4.0 DATA ANALYSIS AND FINDINGS

4.1 Respondents' Profile

The total respondents (n = 350) demographic data and profile is discussed in this section. The general respondents profile is tabulated in Table 4.1, while Figure 4.1, Figure 4.2, Figure 4.3, Figure 4.4 and Figure 4.5 (Appendix) display the percentage of each demography category, inclusive of gender, age group, ethnic group, marital status and highest qualification achieved.

There is total number of 350 (N) samples being collected; where female have the slight edge with 54%. The age group of the respondents concentrate on 40 years old and below, contributing 88% of the respondents, this profile is aligned with the research objectives, considering it is the main target of studies due to a heavier impact or role played by these age group towards contributing to the growth and future of the country and its aim to realize vision 2020. Due to the study was centred on KW, it is important to consider the highest education achieved of these respondents, which KW tends to be related to education achievement. Vast majority of respondents consists of in excess of 86%, who at least obtained first degree or above.

Table 4.1

Demographical Profile of Respondents

			Frequency, N	Percentage, %
Gender	Male		162	46%
	Female		188	54%
		Total	350	100%
Age Group	<30		203	58%
	31 - 40		123	35%
	41 - 50		24	7%
		Total	350	100%
Marital Status	Single		197	56%
	Married		151	43%
	Divorced		2	1%
		Total	350	100%
Ethnic Group	Malay		60	17%
	Indian		29	8%
	Chinese		256	74%
	Others		5	1%
		Total	350	100%
Highest Qualification Achieved	Secondary School (SPM)		3	1%
	Certificate or Diploma		41	12%
	First Degree		244	69%
	Postgraduate Degree		59	17%
	Professional Qualification		3	1%
		Total	350	100%

4.1.1 Respondents' Response

There are 55 completed surveys from random distribution from working

personnel (55 % response rate) with 13 incomplete returned survey forms, which was later discarded. 115 responds were received from random electronic mailing (38.33% response rate) while the rest of the respondents, 180 samples came from online survey engines, from 600 invitations to random participation (30% response rate). Of the total respondents, 96 (27.4 %) are from banking/finance industry, 10 (2.9%) are from communications/advertising firms, 89 (25.4%) are from engineering/construction companies, 36 (10.3%) are from educational institutions, 19 (5.4%) are from retail/own business, 16 (4.6%) are from pharmaceutical/healthcare industry, 64 (18.3%) are from the service/hospitality industry, and 20 (5.7%) are from other industries, such as information technology. In addition to that, the samples consist of a balanced mix of first line managers, administrators and professional from a wide variety of positions.

The sample of this study consists of working adults of diverse job functions and a wide range of positions consists of managerial, administration, and professionals. It could be generalized that the majority of respondents have tertiary education prior to their current position, with at least achieve diploma or first degree qualification. The wide distribution of position suggests that the samples are collected evenly from supporting staff such as administrator to first-line level management and professional positions.

4.2 Normality Test

Normality is described by Pallant (2007) as a symmetrical bell shaped curve with the greatest frequency in the middle while smaller frequencies towards the other

extremes. The main objective of normality test is to ensure an even distribution of data obtained, which is the pre-requisite of for further analysis.

The normality of sample is deduced by checking the Skewness and Kurtosis tests, where values between -2.00 and +2.00 fall under normal range (Sekaran, 2003). Table 4.2 deduced the mean value, Skewness and Kurtosis of respondents on each questionnaire. The mean value of respondents to all items ranged from 3.61 to 5.73. The minimum Kurtosis level is -0.962, while the higher limit is 1.874. On the other hand, the minimum level is -0.108 and -1.155as the higher limit. Hence, the results passed the normality test.

4.3 Validity Test

Validity Test is used to determine if the questions in the questionnaire are measuring the right concept towards the proposed model. (Sekaran, 2003) Validity Test also measures how well it measures the framework of analysis. Pallant (2007) stressed that the sample size and strength of relationship among items of variable could be two critical issues towards conducting factor analysis. Tabachnick and Fidell (2007) recommended at least 300 samples for factor analysis, which suggest the current study with sampling size of 350 is sufficient to conduct factor analysis. Factor analysis is then being conducted to check the appropriateness of measureable items in the analysis. On the other hand, Tabachnick and Fidell (2007) also mentioned that the correlation factor (loading level) of more than 0.3 should be considered and accepted for analysis.

Before conducting factor analysis, two statistical measures is conducted to determine the suitability of conducting factor analysis. The analysis involved is Kaiser-Meyer-Olkin (KMO), measuring sampling adequacy, and Bartlett's test of Sphericity. The KMO and Bartlett's test obtained for this study is 0.925 and 0.000 respectively (Table 4.2) , which qualifies for the next analysis as the values qualities for studies for factor analysis as according to Pallant (2007), KMO value should be higher than 0.6 while Tabachnick and Fidell (2007) suggests that Bartlett's test of Sphericity ($p<0.05$).

