Organizational Commitment: Investigating the Effect of Various Dimensions of Job Satisfaction and Ethical Behavior

Teck-Chai Lau, Susan Peters and Ching-Yat Ng
Department of International Business,
Faculty of Accountancy and Management, University Tunku Abdul Rahman,
Kuala Lumpur, Pataling Jaya, Selangor, Kampar, Perak, Malaysia

Abstract: The study examines the influence of various dimensions of job satisfaction and ethical behavior on organizational commitment. A total of 186 completed and useable questionnaires from Malaysian employees in various sectors were obtained. Analysis from the stepwise regression highlighted that only satisfaction with pay and co-workers were significant predictors towards organizational commitment. Other job satisfaction dimensions (satisfaction with supervision and work) and ethical behaviors dimensions (co-workers, successful managers) were not a significant contributor towards organizational commitment. The study concluded with discussion on managerial implications and direction for future research.

Key words: Organizational commitment, job satisfaction, ethical behaviors, sectors, Malaysia

INTRODUCTION

Globalization, technological advancement as well as evolving business ethical practices continue to influence organizations all around the world. Successful organizations realize that the retention of employee with higher organizational commitment is a source of competitive advantage in sustaining their growth and leaderships in the market place. Many companies are facing intensive challenge in improving employees job satisfaction and organizational commitment in their quest to retain these talents in their organizations. The aim of this study is to further understand and analyze the dimensions of job satisfaction and ethical behaviors toward organizational commitment in Malaysia.

Literature review: This study will explore two important constructs, job satisfaction and ethical behavior believed to have significant impact on organizational commitment. Several distinctive factors stemming out from each dimension will also be identified and studied. Organizational commitment is defined as an individual's willingness to contribute their efforts and loyalty to an organization (Kouvonen *et al.*, 2005). According to Mowday *et al.* (1982), organizational commitment is identified by three characteristics:

- A strong desire to remain a member of the organization

- A strong belief in and acceptance of the values and goals of the organization
- A readiness to exert considerable effort on behalf of the organization

Job satisfaction is an analysis of employees decisions about their labour force participation whether to stay on at a job or to quit and how much effort to contribute to their job. Ethical behavior looks at the employees workplace behavior or conduct as a reflection of the organizational procedures, policies and practices with moral consequences (Cullen *et al.*, 2003).

Relationship between satisfaction with pay and organization commitment: According to Miceli and Lane (1991), pay satisfaction is the individuals overall amount of positive or negative affect (or feeling) toward their pay from their workplace. Formally, the word pay refers to all forms of compensation which evolved from both direct cash payments (e.g., salary) and indirect noncash payments (e.g., benefits). According to Discrepancy Theory (Lawler, 1971, 1981), the primary factor of pay level satisfaction is the discrepancy between the pay that should be received and the amount of pay actually received. Employees will be satisfied with their pay when their perceived amount of pay that should be received and perceived amount of pay received is equal. Negative correlation between pay satisfaction and turnover rate has been demonstrated by many studies (Jaros, 1997; Mathieu and Zajac, 1990). In addition, Williams and Hazer

Corresponding Author: Teck-Chai Lau, Department of International Business, Faculty of Accountancy and Management, Universiti Tunku Abdul Rahman, Kuala Lumpur, Pataling Jaya, Selangor, Kampar, Perak, Malaysia

(1986), also suggested that organizational commitment being positively related to pay satisfaction. A sense of pay equity can increase employment and job satisfaction (Agho *et al.*, 1993; Witt and Nye, 1992; Berg, 1991) and satisfaction with the organization which then contribute to a higher level of organizational commitment (Alexander and Ruderman, 1987; Ronen, 1986). Thus, this has led the researchers to hypothesize:

- H_1: satisfaction with pay will have a significant positive impact on organization commitment

Relationship between satisfaction with co-workers and organization commitment: Interpersonal relationships in workplace have a great impact toward employees overall job satisfaction which contribute to the pleasure in employees job. Social support from co-workers is identified, as an important predictor of job satisfaction, perceived stress and perceived likelihood of leaving the organization (Hatton and Emerson, 1993). Employees perspectives regarding the quality of interpersonal relationship with co-workers have been positively correlated with overall job satisfaction among the professionals in multinational corporations (Raabe and Beehr, 2003); factory workers in Mexico (Peterson *et al.*, 2003); employees of small company (Riordan and Griffeth, 1995); blue-collar workers in work teams (Hodson, 1997); staff at educational industry (Paoline *et al.*, 2006); child-care workers (Jorde-Bloom, 1988) and many other professionals and working class individuals in various industries (Morgeson and Humphrey, 2006).

