

THE ROLE OF JOB SATISFACTION AS A MEDIATOR IN THE RELATIONSHIP BETWEEN INTEGRITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONGST THE MALAYSIAN POLICE OFFICERS

¹Muhamad Ariff Ibrahim, ²Siti Fardaniah Abdul Aziz, ³Wan Shahrazad Wan Sulaiman, ⁴Amalina Ibrahim, ⁵ Mostafa Kamal Mokhtar

ABSTRACT--*The present study was conducted to observe the effects of job satisfaction as mediator on the relationship between integrity perception and organizational citizenship behavior amongst PDRM enforcement officers. Subjects were 282 enforcement officers who were selected using stratified random sampling method ranging from Constables and Sub-inspectors from 6 District Police Offices in the state of Selangor. The present study utilized three questionnaires including Integrity Questionnaire, Citizenship Organisational Behaviour Questionnaire, Minnesota Satisfaction Questionnaire (MSQ). Structural Equation Modelling showed that integrity perception affect job satisfaction with $\beta=0.77$, $p<0.05$; and job satisfaction affect Citizenship Organisational Behaviour with $\beta=0.70$, $p<0.05$. Meanwhile, perception integrity can affect the Citizenship Organisational Behaviour directly with $\beta=0.23$, $p<0.05$. To conclude, job satisfaction plays role as partial mediator in on the relationship between integrity perception and organizational behavior amongst the enforcement officers. Results also showed that enforcement officers who possess high perception of integrity feel satisfied with their jobs and in the long run contribute to a good practice of citizenship organisational behavior which indirectly results in a positive impact to the organization. This article suggests future studies and the practical solution in empowering the practice of good organizational behavior amongst enforcement officers.*

¹Center for Research in Psychology and Human Well-Being, Faculty of Social Science and Humanities, The National University of Malaysia (Universiti Kebangsaan Malaysia), Kulliyah of Allied Health Sciences, Department of Nutrition Sciences, International Islamic University Malaysia, Kuantan, Pahang.

²Center for Research in Psychology and Human Well-Being, Faculty of Social Science and Humanities, The National University of Malaysia (Universiti Kebangsaan Malaysia), daniah@ukm.edu.my.

³Center for Research in Psychology and Human Well-Being, Faculty of Social Science and Humanities, The National University of Malaysia (Universiti Kebangsaan Malaysia).

⁴Center for Research in Psychology and Human Well-Being, Faculty of Social Science and Humanities, The National University of Malaysia (Universiti Kebangsaan Malaysia).

⁵Center for Research in Psychology and Human Well-Being, Faculty of Social Science and Humanities, The National University of Malaysia (Universiti Kebangsaan Malaysia).

Keywords--Mediator; integrity; job satisfaction; organizational citizenship behavior;civil servants; police officer

I. INTRODUCTION

Globalisation results in steep competition between organisations, both private and public owned. In the same vein, workers have to be proactive and competitive to maximize the end results or the outcome in terms of job quality in ensuring prospective continuous achievement of the respective organization. This research was however focussed on public servants especially involving uniformed bodies as they play central role in ensuring peace and harmony in the country. Hence the present study put emphasis on the practice of good organizational citizenship behavior amongst PDRM members due to the various benefits ensued to the organization such that OCB offers harmonious environment and provides ease in routine organizational affairs ensuring accomplishment of organizational plans. In addition, the level of job satisfaction is also closely related to the practice of external behavior in the job descriptions list (Organ, 2006). In the present study, job satisfaction is a variable mediator which connects integrity and workers OCB indirectly.

Previous studies were carried out in the local context focusing on various job sectors from both the public and the private sectors. However, studies focusing on enforcement bodies are still lacking (Othman et al, 2014; Leong, Bahari & Malek, 2019). Hence, the present study put forth this group as study samples with the sampling method took into account the total number of officers nabbed for various corruption acts by the Malaysian Anti-Corruption Centre (MACC/SPRM) in the year of 2014 as reported by the Annual Report. It is also noteworthy that the present study should not be perceived as an attempt to find faults amongst the enforcement officer yet on the contrary should be perceived as to defy all issues engulfing the enforcement body. Hence, exploring the integrity, job satisfaction and OCB would elucidate good OCB amongst enforcement officers in performing duties in line with the role of enforcement officers in serving the community and the country.

II. LITERATURE REVIEW

Integrity

Integrity is an influential element in OCB and an important aspect that should be a prerequisite in the public or private sectors workers in ensuring the running of an organization at an optimum level. Widang dan Fridlund (2003) state that integrity is a complex concept to elucidate whilst from the perspective of psychology, integrity is perceived as consistent moral behaviours in each individual which would influence them in making good judgements on any foreseeable actions (Killinger, 2010). Previous studies showed integrity an individual factor that influences work behaviours in a workplace. A worker who is honest and accountable in performing tasks tends to readily offer help for workmates who have problems in accomplishing tasks. Additionally, workers with high integrity value were shown to have higher job satisfaction. Hence, integrity is a key component in determining the level of excellence in any organization (Jamiah, Arena & Mohammad Rezal, 2015; Ahmad & Halim, 2013).

