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**MODERATING EFFECT OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL JUSTICE, JOB AUTONOMY AND
ORGANIZATIONAL CYNICISM**



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ORGANIZATIONAL JUSTICE, JOB AUTONOMY AND
ORGANIZATIONAL CYNICISM**

By



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ABSTRAK

Sinisme organisasi dilihat sebagai sikap yang umum atau khusus yang dicirikan berdasarkan kekecewaan, kemarahan, serta kecenderungan untuk tidak mempercayai individu, kumpulan, dan organisasi. Isu ini bukan sahaja memberi masalah dan merugikan pekerja, tetapi juga kepada organisasi. Oleh itu, kajian ini dijalankan dengan memberi tumpuan kepada faktor-faktor yang mempengaruhi sinisme organisasi. Secara spesifiknya, objektif kajian ini adalah untuk mengkaji tahap sinisme organisasi dalam kalangan responden, di samping untuk mengkaji hubungan antara keadilan organisasi, autonomi perkerjaan dan sinisme organisasi. Kajian ini juga bertujuan untuk menganalisis budaya organisasi sebagai penyederhana antara keadilan organisasi, autonomi perkerjaan dan sinisme organisasi. Kajian ini telah menggunakan kaedah soal selidik, iaitu melalui pengagihan borang soal selidik kepada 504 orang Pegawai Imigresen dari Unit Keselamatan dan Pertahanan, Jabatan Imigresen Malaysia. Kaedah statistik seperti analisa faktor, ujian kebolehpercayaan, ujian hubung kait, analisis regresi berbilang dan analisis regresi hierarki berbilang telah digunakan untuk menganalisis data. Analisis regresi berbilang menunjukkan hubungan yang ketara antara keadilan organisasi dan autonomi perkerjaan, tetapi mempunyai hubung kait yang negatif ke atas sinisme organisasi. Manakala ujian penyederhana terhadap budaya organisasi pula telah mendedahkan bahawa budaya birokrasi menunjukkan kesan penyederhanaan yang ketara antara autonomi perkerjaan dan sinisme organisasi. Hasil kajian ini membuktikan bahawa kesan interaksi antara budaya birokrasi dan budaya inovasi adalah disokong sebahagiannya. Walau bagaimanapun, hasil kajian juga menunjukkan bahawa tidak ada kesan interaksi oleh budaya sokongan. Akhir sekali, kajian ini juga turut membincangkan tentang implikasi, batasan dan panduan bagi kajian seterusnya.

Kata kunci: Sinisme organisasi, keadilan organisasi, autonomi perkerjaan, budaya organisasi.

ABSTRACT

Organizational cynicism is viewed as a general or specific attitude that is characterized by frustration, anger and also a tendency to distrust individuals, groups and organizations. It is not only detrimental to employees but also to organizations. Hence, this study emphasized on the factors that influence organizational cynicism. Specifically, the objectives of the study were to investigate the level of organizational cynicism among the respondents, to examine the relationship between organizational justice, job autonomy and organizational cynicism, and to analyse the moderating effect of organizational culture on the relationship between organizational justice, job autonomy and organizational cynicism. This study utilized the survey method, through the distribution of questionnaires to a sample of 504 Immigration Officers from the Security and Defence Unit of the Immigration Department of Malaysia (IDM). Statistical techniques such as factor analysis, reliability test, correlation test, multiple regression and hierarchical regression analyses were employed in analysing the data. The multiple regression analysis indicated that organizational justice and job autonomy were significantly and negatively related to organizational cynicism. As for the moderating test of organizational culture, the study revealed that bureaucratic culture has a significant moderating effect on job autonomy and organizational cynicism. Meanwhile, innovative culture significantly moderated the relationship between interactional justice, job autonomy and organizational cynicism. This finding depicted that the interaction effects of bureaucratic culture and innovative culture are partially supported. On the other hand, the result showed no interaction effect on supportive culture. The implications, limitations and direction for the future study are also discussed.

Keywords: Organizational cynicism, organizational justice, job autonomy, organizational culture

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LIST OF ABBREVIATIONS

IDM	Immigration Department of Malaysia
SET Theory	Social Exchange Theory
PE Fit Theory	Person-Environment Fit Theory
KPISM	Kesatuan Perkhidmatan Imigresen Semenanjung Malaysia
CUEPACS	Congress of Union of Employees in the Public and Civil Services
BERNAMA	The Malaysian National News Agency



CHAPTER ONE

INTRODUCTION

This chapter discusses the background of the study in order to provide a general understanding regarding the investigated topic. In addition, this chapter also includes the discussions on the research gap that have been explained in the problem statement, together with the research questions, the research objectives and the research scope. Additionally, this chapter will also provide the significance of the research and definition of terms that will be used in the context of this research.

1.1 Background of the Study

Public sector in Malaysia has dealt with such rapid transformation in terms of its human capital development. The rapid change and vast development of the country have also brought major impact on the public service organization. Many initiatives have been introduced by the government such as the Government Transformation Program (GTP), whereby one of the main efforts of this program is focusing on the improvement of the Malaysia's public sector services (Government Transformation Program, 2010). Under this program, a model of public sector reform has been introduced and it is also touted as a policy of innovation that links governmental accountability and public service delivery more effectively than before. After several years of its implementation, it is claimed to have made significant improvement inroads in areas where some of the past reforms have found to be unsuccessful (Siddiquee, 2014). This kind improvement is important, as it also benefits the public servants who work to serve the organization, as

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Appendix A: Research Questionnaire

Questionnaire



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Responden yang dihormati,
Sukacita dimaklumkan bahawa tuan/puan telah dipilih untuk menyertai satu soal selidik berbentuk kajian ilmiah. Kajian ini dilakukan atas tujuan bagi mendapatkan maklumat berkenaan sikap, pendapat, tanggapan dan penilaian tuan/puan terhadap sendiri, pekerjaan dan organisasi anda bekerja.

Adalah amat dihargai sekiranya Tuan / Puan dapat meluangkan masa (lebih kurang 30 minit) untuk menjawab kesemua soalan kaji selidik.. Terdapat lima (5), bahagian di dalam borang kaji selidik ini.

Penyertaan Tuan/Puan dalam kaji selidik ini adalah secara sukarela serta tidak akan memberikan sebarang kesan ke atas sebarang aktiviti kerja dan rekod peribadi tuan. Kajian ini mengambil masa kurang 30 minit untuk menjawab kesemua soalan kaji selidik. Keputusan kajian serta segala maklumat yang diberi adalah sulit serta akan digunakan bagi tujuan kajian ini sahaja.

Akhir sekali, setinggi tinggi penghargaan diucapkan di atas kerjasama, masa dan usaha yang tuan/puan berikan

Yang benar,
Sarah Binti Shaharruddin.
Penuntut Program Doktor Falsafah (No Matrik:94257)
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BAHAGIAN A / SECTION A:

LATAR BELAKANG RESPONDEN / RESPONDENT BACKGROUND

Soalan-soalan di bawah adalah mengenai latar belakang anda. Sila tandakan (√) pada kotak

yang berkenaan

The below questions are about your background. Please tick (√) in the appropriate box.

1. Umur / Age

25 tahun dan ke bawah / 25 years old and below

26 hingga 35 tahun / 26 to 35 years old

36 hingga 45 tahun / 36 to 45 years old

46 hingga 55 tahun / 46 to 55 years old

56 tahun & ke atas / 56 years old & above

2. Jantina / Gender

Lelaki / Male

Perempuan / Female

3. Kumpulan Etnik / Race:

Melayu / *Malay*

Cina / *Chinese*

India / *Indian*

Lain-lain / Others (Sila nyatakan/ Please specify): _____

4. Taraf Perkahwinan / Marital Status

Bujang / *Single*

Berkahwin / *Married*

Telah berpisah / *Divorced*

Kematian pasangan / *Widowed*

5. Kelayakan Akademik / Academic Qualifications

Sekolah Menengah / *Secondary*

Diploma / *Diploma*

Degree / *Sarjana Muda*

Sarjana / *Master*

PhD / *Doktor Falsafah*

Lain-lain / Others (Sila nyatakan/ Please specify): _____

6. Tempoh Perkhidmatan / *Length of Service*

2 tahun dan ke bawah / *2 years and below*

6 hingga 8 tahun / *6 to 8 years*

3 hingga 5 tahun / *3 to 5 years*

More than 8 years / *Lebih 8 tahun*

7. Gred Jawaan / *Grade of Position*

KP48 Penguasa Imigresen KP48 <i>Immigration Enforcer</i>	
KP44 Penguasa Imigresen KP44 <i>Immigration Enforcer</i>	
KP41/42 Penguasa Imigresen KP41/42 <i>Immigration Enforcer</i>	
KP38 Penolong Penguasa Imigresen KP38 <i>Immigration Assistant Enforcer</i>	
KP32 Penolong Penguasa Imigresen KP32 <i>Immigration Assistant Enforcer</i>	
KP32/KP38 Penolong Penguasa Imigresen (ATASE) KP32/KP38 <i>Immigration Assistant Enforcer (ATASE)</i>	
KP27/KP32 Penolong Penguasa Imigresen KP27/KP32 <i>Immigration Assistant Enforcer</i>	
KP27/KP32 Penolong Penguasa Imigresen (ATASE) KP27/KP32 <i>Immigration Assistant Enforcer (ATASE)</i>	
KP26 Pegawai Imigresen KP26 <i>Immigration Officer</i>	
KP22 Pegawai Imigresen KP22 <i>Immigration Officer</i>	
KP17/22 Pegawai Imigresen KP17/22 <i>Immigration Officer</i>	

BAHAGIAN B / SECTION B:

SINISME DALAM ORGANISASI / ORGANIZATIONAL CYNICISM

Sila beri maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
<p>Sangat tidak Bersetuju / Strongly Disagree</p>	<p>Tidak Bersetuju/ Disagree</p>	<p>Neutral/ Neutral</p>	<p>Setuju / Agree</p>	<p>Sangat Bersetuju / Strongly Agree</p>

1	<p>Saya percaya organisasi saya mengatakan sesuatu perkara yang lain dan melakukan perkara yang lain</p> <p><i>I believe that my organization says one thing and does another</i></p>	1	2	3	4	5
2	<p>Polisi, matlamat dan amalan di organisasi saya mempunyai sedikit persamaan</p> <p><i>My organization's policies, goals, and practices seem to have little in common</i></p>	1	2	3	4	5

3	Apabila organisasi saya menyatakan akan melakukan sesuatu, saya berasa ragu ianya akan benar-benar berlaku <i>When my organization says it's going to do something, I wonder if it will really happen</i>	1	2	3	4	5
4	Organisasi saya mengharapkan satu perkara daripada pekerja tetapi memberikan ganjaran terhadap perkara lain <i>My organization expects one thing of its employees, but rewards another</i>	1	2	3	4	5
5	Saya melihat sedikit persamaan antara apa yang dikatakan akan dilakukan oleh organisasi dengan apa yang sebenarnya dilakukan <i>I see little similarity between what my organization says it will do and what it actually does</i>	1	2	3	4	5
6	Apabila memikirkan tentang organisasi, saya berasa terganggu <i>When I think about my organization, I experience aggravation</i>	1	2	3	4	5
7	Apabila saya memikirkan tentang organisasi, saya berasa marah <i>When I think about my organization I get angry</i>	1	2	3	4	5
8	Apabila saya memikirkan tentang organisasi, saya berasa tertekan <i>When I think about my organization, I get tension</i>	1	2	3	4	5
9	Apabila memikirkan tentang organisasi, saya berasa bimbang <i>When I think about my organization, I feel a sense of anxiety</i>	1	2	3	4	5
10	Saya mengadu tentang perkara yang berlaku dalam pekerjaan kepada rakan-rakan di luar institusi					

	<i>I complain about what is happening in the work to my friends beyond my institution</i>	1	2	3	4	5
11	Kami memandang antara satu sama lain antara rakan sekerja dengan pandangan yang bermakna apabila institusi dan para pekerja disebut <i>We look at each other in a meaningful way with my colleagues when my institution and its employees are mentioned</i>	1	2	3	4	5
12	Saya selalu berbincang dengan orang lain tentang cara sesuatu perkara dikendalikan dalam organisasi saya <i>I often talk to others about the ways things are run in my organization</i>	1	2	3	4	5
13	Saya mengkritik amalan dan dasar organisasi saya dengan orang lain <i>I criticize my organization practices and policies with others</i>	1	2	3	4	5
14	Saya dapati saya memperlekehkan slogan dan inisiatif organisasi <i>I find myself mocking my organization's slogans and initiatives</i>	1	2	3	4	5

BAHAGIAN C / SECTION C

KEADILAN DALAM ORGANISASI / ORGANIZATIONAL JUSTICE

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
<p>Sangat tidak Bersetuju <i>Strongly disagree</i></p>	<p>Tidak Bersetuju <i>Disagree</i></p>	<p>Neutral/ Neutral</p>	<p>Setuju <i>Agree</i></p>	<p>Sangat bersetuju <i>Strongly Agree</i></p>

1	<p>Saya diberikan ganjaran yang setimpal dengan tanggungjawab saya <i>I am fairly rewarded considering the responsibilities I have</i></p>	1	2	3	4	5
2	<p>Saya diberikan ganjaran yang setimpal dengan pengalaman yang saya miliki <i>I am fairly rewarded with the amount of experience I have</i></p>	1	2	3	4	5

3	Saya diberikan ganjaran yang setimpal dengan usaha saya <i>I am fairly rewarded for the amount of effort I put forth</i>	1	2	3	4	5
4	Saya diberikan ganjaran yang setimpal dengan tugas yang saya laksanakan dengan baik <i>I am fairly rewarded for the work that I have done well</i>	1	2	3	4	5
5	Saya diberikan ganjaran yang setimpal dengan tekanan dan bebanan kerja <i>I am fairly rewarded for the stressors and strains of my job</i>	1	2	3	4	5
6	Prosedur direka bentuk untuk mengumpulkan maklumat sahih yang diperlukan bagi membuat keputusan <i>The Procedures are designed to collect accurate information necessary for making decisions</i>	1	2	3	4	5
7	Prosedur organisasi direka bentuk untuk menyediakan peluang bagi mencabar keputusan <i>The organization procedures are designed to provide opportunities to challenge the decision</i>	1	2	3	4	5
8	Prosedur direka bentuk agar semua pihak terlibat dengan keputusan yang diwakili <i>The procedures are designed to have all sides affected by the decision represented</i>	1	2	3	4	5
9	Prosedur direka bentuk untuk menghasilkan piawaian yang membolehkan keputusan dibuat secara konsisten <i>The procedures are designed to generate standards so that decisions could be made with consistency</i>	1	2	3	4	5

10	<p>Prosedur direka bentuk untuk mendengar semua perkara yang terlibat dalam pembuatan keputusan</p> <p><i>The procedures are designed to hear the concerns of all those affected by the decision</i></p>	1	2	3	4	5
11	<p>Prosedur direka bentuk bagi menyediakan maklum balas yang berguna berkaitan keputusan yang dibuat</p> <p><i>The procedures are designed to provide useful feedback regarding the decision</i></p>	1	2	3	4	5
12	<p>Prosedur direka bentuk untuk pelaksanaan</p> <p><i>The procedures are designed to its implementation</i></p>	1	2	3	4	5
13	<p>Prosedur direka bentuk bagi membolehkan permintaan untuk mendapatkan penjelasan atau maklumat tambahan mengenai keputusan</p> <p><i>The procedures are designed to allow for requests for clarification or additional information about the decision</i></p>	1	2	3	4	5
14	<p>Organisasi sentiasa mempertimbangkan pandangan saya</p> <p><i>The organization always considered my viewpoint</i></p>	1	2	3	4	5
15	<p>Organisasi mampu untuk mengekang bias peribadi</p> <p><i>The organization was able to suppress personal biases</i></p>	1	2	3	4	5
16	<p>Organisasi menyediakan saya maklum balas tentang keputusan dan pelaksanaannya tepat pada waktunya</p> <p><i>The organization provided me with timely feedback about the decision and its implications</i></p>	1	2	3	4	5
17	<p>Organisasi melayan saya dengan baik dan bertimbang rasa</p>					

	<i>The organization treated me with kindness and consideration</i>	1	2	3	4	5
18	Organisasi menunjukkan keprihatinan terhadap hak saya sebagai pekerja <i>The organization showed concern for my rights as an employee</i>	1	2	3	4	5
19	Organisasi mengambil langkah untuk berurusan dengan saya dalam cara yang telus <i>The organization took steps to deal with me in a truthful manner</i>	1	2	3	4	5



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BAHAGIAN D / SECTION D:

AUTONOMI PEKERJAAN / JOB AUTONOMY

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

1	2	3	4	5
<p>Sangat tidak Bersetuju</p> <p><i>Strongly disagree</i></p>	<p>Tidak Bersetuju</p> <p><i>Disagree</i></p>	<p>Neutral/ Neutral</p>	<p>Setuju</p> <p><i>Agree</i></p>	<p>Sangat bersetuju</p> <p><i>Strongly Agree</i></p>

1	Pekerjaan saya memerlukan kemahiran yang tinggi <i>My job requires high level of skills</i>	1	2	3	4	5
2	Pekerjaan saya memerlukan saya belajar perkara baharu <i>My job requires me to learn new things</i>	1	2	3	4	5
3	Pekerjaan saya memerlukan tugas yang tidak berulang <i>My job requires non repetitive jobs</i>	1	2	3	4	5

4	Pekerjaan saya memerlukan kreativiti <i>My job requires creativity</i>	1	2	3	4	5
5	Tugas saya memberikan kebebasan untuk saya menentukan cara mengatur kerja <i>My job allows me freedom to decide how to organize my work</i>	1	2	3	4	5
6	Tugas saya membolehkan saya membuat keputusan sendiri <i>My job allow me to make decisions on my own</i>	1	2	3	4	5
7	Rakan sekerja amat membantu dalam menolong saya membuat keputusan sendiri <i>My colleagues are helpful in assisting in one's own decisions</i>	1	2	3	4	5
8	Saya dibenarkan untuk menyatakan apa yang berlaku <i>I am allowed to say over what had happened</i>	1	2	3	4	5

SECTION E / BAHAGIAN E:

BUDAYA ORGANISASI / ORGANIZATIONAL CULTURE

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<p>Sangat tidak Bersetuju</p> <p><i>Strongly disagree</i></p>	<p><i>Tidak Bersetuju</i></p> <p><i>Disagree</i></p>	<p>Neutral/ Neutral</p>	<p>Setuju</p> <p><i>Agree</i></p>	<p>Sangat Bersetuju</p> <p><i>Strongly Agree</i></p>

1	<p>Mekanisme kawalan yang ketat digunakan untuk menilai prestasi pekerja</p> <p><i>Strict control mechanisms are applied to evaluate the performance of employees</i></p>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
2	<p>Pekerja harus mematuhi peraturan dan prosedur khusus dalam menjalankan tugas</p>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

	<i>Employees must follow specific rules and procedures in performing tasks</i>					
3	Hukuman tegas dikenakan apabila pekerja mengabaikan peraturan dan prosedur kerja <i>Punishment is applied strictly when employees violate the working rules and procedures</i>	1	2	3	4	5
4	Pekerja harus berhubung antara satu sama lain melalui saluran yang formal <i>Employees must follow formal channels to communicate with one another</i>	1	2	3	4	5
5	Kedudukan autoriti adalah jelas dan khusus <i>Line of authority is clear and specified</i>	1	2	3	4	5
6	Tanggungjawab risiko dibenarkan semasa pekerja melaksanakan tugas <i>Risk-taking is permitted while employees are performing tasks</i>	1	2	3	4	5
7	Pengurusan atasan atasan menyediakan suasana organisasi yang menggalakkan inovasi <i>The top management provides organizational climate that fosters innovation</i>	1	2	3	4	5
8	Pengurusan atasan menggalakkan pekerja meneroka idea baharu bagi melaksanakan tugas dengan lebih baik <i>The top management encourage employees to initiate new ideas to perform tasks better</i>	1	2	3	4	5
9	Pekerja dibenarkan melaksanakan idea baharu bagi meningkatkan kualiti kerja	1	2	3	4	5

	<i>Employees are allowed to apply new ideas to enhance work quality</i>					
10	Dialog terbuka dan mesyuarat dijana oleh pekerja dari pelbagai unit bagi membangunkan idea-idea baharu <i>Open dialogues and meetings are set by employees from different units to develop new ideas</i>	1	2	3	4	5
11	Kami berkongsi aktiviti di masa lapang (contohnya: Aktiviti riadah, sukan, aktiviti kegagamaan dan lain lain) <i>We share social activities (Examples: Leisure, sports, religious activities)</i>	1	2	3	4	5
12	Kami saling membantu dalam menjalankan tugas <i>We help one another in performing tasks</i>	1	2	3	4	5
13	Pekerja bebas bertukar pendapat bagi meningkatkan kualiti tugas <i>There is a free exchange of opinions among employees to enhance task quality</i>	1	2	3	4	5
14	Kami saling mempercayai <i>We trust one another</i>	1	2	3	4	5
15	Kerja berpasukan disokong oleh pengurusan atasan dalam menjalankan tugas <i>Teamwork is supported by the top management in performing tasks</i>	1	2	3	4	5

Thank You

Terima Kasih

Appendix B: Factor Analysis

Factor Analysis on Cynicism

Correlation Matrix

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC12	OC13	OC14
Correlation OC1	1.000	-.156	.535	.520	.199	.488	.473	.479	.444	.242	.268	.387	.376
OC2	-.156	1.000	-.097	-.070	.207	-.126	-.168	-.166	-.136	-.164	-.090	-.262	-.259
OC3	.535	-.097	1.000	.520	.178	.474	.427	.438	.413	.236	.235	.339	.355
OC4	.520	-.070	.520	1.000	.342	.514	.425	.452	.487	.238	.317	.345	.329
OC5	.199	.207	.178	.342	1.000	.225	.121	.154	.139	.062	.167	.055	.082
OC6	.488	-.126	.474	.514	.225	1.000	.723	.749	.687	.323	.297	.427	.409
OC7	.473	-.168	.427	.425	.121	.723	1.000	.853	.747	.439	.342	.540	.542
OC8	.479	-.166	.438	.452	.154	.749	.853	1.000	.778	.421	.295	.518	.505
OC9	.444	-.136	.413	.487	.139	.687	.747	.778	1.000	.380	.326	.460	.448
OC10	.242	-.164	.236	.238	.062	.323	.439	.421	.380	1.000	.395	.500	.416
OC12	.268	-.090	.235	.317	.167	.297	.342	.295	.326	.395	1.000	.517	.336
OC13	.387	-.262	.339	.345	.055	.427	.540	.518	.460	.500	.517	1.000	.661
OC14	.376	-.259	.355	.329	.082	.409	.542	.505	.448	.416	.336	.661	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.900
Bartlett's Test of Sphericity	Approx. Chi-Square
	3316.576
	df
	78
	Sig.
	.000

Anti-image Matrices

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9	OC10	OC12	OC13	OC14
Anti-image OC1	.574	.054	-.164	-.117	-.035	-.027	-.020	-.014	.001	.024	-.009	-.029	-.019
Covariance OC2	.054	.855	-.015	.010	-.201	.013	-.011	.009	-.010	.027	-.019	.057	.075
OC3	-.164	-.015	.601	-.139	.012	-.051	-.003	-.006	.003	-.009	.007	-.003	-.042
OC4	-.117	.010	-.139	.534	-.158	-.059	.022	.004	-.070	.008	-.056	-.009	-.008
OC5	-.035	-.201	.012	-.158	.803	-.053	.025	-.017	.032	-.002	-.078	.044	-.028
OC6	-.027	.013	-.051	-.059	-.053	.358	-.054	-.068	-.053	.022	-.009	.001	.021
OC7	-.020	-.011	-.003	.022	.025	-.054	.226	-.110	-.050	-.029	-.023	-.012	-.049
OC8	-.014	.009	-.006	.004	-.017	-.068	-.110	.204	-.084	-.025	.044	-.023	-.004

	OC9	.001	-.010	.003	-.070	.032	-.053	-.050	-.084	.339	-.015	-.033	.007	-.006
	OC10	.024	.027	-.009	.008	-.002	.022	-.029	-.025	-.015	.678	-.120	-.096	-.041
	OC12	-.009	-.019	.007	-.056	-.078	-.009	-.023	.044	-.033	-.120	.668	-.177	.031
	OC13	-.029	.057	-.003	-.009	.044	.001	-.012	-.023	.007	-.096	-.177	.410	-.197
	OC14	-.019	.075	-.042	-.008	-.028	.021	-.049	-.004	-.006	-.041	.031	-.197	.496
Anti-image	OC1	.930 ^a	.078	-.278	-.212	-.052	-.060	-.056	-.040	.001	.038	-.014	-.060	-.035
Correlation	OC2	.078	.788 ^a	-.021	.015	-.243	.023	-.025	.020	-.018	.036	-.026	.096	.116
	OC3	-.278	-.021	.916 ^a	-.245	.018	-.111	-.007	-.017	.007	-.013	.010	-.007	-.078
	OC4	-.212	.015	-.245	.897 ^a	-.241	-.136	.063	.013	-.164	.014	-.095	-.020	-.015
	OC5	-.052	-.243	.018	-.241	.707 ^a	-.099	.058	-.042	.061	-.003	-.107	.076	-.045
	OC6	-.060	.023	-.111	-.136	-.099	.944 ^a	-.192	-.251	-.151	.045	-.019	.002	.050
	OC7	-.056	-.025	-.007	.063	.058	-.192	.899 ^a	-.513	-.179	-.073	-.059	-.038	-.145
	OC8	-.040	.020	-.017	.013	-.042	-.251	-.513	.880 ^a	-.318	-.068	.118	-.081	-.011
	OC9	.001	-.018	.007	-.164	.061	-.151	-.179	-.318	.938 ^a	-.032	-.068	.018	-.015
	OC10	.038	.036	-.013	.014	-.003	.045	-.073	-.068	-.032	.942 ^a	-.179	-.182	-.071
	OC12	-.014	-.026	.010	-.095	-.107	-.019	-.059	.118	-.068	-.179	.861 ^a	-.339	.054
	OC13	-.060	.096	-.007	-.020	.076	.002	-.038	-.081	.018	-.182	-.339	.866 ^a	-.436
	OC14	-.035	.116	-.078	-.015	-.045	.050	-.145	-.011	-.015	-.071	.054	-.436	.895 ^a

a. Measures of Sampling Adequacy(MSA)

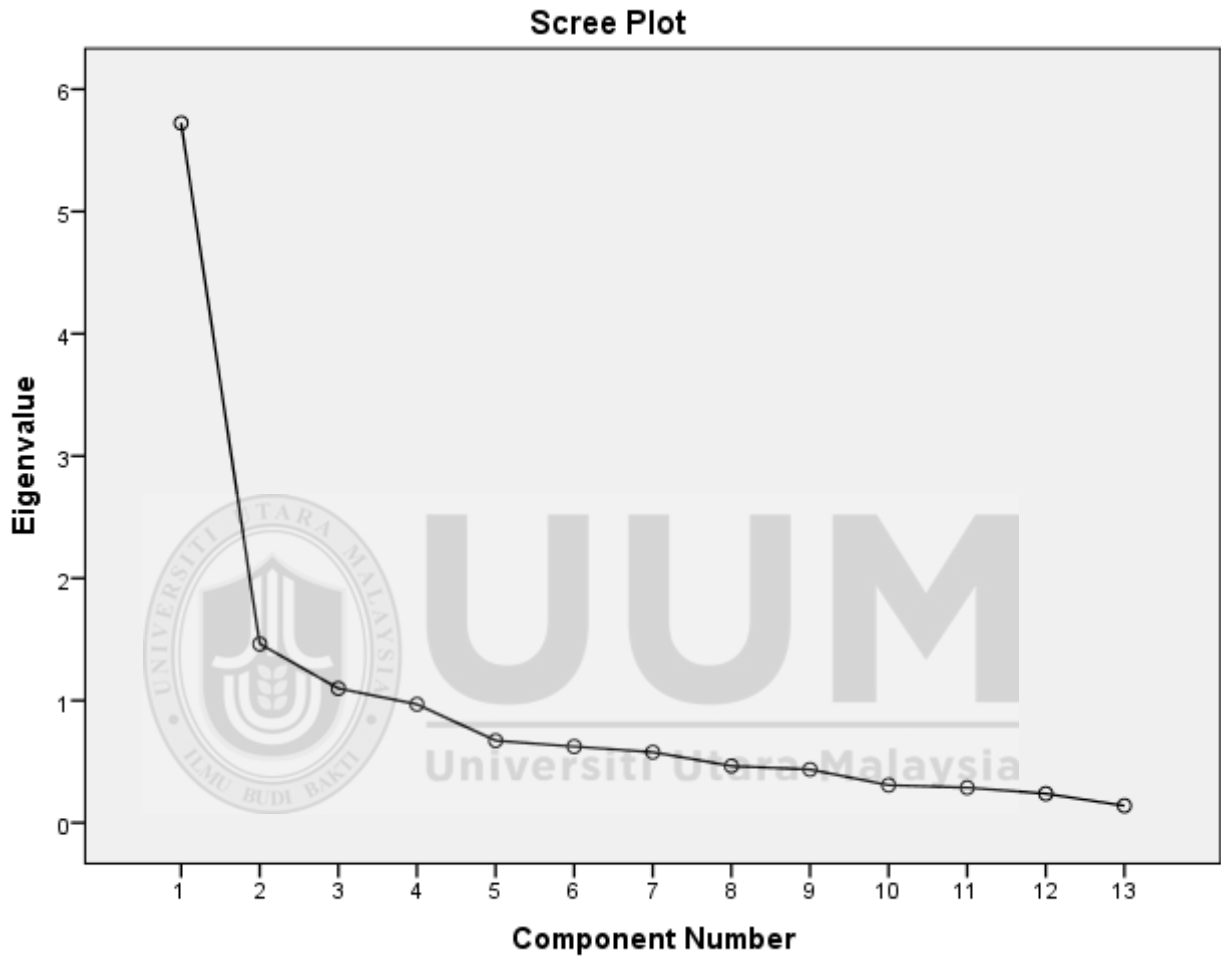
Communalities

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.724	44.029	44.029	5.724	44.029	44.029	4.390	33.770	33.770
2	1.463	11.251	55.280	1.463	11.251	55.280	2.546	19.587	53.357
3	1.099	8.452	63.732	1.099	8.452	63.732	1.349	10.375	63.732
4	.969	7.454	71.186						
5	.672	5.172	76.358						
6	.623	4.794	81.152						
7	.578	4.445	85.596						
8	.464	3.572	89.168						
9	.436	3.356	92.523						

10	.308	2.368	94.891					
11	.287	2.209	97.100					
12	.238	1.829	98.929					
13	.139	1.071	100.000					

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component		
	1	2	3
OC8	.855		
OC7	.854		
OC9	.808		
OC6	.801		
OC13	.719	-.375	
OC14	.687	-.316	
OC1	.665		
OC4	.657	.396	
OC3	.627		
OC10	.566	-.339	.333
OC5		.652	.423
OC2		.586	
OC12	.523		.611

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OC8	.848		
OC6	.841		
OC7	.807	.327	
OC9	.806		
OC1	.654		
OC3	.638		
OC4	.632		.381
OC12		.778	
OC13	.356	.776	
OC10		.699	
OC14	.417	.623	
OC5			.780
OC2			.616

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

Factor Analysis on Organizational Justice

Correlation Matrix

	OJ1	OJ2	OJ3	OJ4	OJ5	OJ6	OJ7	OJ8	OJ9	OJ10	OJ11	OJ12	OJ13	OJ14	OJ15	OJ16	OJ17	OJ18	OJ19
OJ1	1.000	.823	.814	.747	.728	.378	.246	.283	.295	.374	.326	.255	.237	.443	.394	.439	.487	.519	.432
OJ2	.823	1.000	.850	.805	.750	.380	.232	.269	.309	.332	.320	.284	.275	.464	.376	.436	.480	.494	.488
OJ3	.814	.850	1.000	.815	.778	.389	.195	.247	.246	.275	.293	.243	.232	.492	.393	.437	.484	.532	.498
OJ4	.747	.805	.815	1.000	.784	.394	.229	.280	.344	.344	.345	.298	.271	.431	.356	.408	.414	.466	.439
OJ5	.728	.750	.778	.784	1.000	.317	.240	.274	.280	.358	.325	.285	.264	.497	.393	.492	.467	.508	.481
OJ6	.378	.380	.389	.394	.317	1.000	.343	.486	.481	.480	.486	.514	.462	.358	.319	.300	.382	.428	.387
OJ7	.246	.232	.195	.229	.240	.343	1.000	.460	.303	.310	.248	.245	.286	.284	.276	.323	.193	.298	.223
OJ8	.283	.269	.247	.280	.274	.486	.460	1.000	.648	.550	.556	.575	.479	.380	.301	.364	.332	.377	.326
OJ9	.295	.309	.246	.344	.280	.481	.303	.648	1.000	.737	.712	.643	.601	.373	.274	.369	.391	.349	.328
OJ10	.374	.332	.275	.344	.358	.480	.310	.550	.737	1.000	.777	.613	.603	.423	.338	.437	.457	.435	.378
OJ11	.326	.320	.293	.345	.325	.486	.248	.556	.712	.777	1.000	.709	.695	.437	.295	.420	.439	.410	.408
OJ12	.255	.284	.243	.298	.285	.514	.245	.575	.643	.613	.709	1.000	.672	.405	.269	.395	.429	.371	.415
OJ13	.237	.275	.232	.271	.264	.462	.286	.479	.601	.603	.695	.672	1.000	.437	.305	.418	.429	.379	.404
OJ14	.443	.464	.492	.431	.497	.358	.284	.380	.373	.423	.437	.405	.437	1.000	.573	.660	.554	.580	.570
OJ15	.394	.376	.393	.356	.393	.319	.276	.301	.274	.338	.295	.269	.305	.573	1.000	.554	.442	.517	.473
OJ16	.439	.436	.437	.408	.492	.300	.323	.364	.369	.437	.420	.395	.418	.660	.554	1.000	.541	.572	.544
OJ17	.487	.480	.484	.414	.467	.382	.193	.332	.391	.457	.439	.429	.429	.554	.442	.541	1.000	.755	.697
OJ18	.519	.494	.532	.466	.508	.428	.298	.377	.349	.435	.410	.371	.379	.580	.517	.572	.755	1.000	.748
OJ19	.432	.488	.498	.439	.481	.387	.223	.326	.328	.378	.408	.415	.404	.570	.473	.544	.697	.748	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.934
Bartlett's Test of Sphericity Approx. Chi-Square	7265.542
df	171
Sig.	.000

