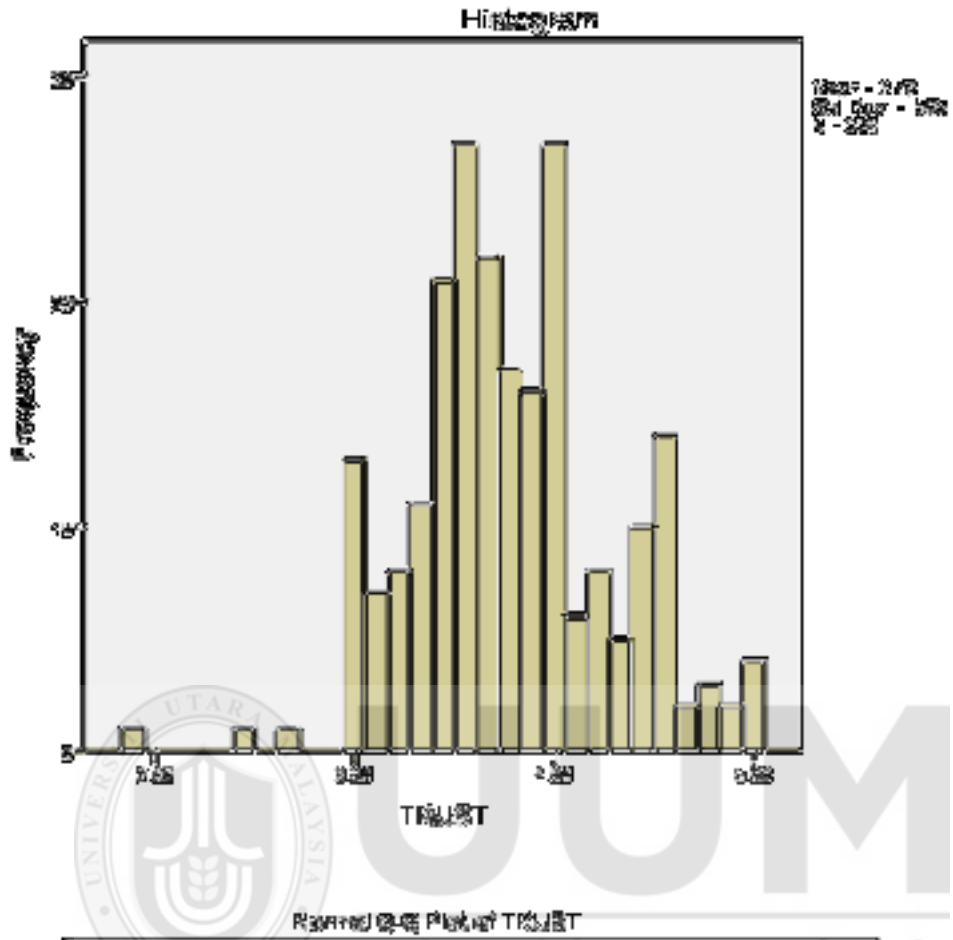
Reliability Statistics

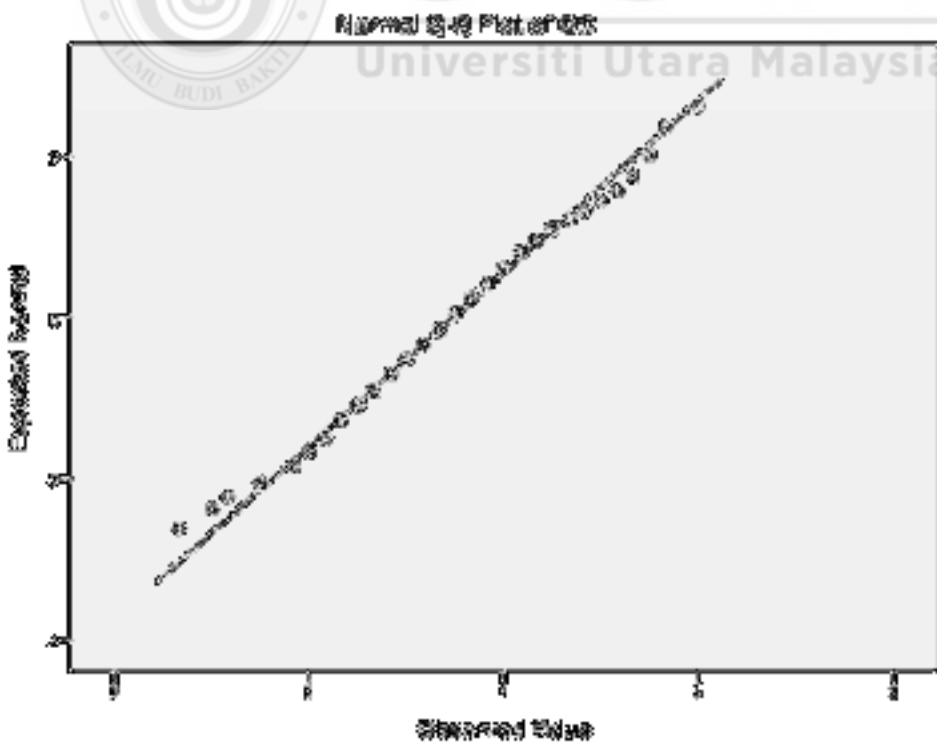