Table 4.2

KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	6267.984
	df	253
	Sig.	.000

A total of 28 items from independent variables are included principle component analysis. The final results reveal 3 components with eigenvalues exceeding 1, explaining on the cumulative of 65.54% of the total framework (variance). The results were obtained while conducting further analysis on pattern matrix which items with loading more than 0.3 is extracted while items which with cross-loading is eliminated. There are total of 5 items (PS7, PS9, PS10, PS11, PS12) from Pay Satisfaction Questionnaire (PSQ) (Heneman & Schwab, 1985) being deleted in the analysis due to cross-loading. Both Table 4.3 and 4.4 shows the Total Variance Explained of independent variables consists of Pay Satisfaction (PS), Formal Organization Career Management (FOCM) and

Informal Organization Career Management (IOCM). Table 4.4 shows that the remaining 13 items of Pay Satisfaction Questionnaire, which were loaded onto factor 1 with factor loading, ranged from 0.451 to 0.945. Factor 2 consists of the formal aspect of organization career management with loading ranged from 0.573 to 0.837. On the other hand, the informal aspect of organization career management concentrated on factor 3 with loading from 0.654 to 0.865.

Table 4.3

Total Variance Explained (Independent Variables)

Total Variance Explained							
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.816	47.025	47.025	10.816	47.025	47.025	8.249
2	2.477	10.769	57.793	2.477	10.769	57.793	8.305
3	1.782	7.748	65.541	1.782	7.748	65.541	6.636
4	.937	4.075	69.616				
5	.769	3.343	72.959				
6	.711	3.091	76.050				
7	.687	2.988	79.038				
8	.595	2.585	81.623				
9	.532	2.313	83.936				
10	.449	1.950	85.887				
11	.402	1.747	87.634				
12	.385	1.673	89.307				
13	.351	1.526	90.833				
14	.342	1.487	92.320				
15	.303	1.319	93.639				
16	.274	1.193	94.832				
17	.251	1.090	95.922				
18	.230	1.002	96.924				
19	.193	.840	97.764				
20	.177	.769	98.533				
21	.130	.567	99.101				
22	.109	.476	99.576				
23	.098	.424	100.000				

Table 4.4

Pattern Matrix (Independent Variables)

Pattern Matrix[a]			
	Component		
	1	2	3
PS1 - I am happy with my take home pay.	0.894		
PS2 - I am happy with my current salary.	0.945		
PS3 - I am happy with my overall level of pay.	0.899		
PS4 - Size of my current salary.	0.935		
PS5 - My benefit package.	0.655		
PS6 - Amount the company pays towards my benefits.	0.614		
PS8 - The number of benefits I receive.	0.617		
PS13 - The company's pay structure.	0.451		
PS14 - Information the company gives about pay issues of concern to me.	0.627		
PS15 - Pay of other jobs in the company.	0.792		
PS16 - Consistency of the company's pay policies.	0.838		
PS17 - Differences in pay among jobs in the company.	0.846		
PS18 - How the company administers pay.	0.780		
FOCM1 - I have been given training to help my career.		0.670	
FOCM2 - My boss has made sure I get the training I need for my career.		0.808	
FOCM3 - I have been taught things I need to know to get on in this organization.		0.708	
FOCM4 - I have been given a personal development plan.		0.707	
FOCM5 - I have been given work which has developed my skills for the future		0.573	
FOCM6 - My boss has give me clear feedback on my performance.		0.837	
IOCM1 - I have been given impartial career advice when I needed it.			0.681
IOCM2 - I have been introduced to people at work who are prepared to help me develop my career.			0.732
IOCM3 - I have been given a mentor to help my career development.			0.654
IOCM4 - My boss has introduced me to people who will help my career.			0.825

Besides independent variable, factor analysis is also being tested upon the dependant variable, affective commitment scale and the moderating variable, KW scale. KMO for affective commitment scale is 0.684 (>0.6), with Barthlett' Test of Sphericity showed Chi square of 691.991 at significant indication. Affective commitment items explained a cumulative of 42.71% of the total variance. The loading of each item onto a single factor ranged from 0.452 to 0.752. KW scale on the other hand recording a KMO value of 0.637 (>0.6), with Barthlett' Test of Sphericity showed Chi square of 462.622 at significant indication; explaining a cumulative of 38.091% of the total variance. The loading of 5 items of KW onto a single factor ranged from 0.649 to 0.879.

4.4 Reliability Test

Level of Knowledge Workers is evaluated by using 5 item scale developed by Withey, 2003. The Cronbach's Alpha for this scale is 0.700, as compared to the original Cronbach's Alpha for this scale is 0.729, it is still acceptable to be used in this study as it qualifies the recommended level of 0.700, by Nunnally and Bernstein (1994) for exploratory research.

