

**Moderating Effect of Knowledge Workers on  
Pay Satisfaction, Formal and Informal  
Organization Career Management with  
Affective Organization Commitment**

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## **ABSTRACT**

Knowledge Workers (KW) are identified as the most important factor going into the 21<sup>st</sup> century, largely due to the elimination of national borders through globalization. Knowledge Workers are sought-after employees throughout the world that would play an important role towards the future of an organization. This coincides with Malaysian government's effort to retain its KW work force while trying to attract Malaysian KW in other countries to return to the mother nation in the effort to move towards Vision 2020.

A conceptual model exploring the effect of Pay Satisfaction, Formal and Informal Career Management towards Affective Organization Commitment is created with the main interests on KW. A total of 350 respondents from Klang Valley were surveyed in this study with samples were selected using both convenient and stratified random sampling. Findings indicate that the proposed factors of Pay Satisfaction, Formal and Informal Organization Career Management is a significant predictor towards Affective Career Management. However, Formal Organization Career Management does not command much interest from KW, as opposed to Pay Satisfaction and Informal Organization Career Management.

These findings would provide organization guidelines to plan their strategic approach towards retaining and attracting current and potential KW into the organization.

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## ABBREVIATIONS

|             |  |
|-------------|--|
| <i>etc</i>  | Et Cetera  |
| <i>OECD</i> | Organisation for Economic Co-operation and Development |
| <i>H</i>    | Hypothesis   |
| KW          | Knowledge Workers                                      |
| FOCM        | Formal Organization Career Management                  |
| IOCM        | Informal Organization Career Management                |
| AC          | Affective Commitment                                   |
| <i>i.e.</i> | In Example   |
| <i>Sig.</i> | Significant  |
| %           | Percent  |

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