# REFERENCES

Abdullah, A. (2001), "Influence of ethnic values at the Malaysian workplace". In Abdullah A. and Aric H.M.L., *Understanding the Malaysian Workforce: Guidelines for Managers,* Kuala Lumpur: Malaysian Institute of Management.

Acton, T. and Golden, W. (2002), "Training: The way to retain valuable IT employees?" in *Conference Proceedings, Informing Science*, 1 – 12.

Adkins, C. L., Ravlin, E. C. and Meglino, B. M. (1996), "Value congruence between co-workers and its relationship to work outcomes.", *Group and Organization Management*, 21, 439 – 460.

Allen, N. J. and Meyer, J. P. (1990), "The measurement and antecedents of affective, continuance and normative commitment to the organization.", *Journal of Occupational Psychology*, 63, 1 - 18.

Allen, N. J. and Meyer, J. P. (1996), "Affective, continuance and normative commitment to the organization: An examination of construct validity.", *Journal of Vocational Behaviour*, 49, 252-276.

Allen, R. and Helms, M. (2002), "Employee perceptions of relationships between strategy rewards and organizational performance.", *Journal of Business Strategies*, 19, 115-139.

Alliger, G. M., Tannenbaum, S. I., Bennett, W.Jr., Traver, H., and Shotland, A. (1997), "A meta-analysis of relations among training criteria", *Personnel Psychology*, 50, 341–358.

Armstrong, M., and Murlis, H. (1991), *Reward Management: A Handbook of Remuneration Strategy and Practice,* 2nd Ed. London: Kogan Page Ltd.

Aryee, S., Luk, V., and Stone, R. (1998), "Family-Responsive Variables and Retention-Relevant Outcomes among Employed Parents.", *Human Relations*, 51, 73–87.

Baker, G. (1992), "Incentive Contracts and Performance Measurement.", *Journal of Political Economy,*100, 598-614.

Baron, R.M., and Kenny, D.A (1986), "Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations", *Journal of Personality and Social Psychology*, 6, 1173-82.

Bartlett, M.S. (1954), "A note on the multiplying factors for various chisquare approximations", *Journal of the Royal Statistical Society,* 16, 296–298.

Becker, T, Billings, R., Eveleth, D. and Gilbert, N. (1996), "Foci and bases of employee commitment: Implications for job performance", *Academy of Management Journal,* 39, 464-482.

Benkhoff, B. (1997), "Disentangling organizational commitment: The changes of the OCQ for research and policy", *Personnel Review*, 26, 114-20.

Bluedorn, A.D. (1982), "A unified model of turnover from organizations.", *Human Relations*, 35, 135 – 153.

Brief, A. P. and Weiss, H. M. (2002), "Organizational behavior: Affect in the workplace", *Annual Review of Psychology*, 53, 279-307.

Cable, D.M. and DeRue, D.S. (2002), "The convergent and discriminant validity of subjective fit perceptions.", *Journal of Applied Psychology,* 87, 875-884.

Cable, D.M. and Edwards, J.R. (2004), "Complementary and supplementary fit: A theoretical and empirical integration", *Journal of Applied Psychology*, 89, 822-834.

Cable, D.M. and Judge, T.A. (1996), "Person-organization fit, job choice decisions, and organizational entry", *Organizational Behavior & Human Decision Processes*, 67 (3), 294-311.

Cable, D.M. and Judge, T.A. (1997), "Interviewers' perceptions of person-organization fit and organizational selection decisions.", *Journal of Applied Psychology*, 82(4), 546-561.

Cadwell, C.M. 1995. *Powerful performance appraisals.* Franklin Lakes, New Jersey: Career Press.

Caldwell, D. F. and O'Reilly, C. A. (1990), "Measuring person-job fit with a profile comparison process.", *Journal of Applied Psychology*, 75, 648-657.

Cammann, C., M. Fichman, D. Jenkins, and J. Klesh (1979), "The Michigan Organisational Assessment Questionnaire.", Unpublished Manuscript, University of Michigan

Carmeli A. and Weisberg J. (2006), "Exploring turnover intentions among three professional groups of employees.", *Human Resource Development International*, 9(2), 191–206.