Employees' pay satisfaction construct is evaluated by using 18-items Pay Satisfaction Questionnaire (PSQ) (Heneman & Schwab, 1985). Due to the 5 items deleted during factor analysis, the average score is calculated using 13 items of the scale. The Cronbach's alpha for this scale is 0.939 after rewording of some of the items. The modifications are discussed previously in Chapter 3.

Affective Commitment is evaluated by using Allen and Meyer organization commitment questionnaire, Meyer and Allen (1990). A 7-point scale ranging with strongly disagree (1), neutral (4) and strongly agree (7) is used as anchor points. Previous studies utilizing this questionnaire results in Cronbach's Alpha value from the range of 0.77 to 0.88, while the Cronbach's Alpha value obtained from this study is 0.728, slightly lower than previous studies but still acceptable.

Formal Organization Career Management (FOCM) is evaluated by using the 6 item scale which related to "formal" career management practices from Organization Career Management Items (Arnold, 1997). The Cronbach's alpha obtained for this study is 0.863, way above the previous proposed study value of 0.77.

Informal Organization Career Management is evaluated by using the 4 item scale which related to "informal" career management practices from Organization Career Management Items (Arnold, 1997). The Cronbach's alpha for this scale is 0.81. The Cronbach's Alpha value obtained from this study is 0.825, which proved the reliability of the scale to be used in the study.

Table 4.5 displayed the values of Cronbach's Alpha for each scale being used in this study, consists of Knowledge Workers Scale, Affective Commitment, Pay Satisfaction Questionnaire, Formal Organization Career Management and Informal Organization Career Management. All questionnaire were proved to be reliable due to values obtained are more than 0.700, which was recommended by Nunnally and

Bernstein (1994) for exploratory research.

Table 4.5

Cronbach's Alpha Values

Reliability Statistics

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
KW	.700	.695	5
AC	.728	.732	8
PSQ	.939	.939	13
FOCM	.863	.863	6
UOCM	.825	.827	4

4.5 Hypothesis Testing

The relationship between independent variables such as Pay Satisfaction (PS), Formal Organization Career Management (FOCM), Informal Organizational Career Management (IOCM) and dependant variable, Affective Organization Commitment (AC) is tested in this section.

Multiple regression is carried out to test Hypothesis 1, 2 and 3, while Hypothesis 4 is tested by using hierarchical regression. Table 4.6 summarized the complete multiple regression analysis. Step 1 test is generally used to test Hypothesis 1, 2 and 3 as pay satisfaction, FOCM and IOCM as independent variable is tested on their relationship to dependant variable, affective commitment. Step 2 is the intermediate step where the moderating variable, KW is included in the analysis model. Step 3 is used to test the moderating effect of KW on all three independent variables. (PS, FOCM and IOCM)

Table 4.6

Results of Multiple Regression Analysis

| | Affective Commitment | | |
| | Frequency | | |
Independent Variable	Step 1	Step 2	Step 3
Pay Satisfaction	0.352^{**}	0.308^{**}	0.959^{**}
FOCM	0.059	0.033	$-.900^{*}$
IOCM	0.127	0.076	1.059^{*}
KW		0.355^{**}	0.697^{**}
KW_PS			-0.847^{*}
KW_FOCM			1.233^{*}
KW_IOCM			-1.256^{*}
F Value	35.123^{**}	46.085^{**}	29.184^{**}
R^2	0.233	0.348	0.341
Adjusted R^2	0.227	0.341	0.361
R2 change	0.233	0.115	0.026
F Change	35.123^{**}	60.769^{**}	4.683^{**}

* $p<0.05$, ** $p < 0.01$

Hypothesis 1 :

Pay Satisfaction is positively related to Affective Commitment.

Hypothesis 1 is supported with B = 0.352, (p<0.01)

Hypothesis 2 :

Formal Organization Career Management (FOCM) is positively related to Affective Commitment.

Hypothesis 2 is rejected due to B = 0.539 (p>0.05) is not significant.

Hypothesis 3 :

Informal Organization Career Management (IOCM) is positively related to Affective Commitment.

Hypothesis 3 is rejected due to B = 0.703, (p>0.05) is not significant.

Hypothesis 4 :

Knowledge Worker Levels moderate the relationship of employee Pay Satisfaction, Formal Organization Career Management and Informal Organization Career Management towards Affective Commitment.

Hypothesis 4 is supported with   B = 0.847, (p<0.05) for Pay Satisfaction;

                                     B = 1.233, (p<0.05) for FOCM;

                                     B = -1.256, (p<0.05) for IOCM.