Integrity also indirectly influences the wellbeing of a person; emotionally and also career-wise as well as in terms of relationship with other individuals. Crawford (2010) was of the view that trust among peers or co-workers remain a central element in any exchange of information which reduces inhibition while forming alliances in performing any tasks. In addition, strong materialistic drive at the expense of dismissing religious and moral values in any organizational related tasks may provide links to faulty or dysfunctional organizations (M. Kamal Hasan, 2004). High integrity amongst employees leads the way to high achievers amongst employees with greater psychosocial and intellectual ability (Jamiah, Arena & Mohammad Rezal, 2015).

In a study looking at the relationship between organizational ethics and OCB in Shiraz, India, Moogheli, Adib and Chegini (2014) showed that, on the whole, organizational ethics with sub-dimensions has a strong and significant link with OCB amongst public sector employees which demands continuous greater attention on organisational ethics-related problems by the management team and the authorities. Meanwhile Zhang et al. (2013) was of the view that integrity amongst employees would indirectly result in OCB in an organization. In the same vein, Dineen, Lewicki and Tomlison (2006) who did a research on 1109 employees in an American bank found that integrity amongst the supervisors has an influence on OCB of the subordinates.

Job Satisfaction

Job satisfaction plays important role as a determinant of the functionality of any organization (Tambi & Awang, 2019; Fatimah, Amiraa & Halim, 2011). This is pertinent to what an employee feels whilst performing tasks. Feeling satisfied and happy ensures maximum task accomplishments whilst reducing problems in any organization such as intent turnover and absenteeism among employee. Job satisfaction is trajectory in giving the sense of purpose in performing tasks and acts as a re-energizer in achieving work goals. Any issues pertaining to job satisfaction that are taken taken lightly will more or less affect the productivity of the organization. Studies by Kooshi dan Zeinabadi (2016), Mushtaq dan Umar (2015) and Nourani Sadodin et al. (2015) also discovered a strong link between job satisfaction with accomplishment of job tasks. Previous studies impart that managers should imperatively put emphasis on how to increase job satisfaction which is prerequisite for OCB amongst employees. Also, OCB is partly the result when an employee is comfortable and happy in performing tasks. Additionally, OCB is able to reduce vandalism and untoward behaviours at organisations (Krastev dan Stanoeva, 2013). It also noteworthy that employees or workers with a high perception of OCB have increased job satisfaction. These results suggested factors such as job satisfaction are related to OCB amongst workers regardless of the job sectors (Ziegler et al., 2012).

Frederick Herzberg (1966) introduced the Two-factor theory which is also known as the Herzberg's motivation-hygiene theory and dual-factor theory. This theory states that certain conditions could factor in job satisfaction in a workplace whilst having separate factors for job dissatisfaction. Both factors for job satisfaction and job dissatisfaction act independent of each other. Motivation and job satisfaction are inter-related where a highly motivated worker will indirectly have high job satisfaction. This theory classifies motivational factors into two; intrinsic and hygiene (extrinsic) factors. The extrinsic or the hygiene factors such as work conditions, job benefits,

good salary, paid insurance and vacations as well as job security, work time table and supervisory practices do not lead to higher motivation although failure to provide all these factors may lead to less job satisfaction amongst workers. Herzberg (1966) put forth the necessity of hygiene factors but not up to the level of motivating and satisfying the workers if these factors not provided by organization. Motivators such as responsibility, recognition of one's achievement, responsibility, chances of doing something meaningful, challenging work and the sense of importance to an organization result in positive satisfaction such as personal growth which originates from the intrinsic factors of the job.

Workers with intrinsic motivator factor are more satisfied with their jobs and are more motivated to achieve higher job performance. Absence of these factors would result in reduced job satisfactions (Ishak Mad Shah 2004). Herzberg (1966) therefore elucidates the presence of these two classified factors; hygiene and motivator will bring about increased job satisfaction amongst workers and absence of these factors result in reduced job satisfaction. Hence, a worker will be more inclined to have motivator factors rather than the hygiene factor. Herzberg (1966) suggests increasing motivator factors to produce workers who are more satisfied and committed in performing job tasks. One of the motivator factors should be implemented is for workers to self evaluate work performance rather than being evaluated by supervisors. Meeting client expectation both inside and outside the industry would be additional motivator factor. Additionally, job trainings and the opportunity for workers to have flexible working time yet still within the 8-hour total work period would allow freedom for workers to choose their best break time. Performing tasks at their own creativity and skills and the ability to network without supervision from a higher hierarchy staff would also contribute as the motivator factor. This will invariably reduce 'red tapes' especially in the public sector hence increasing the speed of performing tasks, reducing the cost in managing staff and workers will essentially enjoy the end result of the jobs performed at their own creativity and skill (Ibrahim et al. 2017; Abas, Otto & Thurasamy, 2015).

According to Herzberg (1966), giving challenging tasks will land them certain expertise which will increase job satisfaction as compared to mundane and routine tasks. Job satisfaction portrays the feelings and attitude of the workers towards their jobs which will contribute to greater job performance indirectly. Therefore, employers should heed to matters that pertain to job satisfaction of each staff (Szilagyi & Wallace 1980). Additionally, Szilagyi and Wallace (1980) were of the view that job satisfaction consists of three different elements which serve as the foundation namely cognitive (trust, knowledge, expectation), emotion (feelings, sentiments, keenness or not) and behavior inclination. Nevertheless, job satisfaction level can be enhanced from time to time through quality interaction between employer and the worker. Workers who are happy with their jobs would usually have high productivity (Ibrahim, Sulaiman & Hafidz, 2018; Mokhtar, Zainal & Adnan, 2019). Additionally, the degree of closeness amongst colleagues does contribute to increased job performance and job satisfaction. This in turn will reduce turnover rate and help to alleviate the problem of absenteeism amongst workers. In addition, types of jobs, quality of supervision, workplace environment, and fairness in reward system pose a direct influence on job satisfaction. Szilagyi and Wallace (1980) also link job satisfaction to age and also salary increment.

