ORGANIZATIONAL PREDICTORS OF WORKPLACE DEVIANCE WITH
MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN
PUBLIC UNIVERSITIES IN MALAYSIA

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ABSTRACT

Deviance in the workplace has been considered as one of the vital issues that influence outcomes of employees. There are many reasons for workers to be treated inappropriately in the workplace such as lack of organizational support, organizational justice and commitment, which lead to increase cost and decrease efficiency of organization. This research investigated the concurrent role of organizational justice, organizational ethical climate, perceived organizational support, organizational commitment and organizational trust as important determinants of organizational-related factors through organizational citizenship behavior on workplace deviance. In this research, 230 questionnaires were collected from six Research Universities in Malaysia. A quantitative method was used to test 16 hypotheses. Hypothesized relationships in the study were examined using PLS-SEM. The results highlighted positive effects of organizational-related factors on organizational citizenship behavior and negative effects of organizational-related factors to workplace deviance. Organizational citizenship behavior also has a mediating effect between organizational-related factors and workplace deviance. Although, organizational trust and commitment were fully mediated organizational justice, organizational support and organizational ethical climate were partially mediated through organizational citizenship behavior on workplace deviance. In addition, the results of the study have compatibility with the theory of social exchange theory. Moreover, findings of this study have contributed theoretically to workplace deviance by providing additional evidence for the different effects of organizational-related factors and organizational citizenship behavior on workplace deviance. The results of this research will be useful for organizations in reducing workplace deviance, hence improving employees' efficiency.

ABSTRAK

Penyimpangan di tempat kerja dianggap salah satu isu penting yang mempengaruhi penghasilan pekerja. Terdapat pelbagai alasan mengapa pekerja tidak mendapat layanan yang sewajarnya di tempat kerja, seperti kurangnya sokongan organisasi, keadilan dan komitmen organisasi, ini mengakibatkan peningkatan kos dan pengurangan kecekapan organisasi. Kajian ini meneroka peranan keadilan organisasi, iklim etika organisasi, persepsi sokongan organisasi, komitmen organisasi dan kepercayaan organisasi sebagai penentu penting faktor berkait organisasi melalui tingkah laku kewargaan organisasi terhadap penyimpangan di tempat kerja. Dalam kajian ini, 230 soal selidik telah dikutip daripada enam universiti penyelidikan di Malaysia. Kaedah kuantitatif digunakan untuk menguji 16 hipotesis. Hubungan hipotesis dalam kajian telah dianalisis menggunakan PLS-SEM. Dapatan kajian menekankan kesan positif faktor berkait organisasi terhadap tingkah laku kewargaan organisasi dan kesan negatif faktor berkait organisasi kepada penyimpangan di tempat kerja. Tingkahlaku kewargaan organisasi juga mempunyai kesan pengantara bagi faktor berkait organisasi dan penyimpangan di tempat kerja. Walau bagaimanapun, kepercayaan dan komitmen organisasi, dan sokongan organisasi dan iklim etika organisasi, sebahagiannya menjadi perantara tingkah laku kewargaan organisasi dengan penyimpangan di tempat kerja. Di samping itu, hasil kajian ini bersesuaian dengan teori pertukaran sosial. Selain itu, penemuan kajian ini secara teorinya menyumbang kepada penyimpangan di tempat kerja dengan menyediakan bukti terhadep untuk kesan yang berbeza faktor berkait organisasi dan tingkah laku kewargaan organisasi terhadap penyimpangan di tempat kerja. Hasil penyelidikan ini berguna bagi organisasi dalam mengurangkan penyimpangan tempat kerja, seterusnya meningkatkan kecekapan pekerja.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

DV	-	Dependent Variable
IV	-	Independent Variable
MACC	-	Malaysian Anti-Corruption Commission
OC	-	Organizational Commitment
OC-AF	-	Organizational Commitment Affective
OC- CON	-	Organizational Commitment Continuance
OC-NOR	-	Organizational Commitment Normative
OCB	-	Organizational Citizenship Behavior
OCBI	-	Organizational Citizenship Behavior Individual level
OCBO	-	Organizational Citizenship Behavior Organizational level
OEC	-	Organizational Ethical Climate
OJ	-	Organizational Justice
OT	-	Organizational Trust
PLS	-	Partial Least Squares regression
POS	-	Perceived Organizational support
SEM	-	Structural Equation Modeling
SPSS	-	Statistical Package Social Science
UM	-	Universiti Malaya
UKM	-	Universiti Kebangsaan Malaysia
UPM	-	Universiti Putra Malaysia
USM	-	Universiti Sains Malaysia
UTM	-	Universiti Teknologi Malaysia
RUs	-	Research Universities
VIF	-	Variance Inflation Factors
WDB	-	Workplace Deviance Behavior

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.1 Introduction

Chapter one begins with the background of the study, then continues with the problem statement, research questions and research objectives, significance of study, scope of research and definitions of study variables. The chapter ends with an organizational flowchart of the research.

1.2 Background of Study

Organization is one of the most important part of a society, and play a fundamental role in economic growth. Human resources are considered as one of the strategic assets of organization. Recently, wise, responsible, committed and brave employees are main reason for organizational success. The efficiency of an organization and maximum outcomes of employees in such a competitive market requires some factors that impact the enhancement of the performance and efficiency of employees in the workplace (Eder and Eisenberger, 2008). Nowadays workplace deviant behavior is ever increasing and brings harmful implications to individuals, groups and organizations. Specifying predictors of deviant behavior in organization is obligatory for administrators and human resource managers (Alias *et al.*, 2013).

When employees misbehave in an organization, these behaviors can have harmful effects on the system and prevent the organization from achieving its objectives (Farhadi *et al.*, 2012b). Investigators and researchers recognize that workplace deviance is a significant issue in organization, which has increased sharply in recent years (Spector and Fox, 2010). Although the impact of workplace deviance are explored individually by numerous researchers, knowing the predictors of these variables on workplace deviance require more study and effort (Alias *et al.*, 2013; Colquitt *et al.*, 2001).

The birth of workplace deviance as a subject of study dates back to 75 years ago when Sutherland (1940) published his research defining the concept of white collar crime. Since then several researches have advanced this study and defined the many facets of this offensive behavior, such as deviant behavior in the workplace, antisocial workplace behavior, employee deviance (Robinson and Bennett, 1995). Research in case of the workplace deviance began more than three decades ago. During these thirty years, many researches have been carried out on deviant behavior in associations, which presented numerous components and a range of different outcomes (Bennett and Robinson, 2003a).

There are many reasons why a member might misbehave in interaction with other members or in reaction to organization. Some of these misbehaviors are under the managers' control, employees' behave in direct response to something a manager did or did not do, but most of these behaviors cannot be handled by managers. Robinson and Bennett (1995) highlighted that deviant behaviors in workplace it is not ethical and it is essential to prevent its occurrence. O'Neill and Hastings (2011) presented that predictors of workplace deviance have been vital for organization. Up to now, large proportion of researches have investigated workplace deviance, research on some dimensions of deviance is necessary, even though a large number of former studies have examined workplace deviance (Farhadi *et al.*, 2012a). Additionally, despite some differences between organizational and interpersonal deviance, some researchers have examined predictors in relation to a combination of organizational and interpersonal deviance, simply calling it workplace deviance behavior (Bennett and Robinson, 2000a).

These days most organizations strive to improve their human resources to increase the productivity and efficiency by supporting their employees. Organizations can support their employees through organizational side. This support is of much importance as it promotes employees' positive work related outcomes (Taylor *et al.*, 2009). Organizational justice also plays an important role to increase the productivity of employees in the organization (Berry *et al.*, 2007). Organizational ethical climate concept is referred to as employees' beliefs in range of organizational obligations concerning ethical problems that involve management and employee. Highlighting many organizational researches and concern of unethical behaviors or realizing psychological processes in individuals has been discussed as the most rational way (Simha and Cullen, 2012). In this study, organizational-related factors are considered as an independent variable classified into 5 clusters, namely organizational justice, perceived organizational support, organizational ethical climate, organizational trust and organizational commitment.

1.3   Problem Statement

Prosperity of an organization depends on how the employees perform in workplace. Some studies considered employees as one of the most important intangible assets in organization (Bennett and Robinson, 2003). Employee's under displeasing, inactive and no initiative environment cannot be motivated for better performance. Possibly, the lack of concern towards employee's problems is due to the lack of understanding about their ability and their feelings and quality of their work. Therefore, making changes and having authorization to take initiative and feeling positive will ultimately help in solutions for improving employee's deviance in organization.

The efficiency of organizations and performance of employees in the workplace in such a competitive global economy and business require some factors that enhance performance of employees in the workplace. One of the vital variables is organizational-related factors that consider the perception of employees in organizations (Alias and Rasdi, 2015). Organizational-related factors, in this research classified into 5 clusters namely organizational justice, organizational ethical climate,

organizational trust, perceived organizational support and organizational commitment.