Anti-image Matrices

		OJ1	OJ2	OJ3	OJ4	OJ5	OJ6	OJ7	OJ8	OJ9	OJ10	OJ11	OJ12	OJ13	OJ14	OJ15	OJ16	OJ17	OJ18	OJ19
Anti-image Covariance	OJ1	.243	-.078	-.057	-.013	-.026	-.008	-.016	-.009	.014	-.039	-.002	.013	.025	.019	-.020	-.010	-.025	-.023	.043
	OJ2	-.078	.199	-.063	-.051	-.015	.003	-.015	.011	-.015	.003	.011	-.005	-.014	-.001	.006	-.001	-.012	.023	-.030
	OJ3	-.057	-.063	.177	-.055	-.044	-.038	.032	-.007	.013	.034	-.013	.014	.005	-.032	.000	.008	-.004	-.014	-.009
	OJ4	-.013	-.051	-.055	.238	-.092	-.027	-.006	.019	-.042	.011	-.008	-.005	.005	.014	-.004	.008	.027	-.006	.001
	OJ5	-.026	-.015	-.044	-.092	.287	.048	-.017	-.008	.028	-.035	.009	-.012	.006	-.023	.006	-.041	-.002	-.001	-.012
	OJ6	-.008	.003	-.038	-.027	.048	.564	-.087	-.055	-.013	-.028	-.002	-.079	-.037	.005	-.037	.060	.008	-.036	-.011
	OJ7	-.016	-.015	.032	-.006	-.017	-.087	.705	-.171	.013	-.024	.040	.043	-.050	-.006	-.025	-.063	.053	-.039	.013
	OJ8	-.009	.011	-.007	.019	-.008	-.055	-.171	.450	-.126	.006	-.016	-.080	.022	-.020	-.011	.001	.025	-.028	.008
	OJ9	.014	-.015	.013	-.042	.028	-.013	.013	-.126	.322	-.106	-.040	-.035	-.032	.002	.005	-.002	-.022	.017	.012
	OJ10	-.039	.003	.034	.011	-.035	-.028	-.024	.006	-.106	.292	-.120	.003	-.008	.003	-.021	-.014	-.020	-.017	.022
	OJ11	-.002	.011	-.013	-.008	.009	-.002	.040	-.016	-.040	-.120	.269	-.077	-.089	-.015	.022	-.004	.011	-.002	-.013
	OJ12	.013	-.005	.014	-.005	-.012	-.079	.043	-.080	-.035	.003	-.077	.371	-.101	-.003	.022	-.020	-.028	.028	-.035
	OJ13	.025	-.014	.005	.005	.006	-.037	-.050	.022	-.032	-.008	-.089	-.101	.417	-.033	-.008	-.022	-.025	.012	-.012
	OJ14	.019	-.001	-.032	.014	-.023	.005	-.006	-.020	.002	.003	-.015	-.003	-.033	.424	-.118	-.133	-.024	-.012	-.032
	OJ15	-.020	.006	.000	-.004	.006	-.037	-.025	-.011	.005	-.021	.022	.022	-.008	-.118	.575	-.103	.012	-.041	-.026
	OJ16	-.010	-.001	.008	.008	-.041	.060	-.063	.001	-.002	-.014	-.004	-.020	-.022	-.133	-.103	.443	-.024	-.026	-.023
	OJ17	-.025	-.012	-.004	.027	-.002	.008	.053	.025	-.022	-.020	.011	-.028	-.025	-.024	.012	-.024	.347	-.129	-.079
	OJ18	-.023	.023	-.014	-.006	-.001	-.036	-.039	-.028	.017	-.017	-.002	.028	.012	-.012	-.041	-.026	-.129	.286	-.124
	OJ19	.043	-.030	-.009	.001	-.012	-.011	.013	.008	.012	.022	-.013	-.035	-.012	-.032	-.026	-.023	-.079	-.124	.355
Anti-image Correlation	OJ1	.937 ^a	-.357	-.277	-.052	-.097	-.022	-.038	-.027	.048	-.147	-.009	.042	.077	.058	-.054	-.031	-.087	-.086	.148
	OJ2	-.357	.932 ^a	-.335	-.236	-.062	.010	-.041	.035	-.059	.012	.049	-.018	-.049	-.004	.018	-.004	-.045	.098	-.112
	OJ3	-.277	-.335	.924 ^a	-.271	-.194	-.121	.091	-.025	.055	.151	-.061	.055	.019	-.116	.001	.028	-.014	-.062	-.037
	OJ4	-.052	-.236	-.271	.935 ^a	-.351	-.073	-.016	.059	-.152	.040	-.031	-.017	.017	.045	-.012	.025	.095	-.022	.002
	OJ5	-.097	-.062	-.194	-.351	.949 ^a	.120	-.037	-.022	.094	-.121	.032	-.037	.018	-.066	.015	-.116	-.007	-.004	-.039
	OJ6	-.022	.010	-.121	-.073	.120	.957 ^a	-.138	-.108	-.030	-.070	-.005	-.172	-.077	.011	-.064	.121	.017	-.091	-.025
	OJ7	-.038	-.041	.091	-.016	-.037	-.138	.884 ^a	-.304	.026	-.052	.092	.084	-.093	-.011	-.039	-.114	.106	-.087	.027
	OJ8	-.027	.035	-.025	.059	-.022	-.108	-.304	.919 ^a	-.331	.017	-.046	-.195	.052	-.045	-.021	.002	.064	-.078	.019
	OJ9	.048	-.059	.055	-.152	.094	-.030	.026	-.331	.922 ^a	-.346	-.138	-.100	-.088	.005	.012	-.005	-.064	.057	.037
	OJ10	-.147	.012	.151	.040	-.121	-.070	-.052	.017	-.346	.914 ^a	-.429	.010	-.024	.008	-.050	-.039	-.062	-.060	.067
	OJ11	-.009	.049	-.061	-.031	.032	-.005	.092	-.046	-.138	-.429	.921 ^a	-.244	-.266	-.045	.057	-.011	.035	-.006	-.042
	OJ12	.042	-.018	.055	-.017	-.037	-.172	.084	-.195	-.100	.010	-.244	.937 ^a	-.258	-.008	.048	-.049	-.077	.085	-.095
	OJ13	.077	-.049	.019	.017	.018	-.077	-.093	.052	-.088	-.024	-.266	-.258	.949 ^a	-.079	-.016	-.051	-.067	.036	-.031
	OJ14	.058	-.004	-.116	.045	-.066	.011	-.011	-.045	.005	.008	-.045	-.008	-.079	.953 ^a	-.240	-.308	-.063	-.035	-.082
	OJ15	-.054	.018	.001	-.012	.015	-.064	-.039	-.021	.012	-.050	.057	.048	-.016	-.240	.955 ^a	-.204	.026	-.102	-.058
	OJ16	-.031	-.004	.028	.025	-.116	.121	-.114	.002	-.005	-.039	-.011	-.049	-.051	-.308	-.204	.950 ^a	-.061	-.073	-.058
	OJ17	-.087	-.045	-.014	.095	-.007	.017	.106	.064	-.064	-.062	.035	-.077	-.067	-.063	.026	-.061	.936 ^a	-.411	-.224
	OJ18	-.086	.098	-.062	-.022	-.004	-.091	-.087	-.078	.057	-.060	-.006	.085	.036	-.035	-.102	-.073	-.411	.919 ^a	-.390
	OJ19	.148	-.112	-.037	.002	-.039	-.025	.027	.019	.037	.067	-.042	-.095	-.031	-.082	-.058	-.058	-.224	-.390	.937 ^a

a. Measures of Sampling Adequacy (MSA)

Communalities

	Initial	Extraction
OJ1	1.000	.814
OJ2	1.000	.860
OJ3	1.000	.880
OJ4	1.000	.839
OJ5	1.000	.774
OJ6	1.000	.474
OJ7	1.000	.211
OJ8	1.000	.589
OJ9	1.000	.753
OJ10	1.000	.716
OJ11	1.000	.762
OJ12	1.000	.694
OJ13	1.000	.645
OJ14	1.000	.652
OJ15	1.000	.539
OJ16	1.000	.634
OJ17	1.000	.674
OJ18	1.000	.746
OJ19	1.000	.698

Extraction Method: Principal Component Analysis.

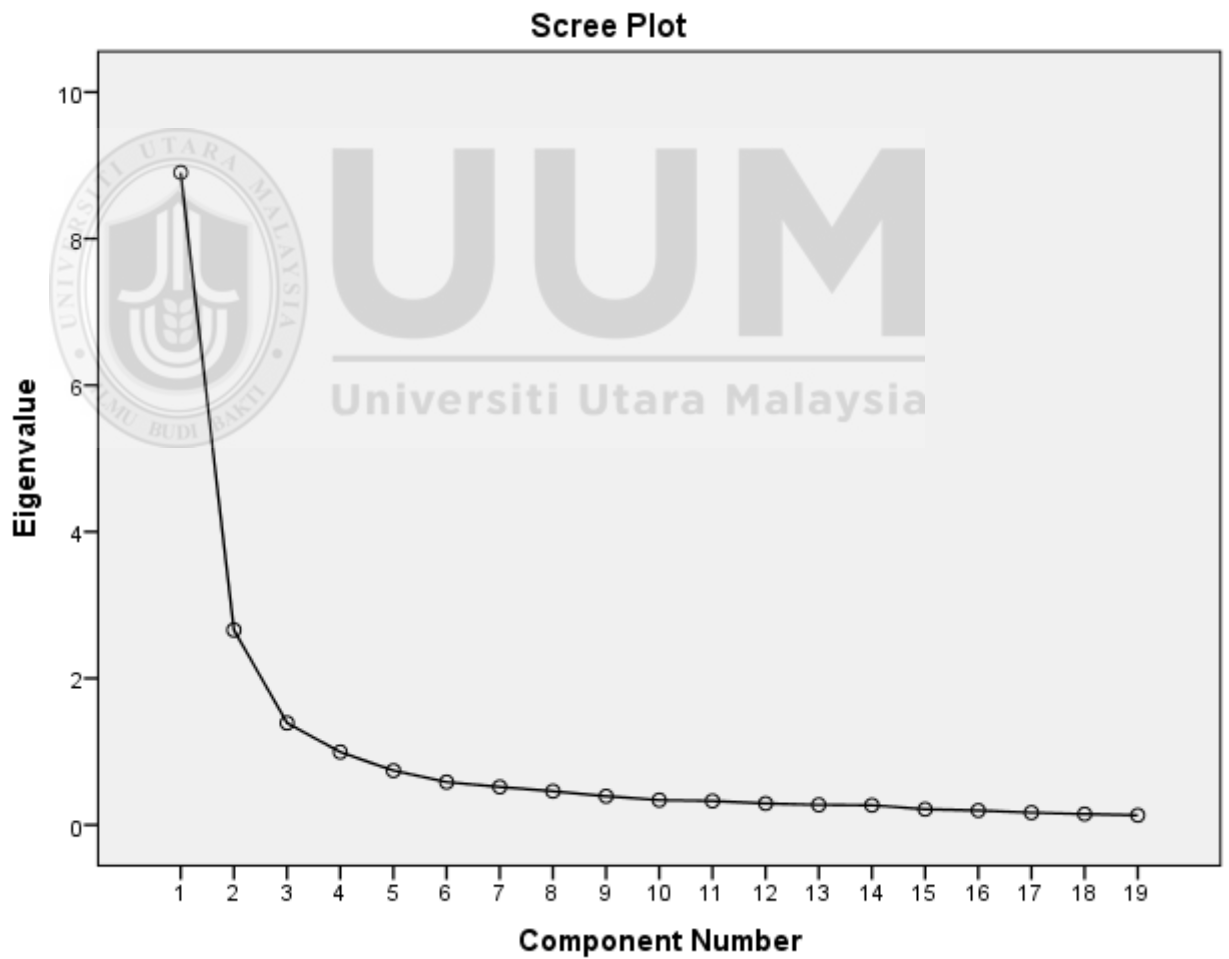


Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.902	46.852	46.852	8.902	46.852	46.852	4.839	25.469	25.469
2	2.659	13.997	60.850	2.659	13.997	60.850	4.228	22.251	47.720
3	1.391	7.321	68.171	1.391	7.321	68.171	3.886	20.451	68.171
4	.994	5.234	73.405						
5	.741	3.900	77.305						
6	.584	3.075	80.380						
7	.518	2.725	83.105						
8	.459	2.418	85.523						

9	.392	2.065	87.588						
10	.339	1.783	89.371						
11	.327	1.721	91.091						
12	.293	1.540	92.631						
13	.274	1.441	94.072						
14	.269	1.416	95.488						
15	.213	1.119	96.607						
16	.197	1.039	97.646						
17	.168	.882	98.528						
18	.148	.779	99.307						
19	.132	.693	100.000						

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component		
	1	2	3
OJ18	.760		-.391
OJ2	.736	-.491	
OJ17	.734		-.362
OJ14	.727		-.348
OJ3	.726	-.550	
OJ5	.724	-.460	
OJ1	.724	-.472	
OJ19	.722		-.406
OJ4	.720	-.448	.347
OJ10	.706	.443	
OJ11	.705	.489	
OJ16	.705		-.367
OJ9	.661	.509	
OJ12	.657	.499	
OJ13	.643	.480	
OJ6	.630		
OJ8	.615	.434	
OJ15	.603		-.408
OJ7	.430		

Extraction Method: Principal Component
Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OJ9	.848		
OJ11	.835		
OJ12	.799		
OJ10	.798		
OJ13	.749		
OJ8	.737		
OJ6	.595		
OJ7	.386		
OJ3		.879	.309
OJ2		.871	
OJ4		.869	
OJ1		.843	
OJ5		.802	.321
OJ18		.308	.768
OJ19			.757
OJ17			.722
OJ16			.706
OJ14			.706
OJ15			.688

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 5 iterations.

Factor Analysis on Job Autonomy

Correlation Matrix

		JA1	JA2	JA3	JA4	JA5	JA6	JA7	JA8
Correlation	JA1	1.000	.425	.254	.488	.237	.104	.193	.146
	JA2	.425	1.000	.057	.391	.134	-.008	.146	.062
	JA3	.254	.057	1.000	.304	.302	.252	.167	.154
	JA4	.488	.391	.304	1.000	.395	.243	.275	.185
	JA5	.237	.134	.302	.395	1.000	.481	.338	.411
	JA6	.104	-.008	.252	.243	.481	1.000	.365	.382
	JA7	.193	.146	.167	.275	.338	.365	1.000	.335
	JA8	.146	.062	.154	.185	.411	.382	.335	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.778
Bartlett's Test of Sphericity	Approx. Chi-Square
	826.314
	df
	28
	Sig.
	.000

Anti-Image Matrices

		JA1	JA2	JA3	JA4	JA5	JA6	JA7	JA8
Anti-image	JA1	.676	-.211	-.111	-.199	-.015	.032	-.028	-.034
Covariance	JA2	-.211	.755	.076	-.167	-.009	.076	-.049	.003
	JA3	-.111	.076	.835	-.107	-.094	-.080	-.008	.005
	JA4	-.199	-.167	-.107	.616	-.132	-.042	-.062	.022
	JA5	-.015	-.009	-.094	-.132	.622	-.195	-.061	-.162
	JA6	.032	.076	-.080	-.042	-.195	.677	-.148	-.133
	JA7	-.028	-.049	-.008	-.062	-.061	-.148	.780	-.138
	JA8	-.034	.003	.005	.022	-.162	-.133	-.138	.759
	Anti-image	JA1	.743 ^a	-.296	-.147	-.308	-.023	.047	-.039
Correlation	JA2	-.296	.688 ^a	.096	-.245	-.013	.106	-.064	.004
	JA3	-.147	.096	.818 ^a	-.149	-.131	-.106	-.010	.006
	JA4	-.308	-.245	-.149	.774 ^a	-.214	-.065	-.090	.032
	JA5	-.023	-.013	-.131	-.214	.794 ^a	-.300	-.087	-.236
	JA6	.047	.106	-.106	-.065	-.300	.767 ^a	-.203	-.186
	JA7	-.039	-.064	-.010	-.090	-.087	-.203	.846 ^a	-.179
	JA8	-.047	.004	.006	.032	-.236	-.186	-.179	.802 ^a

a. Measures of Sampling Adequacy(MSA)

Communalities

	Initial	Extraction
JA1	1.000	.656
JA2	1.000	.619
JA3	1.000	.261
JA4	1.000	.641
JA5	1.000	.601
JA6	1.000	.628
JA7	1.000	.409
JA8	1.000	.489

Extraction Method: Principal

Component Analysis.

Total Variance Explained

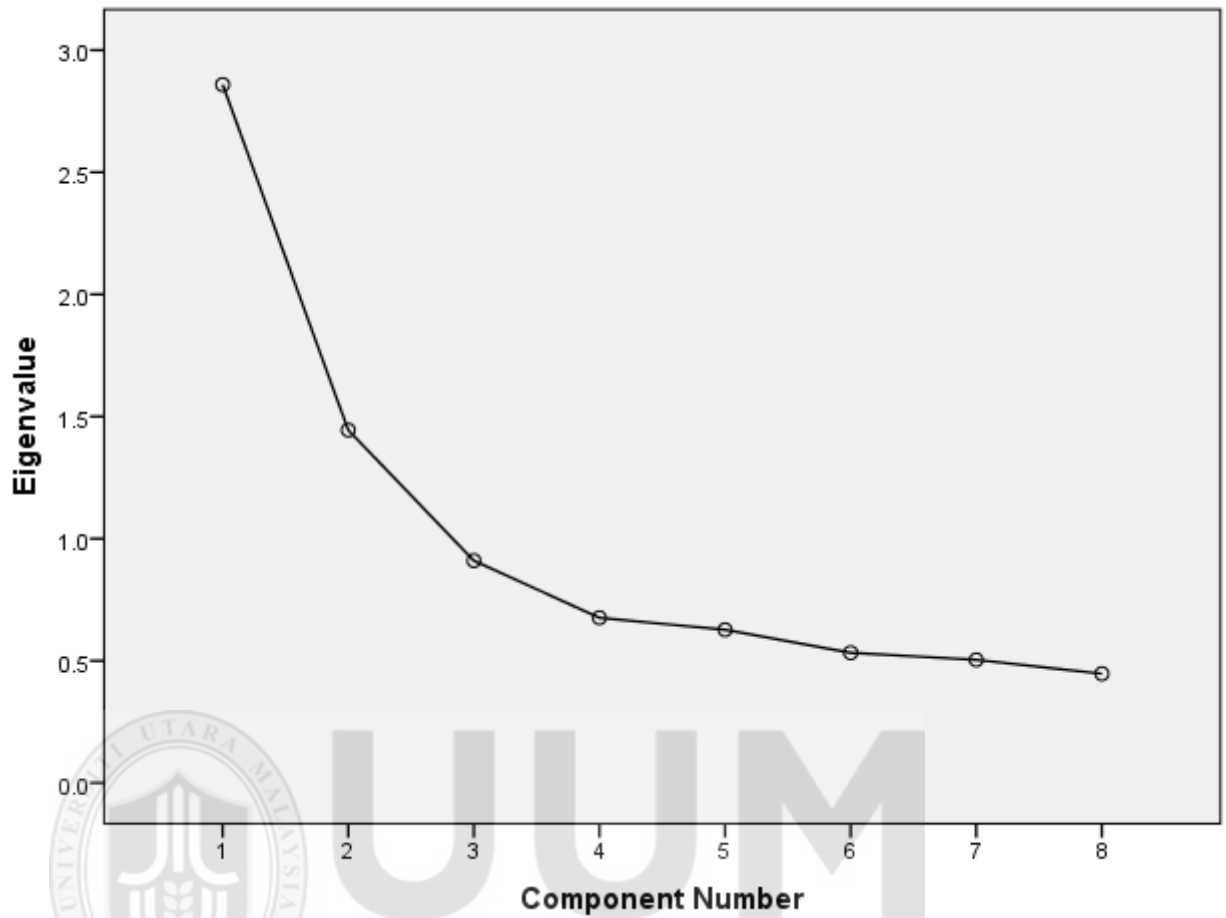
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.859	35.734	35.734	2.859	35.734	35.734	2.361	29.518	29.518
2	1.444	18.055	53.789	1.444	18.055	53.789	1.942	24.271	53.789
3	.910	11.373	65.162						
4	.676	8.451	73.613						
5	.627	7.836	81.450						
6	.533	6.662	88.111						
7	.504	6.298	94.409						
8	.447	5.591	100.000						

Extraction Method: Principal Component Analysis.



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Component Matrix^a

	Component	
	1	2
OCL8	.812	-.449
OCL7	.797	-.379
OCL9	.772	-.433
OCL15	.764	
OCL13	.740	
OCL14	.717	.430
OCL12	.681	.504

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Factor Analysis on Organizational Culture

Correlation Matrix

	OCL1	OCL2	OCL3	OCL4	OCL5	OCL6	OCL7	OCL8	OCL9	OCL10	OCL11	OCL12	OCL13	OCL14	OCL15	
Correlation	OCL1	1.000	.468	.432	.290	.320	.272	.404	.388	.293	.277	.236	.238	.205	.269	.360
	OCL2	.468	1.000	.418	.310	.342	.198	.332	.321	.283	.308	.367	.391	.283	.345	.372
	OCL3	.432	.418	1.000	.291	.323	.246	.303	.280	.274	.271	.264	.298	.222	.232	.262
	OCL4	.290	.310	.291	1.000	.388	.212	.293	.215	.243	.278	.223	.305	.237	.290	.264
	OCL5	.320	.342	.323	.388	1.000	.305	.318	.252	.198	.220	.205	.317	.286	.290	.319
	OCL6	.272	.198	.246	.212	.305	1.000	.287	.193	.221	.180	.121	.098	.124	.126	.199
	OCL7	.404	.332	.303	.293	.318	.287	1.000	.757	.643	.586	.424	.359	.485	.411	.500
	OCL8	.388	.321	.280	.215	.252	.193	.757	1.000	.752	.611	.448	.371	.444	.393	.509
	OCL9	.293	.283	.274	.243	.198	.221	.643	.752	1.000	.614	.454	.333	.451	.382	.469
	OCL10	.277	.308	.271	.278	.220	.180	.586	.611	.614	1.000	.425	.345	.384	.313	.402
	OCL11	.236	.367	.264	.223	.205	.121	.424	.448	.454	.425	1.000	.524	.525	.439	.433
	OCL12	.238	.391	.298	.305	.317	.098	.359	.371	.333	.345	.524	1.000	.567	.553	.502
	OCL13	.205	.283	.222	.237	.286	.124	.485	.444	.451	.384	.525	.567	1.000	.518	.481
	OCL14	.269	.345	.232	.290	.290	.126	.411	.393	.382	.313	.439	.553	.518	1.000	.588
	OCL15	.360	.372	.262	.264	.319	.199	.500	.509	.469	.402	.433	.502	.481	.588	1.000
Sig. (1-tailed)	OCL1	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL2	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL3	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL4	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL5	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL6	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.003	.014	.003	.002	.000
	OCL7	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL8	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL9	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL10	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL11	.000	.000	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL12	.000	.000	.000	.000	.000	.014	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL13	.000	.000	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL14	.000	.000	.000	.000	.000	.002	.000	.000	.000	.000	.000	.000	.000	.000	.000
	OCL15	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

Communalities

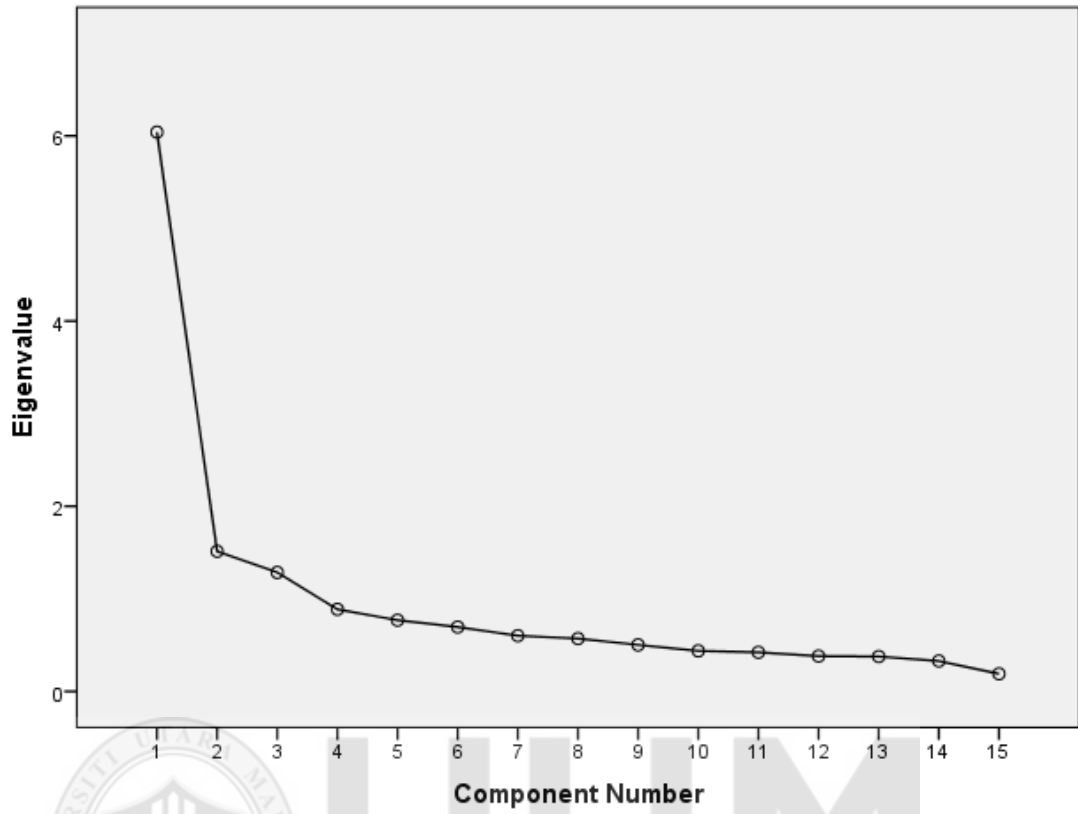
	Initial	Extraction
OCL1	1.000	.537
OCL2	1.000	.502
OCL3	1.000	.480
OCL4	1.000	.393
OCL5	1.000	.492
OCL6	1.000	.405
OCL7	1.000	.745
OCL8	1.000	.815
OCL9	1.000	.767
OCL10	1.000	.622
OCL11	1.000	.548
OCL12	1.000	.707
OCL13	1.000	.630
OCL14	1.000	.630
OCL15	1.000	.565

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.040	40.268	40.268	6.040	40.268	40.268	3.123	20.819	20.819
2	1.513	10.089	50.357	1.513	10.089	50.357	3.055	20.368	41.187
3	1.285	8.568	58.924	1.285	8.568	58.924	2.661	17.737	58.924
4	.887	5.910	64.835						
5	.769	5.127	69.962						
6	.696	4.638	74.600						
7	.601	4.008	78.609						
8	.570	3.803	82.412						
9	.503	3.351	85.762						
10	.438	2.918	88.680						
11	.422	2.813	91.493						
12	.381	2.539	94.032						
13	.377	2.513	96.546						
14	.328	2.188	98.734						
15	.190	1.266	100.000						

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Component Matrix^a

	Component		
	1	2	3
OCL7	.777		.338
OCL8	.769		.372
OCL9	.731	-.320	.360
OCL15	.724		
OCL10	.681		.321
OCL13	.680		-.314
OCL12	.668		-.506
OCL14	.666		-.418
OCL11	.664		
OCL2	.592	.370	
OCL1	.556	.435	
OCL3	.512	.462	
OCL5	.504	.476	
OCL4	.480	.390	
OCL6	.350	.420	.326

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Rotated Component Matrix^a

	Component		
	1	2	3
OCL8	.844		
OCL9	.826		
OCL7	.771		
OCL10	.732		
OCL12		.805	
OCL14		.747	
OCL13	.329	.718	
OCL11	.357	.639	
OCL15	.374	.597	
OCL1			.674
OCL3			.661
OCL5			.650
OCL2		.355	.602
OCL6			.572
OCL4			.566

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 5 iterations.

Appendix C: Reliability Test

Reliability Test on Organizational Cynicism

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.860	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OC1	32.87	59.607	.582	.426	.856
OC2	32.23	72.853	-.189	.145	.893
OC3	32.69	61.015	.554	.399	.857
OC4	32.54	60.038	.603	.466	.855
OC5	32.41	66.433	.249	.197	.872
OC6	33.00	57.451	.728	.642	.847
OC7	33.21	56.720	.773	.774	.844
OC8	33.22	57.097	.776	.796	.844
OC9	33.05	56.970	.726	.661	.846
OC10	33.22	61.613	.474	.322	.862
OC12	32.75	61.825	.458	.332	.863
OC13	33.31	59.739	.622	.590	.853
OC14	33.58	60.957	.581	.504	.856

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.67	70.749	8.411	13

Reliability Test on Organizational Justice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.936	.936	19

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OJ1	58.99	117.799	.691	.757	.932
OJ2	58.97	117.600	.705	.801	.931
OJ3	58.99	117.895	.694	.823	.932
OJ4	58.90	118.696	.688	.762	.932
OJ5	59.15	118.256	.691	.713	.932
OJ6	58.60	123.072	.583	.436	.934
OJ7	59.02	126.182	.389	.295	.937
OJ8	58.73	123.677	.567	.550	.934
OJ9	58.64	122.269	.606	.678	.933
OJ10	58.70	120.990	.654	.708	.932
OJ11	58.60	121.819	.652	.731	.932
OJ12	58.47	123.140	.601	.629	.933
OJ13	58.59	123.101	.587	.583	.934
OJ14	59.05	119.803	.684	.576	.932
OJ15	59.10	122.628	.557	.425	.934
OJ16	59.07	120.003	.662	.557	.932
OJ17	58.73	120.188	.686	.653	.932
OJ18	58.80	119.176	.719	.714	.931
OJ19	58.78	120.403	.675	.645	.932

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
62.11	134.206	11.585	19

Reliability Test on Job Autonomy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.735	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JA1	23.39	16.393	.411	.324	.715
JA2	22.94	18.066	.261	.245	.738
JA3	24.03	16.057	.354	.165	.728
JA4	23.40	15.313	.534	.384	.692
JA5	23.72	14.406	.577	.378	.680
JA6	24.12	15.070	.457	.323	.707
JA7	23.46	15.593	.439	.220	.710
JA8	23.54	15.959	.412	.241	.715

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.94	19.965	4.468	8

Reliability Test on Organizational Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.889	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCL1	49.81	60.630	.502	.374	.885
OCL2	49.44	61.129	.535	.371	.884
OCL3	49.46	61.438	.460	.297	.887
OCL4	49.56	62.307	.427	.251	.888
OCL5	49.37	61.908	.455	.300	.887
OCL6	49.79	63.460	.309	.175	.893
OCL7	49.77	57.599	.711	.649	.876
OCL8	49.69	58.083	.693	.716	.877
OCL9	49.65	58.566	.652	.632	.879
OCL10	49.71	58.919	.600	.475	.881
OCL11	49.48	59.769	.578	.427	.882
OCL12	49.21	61.060	.591	.501	.882
OCL13	49.35	60.079	.594	.483	.881
OCL14	49.48	59.761	.584	.472	.882
OCL15	49.43	58.027	.649	.492	.879

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
53.09	68.547	8.279	15

Appendix D: T- Test and ANOVA

The T test between Gender and Organizational Cynicism

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
organizationalcynicism	Male	272	2.7432	.65676	.03982
	Female	232	2.7450	.63682	.04181

Independent Samples Test

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
organizationalcynicism	Equal variances assumed	.057	.812	-.031	502	.975	-.00181	.05788	-.11553	.11191
	Equal variances not assumed			-.031	493.814	.975	-.00181	.05774	-.11526	.11163

**The ANOVA Test Between Age, Race, Marital Status, Academic Background,
Length of Service And Position Grade.**

AGE

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
25 AND BELOW	47	2.5843	.71761	.10467	2.3736	2.7950	1.38	3.85
26-35	281	2.8013	.65194	.03889	2.7247	2.8778	1.23	4.77
36-45	105	2.7429	.52072	.05082	2.6421	2.8436	1.54	4.54
46-55	47	2.6367	.68252	.09956	2.4363	2.8371	1.23	4.46
56 AND ABOVE	24	2.6026	.81049	.16544	2.2603	2.9448	1.00	4.38
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.142	4	.785	1.890	.111
Within Groups	207.432	499	.416		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
25 AND BELOW	26-35	-.21697	.10161	.207	-.4951	.0612
	36-45	-.15857	.11315	.627	-.4684	.1512
	46-55	-.05237	.13300	.995	-.4165	.3118
	56 AND ABOVE	-.01828	.16176	1.000	-.4611	.4246

26-35	25 AND BELOW	.21697	.10161	.207	-.0612	.4951
	36-45	.05840	.07375	.933	-.1435	.2603
	46-55	.16460	.10161	.485	-.1136	.4428
	56 AND ABOVE	.19870	.13711	.596	-.1767	.5741
36-45	25 AND BELOW	.15857	.11315	.627	-.1512	.4684
	26-35	-.05840	.07375	.933	-.2603	.1435
	46-55	.10620	.11315	.882	-.2036	.4160
	56 AND ABOVE	.14029	.14588	.872	-.2591	.5397
46-55	25 AND BELOW	.05237	.13300	.995	-.3118	.4165
	26-35	-.16460	.10161	.485	-.4428	.1136
	36-45	-.10620	.11315	.882	-.4160	.2036
	56 AND ABOVE	.03410	.16176	1.000	-.4088	.4770
56 AND ABOVE	25 AND BELOW	.01828	.16176	1.000	-.4246	.4611
	26-35	-.19870	.13711	.596	-.5741	.1767
	36-45	-.14029	.14588	.872	-.5397	.2591
	46-55	-.03410	.16176	1.000	-.4770	.4088

RACE

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					MALAY	472		
CHINESE	6	2.7692	.79793	.32575	1.9319	3.6066	1.38	3.85
INDIAN	14	2.5659	.59325	.15855	2.2234	2.9085	1.85	3.69
OTHERS	12	3.0128	.63925	.18454	2.6067	3.4190	2.00	3.92
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.316	3	.439	1.049	.371
Within Groups	209.257	500	.419		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) RACE	(J) RACE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
MALAY	CHINESE	-.02705	.26578	1.000	-.7122	.6580
	INDIAN	.17624	.17544	.747	-.2760	.6285
	OTHERS	-.27064	.18911	.480	-.7581	.2168
CHINESE	MALAY	.02705	.26578	1.000	-.6580	.7122
	INDIAN	.20330	.31567	.918	-.6104	1.0170
	OTHERS	-.24359	.32346	.875	-1.0774	.5902
INDIAN	MALAY	-.17624	.17544	.747	-.6285	.2760
	CHINESE	-.20330	.31567	.918	-1.0170	.6104
	OTHERS	-.44689	.25450	.296	-1.1029	.2091
OTHERS	MALAY	.27064	.18911	.480	-.2168	.7581
	CHINESE	.24359	.32346	.875	-.5902	1.0774
	INDIAN	.44689	.25450	.296	-.2091	1.1029

Marital Status

Descriptive

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					SINGLE	99		
MARRIED	387	2.7633	.62027	.03153	2.7013	2.8253	1.23	4.77
DIVORCED	15	2.5077	.73022	.18854	2.1033	2.9121	1.38	4.15
WIDOWED	3	2.6667	.78948	.45580	.7055	4.6278	2.00	3.54

Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77
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ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.134	3	.378	.903	.440
Within Groups	209.440	500	.419		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
SINGLE	MARRIED	-.05620	.07289	.868	-.2441	.1317
	DIVORCED	.19938	.17932	.682	-.2629	.6616
	WIDOWED	.04040	.37929	1.000	-.9373	1.0181
MARRIED	SINGLE	.05620	.07289	.868	-.1317	.2441
	DIVORCED	.25558	.17032	.438	-.1834	.6946
	WIDOWED	.09660	.37511	.994	-.8703	1.0635
DIVORCED	SINGLE	-.19938	.17932	.682	-.6616	.2629
	MARRIED	-.25558	.17032	.438	-.6946	.1834
	WIDOWED	-.15897	.40933	.980	-1.2141	.8962
WIDOWED	SINGLE	-.04040	.37929	1.000	-1.0181	.9373
	MARRIED	-.09660	.37511	.994	-1.0635	.8703
	DIVORCED	.15897	.40933	.980	-.8962	1.2141

Academic Background

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					SECONDARY	245		
DIPLOMA	176	2.6661	.65961	.04972	2.5680	2.7642	1.38	4.54
DEGREE	72	2.7799	.64595	.07613	2.6281	2.9317	1.00	4.15
MASTER	6	2.3974	.59667	.24359	1.7713	3.0236	1.46	3.23
OTHERS	5	2.7846	.52567	.23509	2.1319	3.4373	1.92	3.31
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.583	4	.646	1.549	.187
Within Groups	207.991	499	.417		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizationalcynicism

Tukey HSD

(I) ACADEMIC	(J) ACADEMIC	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
SECONDARY	DIPLOMA	.13109	.06379	.242	-.0436	.3057
	DEGREE	.01726	.08655	1.000	-.2197	.2542
	MASTER	.39974	.26678	.564	-.3306	1.1301
	OTHERS	.01256	.29166	1.000	-.7859	.8111
DIPLOMA	SECONDARY	-.13109	.06379	.242	-.3057	.0436
	DEGREE	-.11383	.09032	.716	-.3611	.1334
	MASTER	.26865	.26803	.854	-.4651	1.0024
	OTHERS	-.11853	.29280	.994	-.9202	.6831

DEGREE	SECONDARY	-.01726	.08655	1.000	-.2542	.2197
	DIPLOMA	.11383	.09032	.716	-.1334	.3611
	MASTER	.38248	.27433	.632	-.3686	1.1335
	OTHERS	-.00470	.29858	1.000	-.8222	.8128
MASTER	SECONDARY	-.39974	.26678	.564	-1.1301	.3306
	DIPLOMA	-.26865	.26803	.854	-1.0024	.4651
	DEGREE	-.38248	.27433	.632	-1.1335	.3686
	OTHERS	-.38718	.39094	.860	-1.4575	.6831
OTHERS	SECONDARY	-.01256	.29166	1.000	-.8111	.7859
	DIPLOMA	.11853	.29280	.994	-.6831	.9202
	DEGREE	.00470	.29858	1.000	-.8128	.8222
	MASTER	.38718	.39094	.860	-.6831	1.4575

Length of Service

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					2 YEARS AND BELOW	61		
3 TO 5 YEARS	62	2.8102	.67056	.08516	2.6399	2.9805	1.46	4.54
6 TO 8 YEARS	150	2.7831	.63932	.05220	2.6799	2.8862	1.38	4.54
MORE THAN 8 YEARS	231	2.7526	.64700	.04257	2.6687	2.8365	1.00	4.77
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.848	3	.949	2.285	.078
Within Groups	207.726	500	.415		
Total	210.574	503			

Multiple Comparisons

Dependent Variable: organizational cynicism

Tukey HSD

(I) SERVICE	(J) SERVICE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2 YEARS AND BELOW	3 TO 5 YEARS	-.26162	.11624	.111	-.5613	.0380
	6 TO 8 YEARS	-.23453	.09788	.079	-.4868	.0178
	MORE THAN 8 YEARS	-.20403	.09279	.125	-.4432	.0351
3 TO 5 YEARS	2 YEARS AND BELOW	.26162	.11624	.111	-.0380	.5613
	6 TO 8 YEARS	.02710	.09732	.992	-.2238	.2779
	MORE THAN 8 YEARS	.05759	.09219	.924	-.1800	.2952
6 TO 8 YEARS	2 YEARS AND BELOW	.23453	.09788	.079	-.0178	.4868
	3 TO 5 YEARS	-.02710	.09732	.992	-.2779	.2238
	MORE THAN 8 YEARS	.03050	.06759	.969	-.1437	.2047
MORE THAN 8 YEARS	2 YEARS AND BELOW	.20403	.09279	.125	-.0351	.4432
	3 TO 5 YEARS	-.05759	.09219	.924	-.2952	.1800
	6 TO 8 YEARS	-.03050	.06759	.969	-.2047	.1437

Position Grade

Descriptives

organizationalcynicism

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
KP48	3	2.3077	.53846	.31088	.9701	3.6453	1.77	2.85
KP44	6	2.4103	1.04646	.42721	1.3121	3.5084	1.00	3.85
KP41/42	4	2.2308	.89045	.44522	.8139	3.6477	1.38	3.00
KP38	13	2.5444	.48086	.13337	2.2538	2.8350	2.08	3.92
KP32	18	2.6880	.77035	.18157	2.3049	3.0711	1.23	3.92
KP27/KP32	40	2.5269	.57102	.09029	2.3443	2.7095	1.31	3.69
KP27/KP32 IMMIGRATION ASSISTANT ENFORCER (ATASE)	6	2.6410	.47085	.19222	2.1469	3.1351	2.08	3.15
KP26	25	2.6400	.61487	.12297	2.3862	2.8938	1.69	4.38
KP22	77	2.7502	.53252	.06069	2.6294	2.8711	1.62	4.46
KP17/22	312	2.8094	.66710	.03777	2.7351	2.8837	1.23	4.77
Total	504	2.7440	.64702	.02882	2.6874	2.8007	1.00	4.77

ANOVA

organizationalcynicism

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.425	9	.714	1.727	.080
Within Groups	204.149	494	.413		
Total	210.574	503			

Appendix E: Pearson Correlation

Correlations

		organizationalcy nicis m	distributiv ejustice e	proceduraljustic e	interactionaljustic e	jobautonom y
Pearson Correlatio n	organizationalcy nicis m	1.000	-.397	-.331	-.440	-.121
	distributiv ejustice e	-.397	1.000	.423	.617	.309
	proceduraljustic e	-.331	.423	1.000	.589	.368
	interactionaljustic e	-.440	.617	.589	1.000	.405
	jobautonomy y	-.121	.309	.368	.405	1.000
Sig. (1- tailed)	organizationalcy nicis m	.	.000	.000	.000	.003
	distributiv ejustice e	.000	.	.000	.000	.000
	proceduraljustic e	.000	.000	.	.000	.000
	interactionaljustic e	.000	.000	.000	.	.000
	jobautonomy y	.003	.000	.000	.000	.
N	organizationalcy nicis m	504	504	504	504	504
	distributiv ejustice e	504	504	504	504	504
	proceduraljustic e	504	504	504	504	504
	interactionaljustic e	504	504	504	504	504
	jobautonomy y	504	504	504	504	504

Appendix F: Multiple Regression Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
proceduraljustice	3.4363	.62408	504
interactionaljustice	3.1822	.72396	504
jobautonomy	3.3676	.55852	504

Correlations

		organizationalc ynicism	distributivej ustice	proceduralj ustice	interactionalju stice	jobautonom y
Pearson Correlation	organizationalcynicism	1.000	-.397	-.331	-.440	-.121
	distributivejustice	-.397	1.000	.423	.617	.309
	proceduraljustice	-.331	.423	1.000	.589	.368
	interactionaljustice	-.440	.617	.589	1.000	.405
	jobautonomy	-.121	.309	.368	.405	1.000
Sig. (1-tailed)	organizationalcynicism	.	.000	.000	.000	.003
	distributivejustice	.000	.	.000	.000	.000
	proceduraljustice	.000	.000	.	.000	.000
	interactionaljustice	.000	.000	.000	.	.000
	jobautonomy	.003	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504	504
	distributivejustice	504	504	504	504	504
	proceduraljustice	504	504	504	504	504
	interactionaljustice	504	504	504	504	504
	jobautonomy	504	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy, distributivejustice, proceduraljustice, interactionaljustice ^b		Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.483 ^a	.233	.227	.56898	.233	37.859	4	499	.000	1.948

a. Predictors: (Constant), jobautonomy, distributivejustice, proceduraljustice, interactionaljustice

b. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.026	4	12.257	37.859	.000 ^b
	Residual	161.547	499	.324		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), jobautonomy, distributivejustice, proceduraljustice, interactionaljustice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
	1	(Constant)	4.018			.179			3.665	4.370			
	distributivejustice	-.142	.035	-.201	-4.012	.000	-.212	-.073	-.397	-.177	-.157	.612	1.635
	proceduraljustice	-.115	.051	-.111	-2.248	.025	-.216	-.015	-.331	-.100	-.088	.629	1.591
	interactionaljustice	-.261	.051	-.291	-5.102	.000	-.361	-.160	-.440	-.223	-.200	.471	2.123
	jobautonomy	.117	.051	.101	2.304	.022	.017	.216	-.121	.103	.090	.807	1.240

a. Dependent Variable: organizationalcynicism

Coefficient Correlations^a

Model		jobautonomy	distributivejustic e	proceduraljustic e	interactionaljusti ce	
1	Correlations	jobautonomy	1.000	-.067	-.168	-.187
		distributivejustice	-.067	1.000	-.080	-.479
		proceduraljustice	-.168	-.080	1.000	-.415
		interactionaljustice	-.187	-.479	-.415	1.000
	Covariances	jobautonomy	.003	.000	.000	.000
		distributivejustice	.000	.001	.000	-.001
		proceduraljustice	.000	.000	.003	-.001
		interactionaljustice	.000	-.001	-.001	.003

a. Dependent Variable: organizationalcynicism

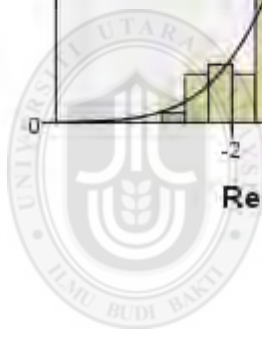
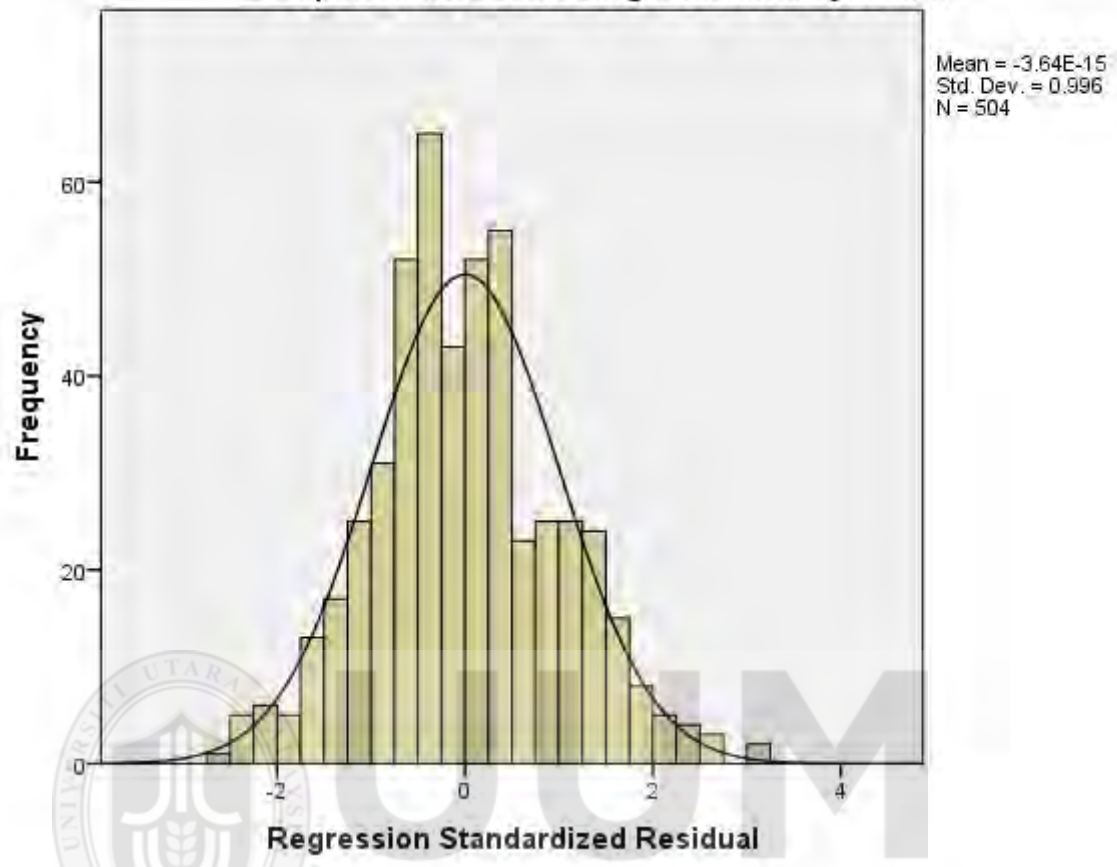
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.7781	3.7478	2.7440	.31220	504
Std. Predicted Value	-3.094	3.215	.000	1.000	504
Standard Error of Predicted Value	.027	.129	.054	.019	504
Adjusted Predicted Value	1.7654	3.7231	2.7438	.31215	504
Residual	-1.48556	1.79952	.00000	.56672	504
Std. Residual	-2.611	3.163	.000	.996	504
Stud. Residual	-2.642	3.189	.000	1.002	504
Deleted Residual	-1.52074	1.82942	.00028	.57358	504
Stud. Deleted Residual	-2.658	3.219	.000	1.004	504
Mahal. Distance	.115	24.875	3.992	3.897	504
Cook's Distance	.000	.060	.002	.005	504
Centered Leverage Value	.000	.049	.008	.008	504

a. Dependent Variable: organizationalcynicism

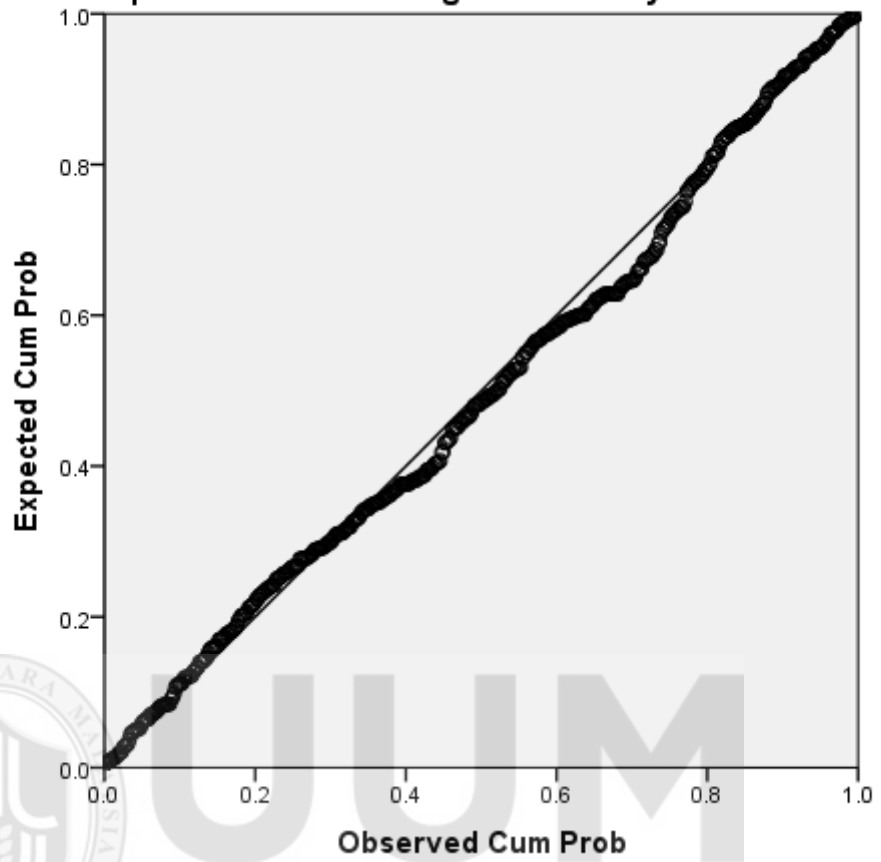
Histogram

Dependent Variable: organizationalcynicism



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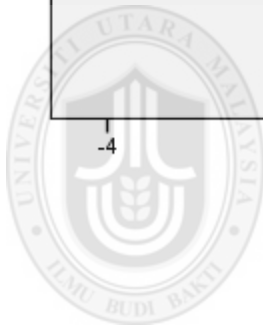
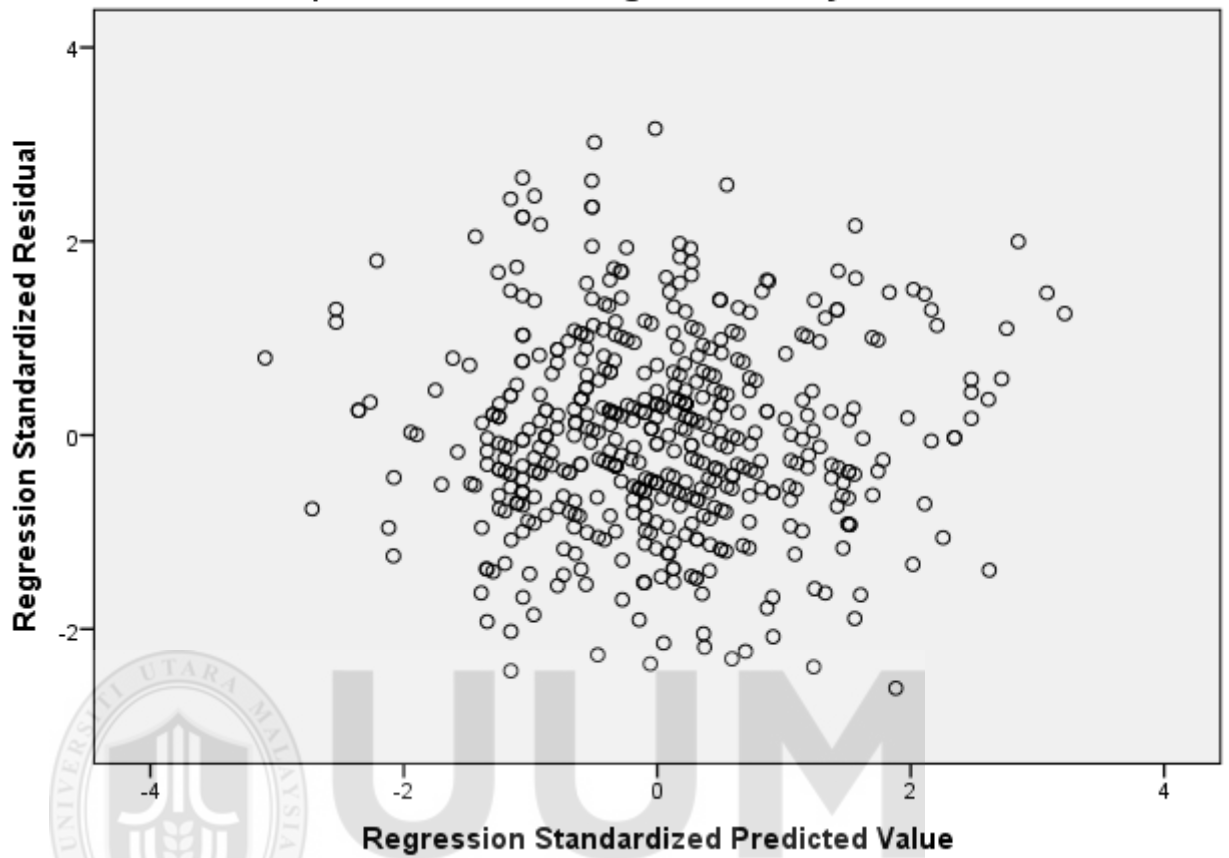
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism



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Scatterplot

Dependent Variable: organizational cynicism



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Appendix G: Hierarchical Multiple Regression

The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
bureaucratucultureMEAN	3.5583	.59321	504
DJxbureaucratic	11.2364	4.28990	504

Correlations

		organization alcynicism	distributiveju stice	bureaucratuculture MEAN	DJxbureauc ratic
Pearson Correlat ion	organizationalcynicism	1.000	-.397	-.277	-.422
	distributivejustice	-.397	1.000	.350	.916
	bureaucratucultureMEA N	-.277	.350	1.000	.671
	DJxbureaucratic	-.422	.916	.671	1.000
Sig. (1- tailed)	organizationalcynicism	.	.000	.000	.000
	distributivejustice	.000	.	.000	.000
	bureaucratucultureMEA N	.000	.000	.	.000
	DJxbureaucratic	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504
	distributivejustice	504	504	504	504
	bureaucratucultureMEA N	504	504	504	504
	DJxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
-------	----------------------	----------------------	--------

1	distributivejustice ^e	.	Enter
2	bureaucratucultureMEAN ^b	.	Enter
3	DJxbureaucratic ^b	.	Enter

a. Dependent Variable: organizational cynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.423 ^b	.179	.176	.58735	.022	13.293	1	501	.000	
3	.424 ^c	.180	.175	.58776	.000	.293	1	500	.589	1.922

a. Predictors: (Constant), distributivejustice

b. Predictors: (Constant), distributivejustice, bureaucratucultureMEAN

c. Predictors: (Constant), distributivejustice, bureaucratucultureMEAN, DJxbureaucratic

d. Dependent Variable: organizational cynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	37.741	2	18.870	54.700	.000 ^c
	Residual	172.833	501	.345		
	Total	210.574	503			
3	Regression	37.842	3	12.614	36.513	.000 ^d
	Residual	172.732	500	.345		
	Total	210.574	503			

a. Dependent Variable: organizational cynicism

b. Predictors: (Constant), distributivejustice

c. Predictors: (Constant), distributivejustice, bureaucratucultureMEAN

d. Predictors: (Constant), distributivejustice, bureaucratucultureMEAN, DJxbureaucratic

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance
1 (Constant)	3.614	.094		38.593	.000	3.430	3.798					
distributivejustice	-.280	.029	-.397	9.686	.000	-.337	-.223	-.397	.397	.397	1.000	1.000
2 (Constant)	4.104	.163		25.140	.000	3.784	4.425					
distributivejustice	-.241	.031	-.342	7.904	.000	-.301	-.181	-.397	.333	.320	.877	1.140
bureaucratucultureMEAN	-.172	.047	-.158	3.646	.000	-.264	-.079	-.277	.161	.148	.877	1.140
3 (Constant)	3.867	.468		8.256	.000	2.947	4.787					
distributivejustice	-.158	.158	-.223	-.999	.318	-.467	.152	-.397	.045	.400	.033	30.397
bureaucratucultureMEAN	-.105	.131	-.097	-.802	.423	-.364	.153	-.277	.036	.320	.113	8.858
DJxbureaucratic	-.023	.043	-.153	-.541	.589	-.107	.061	-.422	.024	.222	.021	48.507

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 bureaucratucultureMEAN	-.158 ^b	-3.646	.000	-.161	.877	1.140	.877
DJxbureaucratic	-.364 ^b	-3.596	.000	-.159	.160	6.243	.160
2 DJxbureaucratic	-.153 ^c	-5.41	.589	-.024	.021	48.507	.021

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), distributive justice

c. Predictors in the Model: (Constant), distributive justice, bureaucratucultureMEAN

Coefficient Correlations^a

Model		distributive justice	bureaucratucultureMEAN	DJxbureaucratic	
1	Correlations	distributive justice			
	Covariances	distributive justice			
2	Correlations	distributive justice	1.000		
		bureaucratucultureMEAN	-.350	1.000	
	Covariances	distributive justice	.001	-.001	
		bureaucratucultureMEAN	-.001	.002	
3	Correlations	distributive justice	1.000	.891	-.981
		bureaucratucultureMEAN	.891	1.000	-.933
		DJxbureaucratic	-.981	-.933	1.000
	Covariances	distributive justice	.025	.018	-.007
		bureaucratucultureMEAN	.018	.017	-.005
		DJxbureaucratic	-.007	-.005	.002

a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	distributive justice	bureaucratucultureMEAN	DJxbureaucratic
1	1	1.959	1.000	.02	.02		
	2	.041	6.928	.98	.98		
2	1	2.939	1.000	.00	.01	.00	
	2	.048	7.843	.11	.98	.07	
	3	.013	14.764	.89	.01	.93	

3	1	3.896	1.000	.00	.00	.00	.00
	2	.082	6.875	.01	.00	.00	.01
	3	.021	13.675	.02	.04	.06	.02
	4	.001	72.523	.96	.95	.94	.97

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.216	4.31	2.4177	1.89004

a. Dependent Variable: organizationalcynicism

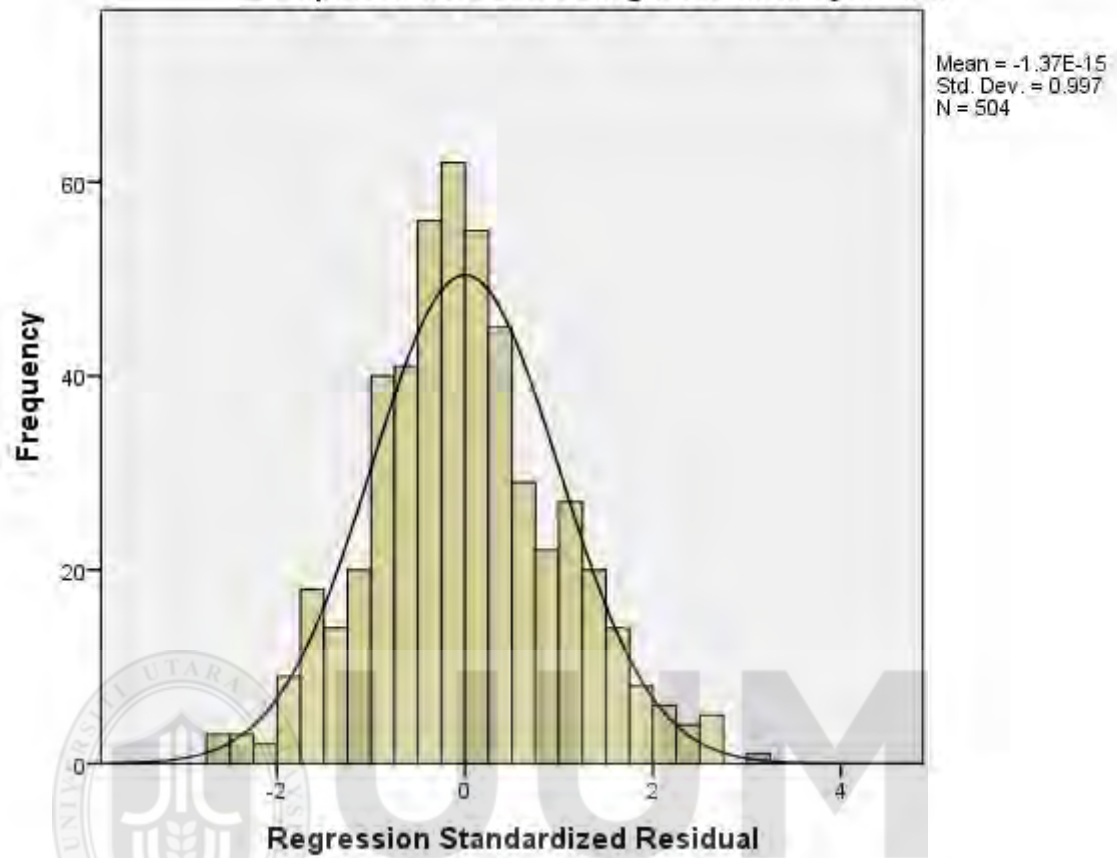
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9766	3.4782	2.7440	.27428	504
Std. Predicted Value	-2.798	2.677	.000	1.000	504
Standard Error of Predicted Value	.027	.166	.048	.021	504
Adjusted Predicted Value	1.9797	3.4863	2.7437	.27393	504
Residual	-1.52574	1.89004	.00000	.58601	504
Std. Residual	-2.596	3.216	.000	.997	504
Stud. Residual	-2.601	3.263	.000	1.001	504
Deleted Residual	-1.53231	1.94627	.00032	.59119	504
Stud. Deleted Residual	-2.617	3.295	.001	1.004	504
Mahal. Distance	.102	39.099	2.994	4.566	504
Cook's Distance	.000	.079	.002	.006	504
Centered Leverage Value	.000	.078	.006	.009	504

a. Dependent Variable: organizationalcynicism

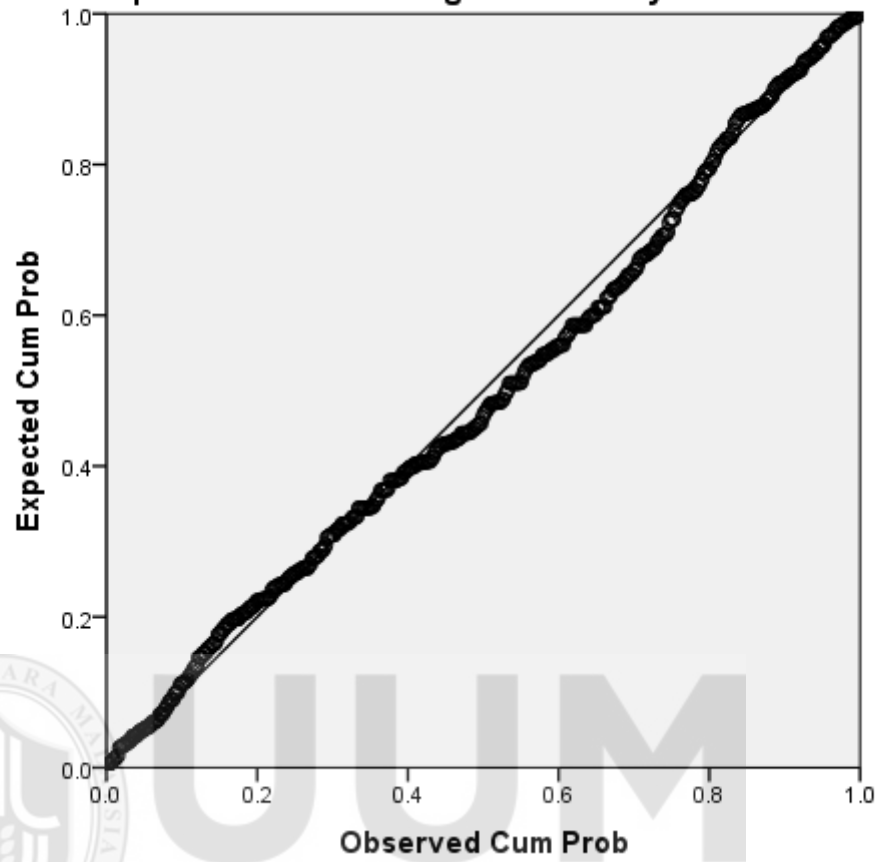
Histogram

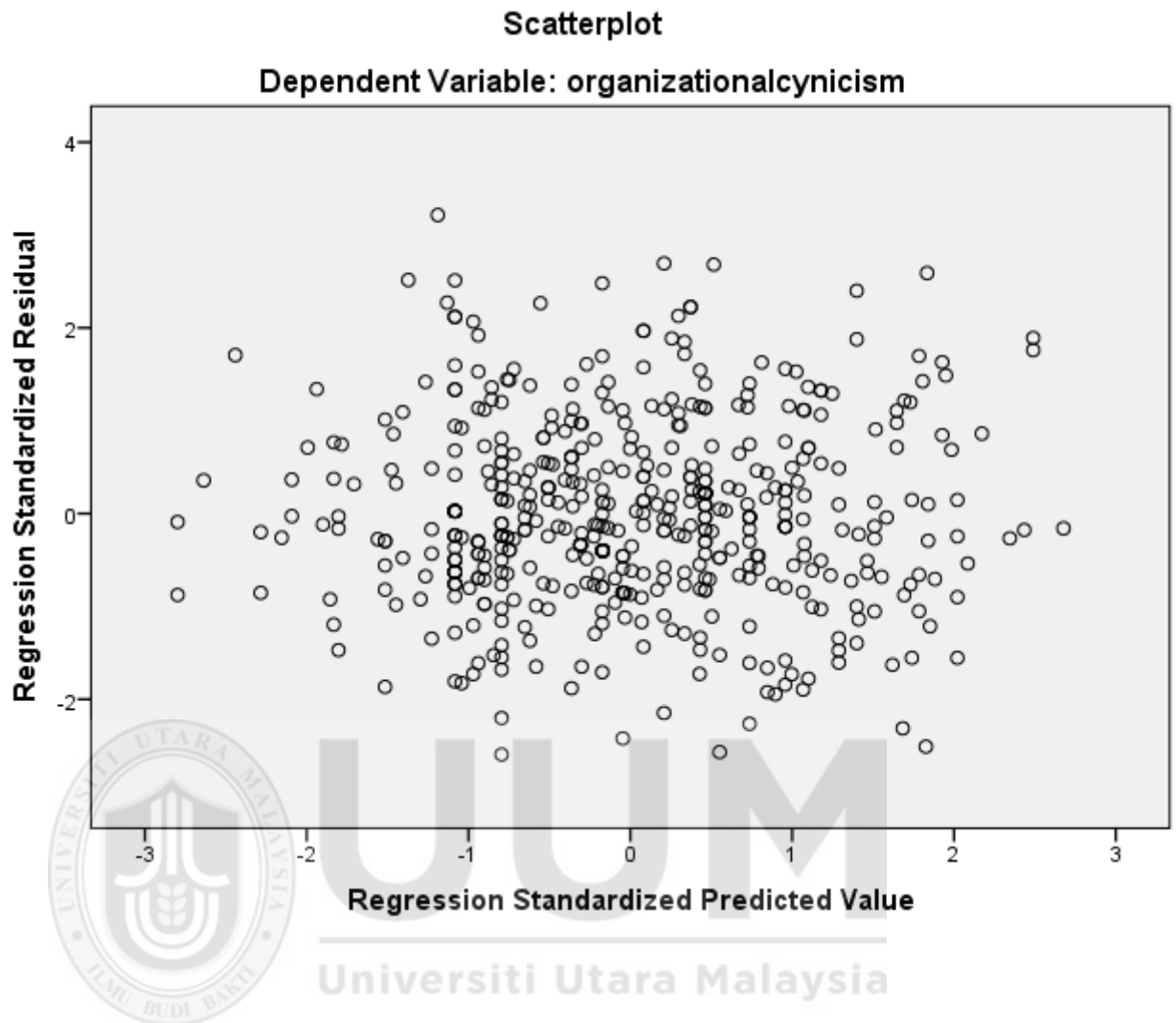
Dependent Variable: organizationalcynicism