Chow, C.W, Harrison, G.L, Mckinnon, J.L and Wu, A. (2001), "Organisational culture: Association with affective commitment, job satisfaction, propensity to remain and information sharing in a Chinese cultural context", *CIBER working paper*, San Diego State Univerisity.

Clampitt, P., and Downs, C. (1993), "Employee perceptions of the relationship between communication and productivity: A field study", *Journal of Business Communication,* 30, 5-29.

Clark, AE and Oswald, AJ (1996), "Satisfaction and Comparison Income", *Journal of Public Economics,* 61, 359-381

Cohen, A. (1993), "Age and tenure in relation to organizational commitment: A meta- analysis", *Basic and Applied Social Psychology,* 14, 143-159

Cooke, R. A. and Rousseau, D. M. (1998), "Behavioural norms and expectations: A quantitative approach to the assessment of organizational culture", *Group & Organizational Studies,* 13(3), 245–273.

Cotton, J. L. and Tuttle, J. M. (1986), "Employee turnover: A meta-analysis and review with implications for research", *Academy of Management Review*, 11, 55–70.

Cranny, C. J., Smith, P. C. and Stone, E. F. (1992), *Job satisfaction: How people feel about their jobs, and how it affects their performance*, New York: Lexington.

Dawis, R. V. and Lofquist, L. H. (1984), "A psychological theory of work adjustment: An individual differences model and its applications", Minneapolis: University of Minneapolis Press.

Deeprose, D. (1994). *How to recognize and reward employees.* New York: American Management Association.

Detert, J. R., R. G. Schroeder, and J. J. Mauriel. (2000), "A Framework for Linking Culture and Improvement Initiatives in Organizations.", *The Academy of Management Review*, 25, 850-63.

Downs, C. W. and Adrian, A. D. (2004). *Assessing Organizational Communication: Strategic Communication Audits*. New York: The Guilford Press.

Dubin, R., Champoux,J., and Porter, L. (1975), "Central life interests and organizational commitment of blue collar and clerical workers". *Administrative Sciences Quarterly*, 20, 411-421.

Dunham, R., Grube, J., and Castaneda, M. (1994). "Organizational commitment: the utility of an integrative definition.", *Journal of Applied Psychology.* 79(3), 370-380.

Edgar, F. and Geare, A. (2005), "HRM practice and employee attitudes: different measures–different results", *Personnel Review,* 34(5), 534-49.

Edwards, J. R. (1991), "Person-job fit: A conceptual integration, literature review, and methodological critique", *International Review of Industrial and Organizational Psychology*, 6, 283–357.

Edwards, J. R., Caplan, R. D. and Harrison, R. V. (1998), " Person–environment fit theory: Conceptual foundations, empirical evidence, and directions for future research". In C. L. Cooper (Ed.), Theories of organizational stress. New York: Oxford University Press. 28–67.

Edwards, J. R. and Shipp, A. J. (2007), "The relationship between person-environment fit and outcomes: An integrative theoretical framework", *Perspectives on Organizational Fit*, 209–258.

Evans M.G., (1969) "Conceptual and operational problems in the measurement of various aspects of job satisfaction.", *Journal of Applied Psychology*, 53 (2), 93-101.

Feldman, D. C. (1984), "The development and enforcement of group norms", *Academy of Management Review*, 9, 47–53.

French J.R.P., Jr, Caplan, R.D. and Harrison, R.V. (1982), *The mechanisms of job stress and strain.* London: Wiley.

Friday, S.S. and Friday, E. (2003), " Racioethnic perceptions of job characteristics and job satisfaction", *Journal of Management Development,* 22(5), 426-442.

Greenberg, J. and Baron, R. A. (2003), *Behavior in Organizations: Understanding and Managing the Human Side of Work*, 8th ed. London: Alynn and Bacon Prentice Hall

Guest, D.E. (1997), "Human resource management and performance: a review and research agenda", *The International Journal of Human Resource Management*, 8(3), 263-90.

Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E. and Tatham, R.L. (1998), *Multivariate Data Analysis*, 4th ed., New Jersey:Prentice Hall.

