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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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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

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only

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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

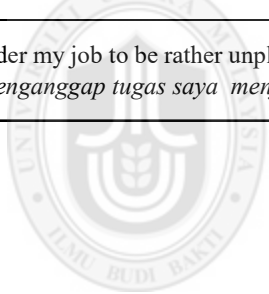
STATEMENT RELATED TO ORGANIZATIONAL CITIZENSHIP BEHAVIOUR / KENYATAAN BERKAITAN DENGAN PERILAKU KEWARGANEGARAAN DI DALAM ORGANISASI.	Strongly Disgree	Disagree	Neutral	Agree	Strongly Agree
I obey company rules and regulations even when no one is watching. <i>Saya menuruti segala peraturan walaupun tiada 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 Disagree	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

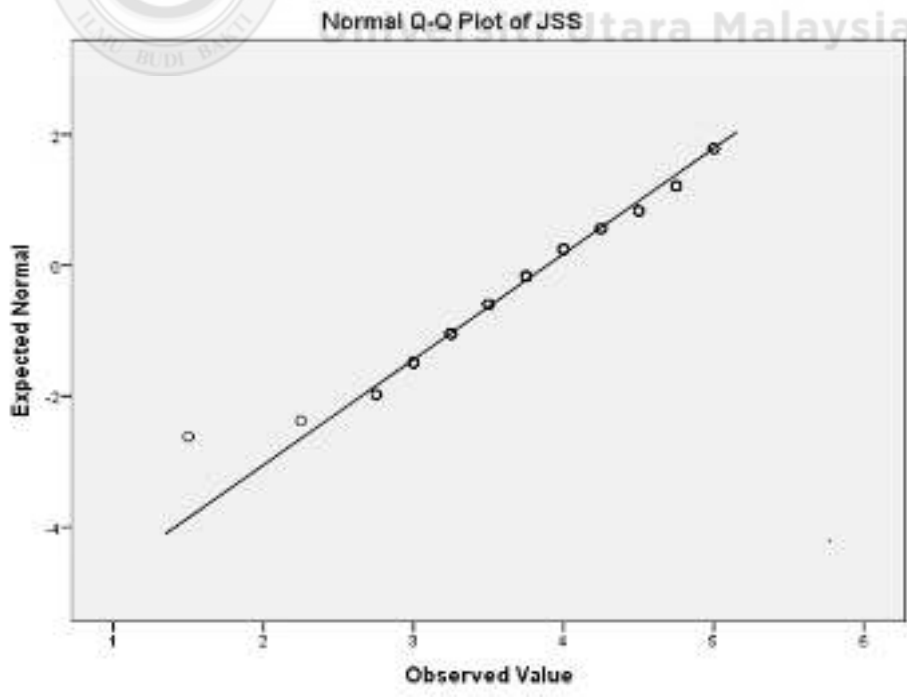