Hypothesis 4 is tested for by conducting hierarchical regression to test Knowledge Worker (KW) on its moderating effect. According to Baron and Kenny (1986), moderator effects are indicated by the interaction between independent variable and moderating variable in explaining the dependant variable. In this case, Knowledge Worker (KW) represents the moderating variable, while Pay Satisfaction (PS), Formal Organization Career Management (FOCM) and Informal Organization Career Management (IOCM) as the independent variable, while Affective Commitment (AC) is the dependant variable. The interaction variable between the moderator and each independent variable is created in order to be tested by using sequential multiple regression analysis. Interaction variable is created by multiplying the effect of moderating variable (KW) and independent

variable (PS, FOCM & IOCM), creating new variables in the form of KW_PS,
KW_FOCM and KW_IOCM. Each of the newly created variables are further tested for
it's significant.

Table 4.7

**Hierarchical Regression Results Using KW as a Moderator in
the Relationship between PS, FOCM and IOCM with Affective
Commitment.**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.817	.164		17.171	.000
	PS	.267	.046	.352	5.812	.000
	FOCM	.041	.056	.059	.728	.467
	IOCM	.080	.051	.127	1.579	.115
2	(Constant)	1.552	.222		6.990	.000
	PS	.234	.043	.308	5.474	.000
	FOCM	.023	.052	.033	.446	.656
	IOCM	.048	.047	.076	1.021	.308
	KW	.332	.043	.355	7.795	.000
3	(Constant)	.047	.784		.060	.952
	PS	.727	.244	.959	2.987	.003
	FOCM	-.627	.296	-.900	-2.116	.035
	IOCM	.668	.277	1.059	2.409	.017
	KW	.652	.163	.697	3.988	.000
	KW_PS	-.100	.048	-.847	-2.065	.040
	KW_FOCM	.133	.060	1.233	2.222	.027
	KW_IOCM	-.129	.056	-1.256	-2.304	.022

4.5.1 Moderating Effect of Knowledge Worker

From the multiple regression analysis, three graphs were plotted to study the moderation effect between high and low level KW on each independent variables on affective organization commitment. In his studies, Withey (2003) had determined that the mean value of 3.28 and above for high knowledge category, 3.11 to 3.28 as moderate, while 2.65 and below as low knowledge category. The scale proposed during the study is a 5 likert scale. In present study, likert scale of 7 is used, hence, the values are recoded into a scale of 7, which determine that above 4.59 as high, between 4.59 and 4.35 as moderate and 3.71 and below as low. Withey also suggest that there are no significance between high and moderate knowledge workers, while the study suggests that there is a high significant between low to moderate and high. Hence, in present study, the mean of moderate knowledge worker is used to differentiate between high and low level knowledge workers, which is later being used to recode and determine its interaction with each independent variable. Figure 4.6, 4.7 and 4.8 represents the moderating effect of low and high level of knowledge workers on each independent variable (PS, FOCM, IOCM) towards dependant variable (AC). It was noticed that high KW generally recorded higher AC if compared to low KW.

Figure 4.6 shows a significant difference between the effects of high and low KW on PS towards AC. It is noticed as PS increases from low to moderate, AC level among low KW increases. The effect improved even further (slope of the graph increases) as PS increased from moderate to high. On the other hand, high KW also experience increase in

AC level as PS improves, but the effect of PS on AC among high KW decreased when it approaches moderate and high. The graph proved that the positive impact of PS is greater among low level KW, while the effect of PS on AC among high level KW was not significant.

Figure 4.7 shows a significant difference between the effects of high and low KW on FOCM towards AC. It was noticed as FOCM increases from low to moderate, AC level among low KW increases. The effect improved even further as FOCM increased from moderate to high. On the other hand, AC among high KW also increase as FOCM improves. The effect of FOCM on AC among high KW decreased when it approaches moderate and high. The graph proved that the positive impact of FOCM is greater among low KW, while FOCM does not have a significant influence on AC among high KW.

Figure 4.8 shows a significant difference between the effects of high and low KW on IOCM towards AC. It was noticed as IOCM increases from low to moderate, AC level among low KW increases. The effect decrease slightly as IOCM improved even further, (slope of the graph decrease) as IOCM increased from moderate to high. On the other hand, AC among high KW also increase as IOCM improves, but its effect was minimal (slope of graph was low). The effect of IOCM on AC among high KW increased when it approaches moderate and high. The results suggest that the positive impact of IOCM on OC was greater among low KW. As for high KW, the AC level was not affected even with minimal IOCM. However, greater IOCM is needed to improve the AC among high KW.