Organizational Citizenship Behaviour (OCB)

OCB are efforts made by employees at their own discretion which are not included in the formal job requirement but play a role in supporting the effectiveness and of an organization (Sulaiman, Ibrahim & Mariappa 2013). OCB also acts in establishing an organisation influenced by factors such as the culture and climate of an organization, commitment, job satisfaction, integrity and ethics (Ibrahim et al. 2018). However, in OCB five dimensions were normally taken into account in research studies such are altruism, courtesy, conscientiousness, sportmanship and civic virtue. Willam and Anderson (1991) simplified dimensions into two dimensions namely Organizational Citizenship Behavior-Individual (OCBI) dan Organizational Citizenship Behavior-Organization (OCBO). OCBI is an organizational behaviour that refers to individual whilst OCBO refers to an organization. The approach utilised by these respective scholars facilitates future researchers in exploring OCB in organisation ore effectively.

Relationship between Integrity, Job Satisfaction and Organizational Citizenship Behaviour

Understanding the factors of integrity and job satisfaction that influence OCB is not an easy task for organizations. However, previous studies put forward that integrity and job satisfaction are able to serve as a motivator for workers which bring about OCB amongst them (Ibrahim, Sulaiman & Hafidz, 2018). Based on previous studies, studies looking into the link between integrity and job satisfaction are lacking although invariably shed some light on the relationship between these two elements. Workers with high integrity indirectly show high job satisfaction (Othman et al. 2014; Vitell & Davis 1990; Graig & Gustafson 1998). Being accountable in performing job tasks will more or less serve as stimulus for a worker to be have more positive attitudes. A meta-analysis by Davis and Rothstein (2006) concluded a cause and effect relationship between integrity and job satisfaction which enhance helping behaviours amongst workers as well as productivity in a workplace. Previous studies also showed that workers who are satisfied and happy with their jobs are more inclined to show OCB. This is of especially when they are fairly rewarded and recognized which creates a sense of belonging to the organization. These positive attitudes render the feeling of giving the best service to the organization.

Previous literatures show that few studies focus on the importance of the relationship between integrity and OCB amongst workers. Hence the present study aims to analyse the relationship and the influence of integrity on helping behaviours as one of OCB dimensions or in the context of performance. In previous studies, integrity was always linked to deviant workplace behavior and not OCB (Fine et al. 2010). Way et al. (2016) additionally suggests that high integrity leaders in any organization will set good examples and also result in high integrity workers (Zhang et al. 2013). Other studies such as Karapinar (2015), Moogheli, Adib dan Chegini (2014), Tomlinson, Lewicki dan Ash (2014) as well as Dineen, Lewicki dan Tomlison (2006) further propose integrity as an impact factor for more positive employees. High integrity workers reduce deviant workplace behaviours such as high turnover rate, absenteeism, theft and leakage of information as well as contributing to good job performance (Karapinar 2015; Abdullah Khairudin & Halim, 2014; Luther 2000). Previous studies also showed that research on

integrity has a significant link and a good predictor to OCB in particular workers who work in the enforcement sectors.

Studies looking into the link between job satisfaction and OCB involve respondents from various job sectors. This includes studies by Kooshki and Zeinabadi (2016), Yates (2014), Zadeh et al. (2015), Hakim et al. (2014), Rahman (2014), Krastev and Stanoeva (2013), Najafi et al. (2011), Fatimah, Amiraa and Fatimah Wati (2011), Sambung et al. (2011), Nguni, Slegers and Denessen (2006), as well as Ibrahim, Wan Sulaiman dan Halim (2019) which involved respondents from education sector and various studies which involved public and the private sectors (Yanti Astika & Suwandana 2016; Lestariningsyias 2016; Putrana, Fathoni & Warso 2016; Mushtaq & Umar 2015). To date, few studies have been focusing on enforcement sectors such as the uniformed bodies (Palavalache- Illie, 2014). Previous studies also showed that workers who are satisfied and happy with their jobs are more inclined to show OCB. This is especially when they are fairly rewarded and recognized which creates a sense of belonging to the organization. These positive attitudes render the feeling of giving the best service to the organization.

Additionally, previous studies on job satisfaction were carried out without specifically using dimensions which are related to job satisfactions (Kooshki & Zeinabadi 2016; Bodroastuti & Ruliaji 2016) although there were general studies on job satisfaction and OCB (Nourani Sadodin et al. 2015). Some studies analysed OCB on individuals and also on organisations as study sample (Huang, You & Tsai 2012). Job satisfaction was proven as an important variable that contributes to OCB amongst workers both in direct and indirect ways. Therefore, the job satisfaction in this study is used as a predictor as well as the determinant (mediator) between individual and organizational factors on the practice of organizational citizenship behavior among members of PDRM.