Harmer and Findlay (2005) examined the relationship between workplace friendship and job satisfaction. The researchers noted that there will be motivation for employees, if positive social connections are established in the place of work. Lee and Ashforth (1996) suggested that employees who had social support from co-workers and autonomy from supervisors were less likely to experience job dissatisfaction. The researchers, also reported that when service workers feel stressed and the working environment has no adequate emotional support, the workers may begin distancing themselves from the job unconsciously and level of organizational commitment continues to be lower. Based on these findings, the study therefore posits that:

- H_2: satisfaction with co-workers will have a significant positive impact on organization commitment

Relationship between satisfaction with supervision and organization commitment: According to Williams (2002), the main reason people leave their organizations is because they are being treated poorly by their supervisors. Those who remain in their jobs while working for poor supervisors tends to have lower job satisfaction, lower organizational commitment, higher conflict between work and family and psychological distress (Tepper, 2000). Spinelli and Canavos (2000) suggested that a chance to participate in decision-making to have equal opportunities for training to receive equal benefits and to get quick responses from their immediate supervisors can significantly enhance employees satisfaction with their supervision. In addition Brown and Peterson (1993), highlighted that supervisors treatment will positively affect employees overall job satisfaction. Shaw (1999) claimed that the relationship between employees job satisfaction with their supervision and organizational commitment reflects an inverse relationship. Consecutively, Mobley (1977) argued that organizations close supervision will directly lead to high turnover rate in an organization. Therefore, it is hypothesized that:

- H_3: satisfaction with supervision will have a significant positive impact on organization commitment

Relationship between satisfaction with work and organization commitment: Mowday *et al.* (1982) indicates that a variety of work role may affect employee's commitment towards their organization. Three component of this work-role includes job scope or challenge, role conflict and role ambiguity. In addition, the characteristics of the job itself, i.e., task significance, task skill variety, autonomy and feedback can also affect the level of commitment among employees through reduced turnover and absenteeism.

Autonomous jobs allow individuals to make more decisions on their own, control the speed of their work and have more freedom (Schwepker, 1999). Similarly, challenging and non-routine work may be associated with occupational roles in which individuals possess greater self-directedness, power and control (Kohn and Carmi, 1973). Work roles allow individuals to experience and express their own values, goals, gain personal and social rewards (Pearlin, 1983). This leads to the hypothesis that:

- H_4: satisfaction with work will have a significant positive impact on organization commitment

Relationship between ethical behavior of co-workers and organization commitment: Based on the social information-processing theory, co-workers are important source of information from employees immediate social environment because when looking at how to do a job, co-workers are the most immediate source of information;

there is an increased reliance on work groups, thus making co-worker exchanges influential and less independent when getting a job done (Parker, 2007); co-workers communicate frequently due to time constrains, proximity, etc. (Cole *et al.*, 2002). Thus, co-workers ethical behavior serve as an important model of employees attitudes and behaviors toward their interpretations on ethical or unethical behaviors (Salancik and Pfeffer, 1978). Baumeister *et al.* (2001), also suggested that job satisfaction decreases because of their co-workers negative or unethical behaviors and increases in job satisfaction driven by positive or ethical behaviors.