One of the latest researches on OCB shown the higher value of organizational citizenship behavior lead to improve the efficiency in organization and decreased workplace deviance (Hakim and Fernandes, 2017). Jafari and Bidarian (2012) explained employees who have a higher perception of fairness in organization have more intention to help co-worker and participate in OCB. Employees have tendency to reciprocate with destructive behavior when the perceptions of ethical, justice, support, trust and commitment from the organization are high. Organizations can support its employees through organizational side, and this support is of great importance as it promotes employee's positive work related outcomes and reduce all kind of workplace deviance (Taylor *et al.*, 2009).

Workplace deviance behavior is pervasive and costly for today's organizations Bennett and Marasi (2015). One of the main reasons that special attention be paid to workplace deviance is the extremely high cost associated with these behaviors (Alias and Rasdi, 2015; Peterson, 2002). According to Appelbaum *et al.* (2007), approximately 95 percent of employees encounter deviance in their workplace and most of the time they reciprocate by deviating in the workplace. According to one research of University of Cincinnati, 64% of businesses have been victims of employee theft. In addition, unscheduled absenteeism can cost as much as $755 per employee per year (Ruiter, 2014). Add these costs to the costs of extended breaks, wasted resources, sabotage, and the numerous other expenses associated with the wide range of deviance and it is obvious that WDB are a current and serious issue for organizations.

When employees suffer from deviance in workplace, they may experience more turnover, damaged confidence and decreased job satisfaction, which lead to suffering from physical and psychological strain (Laursen *et al.*, 2007). In other words, employees who perceive themselves to be victims of deviance may rebel, using various means to 'punish' the source of the deviance.

Based on Alias and Rasdi (2015) organizational justice, organizational ethical climate, organizational trust, perceived organizational support, organizational

commitment are the most predictors of workplace deviance. In practical perspective, since WDB covers a wide range of organizational cost, recognition of WDB is vital in each organization to increase efficiency of organization (Bennett and Marasi, 2015).

Studies have indicated that there are some deviance cases in governmental organization in northern Malaysia (Awanis, 2006). However, most of the deviance cases are not revealed or highlighted in media. Workplace deviance in Malaysia has increase sharply, and many cases of corruption and bribery have been revealed in Malaysia, such as Malaysian airline 2009 and 1MDB. Recently, the 1MDB has become one of the most challenging cases in Malaysia, which has been announced by foreign media. Approximately 80% of Malaysian survey respondents reported the belief that there was a 61% increase in amount of corruption and bribery in the past three years. Tan Sri Navaratnam also added that Malaysians must be modeled after two neighboring countries, Singapore and Hong Kong, which have experienced a low proportion of corruption, bribery and deviance (The Sun Daily, 14/1/2014).

Malaysian Anti-Corruption Commission (MACC) was established in 2009. MACC is a government agency in Malaysia that investigates any offense, any trial and corruption such as conspiracies, individuals suspected of committing offenses and prosecutes corruption in the public and private sectors. The investigation division plays a prominent and vital role in combating the crime of corruption through its core function of conducting investigations. The role of the division is in line with Section 7 (a) and (b) under the Malaysian Anti-Corruption Commission (MACC) Act 2009. The MACC was modeled after top anti-corruption agencies, such as the Independent Commission Against Corruption (Hong Kong) and the Independent Commission Against Corruption (Australia). Based on Malaysian Anti-Corruption Commission MACC, the number of corruption cases increased from 552 in 2014 to 841 in 2016.

Malaysia higher education industry is currently one of the sectors that is facing some challenges due to reduction in the foreign students, and decrease in the budget from government. The Ministry of Higher Education declared in 2015 that by 2025, the budget of public universities in Malaysia will be gradually diminished to

become self-governing. Some public universities around the world have challenged the reduced budget from government (Park *et al*., 2012; Tarlo *et al*., 2008).

Workplace deviance is consider one the reason that lead to low ranking of public universities in Malaysia with comparison to other neighbor countries like Hong Kong and Singapore. Dr. Kamarudin Hussin, vice chancellor of University Malaysia Perlis (Unimap) declared public universities in Malaysia spend the budget of university on unnecessary project or program. Within the few parts of the Malaysian Auditor General's report that is released to the public, the 2012 report cited Universiti Malaysia Sabah's (UMS) mishandling of its computerized maintenance management system. After spending RM400,000 (US$96,100) on the system between 2008 and 2012, the auditor general found that data was not keyed into the system and the person responsible for managing the system had no IT knowledge.

Another wasted money in Malaysian public universities is, glorified its leaders with unnecessary ceremonies that made a mockery of academia, and had the tendency to dominate the persona of universities, rather than act as facilitators for people to excel. This leads to a lot of unnecessary expenses such as lavish dinners with highly paid entertainers to celebrate events and awards. Some of these dinners are very extravagant, costing up to hundreds of thousands of Ringgit. One of the main sector that have very importance impact on ranking of public universities is publishing the journal. there were also instances of academics paying for their articles to be published in journals without peer review, and that there was heavy use of research grants for travel. Malaysian employees of public universities mostly were afraid from their superiors, that lead to reduce the chance for whistle-blowers to report corruption without sacrificing their anonymity.

According to Ministry of Higher Education with the purpose of developing and sustain competitive, public universities, Malaysia must have strong strategic plans to attract international students. Implementing this plan requires cooperation of all public universities, to enhance creativity and innovation to develop human capital to release the full potential of their academic and nonacademic staff to minimize the workplace deviance. The education industry, being a service oriented industry, involves close and direct interaction of teachers, students and employees of

universities. In this kind of interaction, the employee's and teacher behavior significantly and directly influence students' performance and satisfaction.

Organizational predictor of workplace deviance with the mediator effects of organizational citizenship behavior have not been much explored. As well, most of those highlighted studies were entirely carried out from the western value system of research fully ingrained with the Western culture, thus, few empirical studies, if at all, have been attempted from other cross cultural and social backgrounds such as in Malaysia.

The present research attempts to contribute new knowledge to the existing knowledge of workplace deviance with the mediator effects of organizational citizenship behavior. Podsakoff *et al.* (2014) explained that many articles related to OCB and related constructs have been published recently, but from a researcher's point of view mediator effect of OCB in organization has not been fully explored.

Although a large number of studies have been conducted on workplace deviance, organizational predictors of workplace deviance have not received much attention and scholars did not succeed to entirely capture the variables relevant to predictors of workplace deviance behavior (Hills *et al.*, 2009). Some organization factors constructs have been highlighted in previous studies, with their relationships. Dirican and Erdil (2016) conducted the research about OCB and work behaviors in public university in Turkey, and suggested that future research consider organizational commitment for predict workplace deviance.

Santos and Eger (2014) focused on work environment and did not examine other related factors which might have impact on workplace deviance. Likewise former studies express some organizational factors as predictors of workplace deviance behavior (Alias and Rasdi, 2015). Up to now, few studies have employed higher education employees in organizations as sample. It will be argued that not much study has assessed organizational-related factors, particularly in the context of Malaysian higher education.

The importance of this research is found from different perspectives. From the methodological perspective, this research is one of the early academic researches

in higher education, particularly in public university in Malaysia. Moreover, the use of many organizational-related factors by the researcher in the organizational-related factors is another innovative tool which has been applied in this research and is applicable to other similar researches. To do this study a validated checklist is developed to be applied in this research and is available to be used for similar researches. Moreover, a validated previous questionnaire with some modification developed by the researcher in the organizational-related factors has been applied in this research and is applicable to other researches.

1.4   Research Questions

Regarding the previous study about workplace deviance, organizational citizenship behavior and organizational-related factors, the researcher attempted to answer the following questions:

1. Do organizational justice, organizational ethical climate, organizational trust, organizational commitment and perceived organizational support have an impact on workplace deviance?
2. Do organizational justice, organizational ethical climate, organizational trust, organizational commitment and perceived organizational support have an impact on organizational citizenship behavior?
3. Does organizational citizenship behavior have an impact on workplace deviance?
4. Does organizational citizenship behavior mediate the relationship between organizational justice, organizational ethical climate, organizational trust, organizational commitment, perceived organizational support and workplace deviance?

1.5   Research Objective

The main objective of this study is to identify the workplace deviance in public university. However, this research includes following specific objectives that are:

1. To examine the impact of organizational justice, organizational ethical climate, organizational trust, organizational commitment and perceived organizational support on workplace deviance.
2. To examine whether organizational justice, organizational ethical climate, organizational trust, organizational commitment and perceived organizational support have an impact on organizational citizenship behavior
3. To examine the impact of organizational citizenship behavior on workplace deviance.
4. To examine whether organizational citizenship behavior meditates the relationship between organizational justice, organizational ethical climate, organizational trust, organizational commitment, perceived organizational support and workplace deviance.