Based on previous studies, the present study focuses on 3 hypotheses:

H1: There is a significant relationship between integrity, job satisfaction and OCB.

H2: There is a significant effect of integrity and job satisfaction on OCB.

H3: There is an indirect effect of integrity on OCB when job satisfaction functions as a mediator.

III. METHODS

Sample of the Study

Study samples were PDRM enforcement officers ranging from Constables to Sub-Inspectors in the state of Selangor involving six State District Police Offices who were randomly selected. Data collection was carried with the permission granted from Training Department of Bukit Aman Police Headquarters and respondents were given 2 weeks to fill up the questionnaires. Following 2 weeks, 327 questionnaires were collected of which only 282 questionnaires were considered eligible for the analysis after discounting the some questionnaires as outliers. Data analysis utilized Statistical Package for the Social Sciences (SPSS) and AMOS.

Percentage of respondents were 70.6% males with 29.4% female with the majority ranging from the age of 26 to 35 (41.8%). Most respondents were married (70.9%) and the majority of the respondents were Malays with the

percentage of 78.4% as compared to other races. The salary range of majority of the respondents was between RM1000 to RM 2499 (53.5%). The highest education was SPM (67.0%) and majority were constabls (38.3%) and 28.4% had 2 years of service.

Research Instruments

In this research, three scales used were:

- i. Integrity questionnaires, an undimensional instrument developed by Schlenker (2008). Seven items were used to measure integrity with confidence interval of (0.938).
- ii. Job satisfaction questionannire utilized *Minnesota Satisfaction Questionnaire (MSQ)* developed by Weiss et al. (1967) consisting of 10 items classified into 2 dimensions with 5 extrinsic items (0.918) and another 5 intrinsic items (0.917).
- iii. OCB questionnaires utilized *Organizational Citizenship Behavior Scale* developed by Podsakoff et al. (1987) with 5 dimensions altruism, courtesy, conscientiousness, sportmanship and civic virtue with each dimension consists of 3 items. Each OCB dimension had confidence interval of 0.70 and above namely altruisme (0.878), courtesy (0.859), conscientiousness (0.908), sportmanship (0.867) and civic virtue (0.861). Essentially, each measurement in the present research has the value of confidence interval of 0.70 and above. According to DeVellis(2003), studies with measurement of alfa *Cronbach* of 0.70 and above portrays good accuracy of the respective studies.

IV. FINDINGS AND DISCUSSION

Measurement model of correlation between integrity, job satisfaction and organizational citizenship behavior Measurement model in Figure 1 showed matched measurement model with study data according to the matched indices obtained with RMSEA= 0.078, CFI= 0.918, TLI= 0.910, CMIN/df= 3.395. In addition, the value of AVE (*average variance extracted*) should be taken seriously to portray *convergent validity* in which the value of AVE should be 0.50 and above (Hair et al. 2014). The AVE value for the eac of the variable was integrity (0.61), OCB(0.54) and job satisfaction (0.61).

Additionally, at the stage of measurement model, each involved variable should have the value of less than 0.85. This is due reason that any value of more than 0.85 shows no confirmed discriminant between the variables. Confirmed determinant shows redundancy in each measurement. The results from the present study showed that there were no confirmed determinants between the variables as the covariance values between the variables were in between 0.60 to 0.68.

Measurement model will determine the suitability of any variables involved in the present study for structural equation model (SEM) analysis. Based on SEM, integrity has a significant relationship with OCB ($r=0.676$, $k < 0.05$), as well as job satisfaction with OCB ($r=0.621$, $k < 0.05$) and a significant relationship between integrity and job satisfaction ($r=0.601$, $k < 0.05$). Hence, H1 hypothesis in the present study is accepted.

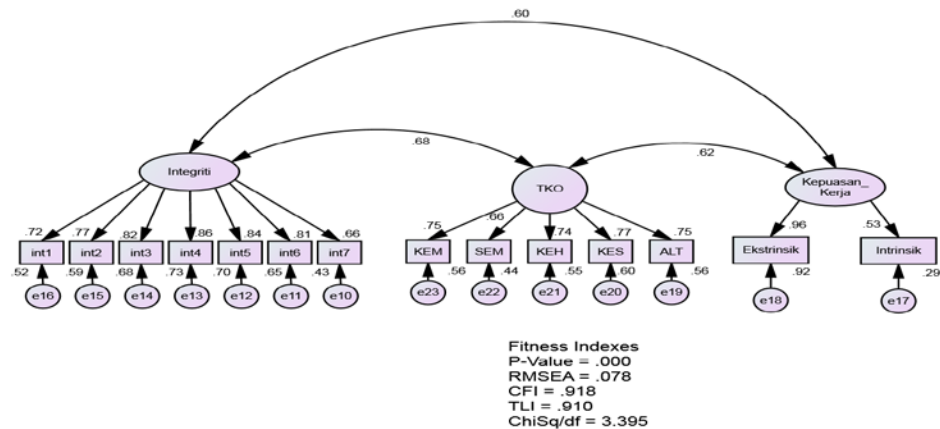


Figure 1:Measurement Model

Results on structural equation modeling (SEM) analysis

Structural equation modeling (SEM) analysis showed that the study model was matched to study databased on the matched index RMSEA= 0.075 which was in between 0.03 to 0.08 (Hair et al, 2010), CFI= 0.949, TLI= 0.937, dan nilai CMIN/DF=3.155. Overall, integrity and job satisfaction serve as predictors for OCB with a percentage of 79% contributing variance. The present study model showed a direct relationship with job satisfaction ($\beta=0.77$, $k<0.05$). It also noteworthy that there is a direct relationship between job satisfactions with OCB ($\beta= 0.70$, $k<0.05$) which shows that job satisfactions poses influence on OCB. Additionally, SEM analysis also showed integrity is able to influence OCB ($\beta=0.23$, $k<0.05$) although the level of influence was less as compaed to job satoisfaction. Hence H2 is also accepted in the present study.