O'Fallon and Butterfield (2005) proposed that peer influence on ethical behavior will have a significant impact on employees organizational commitment. Co-workers often serve as role models for others and their actions will definitely been followed by those newly joined employees. Thus, this will create norms for the workplace. The more the individuals acknowledge peers engage in unethical behavior, the more likely they will engage in the same or similar activities (Jones and Kavanagh, 1996; Keith *et al.*, 2003). These individuals are highly sensitive to peer's influence because they are more likely to place a strong emphasis on their social environment and seek ways to distinguish appropriate from inappropriate behavior from what they learned at the social environment (Kohlberg, 1969). Furthermore, observing unethical peer behavior may also lead employees to feel that they are at a disadvantage, prompting unethical behavior to level the playing field or to prevent one from falling behind. These will dramatically lower overall employees organizational commitment. Thus, this has led the researchers to hypothesize:

- H_5: ethical behavior of co-workers will have a significant positive impact on organization commitment

Relationship between ethical behavior of managers and organization commitment: One of the main factors affecting the ethical behavior of employees is the role that managers play within the organizational climate (Peterson, 2002). Leadership involves the ability to influence others (Maxwell, 2005). Brown *et al.* (2005) defined ethical leadership as the demonstration of appropriate conduct via interpersonal relationships and personal actions. When employees are treated with respect and fairness, their commitment toward the organization is strengthened. Peterson (2002) suggested that the ethical climate of an organization is linked directly to the employees positive behavior and also to the range of negative work behavior including absenteeism and tardiness. Negative workplace

Fig. 1: Conceptual model

relationships and unethical behaviors will impact the level of job satisfaction, organizational commitment and turnover intentions. According to Nelson and Quick, unethical behavior influence the level of job dissatisfaction. Employees claimed to prefer ethical organizations (Jose and Thibodeaux, 1999) which proposed that managers awareness of an ethics code may enhance employees organizational commitment (Fritz *et al.*, 1999). Based on Trevino *et al.* (1998), employees who perceived that the organization supports and encourages ethical conduct are more committed to their organization. Therefore, the researchers hypothesize that:

- H_6: ethical behavior of senior managers will have a significant positive impact on organization commitment

Conceptual model: The main objective of the study is to investigate if organization commitment is affected by the various dimensions of job satisfaction and ethical behavior. The model depicted in Fig. 1, relates to the independent and dependent variables without any intervening variables. The model consists of two constructs with several dimensions that researchers posit to have an effect on organizational commitment. The hypothesized relationships between these variables are illustrated in Fig. 1.

MATERIALS AND METHODS

Sampling design and procedures: A self-administered questionnaire survey was distributed using convenient sampling to collect the empirical data. The target population comprises of Malaysian employees who work within Klang Valley, Malaysia. Klang Valley is where the capital city of Malaysia, Kuala Lumpur is located. A total of 240 questionnaires were distributed. After data cleaning and editing, the final count of questionnaires with no missing values for all variables under analysis was 186, representing a response rate of 77.5%. Table 1 reported the demographic profiles of the respondents. There were 43.5% male and 56.5% female respondents. About 38.2% of the respondents were <25 age group followed by 39.8% from the 25-34 age groups, giving a

Table 1: Demographic profile of respondents

	Respondents (N = 186)	
Demographic variables	Number	Percentage
Gender		
Male	81	43.5
Female	105	56.5
Age (years)		
<25	71	38.2
25-34	74	39.8
35-44	26	14.0
45-54	10	5.4
≥55	5	2.7
Monthly income (RM)		
<1,000	16	8.6
1001-3000	75	40.3
3001-5000	50	26.9
5001-7000	26	14.0
7001-9000	6	3.2
>9000	13	7.0
Education level		
SPM	19	10.2
STPM/Diploma	38	20.4
Bachelor	114	61.3
Master	14	7.5
Doctorate	1	0.5
Industry		
Accounting/Finance	35	18.8
Admin/HR	28	15.1
Sales/Marketing	36	19.4
Services	23	12.4
Computing/IT	28	15.1
Engineering	11	5.9
Manufacturing	5	2.7
Health care	6	3.2
Others	14	7.5