Hickson, C., Oshagbemi, T. (1999), "The effect of age on the satisfaction of academics with teaching and research.", *International Journal of Social Economics*, 26(4), 537-63.

Ho, K.M.S (1999), "Change for the better via ISO 9000 and TQM", *Journal of Management Decision,* 37(4), 381 - 388.

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations.* 2nd ed*.* Thousand Oaks, California: Sage Publications

Hom, P. W. and Griffeth, R. W. (1995), "The employee turnover process.", *Research in Personnel and Human Resources Management*, 13, 245-293.

Hulin, C. (1991), Adaptation, persistence, and commitment in organizations, in Dunnette, M.D. and Hough, L.M. (Eds), Handbook of Industrial and Organisational Psychology, Vol. 2, Consulting Psychologists Press, Palo Alto, CA.

Huselid, M. A. (1995), "The impact of human resource management practices on turnover, productivity, and corporate financial performance.", *Academy of Management Journal*, 38, 635-672.

Jones, G. R. (1986), "Socialization tactics, self-efficacy, and newcomers' adjustments to organizations.", *Academy of Management Journal*, 29, 262–279.

Judge, T. A. and Ferris, G. R. (1992), "The elusive criterion of fit in human resources staffing decisions.", *Human Resource Planning*, 15(4), 47–67.

Juran, J. M. and Gryna, F. M. (1993). *Quality planning and analysis: From product development through use.* New York: McGraw-Hill.

Kaiser, H. (1974), "An index of factorial simplicity", *Psychometrika*, 39, 31-36.

Kanter, R.M. (1968), "Commitment and social organization: A study of commitment mechanism in Utopian communities", *American Sociological Review,* 33(4), 499-517

Karia, N. and Ahmad, Z.A. (2000), "Quality practices that pay: Empowerment and teamwork," *Malaysian Management Review*, 35, 66 – 76.

Karia, N. and Asaari, M.H.A.H. (2006), "The effects of total quality management practices on employee's work related attitudes," *The TQM Magazine*, 18, 30 – 43.

Karia, N. (1999), "The impact of TQM practice on employees' work related attitude", MBA Unpublished Research Report, University Science Malaysia, Penang.

Katzenbach, J.R. and Smith, D.K. (1993). *The Wisdom of Teams.* Boston: Harvard Business School Press

Kawabe, N. (1991). Japanese management in Malaysia. In S. Yamashita (Ed.) Transfer of Japanese Technology and Management to the ASEAN Countries. 239-266. Tokyo: University of Tokyo Press.

Kemp, A., Pryor, S. and Dale, B. (1997), "Sustaining TQM: a case study at Aeroquib Iberica", *The TQM Magazine*, 9(1), 21-8.

Koontz, H. and Weihrich, H. (1988), *Essentials of Management*, 4th ed., New York: McGraw-Hill

Kotter, J.R and Heskett, J.L. (1992). *Corporate culture and performance*. New York: Free Press.

Kristof, A.L. (1996), "Person-organizational fit: An integrative review of its conceptualizations, measurement, and implications", *Personnel Psychology*, 49, 1-49.

Kristof-Brown, A. L., Barrick, M.R. and Stevens, C. K. (2005), "When opposites attract: A multi-sample demonstration of complementary person-team fit on extraversion", *Journal of Personality*, 73, 935–958.

Kristof-Brown, A. L., Jansen, K. J. and Colbert, A. E. (2002), "A policy-capturing study of the simultaneous effects of fit with jobs, groups, and organizations.", *Journal of Applied Psychology*, 87, 985–993.

Kristof-Brown, A.L., Zimmerman, R.D., & Johnson, E.C. (2005), "Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit", *Personnel Psychology*, 58, 281-342.

Kumar, D.M. (2006), "Employee commitment: Resultant manifestation of organizational culture and approach", Unpublished Article. Symbiosis Centre for Management and Human Resource Development.

Lau, H.C and Idris, M.A. (2001), "Research and concepts: The soft foundation of the critical success factors on TQM implementation in Malaysia", *The TQM Magazine,* 13(1), 51-60.