1.6   Significance of Study

The current study attempts to contribute new knowledge to the existing literature of workplace deviance. In addition, it is hoped that this study will make noteworthy contributions to the organizational-related factors literature. In particular, this study attempts to empirically examine the organizational predictors of workplace deviance with social exchange theory. The present research strives to introduce and establish the perspective in behavior and performance in literature. Social exchange theory highlights positive social exchange circle, which involves interaction, ethical practices, and communication. It should be noted that based on the reciprocity of norm, lack of organizational support led employees to pay back the unfavorable treatment from the organization (Eisenberger *et al.*, 2001). In addition, to investigate the mediator effects of OCB between organizational-related factors and workplace

deviance, social exchange theory will also be utilized. Podsakoff *et al.* (2014) noted that many articles related to OCB and constructs have been published, but from a researcher's point of view as mediator, there has not been much work on OCB till now.

Based on discussions regarding gaps in literature, it can be noted that the findings of this study will have paramount practical contributions. For instance, human resource managers in organization or in higher education may utilize the result of this study to explain their efforts in designing performance improvement interventions so that workplace deviance could be reduced to the very minimum and tacit knowledge could be sustained in the industry. This will have significant contributions to employers generally, and to managers in particular, especially in higher education. The government sector may also extract benefits from the findings of this study in this regard, whereby the president of public universities may develop programs towards retaining and sustaining in higher education industry by reducing the workplace deviance and enhancing the organizational justice and organizational citizenship behavior. This movement can significantly contribute new way of doing things, in particular, the reduction of cost of deviance and improvement of former study about workplace deviance.

1.7   Scope of Research

The scope of this research is limited to Malaysia public universities. The education industry being a service oriented industry involves close and direct interaction of teachers, students and employees of universities. The Malaysian public universities are governed by the Ministry of Higher Education in Malaysia. However, since majority of employees belong to Research Universities in Malaysia, for this research RUs are selected. There are twenty public universities in Malaysia divided into three groups; Research Universities, Focused Universities and Comprehensive Universities. RUs in Malaysia are as follows; University Malaya (UM), University Sains Malaysia (USM), University Kebangsaan Malaysia (UKM), University Putra Malaysia (UPM), University Teknologi Malaysia (UTM).These universities usually are the biggest in terms of size, number of lecturers, staff and number of students.

There are five Research Universities in Malaysia, with a total of 25992 employees, as shown below (Ministry of Higher Education 2016).

1. University Malaya (UM), 5500 employees

2. University Kebangsaan Malaysia (UKM), 6604 employees

3. University Sains Malaysia (USM), 3919 employees

4. University Putra Malaysia (UPM), 5282 employees

5. University Teknologi Malaysia (UTM), 4581 employees

Malaysia is among the fastest growing metropolitan regions in South-East Asia in terms of population, economy and university development. Moreover, Malaysia is divided into thirteen provinces. Selangor, which includes the capital of Malaysia, Kuala Lumpur, has three research universities, Penang and Johor, located in the north-west and south of Malaysia, have two Research Universities. It has some of the most advanced universities and research centres in the region, along with some international students, mainly from Middle East and Asian countries.

In most countries Research Universities are an important connection between science, scholarship, and new knowledge economies and are considered as the face of higher education (Altbach *et al.*, 2009). Preparing professionals with creative capability, as well as enhancing progressive movement in science or technology and transmitting national culture are some of their main duties of RUs. Thus, Malaysia is one of the most important countries in South-East Asia for research on higher education, which has been selected for this research.

1.8 Operational Definition

This research used the conceptual and operational terms, which are linked to the research objectives. The definitions are as follows

Workplace deviance based on Robinson and Bennett (1995) is voluntary behavior or action that violates significant organizational norms and, in doing so, threatens the well-being of the organization or its members. In this study WD measure by organizational and interpersonal deviance.

Organizational justice in this research is defined as perception of fairness in organizations. In this study organizational justice measure by procedural, distributive and interactional justice. (Greenberg, 1990).

Organizational ethical climate in this research is defined as approbated typical rules in order to ensure personal and social wellbeing in organization (Anand *et al.*, 2005)

Perceived organizational support is defined as the degree of employees' belief in the value and care from organization to their contribution and wellbeing (Rhoades *et al.*, 2001).

Organizational commitment is defined as relative strength between involvement in specific organization and individual identification. Organizational commitment measure by affective commitment, continuance commitment and normative commitment (Mowday *et al.*, 1979).

Organization trust mentions the level of employee's trust to the management of an organization at various stages of its chain of command, not necessarily only top manager (Liao *et al.*, 2004).

Organizational citizenship behavior refers to individual behaviors that are discretionary, but not rewarded directly by the organization. In this research OCB measure by OCBI (Interpersonal_Level) and OCBO (Organizational_Level) (Podsakoff *et al.*, 2006).

1.9   Organization of the Research

The overview of this chapter, including the details such as problem statement, research question, significant of study, scope of study and organization of thesis has been clearly outlined. In the next chapter, the constructs of organizational-related factors on workplace deviance will be highlighted. The mediator effects of organizational citizenship behavior between organizational-related factors and workplace deviance will be explained. Organizational-related factors including organizational justice, organizational ethical climate, perceived organizational support, organization trust and organizational commitment will be explained. Thus the findings and literature of previous studies that established the theoretical framework to guide this study will be discussed in chapter two. Chapter three will be research methodology which include, research paradigm, research method, research approach, research design, variables measures, questionnaire design, reliability and validity test, pilot test and data collection.

Chapter four deals with analysis of data and presents results of the study. The sample characteristics, reliability measures with findings of hypotheses testing applying diverse statistical tools are also displayed. Finally, chapter five presents rationally derived explanations of the findings and analysis of some notable and interesting results of the current study. Chapter five will also discuss plausible justifications for the key findings of relationship between the organizational-related factors and workplace deviance with mediating effect of organizational citizenship behavior in addition to an elaboration of the discussion on the limitations and implications of the study and recommendations for the future researcher.

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APPENDIX A

Research Questionnaire

Universiti Teknologi Malaysia
Faculty of International Business School (IBS)

Business Practice Survey

Ali Abbasi   PROF. DR. WAN KHAIRUZZAMAN WAN ISMAIL

PhD Researcher   Academic Supervisor

Universiti Teknologi Malaysia
Faculty of International Business School (AHIBS)

Dear Sir / Madam;

My name is Ali Abbasi a doctoral student in the faculty of International Business School at Universiti Teknologi Malaysia, under the direction of PROF. DR. WAN KHAIRUZZAMAN WAN ISMAIL is conducting a research study titled, organizational predictors of workplace deviance with mediating effect of organizational citizenship behavior In public universities in Malaysia

All information will be treated with **strict confidentiality and shall only be used for the purpose of this academic** research. **Neither your** university or faculty name.. Will be required to complete this questionnaire about your company; your participation will take approximately 20 minutes. You will answer questions about number of organizational-related factors and workplace deviance. Thank you for your cooperation and assistance.

Thank you for your participation,
ALI ABBASI
Research Scholar
International Business School

CONFIDENTIALITY

Views expressed in this questionnaire will be kept strictly confidential and will be used only for academic purposes. Any information identifying the respondents will not be disclosed.

Please answer this questionnaire if you are working in Public University in Malaysia

Section A

This section requests for general information about the respondents and their universities. Please fill in the required information in the spaces provided or tick the answer that best fits your choice.

1. Age:

   ☐ Below 25   ☐ 45 – 54
   ☐ 25 – 34   ☐ 55 and above
   ☐ 35 – 44

2. Gender:

   ☐ Male   ☐ Female

3. Marital status:

   ☐ Single   ☐ Married

4. Race:

   ☐ Bumiputera   ☐ Indian
   ☐ Chinese   ☐ Others

5. Highest education level:

   ☐ Doctoral   ☐ Bachelor/ Below
   ☐ Masters

6. Years of working experience:

   ☐ 1 – 3 years   ☐ 11 – 20 years
   ☐ 4 – 10 years   ☐ More than 20 years

7. Length of service with the current university:

   ☐ 1 – 2 years   ☐ 2 – 4 years
   ☐ More than 5 years

8. Position:

- ☐ Dean/ deputy Dean
- ☐ Academic staff/Executive
- ☐ Lecturer
- ☐ Other

Read each statement and choose a number between 1 and 5 which best represents your reaction to that statement.