Table 2: Respondents work experience and general information

	Respondents	
Working experience and general information	Number	Percentage
Total job experience (years)		
<1	20	10.8
1-3	55	29.6
4-6	38	20.4
7-9	27	14.5
≥10	46	24.7
Working period in current company (years)		
<1	49	26.3
1-3	77	41.4
4-6	41	22.0
7-9	8	4.3
10 and above	11	5.9
Respondents intention to leave current employment		
Yes	63	33.9
No	123	66.1
It is my responsibility to ensure ethical behavior in my company		
Yes	168	90.3
No	10	5.4
Not sure	8	4.3
Reasons why people leave their current employment		
Salary structure	156	42.3
Insufficient employee empowerment	60	12.4
Management issues	76	20.7
Working environment	76	20.7

Table 3: Reliability of organizational commitment, satisfaction and ethical behavior

Construct	Cronbach alpha	No. of items
Organisational commitment	0.807	12
Satisfaction		
With pay	0.841	10
With co-workers	0.932	10
With supervision	0.894	10
With work	0.893	6
Ethical behaviour		
Co-workers	0.741	6
Successful managers	0.728	5

total of 78% of total respondents. About 67.2% of the respondents earned RM1,001-5,000 per month, about 14% earned RM5,001-7,000 while 10.3% earned >RM7,000. There were 61.3% of the respondents who attained a bachelor degree, 7.5% were with a master degree and only one person had a PhD qualification. The respondents came from various types of industry with top three being sales/marketing (19.4%), accounting/finance (18.8%) and admin/HR and computing/IT (15.1% each).

Table 2 reported the working experience and some general information about the respondents. With regards to the total job experience, as well as working period in the current company, the majority had about 1-3 years of job experience. A total of 66.1% responded that they do not have the intention to leave their current job at the moment. An overwhelming 90.3% of the respondents indicated that it was their responsibility to ensure ethical conduct in their own organization. Finally, many were of the opinion (42.3%) that the main reason why employees leave, their current employment was due to the current unsatisfactory salary structure offered by the company.

Operational definitions of variables: In order to obtain reliable information from the respondents, established and validated scales were selected for data collection. In this study, the survey instrument of organizational commitment (12 items) was adopted by Meyer and Allen (2004); satisfaction with pay (10 items) by Heneman and Schwab (1985) and Blaul (1994); satisfaction with co-workers (10 items) by Cellucci and Devries (1978) and Spector (1997); satisfaction with supervision (10 items) by Salyor (1984); satisfaction with work (6 items) by Cellucci and Devries (1978) and Brayfield and Rothe (1951) and finally, ethical behaviors of co-workers (6 items) and ethical behavior of successful managers (5 items) by Hunt *et al.* (1984). A survey instrument was composed based on the measurement items plus items designed to collect respondent demographics. All questions were measured on a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) where respondents indicated their degree of agreement or disagreement with a series of statements. Table 3 reported a reliability analysis of Cronbach alphas for all the constructs. The results indicated a high degree of internal consistency which concurs with Nunnally's 0.70 cut-off point.

RESULTS AND DISCUSSION

Data analysis: The relationship between the various dimensions of job satisfaction and ethical behaviors with organizational commitment were determined through a stepwise regression analysis. The result shown in Table 4 indicated that there were a significant positive relationship between satisfaction with pay, satisfaction with co-workers and organizational commitment. Therefore, H_1 and H_2 were supported. As for H_3-H_6, the results indicated that there were no significant relationship between satisfaction with supervision, satisfaction with work, ethical behaviors of co-workers and ethical behaviors of successful managers with organizational commitment ($p > 0.05$). The value of R^2 indicated that 47.3% of the independent variables contributed to the dependent variable of organizational commitment.

Satisfaction with pay is found to have the strongest impact on organization commitment with the $\beta = 0.522$, $p < 0.05$. This is supported by Ransdtad Monitor (2012), quarter 2 report which claimed that 62% Malaysian employees consider a good salary is more important than job satisfaction. In addition, respondents age range and working experiences also play a significant role in contributing to mentioned earlier result. Majority of the respondents in this research study are in the age range of 25-34. Due to their young age, these respondents tend to have lesser working experiences resulting in them falling under the lower income group. However, the spending power of Malaysian employees in this age range is relatively high compared to other employees in different age ranges (Mokhlis, 2009). Thus, this has contributed to mentioned earlier supported hypothesis as respondents tend to perceived that pay satisfaction must be fulfilled as to meet their increasing daily needs and wants in order for them to remain their organizational commitment.

