

**APPENDIX A            Minimum Star Requirements For Star Rating Hotels**  
**(as attached)**

## Appendix B

### Summary of Reasons Why OCB Might Influence Organizational Effectiveness

Potential Reasons Why OCB Influence Work Group and/or Organizational Performance	Examples
OCB may enhance co-worker productivity	<ul style="list-style-type: none"> <li>▪ Employees who help another co-worker “learn the rope” may help them become more productive employees faster.</li> <li>▪ Over time, helping behaviour can help to spread “best practices” throughout the work unit or group.</li> </ul>
OCB may enhance managerial productivity	<ul style="list-style-type: none"> <li>▪ If employees engage in civic virtue, the manager may receive valuable suggestions or feedback from him or her as in how to improve unit effectiveness.</li> <li>▪ Courteous employees, who avoid creating problems for co-workers, allow the manager to avoid falling into a pattern of “crisis” management.</li> </ul>
OCB may free resources up for more productive purposes.	<ul style="list-style-type: none"> <li>▪ Employees that help each other with work-related problems, then the manager does not have to; the manager can then spend more time on productive tasks such as strategic planning.</li> <li>▪ Employees that exhibit conscientiousness require less managerial supervision and permit the manager to delegate more responsibility to them.</li> </ul>
OCB may reduce the need to devote scarce resources to purely maintenance functions.	<ul style="list-style-type: none"> <li>▪ A natural by-product of helping behaviour is that it enhances team spirit, morale and cohesiveness, thus reducing the need for group members (or managers) to spend energy and time on group maintenance functions.</li> <li>▪ Employees that exhibit courtesy towards others reduce intergroup conflict, thereby diminishing the time spent on group maintenance/ conflict management activities.</li> </ul>
OCB may serve as an effective means of coordinating activities between team members and across work groups.	<ul style="list-style-type: none"> <li>▪ Exhibiting civic virtue by voluntarily attending and actively participating in work unit meetings would help the coordination of effort among team members, thus potentially increasing the group's effectiveness and efficiency.</li> <li>▪ Exhibiting courtesy by “touching base” with other team members or members of other functional groups in the organization reduces the likelihood of the occurrence of problems that would otherwise take time and effort to resolve.</li> </ul>

Cont'd

Potential Reasons Why OCB Influence Work Group and/or Organizational Performance	Examples
OCB may enhance the organization's ability to attract and retain the best people by making it a more attractive place to work	<ul style="list-style-type: none"> <li>▪ Helping behaviour may enhance morale, group cohesiveness and the sense of belonging to a team, all of which may enhance performance and help the organization to attract and retain better employees.</li> <li>▪ Demonstrating sportsmanship by being willing to "roll with the punches" and not complaining about trivial matters set an example for others, and thereby develops a sense of loyalty and commitment to the organization that may enhance employee retention.</li> </ul>
OCB may enhance the stability of organizational performance	<ul style="list-style-type: none"> <li>▪ Picking up the slack of others that are absent or who have heavy workloads, can help to enhance the stability of the (reduce the variability) work unit's performance.</li> <li>▪ Conscientious employees are more likely to maintain a consistently high level of output, thus reducing variability in a work unit's performance.</li> </ul>
OCB may enhance an organization's ability to adapt to environmental changes	<ul style="list-style-type: none"> <li>▪ Employees who are in close contact with the marketplace volunteer information about changes in the environment and make suggestions about how to respond to them; it helps an organization to adapt.</li> <li>▪ Employees who attend and actively participate in meetings may aid the dissemination of information in an organization, thus enhancing its responsiveness.</li> </ul>

Source: Podsakoff and MacKenzie (1997)

## APPENDIX C

85 five-star hotels listed in the membership directory of Malaysia Association of Hotels (MAH), 2008

REGION & STATE	FIVE-STAR HOTELS
<b>NORTHERN REGION</b> <b>KEDAH (LANGKAWI)</b>	ANDAMAN DATAI BAY LANGKAWI BERJAYA LANGKAWI BEACH & SPA RESORT DATAI LANGKAWI FOUR SEASONS RESORT LANGKAWI LANGKAWI LAGOON RESORT MERITUS PELANGI BEACH RESORT & SPA SHERATON LANGKAWI BEACH RESORT TANJUNG RHU RESORT WESTIN LANGKAWI RESORT & SPA
	<b>TOTAL: 9 HOTELS</b>
<b>PENANG</b>	DORSETT PENANG HOTEL EASTERN & ORIENTAL HOTEL EQUATORIAL HOTEL PENANG EVERGREEN LAUREL HOTEL HARD ROCK HOTEL MUTIARA BEACH RESORT PENANG NORTHAM ALL SUITE PARKROYAL PENANG SHANGRI-LA'S RASA SAYANG RESORT & SPA TRADERS HOTEL PENANG
	<b>TOTAL: 10 HOTELS</b>
<b>CENTRAL REGION</b> <b>KUALA LUMPUR</b>	ASCOTT KUALA LUMPUR BERJAYA TIMES SQUARE HOTEL & CONVENTION CENTER BEST WESTERN PREMIER SERI PACIFIC KUALA LUMPUR CARCOSA SERI NEGARA CROWNE PLAZA MUTIARA KUALA LUMPUR GARDENS HOTEL & RESIDENCES GRAND MILLENNIUM KUALA LUMPUR HILTON KUALA LUMPUR IMPERIAL HOTEL KUALA LUMPUR ISTANA HOTEL LEGEND HOTEL KUALA LUMPUR MANDARIN ORIENTAL KUALA LUMPUR MAYA HOTEL KUALA LUMPUR

<b>REGION &amp; STATE</b>	<b>FIVE-STAR HOTELS</b>
	NIKKO HOTEL KUALA LUMPUR PACIFIC REGENCY HOTEL SUITES PARKROYAL KUALA LUMPUR PNB DARBY PARK EXECUTIVE SUITES PRINCE HOTEL & RESIDENCE KUALA LUMPUR RENAISSANCE KUALA LUMPUR HOTEL SHANGRI-LA HOTEL KUALA LUMPUR TRADERS HOTEL KUALA LUMPUR WESTIN <b>TOTAL: 22 HOTELS</b>
<b>SELANGOR</b>	GRAND BLUEWAVE HOTEL SHAH ALAM HILTON PETALING JAYA HOLIDAY VILLA HOTELS AND SUITES SUBANG ONE WORLD HOTEL PALACE BEACH & SPA PALACE OF GOLDEN HORSES PAN PACIFIC KUALA LUMPUR INTERNATIONAL AIRPORT SAUJANA KUALA LUMPUR SHERATON SUBANG HOTEL & TOWERS SUNWAY RESORT HOTEL & SPA VILLAS, SUNWAY <b>TOTAL: 11 HOTELS</b>
<b>PUTRAJAYA</b>	CYBERVIEW LODGE RESORT AND SPA EQUATORIAL HOTEL-BANGI PUTRAJAYA PUTRAJAYA SHANGRI-LA <b>TOTAL: 3 HOTELS</b>
<b>NEGERI SEMBILAN</b>	ROYALE BINTANG SEREMBAN <b>TOTAL: 1 HOTEL</b>
<b>SOUTHERN REGION</b> <b>MALACCA</b>	EQUATORIAL HOTEL MELAKA RENAISSANCE MELAKA HOTEL <b>TOTAL: 2 HOTELS</b>
<b>JOHORE</b>	HYATT REGENCY JOHOR BHARU MUTIARA JOHOR BHARU PULAI SPRING RESORTS PUTERI PACIFIC HOTEL JOHOR BHARU SOFITEL PALM RESORT ZON REGENCY HOTEL BY THE SEA <b>TOTAL: 6 HOTELS</b>

<b>REGION &amp; STATE</b>	<b>FIVE-STAR HOTELS</b>
<b>EAST COAST REGION</b>	
<b>KELANTAN</b>	RENAISSANCE KOTA BHARU HOTEL  <b>TOTAL: 1 HOTEL</b>
<b>TERENGGANU</b>	ARYANI RESORT AWANA KIJAL GOLF, BEACH & SPA RESORT  <b>TOTAL: 2 HOTELS</b>
<b>PAHANG</b>	BERJAYA TIOMAN BEACH, GOLF & RESORT CLUB MEDITERANEE EQUATORIAL CAMERON HIGHLANDS GENTING HOTEL HYATT REGENCY KUANTAN RESORT  <b>TOTAL: 5 HOTELS</b>
<b>EAST MALAYSIA</b>	
<b>SARAWAK</b>	CROWNE PLAZA KUCHING SARAWAK DAMAI PURI RESORT & SPA HILTON KUCHING MERDEKA PALACE HOTEL & SUITES MIRI MARRIOTT RESORT & SPA  <b>TOTAL: 5 HOTELS</b>
<b>SABAH</b>	HYATT REGENCY KINABALU LE MERIDIEN KOTA KINABALU MAGELLAN SUTERA NEXUS RESORT KARAMBUNAI, KOTA KINABALU PACIFIC SUTERA SHANGRI-LA'S RASA RIA RESORT SHANGRI-LA'S TANJUNG ARU RESORT  <b>TOTAL: 7 HOTELS</b>
<b>LABUAN</b>	GRAND DORSETT LABUAN HOTEL  <b>TOTAL: 1 HOTEL</b>
	<b>GRAND TOTAL: 85 HOTELS</b>

\*There is no five star hotels registered under MAH in Perak and Perlis.

**Name of the Hotel**

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**DD/Mth/2008****Attention:** \_\_\_\_\_

(Job Title)

**Human Resource Department****Dear Sir/ Mdm,****INVITATION TO PARTICIPATE IN ACADEMIC RESEARCH STUDYING FIVE STAR HOTEL EMPLOYEES IN MALAYSIA****Dear Five-Star Hotelier,**

You are cordially invited to participate in an academic research conducted by a researcher pursuing Doctor of Philosophy (Human Resource Management), at Faculty of Business and Accountancy, Universiti Malaya. The title of the research is as follows:

**"Promoting Organizational Citizenship Behavior Through High Involvement Human Resource Practices and Organizational Justice Among Frontline Hotel Employees in Malaysia: Leader-Member Exchange and Trust as Mediators".**

The main objective of this research is to study how 'organizational citizenship behavior' can be induced through human resource philosophy, high involvement human resource practices and organizational justice you practice in the hotel. There are in total six areas of human resource practices covered in the study namely selective staffing, extensive training, performance evaluation, performance-based pay and participation in decision making and internal mobility.

For your information, organizational citizenship behavior is a discretionary behavior, exhibited willingly by employees who perform duties beyond what is required, without getting any incentives or reward. This kind of behavior is very much needed among your frontline employees who are central to value creation, being close to your valuable customers.

The coverage of this research study is comprehensive because researcher visits all FIVE STAR HOTELS throughout Malaysia, including Sabah and Sarawak for data collection. The output of this study will be definitely useful for the well-being of your organization because it reflects not only the perception of your frontliners towards your management practices but also their intention to quit in near future – a worrying job-hop trend in hotel industry among frontliners.

**Should your hotel agree to participate, you shall enjoy the following benefits:**

1. A useful report detailing this research study will be provided to you AT NO COST.
2. Tokens of appreciation will be given to the subordinates and supervisors who participate in this survey.

**Data collection procedures:**

- A total of at least **20 frontline employees** will be selected randomly from your hotel to fill in Part I of the survey questionnaire, which takes only 15 -20 minutes to complete;
- These frontline employees who have completed these Part I will have to identify their immediate supervisors to provide assessment for Part II, which too takes only 10-15 minutes to complete;
- Upon getting your consent, researcher will visit your hotel and distribute the questionnaires to the respective subordinates and supervisors;
- The whole data collection process will not take more than two hours.

ALL responses given by your employees will be kept **PRIVATE AND CONFIDENTIAL**. There will be NO mentioning of your hotel's name in the report.

Employees selected may include those from these divisions: Front Office (receptionist, night audit, reservation); Housekeeping and maintenance (room service, concierge, security, chauffeur) and/ or Food and Beverage (restaurant, kitchen, bar, banqueting and conference).

**What's next?**

1. Please kindly go through the attached questionnaire;
2. Indicate your willingness to participate by replying to [yughee@perdana.um.edu.my](mailto:yughee@perdana.um.edu.my)
3. Provide the details of person-in-charge whom the researcher should liaise with for data collection.

Thank you in advance for your reply and hope to hear from you soon

**Best regards**

**YUGHEE WEE (Tel: 012-9370616)**  
**Researcher (PhD Candidate)**  
**Universiti Malaya, Kuala Lumpur**

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**EXCELLENT AND SUCCESSFUL HOTELIERS  
KEEP BOTH EMPLOYEES AND CUSTOMERS BEST AT HEART**

**APPENDIX E**

**Sample Questionnaire For Subordinates**



**PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH  
HIGH INVOLVEMENT HUMAN RESOURCE PRACTICES AND  
ORGANIZATIONAL JUSTICE AMONG HOTEL EMPLOYEES IN MALAYSIA:  
LEADER-MEMBER EXCHANGE AND TRUST AS MEDIATORS**

Dear Respondent,

I am a PhD student in Faculty of Business and Accountancy, University of Malaya, conducting a research on ways of promoting citizenship behavior through human resource practices and organizational justice. For your information, organizational citizenship behavior is a discretionary behavior, exhibited willingly by employees who perform duties beyond what is required, without getting any incentives or reward.

I appreciate if you could complete the attached survey, which is expected to take about 15-20 minutes of your time. All responses will be kept confidential and used for academic purposes only.

If you have any questions about this study, please do not hesitate to contact me. Thank you in advance for your interest and participation in this project.

Yours sincerely,  
*Yang benar,*

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Wee Yu Ghee  
Student ID: CHA040003  
Tel: 012-937 0616  
Email: [yughee@email.com](mailto:yughee@email.com)

*Kepada Responden yang dihormati,*

*Saya merupakan pelajar Doktor Falsafah, Fakulti Perniagaan dan Perakaunan, Universiti Malaya, yang kini sedang menjalankan kajian bertujuan untuk menyelidik cara-cara memupuk 'citizenship behavior' menerusi pengurusan sumber manusia dan keadilan organisasi. Untuk makluman anda, 'citizenship behavior' merupakan 'kelakuan kewarganegaraan' yang ditunjuk oleh kakitangan organisasi atas kesudian, tanpa sebarang paksaan, meskipun kelakuan baik ini tidak diwajibkan dan tidak diberi ganjaran.*

*Diharap tuan/ puan dapat mengambil sedikit masa – 15-20 minit untuk melengkapkan borang soal selidik yang dilampirkan. Semua maklumat dijamin sulit dan akan hanya digunakan untuk tujuan analisa akademi sahaja.*

*Jika tuan/ puan mempunyai sebarang pertanyaan, sila hubungi saya. Ribuan terima kasih saya ucapkan atas kesudian anda menyertai kajian penyelidikan ini.*

Supervised by,  
*Penyelia,*  
Dr Kamarul Zaman Ahmad  
Faculty Perniagaan dan Perakaunan  
Universiti Malaya

## **PART 1: HUMAN RESOURCE PRACTICES AND PHILOSOPHIES**

### **BAHAGIAN 1: PENGURUSAN DAN FALSAFAH SUMBER MANUSIA**

Please kindly indicate the extent to which you agree or disagree with the following statements by circling the number that best reflects this hotel's human resource practices and philosophies, using the scale given:

*Sila tandakan tahap persetujuan anda pada setiap pernyataan dengan membulatkan nombor yang menggambarkan pandangan anda terhadap pengurusan serta falsafah sumber manusia organisasi anda, dengan menggunakan skala yang telah disediakan:*

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

#### **Selective Staffing**

- SS1** The selection process is very extensive in this hotel (e.g. use of written test, interview, physical test etc)

*Proses pemilihan kakitangan di hotel ini amatlah komprehensif (contoh: pemilihan menerusi ujian penulisan, temuduga, ujian fizikal dan lain-lain)*

1 2 3 4 5 6 7

- SS2** Our hotel makes every effort to select the best person for every post

*Hotel ini berusaha untuk memilih calon terbaik untuk setiap jawatan*

1 2 3 4 5 6 7

- SS3** Great amount of money is generally spent in selecting people for every post

*Hotel ini banyak menghabiskan wang untuk memilih calon bagi setiap jawatan*

1 2 3 4 5 6 7

- SS4** This hotel focuses on the long term potential of hotel staff when hiring

*Semasa perlantikan kakitangan, pihak pengurusan hotel mengfokuskan kepada calon-calon yang berpotensi untuk berkhidmat dalam tempoh yang lama*

1 2 3 4 5 6 7

#### **Extensive Training**

- ET1** Great amount of money is generally spent on training hotel staff

*Hotel ini banyak menghabiskan wang untuk melatih kakitangan*

1 2 3 4 5 6 7

- ET2** This hotel provides staff many opportunities of education and training

*Hotel ini banyak memberi peluang dalam bidang pendidikan dan latihan kepada kakitangan*

1 2 3 4 5 6 7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

<b>ET3</b>	The training process for hotel staff is formal and systematically structured <i>Proses latihan kakitangan di hotel ini adalah rasmi dan dijalankan secara sistematisik</i>	1	2	3	4	5	6	7
<b>ET4</b>	High priority is placed on training hotel staff <i>Hotel ini amat mementingkan keperluan menganjurkan latihan-latihan bagi kakitangan</i>	1	2	3	4	5	6	7

### Performance Evaluation

<b>PE1</b>	Much effort is given to measuring hotel staff performance <i>Hotel ini amat mementingkan isu penilaian prestasi kakitangan</i>	1	2	3	4	5	6	7
<b>PE2</b>	Performance standards in this hotel are clear and fixed for staff <i>Hotel ini mempunyai penilaian prestasi kakitangan yang jelas dan tetap</i>	1	2	3	4	5	6	7
<b>PE3</b>	When performance is discussed with hotel staff, much emphasis is placed on finding avenues of personal development for the staff <i>Apabila isu prestasi kakitangan dibincangkan, hotel ini berusaha untuk meningkatkan perkembangan individu</i>	1	2	3	4	5	6	7
<b>PE4</b>	Pay raises and promotions are closely tied to performance appraisal for hotel staff <i>Kenaikan gaji dan pangkat bergantung kepada penilaian prestasi kakitangan hotel</i>	1	2	3	4	5	6	7

### Performance-Based Pay

<b>PB1</b>	This hotel has seniority-based reward practices for its staff <i>Hotel ini memberi ganjaran kepada kakitangan senior yang telah lama berkhidmat</i>	1	2	3	4	5	6	7
<b>PB2</b>	The range in pay across hotel staff is generally wide in this hotel even within the same job grade <i>Lingkungan tangga gaji bagi kakitangan dalam kategori pekerjaan yang sama agak luas</i>	1	2	3	4	5	6	7
<b>PB3</b>	There is a close tie or matching of pay to hotel staff performance <i>Gaji yang ditawarkan oleh hotel berhubung kait dengan prestasi kakitangan</i>	1	2	3	4	5	6	7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