Lawler, E.E., III (1981), *Reward Systems*, in Improving Life at Work: Behavioural Science Approaches to Organisational Changes, edited by J.R. Hackman and J.L. Suttle. Santa Monica, CA: Goodyear Publishing.

Lawler, E. E. III. (2003). *What it means to treat people right.* Ivey Business Journal.

Lawson, R.B and Shen, Z. (1998). *Organisational psychology: Foundation and applications.* New York: Oxford University Press

Lee K., Allen N. J., Meyer, J. P. and Rhee, K.Y. (2001), "The three-component model of organisational commitment: An application to South Korea", *Applied Psychology: An International Review*, 50(4), 596-614.

Liu, C. M. (2007), "The early employment influences of sales representatives on the development of organizational commitment", *Employee Relations*, 29, 5-15.

Locke E.A. (1976), "The Nature and Causes of Job Satisfaction", in Dunnette MD (Ed.), *Handbook of Industrial and Organisational Psychology*, 1297-1349.

Locke, E. A. (1984). Job Satisfaction. M. Gruneberg, & T. Wall. (Eds.), *Social Psychology and Organizational Behaviour*, London, England: John Willey & Sons.

Lok, P. and Crawford, J. (2001), "Antecedents of organizational commitment and the mediating role of job satisfaction.", *Journal of Managerial Psychology*, 16, 594-613.

Maertz, C.P. and Griffeth, R.W. (2004), "Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research", *Journal of Management*, 30(5), 667–683.

Mathieu, J. E. and Zajac, D. M., (1990), "A review and meta-analysis of the antecedents, correlates and consequences of organisational commitment.", *Psychological Bulletin*, 108, 171-94.

McShane, S. L. (1995), "Occupational, gender, and geographic representation of information sources in U.S. and Canadian business magazines.", *Journalism & Mass Communication Quarterly*, 72, 190-204.

Meyer, J. P. and Allen, N. J. (1984), "Testing the side-bet theory of organizational commitment: Some methodological considerations", *Journal of Applied Psychology,* 69, 372-378.

Meyer, J. P. and Allen, N. J. (1987), "A longitudinal analysis of the early development and consequences of organizational commitment.", *Canadian Journal of Behavioral Science,* 19, 199-215.

Meyer, J. P. and Allen, N. J., (1991), "A three component conceptualization of organizational commitment.", *Human Resource Management Review*, 1, 61-89.

Meyer, J. P., Allen, N. J. and Smith, C. A.(1993), "Commitment to organizations and occupations: Extension and test of a three component conceptualization", *Journal of Applied Psychology,* 78, 538-551.

Meyer J. P., Stanley D. J., Herscovitch L. and Topolnytsky L. (2002), "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences", *Journal of Vocational Behaviour,* 61, 20– 52.

Michaels, C. E. and Spector, D. E. (1982), "Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model", *Journal of Applied Psychology*, 67, 53-59.

Milkovich, G.T. and Wigdor, A.K. (1991).*Pay and Performance: Evaluating Performance Appraisal and Merit Pay.* Washington, DC: National Academy Press

Mobley, W. H., Horner, S. O. and Hollingsworth, A. T. (1978), "An evaluation of precursors of employee turnover"*, Journal of Applied Psychology*, 63, 408-414

Mohamed Zairi (1997), "Business process management: a boundaryless approach to modern competitiveness", *Business Process Management Journal,* 3(1), 64 - 80.

Morrow, P.C. (1997), "The measurement of TQM principles and work-related outcomes", *Journal of Organisational Behaviours,* 18, 363-396

Mowday, R. T., Porter, L. W. and Steers, R. M. (1982). *Employee-organization linkage: the psychology of commitment, absenteeism and turnover.* New York: Academic Press.

Mowday, R. T., Steers, R. M. and Porter, L. W. (1979), "The measurement of organizational commitment", *Journal of Vocational Behavior*, 14, 224-47.

Muchinsky, P. M. and Monahan, C. J. (1987), "What is person-environment congruence? Supplementary versus complementary models of fit.", *Journal of Vocational Behavior,* 31, 268–277.