Figure 4.6

Moderating Effect of Knowledge Workers on the Relationship between Pay Satisfaction and Affective Commitment.
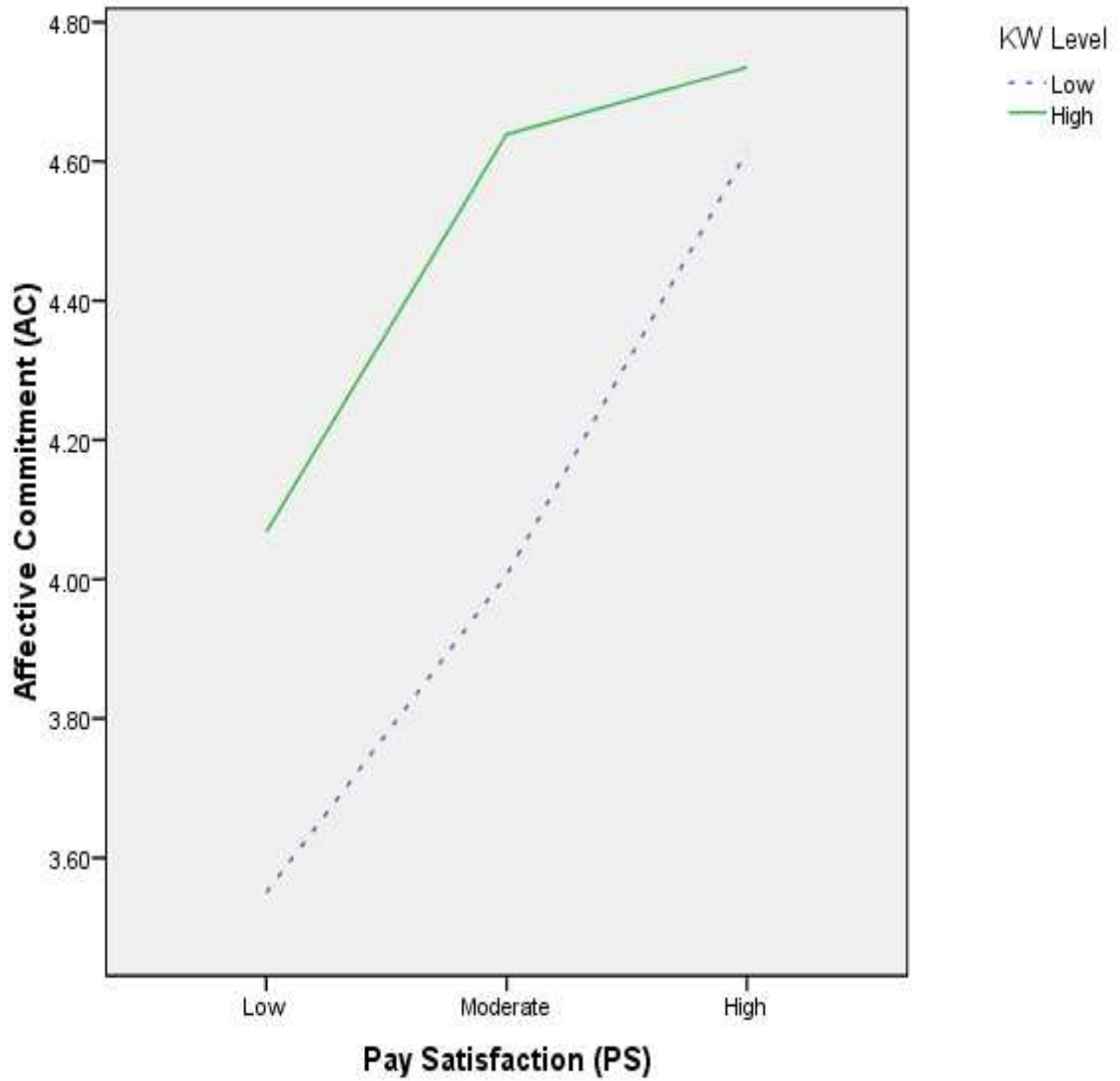
Figure 4.7