STRONGLY DISAGREE, NEVER	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
1	2	3	4	5

Organizational Citizenship Behavior					
1. Help others who have been absent.	1	2	3	4	5
2. Willingly give my time to help others who have work-related problems.	1	2	3	4	5
3. I adjust my work schedule to accommodate other employees' requests for time off.	1	2	3	4	5
4. I go out of the way to make newer employees feel welcome in the work group.	1	2	3	4	5
5. I give up time to help others who have work or nonwork problems.	1	2	3	4	5
6. I assist others with their duties.	1	2	3	4	5
7. I share personal property with others to help their work.	1	2	3	4	5
8. Attend functions that are not required but that help the organizational image.	1	2	3	4	5
9. Keep up with developments in the organization.	1	2	3	4	5
10. Defend the organization when other employees criticize it.	1	2	3	4	5
11. Show pride when representing the organization in public.	1	2	3	4	5
12. Express loyalty toward the organization.	1	2	3	4	5
13. Take action to protect the organization from potential problems.	1	2	3	4	5
14. Demonstrate concern about the image of the organization.	1	2	3	4	5
Organizational Justice **The following items refer to the authority figure (e.g. supervisor, superior, manager) who enacted the procedure. Outcome (salary, wage).**					
1. Has (he/she) treated you in a polite manner?	1	2	3	4	5
2. Has (he/she) treated you with dignity?	1	2	3	4	5
3. Has (he/she) treated you with respect?	1	2	3	4	5
4. Has (he/she) refrained from improper remarks or comments?	1	2	3	4	5
5- Has (he/she) been candid in (his/her) communications with you?	1	2	3	4	5
6. Has (he/she) explained the procedures thoroughly?	1	2	3	4	5
7. Were (his/her) explanations regarding the procedures reasonable?	1	2	3	4	5
8. Has (he/she) communicated details in a timely manner?	1	2	3	4	5
9. Does your (outcome) reflect the effort you have put into your work?	1	2	3	4	5
10. Is your (outcome) appropriate for the work you have completed?	1	2	3	4	5
11. Does your (outcome) reflect what you have contributed to the	1	2	3	4	5

organization?					
12. Is your (outcome) justified, given your performance?	1	2	3	4	5

Organizational Ethical Climate

1. My university has a formal, written code of ethics.	1	2	3	4	5
2. My university strictly enforces a code of ethics.	1	2	3	4	5
3. My university has policies with regards to ethical behavior.	1	2	3	4	5
4. My university strictly enforces policies regarding ethical behavior.	1	2	3	4	5
5. Top management in my university has let it be known in no uncertain terms that ethical behaviors will not be tolerated.	1	2	3	4	5

Perceived Organizational Support

1. I have the sufficient support from my top management.	1	2	3	4	5
2.The organization values my contribution to its well-being.	1	2	3	4	5
3. The organization would grant a reasonable request for a change in my working conditions.	1	2	3	4	5
4. The organization is willing to help me when I need a special favor.	1	2	3	4	5
5. The organization strongly considers my goals and values.	1	2	3	4	5

Organizational Trust

1. I feel quite confident that my manager will always try to treat me fairly.	1	2	3	4	5
2. My supervisor keeps my interest in mind when making decisions.	1	2	3	4	5
3. If my supervisor asked why a problem occurred. I would speak freely even if I were partly blame.	1	2	3	4	5
4. I feel that I can trust my manager in organization.	1	2	3	4	5
5. My manager would never try to gain an advantage by deceiving workers.	1	2	3	4	5
6. Discussed confidential company information with an unauthorized person.	1	2	3	4	5

Organizational Commitment

1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I really feel as if this organization's problems are my own.	1	2	3	4	5
3. I really feel "emotionally attached" to this organization.	1	2	3	4	5
4. This organization has a great deal of personal meaning for me.	1	2	3	4	5
5. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
6. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
7. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
8. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5

9. I would feel guilty if I left my organization now.	1	2	3	4	5
10. This organization deserves my loyalty.	1	2	3	4	5
11. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
12. I owe a great deal to my organization.	1	2	3	4	5
Workplace Deviance Behavior					
1. Spent too much time fantasizing or daydreaming instead of working.	1	2	3	4	5
2. Come in late to work without permission or taken a longer break.	1	2	3	4	5
3. Neglected to follow his/her supervisor instructions.	1	2	3	4	5
4. Littered the work environment.	1	2	3	4	5
5. Intentionally worked slower than you could have worked or put little effort into your work.	1	2	3	4	5
6. Made fun of someone at work.	1	2	3	4	5
7. Said something hurtful to someone at work.	1	2	3	4	5
8. Played a mean prank on someone at work.	1	2	3	4	5
9. Acted rudely toward someone at work.	1	2	3	4	5
10. Publicly embarrassed someone at work.	1	2	3	4	5

APPENDIX B

Universiti Teknologi Malaysia
Faculty of International Business School (IBS)

**QUESTIONNAIRE VALIDATION (Pre-Test)**

Dear Prof/Assoc.Prof/Dr.,

I am currently undertaking the aforementioned research as part of my doctorate research at UTM IBS. In this regard I have prepared an instrument to measure the construct of interest and the next stage is to content validate the items to establish whether they match the operational definition. I would be grateful if you could spend some time to read through the items and assess their content validity.

Please kindly respond the exercise by indicating whether each item is a "***Perfect match, "Moderate Match" or "Poor Match***".

Thank you in advance for your time and patience.

Ali Abbasi
Research Scholar
UTM/IBS.

Conceptual Framework
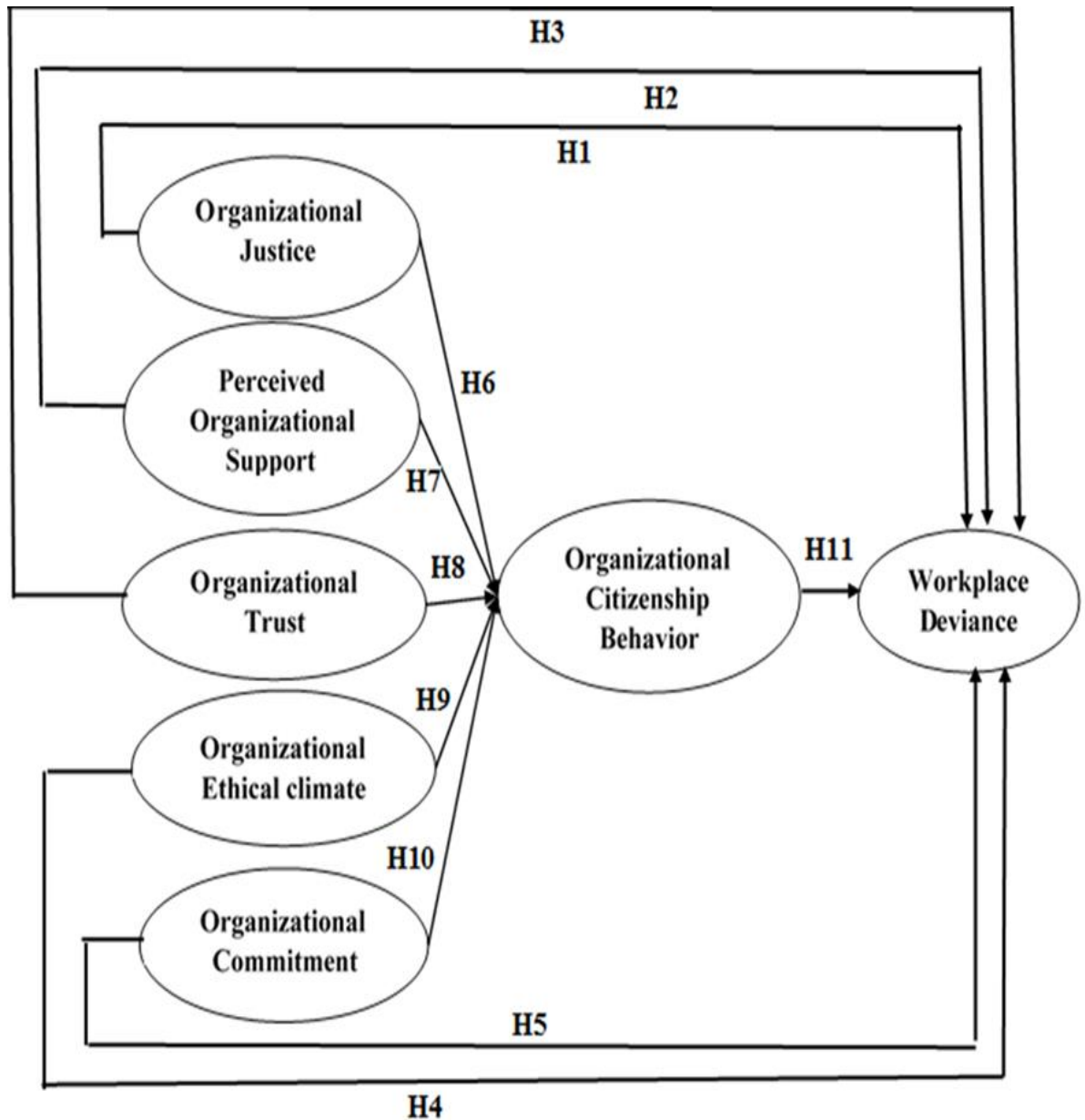
CONFIDENTIALITY

Views expressed in this questionnaire will be kept strictly confidential and will be used only for academic purposes. Any information identifying the respondents will not be disclosed.