<b>PB4</b>	Hotel staff receive bonuses based on the profit of hotel <i>Kakitangan menerima bonus berdasarkan keuntungan hotel</i>	1	2	3	4	5	6	7
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### Participation in Decision Making

<b>DM1</b>	Hotel staff are often asked by their supervisor to participate in decisions <i>Kakitangan hotel sering diberi peluang oleh penyelia untuk menyertai perbincangan dalam membuat keputusan</i>	1	2	3	4	5	6	7
<b>DM2</b>	Hotel staff are allowed to make decisions <i>Kakitangan hotel ini dibenarkan untuk membuat keputusan</i>	1	2	3	4	5	6	7
<b>DM3</b>	Hotel staff are provided the opportunity to suggest improvements in the way things are done <i>Kakitangan hotel diberi peluang untuk mengemukakan cadangan bagi memperbaiki kerja-kerja yang dilaksanakan</i>	1	2	3	4	5	6	7
<b>DM4</b>	Supervisors keep open communications with hotel staff <i>Penyelia mengamalkan komunikasi terbuka dengan kakitangan hotel</i>	1	2	3	4	5	6	7

### Internal Mobility

<b>IM1</b>	Hotel staff do not have future in this hotel <i>Kakitangan hotel tidak mempunyai masa depan yang cerah untuk terus berkhidmat di hotel ini</i>	1	2	3	4	5	6	7
<b>IM2</b>	Hotel staff have few opportunities for upward mobility <i>Kakitangan hotel ini mempunyai peluang yang tipis untuk kenaikan pangkat</i>	1	2	3	4	5	6	7
<b>IM3</b>	Promotion in this hotel is based on seniority <i>Kenaikan pangkat di hotel ini adalah berasaskan senioriti (khidmat berlanjutan)</i>	1	2	3	4	5	6	7
<b>IM4</b>	Hotel staff have clear career paths in this hotel <i>Kakitangan hotel ini mempunyai peluang kerjaya yang cerah</i>	1	2	3	4	5	6	7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

### Human Resource Philosophy

<b>H1</b>	Top management gives much priority to human resource issues in this hotel <i>Pihak pengurusan di hotel ini mengutamakan isu sumber manusia</i>	1	2	3	4	5	6	7
<b>H2</b>	Top management regards human resources as less valuable assets than other resources (e.g. financial resources) in the hotel <i>Pihak pengurusan menganggap sumber manusia sebagai aset yang kurang bernilai, jika dibandingkan dengan sumber-sumber lain di hotel (contohnya, sumber kewangan)</i>	1	2	3	4	5	6	7
<b>H3</b>	Top management believes that human resource policies and practices definitely contribute to hotel's performance <i>Pihak pengurusan mempercayai bahawa amalan dan polisi sumber manusia sememangnya memberi sumbangan kepada prestasi hotel</i>	1	2	3	4	5	6	7
<b>H4</b>	Top management gives more emphasis to profits over hotel staff welfare <i>Pihak pengurusan lebih mengutamakan keuntungan hotel, berbanding dengan hal-ehwal serta kebajikan kakitangan</i>	1	2	3	4	5	6	7
<b>H5</b>	Top management strongly believes that people and human resource policies and practices are sources of competitive advantage <i>Pihak pengurusan percaya bahawa kakitangan hotel, polisi serta praktis sumber manusia merupakan asas bagi mempertahankan persaingan industri yang dihadapi</i>	1	2	3	4	5	6	7
<b>H6</b>	Top management considers the person in charge of human resources as strategic partner in formulation and implementing business strategy <i>Pihak pengurusan menganggap pengurus sumber manusia sebagai seseorang yang strategik dalam merangka serta melaksanakan strategi hotel</i>	1	2	3	4	5	6	7

## **PART 2: ORGANIZATIONAL JUSTICE**

### **BAHAGIAN 2: KEADILAN ORGANISASI**

Please kindly indicate the extent to which you agree or disagree with the following statements by circling the number that best reflects your perception on procedural and distributive justice practiced by your hotel, using the scale given:

*Sila tandakan tahap persetujuan anda pada setiap pernyataan dengan membulatkan nombor yang menggambarkan pandangan anda terhadap keadilan organisasi anda, dengan menggunakan skala yang telah disediakan:*

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

### **Procedural Justice**

<b>PJ1</b>	Job decisions are made by my supervisor in an unbiased manner <i>Keputusan berkenaan dengan kerja-kerja dibuat oleh penyelia saya tanpa sebarang prasangka</i>	1    2    3    4    5    6    7
<b>PJ2</b>	My supervisor clarifies decisions and provides additional information when requested by employees <i>Penyelia saya menjelaskan keputusan serta membekalkan maklumat tambahan apabila diminta oleh kakitangan</i>	1    2    3    4    5    6    7
<b>PJ3</b>	To make job decision, my supervisor collects accurate and complete information <i>Sebelum membuat sebarang keputusan, penyelia saya mengumpul maklumat yang betul dan lengkap</i>	1    2    3    4    5    6    7
<b>PJ4</b>	Hotel staff are allowed to challenge or appeal job decisions made by the supervisor <i>Kakitangan hotel dibenarkan mencabar atau membuat rayuan terhadap keputusan yang dibuat oleh penyelia</i>	1    2    3    4    5    6    7
<b>PJ5</b>	All job decisions are applied consistently across all affected hotel staff <i>Semua keputusan dibuat dan dilaksanakan secara konsisten ke atas kakitangan hotel yang berkenaan</i>	1    2    3    4    5    6    7
<b>PJ6</b>	My supervisor makes sure that all employee concerns are heard before the job decisions are made <i>Penyelia saya memastikan bahawa segala prihatin kakitangan dipertimbangkan sebelum sesuatu keputusan dibuat</i>	1    2    3    4    5    6    7

### **Distributive Justice**

<b>DJ1</b>	My work schedule is fair <i>Saya diberi jadual kerja yang adil</i>	1    2    3    4    5    6    7
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Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

<b>DJ2</b>	I think that my level of pay is fair <i>Pada pendapat saya, gaji saya memang berpatutan</i>	1    2    3    4    5    6    7
<b>DJ3</b>	I feel that my job responsibilities are fair <i>Pada pendapat saya, tanggungjawab yang dikenakan bagi jawatan yang saya pegang adalah adil</i>	1    2    3    4    5    6    7
<b>DJ4</b>	I consider my workload to be quite fair <i>Pada pendapat saya, kerja-kerja serta tanggungjawab saya di hotel ini diberi secara adil</i>	1    2    3    4    5    6    7
<b>DJ5</b>	Overall, the rewards that I receive here are quite fair <i>Secara keseluruhannya, ganjaran yang saya terima di hotel ini adalah adil.</i>	1    2    3    4    5    6    7

### Interactional Justice

<b>IJ1</b>	When decisions are made about my job, the supervisor deals with me in a truthful manner <i>Semasa membuat keputusan berkaitan dengan kerja saya, penyelia berbincang dengan saya secara jujur</i>	1    2    3    4    5    6    7
<b>IJ2</b>	When decisions are made about my job, the supervisor shows concerns for my rights as an employee <i>Semasa membuat keputusan berkaitan dengan kerja saya, penyelia memberi perhatian kepada hak saya sebagai seorang staf</i>	1    2    3    4    5    6    7
<b>IJ3</b>	Concerning decisions made about my job, the supervisor discusses the implications for the decisions with me <i>Penyelia berbincang dengan saya implikasi bagi keputusan yang dibuatnya berkaitan dengan kerja saya</i>	1    2    3    4    5    6    7
<b>IJ4</b>	The supervisor offers adequate justification for decisions made about my job <i>Penyelia memberi penjelasan yang cukup bagi keputusan yang dibuatnya berkaitan dengan kerja saya</i>	1    2    3    4    5    6    7
<b>IJ5</b>	When making decisions about my job, the supervisor offers explanations that make sense to me <i>Semasa membuat keputusan berkaitan dengan kerja saya, penyelia memberi penjelasan yang logik dan berasas</i>	1    2    3    4    5    6    7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

**IJ6** My supervisor explains very clearly any decision made about my job

1 2 3 4 5 6 7

*Penyelia menjelaskan dengan terang bagi sebarang keputusan yang dibuat berkaitan dengan kerja saya*

### **PART 3: LEADER-MEMBER EXCHANGE AND TRUST IN SUPERVISOR**

### **BAHAGIAN 3: PERHUBUNGAN PEMIMPIN-PEKERJA DAN KEPERCAYAAN KEPADA PENYELIA**

Please kindly indicate the extent to which you agree or disagree with the following statements by circling the number that best reflects your relationship with your supervisor, using the scale given:

*Sila tandakan tahap persetujuan anda pada setiap pernyataan dengan membulatkan nombor yang menggambarkan pandangan anda terhadap perhubungan anda dengan penyelia serta kepercayaan anda kepadanya, dengan menggunakan skala yang sama:*

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

### **Leader-Member Exchange**

**L1** I usually know how satisfied my supervisor is with what I do

*Saya sering dapat mengesan setakat mana penyelia saya berpuas hati dengan kerja saya*

1 2 3 4 5 6 7

**L2** I feel that my manager understands my problem and needs

*Penyelia saya faham masalah dan keperluan saya*

1 2 3 4 5 6 7

**L3** I feel that my manager recognizes my potential

*Penyelia saya mengenali potensi saya*

1 2 3 4 5 6 7

**L4** If necessary, my supervisor would use his or her power and influence to help me

*Jika perlu, penyelia saya akan menggunakan kuasa dan pengaruhnya untuk membantu saya*

1 2 3 4 5 6 7

**L5** I can count on my supervisor to support me even when I'm in a tough situation at work

*Sokongan yang diberikan oleh penyelia boleh dipercayai, meskipun pada masa saya menghadapi masalah berkaitan dengan kerja*

1 2 3 4 5 6 7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

<b>L6</b>	I would support my supervisor's decision even if he or she was not present <i>Saya menyokong keputusan yang dibuat oleh penyelia walaupun tanpa kehadirannya</i>	1    2    3    4    5    6    7
<b>L7</b>	I have an effective working relationship with my supervisor <i>Saya mempunyai hubungan kerja yang efektif/ berkesan dengan penyelia saya</i>	1    2    3    4    5    6    7

### Trust in Supervisor

<b>TR1</b>	My supervisor would not try to gain an advantage by deceiving employees <i>Penyelia saya tidak akan mengambil kesempatan dengan menipu kakitangan di bawah jagaannya</i>	1    2    3    4    5    6    7
<b>TR2</b>	I have complete faith in the integrity of my supervisor <i>Saya mempunyai kepercayaan sepenuhnya terhadap integriti penyelia saya</i>	1    2    3    4    5    6    7
<b>TR3</b>	I feel a strong loyalty to my supervisor <i>Saya setia terhadap penyelia saya</i>	1    2    3    4    5    6    7
<b>TR4</b>	I feel quite confident that my supervisor will always try to treat me fairly <i>Saya yakin bahawa penyelia saya akan selalu melayan saya secara adil</i>	1    2    3    4    5    6    7

**PART 4: TURNOVER INTENTION**  
**BAHAGIAN 4: NIAT BERHENTI KERJA**

Please kindly indicate the extent to which you agree or disagree with the following statements by circling the number that best reflects your intention to quit in near future, using the scale given:

*Sila tandakan tahap persetujuan anda pada setiap pernyataan dengan membulatkan nombor yang menggambarkan niat anda untuk berhenti kerja di hotel ini, dengan menggunakan skala yang sama:*

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

<b>TI1</b>	I often think of leaving the hotel <i>Saya sering berfikir untuk meninggalkan hotel ini</i>	1    2    3    4    5    6    7
<b>TI2</b>	It is very possible that I will look for new job within the next year <i>Kemungkinan besar saya akan mencari pekerjaan yang baru pada tahun hadapan</i>	1    2    3    4    5    6    7
<b>TI3</b> <b>(R)</b>	If I may choose again, I will choose to work for the current hotel <i>Jika diberi pilihan, saya akan terus berkhidmat di hotel ini</i>	1    2    3    4    5    6    7

## PART 5: PERSONAL DETAILS

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## ***BAHAGIAN 5: MAKLUMAT INDIVIDU***

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**Please kindly answer the following questions about yourself by ticking the most appropriate response.  
Sila tandakan (✓) di petak yang berkenaan dengan maklumat diri anda.**

- |    |   |   |                                   |
|----|---|---|-----------------------------------|
| 1. | Gender/ <i>Jantina:</i>   | Male/ <i>Lelaki</i> (      )                        | Female/ <i>Perempuan</i> (      ) |
| 2. | Race/ <i>Kaum:</i>  | Melayu/ <i>Malay</i> (      )                       | Indian/ <i>India</i> (      )     |
|    |   | Chinese/ <i>Cina</i> (      )                       | Others/ <i>Lain-lain</i> (      ) |
| 3. | Marital Status:<br><i>Status Perkahwinan</i>  | Single/ <i>Bujang</i> (      )                      |                                   |
|    |   | Married/ <i>Berkahwin</i> (      )                  |                                   |
| 4. | Age/ <i>Umur:</i>   | < 25 (      )                                       | 41 – 45 (      )                  |
|    |   | 25 – 30 (      )                                    | 46 – 50 (      )                  |
|    |   | 31 – 35 (      )                                    | 51 – 55 (      )                  |
|    |   | 36 – 40 (      )                                    | > 55 (      )                     |
| 5. | Academic qualification:<br><i>Pencapaian akademik</i>   | Primary level/ <i>Sekolah Rendah</i> (      )       |                                   |
|    |   | Secondary level/ <i>Sekolah Menengah</i> (      )   |                                   |
|    |   | Diploma/ <i>Diploma</i> (      )                    |                                   |
|    |   | Bachelor Degree/ <i>Sarjana Muda</i> (      )       |                                   |
|    |   | Master Degree/ <i>Ijazah Sarjana</i> (      )       |                                   |
|    |   | Doctorate Degree/ <i>Ijazah Kedoktoran</i> (      ) |                                   |
|    |   | Others: _____                                       |                                   |
| 6. | Job title/ <i>Jawatan:</i>  | _____   |                                   |
| 7. | Department/ <i>Jabatan:</i>   | Front Office (      )                               |                                   |
|    |   | Housekeeping & Maintenance (      )                 |                                   |
|    |   | Food and Beverages (      )                         |                                   |
|    |   | Banqueting/ Conference (      )                     |                                   |
|    |   | Others _____  |                                   |
| 8. | How long have you worked for this hotel? <i>Sudah berapa lama anda berkhidmat dengan hotel ini?</i> |   |                                   |
|    | 2 – 3 years/ <i>2 – 3 tahun</i> (      )  | 10 – 11 years/ <i>10 – 11 tahun</i> (      )        |                                   |
|    | 4 – 5 years/ <i>4 – 5 tahun</i> (      )  | 12 – 13 years/ <i>12 – 13 tahun</i> (      )        |                                   |
|    | 6 – 7 years/ <i>6 – 7 tahun</i> (      )  | > 13 years/ <i>&gt; 13 tahun</i> (      )           |                                   |
|    | 8 – 9 years/ <i>8 – 9 tahun</i> (      )  |   |                                   |
| 9. | Monthly income:<br><i>Pendapatan sebulan:</i>   | < RM1000 (      )                                   | RM3001 – RM4000 (      )          |
|    |   | RM1001 – RM2000 (      )                            | RM4001 – RM5000 (      )          |
|    |   | RM2001 – RM3000 (      )                            | > RM5000 (      )                 |

# THANK YOU FOR YOUR PARTICIPATION

## *TERIMA KASIH ATAS KERJASAMA ANDA*

**APPENDIX F      Sample Questionnaire for Supervisor**



**PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH  
HIGH INVOLVEMENT HUMAN RESOURCE PRACTICES AND  
ORGANIZATIONAL JUSTICE AMONG HOTEL EMPLOYEES IN MALAYSIA:  
LEADER-MEMBER EXCHANGE AND TRUST AS MEDIATORS**

Dear Supervisor,

The following subordinate has been selected to participate in the above research project. Since you are identified as his/ her supervisor, we appreciate your kindness in rating his/ her organizational citizenship behavior. For your information, organizational citizenship behavior is a discretionary behavior, exhibited willingly by employees who perform duties beyond what is required, without getting any incentives or reward. Completion of this evaluation will not take you more than 10 minutes. All responses will be kept confidential and used for academic purposes only.