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Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism





The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
bureaucratucultureMEAN	3.5583	.59321	504
PJxbureaucratic	12.3889	3.59970	504

Correlations

		organizationalcynicism	proceduraljustice	bureaucratuculture MEAN	PJxbureaucratic
Pearson Correlation	organizationalcynicism	1.000	-.331	-.277	-.353
	proceduraljustice	-.331	1.000	.437	.851
	bureaucratuculture MEAN	-.277	.437	1.000	.829
	PJxbureaucratic	-.353	.851	.829	1.000
Sig. (1-tailed)	organizationalcynicism	.	.000	.000	.000
	proceduraljustice	.000	.	.000	.000
	bureaucratuculture MEAN	.000	.000	.	.000
	PJxbureaucratic	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504
	proceduraljustice	504	504	504	504
	bureaucratuculture MEAN	504	504	504	504
	PJxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	bureaucratuculture MEAN ^b	.	Enter
3	PJxbureaucratic ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.362 ^b	.131	.128	.60426	.022	12.530	1	501	.000	
3	.363 ^c	.132	.127	.60468	.001	.309	1	500	.579	1.883

a. Predictors: (Constant), proceduraljustice

b. Predictors: (Constant), proceduraljustice, bureaucratucultureMEAN

c. Predictors: (Constant), proceduraljustice, bureaucratucultureMEAN, PJxbureaucratic

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	27.642	2	13.821	37.851	.000 ^c
	Residual	182.932	501	.365		
	Total	210.574	503			
3	Regression	27.754	3	9.251	25.302	.000 ^d
	Residual	182.819	500	.366		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), proceduraljustice

c. Predictors: (Constant), proceduraljustice, bureaucratucultureMEAN

d. Predictors: (Constant), proceduraljustice, bureaucratucultureMEAN, PJxbureaucratic

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Partial	Tolerance	VIF
	1 (Constant)	3.923	.152		25.727	.000	3.624	4.223				
proceduraljustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	.331	-.331	-.331	1.000	1.000
2 (Constant)	4.304	.185		23.237	.000	3.940	4.668					
proceduraljustice	-.269	.048	-.259	-5.601	.000	-.363	-.175	.331	-.243	-.233	.809	1.236
bureaucratucultureMEAN	-.179	.051	-.164	-3.540	.000	-.278	-.080	.277	-.156	-.147	.809	1.236
3 (Constant)	4.667	.678		6.878	.000	3.334	6.000					
proceduraljustice	-.376	.199	-.363	-1.890	.059	-.767	.015	.331	-.084	-.079	.047	21.207
bureaucratucultureMEAN	-.284	.197	-.261	-1.446	.149	-.670	.102	.277	-.065	-.060	.053	18.705
PJxbureaucratic	.031	.055	.171	.556	.579	-.078	.140	.353	.025	.023	.018	54.771

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 bureaucratucultureMEAN	-.164 ^b	3.540	.000	-.156	.809	1.236	.809
PJxbureaucratic	.260 ^b	3.272	.001	-.145	.276	3.620	.276
2 PJxbureaucratic	.171 ^c	.556	.579	.025	.018	54.771	.018

- a. Dependent Variable: organizational cynicism
- b. Predictors in the Model: (Constant), procedural justice
- c. Predictors in the Model: (Constant), procedural justice, bureaucrat culture MEAN

Coefficient Correlations^a

Model			procedural justice	bureaucrat culture MEAN	PJxbureaucratic
1	Correlations	procedural justice	1.000		
	Covariances	procedural justice	.002		
2	Correlations	procedural justice	1.000	-.437	
		bureaucrat culture MEAN	-.437	1.000	
	Covariances	procedural justice	.002	-.001	
		bureaucrat culture MEAN	-.001	.003	
3	Correlations	procedural justice	1.000	.911	-.970
		bureaucrat culture MEAN	.911	1.000	-.966
		PJxbureaucratic	-.970	-.966	1.000
	Covariances	procedural justice	.040	.036	-.011
		bureaucrat culture MEAN	.036	.039	-.011
		PJxbureaucratic	-.011	-.011	.003

- a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	procedural justice	bureaucrat culture MEAN	PJxbureaucratic
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.969	1.000	.00	.00	.00	
	2	.017	13.108	.15	.99	.28	
	3	.014	14.798	.85	.01	.72	
3	1	3.943	1.000	.00	.00	.00	.00
	2	.040	9.945	.02	.00	.00	.02
	3	.016	15.509	.00	.05	.04	.00
	4	.000	101.479	.98	.95	.96	.98

- a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.222	4.46	2.5134	1.94817

a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1344	3.8341	2.7440	.23490	504
Std. Predicted Value	-2.595	4.641	.000	1.000	504
Standard Error of Predicted Value	.028	.246	.048	.025	504
Adjusted Predicted Value	2.1282	3.7860	2.7433	.23319	504
Residual	-1.58211	1.94817	.00000	.60287	504
Std. Residual	-2.616	3.222	.000	.997	504
Stud. Residual	-2.622	3.232	.001	1.001	504
Deleted Residual	-1.58837	1.96027	.00079	.60823	504
Stud. Deleted Residual	-2.637	3.263	.001	1.004	504
Mahal. Distance	.111	82.223	2.994	6.475	504
Cook's Distance	.000	.099	.002	.007	504
Centered Leverage Value	.000	.163	.006	.013	504

a. Dependent Variable: organizationalcynicism

The Moderating Test of Bureaucratic Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
bureaucratucultureMEAN	3.5583	.59321	504
IJxbureaucratic	11.5047	3.82896	504

Correlations

	organizationalcynicism	interactionaljustice	bureaucratuculture MEAN	IJxbureaucratic
Pearson Correlation	1.000	-.440	-.277	-.431
organizationalcynicism				
interactionaljustice	-.440	1.000	.423	.894
bureaucratuculture MEAN	-.277	.423	1.000	.764
IJxbureaucratic	-.431	.894	.764	1.000
Sig. (1-tailed)				
organizationalcynicism	.	.000	.000	.000
interactionaljustice	.000	.	.000	.000
bureaucratuculture MEAN	.000	.000	.	.000
IJxbureaucratic	.000	.000	.000	.
N				
organizationalcynicism	504	504	504	504
interactionaljustice	504	504	504	504
bureaucratuculture MEAN	504	504	504	504
IJxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b	.	Enter
2	bureaucratuculture MEAN ^b	.	Enter
3	IJxbureaucratic ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.452 ^b	.204	.201	.57844	.010	6.346	1	501	.012	
3	.453 ^c	.205	.201	.57849	.001	.909	1	500	.341	1.942

a. Predictors: (Constant), interactionjustice

b. Predictors: (Constant), interactionjustice, bureaucratucultureMEAN

c. Predictors: (Constant), interactionjustice, bureaucratucultureMEAN, IJxbureaucratic

d. Dependent Variable: organizationalcynicism



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Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero order	Partial	Partial	Tolerance	VIF
1 (Constant)	3.996	.117		34.192	.000	3.767	4.226						
interactional justice	-.394	.036	-.440	-10.987	.000	-.464	-.323	-.440	.440	.440	1.000	1.000	
2 (Constant)	4.293	.166		25.938	.000	3.968	4.618						
interactional justice	-.352	.039	-.393	-8.943	.000	-.429	-.274	-.440	.371	.356	.821	1.218	
bureaucratic cultureMEAN	-.121	.048	-.111	-2.519	.012	-.215	-.027	.277	.112	.100	.821	1.218	
3 (Constant)	4.795	.552		8.685	.000	3.711	5.880						
interactional justice	-.520	.181	-.582	-2.876	.004	-.875	-.165	-.440	.128	.115	.039	25.738	
bureaucratic cultureMEAN	-.259	.153	-.238	-1.695	.091	-.560	.041	.277	.076	.068	.081	12.388	
IJxbureaucratic	.046	.048	.271	.954	.341	-.048	.140	.431	.043	.038	.020	50.693	

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	bureaucratucultureMEAN	-.111 ^b	-2.519	.012	-.112	.821	1.218	.821
	IJxbureaucratic	-.186 ^b	-2.089	.037	-.093	.201	4.984	.201
2	IJxbureaucratic	.271 ^c	.954	.341	.043	.020	50.693	.020

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), interactionaljustice

c. Predictors in the Model: (Constant), interactionaljustice, bureaucratucultureMEAN

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719	.000 ^b
	Residual	169.752	502	.338		
	Total	210.574	503			
2	Regression	42.945	2	21.472	64.175	.000 ^c
	Residual	167.629	501	.335		
	Total	210.574	503			
3	Regression	43.249	3	14.416	43.079	.000 ^d
	Residual	167.325	500	.335		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), interactionaljustice

c. Predictors: (Constant), interactionaljustice, bureaucratucultureMEAN

d. Predictors: (Constant), interactionaljustice, bureaucratucultureMEAN, IJxbureaucratic

Coefficient Correlations^a

Model		interactionaljustice	bureaucratucultureMEAN	IJxbureaucratic	
1	Correlations	interactionaljustice	1.000		
	Covariances	interactionaljustice	.001		
2	Correlations	interactionaljustice	1.000	-.423	
		bureaucratucultureMEAN	-.423	1.000	
	Covariances	interactionaljustice	.002	-.001	
		bureaucratucultureMEAN	-.001	.002	
3	Correlations	interactionaljustice	1.000	.898	-.976
		bureaucratucultureMEAN	.898	1.000	-.950
		IJxbureaucratic	-.976	-.950	1.000
	Covariances	interactionaljustice	.033	.025	-.008
		bureaucratucultureMEAN	.025	.023	-.007
		IJxbureaucratic	-.008	-.007	.002

a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	interactionaljustice	bureaucratucultureMEAN	IJxbureaucratic
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.027	10.412	.20	.98	.09	
	3	.013	14.820	.80	.02	.90	
3	1	3.926	1.000	.00	.00	.00	.00
	2	.055	8.424	.02	.00	.00	.02
	3	.018	14.571	.01	.04	.05	.01
	4	.001	85.884	.97	.95	.94	.98

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

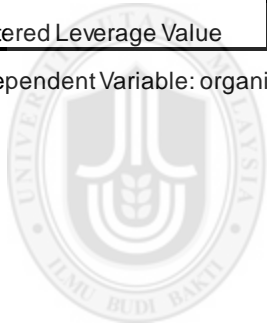
Case Number	Std. Residual	organizational cynicism	Predicted Value	Residual
206	3.408	4.54	2.5670	1.97143

a. Dependent Variable: organizational cynicism

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0423	3.8053	2.7440	.29323	504
Std. Predicted Value	-2.393	3.619	.000	1.000	504
Standard Error of Predicted Value	.027	.188	.046	.023	504
Adjusted Predicted Value	2.0303	3.7953	2.7434	.29262	504
Residual	-1.47822	1.97143	.00000	.57676	504
Std. Residual	-2.555	3.408	.000	.997	504
Stud. Residual	-2.562	3.435	.001	1.002	504
Deleted Residual	-1.48557	2.00235	.00060	.58208	504
Stud. Deleted Residual	-2.576	3.472	.001	1.004	504
Mahal. Distance	.113	52.156	2.994	5.288	504
Cook's Distance	.000	.068	.002	.006	504
Centered Leverage Value	.000	.104	.006	.011	504

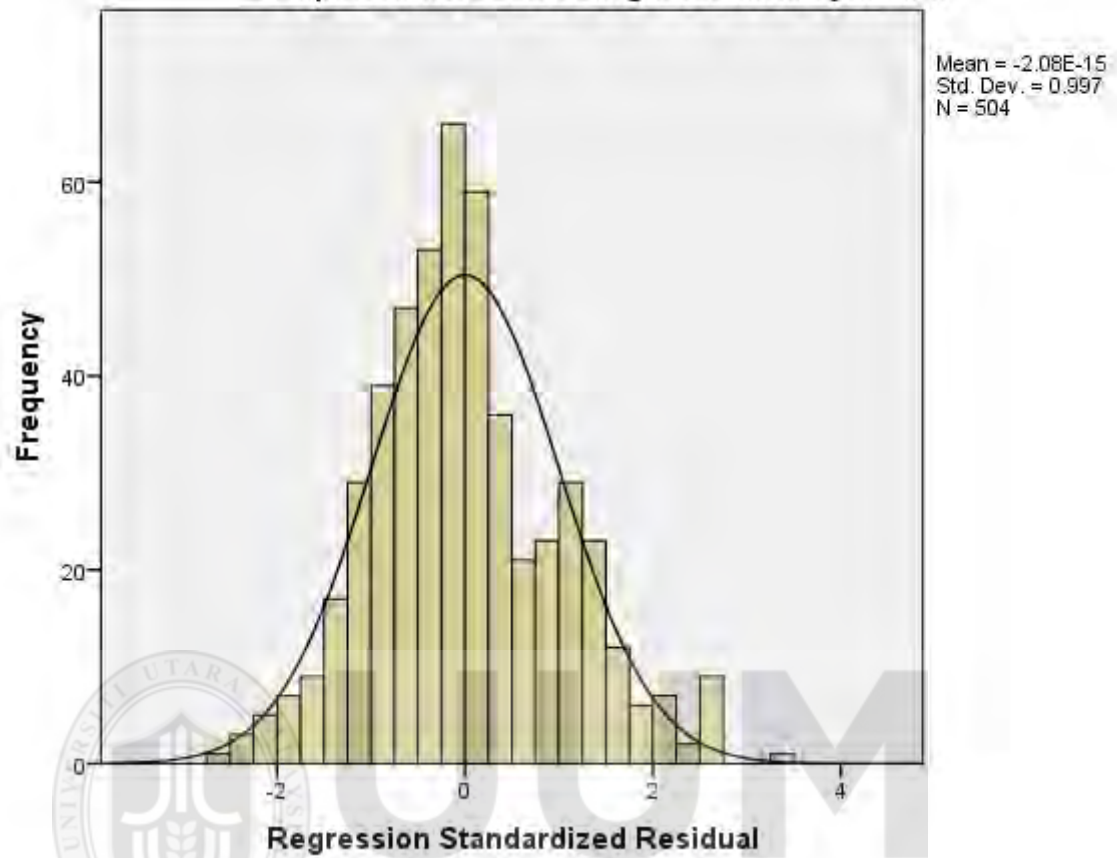
a. Dependent Variable: organizational cynicism



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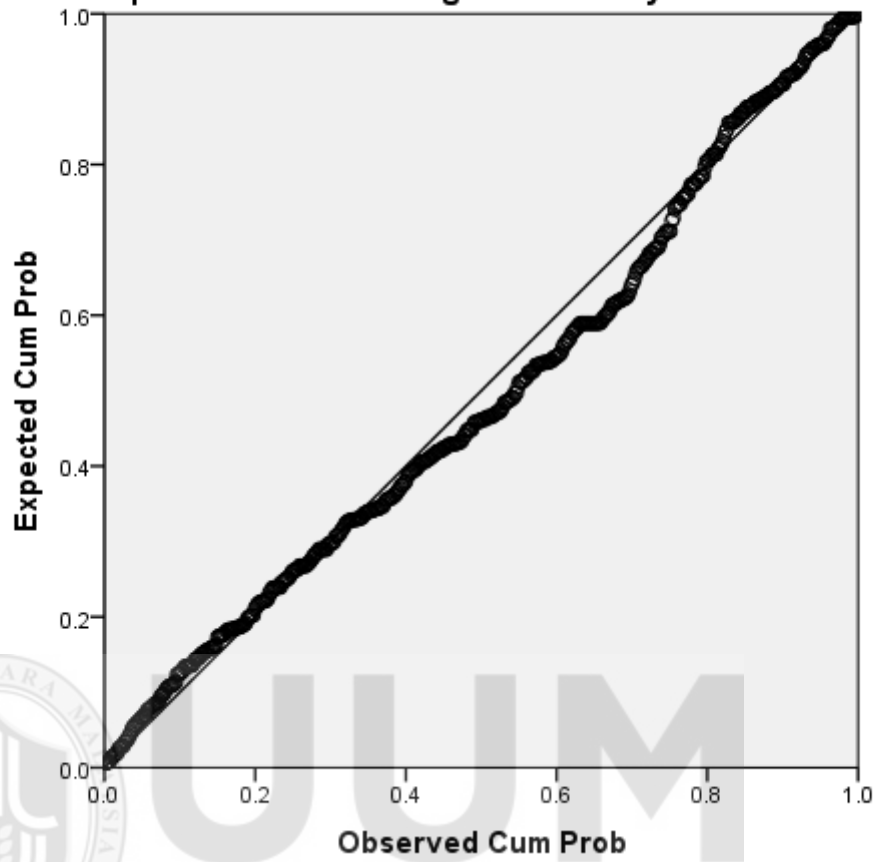
Histogram

Dependent Variable: organizationalcynicism

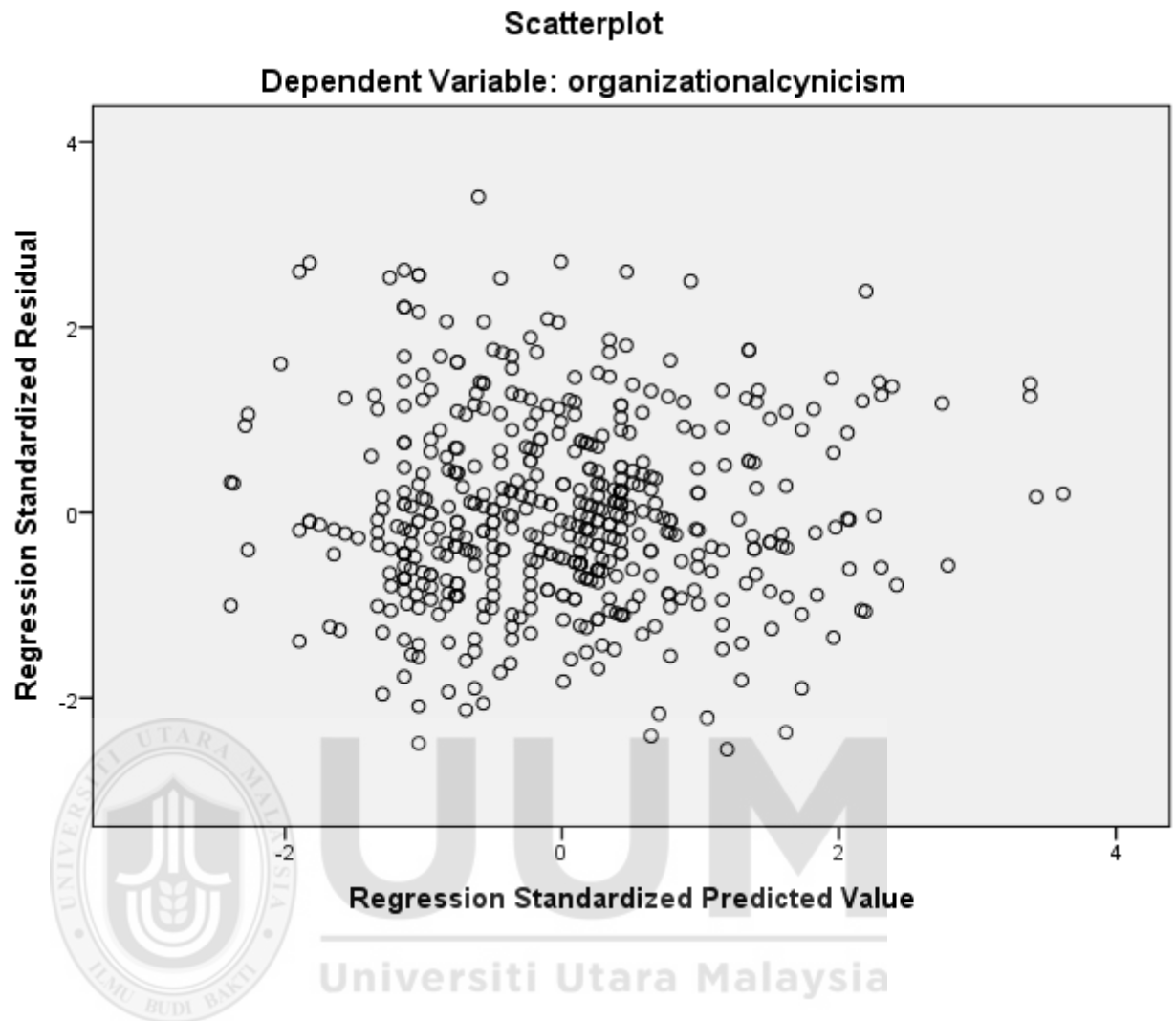


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Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism



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The Moderating Test of Bureaucratic Culture Between The Relationship of Job Autonomy and Organizational Cynicism.

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
bureaucratucultureMEAN	3.5583	.59321	504
JAxbureaucratic	12.1144	3.36444	504

Correlations

	organizationalcynicism	jobautonomy	bureaucratuculture MEAN	JAxbureaucratic
Pearson Correlation	1.000	-.121	-.277	-.223
organizationalcynicism				
jobautonomy	-.121	1.000	.398	.839
bureaucratuculture MEAN	-.277	.398	1.000	.822
JAxbureaucratic	-.223	.839	.822	1.000
Sig. (1-tailed)				
organizationalcynicism	.	.003	.000	.000
jobautonomy	.003	.	.000	.000
bureaucratuculture MEAN	.000	.000	.	.000
JAxbureaucratic	.000	.000	.000	.
N				
organizationalcynicism	504	504	504	504
jobautonomy	504	504	504	504
bureaucratuculture MEAN	504	504	504	504
JAxbureaucratic	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	bureaucratuculture eMEAN ^b	.	Enter
3	JAxbureaucratic ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	16.215	2	8.107	20.898	.000 ^c
	Residual	194.359	501	.388		
	Total	210.574	503			
3	Regression	18.473	3	6.158	16.027	.000 ^d
	Residual	192.101	500	.384		
	Total	210.574	503			

a. Dependent Variable: organizational cynicism

b. Predictors: (Constant), job autonomy

c. Predictors: (Constant), job autonomy, bureaucrat culture MEAN

d. Predictors: (Constant), job autonomy, bureaucrat culture MEAN, JAX bureaucratic

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.277 ^b	.077	.073	.62285	.062	33.895	1	501	.000	
3	.296 ^c	.088	.082	.61984	.011	5.878	1	500	.016	1.860

a. Predictors: (Constant), job autonomy

b. Predictors: (Constant), job autonomy, bureaucrat culture MEAN

c. Predictors: (Constant), job autonomy, bureaucrat culture MEAN, JAX bureaucratic

d. Dependent Variable: organizational cynicism

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.215	.175				18.349	.000	2.871	3.559		
job autonomy	-.140	.051	-.121	-2.723	.007	-.241	-.039	-.121	-.121	-.121	1.000	1.000

2 (Constant)	3.849	.202		19.084	.000	3.453	4.245					
jobautonomy	-.014	.054	-.012	-.263	.793	-.121	.092	-.121	-.012	-.011	.842	1.188
bureaucratucultureMEAN	-.297	.051	-.272	-5.822	.000	-.397	-.197	-.277	-.252	-.250	.842	1.188
3 (Constant)	6.005	.912		6.588	.000	4.214	7.796					
jobautonomy	-.676	.278	-.583	-2.430	.015	-1.222	-.129	-.121	-.108	-.104	.032	31.593
bureaucratucultureMEAN	-.892	.250	-.817	-3.560	.000	-1.384	-.400	-.277	-.157	-.152	.035	28.890
JAxbureaucratic	.181	.074	.939	2.424	.016	.034	.327	-.223	.108	.104	.012	82.198

a. Dependent Variable: organizational cynicism

		Excluded Variables ^a						
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	bureaucratucultureMEAN	-.272 ^b	-5.822	.000	-.252	.842	1.188	.842
	JAxbureaucratic	-.411 ^b	-5.177	.000	-.225	.296	3.380	.296
2	JAxbureaucratic	.939 ^c	2.424	.016	.108	.012	82.198	.012

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), jobautonomy

c. Predictors in the Model: (Constant), jobautonomy, bureaucratucultureMEAN

Coefficient Correlations^a

Model		jobautonom y	bureaucratucultureMEA N	JAxbureaucrati c	
1	Correlations jobautonomy	1.000			
	Covariances jobautonomy	.003			
2	Correlations jobautonomy	1.000	-.398		
	bureaucratucultureMEAN	-.398	1.000		
	Covariances	jobautonomy	.003	-.001	
		bureaucratucultureMEAN	-.001	.003	
3	Correlations jobautonomy	1.000	.945	-.981	
	bureaucratucultureMEAN	.945	1.000	-.979	
	JAxbureaucratic	-.981	-.979	1.000	
	Covariances	jobautonomy	.077	.066	-.020
		bureaucratucultureMEAN	.066	.063	-.018
		JAxbureaucratic	-.020	-.018	.006

a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	jobautonomy	bureaucratucultureMEAN	JAxbureaucratic
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.971	1.000	.00	.00	.00	
	2	.016	13.554	.00	.68	.72	
	3	.013	15.337	1.00	.32	.28	
3	1	3.947	1.000	.00	.00	.00	.00
	2	.036	10.413	.01	.00	.00	.01
	3	.016	15.622	.00	.03	.03	.00
	4	.000	131.837	.99	.97	.97	.99

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
18	3.320	4.77	2.7115	2.05772
21	3.097	4.46	2.5419	1.91965

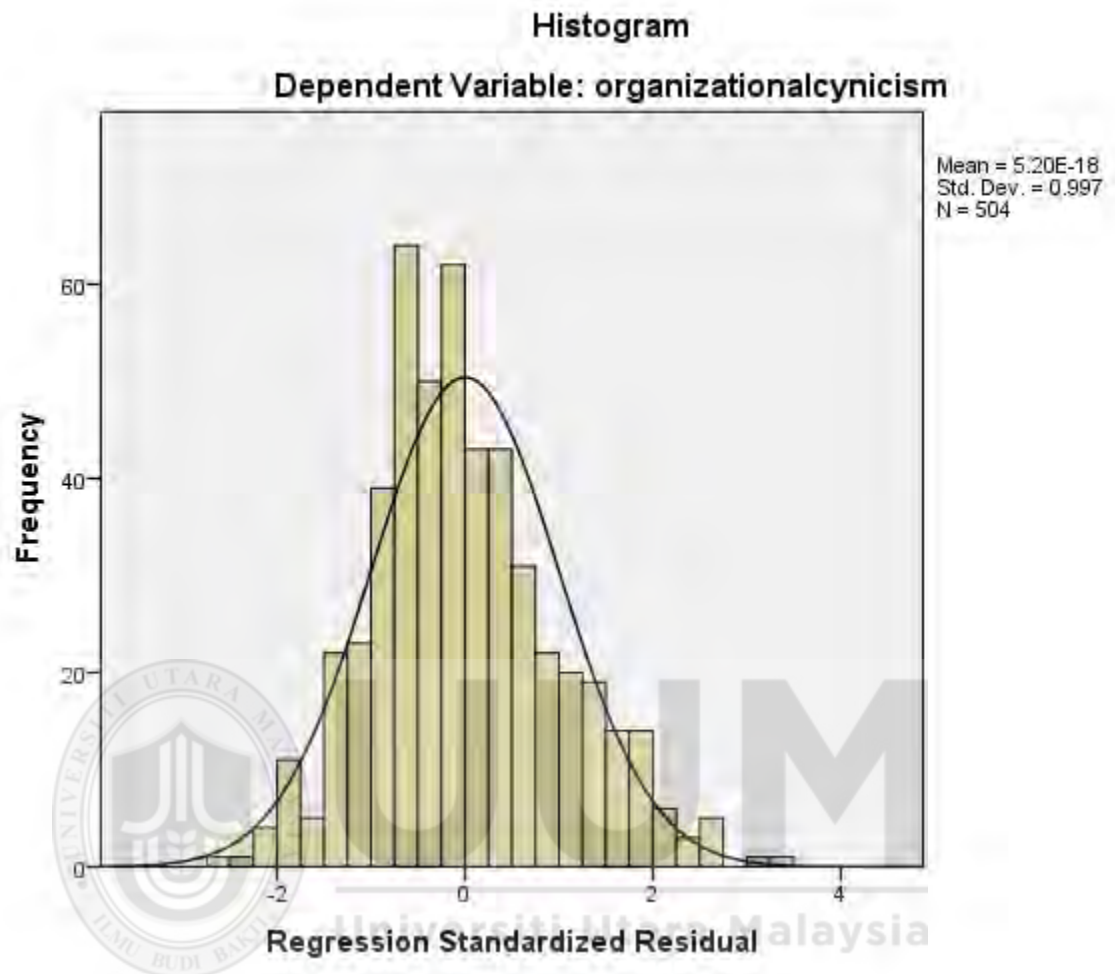
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

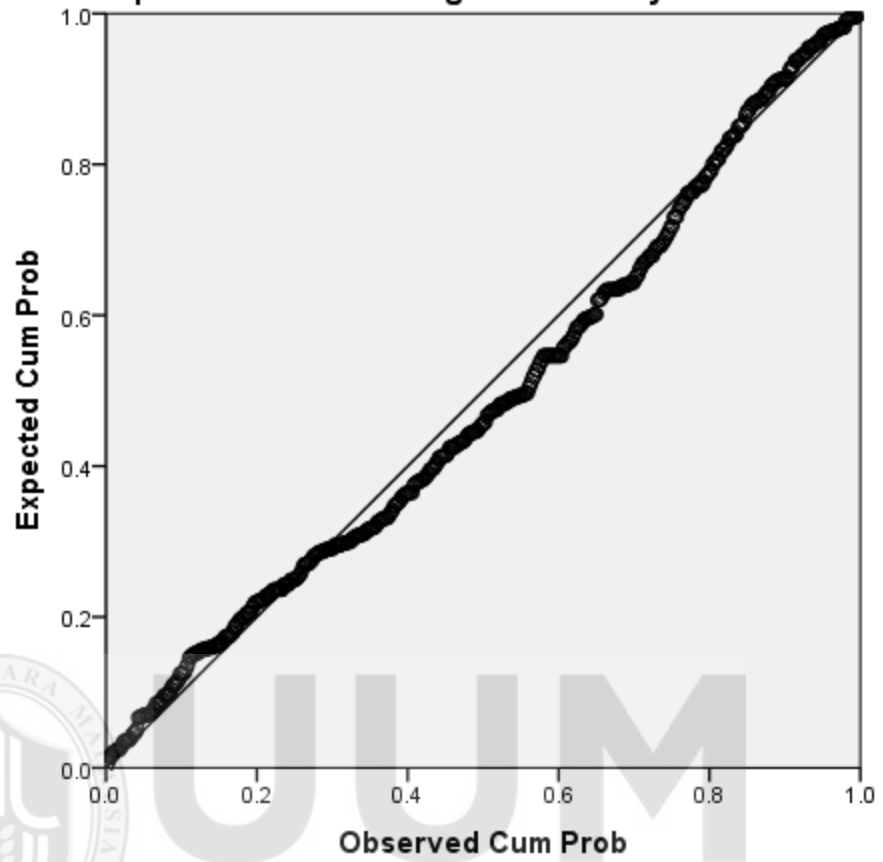
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2326	3.7521	2.7440	.19164	504
Std. Predicted Value	-2.669	5.260	.000	1.000	504
Standard Error of Predicted Value	.029	.179	.050	.024	504
Adjusted Predicted Value	2.2086	3.7435	2.7436	.19187	504
Residual	-1.69864	2.05772	.00000	.61799	504
Std. Residual	-2.740	3.320	.000	.997	504
Stud. Residual	-2.745	3.324	.000	1.001	504
Deleted Residual	-1.70434	2.06254	.00042	.62357	504
Stud. Deleted Residual	-2.763	3.358	.001	1.004	504
Mahal. Distance	.126	41.076	2.994	4.876	504
Cook's Distance	.000	.103	.002	.007	504
Centered Leverage Value	.000	.082	.006	.010	504

a. Dependent Variable: organizationalcynicism

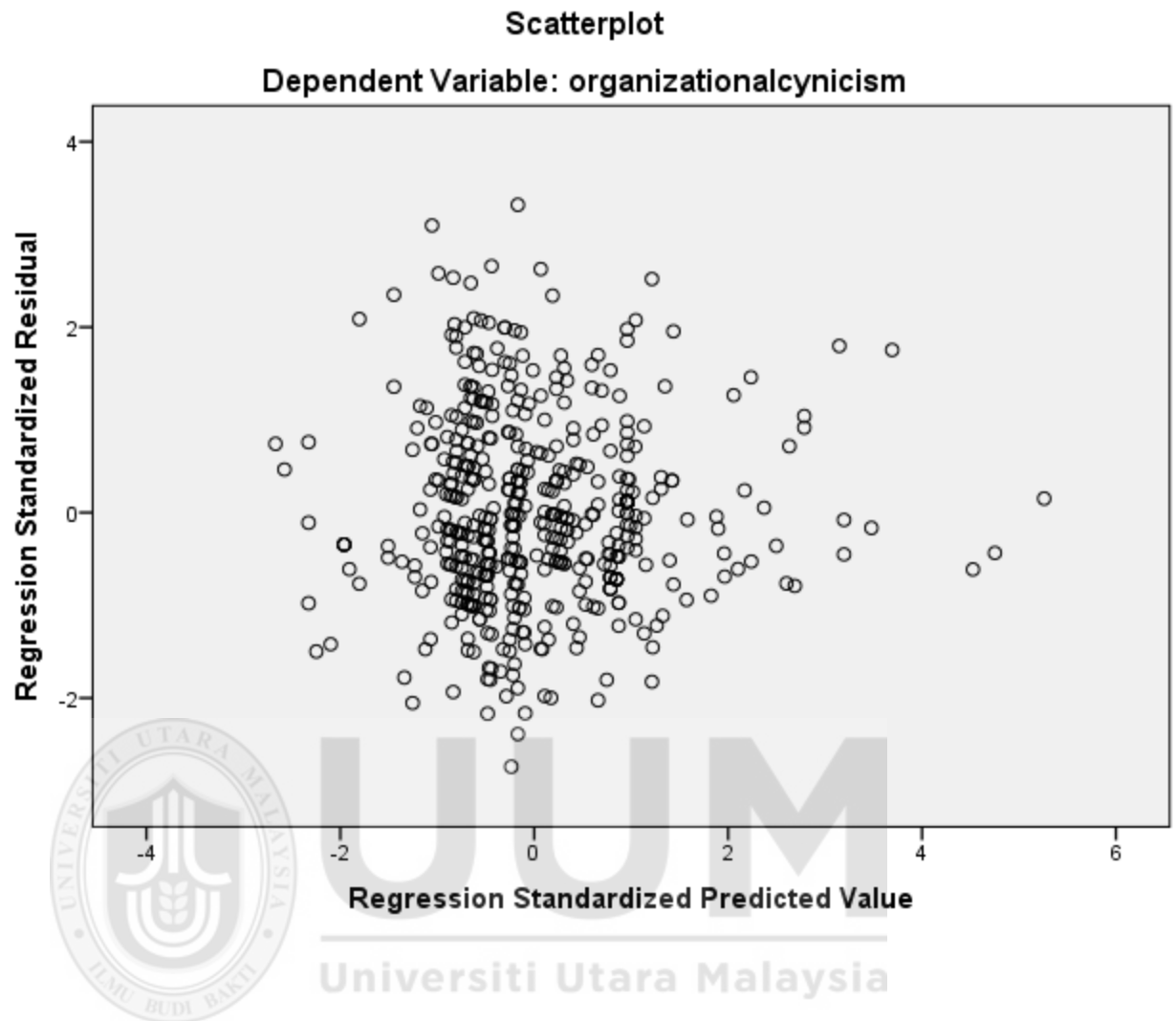
Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism



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The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Distributive Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
innovativeculture	3.3635	.70574	504
distributiveinnovative	10.7813	4.52076	504

Correlations

		organizationalcyni cism	distributivejust ice	innovativecult ure	distributiveinnova tive
Pearson Correlati on	organizationalcyni cism	1.000	-.397	-.349	-.418
	distributivejustice	-.397	1.000	.527	.915
	innovativeculture	-.349	.527	1.000	.794
	distributiveinnovati ve	-.418	.915	.794	1.000
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000	.000
	distributivejustice	.000	.	.000	.000
	innovativeculture	.000	.000	.	.000
	distributiveinnovati ve	.000	.000	.000	.
N	organizationalcyni cism	504	504	504	504
	distributivejustice	504	504	504	504
	innovativeculture	504	504	504	504
	distributiveinnovati ve	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	distributivejustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	distributiveinnovati ve ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.429 ^b	.184	.181	.58547	.027	16.598	1	501	.000	
3	.431 ^c	.186	.181	.58564	.001	.715	1	500	.398	1.963

a. Predictors: (Constant), distributivejustice

b. Predictors: (Constant), distributivejustice, innovativeculture

c. Predictors: (Constant), distributivejustice, innovativeculture, distributiveinnovative

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	38.844	2	19.422	56.662	.000 ^c
	Residual	171.730	501	.343		
	Total	210.574	503			
3	Regression	39.090	3	13.030	37.991	.000 ^d
	Residual	171.484	500	.343		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), distributivejustice

c. Predictors: (Constant), distributivejustice, innovativeculture

d. Predictors: (Constant), distributivejustice, innovativeculture, distributiveinnovative

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.614	.094				38.593	.000	3.430	3.798		
distributivejustice	-.280	.029	-.397	-9.686	.000	-.337	-.223	-.397	-.397	-.397	1.000	1.000
2 (Constant)	3.987	.130		30.682	.000	3.732	4.242					
distributivejustice	-.208	.034	-.295	-6.215	.000	-.274	-.142	-.397	-.268	-.251	.723	1.384
innovativeculture	-.177	.044	-.193	-4.074	.000	-.263	-.092	-.349	-.179	-.164	.723	1.384
3 (Constant)	4.252	.339		12.528	.000	3.585	4.919					
distributivejustice	-.307	.122	-.435	-2.521	.012	-.547	-.068	-.397	-.112	-.102	.055	18.306
innovativeculture	-.258	.105	-.282	-2.453	.014	-.465	-.051	-.349	-.109	-.099	.123	8.100
distributiveinnovative	.029	.035	.204	.846	.398	-.039	.097	-.418	.038	.034	.028	35.867

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	innovativeculture	-.193 ^b	-4.074	.000	-.179	.723	1.384	.723
	distributiveinnovative	-.336 ^b	-3.343	.001	-.148	.163	6.128	.163
2	distributiveinnovative	.204 ^c	.846	.398	.038	.028	35.867	.028

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), distributive justice

c. Predictors in the Model: (Constant), distributive justice, innovative culture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	distributivejustice	innovativeculture	distributiveinnovative
1	1	1.959	1.000	.02	.02		
	2	.041	6.928	.98	.98		
2	1	2.938	1.000	.00	.01	.00	
	2	.042	8.345	.32	.85	.03	
	3	.020	12.238	.67	.14	.97	
3	1	3.890	1.000	.00	.00	.00	.00
	2	.085	6.776	.03	.00	.00	.02
	3	.024	12.769	.02	.07	.10	.01
	4	.001	54.977	.95	.92	.89	.97

a. Dependent Variable: organizationalcynicism

Coefficient Correlations^a

Model		distributivejustice	innovativeculture	distributiveinnovative
1	Correlations distributivejustice	1.000		
	Covariances distributivejustice	.001		
2	Correlations distributivejustice	1.000	-.527	
	innovativeculture	-.527	1.000	
	Covariances distributivejustice	.001	-.001	
	innovativeculture	-.001	.002	
3	Correlations distributivejustice	1.000	.816	-.961
	innovativeculture	.816	1.000	-.911
	distributiveinnovative	-.961	-.911	1.000
	Covariances distributivejustice	.015	.010	-.004
	innovativeculture	.010	.011	-.003
	distributiveinnovative	-.004	-.003	.001

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
14	3.524	4.31	2.2440	2.06370

a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

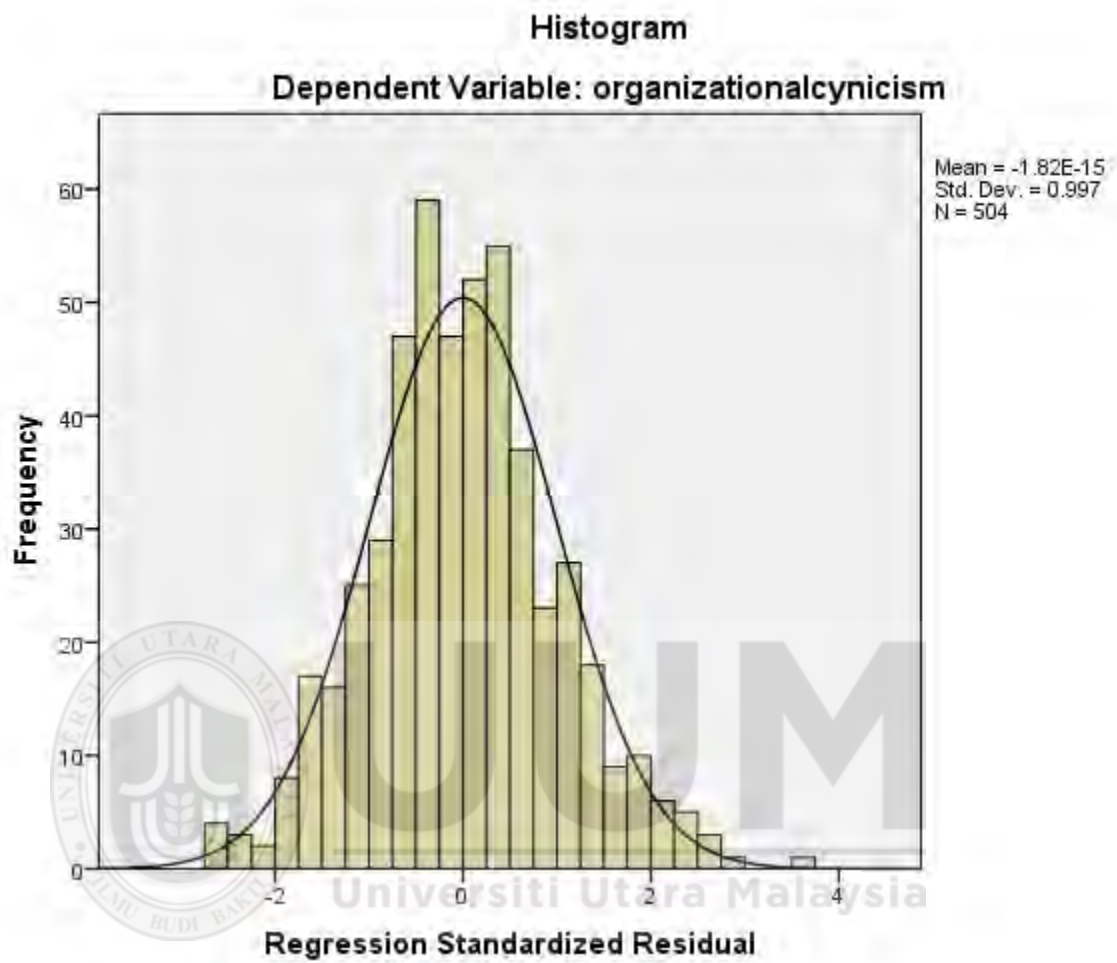
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1543	3.6698	2.7440	.27877	504
Std. Predicted Value	-2.116	3.321	.000	1.000	504
Standard Error of Predicted Value	.029	.150	.048	.021	504
Adjusted Predicted Value	2.1501	3.6155	2.7437	.27785	504
Residual	-1.58421	2.06370	.00000	.58389	504
Std. Residual	-2.705	3.524	.000	.997	504
Stud. Residual	-2.740	3.556	.000	1.002	504
Deleted Residual	-1.62483	2.10176	.00040	.58946	504
Stud. Deleted Residual	-2.758	3.598	.001	1.004	504
Mahal. Distance	.198	32.139	2.994	4.481	504
Cook's Distance	.000	.061	.002	.006	504
Centered Leverage Value	.000	.064	.006	.009	504

a. Dependent Variable: organizational cynicism

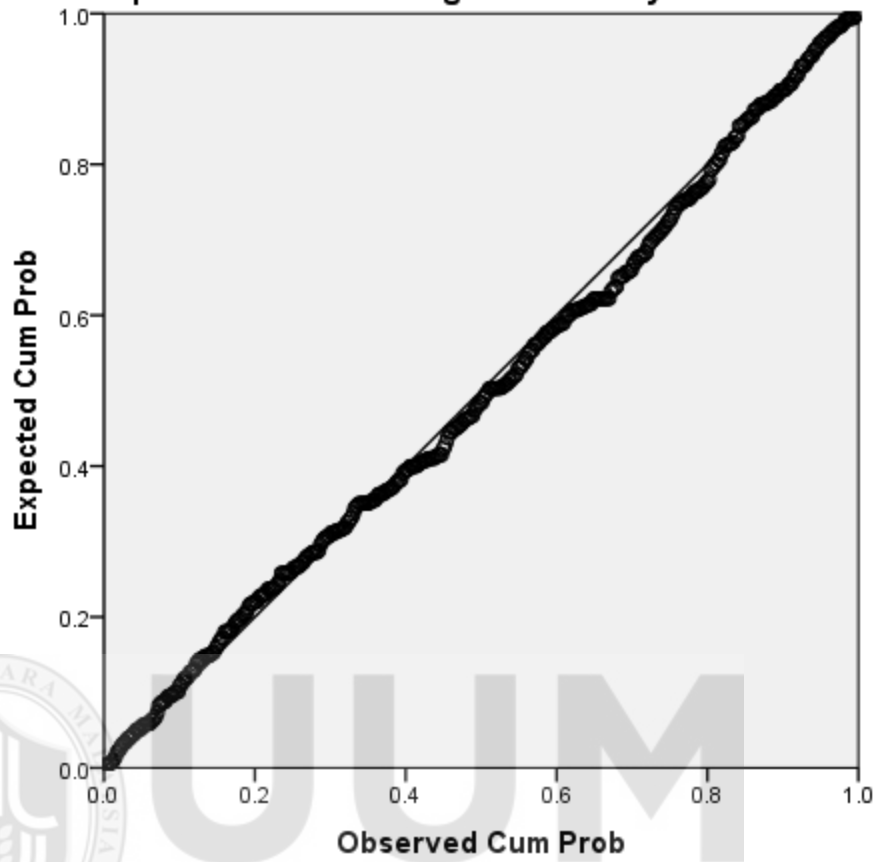


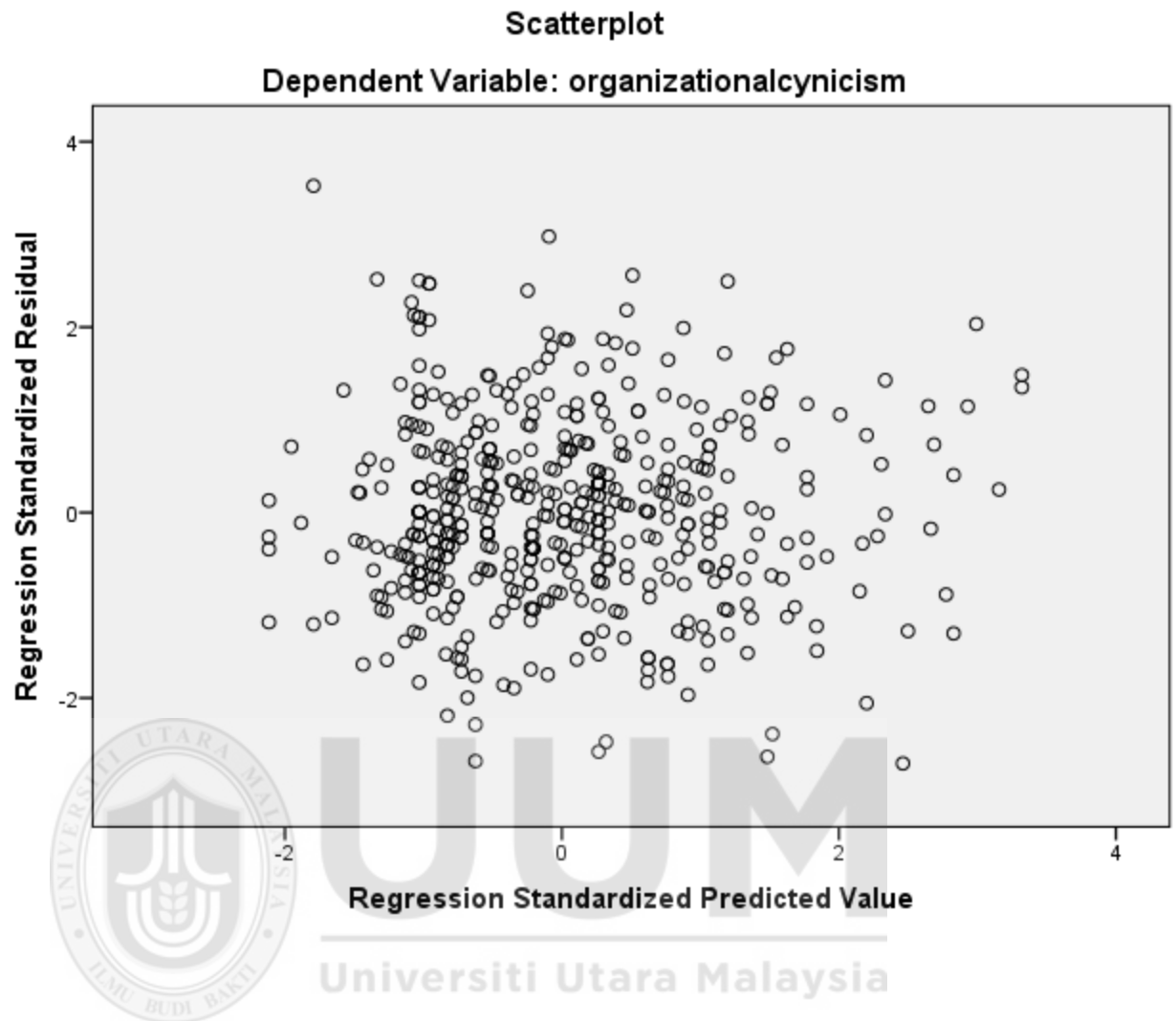
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Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizational cynicism





The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
innovativeculture	3.3635	.70574	504
proceduralxinnovative	11.7918	3.88554	504

Correlations

		organizationalcyni cism	proceduraljus tice	innovativecult ure	proceduralxinnov ative
Pearson Correlati on	organizationalcyni cism	1.000	-.331	-.349	-.373
	proceduraljustice	-.331	1.000	.532	.839
	innovativeculture	-.349	.532	1.000	.890
	proceduralxinnova tive	-.373	.839	.890	1.000
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000	.000
	proceduraljustice	.000	.	.000	.000
	innovativeculture	.000	.000	.	.000
	proceduralxinnova tive	.000	.000	.000	.
N	organizationalcyni cism	504	504	504	504
	proceduraljustice	504	504	504	504
	innovativeculture	504	504	504	504
	proceduralxinnova tive	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	proceduralxinnova tive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.389 ^b	.151	.148	.59733	.042	24.515	1	501	.000	
3	.396 ^c	.157	.152	.59595	.006	3.329	1	500	.069	1.942

a. Predictors: (Constant), proceduraljustice

b. Predictors: (Constant), proceduraljustice, innovativeculture

c. Predictors: (Constant), proceduraljustice, innovativeculture, proceduralxinnovative

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	31.814	2	15.907	44.581	.000 ^c
	Residual	178.760	501	.357		
	Total	210.574	503			
3	Regression	32.996	3	10.999	30.969	.000 ^d
	Residual	177.578	500	.355		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), proceduraljustice

c. Predictors: (Constant), proceduraljustice, innovativeculture

d. Predictors: (Constant), proceduraljustice, innovativeculture, proceduralxinnovative

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	3.923	.152		25.727	.000	3.624	4.223					
proceduraljustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	-.331	-.331	-.331	1.000	1.000
2 (Constant)	4.209	.160		26.334	.000	3.895	4.523					
proceduraljustice	-.210	.050	-.203	-4.171	.000	-.309	-.111	-.331	-.183	-.172	.717	1.395
innovativeculture	-.221	.045	-.241	-4.951	.000	-.308	-.133	-.349	-.216	-.204	.717	1.395
3 (Constant)	5.086	.506		10.044	.000	4.091	6.081					
proceduraljustice	-.474	.153	-.457	-3.099	.002	-.774	-.173	-.331	-.137	-.127	.078	12.880
innovativeculture	-.504	.161	-.549	-3.122	.002	-.820	-.187	-.349	-.138	-.128	.054	18.349
proceduralxinnovative	.083	.046	.499	1.825	.069	-.006	.172	-.373	.081	.075	.023	44.293

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model		Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	innovativeculture	-.241 ^b	-4.951	.000	-.216	.717	1.395	.717
	proceduralxinnovative	-.322 ^b	-4.230	.000	-.186	.297	3.368	.297
2	proceduralxinnovative	.499 ^c	1.825	.069	.081	.023	44.293	.023

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), procedural justice

c. Predictors in the Model: (Constant), procedural justice, innovative culture

Coefficient Correlations^a

Model			proceduraljustice	innovativeculture	proceduralxinnovative
1	Correlations	proceduraljustice	1.000		
	Covariances	proceduraljustice	.002		
2	Correlations	proceduraljustice	1.000	-.532	
		innovativeculture	-.532	1.000	
	Covariances	proceduraljustice	.003	-.001	
		innovativeculture	-.001	.002	
3	Correlations	proceduraljustice	1.000	.859	-.944
		innovativeculture	.859	1.000	-.961
		proceduralxinnovative	-.944	-.961	1.000
	Covariances	proceduraljustice	.023	.021	-.007
		innovativeculture	.021	.026	-.007
		proceduralxinnovative	-.007	-.007	.002

a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	proceduraljustice	innovativeculture	proceduralxinnovative
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.963	1.000	.00	.00	.00	
	2	.021	11.772	.54	.01	.81	
	3	.015	13.977	.46	.98	.19	
3	1	3.932	1.000	.00	.00	.00	.00
	2	.051	8.777	.03	.00	.00	.02
	3	.017	15.354	.00	.07	.07	.00
	4	.001	78.745	.97	.92	.93	.98

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizational cynicism	Predicted Value	Residual
14	3.028	4.31	2.5029	1.80477
21	3.416	4.46	2.4261	2.03548

a. Dependent Variable: organizational cynicism

Residuals Statistics^a

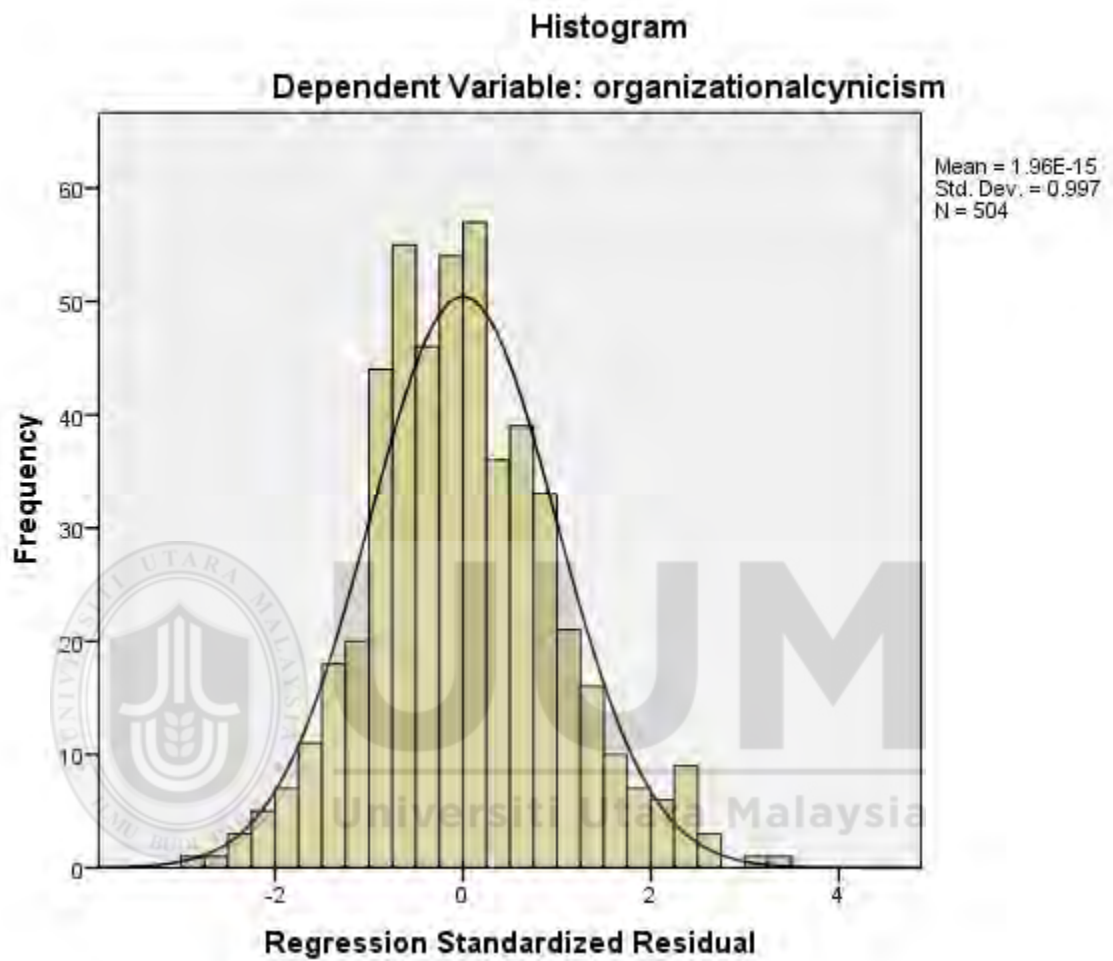
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2763	4.1076	2.7440	.25612	504
Std. Predicted Value	-1.826	5.324	.000	1.000	504
Standard Error of Predicted Value	.028	.233	.047	.024	504
Adjusted Predicted Value	2.2791	4.0436	2.7436	.25480	504
Residual	-1.64315	2.03548	.00000	.59417	504
Std. Residual	-2.757	3.416	.000	.997	504
Stud. Residual	-2.765	3.431	.000	1.001	504
Deleted Residual	-1.65191	2.05390	.00045	.59940	504
Stud. Deleted Residual	-2.783	3.469	.001	1.004	504
Mahal. Distance	.150	76.039	2.994	6.291	504
Cook's Distance	.000	.032	.002	.005	504
Centered Leverage Value	.000	.151	.006	.013	504

a. Dependent Variable: organizational cynicism

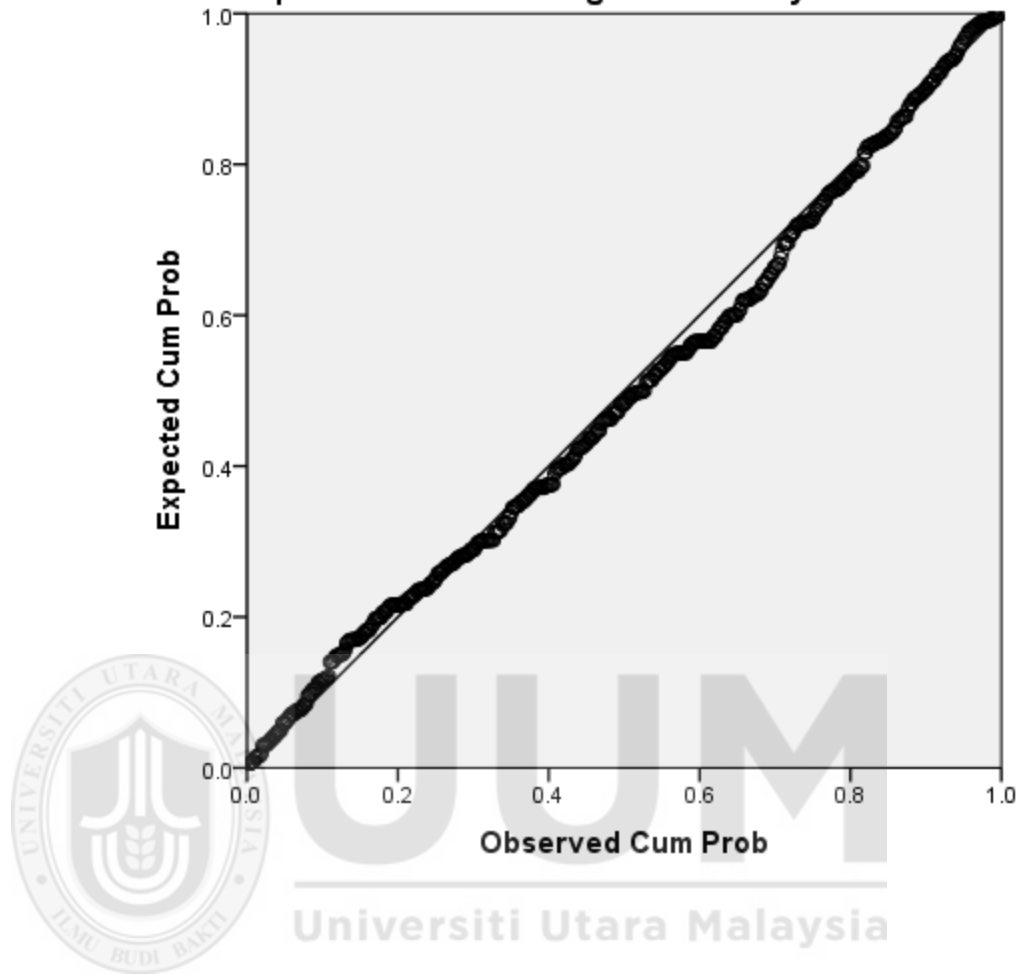


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Charts

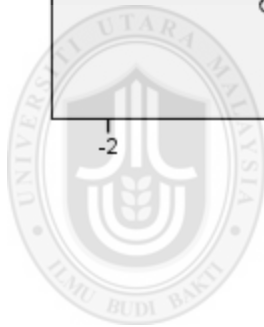
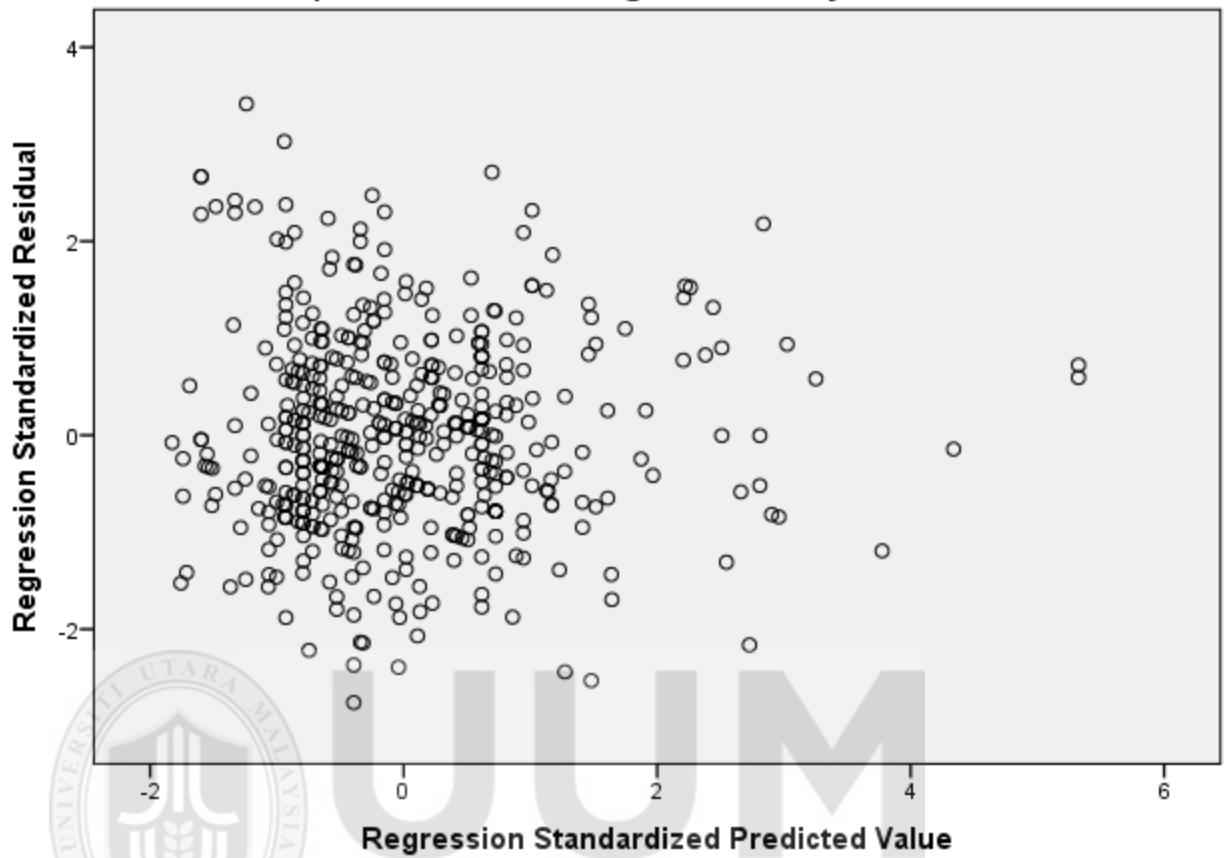


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism

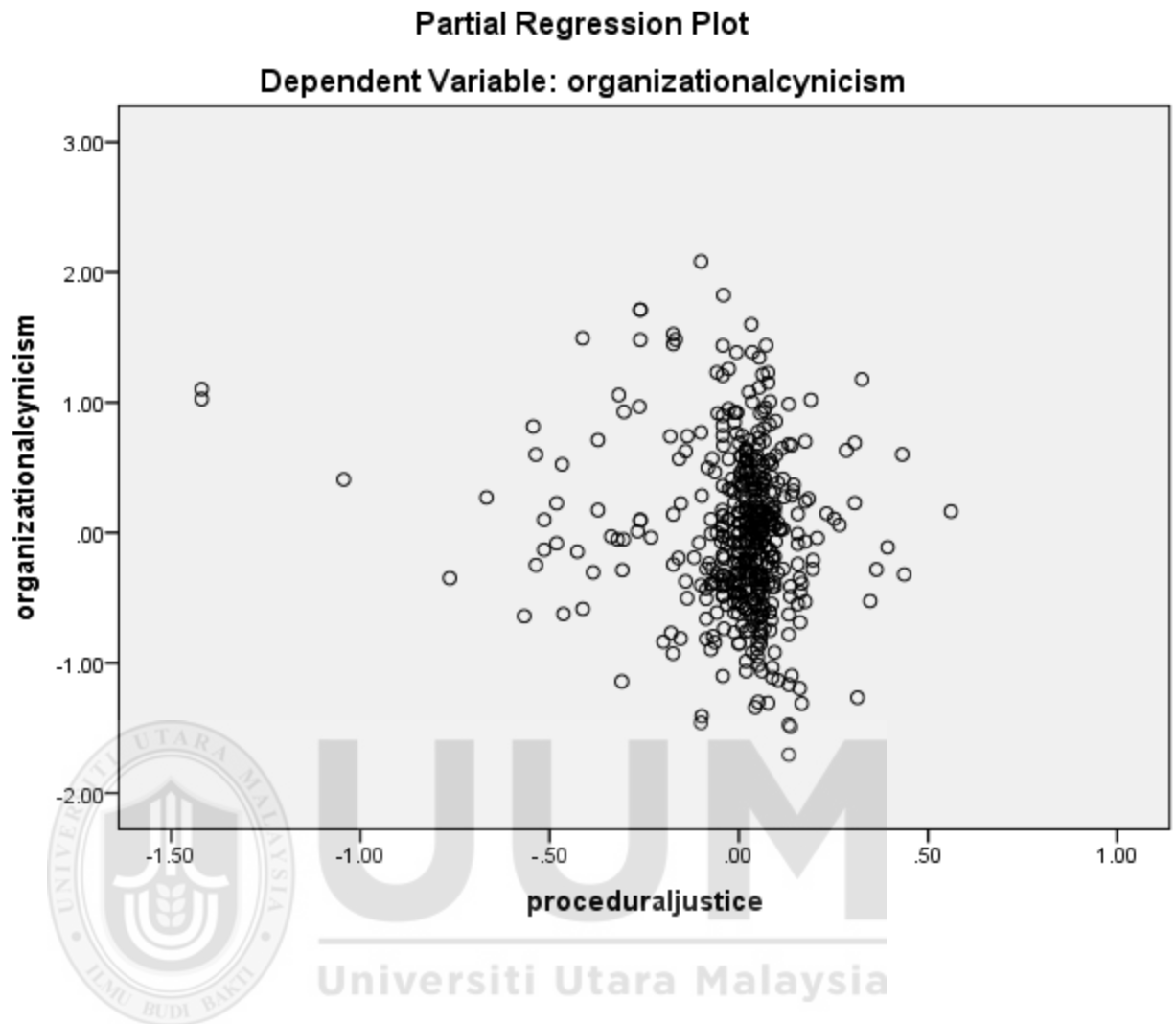


Scatterplot

Dependent Variable: organizational cynicism



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The Moderating Test of Innovative Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
innovativeculture	3.3635	.70574	504
interactionalxinnovative	11.0472	4.12794	504