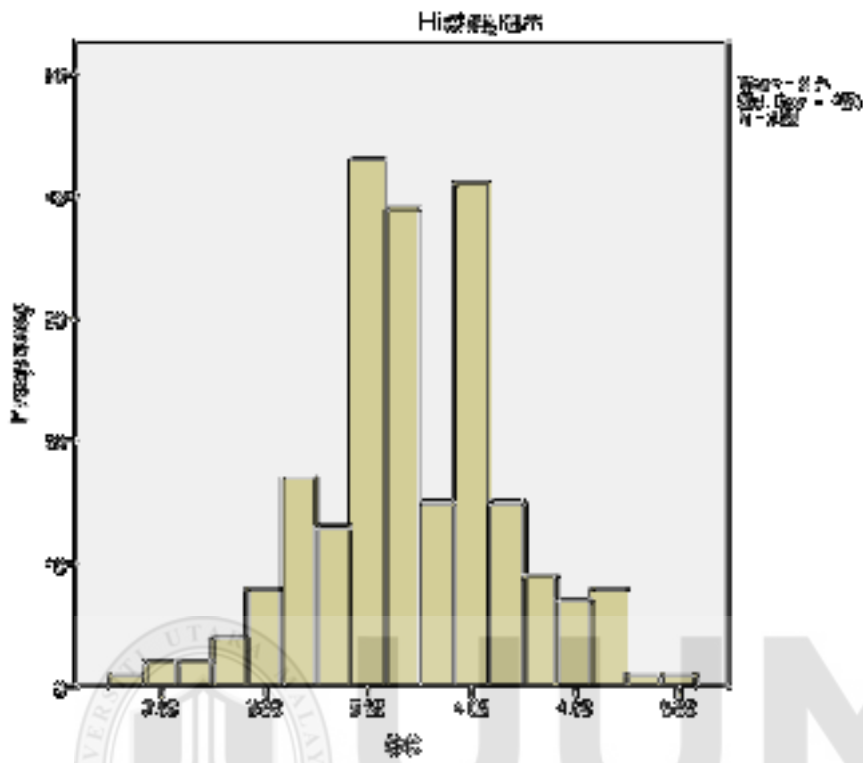
Cronbach's Alpha	Number of Items
0.777	10