Construct	Operational Definition	Source	Dimention		
1.Workplace deviance	Workplace deviance behavior consider as voluntary manner that violates representative organizational standards and so threatens against organization goals, its member or both.	(Robinson & Bennett, 1995)	1. Organizational deviance 2. Interpersonal deviance		

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	**Moderate Match (maintain item but needs some refining)**	**Poor Match (remove item)**
1.1Organizational deviance	Organizational deviance means any action that employee do directed against the organization or company's structure rules and politics (Robinson & Bennett, 1995).	1 Discussed confidential organization information with an unauthorized person	**1.** Strongly disagree **2**. Disagree **3**. Nether agree, nor disagree 4. Agree **5**. Strongly agree	☐	☐	☐
		2. Spent too much time fantasizing or daydreaming instead of working		☐	☐	☐
		3. Come in late or taken a longer break.		☐	☐	☐
		4. Neglected to follow your supervisor Instructions.		☐	☐	☐
		6. Littered your work environment		☐	☐	☐
		7. Intentionally worked slower than you could have worked or put little effort into your work		☐	☐	☐

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	**Moderate Match (maintain item but needs some refining)**	**Poor Match (remove item)**
1.2 Interpersonal deviance	Interpersonal deviance consist the behavior or act the inflict harm upon specific individual (Robinson & Bennett, 1995)	1. Made fun of someone at work	**1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree**	☐	☐	☐
		2. Said something hurtful to someone at work.		☐	☐	☐
		3. Cursed at someone at work		☐	☐	☐
		4. Played a mean prank on someone at work		☐	☐	☐
		5. Acted rudely toward someone at work .		☐	☐	☐
		6. Publicly embarrassed someone at work		☐	☐	☐

Construct	Operational Definition	Source	Dimensions
2. Organizational citizenship behavior	Organizational citizenship behavior (OCB) refers to individual behaviors that are discretionary, but not rewarded straightforwardly by the organization.	(Phillip M Podsakoff, MacKenzie, & Organ, 2006)	1- Individual Organizational citizenship behavior OCB (OCBi) 2- Organization Organizational citizenship behavior (OCBo)

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
2.1 Organizational citizenship behavior (interpersonal) or OCBI	Organizational citizenship behavior individuals (OCBI) immediately benefits particular to individuals within the organization. (Lee and Allen, 2002)	1. Help others who have been absent.	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree	☐	☐	☐
		2. Willingly give your time to help others who have work-related problems.		☐	☐	☐
		3. Adjust your work schedule to accomm other employees' requests for time off.		☐	☐	☐
		4. Go out of the way to make newer employees feel welcome in the work group.		☐	☐	☐
		5. Show genuine concern and courtesy toward coworkers, even under the most trying business or persona situations.		☐	☐	☐
		6. Give up time to help others who have work or nonwork problems.		☐	☐	☐
		7. Assist others with their duties.		☐	☐	☐
		8. Share personal property with others to help their work.		☐	☐	☐
				Your Assessment		

Construct	Operational Definition	Questionnaire Items	Likert Scale	Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
2.2 Organizational citizenship behavior (organizational) or OCBo	The benefits of This organizational behavior backed to organization as a whole, (Lee and Allen, 2002)	1.Attend functions that are not required but that help the organizational image.	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree	☐	☐	☐
		2. Keep up with developments in the organization.		☐	☐	☐
		3. Defend the organization when other employees criticize it.		☐	☐	☐
		4. Show pride when representing the organization in public.		☐	☐	☐
		5.Offer ideas to improve the functioning of the organization..		☐	☐	☐
		6. Express loyalty toward the organization.		☐	☐	☐
		7.Take action to protect the organization from potential problems.		☐	☐	☐
		8. Demonstrate concern about the image of the organization.		☐	☐	☐

Construct	Operational Definition	Source	Dimensions			
3.1Organizational Justice:	Organizational justice is considered as general perception of fairness in organizations.	(Greenberg, 1990)	1.Interactional justice 2.Distributive justice 3.Procedural justice			

The following items refer to the authority figure (e.g. supervisor, superior) who enacted the procedure.

Construct	Operational Definition	Questionnaire Items He/ She (e.g. supervisor, superior) who enacted the procedure.	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
3.1.1-Interactional justice	Interactional justice is an individual perception of the degree to which employees, are treated by their organization by honor and dignity and they are justified by describing reasons of made decisions or are involved in decision makings (Greenberg,1993)	1. Has (he/she) treated you in a polite manner?	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree	☐	☐	☐
		2. Has (he/she) treated you with dignity?		☐	☐	☐
		3. Has (he/she) treated you with respect?		☐	☐	☐
		4. Has (he/she) refrained from improper remarks or comments?		☐	☐	☐

The following items refer to your outcome (e.g. pay, promotion, rewards).

Construct	Operational Definition	Questionnaire	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
3.1.2-Distributive justice	Distributive justice more focus on the judgment of an unfairness or unfavorable outcome such as unfair or poor pay raise and promotions, or opportunities for training.	1. Does your (outcome) reflect the effort you have put into your work?	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree	☐	☐	☐
		2. Is your (outcome) appropriate for the work you have completed?		☐	☐	☐
		3. Does your (outcome) reflect what you have contributed to the		☐	☐	☐

| | | organization? | **5. Strongly agree** | | | |
| | (Cropanzano, Prehar and Chen, 2002) | 4. Is your (outcome) justified, given your performance? | | ☐ | ☐ | ☐ |

The following items refer to the authority figure (e.g. supervisor, superior) who enacted the procedure.

Construct	Operational Definition	Questionnaire	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	**Moderate Match (maintain item but needs some refining)**	**Poor Match (remove item)**
3.1.3-Procedural justice	Procedural justice is the perceived fairness of procedures used to discover outcome decisions and mostly concerns about finding the best solution to behave in a fair manner with the employees in the workplace. (Greenberg, 1987)	1-. Has (he/she) been candid in (his/her) communications with you?	**1. Strongly disagree** **2. Disagree** **3. Nether agree, nor disagree** **4. Agree** **5. Strongly agree**	☐	☐	☐
		2-. Has (he/she) explained the procedures thoroughly?		☐	☐	☐
		3- Were (his/her) explanations regarding the procedures reasonable?		☐	☐	☐
		4- Has (he/she) communicated details in a timely manner?		☐	☐	☐

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
3.2 Organizational Ethical Climate	Organizational ethical climate is referred to employees' beliefs in range of organizational obligation concerning ethical problems (Simha and Cullen, 2012)	1-The major responsibility for employees in this organization is to consider efficiency first.	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree	☐	☐	☐
		2-It is very important to follow strictly the organizations rules and procedures here.		☐	☐	☐
		3-In this organization, people are guided by their own personal ethics.		☐	☐	☐
		4-In this organization, the law or ethical code of the profession is the major consideration.		☐	☐	☐

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	Moderate Match (maintain item but needs some refining)	Poor Match (remove item)
3.3.Perceived Organizational Support	Perceived organizational support is defined as the degree of employees' belief to the value and care from organization to their contribution and wellbeing (Rhoades, Eisenberger, and Armeli, 2001)	1-I have the sufficient support from my top manager.	1. Strongly disagree 2. Disagree 3. Nether agree, nor disagree 4. Agree 5. Strongly agree	☐	☐	☐
		2-When decision are made about my job, my manager shows concern for my right as an employee		☐	☐	☐
		3-My manager clarifies decision and provides additional information when requested by employees.		☐	☐	☐
		4-My top manager understands my problems and needs.		☐	☐	☐

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	**Moderate Match** (maintain item but needs some refining)	**Poor Match** (remove item)
3.4 Organizational commitment	Organizational commitment is defined as relative strength between involvement in specific organization and individual identification (Mowday, Steers, and Porter, 1979).	1-I really care about the fate of this organization	**1. Strongly disagree** **2. Disagree** **3. Nether agree, nor disagree** **4. Agree** **5. Strongly agree**	☐	☐	☐
		2-I would accept almost any type of job assignment in order to keep working for this organization		☐	☐	☐
		3-My organization promotes team morale and builds organizational commitment.		☐	☐	☐
		4-The management promotes team morale and builds organizational commitment.		☐	☐	☐

Construct	Operational Definition	Questionnaire Items	Likert Scale	Your Assessment		
				Perfect Match (maintain item as it is)	**Moderate Match** (maintain item but needs some refining)	**Poor Match** (remove item)
3.5-Organizational trust	Organization Trust mentions the level of employee's trust to the management of an organization at various stages of its chain of command, not essentially only top manager (Liao *et al.*, 2004).	1-I feel quite confident that my manager will always try to treat me fairly.	**1.** Strongly disagree **2**. Disagree **3**. Nether agree, nor disagree **4.** Agree **5**. Strongly agree	☐	☐	☐
		2-I feel that I can trust my manager in organization		☐	☐	☐
		3-My manager would never try to gain an advantage by deceiving workers		☐	☐	☐
		4-Discussed confidential company information with an unauthorized person.		☐	☐	☐

Validator's Signature:…………………...…   Date:…………………….......