Correlations

	organizationalcyni cism	interactionalju stice	innovativecul ture	interactionalxinnov ative	
Pearson Correlati on	organizationalcyni cism	1.000	-.440	-.349	-.413
	interactionaljustice	-.440	1.000	.674	.915
	innovativeculture	-.349	.674	1.000	.888
	interactionalxinnov ative	-.413	.915	.888	1.000
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000	.000
	interactionaljustice	.000	.	.000	.000
	innovativeculture	.000	.000	.	.000
	interactionalxinnov ative	.000	.000	.000	.
N	organizationalcyni cism	504	504	504	504
	interactionaljustice	504	504	504	504
	innovativeculture	504	504	504	504
	interactionalxinnov ative	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	interactionalxinnov ative ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.446 ^b	.199	.196	.58031	.005	3.081	1	501	.080	
3	.456 ^c	.208	.203	.57756	.009	5.785	1	500	.017	1.978

a. Predictors: (Constant), interactionaljustice

b. Predictors: (Constant), interactionaljustice, innovativeculture

c. Predictors: (Constant), interactionaljustice, innovativeculture, interactionalxinnovative

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719	.000 ^b
	Residual	169.752	502	.338		
	Total	210.574	503			
2	Regression	41.859	2	20.929	62.150	.000 ^c
	Residual	168.715	501	.337		
	Total	210.574	503			
3	Regression	43.789	3	14.596	43.758	.000 ^d
	Residual	166.785	500	.334		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), interactionaljustice

c. Predictors: (Constant), interactionaljustice, innovativeculture

d. Predictors: (Constant), interactionaljustice, innovativeculture, interactionalxinnovative

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.996	.117		34.192	.000	3.767	4.226				
interaction aljustice	-.394	.036	-.440	-10.987	.000	-.464	-.323	-.440	-.440	-.440	1.000	1.000
2 (Constant)	4.107	.133		30.967	.000	3.847	4.368					
interaction aljustice	-.336	.048	-.376	-6.947	.000	-.431	-.241	-.440	-.296	-.278	.545	1.834
innovativeculture	-.087	.050	-.095	-1.755	.080	-.185	.010	-.349	-.078	-.070	.545	1.834
3 (Constant)	4.942	.371		13.307	.000	4.212	5.672					
interaction aljustice	-.635	.133	-.711	-4.766	.000	-.897	-.373	-.440	-.208	-.190	.071	14.035
innovativeculture	-.349	.120	-.381	-2.919	.004	-.584	-.114	-.349	-.129	-.116	.093	10.732
interaction alinnovative	.090	.038	.576	2.405	.017	.017	.164	-.413	.107	.096	.028	36.152

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 innovativeculture	-.095 ^b	-1.755	.080	-.078	.545	1.834	.545
interactionalxinnovative	-.061 ^b	-.607	.544	-.027	.162	6.177	.162
2 interactionalxinnovative	.576 ^c	2.405	.017	.107	.028	36.152	.028

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), interactionaljustice

c. Predictors in the Model: (Constant), interactionaljustice, innovativeculture

Coefficient Correlations^a

Model		interactionaljustice	innovativeculture	interactionalxinnovative
1	Correlations	1.000		
	Covariances	.001		
2	Correlations	1.000	-.674	
		-.674	1.000	
	Covariances	.002	-.002	
		-.002	.002	
3	Correlations	1.000	.748	-.932
		.748	1.000	-.911
		-.932	-.911	1.000
	Covariances	.018	.012	-.005
		.012	.014	-.004
		-.005	-.004	.001

a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	interactionaljustice	innovativeculture	interactionalxinnovative
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.026	10.637	.94	.29	.06	
	3	.015	14.254	.06	.71	.93	
3	1	3.921	1.000	.00	.00	.00	.00
	2	.064	7.846	.04	.00	.00	.02
	3	.015	16.345	.00	.11	.14	.00
	4	.001	61.370	.96	.89	.86	.98

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
206	3.531	4.54	2.4988	2.03961

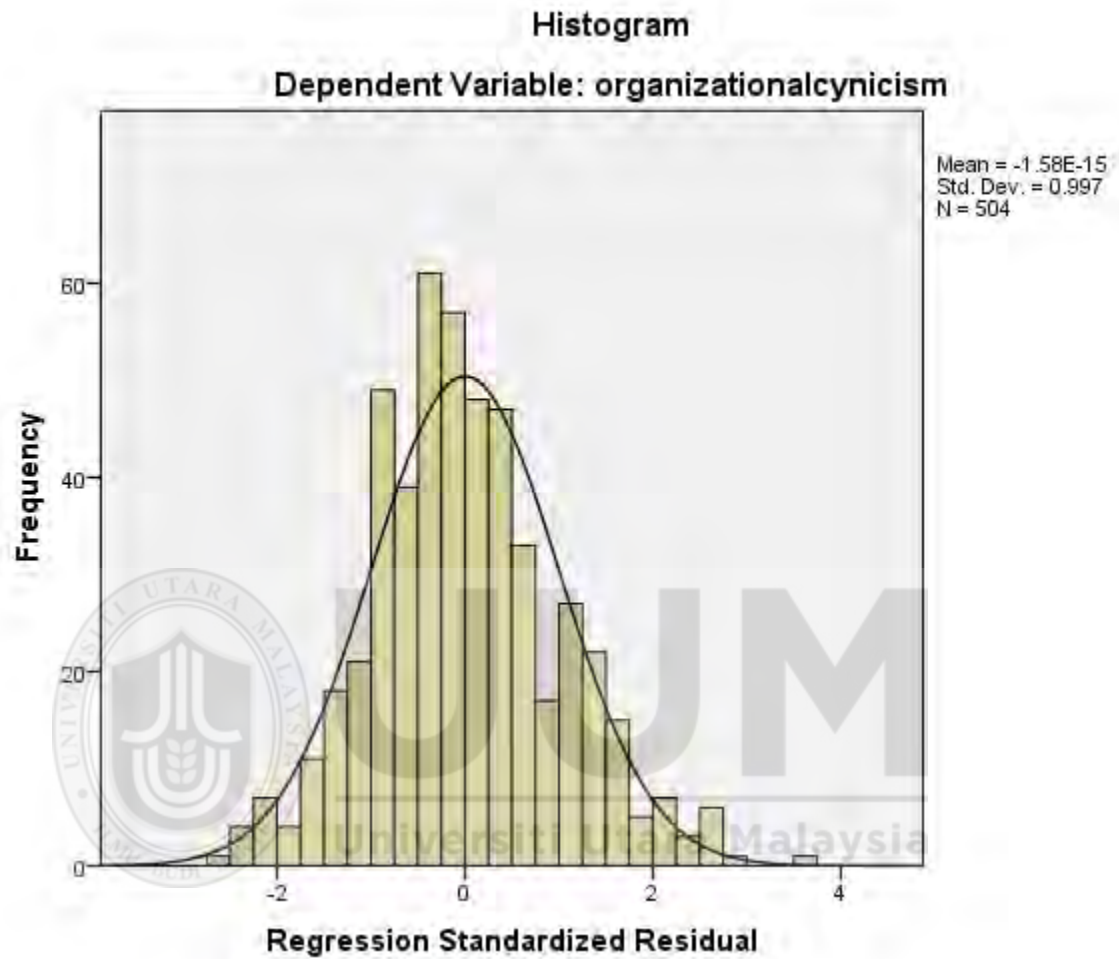
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

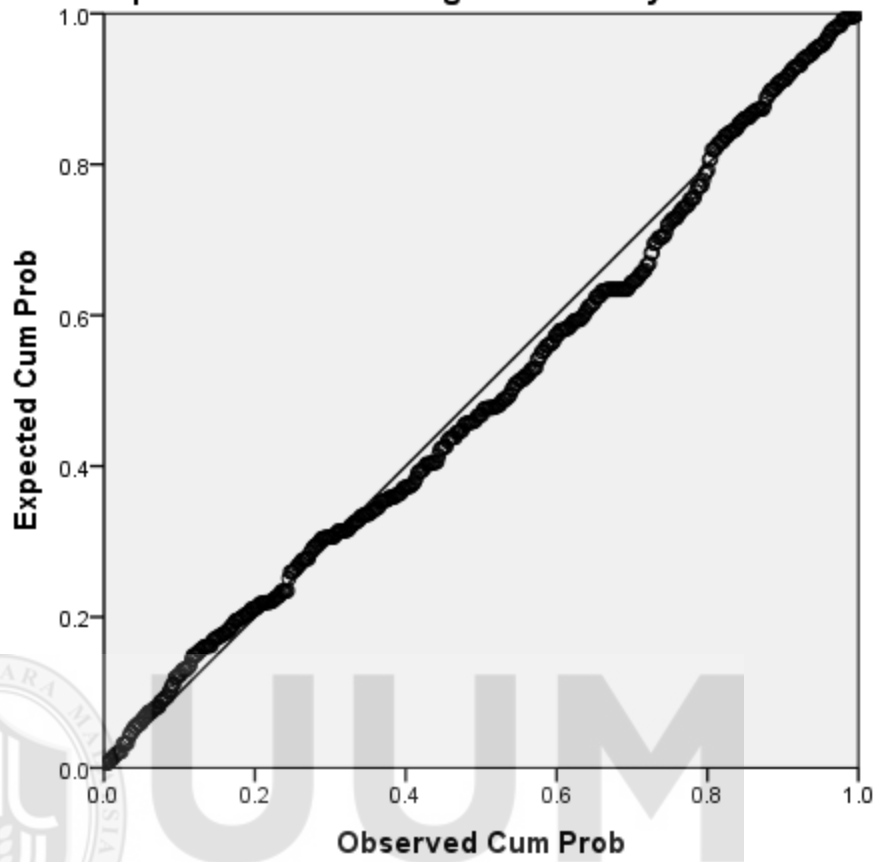
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.0935	3.9087	2.7440	.29505	504
Std. Predicted Value	-2.205	3.947	.000	1.000	504
Standard Error of Predicted Value	.029	.151	.047	.022	504
Adjusted Predicted Value	2.0753	3.8940	2.7437	.29443	504
Residual	-1.52239	2.03961	.00000	.57583	504
Std. Residual	-2.636	3.531	.000	.997	504
Stud. Residual	-2.657	3.556	.000	1.002	504
Deleted Residual	-1.54727	2.06801	.00034	.58162	504
Stud. Deleted Residual	-2.674	3.598	.001	1.004	504
Mahal. Distance	.229	33.553	2.994	4.673	504
Cook's Distance	.000	.094	.003	.007	504
Centered Leverage Value	.000	.067	.006	.009	504

a. Dependent Variable: organizationalcynicism

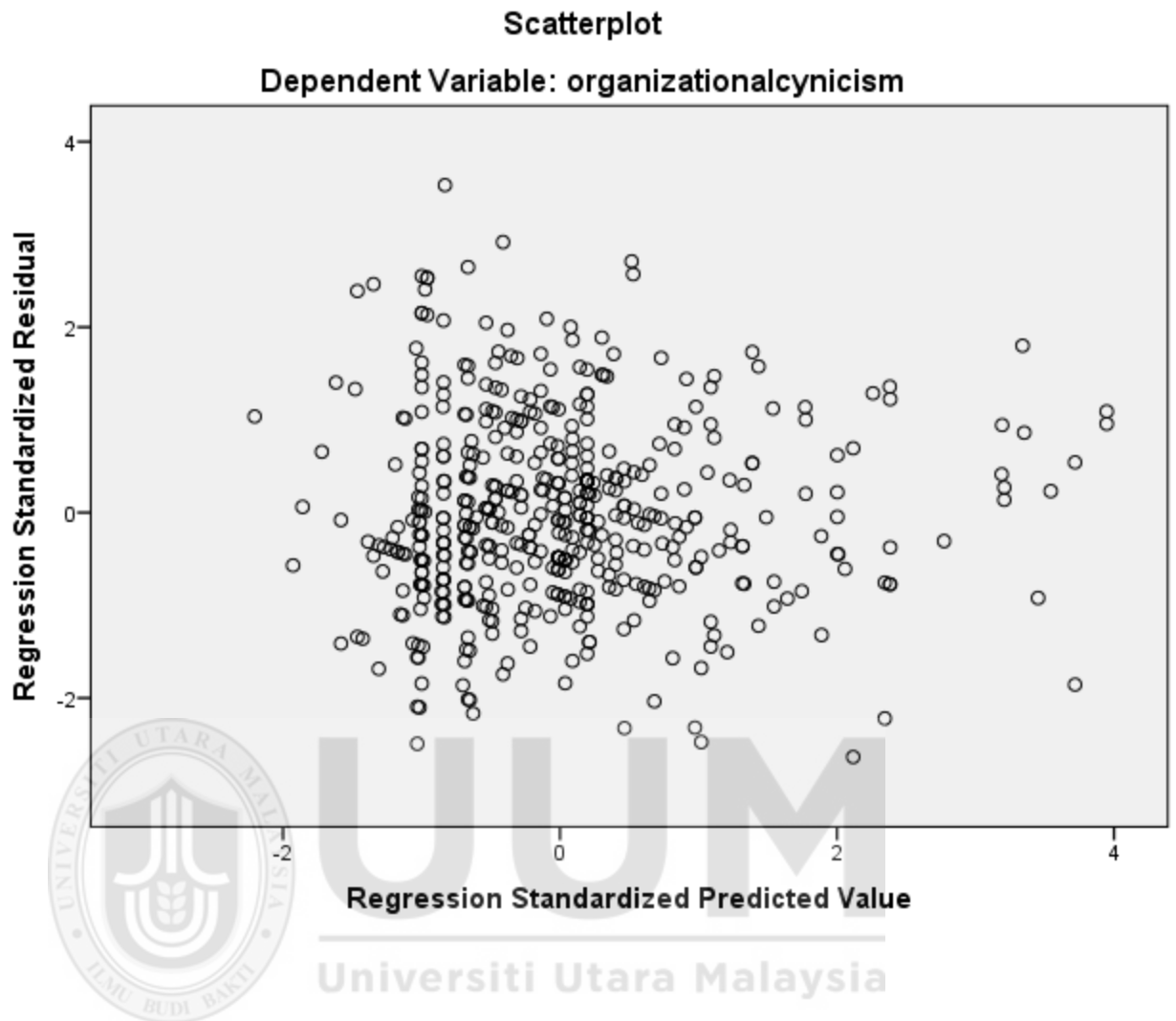
Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizational cynicism



UUM
Universiti Utara Malaysia



The Moderating Test of Innovative Culture Between The Relationship of Job Autonomy and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
innovativeculture	3.3635	.70574	504
autonomyxinnovative	11.5107	3.64742	504

Correlations

		organizationalcynic ism	jobautono my	innovativecult ure	autonomyxinnova tive
Pearson Correlati on	organizationalcynic ism	1.000	-.121	-.349	-.262
	jobautonomy	-.121	1.000	.468	.817
	innovativeculture	-.349	.468	1.000	.880
	autonomyxinnovati ve	-.262	.817	.880	1.000
Sig. (1- tailed)	organizationalcynic ism	.	.003	.000	.000
	jobautonomy	.003	.	.000	.000
	innovativeculture	.000	.000	.	.000
	autonomyxinnovati ve	.000	.000	.000	.
N	organizationalcynic ism	504	504	504	504
	jobautonomy	504	504	504	504
	innovativeculture	504	504	504	504
	autonomyxinnovati ve	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	innovativeculture ^b	.	Enter
3	autonomyxinnova tive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.352 ^b	.124	.120	.60682	.109	62.531	1	501	.000	
3	.396 ^c	.157	.152	.59592	.033	19.500	1	500	.000	1.956

a. Predictors: (Constant), jobautonomy

b. Predictors: (Constant), jobautonomy, innovativeculture

c. Predictors: (Constant), jobautonomy, innovativeculture, autonomylxinnovative

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	26.091	2	13.045	35.428	.000 ^c
	Residual	184.483	501	.368		
	Total	210.574	503			
3	Regression	33.016	3	11.005	30.991	.000 ^d
	Residual	177.558	500	.355		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), jobautonomy

c. Predictors: (Constant), jobautonomy, innovativeculture

d. Predictors: (Constant), jobautonomy, innovativeculture, autonomylxinnovative

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.215	.175		18.349	.000	2.871	3.559				
jobautonomy	-.140	.051	-.121	-2.723	.007	-.241	-.039	-.121	-.121	-.121	1.000	1.000
2 (Constant)	3.686	.176		20.970	.000	3.341	4.031					
jobautonomy	.063	.055	.054	1.147	.252	-.045	.171	-.121	.051	.048	.781	1.280
innovativeculture	-.343	.043	-.374	-7.908	.000	-.428	-.258	-.349	-.333	-.331	.781	1.280
3 (Constant)	6.530	.667		9.793	.000	5.220	7.840					
jobautonomy	-.814	.206	-.703	-3.957	.000	-1.219	-.410	-.121	-.174	-.162	.053	18.713
innovativeculture	-1.197	.198	1.306	-6.044	.000	-1.586	-.808	-.349	-.261	-.248	.036	27.681
autonomyxinnovative	.259	.059	1.461	4.416	.000	.144	.374	-.262	.194	.181	.015	64.897

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 innovativeculture	-.374 ^b	-7.908	.000	-.333	.781	1.280	.781
autonomyxinnovative	-.492 ^b	-6.682	.000	-.286	.333	3.001	.333
2 autonomyxinnovative	1.461 ^c	4.416	.000	.194	.015	64.897	.015

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), jobautonomy

c. Predictors in the Model: (Constant), jobautonomy, innovativeculture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	jobautonomy	innovativeculture	autonomyxinnovative
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.964	1.000	.00	.00	.00	
	2	.022	11.496	.28	.08	.95	
	3	.013	14.978	.72	.92	.04	
3	1	3.934	1.000	.00	.00	.00	.00
	2	.048	9.011	.02	.00	.00	.01
	3	.017	15.229	.00	.04	.04	.00
	4	.000	101.559	.98	.96	.96	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.314	4.46	2.4868	1.97471

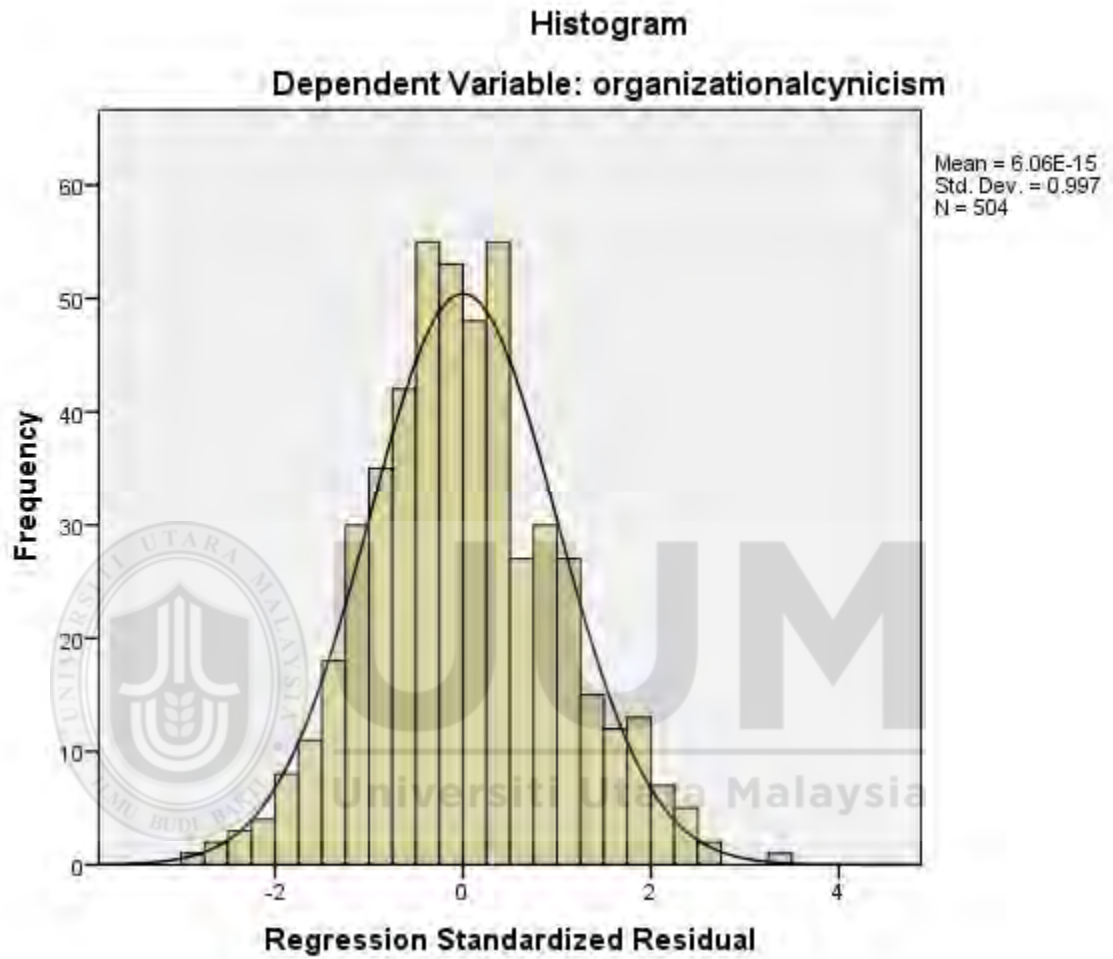
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

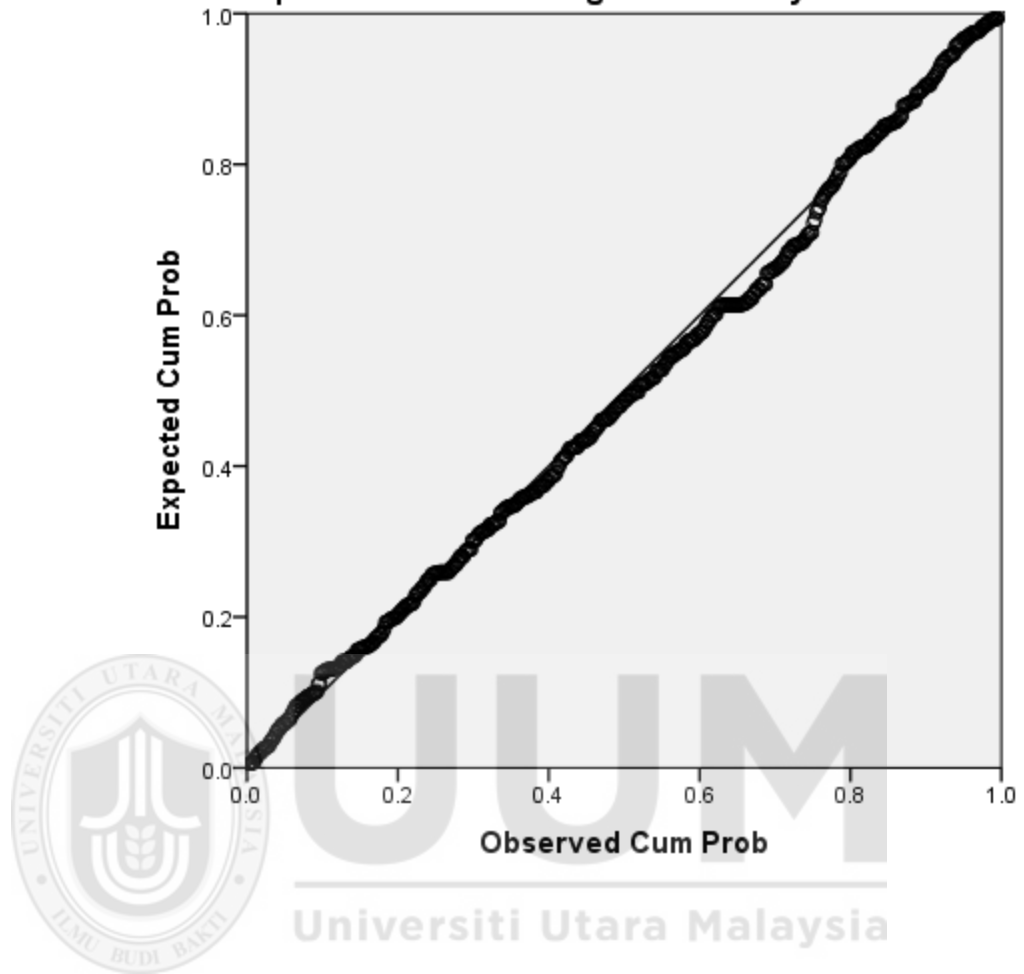
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9883	4.0238	2.7440	.25620	504
Std. Predicted Value	-2.950	4.995	.000	1.000	504
Standard Error of Predicted Value	.029	.165	.048	.022	504
Adjusted Predicted Value	1.9822	3.9809	2.7439	.25623	504
Residual	-1.75518	1.97471	.00000	.59414	504
Std. Residual	-2.945	3.314	.000	.997	504
Stud. Residual	-2.952	3.332	.000	1.002	504
Deleted Residual	-1.76290	1.99614	.00012	.59981	504
Stud. Deleted Residual	-2.975	3.366	.000	1.004	504
Mahal. Distance	.163	37.752	2.994	4.564	504
Cook's Distance	.000	.056	.002	.006	504
Centered Leverage Value	.000	.075	.006	.009	504

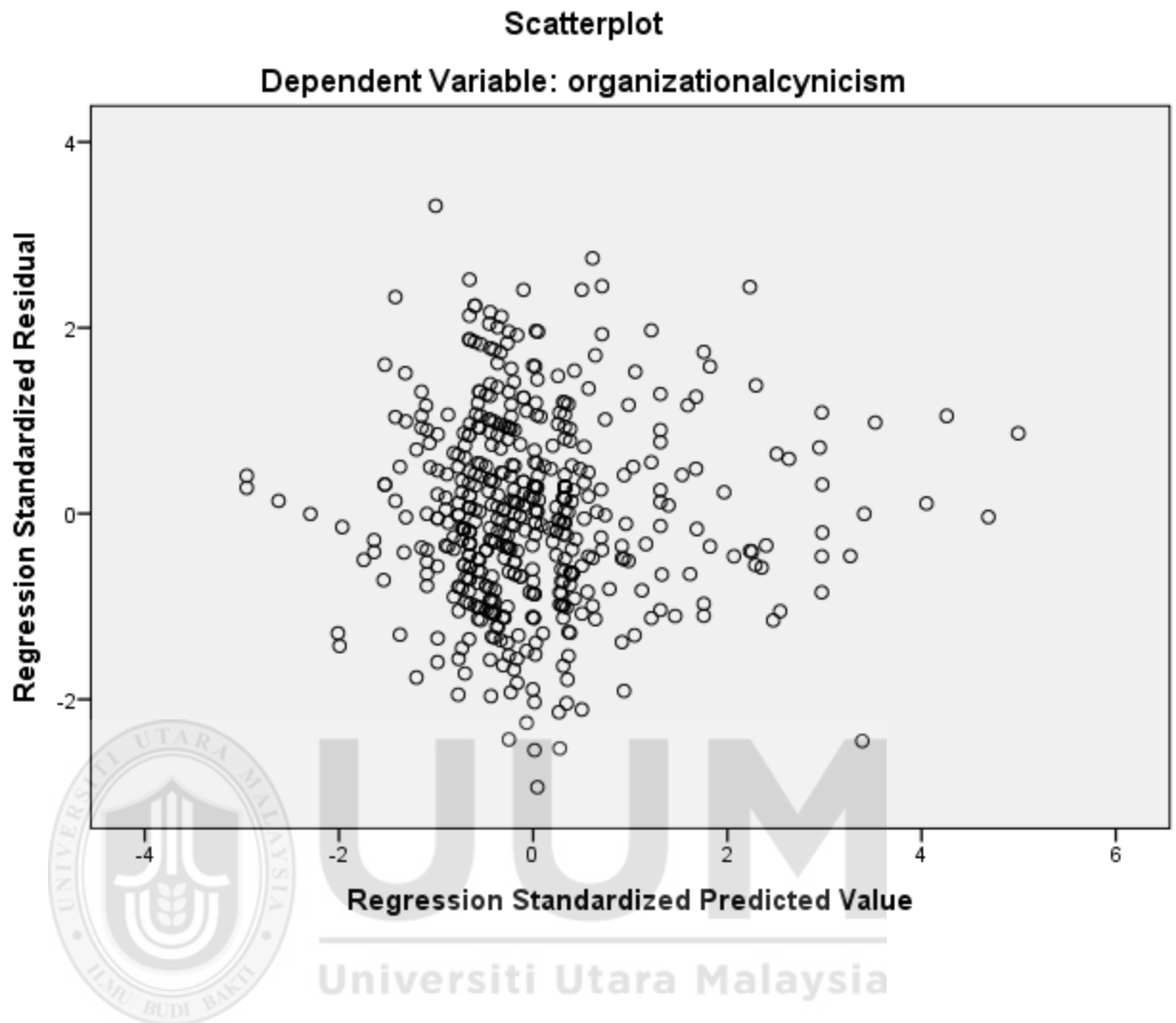
a. Dependent Variable: organizationalcynicism

Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism





The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Distributive Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
distributivejustice	3.1044	.91611	504
supportiveculture	3.6952	.67737	504
distributivesupportive	11.7180	4.61104	504

Correlations

		organizationalcyni cism	distributivejus tice	supportivecult ure	distributivexsuppo rtive
Pearson Correlati on	organizationalcyni cism	1.000	-.397	-.323	-.438
	distributivejustice	-.397	1.000	.398	.914
	supportiveculture	-.323	.398	1.000	.710
	distributivexsuppo rtive	-.438	.914	.710	1.000
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000	.000
	distributivejustice	.000	.	.000	.000
	supportiveculture	.000	.000	.	.000
	distributivexsuppo rtive	.000	.000	.000	.
N	organizationalcyni cism	504	504	504	504
	distributivejustice	504	504	504	504
	supportiveculture	504	504	504	504
	distributivexsuppo rtive	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	distributivejustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	distributivexsuppo rtive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.397 ^a	.157	.156	.59449	.157	93.810	1	502	.000	
2	.436 ^b	.190	.187	.58348	.033	20.126	1	501	.000	
3	.439 ^c	.192	.188	.58318	.002	1.513	1	500	.219	1.941

a. Predictors: (Constant), distributivejustice

b. Predictors: (Constant), distributivejustice, supportiveculture

c. Predictors: (Constant), distributivejustice, supportiveculture, distributivexsupportive

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.155	1	33.155	93.810	.000 ^b
	Residual	177.419	502	.353		
	Total	210.574	503			
2	Regression	40.007	2	20.003	58.755	.000 ^c
	Residual	170.567	501	.340		
	Total	210.574	503			
3	Regression	40.522	3	13.507	39.715	.000 ^d
	Residual	170.052	500	.340		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), distributivejustice

c. Predictors: (Constant), distributivejustice, supportiveculture

d. Predictors: (Constant), distributivejustice, supportiveculture, distributivexsupportive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1 (Constant)	3.614	.094		38.593	.000	3.430	3.798					
distributivejustice	-.280	.029	-.397	-9.686	.000	-.337	-.223	-.397	-.397	-.397	1.000	1.000
2 (Constant)	4.136	.148		27.883	.000	3.845	4.428					
distributivejustice	-.225	.031	-.318	-7.265	.000	-.286	-.164	-.397	-.309	-.292	.841	1.189
supportiveculture	-.188	.042	-.197	-4.486	.000	-.270	-.106	-.323	-.197	-.180	.841	1.189
3 (Constant)	3.648	.424		8.606	.000	2.815	4.481					
distributivejustice	-.047	.148	-.066	-.316	.752	-.338	.244	-.397	-.014	-.013	.037	27.213
supportiveculture	-.056	.115	-.058	-.484	.629	-.282	.171	-.323	-.022	-.019	.111	9.015
distributivexsupportive	-.047	.038	-.336	-1.230	.219	-.122	.028	-.438	-.055	-.049	.022	46.220

a. Dependent Variable: organizationalcynicism

Excluded Variables^a

Model		Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	supportiveculture	-.197 ^b	-4.486	.000	-.197	.841	1.189	.841
	distributivexsupportive	-.459 ^b	-4.632	.000	-.203	.164	6.093	.164
2	distributivexsupportive	-.336 ^c	-1.230	.219	-.055	.022	46.220	.022

a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), distributivejustice

c. Predictors in the Model: (Constant), distributivejustice, supportiveculture

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	distributivejustice	supportiveculture	distributivesupportive
1	1	1.959	1.000	.02	.02		
	2	.041	6.928	.98	.98		
2	1	2.938	1.000	.00	.01	.00	
	2	.046	7.983	.15	.97	.07	
	3	.016	13.501	.85	.02	.93	
3	1	3.893	1.000	.00	.00	.00	.00
	2	.083	6.866	.02	.00	.00	.01
	3	.023	12.987	.02	.05	.07	.01
	4	.001	67.611	.96	.95	.93	.98

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizational cynicism	Predicted Value	Residual
14	3.432	4.31	2.3060	2.00165

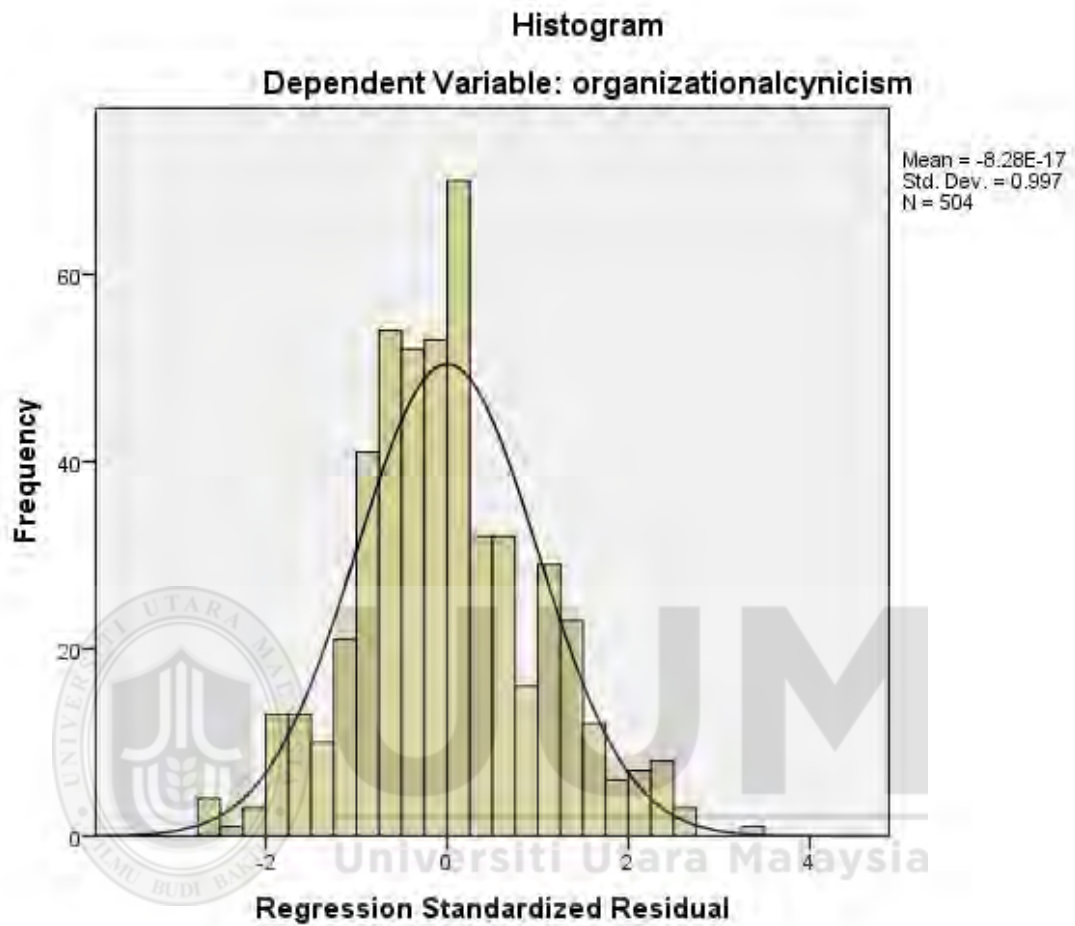
a. Dependent Variable: organizational cynicism