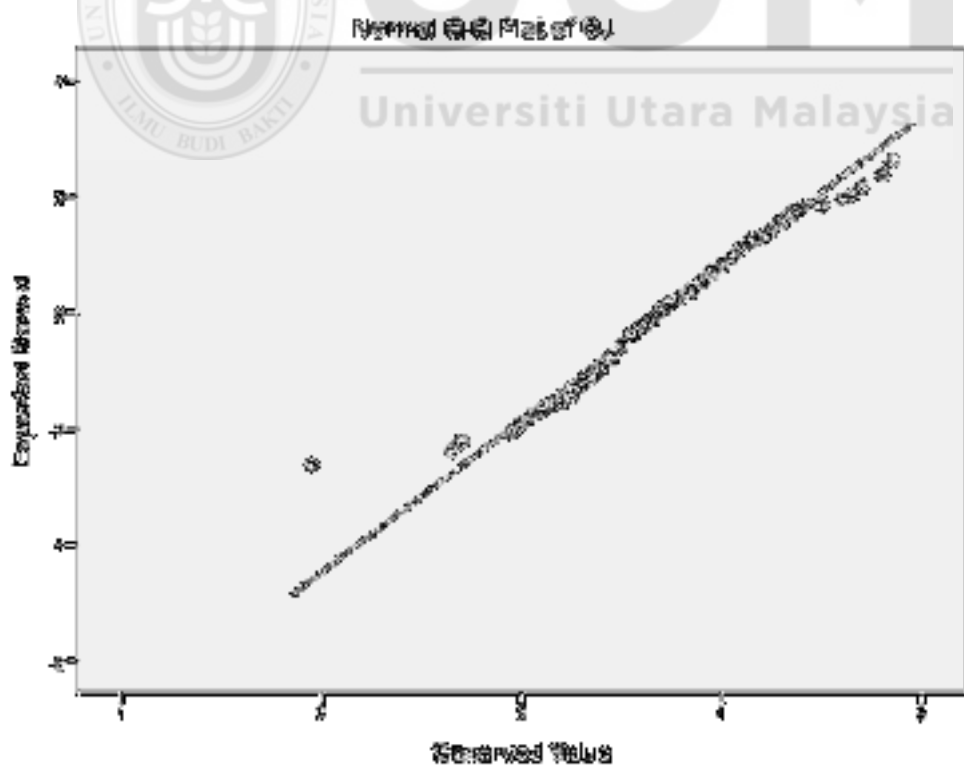
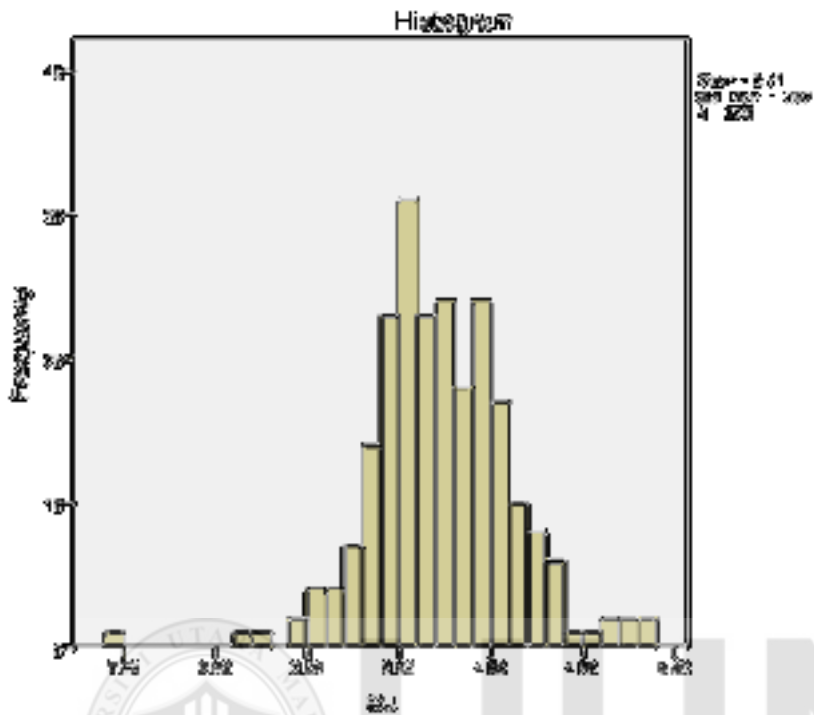
Item-Total Statistics