THANK YOU FOR YOUR KIND ASSISTANCE

APPENDIX C

Scatterplot

Dependent Variable: WDB.M

Histogram

Dependent Variable: WDB.M

Mean = -2.68E-16
Std. Dev. = 0.984
N = 185
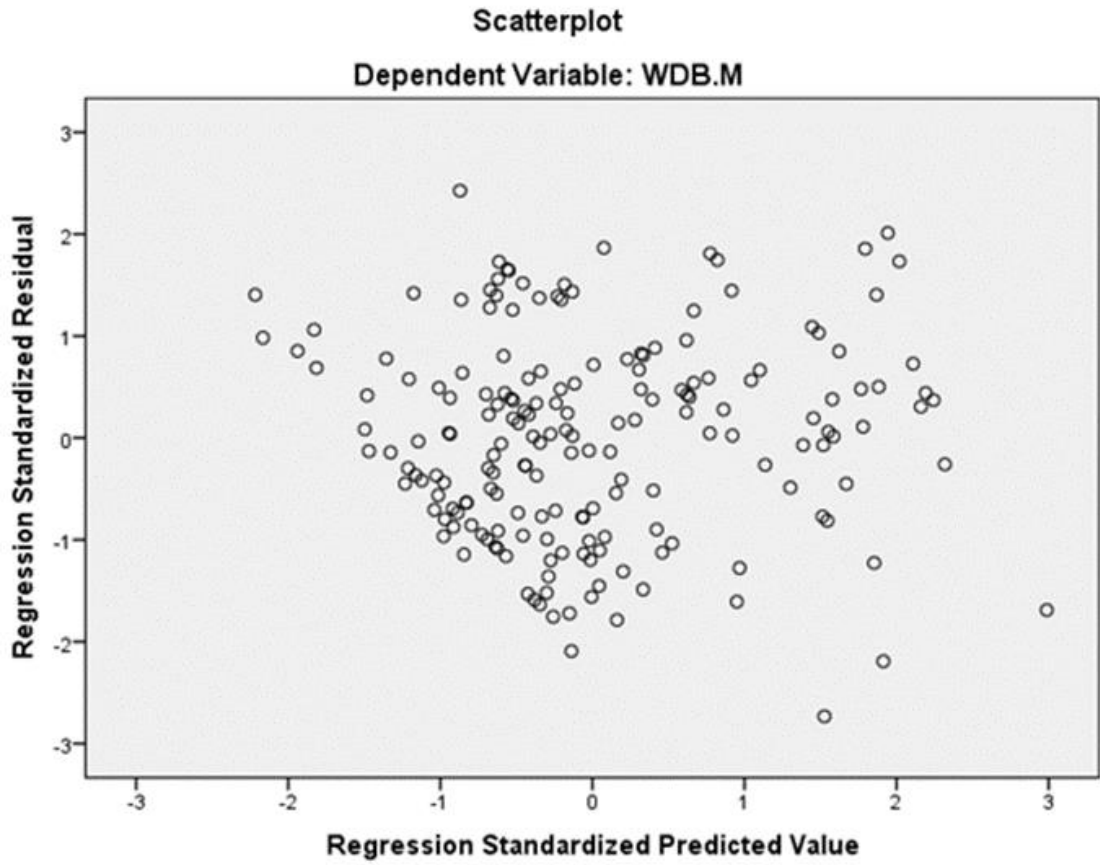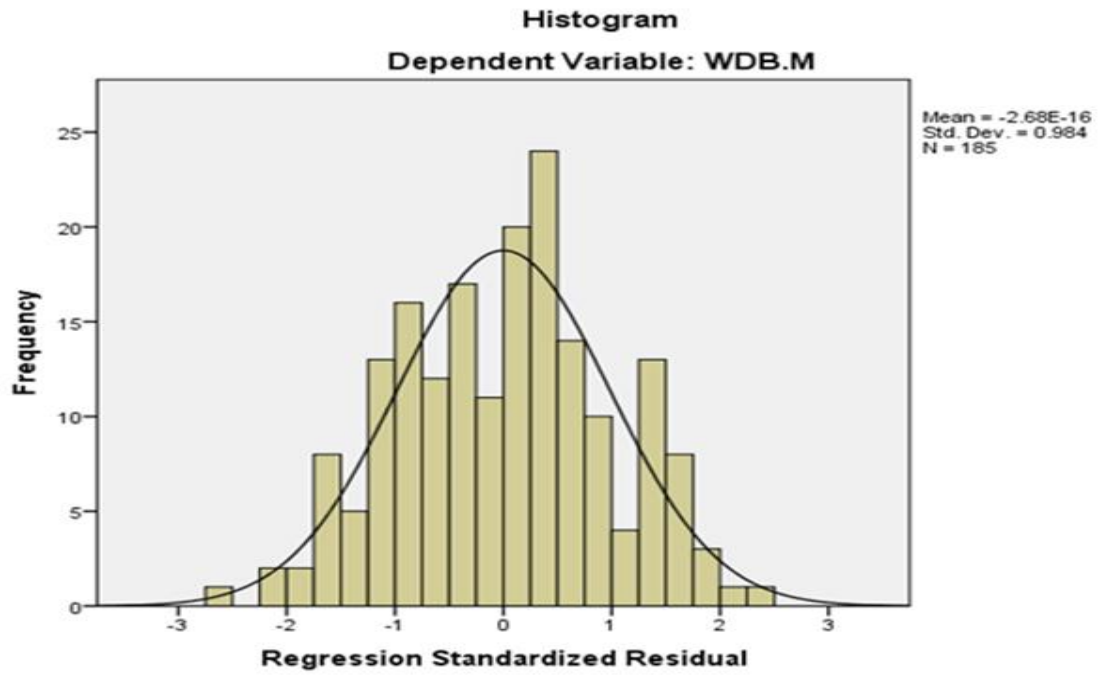
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: WDB.M
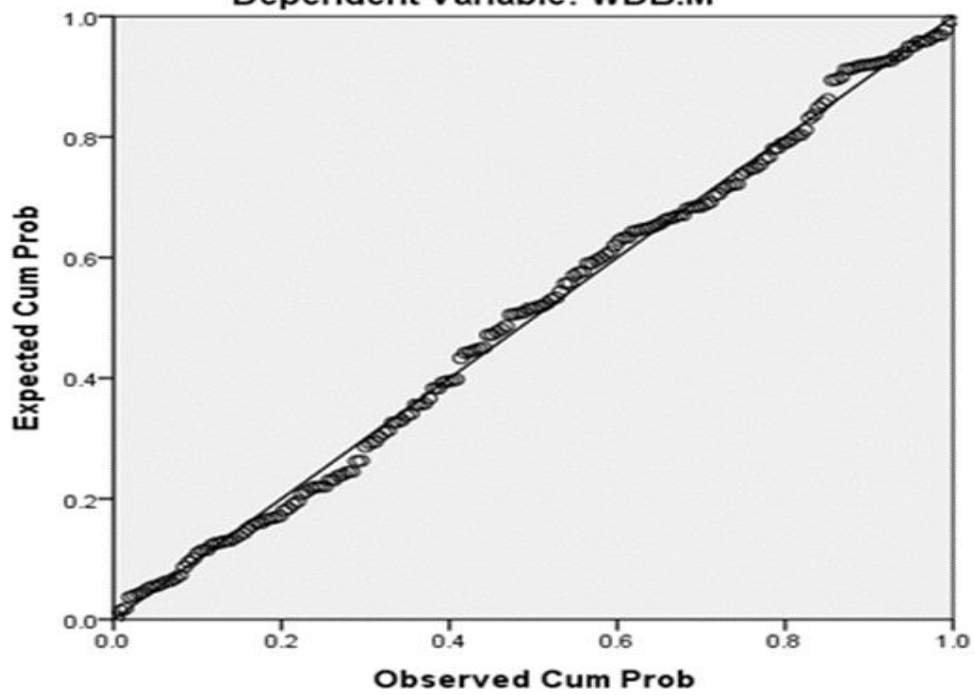
SECTION B