In addition, SEM analysis was carried out to answer the tested hypothesis whtether there exists an indirect influence of integrity on OCB when job satisfaction serevs as a mediator. Figure 2 showed the role of job satisfaction as a mediator variable between integrity and OCBbased on the higher value of direct relationship between integrity and OCB($0.77 \times 0.70 = 0.54$). Hair et al. (2010) states that the value indirect relationship should be more than 0.08 when compared to direct relationship. Hence, results in Figure 2 showed that H3 was accepted.

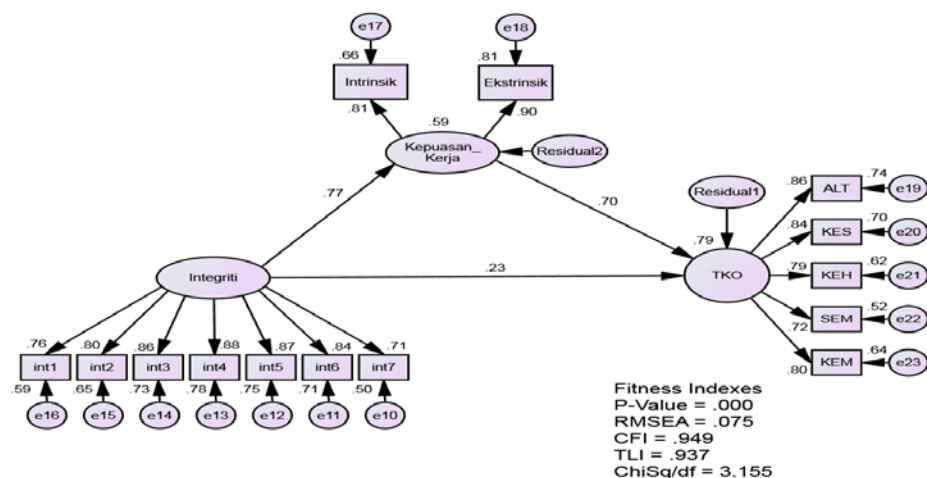


Figure 2:Structural Equation Modelling (SEM)

V. DISCUSSION

The present study explored the relationship between integrity, job satisfaction and OCB. Results showed significant relationships between integrity, job satisfaction and OCB between one another. Additionally, integrity and job satisfaction were found to have significant relationship between each other as in concordance with previous studies (Othman et al. 2014 & Davis dan Rothstein 2006). Integrity in each PDRM enforcement officer also showed significant relation with OCB amongst workers. This results are in agreement with the studies by Karapinar (2015) and Luther (2000) which clearly emphasized that a strong integrity value in workers would determine OCB in any organization. OCB serves beneficial to organisations where workers who are happy with performing job tasks consequently produce good results in terms of job performance, hence result in OCB in day to day routines of the organization. The significant relationship between job satisfactions with OCB is supported by findings from previous studies (Ibrahim, Sulaiman&Hafidz 2018 & Ibrahim et al. 2018). Job satisfactions encompassing work environment, employer, workmates, salary, clearly served as a contributing factor towards high productivity amongst workers. This would be a direct result of OCB in each individual worker.

The present study showed that integrity predicts job satisfaction and OCB amongst PDRM enforcement officers (79%). This is concordant with previous studies by Othman et al. (2014) and Graig& Gustafson (1998).The importance of integrity is that it integrates good elements and the values upheld by workers which invariably serve as a motivator for them to be accountable when performing job tasks. The present study also witnessed job satisfactions as a significant predictor for OCB amongst PDRM enforcement officers along the line with previous studies which state the role of job satisfaction that poses influence on OCB (Ibrahim, Sulaiman&Hafidz 2018). A major source of job satisfaction is from the organization where the well being of each staff becomes a prime concern for the organization. An effective organization results in competitive workers with high productivity. A

good management should provide platforms where workers are allowed to voice out any doubts or concerns as well as throwing ideas on how to perform job tasks without the fear of being sidelined or undermined and not being confined to a strict organizational culture. Allowing a more open culture where workers are able to utilise creativity in performing job tasks is more evident in profit-driven and privately-owned companies or organisations which speeds up productivity and job performance. This is in contrast to government or public sectors which are more confined to strict policies and rules as well as layers of hierarchies. Regardless, it is of utmost importance that job satisfactions should play important roles in both private and public sectors where workers are ensured of their good wellbeing in performing job tasks which renders competitive advantage to the organisations.