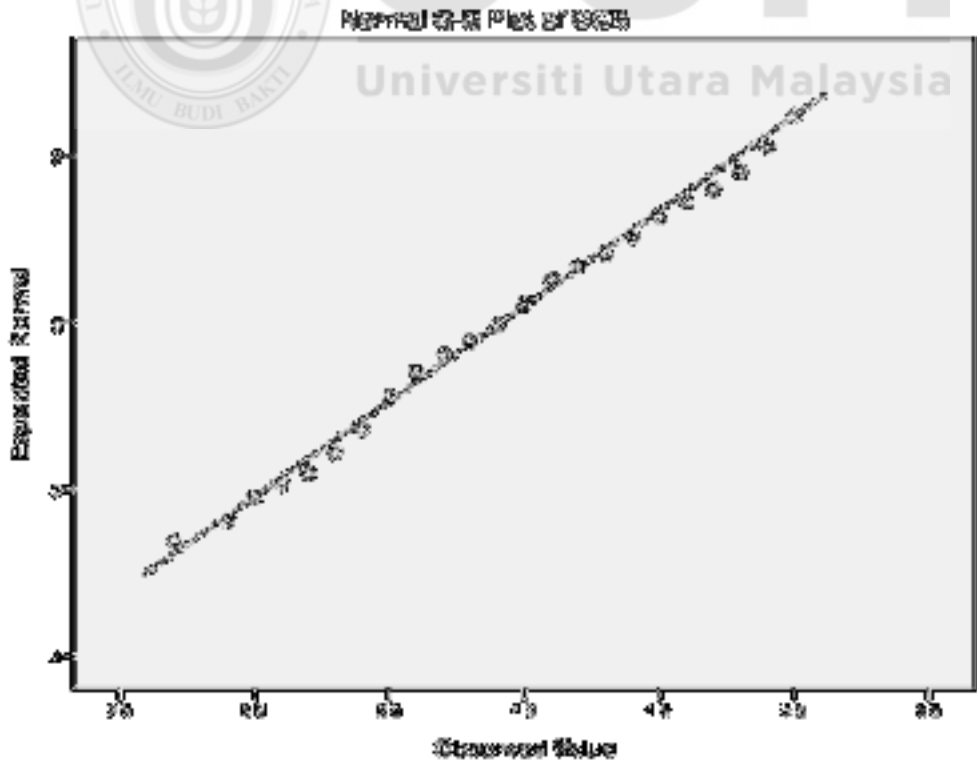
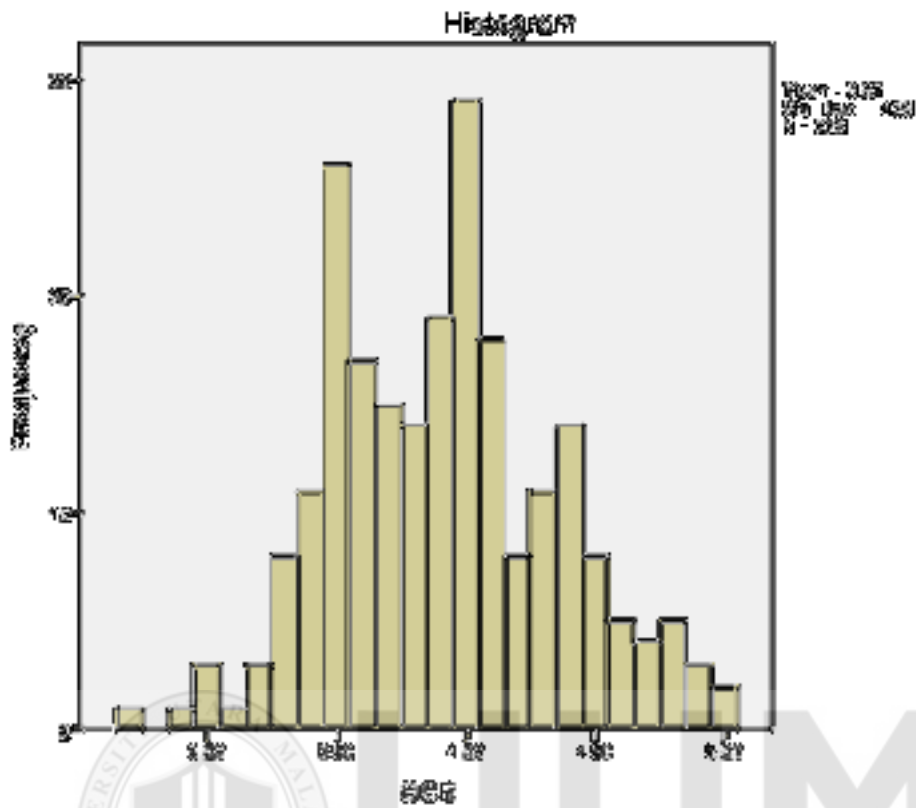
Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I obey company rules and regulations even when no one is watching.	35.6333	12.309	.480	.754
I am one of the most conscientious employees in this organization.	36.0667	12.271	.579	.745
I believe in giving an honest day's work for an honest day's pay.	35.5333	11.913	.487	.753
I attend functions that are not required, but help the organization's image.	36.4000	13.352	.151	.801
I read and keep up with organizational announcement, memos and so on.	35.8333	12.144	.534	.748
I am mindful of how my behavior affects other people's job.	35.6667	13.057	.273	.780
I help others who have been absent.	35.7667	12.047	.506	.751
I help others who have heavy workloads.	35.9000	11.679	.655	.733
I help orient new people even though is not required.	36.1667	12.213	.388	.767
I'm willing to help others who have work related problems.	35.8333	11.937	.525	.748