*Kepada Penyelia Yang Dihormati,*

*Kakitangan anda telah dipilih untuk menyertai kajian tersebut di atas. Memandangkan anda adalah penyelia kepada kakitangan ini, anda diminta menilainya di atas kelakuan kewarganegaraan organisasi. Untuk makluman anda, 'citizenship behavior' merupakan 'kelakuan kewarganegaraan' yang ditunjuk oleh kakitangan organisasi atas kesudian, tanpa sebarang paksaan, meskipun kelakuan baik ini tidak diwajibkan dan tidak diberi ganjaran. Anda hanya perlu mengambil masa kurang daripada 10 minit untuk melengkapkan soal selidik ini. Semua maklumat yang diberikan dijamin sulit dan akan hanya digunakan untuk tujuan analisa akademi sahaja.*

**Subordinate's name/ Nama kakitangan:** \_\_\_\_\_

**Division/ Jabatan:** \_\_\_\_\_

**ORGANIZATIONAL CITIZENSHIP BEHAVIOR**  
**KELAKUAN KEWARGANEGERAAN ORGANISASI**

Please kindly indicate the extent to which you agree or disagree with the following statements by circling the number that best reflects citizenship behavior exhibited by this hotel staff, using the scale given:

*Sila tandakan tahap persetujuan anda pada setiap pernyataan dengan membulatkan nombor yang menggambarkan pandangan anda terhadap kelakuan kewarganegaraan organisasi bagi kakitangan tersebut di atas, dengan menggunakan skala yang telah disediakan:*

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

**Organizational citizenship behavior benefiting individuals (OCBI)**

<b>OCBI1</b>	This hotel staff always helps others who have been absent <i>Kakitangan ini sering membantu rakan sekerja yang tidak hadir</i>	1    2    3    4    5    6    7
<b>OCBI2</b>	This hotel staff always helps others who have heavy workloads <i>Kakitangan ini sering membantu rakan sekerja yang mempunyai kerja bertimbun-timbun</i>	1    2    3    4    5    6    7
<b>OCBI3</b>	This hotel staff assists supervisor with his/ her work (when not asked) <i>Kakitangan ini membantu saya dalam menangani hal ehwal kerja (walaupun tidak diminta)</i>	1    2    3    4    5    6    7
<b>OCBI4</b>	This hotel staff takes time to listen to co-workers problems and worries <i>Kakitangan ini sudi berkongsi masalah dan kebimbangan dengan rakan-rakan sekerjanya</i>	1    2    3    4    5    6    7
<b>OCBI5</b>	This hotel staff goes out of way to help new employees <i>Kakitangan ini memberi pertolongan yang sepenuhnya kepada perkerja yang baru</i>	1    2    3    4    5    6    7
<b>OCBI6</b>	This hotel staff takes a personal interest in other employees <i>Kakitangan ini mengambil berat tentang hal ehwal rakan-rakan sekerja yang lain</i>	1    2    3    4    5    6    7
<b>OCBI7</b>	This hotel staff passess along information to co-workers <i>Kakitangan ini memberi dan berkongsi maklumat atau informasi dengan rakan-rakan sekerja</i>	1    2    3    4    5    6    7

Strongly Disagree <i>Amat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Somewhat Disagree <i>Agak tidak setuju</i>	Neutral <i>Berkecuali</i>	Somewhat Agree <i>Agak setuju</i>	Agree <i>Setuju</i>	Strongly Agree <i>Amat setuju</i>
1	2	3	4	5	6	7

### Organizational citizenship behavior benefiting organization as a whole (OCBO)

<b>OCBO1</b>	This hotel staff's attendance at work is above the norm <i>Kakitangan ini mempunyai rekod kedatangan yang cukup memuaskan berbanding dengan staf yang lain</i>	1	2	3	4	5	6	7
<b>OCBO2</b>	This hotel staff gives advance notice when he or she is unable to come to work <i>Kakitangan ini memberi notis awal sekiranya dia tidak dapat dating kerja</i>	1	2	3	4	5	6	7
<b>OCBO3</b>	This hotel staff takes undeserved work breaks <b>(R)</b> <i>Kakitangan ini mengambil masa rehat yang berlebihan</i>	1	2	3	4	5	6	7
<b>OCBO4</b>	This hotel staff spends a great deal of time with personal phone conversations <b>(R)</b> <i>Kakitangan ini banyak menghabiskan masa dalam perbualan telefon luar lingkungan kerja</i>	1	2	3	4	5	6	7
<b>OCBO5</b>	This hotel staff complains about insignificant things at work <b>(R)</b> <i>Kakitangan ini sering membuat aduan tentang hal-hal kerja yang tidak penting</i>	1	2	3	4	5	6	7
<b>OCBO6</b>	This hotel staff conserves and protects organizational property <i>Kakitangan ini menjaga dan melindungi harta benda organisasi ini</i>	1	2	3	4	5	6	7
<b>OCBO7</b>	This hotel staff adheres to informal rules devised to maintain order <i>Kakitangan ini mematuhi peraturan tidak rasmi yang dapat memastikan kesejahteraan organisasi</i>	1	2	3	4	5	6	7

Thank you for your evaluation/ Terima kasih atas penilaian anda

## APPENDIX G      Job Title of The Respondents

### Job Titles of Respondents

Job Title	Frequency	Percent
Apprentice	1	.2
Assistant	3	.7
Assistant Beverage Leader	1	.2
Assistant Exec Housekeeper	1	.2
Assistant Housekeeping	3	.7
Assistant Restaurant Manager	1	.2
Associate	1	.2
Audio Visual Coordinator	1	.2
AV	1	.2
Banquet	1	.2
Banquet & Coffee House Captain	1	.2
Banquet Captain	1	.2
Banquet Waiter	1	.2
Bartender	1	.2
Bellboy	5	1.1
Bellman	5	1.1
Business Centre Assistant	1	.2
Business Centre Coordinator	1	.2
Butcher	1	.2
Butler	3	.7
Call Centre Service Agent	1	.2
Captain	5	1.1
Captain Coffee House	1	.2
Cashier	1	.2
Chambermaid	2	.5
Chef	6	1.4
Clerk	2	.5
Concierge	2	.5
Concierge Lady	1	.2
Controller	1	.2
Coordinator	3	.7
Credit Controller	1	.2
Desk Clerk	1	.2
Duty Leader	2	.5
Event Coordinator	2	.5
Executive	2	.5
F&B Service Leader	1	.2
FBO	1	.2
Florist	1	.2
Food & Beverage	1	.2
Food & Beverage Attendant	1	.2
Front Office	2	.5
Front Office Assistant	2	.5
Front Office Secretary	1	.2
Front Office Supervisor	2	.5
Front Office Team Leader	1	.2
Function Planner	1	.2
Gardener	3	.7
General Cashier	1	.2

General Staff	1	.2
<b>Job Titles of Respondents</b>		
	Frequency	Percent
Group Coordinator	1	.2
Guest History Leader	1	.2
Guest Recognition Officer	1	.2
Guest Relation Assistant	2	.5
Guest Relations Officer	1	.2
Guest Room Leader	1	.2
Guest Service Agent	1	.2
Guest Service Assistant	8	1.8
Guest Service Coordinator	1	.2
Guest Service Officer	8	1.8
Head of Department	1	.2
Headwaiter	1	.2
Hostess	1	.2
Housekeeper	3	.7
Housekeeping	10	2.3
Housekeeping Assistant	1	.2
Housekeeping Attendant	1	.2
Housekeeping Coordinator	1	.2
Housekeeping Supervisor	5	1.1
Indian Chef	1	.2
Junior Chef	1	.2
Junior Clerk	1	.2
Junior Reservation Clerk	1	.2
Junior Secretaries	1	.2
Junior Sos Chef	1	.2
Leader	1	.2
Linen Attendant	1	.2
Maintenance	1	.2
Mkrtg Comm Coordinator	1	.2
Night Officer	2	.5
Nil	183	41.2
Officer	3	.7
Operator	1	.2
Operator Department	1	.2
Outlet Coordinator	1	.2
Personal Assistant	1	.2
Public Area	1	.2
Purchasing Coordinator	3	.7
Receptionist	14	3.2
Research Assistant	1	.2
Reservation Agent	2	.5
Reservation Assistant	2	.5
Reservation Clerk	2	.5
Reservation Departmen	1	.2
Reservation Sales Consultant	2	.5
Room Attendant	10	2.3
Room Division Trainer	1	.2
Room Maid	1	.2
Room Supervisor	1	.2
Room Valet	3	.7

Sales Agent	1	.2
Sales Coordinator	3	.7

**Job Titles of Respondents**

	Frequency	Percent
Salesperson	1	.2
Seamstress	1	.2
Secretary	1	.2
Security	1	.2
Security Officer	1	.2
Senior Bellboy	1	.2
Senior Linen Porter	1	.2
Senior Technician	1	.2
Senior Waiter	1	.2
Server	6	1.4
Service Associate	5	1.1
Service Coordinator	3	.7
Service Leader	3	.7
Sous Chef	2	.5
Steward	2	.5
Storekeeper	1	.2
Supervisor	3	.7
Team Leader	3	.7
Team Professional	1	.2
Technician	1	.2
Telephone Operator	3	.7
Waiter	8	1.8
Waitress	9	2.0
Total	444	100.0

## APPENDIX H

## Exploratory Factor Analysis

	Factors														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SS1	.409														
SS2	.766														
SS3	.774														
SS4	.690														
ET1		.712													
ET2		.802													
ET3		.498													
ET4		.477													
PE1			<b>.110</b>												
PE2			.529												
PE3			.796												
PE4			.666												
PB1				.352											
PB2				.549											
PB3				.317											
PB4				<b>.077</b>											
DM1					.501										
DM2					.601										
DM3					.580										
DM4					<b>.177</b>										
IM1						.445									
IM2						.316									
IM3						.672									
IM4						.453									
PH1							.653								
PH2							.755								
PH3							.699								
PH4							.600								
PH5							.720								
PH6							.683								
PJ1								.600							
PJ2								.615							
PJ3								.745							
PJ4								.818							
PJ5								.740							
PJ6								<b>.008</b>							
DJ1									.697						
DJ2									.664						
DJ3									.802						
DJ4									.666						
DJ5									.617						

	Factors														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
IJ1										-	.347				
IJ2											.650				
IJ3											.833				
IJ4											.843				
IJ5											.663				
IJ6												.174			
L1												.427			
L2												-	.309		
L3													.617		
L4													.583		
L5													.672		
L6													.672		
L7													.278		
TR1													.751		
TR2													.803		
TR3													.755		
TR4													.801		
TI1													.793		
TI2													.865		
TI3													.798		
OCBI1														.126	
OCBI2														.585	
OCBI3														.562	
OCBI4														.488	
OCBI5														.780	
OCBI6														.776	
OCBI7														.104	
OCBO1															.799
OCBO2															.793
OCBO3															.777
OCBO4															.205
OCBO5															.736
OCBO6															.689
OCBO7															.740

\*Extraction method: Principal Axis Factoring

\* SS = Selective staffing

ET = Extensive training

PE = Performance evaluation

PB = Performance-based pay

DM = Decision making

IM = Internal mobility

PH = HR Philosophy

PJ = Procedural justice

DJ = Distributive Justice

IJ = Interactional justice

L = Leader-member exchange

TR = Trust in supervisor

TI = Turnover intention

OCBI = Organizational citizenship behavior (individuals)

OCBO = Organizational citizenship behavior (organization)

**APPENDIX I****Inter Item Correlation and Corrected Item-Total Correlation****Selective staffing****Inter-Item Correlation Matrix**

	SS1	SS2	SS3	SS4
SS1	1.000	.428	.298	.331
SS2	.428	1.000	.613	.543
SS3	.298	.613	1.000	.547
SS4	.331	.543	.547	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SS1	15.6689	12.394	.421	.197	.796
SS2	15.8919	9.108	.686	.482	.663
SS3	15.6014	10.502	.627	.441	.699
SS4	15.7095	10.202	.600	.377	.712

---

**Extensive training****Inter-Item Correlation Matrix**

	ET1	ET2	ET3	ET4
ET1	1.000	.660	.351	.330
ET2	.660	1.000	.435	.423
ET3	.351	.435	1.000	.319
ET4	.330	.423	.319	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ET1	15.5856	6.839	.583	.442	.660
ET2	15.4730	6.877	.688	.512	.598
ET3	15.4550	8.203	.457	.217	.729
ET4	15.4054	8.341	.440	.204	.737

---

**Performance evaluation****Inter-Item Correlation Matrix**

	PE1	PE2	PE3	PE4
PE1	1.000	.203	.161	.146
PE2	.203	1.000	.511	.391
PE3	.161	.511	1.000	.572
PE4	.146	.391	.572	1.000

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PE1	16.1779	8.720	.207	.048	.744
PE2	15.6509	8.309	.497	.288	.533
PE3	15.8446	7.337	.564	.426	.473
PE4	15.8401	7.706	.493	.342	.525

---

#### Performance-based pay

##### Inter-Item Correlation Matrix

	PB1	PB2	PB3	PB4
PB1	1.000	.446	.238	.235
PB2	.446	1.000	.445	.362
PB3	.238	.445	1.000	.526
PB4	.235	.362	.526	1.000

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PB1	15.0788	9.161	.382	.205	.707
PB2	15.1351	8.560	.564	.332	.596
PB3	15.3018	8.112	.530	.352	.614
PB4	15.1261	8.941	.493	.301	.638

---

#### Participation in decision making

##### Inter-Item Correlation Matrix

	DM1	DM2	DM3	DM4
DM1	1.000	.383	.363	.012
DM2	.383	1.000	.463	.130
DM3	.363	.463	1.000	.124
DM4	.012	.130	.124	1.000

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DM1	14.5991	6.629	.360	.193	.482
DM2	14.9662	5.712	.484	.274	.367
DM3	14.6396	6.434	.475	.260	.395
DM4	14.9505	8.142	.114	.025	.668

---

### Internal mobility

**Inter-Item Correlation Matrix**

	IM1	IM2	IM3	IM4
IM1	1.000	.156	.256	.210
IM2	.156	1.000	.268	.106
IM3	.256	.268	1.000	.331
IM4	.210	.106	.331	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
IM1	13.1104	8.676	.297	.091	.482
IM2	11.9324	9.928	.248	.080	.516
IM3	12.8761	8.330	.427	.190	.362
IM4	13.3851	9.434	.312	.127	.465

### HR Philosophy

**Inter-Item Correlation Matrix**

	PH1	PH2	PH3	PH4	PH5	PH6
PH1	1.000	.576	.470	.405	.414	.367
PH2	.576	1.000	.560	.392	.551	.501
PH3	.470	.560	1.000	.382	.467	.519
PH4	.405	.392	.382	1.000	.534	.432
PH5	.414	.551	.467	.534	1.000	.540
PH6	.367	.501	.519	.432	.540	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PH1	24.3243	20.761	.581	.389	.827
PH2	23.9865	20.474	.692	.512	.804
PH3	23.9550	21.100	.632	.420	.816
PH4	23.8941	22.176	.555	.346	.830
PH5	23.8649	20.659	.662	.473	.810
PH6	23.8829	21.223	.617	.412	.819



### Procedural justice

**Inter-Item Correlation Matrix**

	PJ1	PJ2	PJ3	PJ4	PJ5	PJ6
PJ1	1.000	.335	.568	.538	.417	.164
PJ2	.335	1.000	.456	.466	.516	-.120
PJ3	.568	.456	1.000	.622	.537	.089
PJ4	.538	.466	.622	1.000	.647	.081
PJ5	.417	.516	.537	.647	1.000	.094
PJ6	.164	-.120	.089	.081	.094	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PJ1	24.3941	18.257	.578	.392	.668
PJ2	24.9842	18.950	.431	.354	.711
PJ3	24.5158	18.557	.659	.500	.654
PJ4	24.5608	17.687	.683	.557	.641
PJ5	24.6892	18.075	.640	.497	.653
PJ6	23.9392	22.102	.073	.077	.834

### Distributive justice

**Inter-Item Correlation Matrix**

	DJ1	DJ2	DJ3	DJ4	DJ5
DJ1	1.000	.586	.635	.475	.458
DJ2	.586	1.000	.626	.419	.417
DJ3	.635	.626	1.000	.567	.554
DJ4	.475	.419	.567	1.000	.543
DJ5	.458	.417	.554	.543	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DJ1	20.9392	11.484	.676	.480	.808
DJ2	21.1149	11.122	.634	.454	.822
DJ3	20.9392	11.497	.763	.584	.787
DJ4	21.1441	11.970	.610	.409	.826
DJ5	20.8806	12.625	.602	.393	.828

### Interactional justice

**Inter-Item Correlation Matrix**

	IJ1	IJ2	IJ3	IJ4	IJ5	IJ6
IJ1	1.000	-.310	-.348	-.351	-.408	.253
IJ2	-.310	1.000	.596	.567	.511	-.217
IJ3	-.348	.596	1.000	.750	.553	-.217
IJ4	-.351	.567	.750	1.000	.620	-.238
IJ5	-.408	.511	.553	.620	1.000	-.281
IJ6	.253	-.217	-.217	-.238	-.281	1.000

**Item-Total Statistics**

	Item Deleted	Item Deleted	Total Correlation	Correlation	if Item Deleted
IJ1	21.8333	38.997	-.381	.209	.693
IJ2	23.2928	20.605	.562	.417	.372
IJ3	23.1126	20.168	.676	.611	.317
IJ4	23.1892	19.594	.684	.631	.304
IJ5	23.1351	21.711	.515	.465	.404
IJ6	21.4842	37.483	-.258	.108	.705

### Leader-member exchange

**Inter-Item Correlation Matrix**

	L1	L2	L3	L4	L5	L6
L1	1.000	-.162	.207	.312	.359	.327
L2	-.162	1.000	-.108	-.145	-.189	-.226
L3	.207	-.108	1.000	.514	.430	.456
L4	.312	-.145	.514	1.000	.396	.385
L5	.359	-.189	.430	.396	1.000	.521
L6	.327	-.226	.456	.385	.521	1.000
L7	.105	-.112	.204	.149	.222	.192

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
L1	28.5788	14.903	.320	.185	.502
L2	29.9707	19.649	-.238	.069	.738
L3	28.5946	13.190	.518	.370	.422
L4	28.5225	13.252	.477	.334	.435
L5	28.5563	13.439	.518	.371	.427
L6	28.7635	13.436	.481	.373	.437
L7	28.4595	15.653	.205	.071	.543

### Trust in supervisor

**Inter-Item Correlation Matrix**

	TR1	TR2	TR3	TR4
TR1	1.000	.694	.540	.623
TR2	.694	1.000	.640	.623
TR3	.540	.640	1.000	.676
TR4	.623	.623	.676	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TR1	15.1689	9.026	.709	.541	.845
TR2	15.2050	9.170	.758	.590	.826
TR3	15.1689	9.554	.707	.536	.845
TR4	15.2883	8.914	.739	.561	.833

### Turnover intention

**Inter-Item Correlation Matrix**

	TI1	TI2	TI3
TI1	1.000	.687	.632
TI2	.687	1.000	.691
TI3	.632	.691	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TI1	7.4167	10.099	.718	.519	.817
TI2	6.9977	9.370	.762	.581	.774
TI3	6.8874	9.996	.721	.524	.814

### OCB-Individuals

**Inter-Item Correlation Matrix**

	OCBI1	OCBI2	OCBI3	OCBI4	OCBI5	OCBI6
OCBI1	1.000	.144	.180	.033	.167	.174
OCBI2	.144	1.000	.452	.198	.463	.520
OCBI3	.180	.452	1.000	.295	.409	.448
OCBI4	.033	.198	.295	1.000	.452	.377
OCBI5	.167	.463	.409	.452	1.000	.646
OCBI6	.174	.520	.448	.377	.646	1.000
OCBI7	.211	.136	.116	.098	.179	.166

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCBI1	29.3401	25.859	.226	.082	.744
OCBI2	29.3266	22.216	.507	.353	.679
OCBI3	29.1892	23.458	.509	.298	.682
OCBI4	29.5068	23.713	.375	.236	.712
OCBI5	29.3311	21.026	.641	.498	.645
OCBI6	29.3198	21.383	.646	.504	.646
OCBI7	29.3649	25.672	.227	.070	.746

---

### OCB-Organization

#### Inter-Item Correlation Matrix

	OCBO1	OCBO2	OCBO3	OCBO4	OCBO5	OCBO6
OCBO1	1.000	.768	.631	.192	.547	.549
OCBO2	.768	1.000	.640	.221	.551	.540
OCBO3	.631	.640	1.000	.282	.673	.569
OCBO4	.192	.221	.282	1.000	.311	.362
OCBO5	.547	.551	.673	.311	1.000	.630
OCBO6	.549	.540	.569	.362	.630	1.000
OCBO7	.587	.607	.611	.320	.625	.608