Satisfaction with co-workers, also has a positive and significant impact on organization commitment with the $\beta = 0.251$, $p < 0.05$. This finding is supported by

Hutton and Jobe (1985). According to researchers when employees become dissatisfied with their jobs resulting in lower organizational commitment, it is most likely that they will actively engage in increased criticism of their co-workers. It is common and normal that employees hope to have satisfaction in their work, especially satisfaction with co-workers whom they spend most of the time with. Job satisfaction increase when employees receive adequate co-workers support (Karasek and Theorell, 1990).

Result reveals that satisfaction with supervision has no significant effect on organization commitment. The age range and job experience of respondents may have contributed to mentioned earlier result. For this research study, majority of respondents (78%) are between the ages of 25-34 years old. These respondents are more likely to be fresh graduates. As a result, they might not find direct relationship or impact between satisfaction with supervision and organizational commitment as they are more willing to obey or follow the supervisors instructions. Malaysia as a high power distance country, employees believe that bosses and subordinates are fundamentally different kind of people; employees should be dependent on their supervisors. Thus, employees tend to blindly follow their supervisors instruction, even though they might not agree or satisfy with their supervision. In the end, this will not affect Malaysian employees overall organizational commitment.

The results revealed that satisfaction with work has no impact towards organization commitment. Satisfaction with work turns out to be a predictor of job satisfaction but not of Malaysian employees commitment towards their organizations. Hence, higher satisfaction with work would tend to elicit greater job satisfaction but not higher levels of organizational commitment among employees in Malaysia. Perhaps, employees in Malaysia are forced to remain in their existing organizations due to the low employment rate among global standards, increasing inflation rate and increasing use of expatriates in Malaysia, regardless of the working environment.

CONCLUSION

Findings from this research show no evidence that ethical behavior of co-workers will significantly impact organizational commitment. This can be explained by a study conducted on marketing practitioners across US, Malaysia and Australia (Peppas, 2002). The study found that older employees tend to perceive business ethic differently from younger person. As employees get older, they tend to behave based on moral principles and pay more attention toward their co-workers ethical

Table 4: Stepwise regression between various aspects of job satisfaction and ethical behaviors with organizational commitment

Independent variables	Dependent variable (Organizational commitment)			
	β	t	Sig.	Outcome
Satisfaction with pay	0.522	8.107	0.000	Supported
Satisfaction with co-workers	0.251	3.903	0.000	Supported
Satisfaction with supervision	0.087	1.320	0.189	Not supported
Satisfaction with work	0.118	1.548	0.123	Not supported
Ethical behaviors of co-workers	0.091	1.454	0.148	Not supported
Ethical behaviors of successful managers	0.018	0.210	0.771	Not supported

$R^2 = 0.473$; $F = 78.578$

behaviors. However, majority of the respondents for this research study are relatively young. Thus, respondents might not be too concerned with their co-workers ethical behavior and it will not affect their commitment towards the organizations. Therefore, it would not be inconceivable to explain that employees who see their co-workers ethical behaviors may in fact be more committed to their organization.

The result also revealed that ethical behavior of managers has no significant impact towards organizational commitment. According to Peterson (2002), the nature of ethical dilemma may be one of the possibilities to explain the failure of observing a significant impact between ethical behavior of managers and organizational commitment. Besides, Malaysia is a high context country. Employees tend to rely a lot on underlying unspoken context and their communication is usually not taken at face value. Therefore, employees in Malaysia are less likely to whistle blow the unethical behavior of their managers. Most employees indicated that they have witnessed unethical behavior; however they are not willing to report the behavior to the authorities (Burton and Near, 1995), especially if the peer is a friend. In other words, regardless of whether their managers engage in ethical or unethical behavior, employees in Malaysia will still stay with their existing organizations.