Descriptive Analysis

	N	Range	Minimum	Maximum	Mean	Std Deviation	Variance	Skewness	Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error	Statistic	Statistic	Statistic	Std Error	Statistic	Std Error
Mean OCB	226	2.3	2.7	5	3.9155	0.02919	0.43887	0.193	0.202	0.162	-0.239	0.322
Mean JSS	226	3.5	1.5	5	3.8916	0.04124	0.61992	0.384	-0.112	0.162	0.079	0.322
Mean OC	226	2.67	2.33	5	3.7415	0.03095	0.46523	0.216	0.092	0.162	0.178	0.322
Mean OJ	226	2.9	1.95	4.85	3.7082	0.02542	0.38214	0.146	-0.24	0.162	2.06	0.322
Mean Trust	226				3.7852		0.50501					

a) Frequency Analysis for Demographic Profile

age

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	136	60.2	60.2	60.2
	29-39	72	31.9	31.9	92.0
	40-50	18	8.0	8.0	100.0
	Total	226	100.0	100.0	

gender

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	60	26.5	26.5	26.5
	FEMALE	166	73.5	73.5	100.0
	Total	226	100.0	100.0	

workexp

	workexp	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	214	94.7	94.7	94.7
	NO	11	4.9	4.9	99.6
	Total	226	100.0	100.0	

yearexe

	yearexe	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS 1 YEAR	53	23.5	23.5	23.5
	1-3	88	38.9	38.9	62.4
	4-7	42	18.6	18.6	81.0
	ABOVE 8	43	19.0	19.0	100.0
	Total	226	100.0	100.0	

section

	Section	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FA	83	36.7	36.7	36.7
	THT	62	27.4	27.4	64.2
	SMT	31	13.7	13.7	77.9
	NRT	50	22.1	22.1	100.0
	Total	226	100.0	100.0	

Reliability Analysis

a) Reliability test for overall variables

Case Processing Summary

		N	%
Cases	Valid	226	100.0
	Excluded ^a	0	0.0
	Total	226	100.0

a. List wise deletion based on all variables in the procedure.

a) Reliability test for IV 1: Job satisfaction

Reliability Statistics

Cronbach's Alpha	Number of Items
0.793	4

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I feel fairly satisfy with my present job	11.5796	3.774	.605	.741
Most days I am enthusiastic about my work	11.5575	3.874	.649	.725
Each day at work seems like it will never end	11.8142	3.414	.573	.765
I feel real enjoyment in my work	11.7478	3.727	.607	.740

b) Reliability test for IV 2: Trust in Supervisor

Reliability Statistics

Cronbach's Alpha	Number of Items
0.877	9

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have confidence that my supervisor is technically confident at the critical elements of his/her job.	30.2345	16.856	.565	.868
I have confidence that my supervisor will make well thought decisions about his/her job.	30.2301	17.058	.600	.865
My supervisor follows through on assignments.	30.2699	17.416	.552	.869
When my supervisor tells me something, I can rely on what she tells me.	30.1814	16.407	.632	.862
My supervisor does his/her job without causing conflicts.	30.2655	16.605	.611	.864
My supervisor will back me up in a pinch.	30.3142	16.154	.649	.861
I feel that I can tell my supervisor anything about my job.	30.2522	16.341	.633	.862
If I do a good job, my supervisor will support and reward me.	30.4602	16.276	.646	.861
I have confident that my supervisor always treats me fairly.	30.3230	16.051	.671	.859

c) Reliability test for IV 3: Organizational Commitment

Reliability Statistics

Cronbach's Alpha	Number of Items
0.865	12

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I Would be very happy to spend the rest of my career with his organization.	41.1637	26.778	.551	.855
I really feel as if this organization's problems are my own.	41.2124	25.955	.633	.849
I do feel a strong sense of 'belonging' to my organization.	41.0973	26.115	.638	.849
I do feel 'emotionally attached' to his organization.	41.1018	25.754	.637	.849
I do feel 'part of the family' at my organization.	40.9336	27.200	.521	.857
This organization has a great deal of personal meaning for me.	41.1327	26.702	.531	.856
Right now, staying with my organization is a matter of necessity as much as desire.	41.0177	27.075	.459	.860
It would be very hard for me to leave my organization right now, even if I want.	41.1239	25.753	.605	.851
Too much of my life would be disrupted if I decided I wanted to leave my organization now.	41.2434	26.745	.468	.860