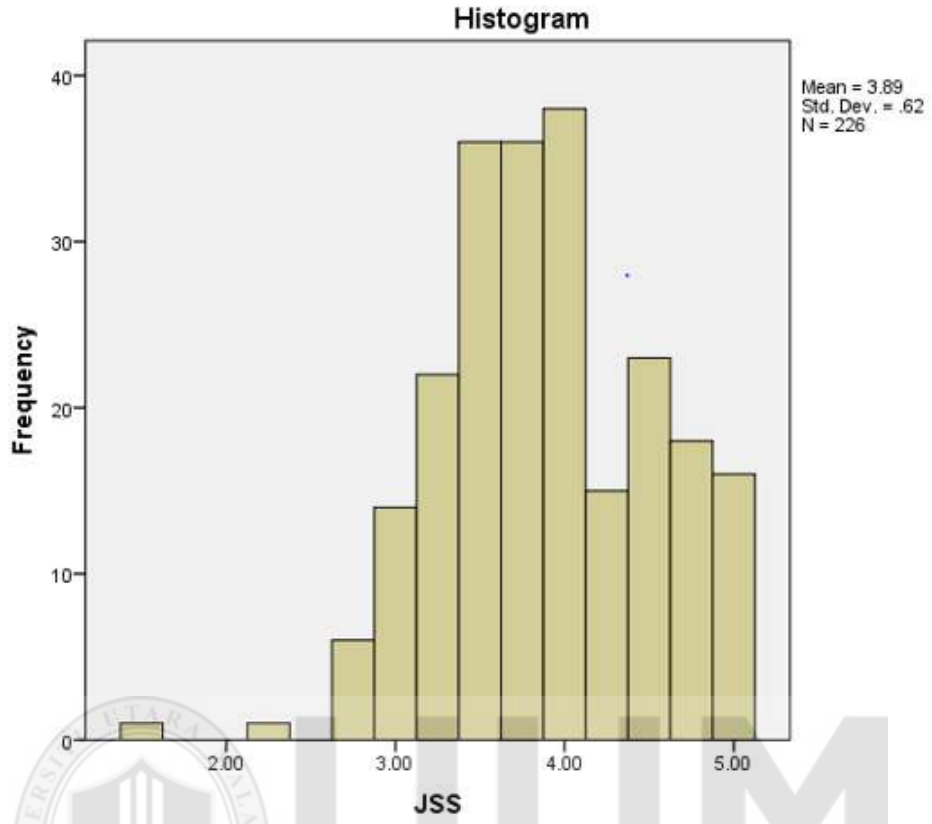
f) Reliability result for DV: Organizational Citizenship Behaviour

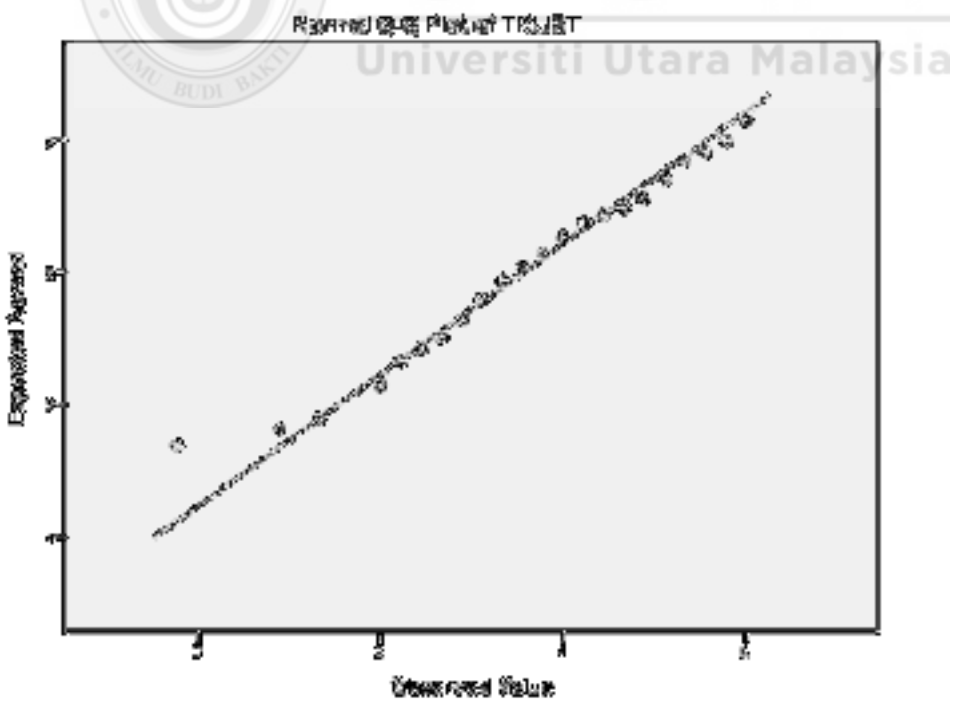
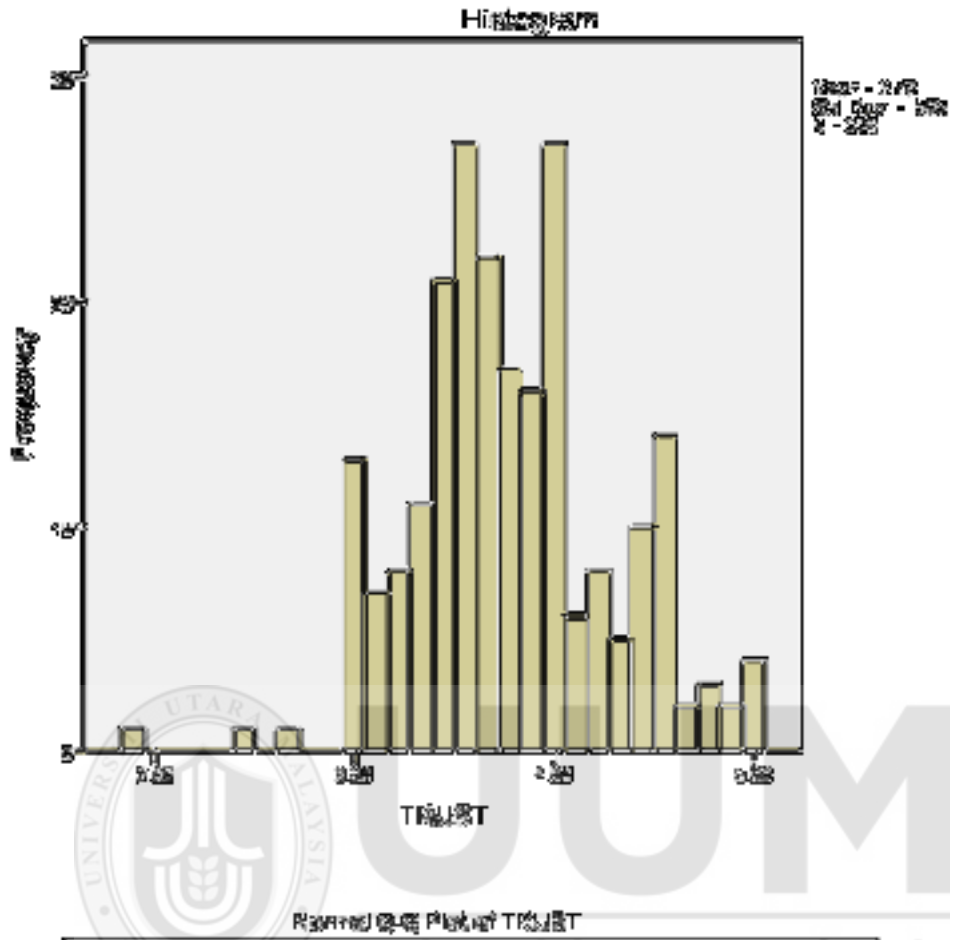
Reliability Statistics

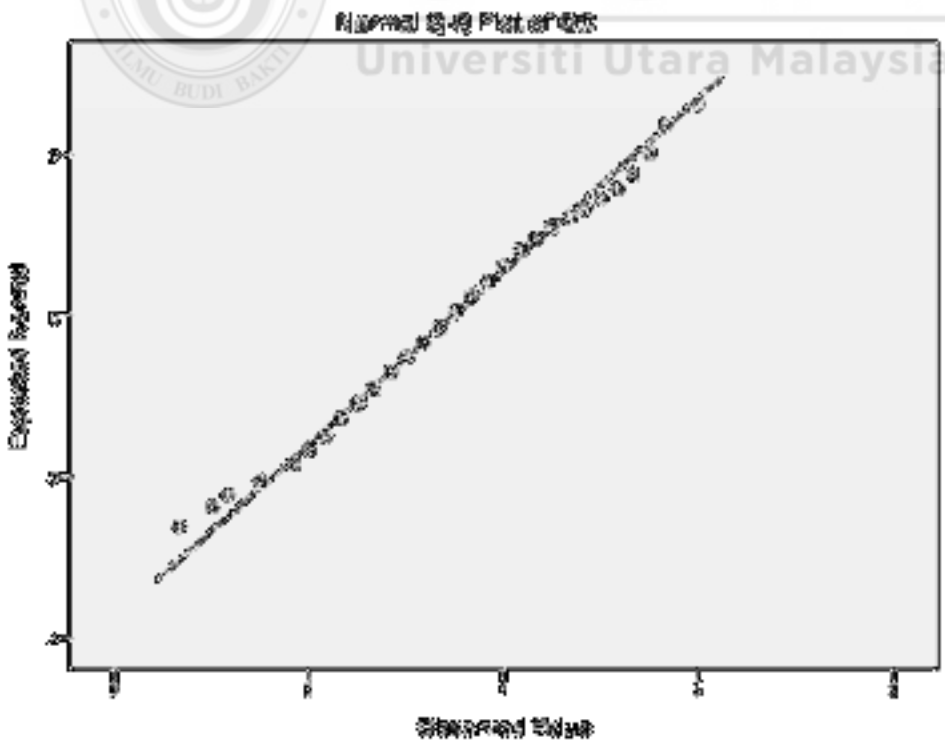
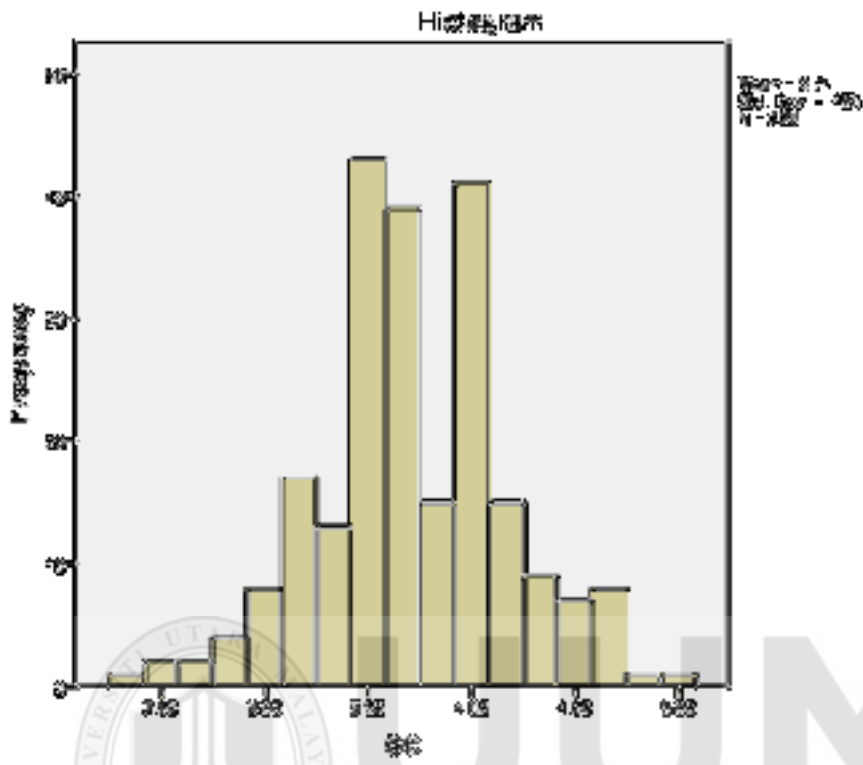