The present study also showed of job satisfaction as a good mediator between integrity and OCB which agrees with previous studies emphasizing the role of job satisfaction in increasing OCB notwithstanding the job sectors whether private or public sectors (Nasra & Heilbrunn 2015). Studies by Ibrahim et al. (2018) also stressed the importance of job satisfaction in ensuring competitiveness and the strength of any organization and therefore should not be taken lightly. Strong emphasis on job satisfaction by the management team in any organization would leave a positive impact on the respective organization in line with the Herzberg theory (1966) where the presence of hygiene and motivator element in job satisfaction able to reduce resignations, absenteeism or high turnover rate amongst workers. This would in turn serve as the basis of a harmonious culture in the organization contributing to the presence of OCB. Assurance given by the organization and the employers poses influence on the workers inducing efficient and systematic job performance. Internal and external elements such as bonuses, recognition, promotions, a good staff welfare system and a strong support system will lead the way for OCB in organisations.

In conclusion, the present study showed significant relationships between integrity, job satisfaction and OCB amongst PDRM enforcement officer ranging from Constables to Sub-inspector level. Good integrity level amongst PDRM enforcement officers indirectly contributes to OCB in PDRM. These findings also indicate that a good perception of integrity on oneself determines the way a job task is being performed. Good moral values in a worker induce greater self satisfaction when performing job tasks. In addition, high levels of job satisfaction among members of PDRM also impact on the behaviors they exhibit while performing tasks. Without realizing the importance of integrity and influence of job satisfaction on organizational citizenship behavior that can benefit directly to the development of a more competitive organization. Thus, it is imperative that PDRM and other enforcement agencies take initiatives in instilling high integrity amongst the staff members which would result in greater job satisfaction despite increasing work pressure. The importance of good organization climate and culture should also be emphasized in ensuring high performance level among the enforcement officers.

ACKNOWLEDGEMENT

We thank PDRM Bukit Aman for the written consent especially the Training Department PDRM of Bukit Aman Kuala Lumpur and each of the PDRM enforcement officer who took part in the present study as well as those who were involved whether directly and indirectly all throughout this study.

REFERENCES

1. Abas, N.A. H., Otto, K. &Thurasamy, R. 2015. The relationship between depressive symptoms and job satisfaction in a collectivistic culture: the moderating role of cultural embeddedness. *JurnalPsikologi Malaysia* 29(1): 01-20.
2. Abdullah, H. M., Khairudin, R. & Halim, F. W. 2014. Pengaruhkepimpinan LMX terhadaptingkahlakukewarganegaraankeselamatandalamkalanganbukanekeksutif. *JurnalPsikologi Malaysia* 28(1): 88-97.
3. Ahmad, Z. H. & Halim, F. W. 2013. Pengaruhketidakakuransivilterhadapprofesionalismeanggota PDRM. *JurnalPsikologi Malaysia* 27: 117-135.
4. Bodroastuti, T. &Ruliaji, A. 2016. Pengaruhkomitmenorganisasi dan kepuasankerjaterhadaporganizational citizenship behaviour (OCB) sertadampaknyaterhadapkinerjakaryawan. *JurnalDinamikaEkonomi&Bisnis* 13(1): 15-31.
5. Crowford, C. J. 2010. *Manager's guide to mentoring*. New York: McGraw Hill.
6. Davis, A. L. & Rothstein, H. R. 2006. The effects of the perceived behavioral integrity of managers on employee attitudes: A meta-analysis. *Journal of Business Ethics* 67: 407-419.
7. DeVellis, R. F. 2003. *Scale Development: Theory and Applications*. Edisi ke-2.Thousand Oaks: Sage Publications.
8. Dineen. B. R., Tomlison. E. C., Lewicki. R. J. 2006. Supervisory guidance and behavioral integrity: relationship with employee citizenship and deviant behavior. *Journal of Applied Psychology* 91(3): 622-635.
9. Fine, S., Horowitz, I., Weigler, H., & Basis, L. 2010. Is good character good enough? The effects of situational variables on the relationship between integrity and counterproductive work behaviors. *Human Resource Management Review*20(1): 73-84.
10. Fatimah Omar, Amiraa& Fatimah Wati Halim. 2011. The relationship between organizational justice, organizational citizenship behavior and job satisfaction.*PertanikaJournal Social Science & Humanity* 19: 115-121.
11. Hakim, W., Nimran, U., Haerani, S. &Alam, S. 2014. The antecedents of organizational citizenship behavior (OCB) and their effect on performance: Study on public university in Makasar, South Sulawesi, Indonesia. *IOSR Journal of Business and Management* 16(2): 05-13.
12. Herzberg, F. 1966. *Work and the Nature of Man*. Cleveland: World-Publishing.