I feel that I have too few options to consider leaving this organization.	41.2522	26.243	.510	.858
If I had not already put so much of myself into this organization would be the scarcity of available alternatives.	41.2832	26.675	.550	.855
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	41.3186	27.125	.474	.859

d) Reliability test for IV 4: Organizational Justice

Reliability Statistics

	Number of Items
Cronbach's Alpha	
0.856	20

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My work schedule is fair.	70.1947	53.811	.374	.852
I think that my level of pay is fair.	70.3938	52.471	.492	.848
I consider my work load to be quite fair.	70.3673	52.571	.515	.847
Overall the rewards I receive here quite fair.	70.3894	52.212	.499	.847
I feel that my job responsibilities are fair enough.	70.2920	53.292	.441	.850
Job decision is made by the manager in a biased manner.	70.8984	57.272	.002	.875

My manager makes sure that all employee concerns are heard before job decisions are made.	70.4558	52.409	.510	.847
To make job decision, my manager collects accurate & complete info.	70.3717	52.435	.414	.851
My manager clarifies decision & provides additional info when requested by employees.	70.3097	53.539	.423	.850
All jobs decisions are applied consistently to all affected employees.	70.4027	53.406	.477	.849
Employees are allowed to challenge or appeal job decision made by their managers.	70.6593	50.839	.516	.846
When decisions are made about my job, the manager treats me with kindness & consideration.	70.4558	52.471	.525	.846
When decisions are made about my job, the manager treats me with respect and dignity.	70.4779	52.491	.488	.848
When decisions are made about my job, the manager is sensitive to my personal needs.	70.6593	54.306	.350	.853
When decisions are made about my job, the manager deals with me in a truthful manner.	70.4513	53.147	.495	.848
When decisions are made about my job, the manager shows concern for my right as employee.	70.4690	52.135	.599	.844
Concerning decisions made about my job, the manager discusses with me the implications of the decisions.	70.5265	53.077	.497	.848
The manager offers adequate justification for decisions made about my job.	70.4646	53.494	.503	.848
When making decisions about my job, the manager offers explanations that make sense to me.	70.4912	53.078	.516	.847
My manager explains very clearly any decisions made about my job.	70.3894	52.888	.502	.847

e) Reliability test for DV: Organizational Citizenship Behaviour

Reliability Statistics

Cronbach's Alpha	Number of Items
0.837	10

Item-Total Statistics

Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I obey company rules and regulations even when no one is watching.	35.1018	15.630	.577	.817
I am one of the most conscientious employees in this organization.	35.2743	16.511	.487	.826
I believe in giving an honest day's work for an honest day's pay.	35.1062	15.624	.524	.822
I attend functions that are not required, but help the organization's image.	35.5929	15.780	.439	.833
I read and keep up with organizational announcement, memos and so on.	35.1947	15.882	.580	.817
I am mindful of how my behavior affects other people's job.	35.0929	16.822	.402	.833
I help others who have been absent.	35.1903	15.728	.585	.817
I help others who have heavy workloads.	35.2699	15.371	.603	.814
I help orient new people even though is not required.	35.3319	15.618	.574	.817
I'm willing to help others who have work related problems.	35.2389	15.872	.536	.821

Correlation Analysis

		Correlations				
		OCB	JSS	OGCMT	JUSTICE	TRUST
Pearson Correlation	OCB	1.000	.512	.603	.554	.558
	JSS	.512	1.000	.542	.413	.487
	OGCMT	.603	.542	1.000	.594	.523
	JUSTICE	.554	.413	.594	1.000	.718
	TRUST	.558	.487	.523	.718	1.000
Sig. (1-tailed)	OCB	.	.000	.000	.000	.000
	JSS	.000	.	.000	.000	.000
	OGCMT	.000	.000	.	.000	.000
	JUSTICE	.000	.000	.000	.	.000
	TRUST	.000	.000	.000	.000	.
N	OCB	226	226	226	226	226
	JSS	226	226	226	226	226
	OGCMT	226	226	226	226	226
	JUSTICE	226	226	226	226	226
	TRUST	226	226	226	226	226

Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.466	.32080

a. Predictors: (Constant), TRUST, JSS, OC, OJ

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.592	4	5.148	50.023	.000 ^b
	Residual	22.744	221	.103		
	Total	43.336	225			

a. Dependent Variable: OCB

b. Predictors: (Constant), TRUST, JSS, OC, OJ

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.017	.219		4.635	.000	.585	1.450
JSS	.132	.043	.186	3.076	.002	.047	.216
TRUST	.170	.064	.195	2.656	.008	.044	.296
OC	.290	.063	.308	4.639	.000	.167	.414
OJ	.177	.087	.154	2.041	.042	.006	.348

a. Dependent Variable: OCB



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