Myers M.T. and Myers G.E. (1982). *Managing by communication: an organizational approach.* New York: McGraw-Hill.

Neher, W.W. (1997). *Organizational Communication – Challenges of Change, Diversity, and Continuity.* Boston: Allyn and Bacon

Nelson J. B. and Vandenberg R. J. (1999), "Disaggregating the Motives Underlying Turnover Intentions: When Do Intentions Predict Turnover Behavior?", *Human Relations*, 52, 1313-1336.

Noorliza, K. and Zainal, A.A. (2000), "Quality practices that pay: empowerment and teamwork", *Malaysian Management Review*, 35, 66-76.

Nunally, J.(1978). *Psyhometric Theory.* New York : Pocket Books Inc.

O'Reilly, C. and Chatman, J. (1986), "Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behavior," *Journal of Applied Psychology*, 71, 492 – 499.

O'Reilly III, C.A., Chatman, J.A. and Caldwell, D.F. (1991), "People and organizational culture: A profile comparison approach to assessing person-organization fit", *Academy of Management Journal*, 34, 487-516.

Ooi, K.B. and Arumugam, V. (2006), "The influence of corporate culture on organizational commitment: Case study of semiconductor organizations in Malaysia", *Sunway Academic Journal,* 3, 99 – 115.

Osland, A. (1997), "Impact of total quality attitude management and training and work content on attitude supervisor.", *International Journal of Organisation Analysis*, 5(3), 1-9.

Parsons, F. (1909). *Choosing a vocation*, Boston: Houghton Mifflin Kessinger Publishing

Piasentin, K. A. and Chapman, D. S. (2006), "Subjective person-organization fit: Bridging the gap between conceptualization and measurement", *Journal of Vocational Behavior*, 69, 202–221.

Pool, S. W. (1997), "The relationship of job satisfaction with substitutes of leadership, leadership behaviour, and work motivation.", *The Journal of Psychology*, 13(3), 271-83.

Pool, S. W. (2000), "Organizational culture and its relationship between jobs tension in measuring outcomes among business executive.", *Journal of Management Development,* 9(1), 32-49.

Porter L. W. and Steers R. M. (1973), "Organizational, work and personal factors in employee turnover and absenteeism.", *Psychological Bulletin*, 80, 151-176.

Porter, L.W, Campon, W. J. and Smith, F.J. (1976), "Organizational commitment and managerial turnover: a longitudinal study", *Organizational Behavior and Human Performance*, 15, 87-99.

Porter, L., Steers, R., Mowday, R. and Boulian, P. (1974), "Organizational commitment, job satisfaction and turnover among psychiatric technicians.", *Journal of Applied Psychology*, 59, 603-609.

Pugh, D.S., D.J. Hickson, C.R. Hinings, and C. Turner (1968), "Dimensions of organizational structure.", A*dministrative Science Quarterly*, 13, 65-105

Rayton, B.A. (2006), "Examining the interconnection of job satisfaction and organizational commitment: an application of the bivariate probit model", *The International Journal of Human Resource Management,* 17 (1), 139–154.

Reichers, A. E. (1985), "A review and reconceptualization of organizational commitment.", *Academy of Management Review*, 10, 465-476.

Ricardo, R and Jolly, J. (1997), "Training of teams in the workplace.", *S.A.M Advanced Management Journal*, 62(2), p 4-32.

Ritchie, M. (2000), "Organizational culture: An examination of its effect on the internalization process and member performance", *Southern Business Review*, 25(2), 1-13.

Robbins, S. P. and Judge, T. (2007). *Organizational Behavior.* New Jersey:Pearson and Prentice Hall.

Ruby, A. (2002), "Internal Teacher Turnover in Urban Middle School Reform", *Journal of Education for Students Placed at Risk*, 7(4), 379-406.

Saeed, M and Hassan, M. (2000), "Organisational culture and work outcomes: Evidence fromsome Malaysian organisations", *Malaysian Management Review,* 35(2), 54-59.

Samad, S. (2006), "Predicting turnover intentions: The case of Malaysian government doctors", *Journal of American Academy of Business*, 8(2), 113-119.