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCBO1	30.4887	27.934	.713	.640	.859
OCBO2	30.4144	28.564	.730	.647	.857
OCBO3	30.4797	27.013	.747	.589	.854
OCBO4	30.1284	32.735	.341	.158	.903
OCBO5	30.3626	28.177	.730	.573	.857
OCBO6	30.1824	28.949	.708	.518	.860
OCBO7	30.2950	28.515	.734	.547	.856

---

### High involvement HR practices

#### Inter-Item Correlation Matrix

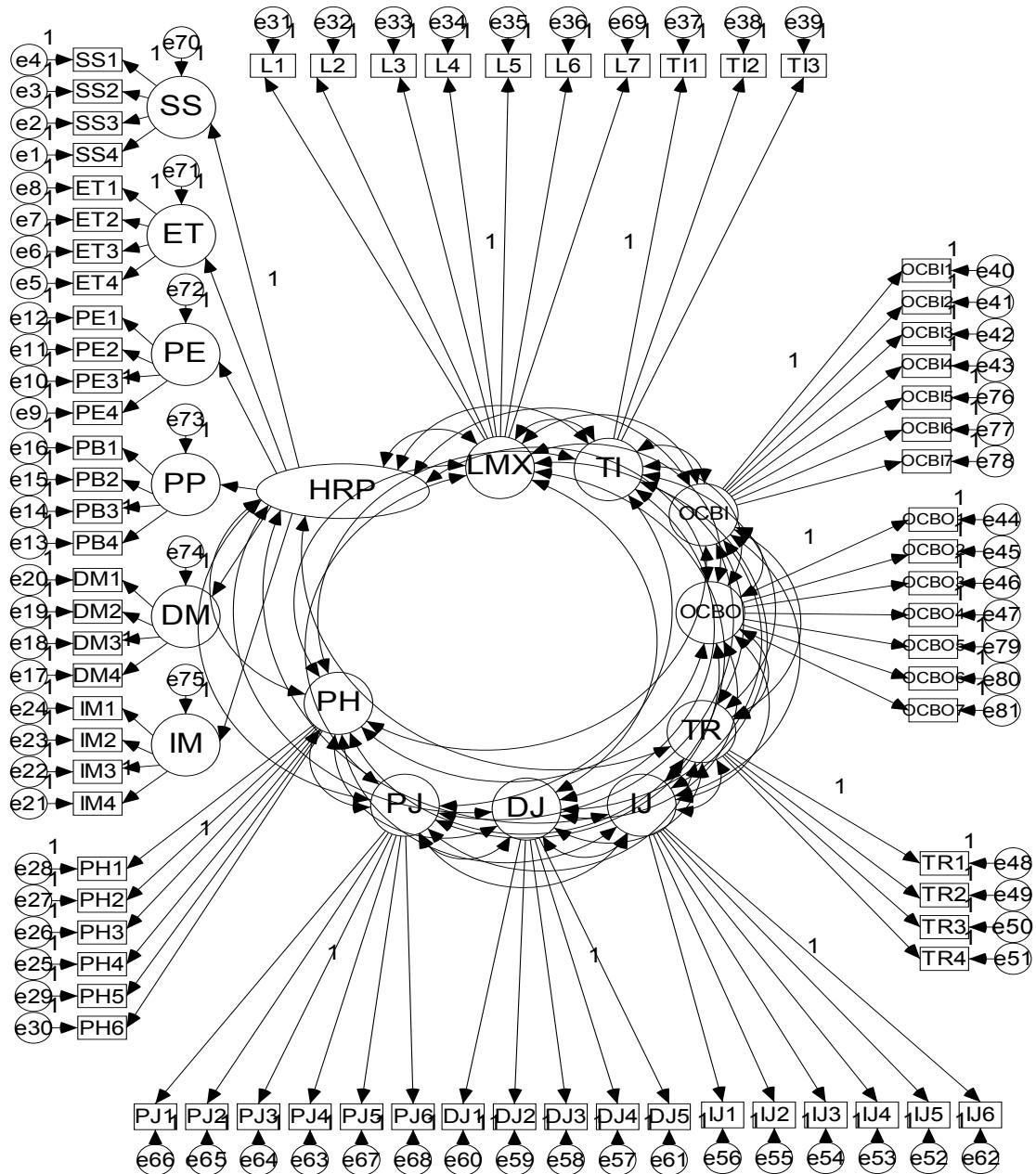
	TotSS	TotET	TotPE	TotPB	TotDM	TotIM
TotSS	1.000	.142	.348	.281	.213	.143
TotET	.142	1.000	.277	.482	.382	.038
TotPE	.348	.277	1.000	.447	.362	.121
TotPB	.281	.482	.447	1.000	.578	.057
TotDM	.213	.382	.362	.578	1.000	.133
TotIM	.143	.038	.121	.057	.133	1.000

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TotSS	24.7111	8.460	.345	.152	.662
TotET	24.7905	8.779	.402	.251	.639
TotPE	24.6577	8.299	.497	.272	.607
TotPB	24.8970	7.701	.590	.468	.570
TotDM	25.0208	8.497	.531	.367	.601
TotIM	25.6751	9.933	.143	.038	.722

---

**APPENDIX J**  
**Confirmatory Factor Analysis**  
**Measurement Model: n = 75 items**



Chi-square = 5714.012  
 Degrees of freedom = 2649  
 Probability level = .000  
 $\text{cmin}/\text{df} = 2.157$   
 TFI = 0.782  
 CFI = 0.792  
 RMSEA = 0.051

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate	Remarks
SS	<---	HRP	1				0.356	
ET	<---	HRP	2.882	0.582	4.952	***	0.631	
PE	<---	HRP	2.267	0.48	4.719	***	0.565	
PP	<---	HRP	3.905	0.752	5.19	***	0.976	
DM	<---	HRP	0.724	0.32	2.266	0.023	0.943	
IM	<---	HRP	0.407	0.222	1.83	0.067	0.135	
SS2	<---	SS	2.02	0.216	9.334	***	0.8	
SS1	<---	SS	1				0.485	
SS4	<---	SS	1.648	0.184	8.946	***	0.698	
SS3	<---	SS	1.668	0.181	9.212	***	0.756	
ET2	<---	ET	1.056	0.072	14.705	***	0.872	
ET1	<---	ET	1				0.745	
ET4	<---	ET	0.576	0.06	9.653	***	0.496	
ET3	<---	ET	0.587	0.06	9.727	***	0.5	
PE4	<---	PE	1				0.667	
<b>PE1</b>	<---	<b>PE</b>	<b>0.471</b>	<b>0.097</b>	<b>4.869</b>	***	<b>0.266</b>	*removed
PE3	<---	PE	1.18	0.103	11.489	***	0.791	
PE2	<---	PE	0.869	0.081	10.792	***	0.656	
<b>PB4</b>	<---	<b>PP</b>	<b>1</b>				<b>0.682</b>	*removed
PB1	<---	PP	0.74	0.087	8.525	***	0.462	
PB3	<---	PP	1.05	0.091	11.51	***	0.646	
PB2	<---	PP	0.971	0.082	11.809	***	0.666	
<b>DM4</b>	<---	<b>DM</b>	<b>1</b>				<b>0.131</b>	*removed
DM1	<---	DM	5.291	2.146	2.465	0.014	0.688	
DM3	<---	DM	4.218	1.72	2.452	0.014	0.598	
DM2	<---	DM	4.844	1.976	2.451	0.014	0.595	
IM4	<---	IM	1				0.459	
IM1	<---	IM	0.979	0.195	5.031	***	0.39	
IM3	<---	IM	1.602	0.317	5.057	***	0.701	
IM2	<---	IM	0.793	0.164	4.824	***	0.364	
PH4	<---	PH	1				0.591	
PH1	<---	PH	1.207	0.114	10.545	***	0.619	
PH3	<---	PH	1.227	0.107	11.434	***	0.693	
PH2	<---	PH	1.344	0.111	12.079	***	0.753	
PH5	<---	PH	1.335	0.112	11.946	***	0.74	
PH6	<---	PH	1.286	0.109	11.786	***	0.725	
PJ4	<---	PJ	1				0.823	
PJ3	<---	PJ	0.849	0.049	17.241	***	0.764	
PJ2	<---	PJ	0.797	0.066	12.16	***	0.572	
PJ1	<---	PJ	0.841	0.058	14.495	***	0.663	
PJ5	<---	PJ	0.912	0.054	16.958	***	0.754	
<b>PJ6</b>	<---	<b>PJ</b>	<b>0.204</b>	<b>0.084</b>	<b>2.413</b>	<b>0.016</b>	<b>0.122</b>	*removed
DJ4	<---	DJ	1				0.676	
DJ3	<---	DJ	1.177	0.078	15.183	***	0.855	
DJ2	<---	DJ	1.159	0.089	12.961	***	0.699	
DJ1	<---	DJ	1.108	0.082	13.574	***	0.738	
DJ5	<---	DJ	0.891	0.071	12.529	***	0.673	

			Estimate	S.E.	C.R.	P	Standardized estimate	Remarks
IJ5	<---	IJ	1				0.719	
IJ4	<---	IJ	1.175	0.071	16.639	***	0.86	
IJ3	<---	IJ	1.099	0.068	16.199	***	0.83	
IJ2	<---	IJ	0.99	0.073	13.634	***	0.691	
IJ1	<---	IJ	-0.361	0.039	-9.244	***	-0.467	
<b>IJ6</b>	<---	<b>IJ</b>	<b>-0.337</b>	<b>0.053</b>	<b>-6.345</b>	***	<b>-0.32</b>	*removed
L6	<---	LMX	1.003	0.086	11.666	***	0.685	
L1	<---	LMX	0.66	0.077	8.585	***	0.475	
L5	<---	LMX	0.948	0.082	11.578	***	0.678	
L4	<---	LMX	1				0.658	
L2	<---	LMX	-0.493	0.103	-4.78	***	-0.254	
L3	<---	LMX	0.939	0.085	11.118	***	0.644	
<b>L7</b>	<---	<b>LMX</b>	<b>0.43</b>	<b>0.077</b>	<b>5.553</b>	***	<b>0.297</b>	*removed
TR1	<---	TR	1				0.763	
TR4	<---	TR	1.037	0.059	17.438	***	0.798	
TR2	<---	TR	1.011	0.056	18.106	***	0.825	
TR3	<---	TR	0.957	0.055	17.371	***	0.796	
TI1	<---	TI	1				0.797	
TI2	<---	TI	1.125	0.064	17.703	***	0.862	
TI3	<---	TI	1.011	0.059	17.042	***	0.799	
OCBI5	<---	OCBI	2.878	0.544	5.287	***	0.764	
OCBI6	<---	OCBI	2.905	0.547	5.315	***	0.807	
<b>OCBI7</b>	<---	<b>OCBI</b>	<b>1.017</b>	<b>0.265</b>	<b>3.835</b>	***	<b>0.27</b>	*removed
<b>OCBI1</b>	<---	<b>OCBI</b>	<b>1</b>				<b>0.273</b>	*removed
OCBI4	<---	OCBI	1.813	0.377	4.81	***	0.47	
OCBI2	<---	OCBI	2.436	0.474	5.143	***	0.632	
OCBI3	<---	OCBI	1.914	0.378	5.063	***	0.581	
OCBO5	<---	OCBO	0.952	0.055	17.201	***	0.767	
OCBO6	<---	OCBO	0.893	0.052	17.038	***	0.761	
OCBO7	<---	OCBO	0.967	0.053	18.374	***	0.81	
OCBO1	<---	OCBO	1				0.773	
<b>OCBO4</b>	<---	<b>OCBO</b>	<b>0.48</b>	<b>0.059</b>	<b>8.177</b>	***	<b>0.392</b>	*removed
OCBO2	<---	OCBO	0.927	0.053	17.461	***	0.777	
OCBO3	<---	OCBO	1.068	0.06	17.679	***	0.784	

### Modification Indices (Group number 1 - Default model)

#### Covariances: (Group number 1 - Default model)

			Par
		M.I.	Change
e81	<-->	TR	31.262 0.101
e78	<-->	OCBI	21.522 -0.093
e69	<-->	e70	51.661 0.23
e68	<-->	TI	27.371 -0.556
e65	<-->	e68	25.387 -0.446
e62	<-->	TI	27.375 -0.485
e62	<-->	e68	163.926 1.396
e56	<-->	e78	39.544 0.369
e47	<-->	DJ	22.918 0.146
e47	<-->	e78	139.758 0.749
e47	<-->	e56	65.566 0.397
e44	<-->	e45	95.211 0.275
e40	<-->	OCBI	20.83 -0.089
e28	<-->	e44	24.484 0.202
e27	<-->	e28	24.891 0.214
e15	<-->	e16	23.479 0.273
e12	<-->	e70	23.804 0.208
e5	<-->	e73	21.927 0.153

#### Variances: (Group number 1 - Default model)

		Par
	M.I.	Change

#### Regression Weights: (Group number 1 - Default model)

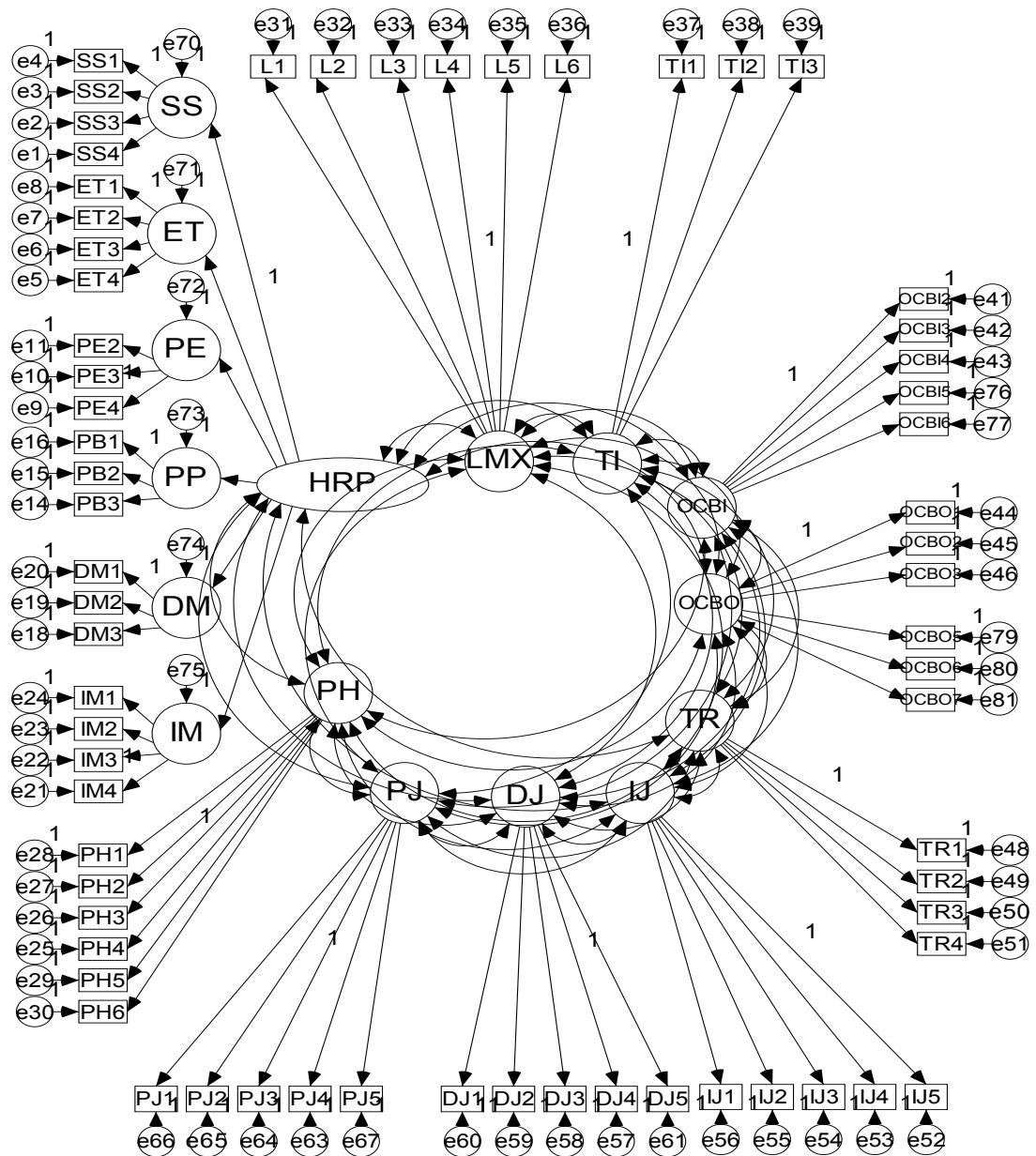
			Par
		M.I.	Change
IM	<---	PJ	20.891 0.191
IM	<---	LMX	22.124 0.256
SS	<---	LMX	35.455 0.251
SS	<---	OCBI	23.941 0.457
OCBI7	<---	PJ	26.985 0.341
OCBI7	<---	LMX	31.797 0.481
OCBI7	<---	DJ	73.084 0.754
OCBI7	<---	IJ	39.195 -0.283
OCBI7	<---	TR	29.874 0.372
OCBI7	<---	OCBO	33.174 0.383
OCBI7	<---	PH	45.549 0.64
OCBI7	<---	OCBO7	31.399 0.302
OCBI7	<---	PJ5	22.149 0.239
OCBI7	<---	PJ4	21.625 0.236
OCBI7	<---	DJ5	50.167 0.442
OCBI7	<---	DJ1	52.456 0.399
OCBI7	<---	DJ2	25.761 0.253
OCBI7	<---	DJ3	45.721 0.407