IMPLICATIONS

Based on the findings of the research study, satisfaction with pay ranks, as the most important variable that impacts the overall organizational commitment. Many organizations will have to embrace the fact that employees salary is a major factor in attracting and retaining talented employees in Malaysia. It is, therefore, crucial for organizations to review its pay policy and to address any dissatisfaction that current employees may have with its existing pay structure in order to eliminate low organizational commitment among its highly valued employees.

The study, also found that employees tend to have higher organizational commitment if they are satisfied with their co-workers. By comparison, organizations which have a weak cooperative working environment among its employees tend to have high turnover rate. Thus, it is essential for organizations to create and promote a working environment where co-workers often share common work experiences and similar responsibilities which results in an increase in employees emotional support (providing positive interactions and trust toward each other) and instrumental support (providing mutual

support to accomplish work tasks) (Karasek and Theorell, 1990). Furthermore, organizations might experience greater efficiency and effectiveness of work quality through better satisfaction with co-workers in the organization. Once a strong working relationship among co-workers has been established, organizations will begin to reap the benefits of having higher organizational commitment among its employees.

In contrast, though the ethical behavior of co-workers and managers do not seem to impact employees organizational commitment, ethics remain an important factor in maintaining a good reputation of an organization. In an organization, co-workers and managers ethical behavior directly impact how they behave. According to Donnelly *et al.* (1992), management's ethical misconduct will significantly harm an organization and can turn out to be an extremely costly mistake for the organization as a whole. As the Malaysian Code on Corporate Governance, 2012 has been effective since 31 December, 2012 organizations are required to report their compliance with the principles in their annual reports. Thus, organizations will need to look at making business ethics training a must for all its employees. This may have an impact on employees commitment level with their organization in the long run.

REFERENCES

Agho, A.O., C.W. Mueller and J.L. Price, 1993. Determinants of employee job satisfaction: An empirical test of a causal model. Hum. Relations, 46: 1007-1027.

Alexander, S. and M. Ruderman, 1987. The role of procedural and distributive justice in organizational behavior. Social Justice Res., 1: 177-198.

Baumeister, R.F., E. Bratslavsky, C. Finkenauer and K.D. Vohs, 2001. Bad is stronger than good. Rev. General Psychol., 4: 323-370.

Berg, T.R., 1991. The Importance of equity perception and job satisfaction in predicting employee intent to stay at television stations. Group Org. Stud., 16: 268-284.

Blaul, G., 1994. Testing the effect of level and importance of pay referents on pay level satisfaction. Hum. Relations, 47: 1251-1268.

Brayfield, A.H. and H.F. Rothe, 1951. An index of job satisfaction. J. Applied Psychol., 35: 307-311.

Brown, S.P. and R.A. Peterson, 1993. Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. J. Market. Res., 30: 63-77.

Brown, M.E., L.K. Trevino and D.A. Harrison, 2005. Ethical leadership: A social learning perspective for construct development and testing. Org. Behav. Hum. Decis. Process., 97: 117-134.

Burton, B.K. and J.P. Near, 1995. Estimating the incidence of wrongdoing and whistle-blowing: Results of a study using randomized response technique. J. Bus. Ethics, 14: 17-30.

Cellucci, A.J. and D.L. Devries, 1978. Measuring managerial satisfaction: A manual for the MJSQ. Technical Report 11, Center for Creative Leadership, Greensboro.

Cole, M.S., W.S. Schaninger and S.G. Harris, 2002. The workplace social exchange network a multilevel, conceptual examination. Group Org. Manage., 27: 142-167.

Cullen, J.B., K.P. Parboteeah and B. Victor, 2003. The effects of ethical climates on organizational commitment: A two-study analysis. J. Bus. Ethics, 46: 127-141.

Donnelly, J.H., J.L. Gibson and J.M. Ivancevich, 1992. Fundamentals of Management. Richard D. Irwin Publishing, Boston.

Fritz, J.M.H., R.C. Arnett and M. Conkel, 1999. Organizational ethical standards and organizational commitment. J. Bus. Ethics, 20: 289-299.

Harmer, R. and B. Findlay, 2005. The effect of workplace relationships on employee job satisfaction for 25-35 years old. Proceedings of the 5th Annual Conference of the APS on the Psychology of Relationship Interest Group, November 12-13, 2005, Australian Catholic University, Melbourne.