Factor Loading

			Initial model	Modified model
OC1 <- OC.AF	OC.AF	OC1	0.822	0.822
OC2 <- OC.AF		OC2	0.853	0.853
OC3 <- OC.AF		OC3	0.838	0.838
OC4 <- OC.AF		OC4	0.866	0.866
OC5 <- OC.COM	OC.COM	OC5	0.896	0.895
OC6 <- OC.COM		OC6	0.896	0.899
OC7 <- OC.COM		OC7	0.035	DELETE
OC8 <- OC.COM		OC8	0.054	DELETE
OC9 <- OC.NOR	OC.NOR	OC9	0.869	0.87
OC10 <- OC.NOR		OC10	0.881	0.881
OC11 <- OC.NOR		OC11	0.842	0.842
OC12 <- OC.NOR		OC12	0.814	0.814
OCB8 <- OCBD	OCBD	OCB8	0.029	DELETE
OCB9 <- OCBD		OCB9	0.869	0.867
OCB10 <- OCBD		OCB10	0.209	DELETE
OCB11 <- OCBD		OCB11	0.832	0.834
OCB12 <- OCBD		OCB12	0.843	0.846
OCB13 <- OCBD		OCB13	0.857	0.859
OCB14 <- OCBD		OCB14	0.863	0.865
OCB1 <- OCBI	OCBI	OCB1	0.191	DELETE
OCB2 <- OCBI		OCB2	0.812	0.814
OCB3 <- OCBI		OCB3	0.827	0.828
OCB4 <- OCBI		OCB4	0.803	0.803
OCB5 <- OCBI		OCB5	0.8	0.802
OCB6 <- OCBI		OCB6	0.816	0.815
OCB7 <- OCBI		OCB7	0.844	0.843
OET1 <- Organizational ethical climate	Organizational ethical climate	OET1	0.751	0.751
OET2 <- Organizational ethical climate		OET2	0.816	0.816
OET3 <- Organizational ethical climate		OET3	0.856	0.856
OET4 <- Organizational ethical climate		OET4	0.836	0.836
OET5 <- Organizational ethical climate		OET5	0.774	0.774
OJ9 <- PJ	PJ	OJ9	0.819	0.819
OJ10 <- PJ		OJ10	0.882	0.882

OJ11 <- PJ		OJ11	0.887	0.887
OJ12 <- PJ		OJ12	0.807	0.807
OJ1 <- IOJ	IOJ	OJ1	0.829	0.829
OJ2 <- IOJ		OJ2	0.873	0.873
OJ3 <- IOJ		OJ3	0.891	0.891
OJ4 <- IOJ		OJ4	0.815	0.815
OJ5 <- DJ	DJ	OJ5	0.831	0.831
OJ6 <- DJ		OJ6	0.886	0.886
OJ7 <- DJ		OJ7	0.907	0.907
OJ8 <- DJ		OJ8	0.824	0.824
OT1 <- Organization trust	Organization trust	OT1	0.765	0.767
OT2 <- Organization trust		OT2	0.836	0.837
OT3 <- Organization trust		OT3	0.827	0.828
OT4 <- Organization trust		OT4	0.868	0.865
OT5 <- Organization trust		OT5	0.867	0.868
OT6 <- Organization trust		OT6	0.306	DELETE
POS1 <- perceived organizational support	perceived organizational support	POS1	0.831	0.831
POS2 <- perceived organizational support		POS2	0.861	0.861
POS3 <- perceived organizational support		POS3	0.855	0.855
POS4 <- perceived organizational support		POS4	0.851	0.851
POS5 <- perceived organizational support		POS5	0.877	0.877
WDB1 <- OD	WD.OD	WDB1	0.899	0.899
WDB2 <- OD		WDB2	0.868	0.868
WDB3 <- OD		WDB3	0.854	0.854
WDB4 <- OD		WDB4	0.857	0.857
WDB5 <- OD	WD.ID	WDB5	0.854	0.854
WDB6 <- ID		WDB6	0.818	0.818
WDB7 <- ID		WDB7	0.882	0.882
WDB8 <- ID		WDB8	0.859	0.859
WDB9 <- ID		WDB9	0.793	0.793
WDB10 <- ID		WDB10	0.849	0.849

Section C
T-Statistics of Outer Loadings Based on boot strapping Method

	BETA	SD	T -Value	P Values
OC1 <- OC.AF	0.822	0.028	29.412	0.000
OC10 <- OC.NOR	0.881	0.017	51.029	0.000
OC11 <- OC.NOR	0.842	0.032	26.305	0.000
OC12 <- OC.NOR	0.814	0.032	25.832	0.000
OC2 <- OC.AF	0.853	0.025	34.797	0.000
OC3 <- OC.AF	0.838	0.030	28.368	0.000

OC4 <- OC.AF	0.866	0.022	39.016	0.000
OC5 <- OC.COM	0.895	0.024	37.352	0.000
OC6 <- OC.COM	0.899	0.020	45.388	0.000
OC9 <- OC.NOR	0.870	0.022	40.393	0.000
OCB11 <- OCBD	0.834	0.026	32.260	0.000
OCB12 <- OCBD	0.846	0.033	25.276	0.000
OCB13 <- OCBD	0.859	0.026	33.647	0.000
OCB14 <- OCBD	0.865	0.022	39.395	0.000
OCB2 <- OCBI	0.814	0.030	27.141	0.000
OCB3 <- OCBI	0.828	0.026	31.564	0.000
OCB4 <- OCBI	0.803	0.030	27.053	0.000
OCB5 <- OCBI	0.802	0.030	26.289	0.000
OCB6 <- OCBI	0.815	0.025	32.267	0.000
OCB7 <- OCBI	0.843	0.024	35.622	0.000
OCB9 <- OCBD	0.867	0.020	43.380	0.000
OET1 <- Organizational ethical climate	0.751	0.045	16.808	0.000
OET2 <- Organizational ethical climate	0.816	0.045	18.198	0.000
OET3 <- Organizational ethical climate	0.856	0.022	38.113	0.000
OET4 <- Organizational ethical climate	0.836	0.032	25.916	0.000
OET5 <- Organizational ethical climate	0.774	0.044	17.476	0.000
OJ1 <- IOJ	0.829	0.034	24.737	0.000
OJ10 <- PJ	0.882	0.023	38.710	0.000
OJ11 <- PJ	0.887	0.022	40.686	0.000
OJ12 <- PJ	0.807	0.037	21.733	0.000
OJ2 <- IOJ	0.873	0.025	34.896	0.000
OJ3 <- IOJ	0.891	0.020	45.108	0.000
OJ4 <- IOJ	0.815	0.028	28.602	0.000
OJ5 <- DJ	0.831	0.030	27.624	0.000
OJ6 <- DJ	0.886	0.019	47.269	0.000
OJ7 <- DJ	0.907	0.014	63.571	0.000
OJ8 <- DJ	0.824	0.027	30.724	0.000
OJ9 <- PJ	0.819	0.035	23.134	0.000
OT1 <- Organization trust	0.767	0.044	17.552	0.000
OT2 <- Organization trust	0.837	0.030	27.622	0.000
OT3 <- Organization trust	0.828	0.028	29.295	0.000
OT4 <- Organization trust	0.865	0.024	36.079	0.000
OT5 <- Organization trust	0.868	0.022	39.211	0.000
POS1 <- perceived organizational support	0.831	0.035	23.513	0.000
POS2 <- perceived organizational support	0.861	0.026	33.350	0.000
POS3 <- perceived organizational support	0.855	0.025	34.299	0.000
POS4 <- perceived organizational support	0.851	0.023	36.480	0.000
POS5 <- perceived organizational support	0.877	0.023	37.950	0.000
WDB1 <- OD	0.899	0.018	49.372	0.000
WDB10 <- ID	0.849	0.023	37.564	0.000
WDB2 <- OD	0.868	0.022	39.011	0.000
WDB3 <- OD	0.854	0.022	39.425	0.000

WDB4 <- OD	0.857	0.022	39.064	0.000
WDB5 <- OD	0.854	0.029	28.977	0.000
WDB6 <- ID	0.818	0.032	25.244	0.000
WDB7 <- ID	0.882	0.020	44.414	0.000
WDB8 <- ID	0.859	0.026	33.315	0.000
WDB9 <- ID	0.793	0.033	24.211	0.000