Schein, E. H. (1992). *Organizational Culture and Leadership.* San Francisco: Jossey-Bass Publishers.

Schein, E. H. (1996), "Culture: The Missing Concept in Organization Studies", *Administrative Science Quarterly*, 41(2), 229-240.

Schneider, B. (1987), "The people make the place", *Personnel Psychology,* 40, 437-453.

Sekaran, U. (2005). *Research Methods for Business. A Skill Building Approach.* 3rd ed. New York: John Wiley and Sons.

Sheldon, M. (1971), "Investments and involvements as mechanisms producing commitment to the organization.", *Administrative Science Quarterly,* 16, 143-150.

Sheridan, J. E. (1992), "Organizational Culture and Employee Retention", *Academy of Management Journal*, 35(5), 1036-1056.

Silverthorne, C. (2004), "The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan.", *The Leadership & Organization Development Journal*, 25(7), 592-599.

Spector, P. E. (1996). *Industrial and organizational psychology: Research and practice.* New York: John Wiley & Sons, Inc.

Spector E. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* Thousand Oaks, CA: Sage.

Spector, P. E. (2000). *Industrial and organizational psychology: Research and practice.* USA: John Wiley & Sons.

Srivastava, S.K. and Pratap, S. (1984), "Perception of job satisfaction and organisational climate.", *Perspectives of Psychological Research,* 7, 41-43.

Steers, R.M, & D.G. Spencer (1977), "The role of achievement motivation in job design.", *Journal of Applied Psychology*, 62: 472-479

Steers, R.M. (1977), "Antecedents and Outcomes of Organizational Commitment", *Administrative Science Quarterly*, 22, 46-56.

Stone, E. F., & Porter, L. W. (1975), "Job characteristics and job attitudes: A multivariate study", *Journal of Applied Psychology*, 60(1), 57-64.

Tett, R.P., and Meyer, J.P. (1993), "Job Satisfaction, Organisational Commitment, Turnover Intention and Turnover: Path Analysis based on Meta-Analytic Findings", *Personnel Psychology*, 46, 259-293.

Thorndike, E. L. (1918). *Intelligence and its uses.* Harper's Magazine, 140, 227-235.

Tziner, A, (1987), "Congruency issue retested using Fineman's achievement climate notion", *Journal of Social Behavior and Personality*, 2, 63-78

Verquer M.L., Beehr T.A. and Wagner S.H. (2003), "A meta-analysis of relations between person–organization fit and work attitudes", *Journal of Vocational Behavior,* 63, 473–489

Van Vianen, A. (2000), "Person-Organization Fit: The Match between Newcomers' and Recruiters' Preferences for Organizational Cultures.", *Personnel Psychology*, 53, 113-149.

Vogel R.M., & Feldman D.C (2009), "Integrating the levels of person-environment fit: The roles of vocational fit and group fit", *Journal of Vocational Behavior,* 75, 68–81.

Wagonhurst, C. (2002), "Developing effective training programmes", *Journal of Research Administration*, 33, 77 – 81.

Wiener, Y. and Vardi, Y.(1980), "Relationships between job, organization, and career commitments and work outcomes--An integrative approach", *Organizational Behavior and Human Performance,* 26, 81- 96.

Werbel, J. D. and Gilliland, S. W. (1999), "Person-environment fit in the selection process". In G. R. Ferris (Ed.). *Research in personnel in human resource management,* 17, 209–243

Yousef, D. A. (2000), "Organizational commitment: A mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country", *Journal of Managerial Psychology*, 15(1), 6-28.

Zahariah Mohd Zain, Razanita Ishak and Erlane K Ghani (2009), "The Influence of Corporate Culture on Organisational Commitment: A Study on a Malaysian Listed Company", *European Journal of Economics, Finance and Administrative Sciences*, 17, 16-26.

Zenger T.R. (1992), "Why do employers only reward extreme performance? Examining the relationships among performance, pay, and turnover", *Administrative Science Quarterly*, 37, 198- 219.

Zigon, J. (1997), "Team performance measurement: a process for creating team performance standards. Compensation and Benefits Review", 29(1), 38–47.