Hatton, C. and E. Emerson, 1993. Organizational predictors of staff stress, satisfaction and intended turnover in a service for people with multiple disabilities. Mental Retardation, 319: 388-395.

Heneman, H.G. and D.P. Schwab, 1985. Pay satisfaction: Its multidimensional nature and measurement. Int. J. Psychol., 20: 129-142.

Hodson, R., 1997. Group relations at work: Solidarity, conflict and relations with management. Work Occupations, 24: 426-452.

Hunt, S.D., L.B. Chonko and J.B. Wilcox, 1984. Ethical problems of marketing researchers. J. Market. Res., 21: 309-324.

Hutton, J.B. and M.E. Jobe, 1985. Job satisfaction of community college faculty. Community/Junior College Q., 9: 317-324.

Jaros, S.J., 1997. An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. J. Vocational Behav., 51: 319-337.

Jones, G.E. and M.J. Kavanagh, 1996. An experimental examination of the effects of individual and situational factors on unethical behavioral intentions in the workplace. J. Bus. Ethics, 15: 511-523.

Jorde-Bloom, P., 1988. Factors influencing overall job satisfaction and organizational commitment in early childhood work environments. J. Res. Childhood Educ., 3: 107-122.

Jose, A. and M.S. Thibodeaux, 1999. Institutionalization of ethics: The perspective of managers. J. Bus. Ethics, 22: 133-143.

Karasek, R.A. and T. Theorell, 1990. Healthy Work: Stress, Productivity and the Reconstruction of Working Life. Basic Books, New York.

Keith, N.K., C.E. Pettijohn and M.S. Burnett, 2003. An empirical evaluation of the effect of peer and managerial ethical behaviors and the ethical predispositions of prospective advertising employees. J. Bus. Ethics, 48: 251-265.

Kohlberg, L., 1969. Stage and Sequence: The Cognitive-Developmental Approach to Socialization. In: Handbook of Socialization Theory and Research, Goslin, D. (Ed.). Rand McNally, Chicago, pp: 347-480.

Kohn, M.L. and S. Carmi, 1973. Occupational experience and psychological functioning: An assessment of reciprocal effects. Am. Sociol. Rev., 38: 97-118.

Kouvonen, A., M. Kivimaki, M. Virtanen, J. Pentti and J. Vahtera, 2005. Work stress, smoking status and smoking intensity: An observational study of 46190 employees. J. Epidemiol. Community Health, 59: 63-69.

Lawler, E.E., 1971. Pay and Organizational Effectiveness: A Psychological View. McGraw-Hill, New York, Pages: 318.

Lawler, E.E., 1981. Pay and Organizational Development. Addison-Wesley Inc., Reading, MA., ISBN: 978020 1039900, Pages: 253.

Lee, R.T. and B.E. Ashforth, 1996. A meta-analytic examination of the correlates of the three dimensions of job burnout. J. Applied Psychol., 81: 123-133.

Mathieu, J.E. and D.M. Zajac, 1990. A review and meta-analysis of the antecedents correlates and consequences of organizational commitment. Psychol. Bull., 108: 171-194.

Maxwell, J.C., 2005. The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization. Thomas Nelson Publishing Co., Nashville, Tennessee.

Meyer, J.P. and N.J. Allen, 2004. TCM employee commitment survey: Academic users guide 2004. The University of Western Ontaria, Ontario, Canada. http://employeecommitment.com/TCM-Employee-Commitment-Survey-Academic-Package-2004.pdf.

Miceli, M.P. and M.C. Lane, 1991. Antecedents of Pay Satisfaction: A Review and Extension. In: Research in Personnal and Human Resources Management, Rowland, K. and G.R. Ferris (Eds.). JAI Press, Greenwich, CT., pp: 235-309.

Mobley, W.H., 1977. Intermediate linkages in the relationship between job satisfaction and employee turnover. J. Applied Psychol., 62: 237-240.

Mokhlis, S., 2009. An investigation of consumer decision-making styles of young adults in Malaysia. J. Int. Bus. Manage., 4: 140-148.