Section D: Cross-loading among Items

	OC.AF	OC.COM	OC.NOR	OCBI	OCBD	Organizati	IOJ	DJ	PJ	Organizati	perceived	OD	ID
OC1	**0.822**	0.478	0.617	0.372	0.409	0.261	0.228	0.174	0.267	0.507	0.414	-0.371	-0.274
OC2	**0.853**	0.52	0.588	0.359	0.421	0.264	0.252	0.15	0.264	0.383	0.377	-0.336	-0.242
OC3	**0.838**	0.455	0.567	0.322	0.334	0.285	0.221	0.175	0.152	0.411	0.289	-0.344	-0.246
OC4	**0.866**	0.582	0.682	0.447	0.495	0.272	0.298	0.254	0.29	0.456	0.384	-0.412	-0.361
OC5	0.543	**0.895**	0.544	0.337	0.426	0.22	0.171	0.118	0.248	0.291	0.273	-0.426	-0.336
OC6	0.541	**0.899**	0.575	0.269	0.376	0.279	0.208	0.108	0.261	0.346	0.281	-0.387	-0.322
OC9	0.692	0.591	**0.87**	0.384	0.465	0.258	0.24	0.188	0.281	0.437	0.319	-0.423	-0.339
OC10	0.638	0.555	**0.881**	0.437	0.449	0.285	0.224	0.225	0.324	0.395	0.324	-0.412	-0.393
OC11	0.579	0.499	**0.842**	0.439	0.472	0.39	0.232	0.156	0.315	0.434	0.407	-0.474	-0.437
OC12	0.565	0.476	**0.814**	0.366	0.388	0.273	0.224	0.178	0.253	0.444	0.323	-0.378	-0.324
OCB2	0.362	0.252	0.362	**0.814**	0.585	0.282	0.411	0.407	0.366	0.385	0.311	-0.55	-0.591
OCB3	0.332	0.255	0.402	**0.828**	0.592	0.297	0.303	0.316	0.271	0.376	0.331	-0.532	-0.548
OCB4	0.302	0.262	0.353	**0.803**	0.627	0.293	0.304	0.302	0.275	0.413	0.368	-0.581	-0.565
OCB5	0.421	0.308	0.434	**0.802**	0.588	0.287	0.268	0.274	0.282	0.421	0.374	-0.546	-0.555
OCB6	0.428	0.315	0.425	**0.815**	0.648	0.36	0.285	0.237	0.254	0.393	0.368	-0.546	-0.53
OCB7	0.346	0.266	0.366	**0.843**	0.665	0.366	0.335	0.379	0.323	0.454	0.416	-0.588	-0.572
OCB9	0.431	0.327	0.459	0.687	**0.867**	0.361	0.303	0.257	0.311	0.461	0.452	-0.524	-0.556
OCB11	0.378	0.416	0.418	0.607	**0.834**	0.349	0.308	0.211	0.267	0.422	0.418	-0.529	-0.509
OCB12	0.422	0.394	0.459	0.66	**0.846**	0.343	0.334	0.289	0.385	0.44	0.482	-0.537	-0.582
OCB13	0.451	0.399	0.455	0.644	**0.859**	0.393	0.33	0.293	0.36	0.408	0.501	-0.556	-0.513
OCB14	0.424	0.375	0.435	0.628	**0.865**	0.344	0.298	0.245	0.3	0.425	0.545	-0.47	-0.534
OET1	0.136	0.174	0.24	0.308	0.249	**0.751**	0.173	0.176	0.179	0.298	0.245	-0.405	-0.346
OET2	0.297	0.269	0.308	0.285	0.391	**0.816**	0.125	0.11	0.124	0.304	0.44	-0.323	-0.336
OET3	0.231	0.283	0.308	0.314	0.352	**0.856**	0.199	0.169	0.223	0.241	0.345	-0.434	-0.388
OET4	0.283	0.203	0.252	0.3	0.346	**0.836**	0.12	0.109	0.074	0.271	0.352	-0.279	-0.309
OET5	0.349	0.186	0.31	0.346	0.353	**0.774**	0.148	0.122	0.101	0.24	0.346	-0.312	-0.316
OJ1	0.297	0.273	0.319	0.354	0.345	0.221	**0.829**	0.527	0.618	0.302	0.319	-0.384	-0.392
OJ2	0.266	0.173	0.238	0.325	0.317	0.199	**0.873**	0.554	0.591	0.357	0.272	-0.382	-0.41
OJ3	0.253	0.143	0.17	0.332	0.29	0.098	**0.891**	0.605	0.614	0.311	0.196	-0.355	-0.367
OJ4	0.199	0.139	0.199	0.314	0.306	0.141	**0.815**	0.721	0.619	0.243	0.145	-0.327	-0.407
OJ5	0.183	0.12	0.16	0.317	0.244	0.123	0.583	**0.831**	0.547	0.388	0.205	-0.364	-0.424
OJ6	0.176	0.121	0.167	0.355	0.266	0.15	0.614	**0.886**	0.601	0.356	0.192	-0.375	-0.414
OJ7	0.207	0.117	0.156	0.312	0.251	0.172	0.653	**0.907**	0.635	0.329	0.206	-0.337	-0.329
OJ8	0.209	0.077	0.278	0.364	0.288	0.143	0.593	**0.824**	0.641	0.378	0.2	-0.328	-0.326
OJ9	0.23	0.206	0.257	0.235	0.267	0.205	0.606	0.588	**0.819**	0.295	0.208	-0.37	-0.395
OJ10	0.28	0.306	0.329	0.344	0.376	0.143	0.666	0.643	**0.882**	0.317	0.251	-0.445	-0.404
OJ11	0.224	0.222	0.269	0.326	0.322	0.137	0.608	0.607	**0.887**	0.33	0.269	-0.406	-0.368
OJ12	0.251	0.225	0.315	0.32	0.326	0.118	0.549	0.548	**0.807**	0.308	0.238	-0.33	-0.297
OT1	0.352	0.259	0.35	0.365	0.376	0.244	0.391	0.392	0.35	**0.767**	0.347	-0.331	-0.47
OT2	0.498	0.294	0.46	0.481	0.409	0.252	0.263	0.335	0.268	**0.837**	0.386	-0.499	-0.459
OT3	0.361	0.266	0.418	0.383	0.413	0.301	0.218	0.343	0.329	**0.828**	0.402	-0.462	-0.398
OT4	0.463	0.371	0.448	0.386	0.472	0.301	0.316	0.331	0.284	**0.865**	0.438	-0.414	-0.433
OT5	0.479	0.287	0.403	0.451	0.433	0.296	0.304	0.352	0.312	**0.868**	0.414	-0.423	-0.443
POS1	0.359	0.268	0.407	0.351	0.465	0.341	0.19	0.167	0.186	0.429	**0.831**	-0.455	-0.389
POS2	0.367	0.261	0.348	0.345	0.466	0.389	0.247	0.226	0.251	0.412	**0.861**	-0.449	-0.46
POS3	0.355	0.298	0.297	0.358	0.471	0.409	0.242	0.171	0.239	0.37	**0.855**	-0.506	-0.402
POS4	0.385	0.219	0.302	0.434	0.503	0.337	0.239	0.197	0.256	0.401	**0.851**	-0.407	-0.388
POS5	0.39	0.277	0.366	0.404	0.497	0.355	0.238	0.234	0.284	0.43	**0.877**	-0.44	-0.369
WDB1	-0.398	-0.403	-0.457	-0.613	-0.531	-0.371	-0.398	-0.417	-0.458	-0.447	-0.496	**0.899**	0.641
WDB2	-0.381	-0.431	-0.462	-0.557	-0.518	-0.324	-0.429	-0.37	-0.426	-0.428	-0.475	**0.868**	0.633
WDB3	-0.374	-0.371	-0.425	-0.618	-0.554	-0.441	-0.369	-0.393	-0.411	-0.517	-0.461	**0.854**	0.661
WDB4	-0.35	-0.354	-0.382	-0.591	-0.526	-0.365	-0.282	-0.284	-0.285	-0.434	-0.412	**0.857**	0.602
WDB5	-0.377	-0.403	-0.416	-0.574	-0.525	-0.395	-0.356	-0.291	-0.402	-0.398	-0.441	**0.854**	0.591
WDB6	-0.312	-0.313	-0.381	-0.577	-0.573	-0.37	-0.415	-0.366	-0.36	-0.412	-0.421	0.668	**0.818**
WDB7	-0.29	-0.292	-0.362	-0.598	-0.578	-0.392	-0.375	-0.395	-0.365	-0.481	-0.435	0.612	**0.882**
WDB8	-0.313	-0.341	-0.406	-0.632	-0.529	-0.357	-0.323	-0.298	-0.327	-0.48	-0.435	0.627	**0.859**
WDB9	-0.242	-0.31	-0.364	-0.518	-0.481	-0.332	-0.39	-0.337	-0.36	-0.412	-0.294	0.509	**0.793**
WDB10	-0.246	-0.287	-0.327	-0.549	-0.487	-0.32	-0.442	-0.415	-0.407	-0.432	-0.378	0.611	**0.849**

Note: OT= Organizational Trust; OCB=Organizational Citizenship Behavior OC = Organizational Commitment OET=Organizational Ethical climate; OJ = Organizational Justice; WD=Workplace Deviance; POS= Perceived organizational Support