Moderating Effect of Knowledge Workers on the Relationship between Formal Organization Career Management and Affective Commitment.
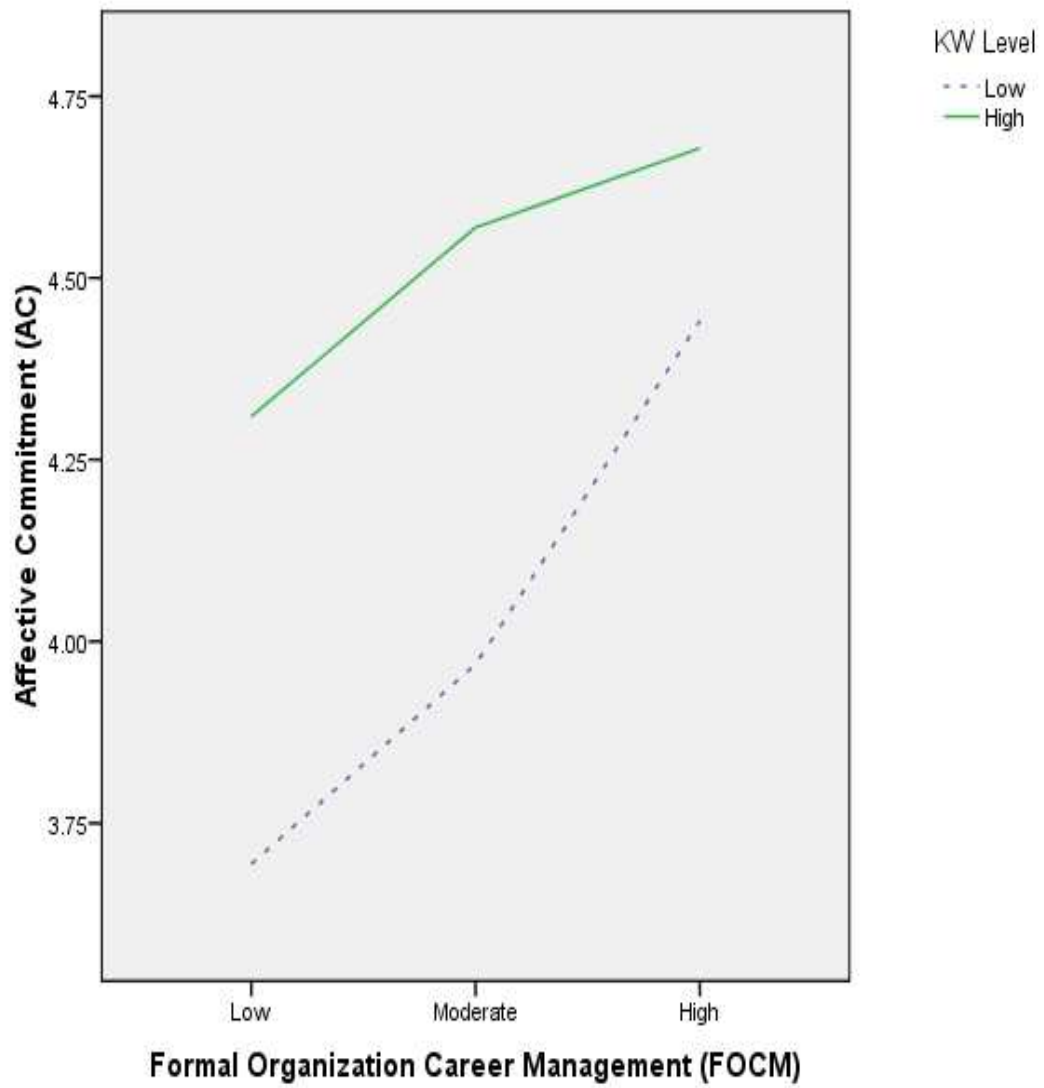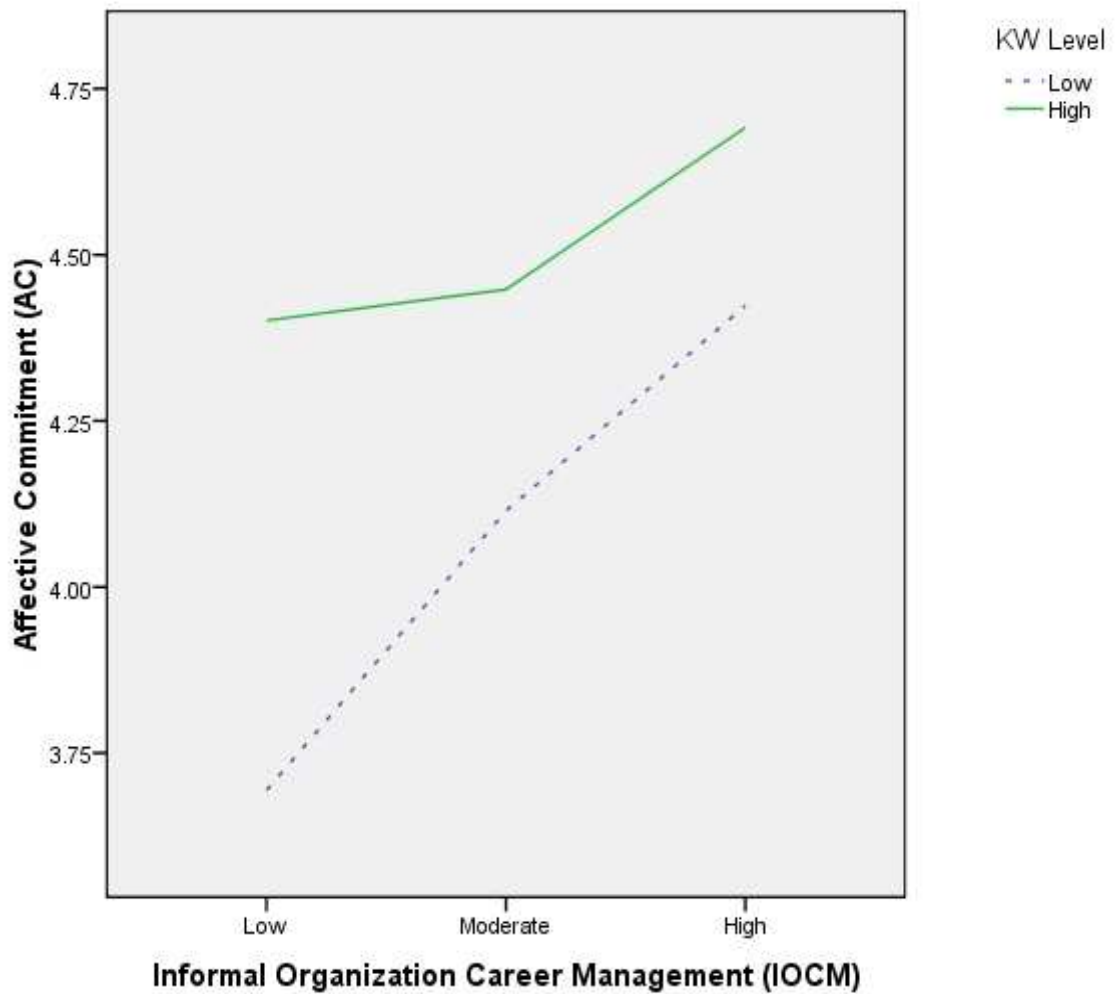
Figure 4.8