			M.I.	Par Change
OCBI7	<---	DJ4	46.374	0.381
OCBI7	<---	IJ1	67.615	0.453
OCBI7	<---	IJ3	20.587	-0.146
OCBI7	<---	IJ4	22.888	-0.149
OCBI7	<---	IJ5	23.587	-0.149
OCBI7	<---	TR2	23.099	0.255
OCBI7	<---	OCBO4	168.819	0.683
OCBI7	<---	L4	21.955	0.239
OCBI7	<---	PH6	27.957	0.267
OCBI7	<---	PH5	29.924	0.271
OCBI7	<---	PH2	27.023	0.261
OCBI7	<---	PH4	21.387	0.244
L7	<---	SS	64.254	0.774
L7	<---	PB2	29.322	0.228
L7	<---	SS1	52.814	0.308
L7	<---	SS2	33.83	0.201
L7	<---	SS3	38.839	0.247
L7	<---	SS4	53.249	0.27
PJ6	<---	DJ	25.993	0.577
PJ6	<---	IJ	43.663	-0.384
PJ6	<---	TI	32.539	-0.352
PJ6	<---	IJ6	197.155	0.729
PJ6	<---	DJ5	20.644	0.364
PJ6	<---	DJ1	23.51	0.343
PJ6	<---	DJ3	20.799	0.352
PJ6	<---	IJ2	27.117	-0.199
PJ6	<---	IJ3	21.299	-0.19
PJ6	<---	IJ4	25.457	-0.202
PJ6	<---	IJ5	25.807	-0.2
PJ6	<---	TI2	21.601	-0.204
PJ6	<---	TI1	39.25	-0.286
PJ2	<---	PJ6	24.969	-0.167
IJ6	<---	TI	32.995	-0.309
IJ6	<---	PJ6	169.409	0.536
IJ6	<---	TI2	30.059	-0.21
IJ6	<---	TI1	33.997	-0.233
DJ5	<---	OCBO	24.42	0.195
DJ5	<---	OCBO7	25.145	0.16
DJ5	<---	OCBO6	25.548	0.164
DJ5	<---	OCBO5	23.464	0.149
IJ1	<---	PJ	32.363	0.289
IJ1	<---	LMX	50.634	0.47
IJ1	<---	DJ	35.276	0.406
IJ1	<---	TR	23.978	0.258
IJ1	<---	OCBO	33.002	0.296
IJ1	<---	PH	34.332	0.431
IJ1	<---	OCBI7	47.55	0.246
IJ1	<---	PJ5	21.272	0.182
IJ1	<---	PJ3	21.214	0.198
IJ1	<---	DJ5	42.126	0.314

			M.I.	Par Change
IJ1	<---	DJ3	22.259	0.22
IJ1	<---	DJ4	41.961	0.28
IJ1	<---	OCBO4	91.817	0.39
IJ1	<---	L6	21.462	0.19
IJ1	<---	L5	29.079	0.231
IJ1	<---	L4	29.096	0.213
IJ1	<---	L3	25.446	0.207
IJ1	<---	PH5	25.455	0.194
IJ1	<---	PH2	22.378	0.184
IJ1	<---	PH4	37.14	0.249
OCBO4	<---	DJ	54.264	0.543
OCBO4	<---	IJ	62.867	-0.3
OCBO4	<---	OCBI7	138.598	0.453
OCBO4	<---	DJ5	42.532	0.341
OCBO4	<---	DJ1	40.533	0.293
OCBO4	<---	DJ3	31.904	0.284
OCBO4	<---	DJ4	47.722	0.323
OCBO4	<---	IJ1	110.88	0.485
OCBO4	<---	IJ2	37.804	-0.153
OCBO4	<---	IJ3	34.922	-0.159
OCBO4	<---	IJ4	41.976	-0.169
OCBO4	<---	IJ5	24.027	-0.125
OCBO2	<---	OCBO1	35.071	0.172
OCBO1	<---	OCBO2	34.43	0.202
OCBI1	<---	PJ	34.971	0.376
OCBI1	<---	LMX	28.085	0.439
OCBI1	<---	DJ	32.578	0.489
OCBI1	<---	TR	51.724	0.476
OCBI1	<---	OCBO	42.937	0.423
OCBI1	<---	PH	48.601	0.642
OCBI1	<---	OCBO7	25.674	0.265
OCBI1	<---	OCBO6	20.029	0.238
OCBI1	<---	OCBO5	25.635	0.255
OCBI1	<---	PJ5	21.335	0.228
OCBI1	<---	PJ1	44.379	0.314
OCBI1	<---	PJ4	22.251	0.232
OCBI1	<---	DJ3	27.521	0.306
OCBI1	<---	TR4	35.077	0.288
OCBI1	<---	TR3	31.223	0.294
OCBI1	<---	TR2	46.646	0.352
OCBI1	<---	TR1	34.72	0.284
OCBI1	<---	OCBO2	22.843	0.25
OCBI1	<---	OCBO1	27.639	0.254
OCBI1	<---	PH6	25.185	0.246
OCBI1	<---	PH5	25.136	0.241
OCBI1	<---	PH1	23.837	0.217
OCBI1	<---	PH2	20.054	0.218
OCBI1	<---	PH3	22.072	0.231
OCBI1	<---	PH4	23.993	0.251
L2	<---	IM	22.773	0.671

			M.I.	Par Change
DM4	<---	PJ	22.168	0.298
DM4	<---	LMX	24.484	0.407
DM4	<---	OCBO	24.419	0.317
DM4	<---	PJ1	28.295	0.249
DM4	<---	OCBO3	26.047	0.233
DM4	<---	OCBO1	24.257	0.236
DM4	<---	L5	26.689	0.276
PE1	<---	SS	31.119	0.718
PE1	<---	SS3	22.208	0.249
PE1	<---	SS4	34.847	0.291
SS1	<---	L7	22.643	0.22
SS1	<---	PB2	20.444	0.192

**APPENDIX K**  
**Confirmatory Factor Analysis**  
**Measurement Model: n = 66 items**



Chi-square = 3700.37  
 Degrees of freedom = 2028  
 Probability level = .000  
 $cmin/df = 1.825$   
 TFI = 0.863  
 CFI = 0.871  
 RMSEA = 0.043

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate
SS	<---	HRP	1				0.35
ET	<---	HRP	3.017	0.625	4.828	***	0.654
PE	<---	HRP	2.252	0.496	4.542	***	0.545
PP	<---	HRP	3.071	0.652	4.709	***	0.905
DM	<---	HRP	3.802	0.761	4.995	***	0.923
IM	<---	HRP	0.373	0.226	1.646	0.1	0.122
SS2	<---	SS	2.022	0.216	9.344	***	0.802
SS1	<---	SS	1				0.486
SS4	<---	SS	1.645	0.184	8.95	***	0.697
SS3	<---	SS	1.664	0.181	9.215	***	0.755
ET2	<---	ET	1.067	0.072	14.728	***	0.878
ET1	<---	ET	1				0.742
ET4	<---	ET	0.576	0.06	9.63	***	0.494
ET3	<---	ET	0.584	0.06	9.658	***	0.496
PE4	<---	PE	1				0.678
PE3	<---	PE	1.18	0.103	11.426	***	0.803
PE2	<---	PE	0.84	0.078	10.78	***	0.644
PB1	<---	PP	1				0.522
PB3	<---	PP	1.162	0.136	8.518	***	0.598
PB2	<---	PP	1.323	0.141	9.412	***	0.76
DM1	<---	DM	1				0.687
DM3	<---	DM	0.787	0.078	10.038	***	0.591
DM2	<---	DM	0.93	0.091	10.219	***	0.604
IM4	<---	IM	1				0.458
IM1	<---	IM	0.974	0.194	5.023	***	0.387
IM3	<---	IM	1.616	0.322	5.018	***	0.706
IM2	<---	IM	0.789	0.164	4.814	***	0.362
PH4	<---	PH	1				0.591
PH1	<---	PH	1.208	0.115	10.544	***	0.619
PH3	<---	PH	1.228	0.107	11.431	***	0.694
PH2	<---	PH	1.344	0.111	12.062	***	0.752
PH5	<---	PH	1.336	0.112	11.937	***	0.74
PH6	<---	PH	1.288	0.109	11.784	***	0.726
PJ4	<---	PJ	1				0.824
PJ3	<---	PJ	0.848	0.049	17.274	***	0.764
PJ2	<---	PJ	0.8	0.065	12.26	***	0.575
PJ1	<---	PJ	0.836	0.058	14.431	***	0.66
PJ5	<---	PJ	0.91	0.054	16.964	***	0.753
DJ4	<---	DJ	1				0.676
DJ3	<---	DJ	1.177	0.078	15.174	***	0.855
DJ2	<---	DJ	1.16	0.089	12.971	***	0.7
DJ1	<---	DJ	1.108	0.082	13.58	***	0.739
DJ5	<---	DJ	0.889	0.071	12.497	***	0.671

			Estimate	S.E.	C.R.	P	Standardized estimate
IJ5	<---	IJ	1				0.713
IJ4	<---	IJ	1.192	0.072	16.534	***	0.865
IJ3	<---	IJ	1.115	0.069	16.129	***	0.835
IJ2	<---	IJ	0.996	0.074	13.518	***	0.69
IJ1	<---	IJ	-0.357	0.039	-9.059	***	-0.459
L6	<---	LMX	0.999	0.086	11.681	***	0.687
L1	<---	LMX	0.66	0.077	8.621	***	0.478
L5	<---	LMX	0.94	0.081	11.556	***	0.677
L4	<---	LMX	1				0.663
L2	<---	LMX	-0.49	0.103	-4.767	***	-0.254
L3	<---	LMX	0.93	0.084	11.085	***	0.641
TR1	<---	TR	1				0.763
TR4	<---	TR	1.038	0.06	17.441	***	0.799
TR2	<---	TR	1.011	0.056	18.076	***	0.824
TR3	<---	TR	0.958	0.055	17.353	***	0.796
TI1	<---	TI	1				0.797
TI2	<---	TI	1.124	0.064	17.698	***	0.861
TI3	<---	TI	1.011 0.059		17.047	***	0.799
OCBI5	<---	OCBI	1.192	0.096	12.45	***	0.771
OCBI6	<---	OCBI	1.213	0.095	12.804	***	0.82
OCBI4	<---	OCBI	0.758	0.088	8.598	***	0.478
OCBI2	<---	OCBI	1				0.632
OCBI3	<---	OCBI	0.781	0.077	10.08	***	0.577
OCBO5	<---	OCBO	0.942	0.054	17.354	***	0.766
OCBO6	<---	OCBO	0.88	0.051	17.087	***	0.757
OCBO7	<---	OCBO	0.957	0.052	18.56	***	0.809
OCBO1	<---	OCBO	1				0.78
OCBO2	<---	OCBO	0.925 0.052		17.808	***	0.783
OCBO3	<---	OCBO	1.062	0.059	17.936	***	0.787

### Modification Indices (Group number 1 - Default model)

#### Covariances: (Group number 1 - Default model)

			Par	
			M.I.	Change
e81	<-->	TR	32.978	0.104
e44	<-->	e45	89.573	0.261
e28	<-->	e44	23.889	0.197
e27	<-->	e28	24.942	0.214
e5	<-->	e73	23.229	0.147
e4	<-->	e73	23.179	0.162

#### Variances: (Group number 1 - Default model)

		Par	
		M.I.	Change

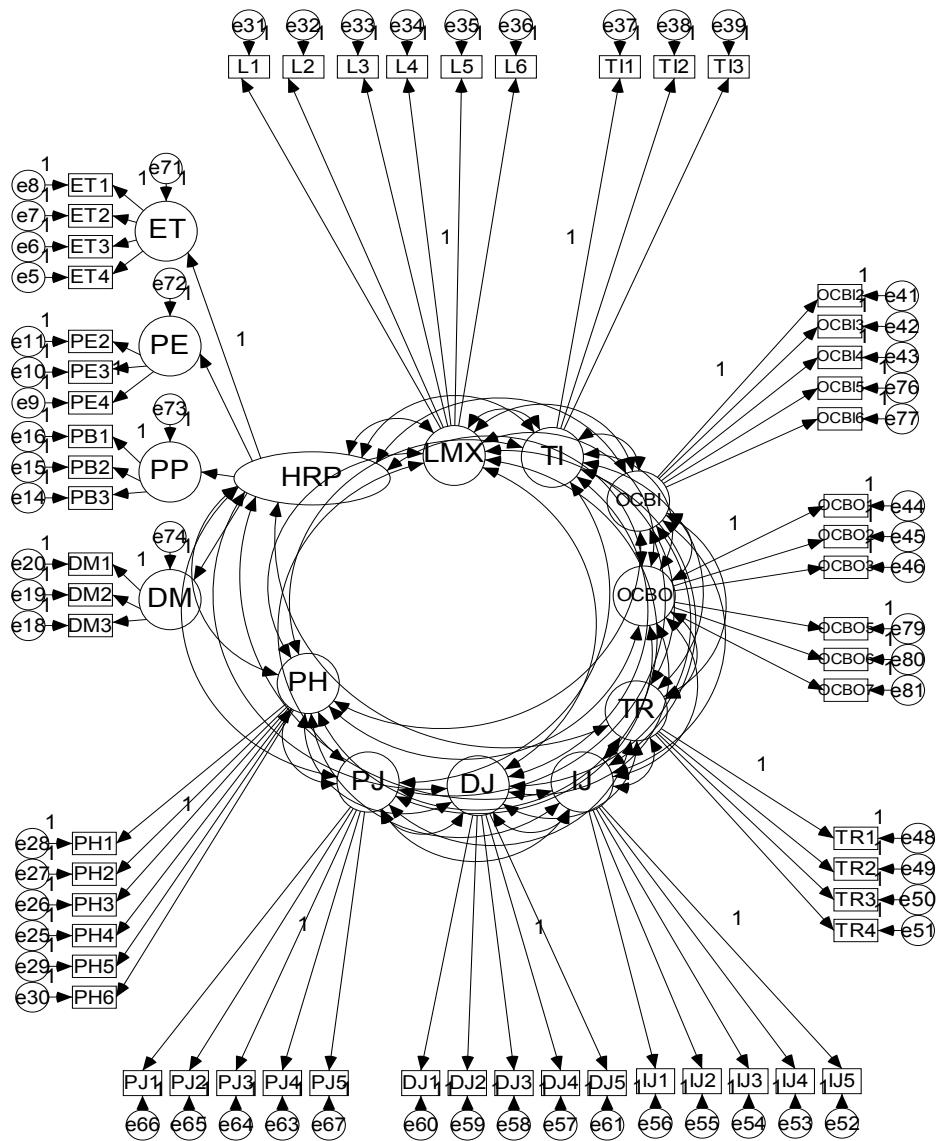
#### Regression Weights: (Group number 1 - Default model)

			Par	
			M.I.	Change
IM	<---	PJ	20.759	0.19
IM	<---	LMX	23.318	0.261
SS	<---	LMX	32.831	0.241
SS	<---	OCBI	23.734	0.188
DJ5	<---	OCBO	24.194	0.193
DJ5	<---	OCBO7	25.568	0.162
DJ5	<---	OCBO6	26.013	0.166
DJ5	<---	OCBO5	23.991	0.151
IJ1	<---	PJ	32.788	0.292
IJ1	<---	LMX	50.974	0.472
IJ1	<---	DJ	37.26	0.419
IJ1	<---	TR	24.072	0.26
IJ1	<---	OCBO	30.685	0.284
IJ1	<---	PH	34.773	0.435
IJ1	<---	OCBO6	20.565	0.193
IJ1	<---	PJ5	21.967	0.185
IJ1	<---	PJ3	21.947	0.202
IJ1	<---	DJ5	44.135	0.323
IJ1	<---	DJ3	23.938	0.229
IJ1	<---	DJ4	43.041	0.285
IJ1	<---	L6	21.62	0.191
IJ1	<---	L5	29.219	0.233
IJ1	<---	L4	29.542	0.215
IJ1	<---	L3	25.75	0.209
IJ1	<---	PH5	26.082	0.197
IJ1	<---	PH2	22.666	0.186
IJ1	<---	PH4	37.88	0.253
OCBO2	<---	OCBO1	31.882	0.163
OCBO1	<---	OCBO2	31.458	0.191
L2	<---	IM	22.502	0.667
SS1	<---	PB2	20.295	0.192

## APPENDIX L

Confirmatory Factor Analysis (Removal of SS and IM constructs)

Measurement Model: n = 58 items



Chi-square = 2868.07

Degrees of freedom = 1546

Probability level = .000

cmin/df = 1.855

TFI = 0.881

CFI = 0.889

RMSEA = 0.044

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate
ET	<---	HRP	1				0.662
PE	<---	HRP	0.71	0.106	6.686	***	0.526
PP	<---	HRP	0.997	0.135	7.377	***	0.91
DM	<---	HRP	1.254	0.144	8.727	***	0.934
ET2	<---	ET	1.06	0.072	14.78	***	0.874
ET1	<---	ET	1				0.745
ET4	<---	ET	0.575	0.06	9.648	***	0.495
ET3	<---	ET	0.583	0.06	9.677	***	0.497
PE4	<---	PE	1				0.677
PE3	<---	PE	1.186	0.104	11.359	***	0.807
PE2	<---	PE	<u>0.835</u>	0.078	10.742	***	0.64
PB1	<---	PP	1				0.516
PB3	<---	PP	1.186	0.14	8.494	***	0.604
PB2	<---	PP	1.331	0.143	9.312	***	0.757
DM1	<---	DM	1				0.687
DM3	<---	DM	0.788	0.078	10.049	***	0.59
DM2	<---	DM	0.933	0.091	10.257	***	0.606
PH4	<---	PH	1				0.59
PH1	<---	PH	1.208	0.115	10.545	***	0.619
PH3	<---	PH	1.229	0.107	11.431	***	0.694
PH2	<---	PH	1.344	0.111	12.061	***	0.753
PH5	<---	PH	1.336	0.112	11.935	***	0.74
PH6	<---	PH	1.288	0.109	11.781	***	0.726
PJ4	<---	PJ	1				0.824
PJ3	<---	PJ	0.849	0.049	17.274	***	0.764
PJ2	<---	PJ	0.8	0.065	12.26	***	0.575
PJ1	<---	PJ	0.836	0.058	14.43	***	0.66
PJ5	<---	PJ	0.91	0.054	16.964	***	0.753
DJ4	<---	DJ	1				0.676
DJ3	<---	DJ	1.177	0.078	15.174	***	0.855
DJ2	<---	DJ	1.16	0.089	12.971	***	0.7
DJ1	<---	DJ	1.108	0.082	13.58	***	0.739
DJ5	<---	DJ	0.889	0.071	12.497	***	0.671
IJ5	<---	IJ	1				0.713
IJ4	<---	IJ	1.192	0.072	16.535	***	0.865
IJ3	<---	IJ	1.115	0.069	16.13	***	0.835
IJ2	<---	IJ	0.996	0.074	13.518	***	0.69
IJ1	<---	IJ	-0.357	0.039	-9.059	***	-0.459
L6	<---	LMX	1.001	0.086	11.669	***	0.687
L1	<---	LMX	0.661	0.077	8.612	***	0.478
L5	<---	LMX	0.942	0.082	11.543	***	0.677
L4	<---	LMX	1				0.662
L2	<---	LMX	-0.494	0.103	-4.795	***	-0.256
L3	<---	LMX	0.931	0.084	11.061	***	0.641
TR1	<---	TR	1				0.763
TR4	<---	TR	1.038	0.06	17.442	***	0.799
TR2	<---	TR	1.011	0.056	18.078	***	0.824
TR3	<---	TR	0.957	0.055	17.352	***	0.796
TI1	<---	TI	1				0.797
TI2	<---	TI	1.124	0.064	17.698	***	0.861
TI3	<---	TI	1.011	0.059	17.047	***	0.799