13. Baldi A. "Computational Approaches for Drug Design and Discovery: An Overview." *Systematic Reviews in Pharmacy* 1.1 (2010), 99-105. Print. doi:10.4103/0975-8453.59519
14. Ibrahim, A., Sulaiman, W. S. W., & Halim, F. W. (2019). Work intention as mediator in the relationship between work passion and organizational commitment among teachers in Malaysia. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 10), 102-110.
15. Ibrahim, M. A., Sulaiman, W.W.S. &Hafidz, S.W.M. 2018. Organizational Citizenship Behavior as a Mediator in the Relationship between Job Satisfaction and Organisational Commitment towards Task Performance among University Lectures. *SainsHumanika* 10 (3):47-56.
16. Ibrahim, M. A., Sulaiman, W.W.S. Ibrahim, N. Z., Malek, M.A.A.A. &Bausing, A. 2018. Influence of Organizational Justice, Job Satisfaction, Organizational Commitment and Task Performance towards Organizational Citizenship Behavior among Academicians. *JurnalPsikologi Malaysia* 32(4):75-87.
17. Ibrahim, M. A., Sulaiman, W. S.W., Hafidz, S.W.M. & Aziz, S. F.A. 2018. Pengaruhiklimorganisasiterhadaptingkahlakukewargaanorganisasidalamkalanganpenjawatawam. *Journal of Social Sciences & Humanities* 11(2):001-016.
18. Mohammed, I.A., Hendi, S.A., Naji, A.Z.Evaluation of immunological and biochemical background for the occurrence of dental caries in B-thalassemic patients(2018) *International Journal of Pharmaceutical Research*, 10 (4), pp. 27-34.
19. Ibrahim, M. A., Sulaiman, W. S.W., Hafidz, S.W.M. & Aziz, S. F.A. 2017. Peranankepuasanekerjadalamkalangananggota polis. *Journal of Social Sciences & Humanities* 14 (5): 02-16.
20. Ishak Mad Shah. 2004. *PengenalanPsikologiIndustri dan Organisasi*. Jilid II. UniversitiTeknologi Malaysia: Skudai Johor DarulTa'zim.
21. Jamiah, M., Arena, C. K., & Mohammad Rezal, H. 2015. *IntegritiKonsep dan Amalan*. Kangar: Universiti Malaysia Perlis.
22. Kadir, M. B. A., Azman, N., & Ibrahim, M. S. (2010). PengaruhIntegritiKepemimpinanterhadapPelaksanaanPengurusanKualiti (Influence of Leadership Integrity in Implementation of Total Quality Management in MARA Higher Education Institutions). *Akademika*, 78(1).
23. Karapinar, Ö. 2015. Integrity as it relates to job performance, organizational citizenship behavior and withdrawal behavior: Moderating effect of organizational justice. Master Dissertation, Middle East Technical University.
24. Killinger, B. 2010. *Integrity: Doing right thing for the right reason*. Canada: McGills Queen'sUniversity Press.
25. Kooshki, S. A. &Zeinabadi, H. 2016. The role of organizational citizenship behavior of teachers: The test of direct and indirect effect through job satisfaction mediating. *International Review* (1):7-21.
26. Krastev, I. D., &Stanoeva, G. V. 2013. Organizational citizenship behavior and satisfaction with coworkers among Bulgarian teaching staff. *Baltic Journal of Career Education and Management*1(1): 40-44.

27. Ashok k singh, vineychawla, shailendra k saraf, amittkumarkeshari (2014) different chemical, biological and molecular approaches for anti-hyperlipidemic therapy with special emphasis on anti-hyperlipidemic agents of natural origin. *Journal of Critical Reviews*, 1 (1), 1-9.
28. Lestariningsyas, E. B. 2016. Perankomitmenorganisasisebagaivariabel intervening antarakepuasankerja dan organizational citizenship behavior (OCB) pada karyawan PT. Coca-Cola Distribution Indonesia, Surabaya. *JurnalIlmuManajemen* 4(3): 1-10.
29. Luther, N. 2000. Integrity testing and job performance within high performance work teams: A short note. *Journal of Business and Psychology*15(1): 19-25.
30. Leong, J. J., Bahari, M. I. B. & Malek, M. D. A. 2019. Kesejahteraanpsikologi dan sumber stress kerja: kajianrintisdalamkalangananggotapenguatkuasakementeriaanperdangandalam negeri dan halehwalpengguna (KPDNHEP). *JurnalPsikologi Malaysia* 33(1): 48-64.
31. Mehrabian, A. 2000. Beyond IQ: Broad-based measurement of individual success potential or 'emotional intelligence', genetic. *Social & General Psychology Monographs*.126 (2): 133-240.
32. Mushtaq, K., & Umar, M. 2015. Association between job satisfaction, motivation and five factors of organizational citizenship behavior. *World Academy of Science, Engineering and Technology, International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering* 9(8): 2789-2795.
33. M. Kamal Hassan. 2004. Kepincangannilaidalammasayarakat global. Kolokiumpenguatanintegriti, institutkefahamanislam Malaysia pada Jun 2004.
34. Mokhtar, D. M., Zainal, M. S., & Adnan, M. H. A. 2019.Potential Factors of presenteeism: job demands, work engagement and job insecurity. *International Journal of Academic Research in Progressive Education and Development* 8(4): 900-911.
35. Moogheli, A., Adib, S. &Chegini, V. 2014. The relationship between organizational ethics and organizational citizenship behavior. (Case study of government staff in Shiraz city). *Applied Mathematics in Engineering, Management and Technology* 1528-1540.
36. Najafi, S., Noruzy, A., Azar, H. K., Nazari-Shirkouhi, S. &Dalvand, M. R. 2011. Investigating the relationship between organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior: An empirical model. *African Journal of Business Management*5(13): 5241-5248.
37. Nasra, M. A. &Heilbrunn, S. 2015. Transformational leadership and organizational citizenship behavior in the Arab educational system in Israel: The impact of trust and job satisfaction. *Educational Management Administration & Leadership* 44(3): 380-396.
38. NouraniSadodin, S., KohansalDaghian, Z., Esmaily, H. &Hooshmand, E. 2015. The relationship between organizational citizenship behaviour, job satisfaction and occupational stress among midwives working in healthcare centers of Mashhad, Iran, 2014. *Journal of Midwifery and Reproductive Health*4(2): 613-621.