Residuals Statistics^a

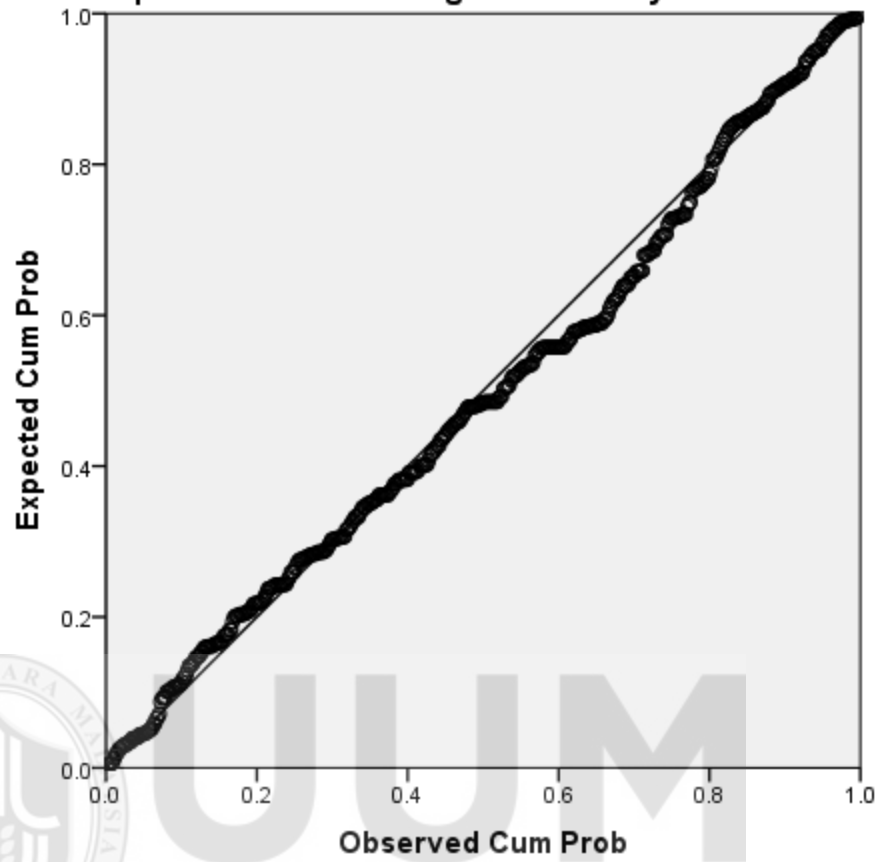
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9562	3.4982	2.7440	.28383	504
Std. Predicted Value	-2.776	2.657	.000	1.000	504
Standard Error of Predicted Value	.028	.213	.047	.022	504
Adjusted Predicted Value	1.9290	3.4261	2.7436	.28358	504
Residual	-1.56768	2.00165	.00000	.58144	504
Std. Residual	-2.688	3.432	.000	.997	504
Stud. Residual	-2.741	3.452	.000	1.002	504
Deleted Residual	-1.63000	2.02531	.00043	.58715	504
Stud. Deleted Residual	-2.759	3.491	.001	1.004	504
Mahal. Distance	.124	66.104	2.994	5.134	504
Cook's Distance	.000	.211	.002	.011	504
Centered Leverage Value	.000	.131	.006	.010	504

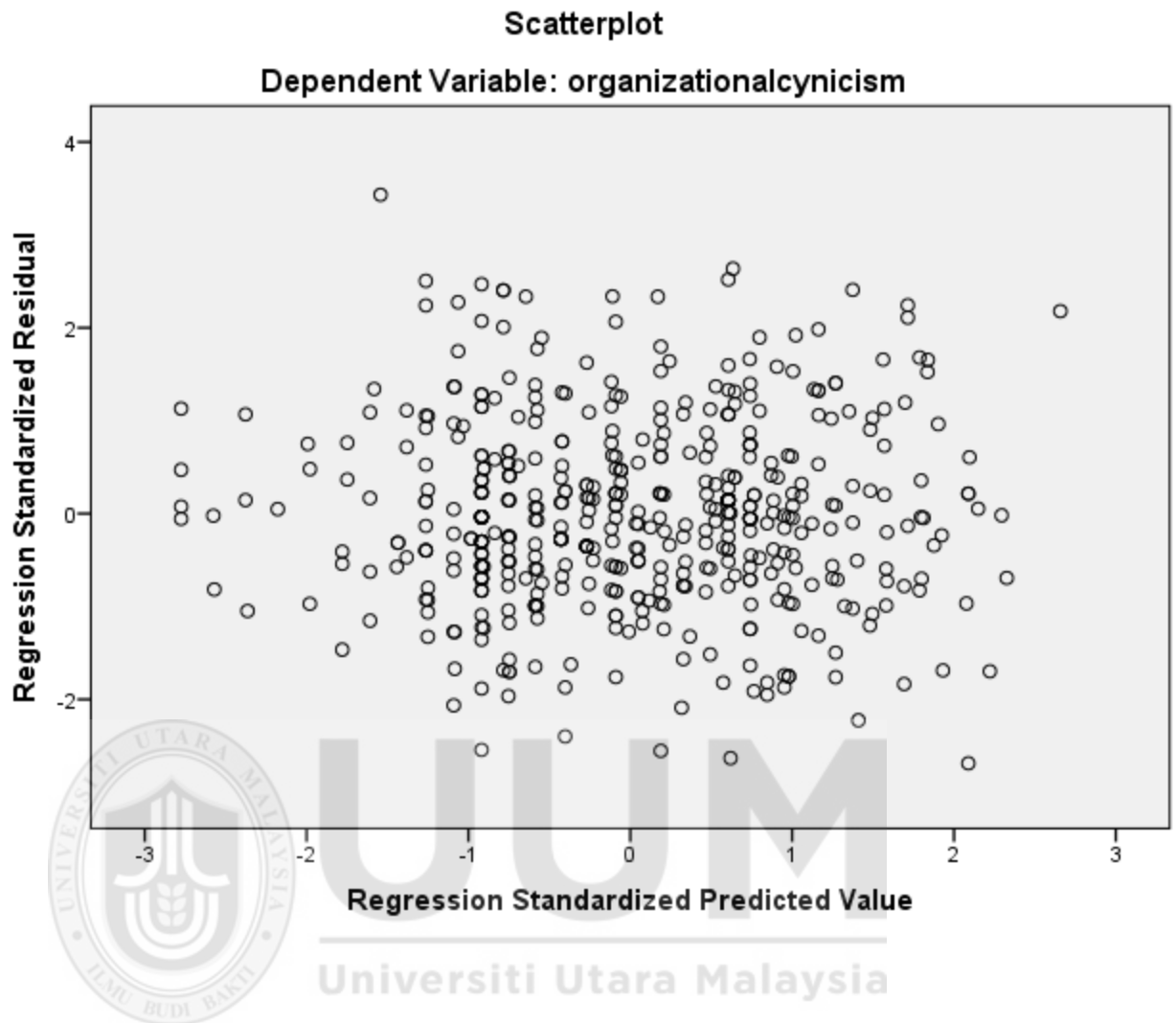
a. Dependent Variable: organizationalcynicism

Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism





The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Procedural Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
proceduraljustice	3.4363	.62408	504
supportiveculture	3.6952	.67737	504
proceduralxsupportive	12.8841	3.92577	504

Correlations

	organizationalcyni cism	proceduraljus tice	supportivecult ure	proceduralxsuppo rtive
Pearson Correlati on	organizationalcyni cism	1.000	-.331	-.323
	proceduraljustice	-.331	1.000	.442
	supportiveculture	-.323	.442	1.000
	proceduralxsuppor tive	-.379	.849	.837
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000
	proceduraljustice	.000	.	.000
	supportiveculture	.000	.000	.
	proceduralxsuppor tive	.000	.000	.000
N	organizationalcyni cism	504	504	504
	proceduraljustice	504	504	504
	supportiveculture	504	504	504
	proceduralxsuppor tive	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	proceduraljustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	proceduralxsuppor tive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.331 ^a	.110	.108	.61116	.110	61.754	1	502	.000	
2	.385 ^b	.149	.145	.59820	.039	22.986	1	501	.000	
3	.387 ^c	.150	.144	.59847	.001	.556	1	500	.456	1.938

a. Predictors: (Constant), proceduraljustice

b. Predictors: (Constant), proceduraljustice, supportiveculture

c. Predictors: (Constant), proceduraljustice, supportiveculture, proceduralxsupportive

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.067	1	23.067	61.754	.000 ^b
	Residual	187.507	502	.374		
	Total	210.574	503			
2	Regression	31.292	2	15.646	43.722	.000 ^c
	Residual	179.282	501	.358		
	Total	210.574	503			
3	Regression	31.491	3	10.497	29.308	.000 ^d
	Residual	179.083	500	.358		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), proceduraljustice

c. Predictors: (Constant), proceduraljustice, supportiveculture

d. Predictors: (Constant), proceduraljustice, supportiveculture, proceduralxsupportive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.923	.152		25.727	.000	3.624	4.223				
proceduraljustice	-.343	.044	-.331	-7.858	.000	-.429	-.257	-.331	-.331	-.331	1.000	1.000
2 (Constant)	4.354	.174		24.990	.000	4.012	4.696					
proceduraljustice	-.242	.048	-.234	-5.086	.000	-.336	-.149	-.331	-.222	-.210	.805	1.242
supportiveculture	-.210	.044	-.220	-4.794	.000	-.297	-.124	-.323	-.209	-.198	.805	1.242
3 (Constant)	4.872	.716		6.806	.000	3.465	6.278					
proceduraljustice	-.400	.217	-.386	-1.844	.066	-.826	.026	-.331	-.082	-.076	.039	25.737
supportiveculture	-.351	.193	-.367	-1.815	.070	-.731	.029	-.323	-.081	-.075	.042	24.078
proceduralsupportive	.042	.057	.256	.745	.456	-.069	.153	-.379	.033	.031	.014	69.221

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 supportiveculture	-.220 ^b	-4.794	.000	-.209	.805	1.242	.805
proceduralsupportive	-.351 ^b	-4.487	.000	-.197	.280	3.572	.280
2 proceduralsupportive	.256 ^c	.745	.456	.033	.014	69.221	.014

a. Dependent Variable: organizational cynicism

b. Predictors in the Model: (Constant), proceduraljustice

c. Predictors in the Model: (Constant), proceduraljustice, supportiveculture

Coefficient Correlations^a

Model			proceduraljustice	supportiveculture	proceduralxsupportive
1	Correlations	proceduraljustice	1.000		
	Covariances	proceduraljustice	.002		
2	Correlations	proceduraljustice	1.000	-.442	
		supportiveculture	-.442	1.000	
	Covariances	proceduraljustice	.002	-.001	
		supportiveculture	-.001	.002	
3	Correlations	proceduraljustice	1.000	.928	-.976
		supportiveculture	.928	1.000	-.974
		proceduralxsupportive	-.976	-.974	1.000
	Covariances	proceduraljustice	.047	.039	-.012
		supportiveculture	.039	.037	-.011
		proceduralxsupportive	-.012	-.011	.003

a. Dependent Variable: organizational cynicism



Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	proceduraljustice	supportiveculture	proceduralxsupportive
1	1	1.984	1.000	.01	.01		
	2	.016	11.113	.99	.99		
2	1	2.966	1.000	.00	.00	.00	
	2	.018	12.849	.00	.65	.78	
	3	.016	13.783	.99	.35	.21	
3	1	3.938	1.000	.00	.00	.00	.00
	2	.043	9.530	.02	.00	.00	.01
	3	.018	14.808	.00	.03	.04	.00
	4	.000	108.838	.98	.97	.96	.99

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
21	3.173	4.46	2.5623	1.89922

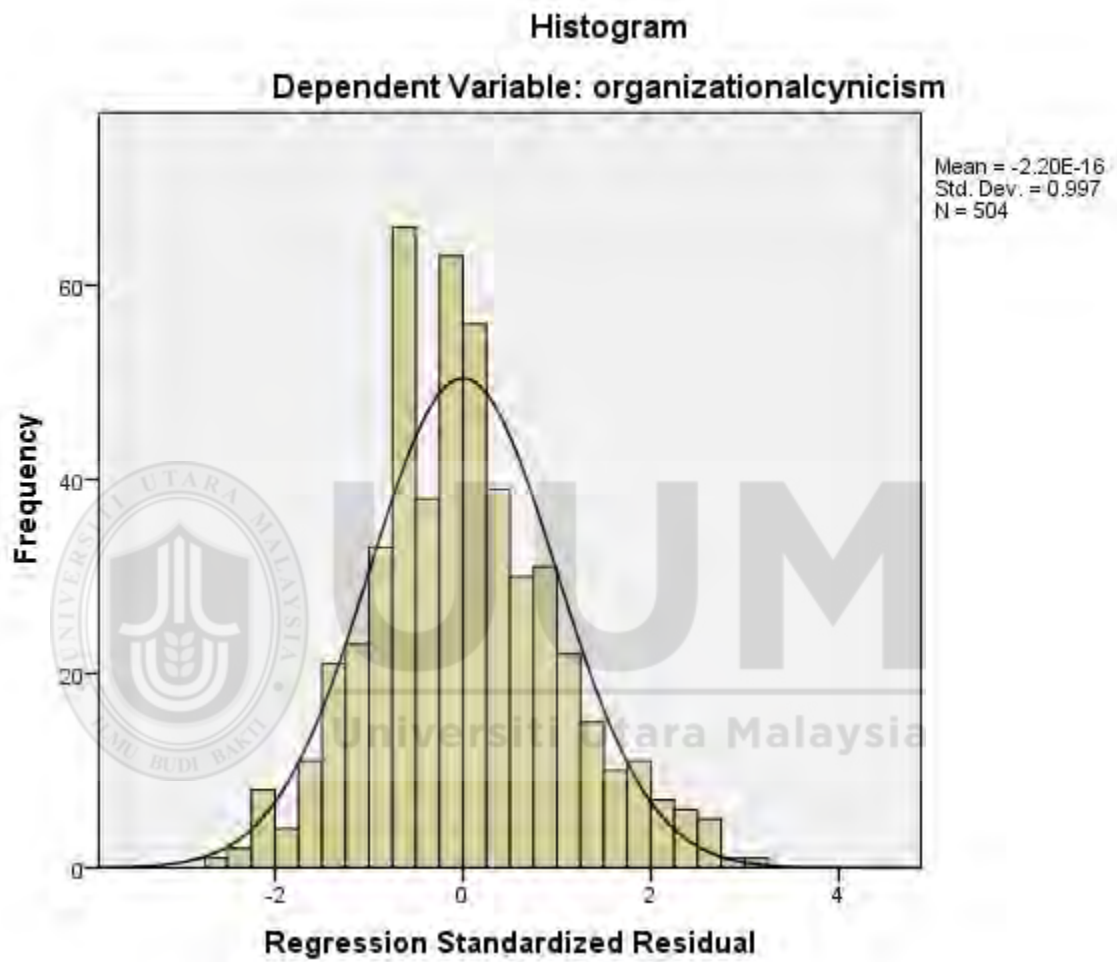
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

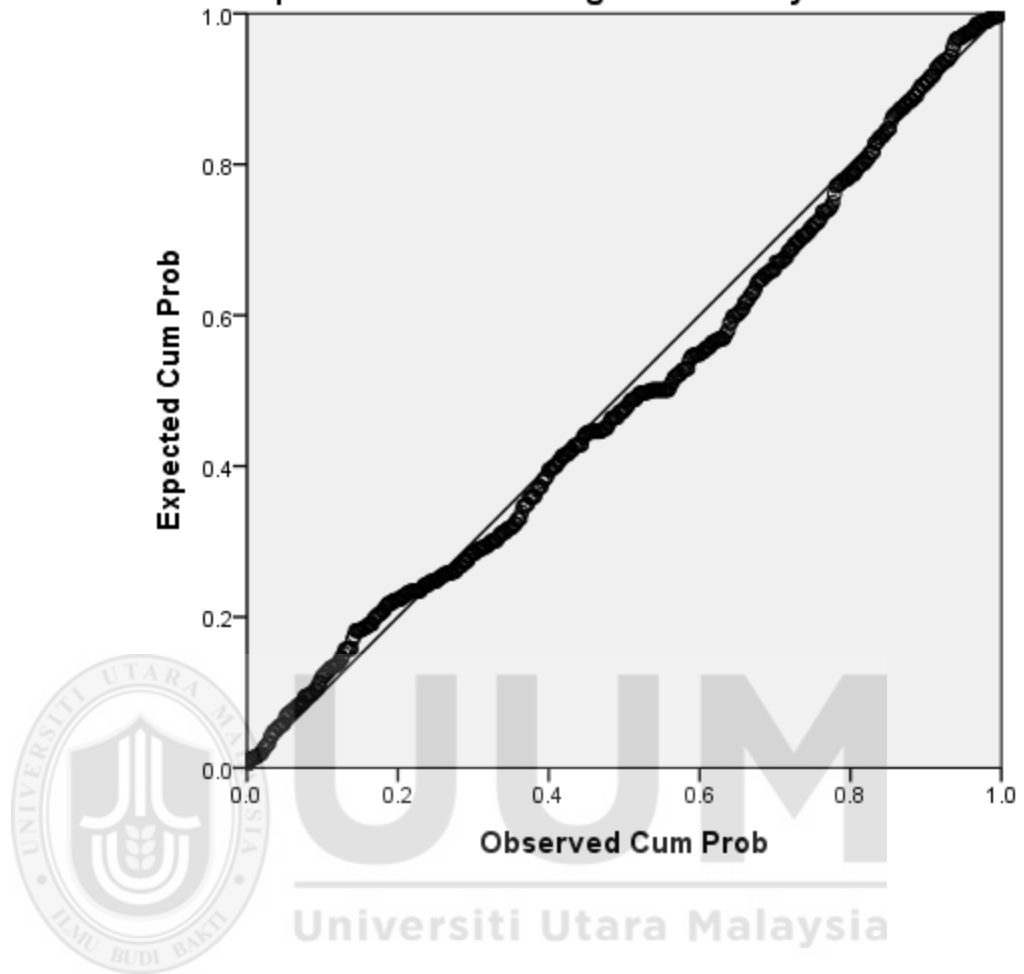
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1716	3.7412	2.7440	.25021	504
Std. Predicted Value	-2.288	3.985	.000	1.000	504
Standard Error of Predicted Value	.029	.207	.048	.024	504
Adjusted Predicted Value	2.1487	3.8318	2.7435	.24996	504
Residual	-1.54300	1.89922	.00000	.59668	504
Std. Residual	-2.578	3.173	.000	.997	504
Stud. Residual	-2.583	3.179	.000	1.002	504
Deleted Residual	-1.54859	1.90525	.00051	.60250	504
Stud. Deleted Residual	-2.598	3.208	.001	1.004	504
Mahal. Distance	.157	59.408	2.994	5.722	504
Cook's Distance	.000	.087	.002	.008	504
Centered Leverage Value	.000	.118	.006	.011	504

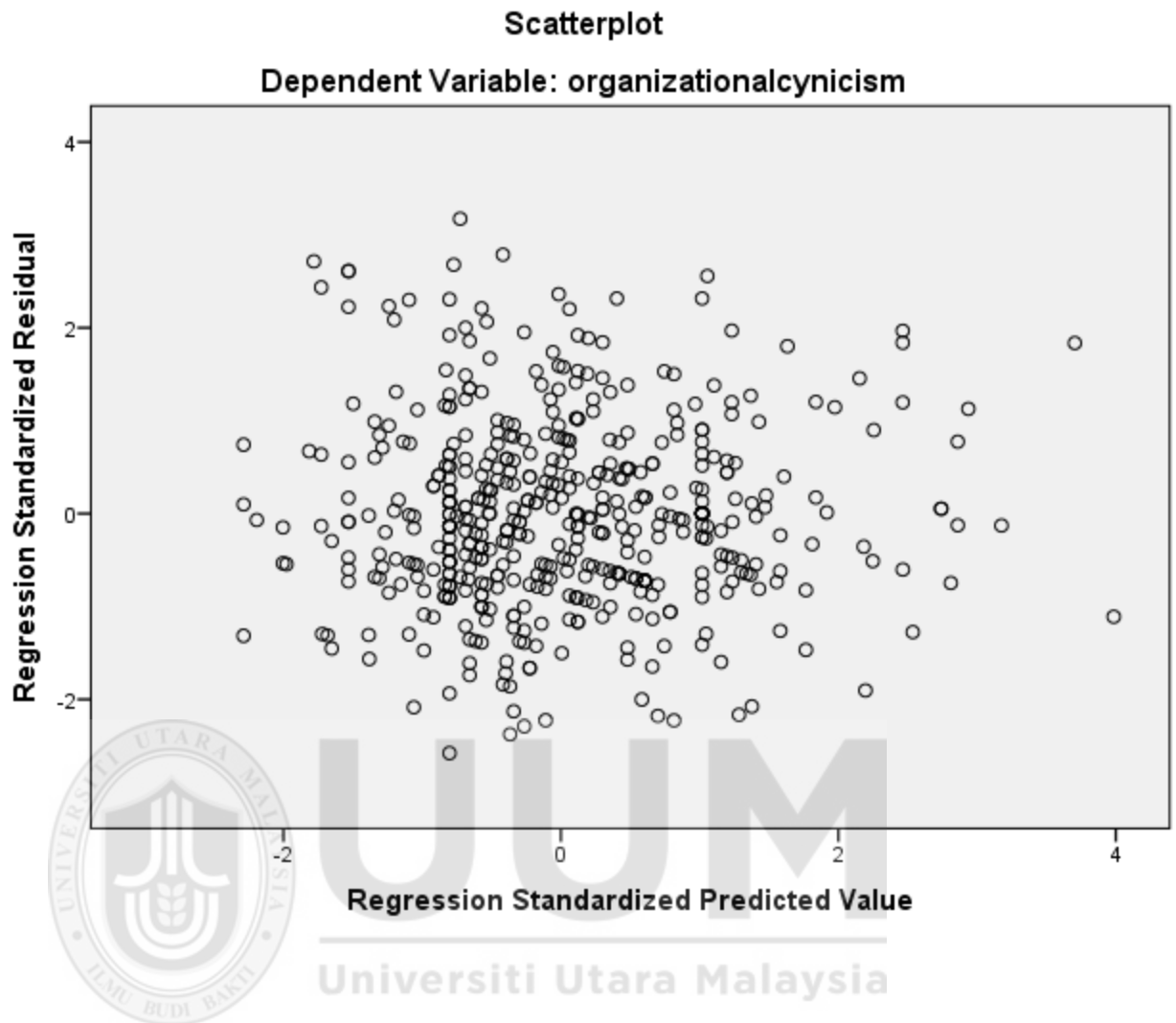
a. Dependent Variable: organizationalcynicism

Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism





The Moderating Test of Supportive Culture Between The Relationship of Organizational Justice (Interactional Justice) and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
interactionaljustice	3.1822	.72396	504
supportiveculture	3.6952	.67737	504
interactionalxsupportive	12.0125	4.12681	504

Correlations

	organizationalcyni cism	interactionalju stice	supportivecul ture	interactionalxsupp ortive	
Pearson Correlati on	organizationalcyni cism	1.000	-.440	-.323	-.441
	interactionaljustice	-.440	1.000	.518	.900
	supportiveculture	-.323	.518	1.000	.815
	interactionalxsupp ortive	-.441	.900	.815	1.000
Sig. (1- tailed)	organizationalcyni cism	.	.000	.000	.000
	interactionaljustice	.000	.	.000	.000
	supportiveculture	.000	.000	.	.000
	interactionalxsupp ortive	.000	.000	.000	.
N	organizationalcyni cism	504	504	504	504
	interactionaljustice	504	504	504	504
	supportiveculture	504	504	504	504
	interactionalxsupp ortive	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	interactionaljustice ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	interactionalxsupp ortive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.440 ^a	.194	.192	.58151	.194	120.719	1	502	.000	
2	.454 ^b	.206	.203	.57758	.012	7.860	1	501	.005	
3	.454 ^c	.206	.202	.57814	.000	.018	1	500	.895	1.948

a. Predictors: (Constant), interactionjustice

b. Predictors: (Constant), interactionjustice, supportiveculture

c. Predictors: (Constant), interactionjustice, supportiveculture, interactionalxsupportive

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.822	1	40.822	120.719	.000 ^b
	Residual	169.752	502	.338		
	Total	210.574	503			
2	Regression	43.443	2	21.722	65.114	.000 ^c
	Residual	167.130	501	.334		
	Total	210.574	503			
3	Regression	43.449	3	14.483	43.330	.000 ^d
	Residual	167.125	500	.334		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), interactionjustice

c. Predictors: (Constant), interactionjustice, supportiveculture

d. Predictors: (Constant), interactionjustice, supportiveculture, interactionalxsupportive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Part	Tolerance	VIF
	1 (Constant)	3.996	.117				34.192	.000	3.767	4.226		
interaction aljustice	-.394	.036	-.440	10.987	.000	-.464	-.323	.440	.440	-.440	1.000	1.000
2 (Constant)	4.265	.150		28.346	.000	3.969	4.560					
interaction aljustice	-.333	.042	-.373	8.011	.000	-.415	-.251	.440	.337	-.319	.732	1.367
supportive culture	-.125	.044	-.130	2.804	.005	-.212	-.037	.323	.124	-.112	.732	1.367
3 (Constant)	4.321	.455		9.496	.000	3.427	5.215					
interaction aljustice	-.353	.157	-.395	2.250	.025	-.661	-.045	.440	.100	-.090	.051	19.425
supportive culture	-.140	.126	-.147	1.112	.267	-.388	.108	.323	.050	-.044	.091	10.982
interaction alxsupportive	.005	.041	.034	.132	.895	-.074	.085	.441	.006	.005	.024	42.325

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	supportive culture	-.130 ^b	-2.804	.005	-.124	.732	1.367	.732
	interaction alxsupportive	-.235 ^b	-2.573	.010	-.114	.190	5.267	.190

2	interactionalxsupportive	.034 ^c	.132	.895	.006	.024	42.325	.024
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a. Dependent Variable: organizationalcynicism

b. Predictors in the Model: (Constant), interactionaljustice

c. Predictors in the Model: (Constant), interactionaljustice, supportiveculture

Coefficient Correlations^a

Model		interactionaljustic e	supportivecultur e	interactionalxsupportiv e
1	Correlation interactionaljustice	1.000		
	Covariance interactionaljustice	.001		
2	Correlation interactionaljustice	1.000	-.518	
	s supportiveculture	-.518	1.000	
	Covariance interactionaljustice	.002	-.001	
	s supportiveculture	-.001	.002	
3	Correlation interactionaljustice	1.000	.854	-.964
	s supportiveculture	.854	1.000	-.936
	interactionalxsupportiv e	-.964	-.936	1.000
	Covariance interactionaljustice	.025	.017	-.006
	s supportiveculture	.017	.016	-.005
	interactionalxsupportiv e	-.006	-.005	.002

a. Dependent Variable: organizationalcynicism

Collinearity Diagnostics^a

Mod el	Dimensi on	Eigenval ue	Condi tion Index	Variance Proportions			
				(Const ant)	interactionaljus tice	supportivecult ure	interactionalxsuppo rtive
1	1	1.975	1.000	.01	.01		
	2	.025	8.912	.99	.99		
2	1	2.959	1.000	.00	.00	.00	
	2	.025	10.798	.41	.87	.03	
	3	.016	13.804	.59	.13	.97	
3	1	3.925	1.000	.00	.00	.00	.00
	2	.056	8.345	.03	.00	.00	.02
	3	.018	14.751	.01	.06	.08	.00
	4	.001	73.447	.97	.94	.92	.98

a. Dependent Variable: organizationalcynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizationalcynicism	Predicted Value	Residual
206	3.296	4.54	2.6328	1.90571

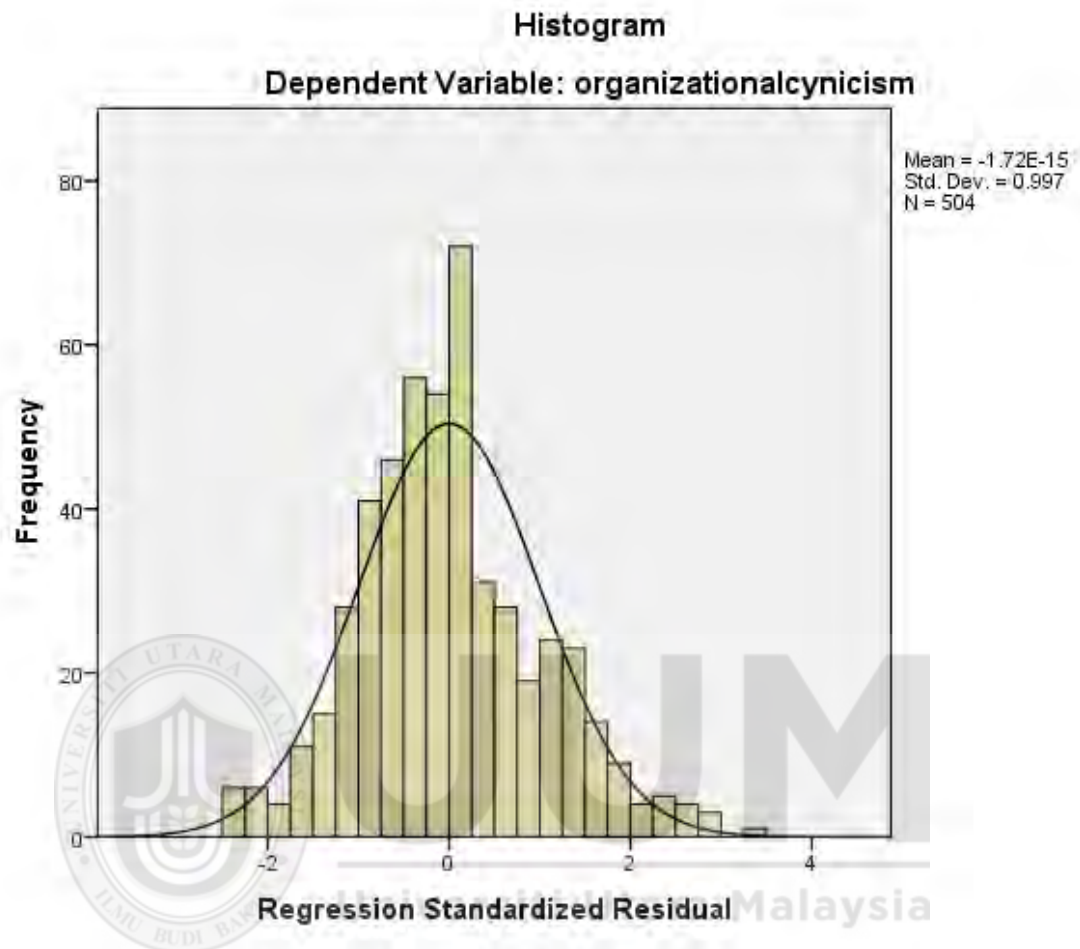
a. Dependent Variable: organizationalcynicism

Residuals Statistics^a

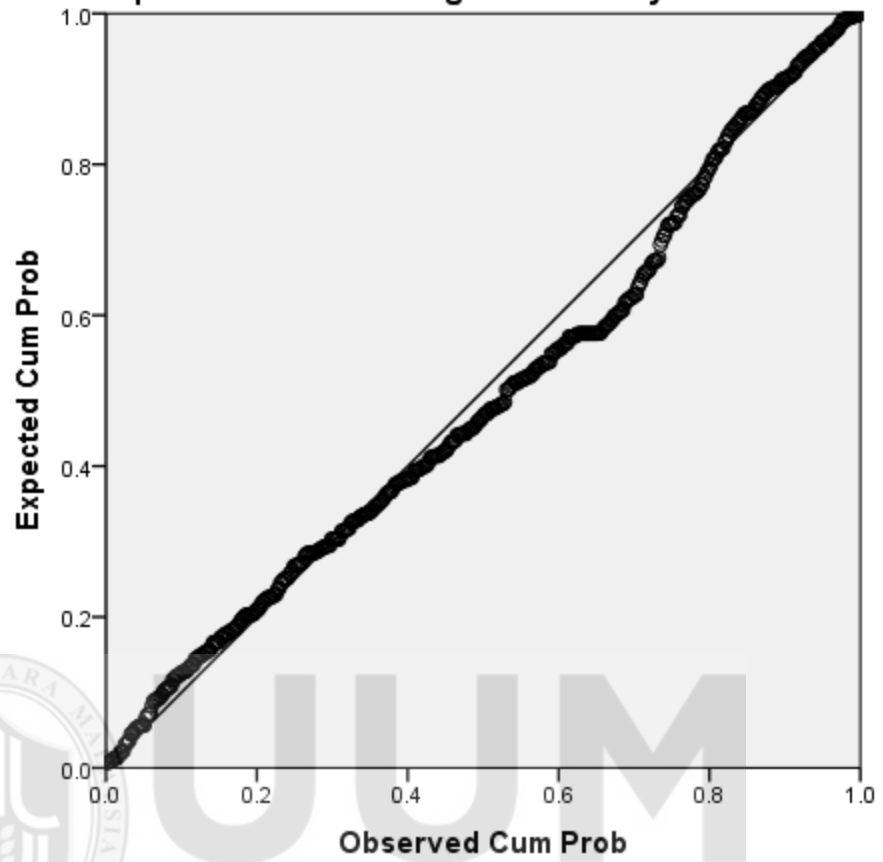
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.9890	3.7754	2.7440	.29391	504
Std. Predicted Value	-2.569	3.509	.000	1.000	504
Standard Error of Predicted Value	.028	.212	.046	.023	504
Adjusted Predicted Value	1.9596	3.8599	2.7435	.29373	504
Residual	-1.43396	1.90571	.00000	.57642	504
Std. Residual	-2.480	3.296	.000	.997	504
Stud. Residual	-2.486	3.327	.000	1.002	504
Deleted Residual	-1.44057	1.94122	.00058	.58208	504
Stud. Deleted Residual	-2.499	3.361	.001	1.004	504
Mahal. Distance	.159	66.556	2.994	6.155	504
Cook's Distance	.000	.121	.002	.008	504
Centered Leverage Value	.000	.132	.006	.012	504

a. Dependent Variable: organizationalcynicism

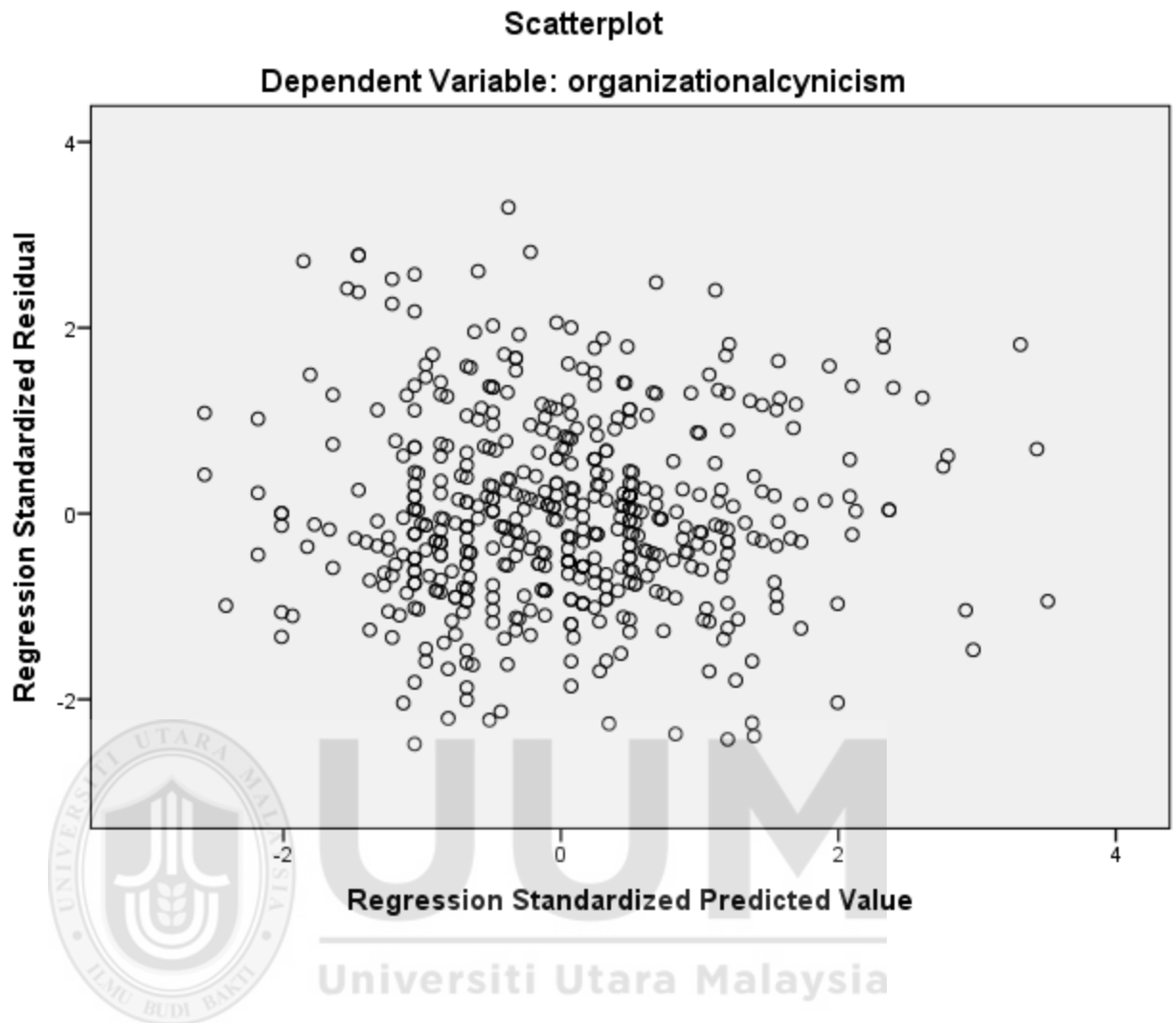
Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizationalcynicism



UUM
Universiti Utara Malaysia



The Moderating Test of Supportive Culture Between The Relationship of Job Autonomy and Organizational Cynicism

Descriptive Statistics

	Mean	Std. Deviation	N
organizationalcynicism	2.7440	.64702	504
jobautonomy	3.3676	.55852	504
supportiveculture	3.6952	.67737	504
autonomyxsupportive	12.5948	3.66261	504

Correlations

		organizationalcynicism	jobautonomy	supportiveculture	autonomyxsupportive
Pearson Correlation	organizationalcynicism	1.000	-.121	-.323	-.259
	jobautonomy	-.121	1.000	.400	.820
	supportiveculture	-.323	.400	1.000	.842
	autonomyxsupportive	-.259	.820	.842	1.000
Sig. (1-tailed)	organizationalcynicism	.	.003	.000	.000
	jobautonomy	.003	.	.000	.000
	supportiveculture	.000	.000	.	.000
	autonomyxsupportive	.000	.000	.000	.
N	organizationalcynicism	504	504	504	504
	jobautonomy	504	504	504	504
	supportiveculture	504	504	504	504
	autonomyxsupportive	504	504	504	504

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	jobautonomy ^b	.	Enter
2	supportiveculture ^b	.	Enter
3	autonomyxsupportive ^b	.	Enter

a. Dependent Variable: organizationalcynicism

b. All requested variables entered.