		Estimate	S.E.	C.R.	P	Standardized estimate
OCBI4	<---	OCBI	0.757	0.088	8.593	*** 0.478
OCBI2	<---	OCBI	1			0.632
OCBI3	<---	OCBI	0.78	0.077	10.076	*** 0.577
OCBI5	<---	OCBI	1.192	0.096	12.446	*** 0.771
OCBI6	<---	OCBI	1.214	0.095	12.806	*** 0.821
OCBO5	<---	OCBO	0.942	0.054	17.354	*** 0.766
OCBO6	<---	OCBO	0.88	0.051	17.089	*** 0.757
OCBO7	<---	OCBO	0.957	0.052	18.563	*** 0.809
OCBO1	<---	OCBO	1			0.78
OCBO2	<---	OCBO	0.925	0.052	17.813	*** 0.783
OCBO3	<---	OCBO	1.061	0.059	17.937	*** 0.787

**Modification Indices (Group number 1 - Default model)****Covariances: (Group number 1 - Default model)**

			Par	
			M.I.	Change
e81	<-->	TR	32.984	0.104
e44	<-->	e45	89.497	0.261
e28	<-->	e44	23.895	0.197
e27	<-->	e28	24.895	0.214
e5	<-->	e73	23.526	0.146

**Variances: (Group number 1 - Default model)**

			Par	
			M.I.	Change

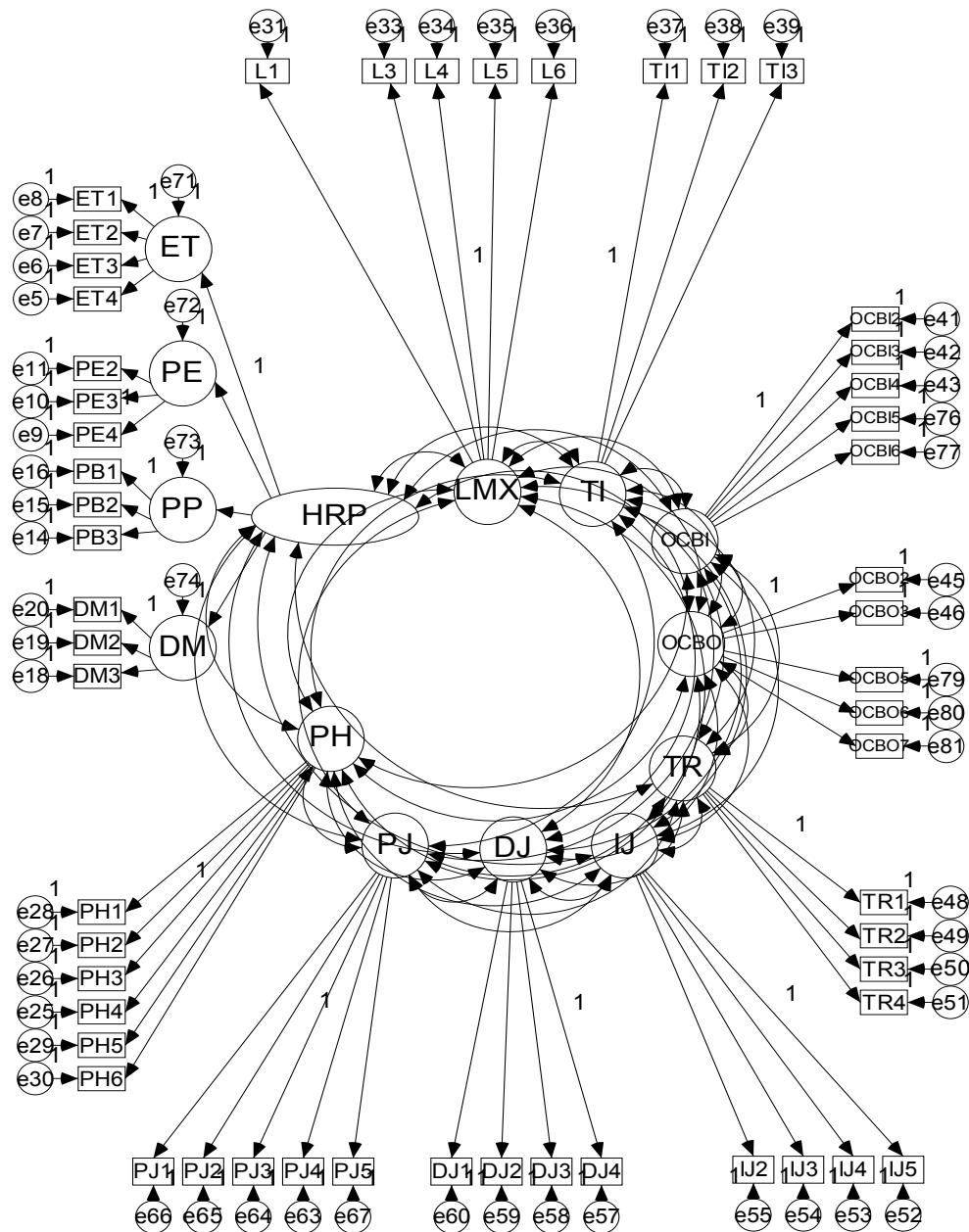
**Regression Weights: (Group number 1 - Default model)**

			Par	
			M.I.	Change
DJ5	<---	OCBO	24.207	0.193
DJ5	<---	OCBO7	25.568	0.162
DJ5	<---	OCBO6	26.013	0.166
DJ5	<---	OCBO5	23.991	0.151
IJ1	<---	PJ	32.798	0.292
IJ1	<---	LMX	50.749	0.472
IJ1	<---	DJ	37.261	0.419
IJ1	<---	TR	24.055	0.26
IJ1	<---	OCBO	30.696	0.284
IJ1	<---	PH	34.745	0.435
IJ1	<---	OCBO6	20.566	0.193
IJ1	<---	PJ5	21.967	0.185
IJ1	<---	PJ3	21.947	0.202
IJ1	<---	DJ5	44.138	0.323
IJ1	<---	DJ3	23.94	0.229
IJ1	<---	DJ4	43.043	0.285
IJ1	<---	L6	21.616	0.191
IJ1	<---	L5	29.218	0.233
IJ1	<---	L4	29.542	0.215
IJ1	<---	L3	25.751	0.209
IJ1	<---	PH5	26.084	0.197
IJ1	<---	PH2	22.667	0.186
IJ1	<---	PH4	37.88	0.253
OCBO2	<---	OCBO1	31.845	0.163
OCBO1	<---	OCBO2	31.421	0.191
DM3	<---	L3	20.06	0.183
PE2	<---	DM1	20.655	0.162

## APPENDIX M

### Finalised CFA model

Measurement Model: n = 54 items



Chi-square = 2252.46  
 Degrees of freedom = 1328  
 Probability level = .000  
 cmin/df = 1.696  
 TFI = 0.908  
 CFI = 0.915  
 RMSEA = 0.04

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate
ET	<---	HRP	1				0.661
PE	<---	HRP	0.711	0.106	6.689	***	0.527
PP	<---	HRP	0.998	0.135	7.378	***	0.909
DM	<---	HRP	1.256	0.144	8.721	***	0.935
ET2	<---	ET	1.06	0.072	14.778	***	0.875
ET1	<---	ET	1				0.745
ET4	<---	ET	0.575	0.06	9.645	***	0.495
ET3	<---	ET	0.583	0.06	9.674	***	0.496
PE4	<---	PE	1				0.678
PE3	<---	PE	1.185	0.104	11.362	***	0.807
PE2	<---	PE	0.835	0.078	<u>10.743</u>	***	0.64
PB1	<---	PP	1				0.517
PB3	<---	PP	1.184	0.139	8.497	***	0.604
PB2	<---	PP	1.33	0.143	9.316	***	0.756
DM1	<---	DM	1				0.686
DM3	<---	DM	0.789	0.078	10.057	***	0.591
DM2	<---	DM	0.935	0.091	10.266	***	0.606
PH4	<---	PH	1				0.588
PH1	<---	PH	1.206	0.115	10.464	***	0.616
PH3	<---	PH	1.234	0.108	11.391	***	0.694
PH2	<---	PH	1.349	0.112	12.009	***	0.752
PH5	<---	PH	1.342	0.113	11.893	***	0.741
PH6	<---	PH	1.297	0.11	11.758	***	0.728
PJ4	<---	PJ	1				0.822
PJ3	<---	PJ	0.853	0.049	17.29	***	0.767
PJ2	<---	PJ	0.802	0.066	12.231	***	0.575
PJ1	<---	PJ	0.84	0.058	14.448	***	0.662
PJ5	<---	PJ	0.91	0.054	16.861	***	0.751
DJ4	<---	DJ	1				0.649
DJ3	<---	DJ	1.24	0.087	14.216	***	0.865
DJ2	<---	DJ	1.238	0.098	12.606	***	0.717
DJ1	<---	DJ	1.171	0.09	13.032	***	0.749
IJ5	<---	IJ	1				0.701
IJ4	<---	IJ	1.228	0.075	16.265	***	0.876
IJ3	<---	IJ	1.141	0.072	15.874	***	0.841
IJ2	<---	IJ	1.006	0.076	13.234	***	0.685
L6	<---	LMX	0.987	0.085	11.619	***	0.682
L1	<---	LMX	0.651	0.076	8.551	***	0.474
L5	<---	LMX	0.934	0.081	11.534	***	0.675
L4	<---	LMX	1				0.666
L3	<---	LMX	0.931	0.084	11.13	***	0.645
TR1	<---	TR	1				0.767
TR4	<---	TR	1.027	0.059	17.507	***	0.796
TR2	<---	TR	1.007	0.055	18.302	***	0.826
TR3	<---	TR	0.949	0.054	17.451	***	0.793
TI1	<---	TI	1				0.797
TI2	<---	TI	1.125	0.064	17.702	***	0.862

			Estimate	S.E.	C.R.	P	Standardized estimate
TI3	<---	TI	1.009	0.059	17.029	***	0.798
OCBI5	<---	OCBI	1.192	0.096	12.442	***	0.771
OCBI6	<---	OCBI	1.215	0.095	12.8	***	0.821
OCBI4	<---	OCBI	0.758	0.088	8.595	***	0.478
OCBI2	<---	OCBI	1				0.631
OCBI3	<---	OCBI	0.78	0.077	10.072	***	0.577
OCBO5	<---	OCBO	1.082	0.065	16.599	***	0.776
OCBO6	<---	OCBO	1.011	0.062	16.382	***	0.766
OCBO7	<---	OCBO	1.102	0.062	17.683	***	0.821
OCBO2	<---	OCBO	1				0.746
OCBO3	<---	OCBO	1.189	0.071	16.638	***	0.777

**Modification Indices (Group number 1 - Default model)****Covariances: (Group number 1 - Default model)**

		Par	
		M.I.	Change
e81	<-->	TR	21.422 0.082
e27	<-->	e28	25.974 0.219
e5	<-->	e73	23.602 0.147

**Variances: (Group number 1 - Default model)**

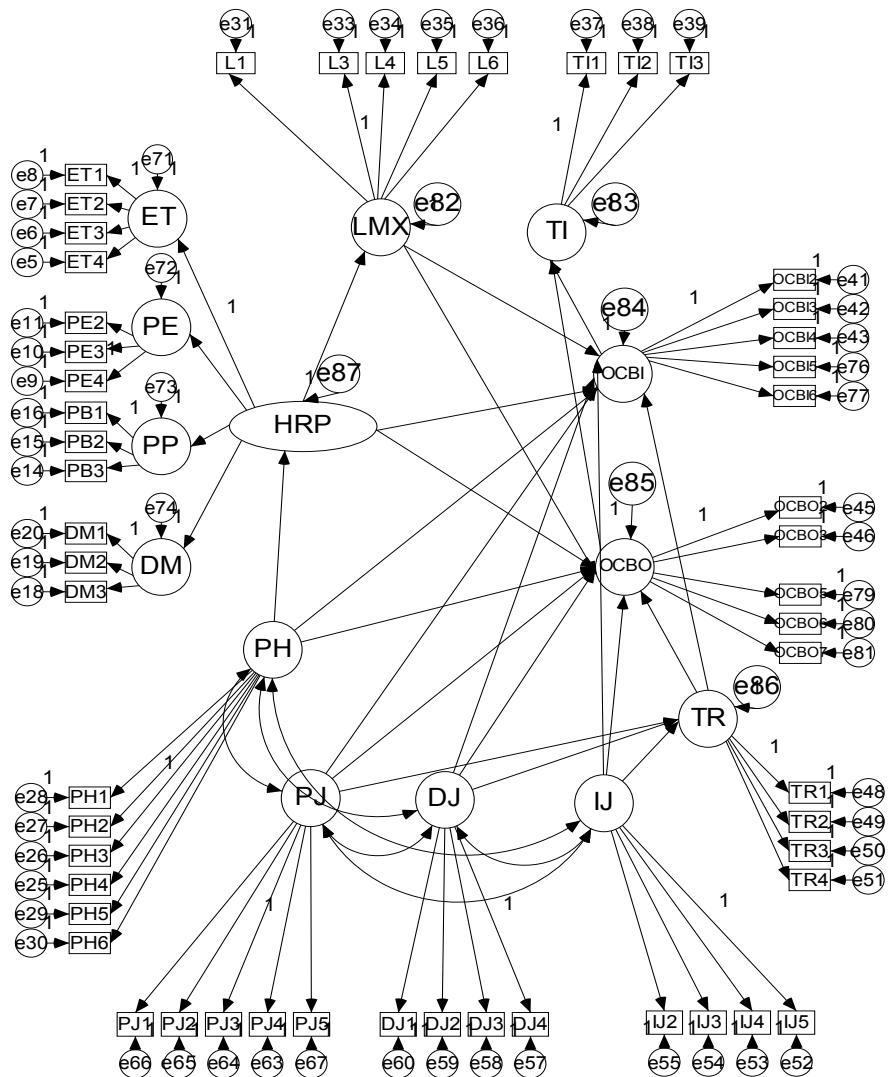
		Par	
		M.I.	Change

**Regression Weights: (Group number 1 - Default model)**

		Par	
		M.I.	Change
PE2	<---	DM1	20.619 0.162

## **APPENDIX N**

### **Structural Model: Baseline Model**



Chi-square = 2570.18  
Degrees of freedom = 1346  
Probability level = .000  
cmin/df = 1.909  
TFI = 0.880  
CFI = 0.887  
RMSEA = 0.045

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate
HRP	<---	PH	0.151	0.055	2.769	0.006	0.166
LMX	<---	HRP	0.293	0.079	3.72	***	0.242
TR	<---	PJ	0.589	0.054	10.952	***	0.604
TR	<---	DJ	0.406	0.076	5.358	***	0.303
TR	<---	IJ	0.084	0.034	2.495	0.013	0.124
OCBI	<---	PH	0.03	0.106	0.284	0.777	0.025
OCBO	<---	PH	0.291	0.062	4.692	***	0.255
OCBI	<---	HRP	0.057	0.077	0.742	0.458	0.044
OCBO	<---	HRP	0.005	0.042	0.113	0.91	0.004
OCBI	<---	LMX	0.19	0.065	2.918	0.004	0.175
OCBO	<---	LMX	0.104	0.035	3	0.003	0.101
OCBI	<---	PJ	0.234	0.083	2.832	0.005	0.274
OCBO	<---	PJ	0.113	0.045	2.52	0.012	0.138
OCBI	<---	DJ	0.08	0.102	0.782	0.434	0.068
OCBO	<---	DJ	0.025	0.056	0.448	0.654	0.022
OCBI	<---	IJ	0.013	0.038	0.331	0.741	0.021
OCBO	<---	IJ	0.041	0.021	1.942	0.052	0.072
OCBI	<---	TR	0.053	0.076	0.694	0.488	0.06
OCBO	<---	TR	0.548	0.053	10.281	***	0.654
TI	<---	OCBI	-0.023	0.097	-0.241	0.809	-0.014
TI	<---	OCBO	-0.393	0.099	-3.949	***	-0.229
ET	<---	HRP	1				0.651
PE	<---	HRP	0.723	0.109	6.663	***	0.527
PP	<---	HRP	0.995	0.136	7.309	***	0.895
DM	<---	HRP	1.288	0.149	8.645	***	0.95
ET2	<---	ET	1.061	0.072	14.737	***	0.876
ET1	<---	ET	1				0.745
ET4	<---	ET	0.573	0.06	9.61	***	0.493
ET3	<---	ET	0.582	0.06	9.665	***	0.496
PE4	<---	PE	1				0.678
PE3	<---	PE	1.183	0.104	11.369	***	0.806
PE2	<---	PE	0.835	0.078	10.747	***	0.641
PB1	<---	PP	1				0.515
PB3	<---	PP	1.192	0.141	8.471	***	0.606
PB2	<---	PP	1.331	0.144	9.248	***	0.755
DM1	<---	DM	1				0.682
DM3	<---	DM	0.798	0.079	10.136	***	0.595
DM2	<---	DM	0.943	0.091	10.32	***	0.608
PH4	<---	PH	1				0.601
PH1	<---	PH	1.201	0.113	10.647	***	0.626
PH3	<---	PH	1.192	0.105	11.361	***	0.685
PH2	<---	PH	1.337	0.11	12.198	***	0.762
PH5	<---	PH	1.309	0.11	11.949	***	0.738
PH6	<---	PH	1.247	0.107	11.7	***	0.715
PJ4	<---	PJ	1				0.806
PJ3	<---	PJ	0.866	0.052	16.726	***	0.762
PJ2	<---	PJ	0.812	0.068	11.952	***	0.571
PJ1	<---	PJ	0.856	0.06	14.15	***	0.661
PJ5	<---	PJ	0.928	0.056	16.429	***	0.751

			Estimate	S.E.	C.R.	P	Standardized estimate
DJ4	<---	DJ	1				0.648
DJ3	<---	DJ	1.242	0.087	14.248	***	0.866
DJ2	<---	DJ	1.228	0.098	12.527	***	0.711
DJ1	<---	DJ	1.157	0.09	12.92	***	0.74
IJ5	<---	IJ	1				0.7
IJ4	<---	IJ	1.226	0.076	16.199	***	0.874
IJ3	<---	IJ	1.144	0.072	15.847	***	0.842
IJ2	<---	IJ	1.011	0.076	13.258	***	0.687
L6	<---	LMX	1.038	0.096	10.788	***	0.687
L1	<---	LMX	0.65	0.083	7.854	***	0.453
L5	<---	LMX	0.988	0.092	10.768	***	0.685
L3	<---	LMX	1.01	0.095	10.634	***	0.671
L4	<---	LMX	1				0.638
TR1	<---	TR	1				0.771
TR4	<---	TR	1.024	0.059	17.449	***	0.797
TR2	<---	TR	0.997	0.055	18.069	***	0.821
TR3	<---	TR	0.945	0.054	17.361	***	0.794
TI1	<---	TI	1				0.795
TI2	<---	TI	1.127	0.064	17.509	***	0.862
TI3	<---	TI	1.01	0.06	16.904	***	0.797
OCBI4	<---	OCBI	0.76	0.092	8.289	***	0.468
OCBI2	<---	OCBI	1				0.619
OCBI3	<---	OCBI	0.783	0.081	9.702	***	0.566
OCBI5	<---	OCBI	1.197	0.1	11.955	***	0.763
OCBI6	<---	OCBI	1.217	0.099	12.261	***	0.813
OCBO2	<---	OCBO	1				0.725
OCBO3	<---	OCBO	1.189	0.077	15.531	***	0.758
OCBO5	<---	OCBO	1.081	0.07	15.486	***	0.755
OCBO6	<---	OCBO	1.01	0.066	15.284	***	0.746
OCBO7	<---	OCBO	1.104	0.067	16.523	***	0.805