Moderating Effect of Knowledge Workers on the Relationship between Informal Organization Career Management and Affective Commitment.

4.6 Discussion

Due to the shortage of empirical research on the knowledge work, the development of Knowledge Work scale by Withey had provided a reliable scale to measure knowledge work, which allows for further researchers to utilize its classification to study the micro-characteristics of knowledge workers. (Withey, 2003) Besides, the scale is also being designed to measure explicit, rather than tacit knowledge (Stevens, 1998) due to believe that knowledge work is a discretionary organizational behaviour that KW chooses how much knowledge to invest in their jobs and careers (Davenport, 1999). The main contribution of this study is to study and compare the differences between knowledge and traditional workers, of their AC level, with response to PS, FOCM and IOCM.

The research findings suggest that there is a significant relationship that PS is positively related to Organization Commitment. This hypothesis was previously proven to be applicable for general employees, (Motowidlo 1983, Dailey and Kirk 1992, DeConinck and Stilwell 2004 Tekleab *et al*. 2005,) and the results provide another dimension that the theory is also applicable on KW in Malaysia. The study also supported Hypothesis 4 that KW level moderates the effect of PS on AC. Low level KW, viewed pay as more important motivation factor that its effect on AC increased more with higher level of pay satisfaction. This result implies that low level KW are more sensitive towards the perceived fairness of amount expected by one compare to others, which means that they use pay to quantify the perceived value recognized by organization

towards employees. Perceived value, recognition, and fairness are common antecedents of AC and pay satisfaction. (Tekleab et al. 2005) On the other hand, the effect of PS on AC among high KW are not as significant as low KW and its effect reduced gradually as PS approaches moderate and high KW level. The results suggested that PS do not motivate high KW as much as low KW. This finding could further deduce the difference between high and low level KW on a micro level, which was lacking in previous literatures. The research result is inline with Mercer's Global What's Working^{TM} Research (2008) on employee attitudes and perceptions, where KW place greater emphasis on other factors such as "the company", "the work" and "the boss" towards commitment and work. The research does suggest that pay and remuneration is being identified as the pre-requisite to commitment and motivation. The company, in this context refer to the company management, culture, working environment and other aspects concerns management of knowledge. Work in this context concerns job design, assignments and career development, while the boss concerns the level of autonomy, freedom and coaching available for KW.

This finding enables administrators to gauge the current situation by discovering that different strategy is required to improve affective commitment among KW. In his work, Withey (2003) hypothesized higher levels of job involvement, or less committed from Knowledge Worker because of the contingent nature of their employment relationships. Thus, it is wise for organizations to recognize excellence regularly as today's workers may value and be motivated by peer recognition, almost as much as good pay, in this case, high KW. (Zidle, 1998) Although the research suggests a positive

relationship between PS and AC, it is understood that it's positive effect reduce on high KW populations. Hence, in order to further improve AC of high KW, organization could mix and match compensation approaches by designing and including various morale-boosting approaches (often called management controls), such as incentives, employee participation, and feedback. The wide mixture of rewards could provide a new dimension in retaining KW which coincides with view from previous research that pay satisfaction could significantly reduce turnover intent. (Motowidlo 1983; Dailey and Kirk 1992; DeConinck and Stilwell 2004)

Despite contemporary discussion and literature suggest that organization career management would enhance employee commitment, hypothesis 2 was rejected, where there are no statistic significance result showing that FOCM is positively related to AC among respondents. This result suggests that employees do not see FOCM as a factor that would motivate and enhance AC among themselves. This could be due to the fact that FOCM activities includes formal and control activities that reduce the perceived autonomy of KW, which was one of the prime needs of KW, as per discussed under literature review section.