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.121 ^a	.015	.013	.64293	.015	7.415	1	502	.007	
2	.324 ^b	.105	.101	.61342	.090	50.466	1	501	.000	
3	.333 ^c	.111	.106	.61187	.006	3.548	1	500	.060	1.908

a. Predictors: (Constant), jobautonomy

b. Predictors: (Constant), jobautonomy, supportiveculture

c. Predictors: (Constant), jobautonomy, supportiveculture, autonomylxsupportive

d. Dependent Variable: organizationalcynicism

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.065	1	3.065	7.415	.007 ^b
	Residual	207.509	502	.413		
	Total	210.574	503			
2	Regression	22.055	2	11.027	29.306	.000 ^c
	Residual	188.519	501	.376		
	Total	210.574	503			
3	Regression	23.383	3	7.794	20.819	.000 ^d
	Residual	187.191	500	.374		
	Total	210.574	503			

a. Dependent Variable: organizationalcynicism

b. Predictors: (Constant), jobautonomy

c. Predictors: (Constant), jobautonomy, supportiveculture

d. Predictors: (Constant), jobautonomy, supportiveculture, autonomylxsupportive

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero order	Partial	Partial	Tolerance	VIF
	1 (Constant)	3.215	.175		18.349	.000	2.871	3.559				
jobautonomy	-.140	.051	-.121	-2.723	.007	-.241	-.039	-.121	-.121	.121	1.000	1.000
2 (Constant)	3.860	.190		20.289	.000	3.487	4.234					
jobautonomy	.012	.053	.010	.222	.824	-.093	.117	.121	.010	.009	.840	1.190
supportive culture	-.313	.044	-.328	-7.104	.000	-.399	-.226	-.323	-.303	.300	.840	1.190
3 (Constant)	5.385	.831		6.477	.000	3.752	7.019					
jobautonomy	-.454	.253	-.392	-1.794	.073	-.951	.043	.121	-.080	.076	.037	26.811
supportive culture	-.722	.222	-.756	-3.258	.001	-1.158	-.287	.323	-.144	.137	.033	30.304
autonomy x supportive	.124	.066	.699	1.884	.060	-.005	.252	-.259	.084	.079	.013	77.559

a. Dependent Variable: organizational cynicism

Excluded Variables^a

Model	Beta	t	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	supportiveculture	-.328 ^b	-7.104	.000	-.303	.840	1.190	.840
	autonomy \times supportive	-.486 ^b	-6.545	.000	-.281	.328	3.046	.328
2	autonomy \times supportive	.699 ^c	1.884	.060	.084	.013	77.559	.013

- a. Dependent Variable: organizational cynicism
- b. Predictors in the Model: (Constant), job autonomy
- c. Predictors in the Model: (Constant), job autonomy, supportive culture

Coefficient Correlations^a

Model		job autonomy	supportive culture	autonomy \times supportive	
1	Correlations	job autonomy	1.000		
	Covariances	job autonomy	.003		
2	Correlations	job autonomy	1.000	-.400	
		supportive culture	-.400	1.000	
	Covariances	job autonomy	.003	-.001	
		supportive culture	-.001	.002	
3	Correlations	job autonomy	1.000	.941	-.978
		supportive culture	.941	1.000	-.980
		autonomy \times supportive	-.978	-.980	1.000
	Covariances	job autonomy	.064	.053	-.016
		supportive culture	.053	.049	-.014
		autonomy \times supportive	-.016	-.014	.004

- a. Dependent Variable: organizational cynicism

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	job autonomy	supportive culture	autonomy x supportive
1	1	1.987	1.000	.01	.01		
	2	.013	12.153	.99	.99		
2	1	2.968	1.000	.00	.00	.00	
	2	.018	12.685	.09	.33	.96	
	3	.013	14.935	.91	.67	.04	
3	1	3.942	1.000	.00	.00	.00	.00
	2	.040	9.927	.01	.00	.00	.01
	3	.018	14.994	.00	.03	.03	.00
	4	.000	122.107	.99	.97	.97	.99

a. Dependent Variable: organizational cynicism

Casewise Diagnostics^a

Case Number	Std. Residual	organizational cynicism	Predicted Value	Residual
21	3.036	4.46	2.6039	1.85763

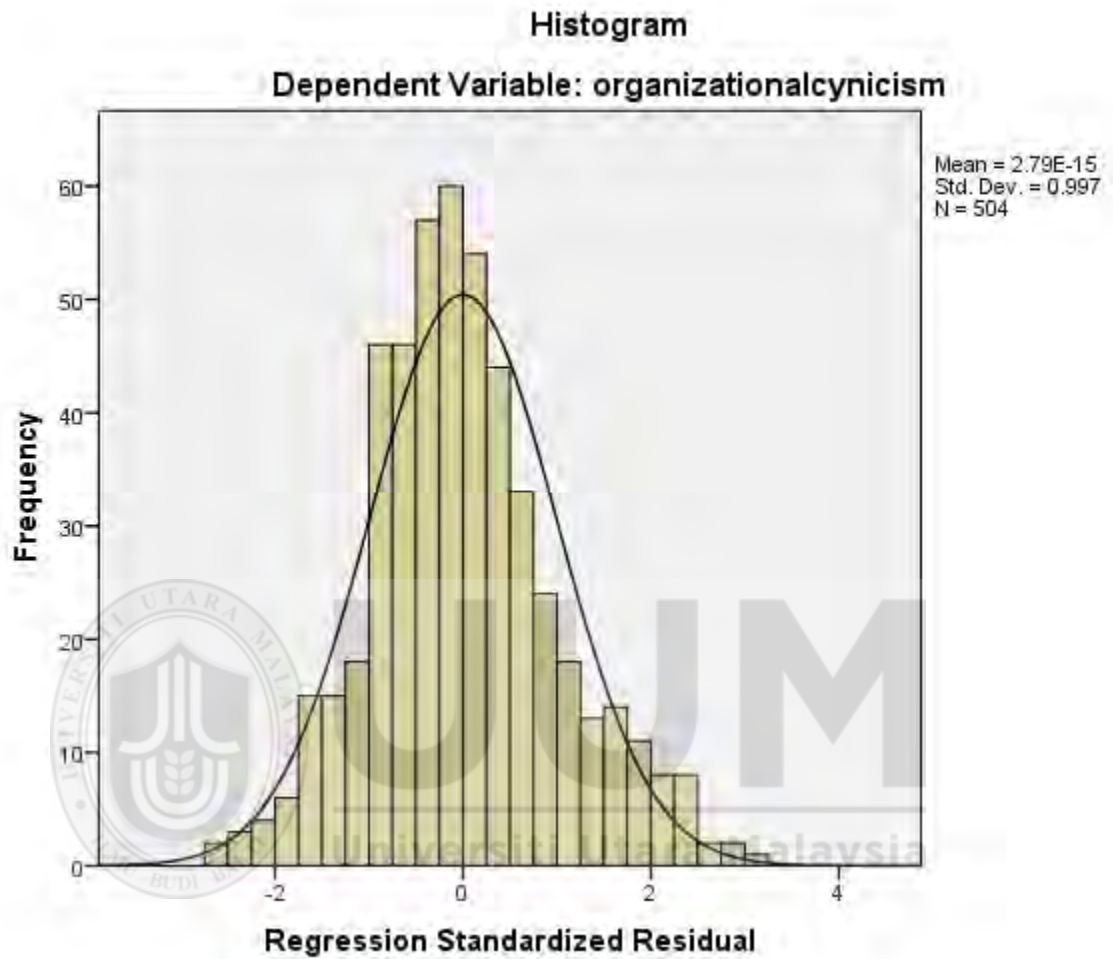
a. Dependent Variable: organizational cynicism

Residuals Statistics^a

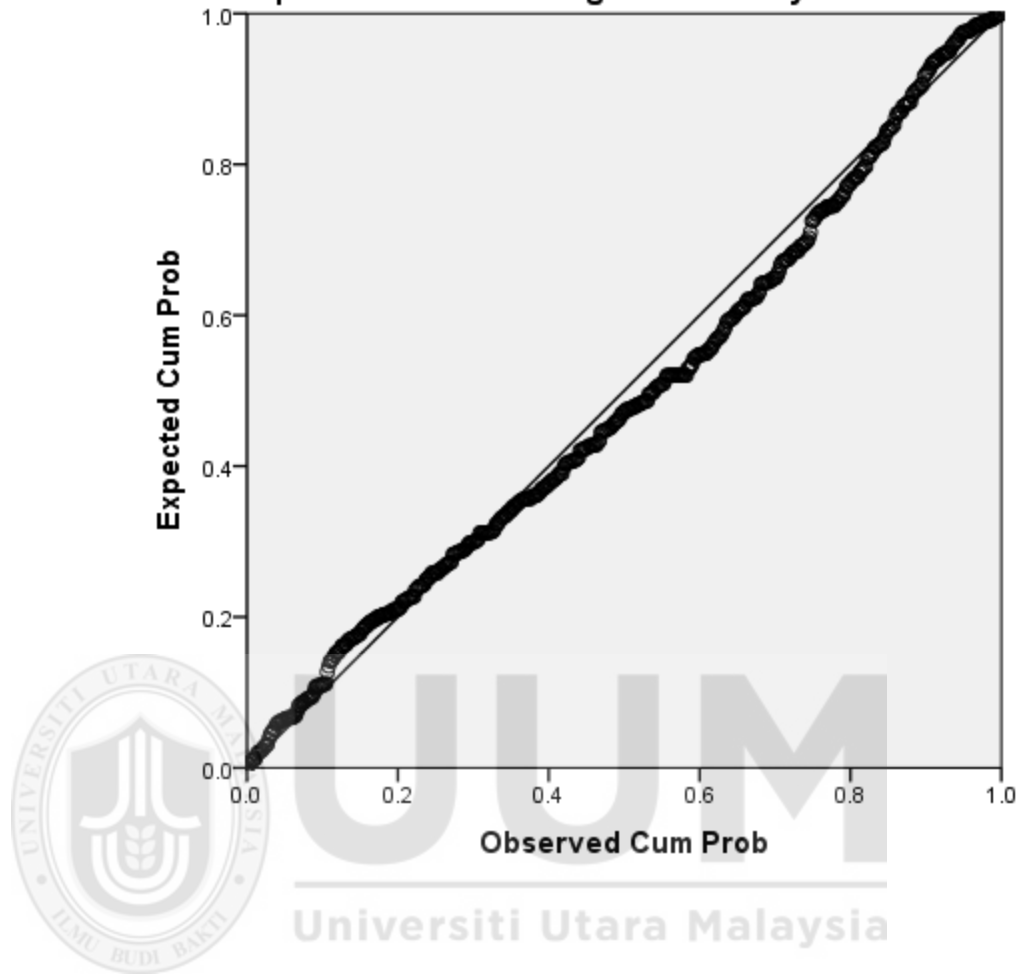
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2142	3.9197	2.7440	.21561	504
Std. Predicted Value	-2.458	5.453	.000	1.000	504
Standard Error of Predicted Value	.029	.215	.049	.024	504
Adjusted Predicted Value	2.1898	4.0495	2.7440	.21721	504
Residual	-1.64755	1.85763	.00000	.61004	504
Std. Residual	-2.693	3.036	.000	.997	504
Stud. Residual	-2.697	3.042	.000	1.002	504
Deleted Residual	-1.65253	1.86523	.00009	.61568	504
Stud. Deleted Residual	-2.714	3.068	.000	1.004	504
Mahal. Distance	.148	61.240	2.994	5.485	504
Cook's Distance	.000	.091	.002	.007	504
Centered Leverage Value	.000	.122	.006	.011	504

a. Dependent Variable: organizational cynicism

Charts

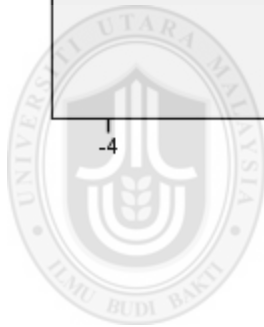
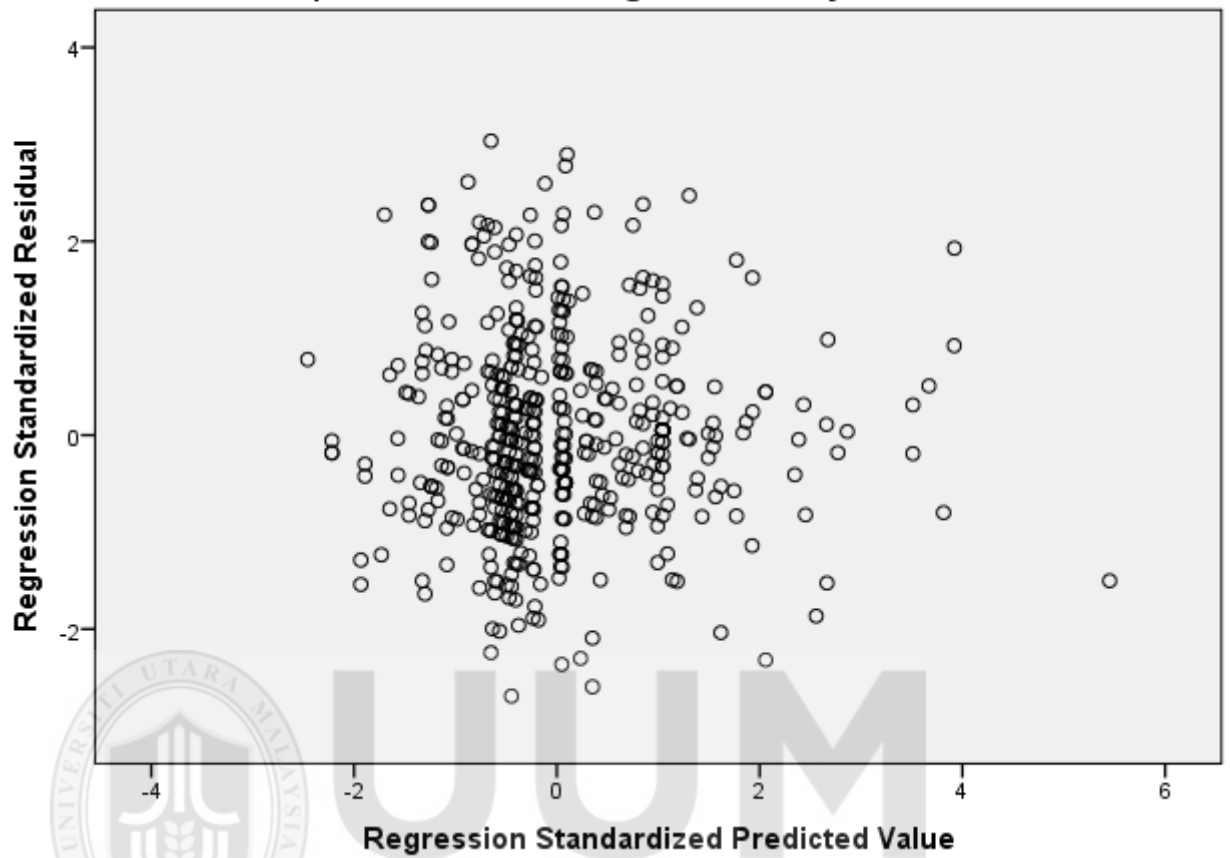


Normal P-P Plot of Regression Standardized Residual
Dependent Variable: organizational cynicism



Scatterplot

Dependent Variable: organizationalcynicism



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Appendix H: Letter Of Approval To Conduct Research At Immigration

Department Of Malaysia



JABATAN IMIGRESEN MALAYSIA
(KEMENTERIAN DALAM NEGERI)
NO. 15, TINGKAT 1-7 (PODIUM)
PERSIARAN PERDANA, PRESINT 2
62550 PUTRAJAYA
WILAYAH PERSEKUTUAN



Telefon : 603-8000 8000
(1M GDC)
Faks : 603-8880 1200
Portal Rasmi : www.imi.gov.my

"KESELAMATAN TANGGUNGJAWAB BERSAMA"

IMI 101/HQ-K/1130/45 JLD.3 (42)

Rejab 1436H

// Mei 2015

Puan Sarah binti Shaharrudin
Penuntut Program Doktor Falsafah
Kolej Pemiagaan
Universiti Utara Malaysia (UUM)
06010 Sintok, KEDAH.

Puan,
**PERMOHONAN MENJALANKAN KAJIAN AKADEMIK DI JABATAN IMIGRESEN
MALAYSIA**

Dengan hormatnya surat daripada Pn. Sarah binti Shaharrudin bertarikh 25 Februari 2015 mengenai perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan pihak Jabatan Imigresen Malaysia tiada halangan untuk pihak puan menjalankan aktiviti kajian dan penyelidikan yang bertajuk "*The Influence of organization Justice Job Autonomy On Organizational Cynicism: The Moderating Role of organizational Culture*" di Jabatan Imigresen Malaysia.

3. Walau bagaimanapun, kajian ini hanya terhad kepada tujuan akademik sahaja. Satu salinan Laporan lengkap hasil dapatan kajian tersebut hendaklah dikemukakan ke Bahagian Perancangan Strategik dan Khidmat Korporat. Ibu Pejabat Imigresen Malaysia.



IMMIGRATION KUALA
WORLD'S BEST
IMMIGRATION SERVICE
2015, Jan. 2015

ANUGERAH AGENSI SEKTOR
AWAM TERBAH MIM 2015

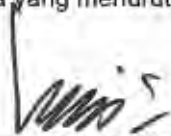
4. Kerjasama dan perhatian pihak puan berhubung perkara ini amatlah dihargai.

Sekian. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

"MUDAH CEPAT DAN BERINTEGRITI"

Saya yang menurut perintah,



OMRAN BIN OMAR

Pengarah Bahagian Perancangan Straetgik dan Khidmat Korporat
b.p. Ketua Pengarah Imigresen

MALAYSIA.

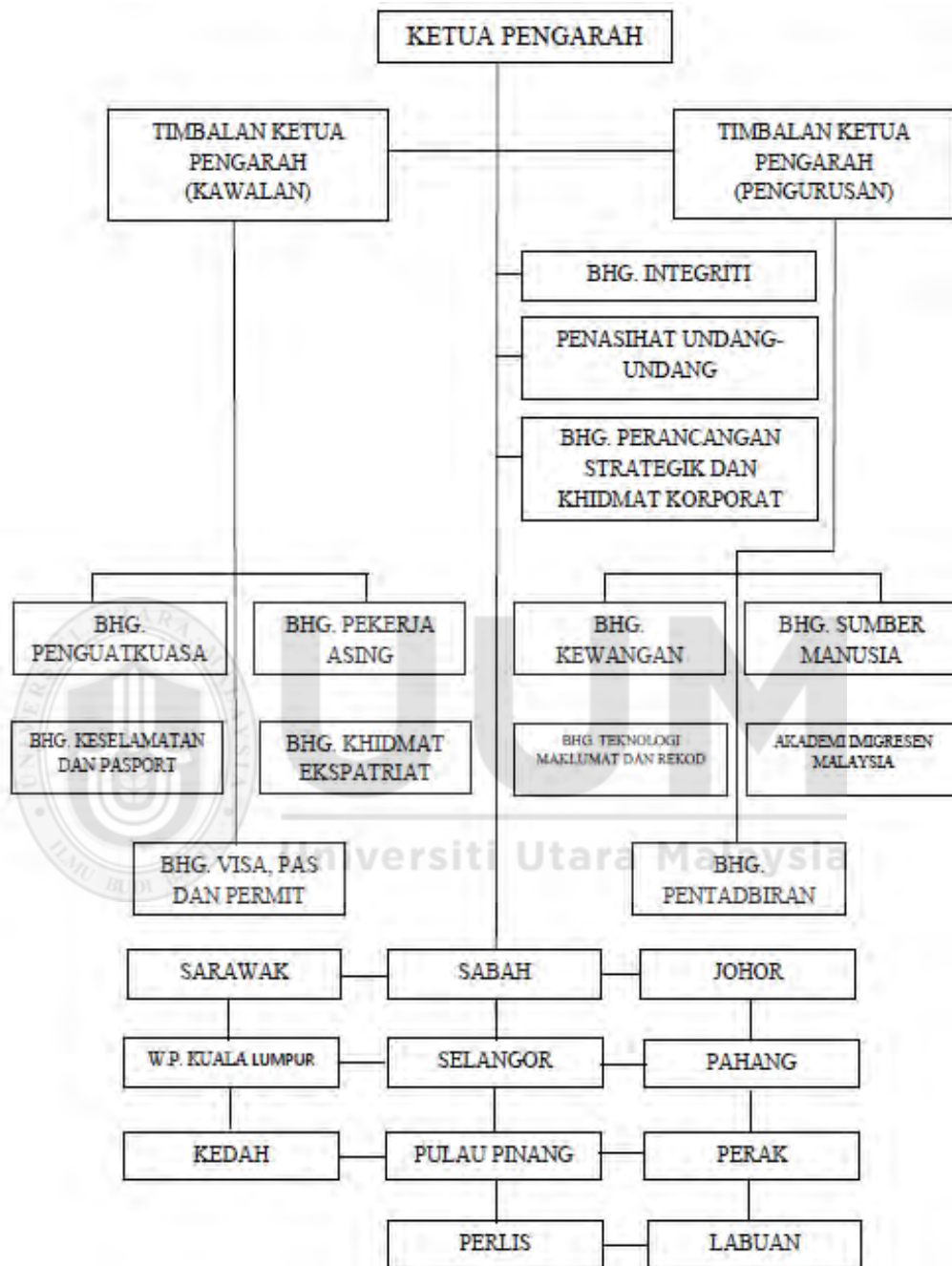
s.k

- i) YBhg. Dato' Ketua Pengarah Imigresen
- ii) YBhg. Dato' Timbalan Ketua Pengarah Imigresen (Kawalan)
- iii) YBrs. Tuan Timbalan Ketua Pengarah Imigresen (Pengurusan)



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Appendix I: Immigration Department of Malaysia Organization Chart



Appendix J : Ringkasan Penjawatan Jabatan Imigresen Malaysia

RINGKASAN PERJAWATAN												
JABATAN IMIGRESEN MALAYSIA SEHINGGA 30 NOVEMBER 2014												
BIL	SKIM PERKHIDMATAN	GREED	JAWATAN	ISI	KOSONG	LELAKI	PEREMPUAN	MELAYU	INDIA	CINA	BUMIPUTRA	LAIN-LAIN
PERUNDANGAN DAN KEHAKIMAN												
1	Pegawai Undang-Undang	L48	2	2	0	1	1	2	0	0	0	0
2	Pegawai Undang-Undang	L41/L44	14	9	5	3	6	7	1	0	1	0
3	Pegawai Undang-Undang	L41	2	0	2	0	0	0	0	0	0	0
	JUMLAH		18	11	7	4	7	9	1	0	1	0
PERUBATAN DAN KESIHATAN												
1	Penolong Pegawai Perubatan	U29/U32	14	0	14	0	0	0	0	0	0	0
	JUMLAH		14	0	14	0	0	0	0	0	0	0
KEWANGAN												
1	Akauntan	W48	1	1	0	0	1	1	0	0	0	0
2	Akauntan	W41	1	1	0	1	0	1	0	0	0	0
3	Penolong Akauntan	W32	4	4	0	2	2	4	0	0	0	0
4	Penolong Akauntan	W27/W32	1	1	0	1	0	1	0	0	0	0
5	Pembantu Akauntan	W26	1	1	0	0	1	1	0	0	0	0
6	Pembantu Akauntan	W22	3	2	1	0	2	2	0	0	0	0
7	Pembantu Tadbir (Kew)	W26	11	10	1	3	7	9	0	0	1	0
8	Pembantu Tadbir (Kew)	W22	25	22	3	8	14	21	0	0	1	0
9	Pembantu Tadbir (Kew)	W17/W22	269	251	18	61	190	221	7	7	16	0
10	Pembantu Akauntan	W17/W22	28	28	0	22	6	24	2	1	1	0
	JUMLAH		344	321	23	98	223	285	9	8	19	0
SOSIAL												
1	Pegawai Penerangan	S41/S44	1	1	0	1	0	1	0	0	0	0
2	Pen. Pegawai Penerangan	S27/S32	1	1	0	1	0	1	0	0	0	0
3	Pen. Peg. Bella & Sukan	S27/S32	1	1	0	1	0	1	0	0	0	0
4	Pen. Peg. Hal Ehwal Islam	S27/S32	1	1	0	1	0	1	0	0	0	0
5	Pembantu Perpustakaan	S22	1	1	0	1	0	1	0	0	0	0
6	Pembantu Perpustakaan	S17/S22	1	1	0	1	0	1	0	0	0	0
7	Peg. Hal Ehwal Agama Islam	S17/S22	1	1	0	1	0	1	0	0	0	0
8	Pen. Peg. Bella & Sukan	S17/S22	1	0	1	0	0	0	0	0	0	0
	JUMLAH		8	7	1	7	0	7	0	0	0	0
PENTADBIRAN DAN SOKONGAN												
1	Penolong Pegawai Tadbir	N36	2	2	0	2	0	2	0	0	0	0
2	Penolong Pegawai Tadbir	N32	10	7	3	1	6	6	0	0	1	0
3	Penolong Pegawai Tadbir	N27/N32	20	16	4	3	13	15	0	0	1	0
4	Pembantu Tadbir (P/O)	N26	6	6	0	0	6	6	0	0	0	0
5	Pembantu Tadbir (P/O)	N22	61	45	16	10	35	42	0	0	3	0
6	Setiausaha Pejabat	N22/N27/N28/32/36	1	1	0	0	1	1	0	0	0	0
7	Setiausaha Pejabat	N22/N27/N28/32	2	2	0	0	2	2	0	0	0	0
8	Pembantu Tadbir (P/O)	N17/N22	426	396	30	70	326	362	2	5	27	0
9	Setiausaha Pejabat / Pemb. Setiausaha Pejabat	N17/N22/N27/N28	29	26	3	0	26	25	0	0	1	0
10	Pegawai Khidmat Pelanggan	N17/N22	12	12	0	2	10	11	0	0	1	0
11	Pembantu Tadbir (P/O) KAT	N17	116	82	34	45	37	0	0	0	0	82
12	Pembantu Operasi	N14	10	10	0	10	0	10	0	0	0	0
13	Pembantu Operasi	N11/N14	100	99	1	86	13	97	0	0	2	0
	JUMLAH		795	704	91	229	475	579	2	5	36	82
RINGKASAN PERJAWATAN												
JABATAN IMIGRESEN MALAYSIA SEHINGGA 30 NOVEMBER 2014												
BIL	SKIM PERKHIDMATAN	GREED	JAWATAN	ISI	KOSONG	LELAKI	PEREMPUAN	MELAYU	INDIA	CINA	BUMIPUTRA	LAIN-LAIN
KESELAMATAN DAN PERTAHANAN AWAM												
1	Penguasa Imigresen	KP48/KP52	6	6	0	6	0	5	0	0	1	0
2	Penguasa Imigresen	KP48	9	9	0	6	3	9	0	0	0	0
3	Penguasa Imigresen	KP44	35	30	5	22	8	25	0	2	3	0
4	Penguasa Imigresen	KP41/KP42/KP44	122	91	31	55	36	73	3	2	13	0
5	Penolong Penguasa Imigresen	KP38	161	77	84	57	20	69	2	2	4	0
6	Penolong Penguasa Imigresen	KP32	305	235	70	144	91	214	7	5	9	0
7	Penolong Penguasa Imigresen (ATASE)	KP32/KP38	7	7	0	3	4	7	0	0	0	0
8	Penolong Penguasa Imigresen	KP27/KP32	750	446	304	260	186	382	24	13	27	0
9	Penolong Penguasa Imigresen (ATASE)	KP27/KP32	22	17	5	10	7	15	0	1	1	0
10	Pegawai Imigresen	KP26	405	344	61	219	125	308	9	10	17	0
11	Pegawai Imigresen	KP22	1889	1607	282	915	692	1463	16	12	116	0
12	Pegawai Imigresen	KP17/KP22	8957	8024	933	4655	3369	6806	332	165	721	0
13	Pegawai Keselamatan	KP14	1	1	0	1	0	1	0	0	0	0
14	Pegawai Keselamatan	KP11/KP14	17	9	8	9	0	9	0	0	0	0
	JUMLAH		12686	10903	1783	6362	4541	9386	393	212	912	0
BAKAT DAN SENI												
1	Ahli Fotografi	B17/18/B21/22	2	1	1	1	0	1	0	0	0	0
2	Ahli Fotografi	B11/B17/18	1	1	0	1	0	1	0	0	0	0
	JUMLAH		3	2	1	2	0	2	0	0	0	0
MAHIR, SEPARUH MAHIR DAN TIDAK MAHIR												
1	Pemandu Kenderaan	H14	3	3	0	3	0	3	0	0	0	0
2	Pemandu Kenderaan	H11/H14	129	111	18	111	0	102	2	0	7	0
3	Pekerja Awam	H11/H14	63	53	10	49	4	49	0	0	4	0
4	Pemandu Kenderaan Bermotor (KAT)	H11	3	3	0	3	0	0	0	0	0	3
	JUMLAH		198	170	28	166	4	154	2	0	11	3
PENGANGKUTAN												
1	Pembantu Laut	A17/A22	2	2	0	2	0	2	0	0	0	0
	JUMLAH		2	2	0	2	0	2	0	0	0	0
JUMUD												
1	Pembantu Tadbir Rendah (J/T)	N11/N14	7	7	0	0	7	7	0	0	0	0
2	Penyelenggara Sior Rendah	N11/N14	2	2	0	2	0	2	0	0	0	0
3	Jaga	R1/R4	5	5	0	5	0	5	0	0	0	0
4	OMPD	F14	1	1	0	0	1	1	0	0	0	0
5	OMPD	F11/F14	15	12	3	0	12	12	0	0	0	0
	JUMLAH		30	27	3	7	20	27	0	0	0	0
	JUMLAH BESAR		14418	12404	2013	7013	5391	10683	417	228	991	85