Morgeson, F.P. and S.E. Humphrey, 2006. The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. J. Applied Psychol., 91: 1321-1339.

Mowday, R.T., L.W. Porter and R.M. Steers, 1982. Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover. Academic Press, New York, USA., ISBN-13: 9780125093705, Pages: 253.

O'Fallon, M.J. and K.D. Butterfield, 2005. A review of the empirical ethical decision-making literature: 1996-2003. J. Bus. Ethics, 59: 375-413.

Paoline, E. A., E.G. Lambert and N.L. Hogan, 2006. A calm and happy keeper of the keys: The impact of ACA views, relations with coworkers and policy views on the job stress and job satisfaction of correctional staff. Prison J., 86: 182-205.

Parker, S.K., 2007. That is my job' How employees' role orientation affects their job performance. Hum. Relat., 60: 403-434.

Pearlin, L.I., 1983. Role Strains and Personal Stress. In: Psychosocial Stress: Trends in Theory and Research, Kaplan, H .B. (Ed.). Academic Press, New York, pp: 3-32.

Peppas, S., 2002. Attitudes towards business ethics: Where East doesn't meet West. Cross Cult. Manage., 9: 42-59.

Peterson, D.K., 2002. Deviant workplace behavior and the organization's ethical climate. J. Bus. Psychol., 17: 47-61.

Peterson, D.K., G.M. Puia and F.R. Suess, 2003. An exploration of job satisfaction and commitment among workers in Mexico. J. Leadership Org. Stud., 10: 73-88.

Raabe, B. and T.A. Beehr, 2003. Formal mentoring versus supervisor and coworker relationships: Differences in perceptions and impact. J. Org. Behav., 24: 271-293.

Ransdtad Monitor, 2012. Malaysian employees say salary is more important than job satisfaction: Randstad workmonitor. http://www.randstad.com.my/about-randstad/the-world-of-work/malaysian-employees-say-salary-is-more-important-than-job-satisfaction.

Riordan, C.M. and R.W. Griffeth, 1995. The opportunity for friendship in the workplace: An underexplored construct. J. Bus. Psychol., 10: 141-154.

Ronen, S., 1986. Equity perception in multiple comparisons: A field study. Hum. Relations, 39: 333-345.

Salancik, G.R. and J. Pfeffer, 1978. A social information processing approach to job attitudes and task design. Admin. Sci. Q., 23: 224-253.

Salyor, W.G., 1984. Surveying prison environments. Research Report, Federal Bureau of Prisons, USA. http://www.bop.gov/resources/research_projects/published_reports/cond_envir/oresaylor2.pdf.

Schwepker, Jr. C.H., 1999. Research note: The relationship between ethical conflict, organizational commitment and turnover intentions in the salesforce. J. Personal Sell. Sales Manage., 19: 43-49.

Shaw, E., 1999. A guide to the qualitative research process: Evidence from a small firm study. Qual. Market Res.: Int. J., 2: 59-70.

Spector, P.E., 1997. Job Satisfaction: Application, Assessment, Causes and Consequences. SAGE Publications, New York, USA., ISBN-13: 978-0761989233, Pages: 104.

Spinelli, M.A. and C.G. Canavos, 2000. Investigating the relationship between employee satisfaction and guest satisfaction. Cornell Hotel Restaurant Admin. Q., 41: 29-33.

Tepper, B.J., 2000. Consequences of abusive supervision. Acad. Manage. J., 43: 178-190.

Trevino, L.K., K.D. Butterfield and D.L. McCabe, 1998. The ethical context in organizations: Influences on employee attitudes and behaviors. Bus. Ethics Q., 8: 447-476.

Williams, L.J. and J.T. Hazer, 1986. Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. J. Applied Psychol., 71: 219-231.

Williams, R.S., 2002. Managing Employee Performance: Design and Implementation in Organizations. 2nd Edn., Thomson Learning, USA., ISBN: 9781861527806, Pages: 278.

Witt, A.L. and L.G. Nye, 1992. Gender and the relationship between perceived fairness of pay or promotion and job satisfaction. J. Applied Psychol., 77: 910-917.