Cronbach's Alpha	Number of Items
0.777	10

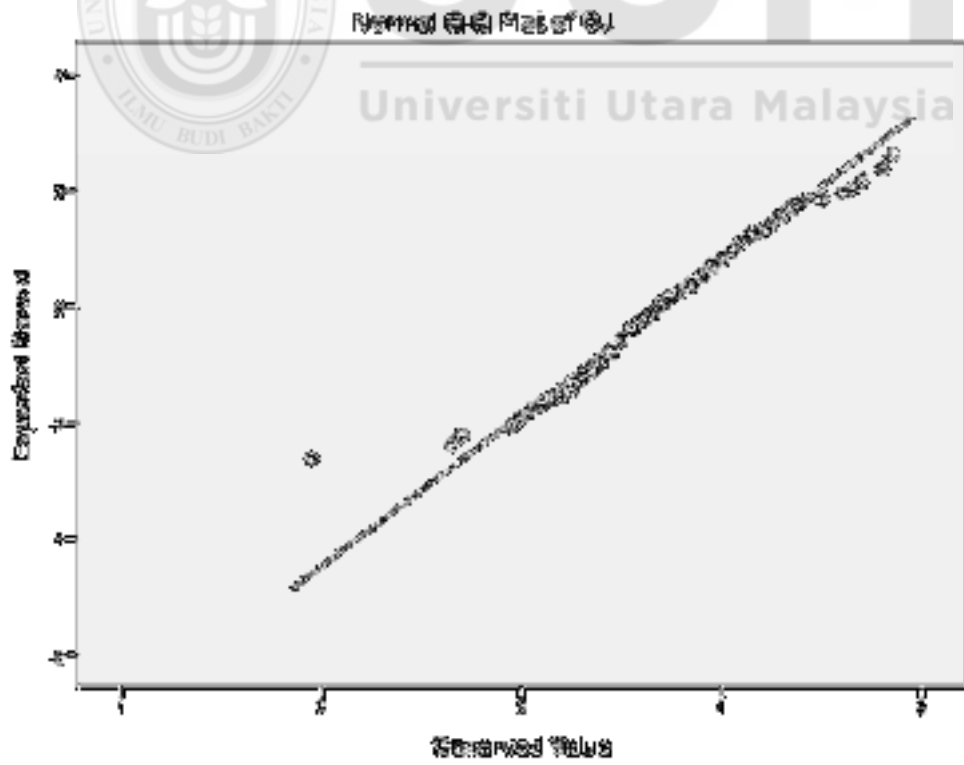
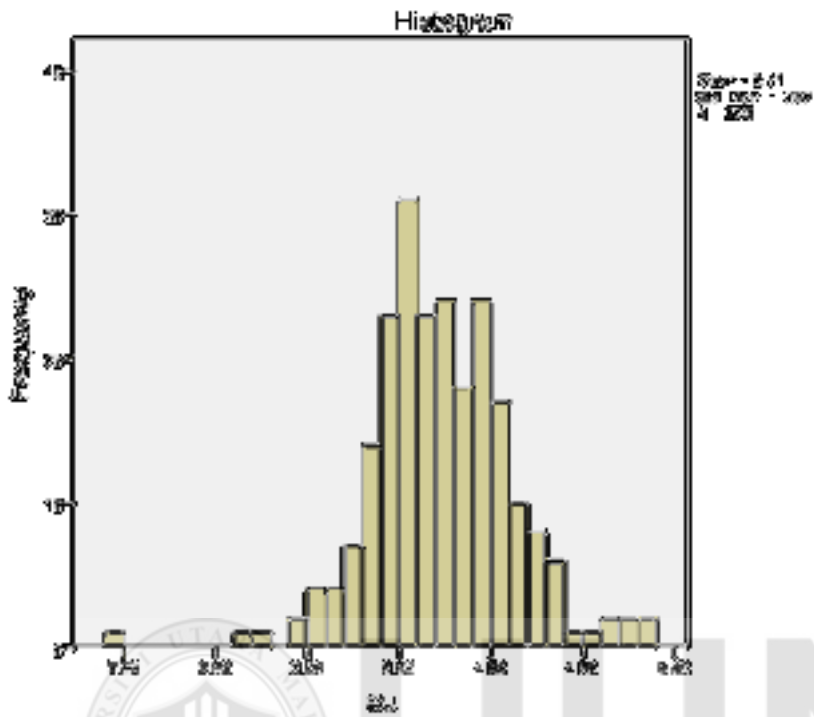
Item-Total Statistics

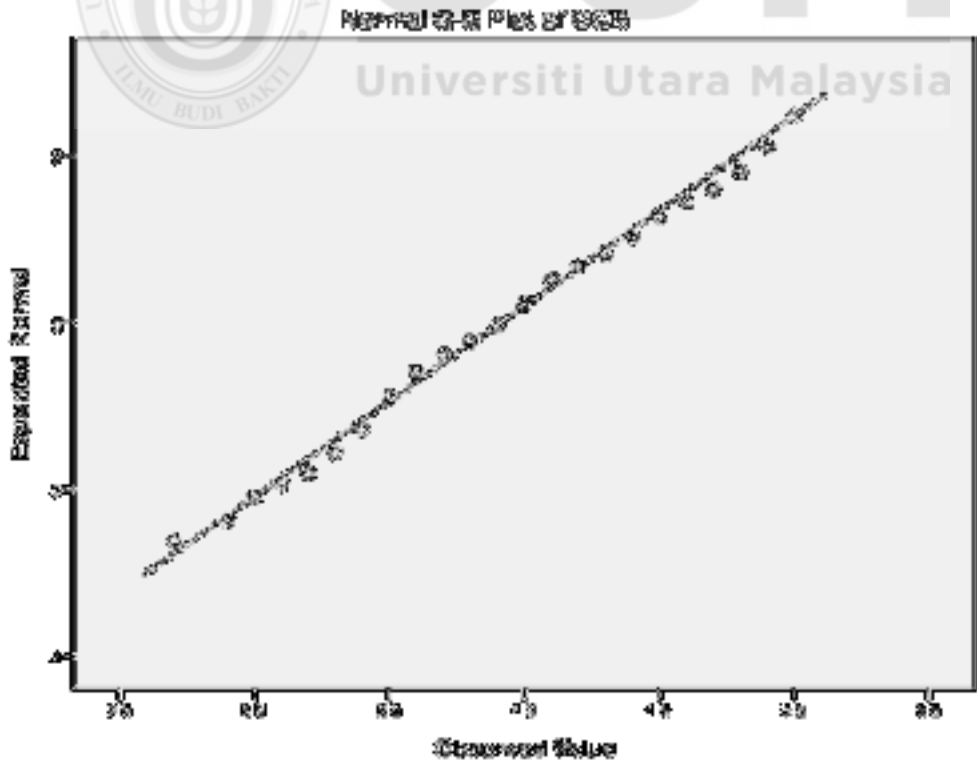
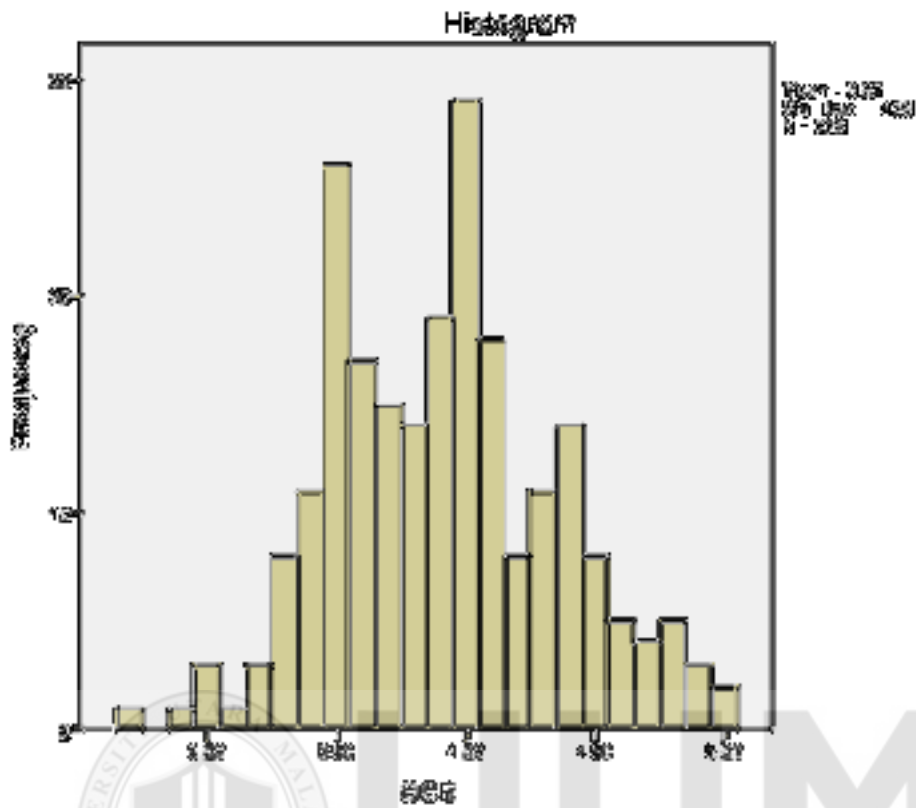
Questionnaire	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I obey company rules and regulations even when no one is watching.	35.6333	12.309	.480	.754
I am one of the most conscientious employees in this organization.	36.0667	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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