**Modification Indices (Group number 1 - Default model)****Covariances: (Group number 1 - Default model)**

			Par	
			M.I.	Change
e82	<-->	PJ	66.22	0.284
e86	<-->	PJ	27.549	-0.163
e86	<-->	DJ	27.106	-0.112
e86	<-->	PH	110.35	0.214
e48	<-->	e50	20.111	-0.128
e27	<-->	e28	22.068	0.201
e5	<-->	e73	24.913	0.151

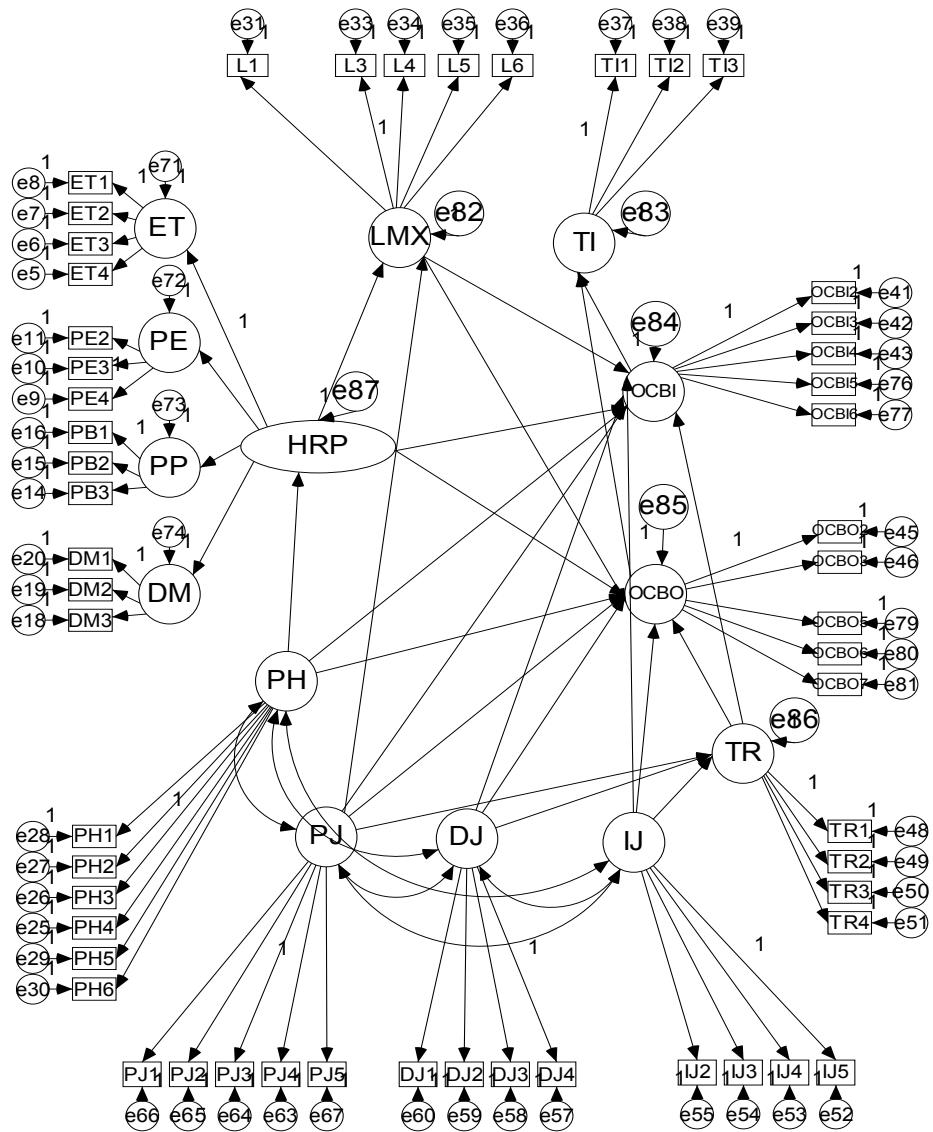
**Variances: (Group number 1 - Default model)**

			Par	
			M.I.	Change

**Regression Weights: (Group number 1 - Default model)**

			Par	
			M.I.	Change
LMX	<---	PJ	129.447	0.505
LMX	<---	DJ	46.261	0.415
LMX	<---	PH	81.258	0.561
LMX	<---	TR	84.295	0.411
TR	<---	PH	40.204	0.355
PH6	<---	TR1	29.706	0.192
PE2	<---	DM1	20.435	0.161

**APPENDIX O**  
**Structural Model: Nested Model**



Chi-square = 2409.12  
 Degrees of freedom = 1345  
 Probability level = .000  
 $cmin/df = 1.791$   
 TFI = 0.895  
 CFI = 0.902  
 RMSEA = 0.042

### Regression Weights and Standardized Regression Weights

			Estimate	S.E.	C.R.	P	Standardized estimate
HRP	<---	PH	0.126	0.054	2.307	0.021	0.136
LMX	<---	HRP	0.176	0.064	2.766	0.006	0.145
TR	<---	PJ	0.594	0.054	11.06	***	0.61
TR	<---	DJ	0.383	0.076	5.066	***	0.286
TR	<---	IJ	0.081	0.033	2.432	0.015	0.12
LMX	<---	PJ	0.537	0.052	10.244	***	0.67
OCBI	<---	PH	0.03	0.106	0.283	0.777	0.024
OCBO	<---	PH	0.291	0.062	4.708	***	0.246
OCBI	<---	HRP	0.067	0.075	0.89	0.374	0.05
OCBO	<---	HRP	0.014	0.041	0.332	0.74	0.011
OCBI	<---	LMX	0.171	0.096	1.773	0.076	0.156
OCBO	<---	LMX	0.076	0.052	1.476	0.14	0.073
OCBI	<---	PJ	0.219	0.104	2.112	0.035	0.25
OCBO	<---	PJ	0.113	0.057	1.998	0.046	0.134
OCBI	<---	DJ	0.079	0.101	0.782	0.434	0.065
OCBO	<---	DJ	0.028	0.055	0.504	0.614	0.024
OCBI	<---	IJ	0.012	0.038	0.329	0.742	0.02
OCBO	<---	IJ	0.041	0.021	1.959	0.05	0.07
OCBI	<---	TR	0.053	0.076	0.694	0.488	0.059
OCBO	<---	TR	0.547	0.053	10.365	***	0.631
TI	<---	OCBI	-0.024	0.097	-0.245	0.807	-0.015
TI	<---	OCBO	-0.393	0.098	-3.992	***	-0.237
ET	<---	HRP	1				0.659
PE	<---	HRP	0.718	0.107	6.705	***	0.53
PP	<---	HRP	1.001	0.136	7.366	***	0.907
DM	<---	HRP	1.265	0.145	8.709	***	0.936
ET2	<---	ET	1.061	0.072	14.765	***	0.875
ET1	<---	ET	1				0.745
ET4	<---	ET	0.575	0.06	9.637	***	0.495
ET3	<---	ET	0.583	0.06	9.672	***	0.496
PE4	<---	PE	1				0.677
PE3	<---	PE	1.185	0.104	11.373	***	0.807
PE2	<---	PE	0.836	0.078	10.749	***	0.641
PB1	<---	PP	1				0.517
PB3	<---	PP	1.181	0.139	8.495	***	0.603
PB2	<---	PP	1.329	0.143	9.321	***	0.757
DM1	<---	DM	1				0.687
DM3	<---	DM	0.786	0.078	10.057	***	0.59
DM2	<---	DM	0.931	0.091	10.264	***	0.605
PH4	<---	PH	1				0.601
PH1	<---	PH	1.204	0.113	10.663	***	0.627
PH3	<---	PH	1.192	0.105	11.359	***	0.685
PH2	<---	PH	1.339	0.11	12.211	***	0.763
PH5	<---	PH	1.31	0.11	11.958	***	0.738
PH6	<---	PH	1.244	0.106	11.678	***	0.713
PJ4	<---	PJ	1				0.808
PJ3	<---	PJ	0.859	0.051	16.88	***	0.758
PJ2	<---	PJ	0.803	0.067	11.939	***	0.565
PJ1	<---	PJ	0.858	0.06	14.405	***	0.665

			Estimate	S.E.	C.R.	P	Standardized estimate
PJ5	<---	PJ	0.92	0.056	16.546	***	0.746
DJ4	<---	DJ	1				0.648
DJ3	<---	DJ	1.244	0.087	14.241	***	0.867
DJ2	<---	DJ	1.23	0.098	12.528	***	0.711
DJ1	<---	DJ	1.159	0.09	12.919	***	0.74
IJ5	<---	IJ	1				0.7
IJ4	<---	IJ	1.226	0.076	16.201	***	0.874
IJ3	<---	IJ	1.144	0.072	15.848	***	0.842
IJ2	<---	IJ	1.01	0.076	13.257	***	0.687
L6	<---	LMX	1.028	0.089	11.515	***	0.695
L1	<---	LMX	0.672	0.079	8.516	***	0.478
L5	<---	LMX	0.957	0.085	11.308	***	0.677
L3	<---	LMX	0.939	0.087	10.8	***	0.637
L4	<---	LMX	1				0.652
TR1	<---	TR	1				0.771
TR4	<---	TR	1.023	0.059	17.452	***	0.796
TR2	<---	TR	0.996	0.055	18.098	***	0.822
TR3	<---	TR	0.944	0.054	17.381	***	0.793
TI1	<---	TI	1				0.796
TI2	<---	TI	1.127	0.064	17.569	***	0.862
TI3	<---	TI	1.01	0.06	16.954	***	0.797
OCBI4	<---	OCBI	0.76	0.089	8.569	***	0.477
OCBI2	<---	OCBI	1				0.629
OCBI3	<---	OCBI	0.783	0.078	10.035	***	0.577
OCBI5	<---	OCBI	1.197	0.097	12.389	***	0.771
OCBI6	<---	OCBI	1.217	0.096	12.729	***	0.82
OCBO2	<---	OCBO	1				0.737
OCBO3	<---	OCBO	1.189	0.074	16.153	***	0.769
OCBO5	<---	OCBO	1.081	0.067	16.103	***	0.767
OCBO6	<---	OCBO	1.01	0.064	15.895	***	0.757
OCBO7	<---	OCBO	1.104	0.064	17.189	***	0.815

**Modification Indices (Group number 1 - Default model)****Covariances: (Group number 1 - Default model)**

			Par	
			M.I.	Change
e86	<-->	PJ	27.368	-0.161
e86	<-->	DJ	25.091	-0.107
e86	<-->	PH	108.553	0.211
e48	<-->	e50	20.404	-0.129
e27	<-->	e28	21.527	0.198
e5	<-->	e73	23.945	0.148

**Variances: (Group number 1 - Default model)**

			Par	
			M.I.	Change

**Regression Weights: (Group number 1 - Default model)**

			Par	
			M.I.	Change
TR	<---	PH	39.605	0.352
PH6	<---	TR1	29.896	0.193
PE2	<---	DM1	20.407	0.161

**KEMENTERIAN PELANCONGAN Malaysia Association of Hotels**  
**(Ministry of Tourism Malaysia)**

**KRITERIA PENGELASAN HOTEL**  
**(Minimum Requirements For Star Rating of Hotels)**

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
1.	<b>QUALITATIVE AND AESTHETIC REQUIREMENTS</b>  (The function and aesthetic are based on all equipment i.e. furniture, soft furnishing, decoration and bathroom, sanitary ware and fitting.)  <u><b>NOTE:</b></u> * Safe refers to all the legal requirements for safety e.g. Certificate of Fitness.  <b>Function:</b> Use of space, seating capability, traffic flow, operational needs.  <b>Colour:</b> Reflection and use of light, colour scheme and combination.  <b>Aesthetic:</b> Style character emphasis (design feature).  <b>Ambience:</b> To create an aesthetically pleasing environment and condition which encourage a suitable atmosphere complementary to style of service.	<small>*</small> Safe, functional, standard quality and well maintained	<small>*</small> Safe, functional, good quality and well maintained	<small>*</small> Safe, functional, very good quality and well maintained and of good taste  <small>*</small> Local and appropriate decoration in common areas	<small>*</small> Safe, functional, excellent quality and taste and well maintained  <small>*</small> Local appropriate decoration in common areas  <small>*</small> Local decoration in bedrooms	<small>*</small> Safe, functional, highest quality and taste and well maintained  <small>*</small> Local appropriate decoration in common areas  <small>*</small> Local decoration in bedrooms
2.	<b>COMMON AREAS</b>  2.1 RECEPTION AREA (hall, lounge, lobby) main entrance, facilities for the disabled.	1. Reception is with sitting facilities for at least 2 persons. Facilities for the disabled.	Reception hall with sitting facilities for at least 5 persons. Facilities for the disabled.	1. Well-appointed Reception hall / lounge commensurate to the size of hotel.  2. Suitable main entrance with special provisions for the disabled.  3. Non-smoking area is made available.	1. Well-appointed & well-decorated spacious lobby/lounge commensurate to the size of hotel with sitting facilities.  2. Suitable main entrance with special provisions for the disabled.  3. Non-smoking area is made available.	1. Well-appointed & well-decorated spacious lobby/lounge with sitting reading and writing area commensurate to the size of hotel with sitting facilities.  2. Having suitable main entrance with special provisions for the disabled.  3. Non-smoking area is made available.

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

<b>NO.</b>	<b>CRITERIA</b>	<b>1 STAR</b>	<b>2 STAR</b>	<b>3 STAR</b>	<b>4 STAR</b>	<b>5 STAR</b>
	2.2 BAR	Not Provided	Not Provided	Wherever permissible by law, there should be a bar.	Wherever permissible by law, there should be a separate bar with an atmosphere of comfort.	Wherever permissible by law, there should be an elegant separate bar with an atmosphere of comfort and luxury.
	2.3 DINING ROOM / RESTAURANT / BREAKFAST ROOM	Not Provided	Not Provided	Clean, well-equipped and well-maintained dining room / restaurant, size in proportion to hotel capacity serving breakfast, lunch and dinner.	<ol style="list-style-type: none"> <li>1. Clean, well-equipped and well-maintained dining room / restaurant.</li> <li>2. Breakfast, lunch and dinner served with varied choice of beverages.</li> <li>3. High standard of decoration, furniture and service.</li> <li>4. Good quality of F&amp;B Linen:           <ul style="list-style-type: none"> <li>- napkin</li> <li>- table cloth</li> <li>- table skirting</li> <li>- green felt</li> </ul> </li> <li>5. F&amp;B items:           <ul style="list-style-type: none"> <li>- glass ware</li> <li>- cutlery / flatware</li> <li>- table seating</li> <li>- China ware</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Dining room / restaurant with capacity to serve all hotel guests as and when required.</li> <li>2. Specialty restaurant and private dining rooms available.</li> <li>3. Excellent standards with regards to cuisine (quality and variety) choice of wines and other beverages, décor, furniture and service.</li> <li>4. F&amp;B Linen           <ul style="list-style-type: none"> <li>- napkin</li> <li>- table cloth</li> <li>- table skirting</li> <li>- green felt</li> </ul> </li> <li>5. F&amp;B items:           <ul style="list-style-type: none"> <li>- glass ware</li> <li>- cutlery / flatware</li> <li>- table seating</li> <li>- China ware</li> </ul> </li> </ol>
	2.4 BANQUEY / CONFERENCE HALL	Not Provided	Not Provided	Meeting rooms' facility available for at least 20 persons. Prayer room available.	Banquet / conference hall with adequate conference facilities and service. Prayer room available.	Banquet / conference hall with complete conference facilities of international standards. Prayer room available.
	2.5 RESTAURANT	All Categories: Restaurant serving halal and non-halal food – separate kitchens, storage facilities, washing facilities, utensils and equipments.				