39. Organ, D. W. 2006. *Organizational Citizenship Behavior Its Nature, Antecedents and Consequences*. United States of America: Sage Publications.
40. Othman, R., Omar, N., Azam, A., Ibrahim, S., Farouq, W. A., Rustam, N., & Aris, N. A. 2014. Influence of job satisfaction and codes of ethics on integrity among police officers. *Procedia-Social and Behavioral Sciences* 145: 266-276.
41. Pavalache-Ilie, M. 2014. Organizational citizenship behavior, work satisfaction and employees personality. *Procedia Social and Behavioral Sciences* 127: 489-493.
42. Podsakoff, P. M. & MacKenzie, S. B. 1989. *A Second Generation Measure of Organizational Citizenship Behavior*. Working Paper. Indiana University.
43. Putrana, Y., Fathoni, A. & Warso, M. M. 2016. Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior dalam meningkatkan kinerja karyawan pada PT. Gelora Persada Mediatama Semarang. *Journal of Management* 2(2): 1-14.
44. Rahman, U. 2014. Kepuasan kerja dan organizational citizenship behavior pada guru Madrasah Aliyah. *Analisa* 21(1): 131-142.
45. Sambung, R., Thoyib, A., Troena, E. A. & Surachman. 2011. Pengaruh kepuasan kerja, komitmen organisasi, kepribadian dan profesionalisme dosen terhadap organizational citizenship behavior serta dampaknya terhadap kinerja dosen (Studi pada Universitas Palangka Raya). *Jurnal Aplikasi Manajemen* 10(1): 2-20.
46. Sulaiman, W. S. W., Ibrahim, M. A. & Mariappa, M. S. 2013. Peranan tingkah lakukewargaan organisasi sebagai mediator dalam hubungan antar komitmen organisasi dan prestasi tugas. *Journal of Psychology & Human Development* 1:29-35.
47. SPRM. 2014. *Statistik 2010 hingga Mac 2014: Unit Statistik Bahagian Pengurusan Rekod dan Teknologi Maklumat*. SPRM: Putrajaya.
48. Schlenker, B. R., Weigold, M. F. & Schlenker, K. A. 2008. What makes a hero? The impact of integrity on admiration and interpersonal judgment. *Journal of Personality* 76(2): 323-355.
49. Schlenker, B. R. 2008. Integrity and character implications of principled and expedient ethical ideologies. *Journal of Social and Clinical Psychology* 27: 1078-1125.
50. Szilagy, A. D. & Wallace, M. J. 1980. *Organizational behavior and performance*. United State of Amerika: Good Year Publishing Company Inc.
51. Vitell, S. J. & Davis, D. L. 1990. The relationship between ethics and job satisfaction: An empirical investigation. *Journal of Business Ethics* 9(6):489-494.
52. Tambi, N. & Awang, S. Z. 2019. Hubungan antar tekanan kerja dan kecerdasan emosional terhadap kepuasan kerja dalam kalangan pensyarah fakulti sains sosial dan kemanusiaan, Universiti Kebangsaan Malaysia. *e-Bangi Journal of Social Sciences and Humanities* 16(5):1-19.
53. Way, S. A., Simons, T., Leroy, H. & Tuleja, E. A. 2016. What is in it for me? Middle manager behavioral integrity and performance. *Journal of Business Ethics* 1-13.

54. Widang, I., & Fridlund, B. 2003. Self-respect, dignity and confidence: conceptions of integrity among male patients. *Journal of Advanced Nursing*, 42 (1), 47-56.
55. Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. 1967. *Manual for the Minnesota satisfaction questionnaire*. Minneapolis: University of Minnesota.
56. Williams, L. J. & Anderson, S. E. 1991. Job satisfaction and organizational commitment
57. as predictors of organizational citizenship and in-role behavior. *Journal of Management* 17: 601-617.
58. Yates, L. A. 2014. Exploring the relationship of ethical leadership with job satisfaction, organizational commitment, and organizational citizenship behavior. *The Journal of Values-Based Leadership* 7(1).
59. Zhang, G., Bai, Y., Caza, A & Wang, L. 2013. Leader integrity and organizational citizenship behavior in China. *Management and Organizational review*.
60. Ziegler, R., Schlett, C., Casel, K., & Diehl, M. 2012. The role of job satisfaction, job ambivalence, and emotions at work in predicting organizational citizenship behavior. *Journal of Personnel Psychology* 11(4):176-190.
61. Balamurugan, R., & Nagarajan, N.R. (2017). Automatic Robotic Arm Using Hand Gesture. *International Journal of Communication and Computer Technologies*, 5(2), 43-45.
62. Mahendran Et Al., S. (2017). Fault Detection in Power Transmission Line. *International Journal of Communication and Computer Technologies*, 5(2), 46-47.
63. Kaplan, S., Odaci, E., Canan, S., Önger, M.E., Aslan, H., Ünal, B. The disector counting technique (2012) *NeuroQuantology*, 10 (1), pp. 44-53.
64. Beck, F. Synaptic quantum tunnelling in brain activity (2008) *NeuroQuantology*, 6 (2), pp. 140-151.