Besides, previous study by Lord & Farrington (2006) conclude that the younger age-group employees generally have lower commitment than elder employees. This could be one of the reason that hypothesis 2 was rejected as the respondents are centred to the group that aged 40 and below. Besides age group, the other factor discovered previously that affects the commitment among employee is the job market condition.

This was observed by Bateman & Strasser in UK, 1984 that organization commitment generally decreased when job market was buoyant or favourable. . From the report released from The Economic Planning Unit, Prime Minister's Department Putrajaya in year 2008, it was forecasted a total of 625,000 new jobs to be created for the remaining period 9th Malaysian Plan till 2010 making the job conditions favourable for KW.

The relationship between FOCM and AC was later tested against the moderating effect of KW. The results support that KW moderates the relationship between FOCM and AC. This finding suggests that lower level KW is more appreciative towards FOCM efforts by organization than high level KW. This is due to high KW who seeks autonomy would see FOCM as a barrier to their ability that they could lose their freedom in their daily work. (Kinnear & Sutherland, 2000) It is also recognized that high KW, with higher job involvement, does not prefer FOCM as much as low KW due to the love of their jobs. Lee & Maurer (1997) suggested that in order to minimize shocks among KW, it is important for career planning to focus on both technical or management career progression.

The implications of findings suggest that more strategized effort should to be carried out by organization, where Human Resource Department should put more emphasis on providing Formal Organization Career Management activities to different level of employees. However, it remained difficult for organization to distinguish between high and low KW as the general way of definition still surrounding occupations rather than the daily work that employees undertakes. Although the general samples do

not see FOCM having a significant positive relationship to AC, it proved that the moderating effect of KW between FOCM and AC is valid. Despite the results, this study surrounds the objective to improve the AC of KW, FOCM should be emphasized by organization in this countries. This coincides with previous studies that employees who do not receive adequate career management help from employers is likely to be a source of dissatisfaction. (Pitcher & Purcell, 1997; Mabey, 1986) This could results in employees, take matter into their own hands by managing themselves out of the organization.

This study rejects hypothesis 3, where IOCM is not statistically significant towards AC. Despite previous literature providing sufficient support on IOCM effort to improve AC of employees, it is important to take note that IOCM efforts centred on human relationships. Relationship such as mentor-mentee relationship and networking between employees and management was facilitated through mentor or managers, which these efforts are largely considered to be voluntary basis between managers and employees. Hence, there could be situation that arises during the implementation of IOCM, which it may not help improve AC among employees but to making it worse, due to the management are seen as the "representative" of the organization that soured human relationship (with leaders) will reduce commitment among employees and management.

On the other hand, KW levels were again proved to be statistically significant as the moderating variable to IOCM on AC. The informal aspects introduced human touch as mentor was introduced as part of the program. However, it is important to distinguish

the reporting part as the formal aspects of Career Management, but to recognize the importance of mentor-mentee relationship. (Stallworth, 2003) The relationship closeness among employees and management improve organization commitment as mentor would be able to provide some informal assistance to mentee such as introduction of people who could help the mentee's career. (Arnold, 1997) This study significantly supports the view that high level KW are more appreciative towards informal career management assistance provided by organization. This is due to KW sees leadership and guidance as one of the important needs. As discussed previously via literature review, KW values working environment, independence (autonomy), professions and networking that contributes largely to their personal growth. Under IOCM, KW would be able to achieve relationship closeness from mentor-mentee relationship, autonomy as well as networking opportunity, which explains the reason that high KW prefers IOCM more than low KW. Thus, the Human Resource Department of local companies should put more emphasis in promoting the mentor-mentee relationships that would eventually provide the informal aspects of organization career management that lead to higher AC. Besides, the findings indicate that assistance in the form of provision of career advice and help with building a network are particular important factors under IOCM, yet might have been overlook of its importance in the past.

The results of this study distinguished the different characteristics among different level KW. The lower level KWs prefer more explicit rewards or motivation for them to feel committed to the organization. Although the same trends were shared between high and low KW, high KW was seen to have a higher level of AC compared to low KW. In

addition to that, it was suggested that high KW are more appreciative towards implicit rewards, as rather than motivation such as pay and FOCM. The informal part of career management would increase drastically KW's AC level, as the human touch provided extra motivation to commit to the organization. Although both high level and low level KW was seen to have generally the same trend, its magnitude was different that when IOCM approach moderate, the AC of high KW increase further, comparing to the inverse effect, where the effect of both PS and FOCM on AC decrease even with increased effort from organization.