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

<b>NO.</b>	<b>CRITERIA</b>	<b>1 STAR</b>	<b>2 STAR</b>	<b>3 STAR</b>	<b>4 STAR</b>	<b>5 STAR</b>
	<b>2.6 OUTDOOR AREA /INDOOR AREA</b>	Not Provided	Not Provided	At least a well appointed relaxation area for hotel guests,	A common outdoor area or a spacious common terrace to create an atmosphere of comfort.	A common outdoor area such as garen, a roof garden or a spacious common terrace to create an atmosphere of comfort.
	<b>2.7 ENTERTAINMENT / RECREATION / SPORTS</b>	TV in common area.	At least a Radio and TV in common area.	Music and TV made available and a corner for indoors games facilities.	<ol style="list-style-type: none"> <li>1. Swimming pool for adult and children.</li> <li>2. Swimming pool is attended by qualified lifeguard (for pool more than 5 ft) and pool attendant for shallow pool.</li> <li>3. Recreation – health club gymnasium / sauna and sports facilities (outdoor and indoor).</li> </ol>	<ol style="list-style-type: none"> <li>1. Swimming pool for adult and children.</li> <li>2. Swimming pool is attended by qualified lifeguard (for pool more than 5 ft) and pool attendant for shallow pool.</li> <li>3. Recreation – health club gymnasium / sauna and sports facilities (outdoor and indoor).</li> </ol>
	<b>2.8 SANITARY INSTALLATION FOR COMMON AREAS</b>	Public toilets (separate for ladies & gentleman) or guests ear common areas. It should be clean and in proper running order, have washing facilities with running water and always have sufficient supply of toilet paper, clean towels / hot air drier and soap. Public toilets should be labeled.	Public toilets (separate for ladies & gentleman) or guests ear common areas. It should be clean and in proper running order, have washing facilities with running water and always have sufficient supply of toilet paper, clean towels / hot air drier and soap. Public toilets should be labeled.	Public toilets (separate for ladies & gentleman) or guests ear common areas. It should be clean and in proper running order, have washing facilities with running water and always have sufficient supply of toilet paper, clean towels / hot air drier and soap. Public toilets should be labeled.	<ol style="list-style-type: none"> <li>1. Public toilets (separate for ladies &amp; gentleman) for guests near common areas.</li> <li>2. Should be clean and in good running order, have washing facilities with running water.</li> <li>3. Sufficient supply of toilet paper, clean towels and hot air drier.</li> <li>4. Soap dispenser.</li> <li>5. Sanitary towel disposal facility.</li> <li>6. Toilets to be labeled.</li> </ol>	<ol style="list-style-type: none"> <li>1. Public lavatories (separate for ladies &amp; gentleman) for guests near common areas.</li> <li>2. Should be clean and in good running order, have washing facilities with running water.</li> <li>3. Sufficient supply of toilet paper, clean towels and automatic hot air drier.</li> <li>4. Soap dispenser.</li> <li>5. Sanitary towel disposal facility.</li> <li>6. Toilets to be labeled.</li> </ol>

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
	2.9 PUBLIC TOILETS FOR THE DISABLED	All Categories: Public toilets for handicapped persons should be provided.				
	2.10 DUSTBINS	All Categories: 1. No dry or liquid refuse or filth of any sort shall be permitted to be deposited in any part of the hotel except in approved pattern dustbins provided for that purposes. 2. Adequate number of bins with lids to be provided. 3. All bins to be lined with plastic bags before dumping refuse into them. 4. All bins to be placed at suitable area so as to prevent contamination to foodstuff. 5. Bins used for food waste to be covered and placed at suitable location.				
	2.11 THERMAL CONDITIOND FOR COMMON AREAS	Fan / heater for the ventilation in public rooms.	Fan / heater for the ventilation in public rooms.	Air conditioning / heater guaranteeing thermal comfort in public rooms depending on locations and situation.	Central air condition / heater guaranteeing thermal comfort depending on location and situation.	Central air condition / heater guaranteeing thermal comfort depending on location and situation.
	2.12 PUBLIC TELEPHONE	At least one telephone booth for guests uses in common areas.	At least one telephone booth for guests uses located at the reception area and / or nearby.	At least two telephone booths for guests uses located at reception area and / or nearby.	Sufficient telephone booths for guests use located at reception area and / or nearby.	Sufficient telephone booths for guests use at the lobby or nearby.
	2.13 LIFTS	Lifts are to be provided for rooms situated five floors or 60 ft and above.	Lifts are to be provided for rooms situated five floors or 60 ft and above.	1. Lifts are provided where there are more than five floors or 60 ft, including ground and basements if public facilities are located in the latter. 2. Lift capacity in proportion to the room capacity.	1. Lifts are provided where there are more than five floors or 60 ft, including ground and basements if public facilities are located in the latter. 2. Lift capacity in proportion to the room capacity. 3. Separate service lift.	1. Lifts are provided where there are more than five floors or 60 ft, including ground and basements if public facilities are located in the latter. 2. Lift capacity in proportion to the room capacity. 3. Separate lift for staff, service and luggage.

## MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR																																				
	2.14 CORRIDORS			Corridors or other space outside guests room should be covered with noise absorbing material and material used should be of "fire-proof" / have a fire retardant treatment.	Corridors or other space outside guests room should be covered with noise absorbing material and material used should be of "fire-proof" / have a fire retardant treatment.	All corridors or other space outside guests room should be covered with carpets or other noise absorbing material and material used should be of "fire-proof" / have a fire retardant treatment.																																				
	2.15 CORRIDORS PRECAUTIONS	All Categories:		<ol style="list-style-type: none"> <li>1. Corridors leading to guest rooms should be illuminated 24 hours and should be wide enough for emergency situations. Materials used should be of "fire-proof" / have a fire retardant treatment.</li> <li>2. Fire safety requirements to be adhered to.</li> <li>3. Equipped with communication system / overriding paging system.</li> </ol>																																						
3.	<b>BEDROOM REQUIREMENTS</b> 3.1 MINIMUM SIZE OF BEDROOM Minimum standard requirements: <table style="width: 100%; border-collapse: collapse;"> <tr> <th></th> <th><u>Single</u></th> <th><u>Double</u></th> <th></th> <th><u>Single</u></th> <th><u>Double</u></th> <th></th> <th><u>Single</u></th> <th><u>Double</u></th> <th></th> <th><u>Single</u></th> <th><u>Double</u></th> </tr> <tr> <td>• Size: 8 sq m</td> <td>8 sq m</td> <td>10 sq m</td> <td>• Height: 2.5 m</td> <td>8 sq m</td> <td>10 sq m</td> <td>•</td> <td>10 sq m</td> <td>12 sq m</td> <td>•</td> <td>12 sq m</td> <td>14 sq m</td> </tr> <tr> <td></td> <td>2.5 m</td> <td>2.5 m</td> </tr> </table> <i>(excluding bathroom and balcony)</i>		<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>	• Size: 8 sq m	8 sq m	10 sq m	• Height: 2.5 m	8 sq m	10 sq m	•	10 sq m	12 sq m	•	12 sq m	14 sq m		2.5 m	2.5 m														
	<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>		<u>Single</u>	<u>Double</u>																															
• Size: 8 sq m	8 sq m	10 sq m	• Height: 2.5 m	8 sq m	10 sq m	•	10 sq m	12 sq m	•	12 sq m	14 sq m																															
	2.5 m	2.5 m		2.5 m	2.5 m		2.5 m	2.5 m		2.5 m	2.5 m																															

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
	3.2 BEDROOM FURNITURE AND FITTINGS	1. Beds with clean linen, blankets, clean pillows and mattresses. 2. Curtains. 3. Night table. 4. Writing table. 5. Cupboard / wardrobe with hangers and shelves (or drawers). 6. Mirror. 7. Ashtray. 8. Waste basket.	1. Beds with clean linen, blankets, clean pillows and mattresses. 2. Curtains. 3. Night table. 4. Writing table. 5. Cupboard / wardrobe with hangers and shelves (or drawers). 6. Mirror. 7. Ashtray. 8. Waste basket. 9. Luggage rack. 10. One guest chair.	1. Beds with clean linen, blankets, bedspread, clean pillows and mattresses. 2. Curtains. 3. Night table. 4. Table. 5. One chair and one armchair per room. 6. Cupboard / wardrobe with hangers and shelves. 7. Writing / dressing table with mirror. 8. Ashtray. 9. Waste basket. 10. Luggage rack. 11. Fridge. 12. All bedrooms furnishings to be in good quality and taste and well maintained.	1. Beds with clean linen, blankets, bedspread, clean pillows and mattresses. 2. Curtains. 3. One night table. 4. One table. 5. One chair and one armchair per room. 6. Cupboard / wardrobe with hangers and shelves. 7. Writing / dressing table with mirror. 8. Ashtray (not provided for non-smoking room). 9. Waste basket. 10. Luggage rack. 11. Fridge. 12. Extra bed upon request. 13. Hair dryer upon request. 14. All bedrooms furnishings to be in excellent quality and taste and perfectly maintained. 15. Local sarong batek for men and ladies to be provided.	1. Beds with clean linen, blankets, bedspread, clean pillows and mattresses. 2. Curtains. 3. One night table. 4. One table. 5. One chair and one armchair per room. 6. Cupboard / wardrobe with hangers and shelves. 7. Writing / dressing table with mirror. 8. Ashtray (not provided for non-smoking room). 9. Waste basket. 10. Luggage rack. 11. Fridge. 12. Extra bed and baby cot upon request. 13. Hair dryer available. 14. All bedrooms furnishings to be in excellent quality and taste and perfectly maintained. 15. Local sarong batek for men and ladies to be provided.

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
	3.3 ELECTRICAL EQUIPMENT	At least one electric socket with indication of voltage in each room.	<ol style="list-style-type: none"> <li>1. Electric socket with indication of voltage in each room.</li> <li>2. Independent light for ceiling (in room without private bathroom) &amp; bedside reading lights for each guest.</li> </ol>	<ol style="list-style-type: none"> <li>1. Electric socket with indication of voltage in each room.</li> <li>2. Independent light for ceiling &amp; bedside reading lights for each guest.</li> <li>3. Reading lamp beside one armchair and beside table.</li> </ol>	<ol style="list-style-type: none"> <li>1. Electric socket with indication of voltage in each room.</li> <li>2. Independent light for ceiling &amp; bedside reading lights for each guest.</li> <li>3. Reading lamp beside one armchair and beside table.</li> </ol>	<ol style="list-style-type: none"> <li>1. Electric socket with indication of voltage in each room.</li> <li>2. Independent light for ceiling &amp; bedside reading lights for each guest.</li> <li>3. Good lighting beside an armchair and besides writing table / dressing table.</li> </ol>
	3.4 BEDROOM WINDOWS	All Categories: To adhere to building code set by the appropriate authority.				
	3.5 BEDROOM DOORS	All Categories: Should have <ul style="list-style-type: none"> <li>(i) Lockable doors with keys and latch / double locked from inside as additional security</li> <li>(ii) Each room must be numbered or otherwise marked for easy identification</li> <li>(iii) Must indicate the position of the room in relation to the hotel</li> <li>(iv) Materials used should be "fire resistant" (minimum ½ hr)</li> </ul>				
	3.6 THERMAL CONDITIONS IN BEDROOM; VENTILATION	Fan / heater for ventilation in all rooms.	Fan / heater for ventilation in all rooms.	Air condition / heater system in all bedrooms guaranteeing thermal comfort, depending on location & situation.	Air conditioning guaranteeing thermal comfort in all bedrooms & designed so that the guests can regulate the room temperature in each room.	Air conditioning guaranteeing thermal comfort in all bedrooms & designed so that the guests can regulate the room temperature in each room.
	3.7 VENTILATION IN ROOMS	All categories: Each room shall be capable of being naturally ventilated by means which can be controlled by the room occupants.				
	3.8 BEDROOM COMMUNICATION SYSTEM	Communication system to be provided in every room.	Communication system to be provided in every room.	Communication system to be provided in every room.	A telephone with IDD facilities is made available in all rooms.	A telephone with IDD facilities is made available in all rooms.

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<b>NO.</b>	<b>CRITERIA</b>	<b>1 STAR</b>	<b>2 STAR</b>	<b>3 STAR</b>	<b>4 STAR</b>	<b>5 STAR</b>	
	3.9 AUDIO – VISUAL INSTALLATIONS IN BEDROOMS.	Not Provided.	Not Provided.	Radio, TV and central music system in each bedroom that can be controlled by guests.	Radio, TV and central music system in each bedroom that can be controlled by guests. An in-house video programme is made available.	Radio, TV and central music system in each bedroom that can be controlled by guests. An in-house video programme is made available.	
	3.10 DRINKING WATER IN BEDROOMS	All Categories: Drinking water and glasses provided in each bedroom.					
	3.11 INFORMATION MATERIAL IN BEDROOM	All Categories:	1. Room tariffs, and other services provided by hotel shall be prominently displayed in each room. 2. Information on fire exit guidelines, house rules for guests, meal hours and charges are to be displayed where applicable.				
	3.12 STATIONERY IN BEDROOM	Not Provided	Not Provided	Writing materials to be provided.	Writing materials to be provided.	Writing materials to be provided.	
	3.13 SOUND – PROOFING BEDROOMS	All Categories: To adhere to the local authority standard.					
	3.14 SUITE / APARTMENTS	Not Provided	Not Provided	Not Provided	Adequate number of rooms that can be connected and thus converted into apartments or suite (with bedroom, sitting room, private dining room, etc.).	Adequate number of rooms that can be connected and thus converted into apartments or suite (with bedroom, sitting room, private dining room, etc.).	

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<b>NO.</b>	<b>CRITERIA</b>	<b>1 STAR</b>	<b>2 STAR</b>	<b>3 STAR</b>	<b>4 STAR</b>	<b>5 STAR</b>
	3.15 SANITARY INSTALLATION FOR BEDROOMS	<ol style="list-style-type: none"> <li>1. All rooms to have running water (24 hrs) with washbasin.</li> <li>2. At least one common bathroom and toilet for every six rooms without private bathroom / toilet.</li> <li>3. Two toilets (ladies &amp; gentlemen) to be provided on every floor.</li> <li>4. The bathroom / toilet for ladies &amp; gentlemen clearly labeled.</li> </ol>	<ol style="list-style-type: none"> <li>1. All rooms to have running water (24 hrs) with washbasin.</li> <li>2. At least one common bathroom and toilet for every six rooms without private bathroom / toilet.</li> <li>3. Two toilets (ladies &amp; gentlemen) to be provided on every floor.</li> <li>4. The bathroom / toilet for ladies &amp; gentlemen clearly labeled.</li> </ol>	<ol style="list-style-type: none"> <li>1. All rooms with complete private bathrooms (washbasin, shower bath and toilet).</li> <li>2. Bathtub with showerhead and running hot and cold water. Rooms should have a dry and wet bathroom area.</li> </ol>	<ol style="list-style-type: none"> <li>1. All rooms with complete private bathrooms (washbasin, shower bath and toilet).</li> <li>2. Bathtub with showerhead with running hot and cold water. All rooms must have a dry and wet bathroom area.</li> <li>3. Bathroom fittings to be of good quality.</li> </ol>	<ol style="list-style-type: none"> <li>1. All rooms with complete private bathrooms (washbasin, shower bath and toilet).</li> <li>2. Bathtub with showerhead with running hot and cold water. All rooms must have a dry and wet bathroom area.</li> <li>3. Bathroom fittings to be of good quality.</li> </ol>
	3.16 WATER HOSE	All Categories: Water hose / bidet or other alternatives to be provided for ablutions.				
	3.17 BEDLINEN, TOWELS	<ol style="list-style-type: none"> <li>1. Bed linen and towels should be changed for each new guest.</li> <li>2. To be changed on daily basis when occupied.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bed linen and towels should be changed for each new guest.</li> <li>2. To be changed on daily basis when occupied.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bed linen and towels should be changed for each new guest.</li> <li>2. To be changed on daily basis when occupied.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bed linen and towels should be changed for each new guest.</li> <li>2. To be changed on daily basis when occupied.</li> </ol>	<ol style="list-style-type: none"> <li>1. Bed linen and towels should be changed for each new guest.</li> <li>2. To be changed on daily basis when occupied.</li> </ol>
	3.18 ROOM FOR THE DISABLED	All Categories: At least one room with facilities for the handicapped (e.g. lower bed, shelf, table ramps, etc.) to be provided.				

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
4.	<b>SERVICES</b>  4.1 FOOD AND BEVERAGE SERVICE	<ul style="list-style-type: none"> <li>1. Where there is no restaurant available a breakfast room is provided.</li> <li>2. No room service is provided.</li> </ul>	<ul style="list-style-type: none"> <li>1. Breakfast is served in dining room / restaurant which is reasonably maintained.</li> <li>2. No room service is provided.</li> </ul>	<ul style="list-style-type: none"> <li>1. Breakfast served in rooms &amp; in dining room / restaurant.</li> <li>2. Food &amp; beverages services provided.</li> <li>3. Room service is provided.</li> </ul>	<ul style="list-style-type: none"> <li>1. Breakfast served in rooms &amp; in dining room / restaurant.</li> <li>2. Food &amp; beverages services provided.</li> <li>3. Room service is provided.</li> <li>4. Restaurants / coffee house offering food of local &amp; international fare are available.</li> </ul>	<ul style="list-style-type: none"> <li>1. Breakfast served in rooms &amp; in dining room / restaurant.</li> <li>2. Food &amp; beverages services provided.</li> <li>3. Room service is provided.</li> <li>4. Restaurants / coffee house offering food of local &amp; international fare are available.</li> <li>5. Specialty restaurants – Malaysian available.</li> <li>6. Quality crockery, cutlery and glassware are used.</li> </ul>
	4.2 FRONT DESK SERVICE	Front desk service available.	Front desk service available.	<ul style="list-style-type: none"> <li>1. Reception area with 24 hrs front desk services.</li> <li>2. Paging, valet &amp; luggage service available.</li> <li>3. Messages delivered to hotel guests.</li> <li>4. Transportation arrangements (taxis / car rental services) available.</li> </ul>	<ul style="list-style-type: none"> <li>1. Reception area with 24 hrs front desk services.</li> <li>2. Paging, valet &amp; luggage service available.</li> <li>3. Messages delivered to hotel guests.</li> <li>4. Transportation arrangements (taxis / car rental services) available.</li> <li>5. Front office staff to be at least bilingual.</li> </ul>	<ul style="list-style-type: none"> <li>1. Reception area with 24 hrs front desk services.</li> <li>2. Paging, valet &amp; luggage service available.</li> <li>3. Messages delivered to hotel guests.</li> <li>4. Transportation arrangements (taxis / car rental services) available.</li> <li>5. Front office staff to be at least bilingual.</li> <li>6. Limousine service is made available.</li> <li>7. Hotel's international procedures might specify that the bellboy accompany the guests to their rooms.</li> </ul>

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	4.2.1 Safety Deposit Box	Not Provided	Provided at reception counter.	Provided at reception counter. Guests have private access to boxes.	1. Provided at reception counter. 2. Boxes located in special room. 3. Guests have private access to boxes.	Individual safety deposit system in room or reception counter.
	4.2.2 Left Luggage Facilities	Not Provided	Not Provided	Left luggage facilities provided.	Left luggage facilities provided.	Left luggage facilities in proper room with luggage porter service provided.
	4.2.3 Foreign Exchange	Not Provided	Not Provided	Money exchange service provided.	Money exchange service provided. Exchange of at least 5 major foreign currencies.	Money exchange service provided. Exchange of all major foreign currencies.
	4.2.4 Business Centre	Not Provided	Not Provided	Secretarial services provided in a common office.	Secretarial services provided in a common office.	Secretarial services provided in a common office.
	4.2.5 Credit Card Facilities	Not Provided	Not Provided	Credit Card facilities available – acceptance of at least 5 major International Credit / Charge Cards.	Credit Card facilities available:  1. Acceptance of major International Credit / Charge Cards. 2. Guaranteed Reservation. 3. Express Check-Out and express Check-In for VIP guest.	Credit Card facilities available:  1. Acceptance of major International Credit / Charge Cards. 2. Guaranteed Reservation. 3. Express Check-Out and express Check-In for VIP guest.
	4.2.6 Tourism Service	A rack for brochures provided	A rack for brochures provided and provides contact with tour operators.	Information service concerning transport, hotels, excursions & entertainment available.	Information service concerning transport, hotels, excursions & entertainment plus tourism service (travel tours, hotel booking, etc.) provided and has concierge service.	Information service concerning transport, hotels, excursions & entertainment plus tourism service (travel tours, hotel booking, etc.) provided and has concierge service.

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	4.3 SHOPPING ARCADE	Not Provided	Not Provided	Sale of newspapers, magazines, books, postcards available.	Sale of newspapers, magazines, books, postcards, tobacco & photographic films available at souvenir shop & drugstore in the hotel.	1. Sale of newspapers, magazines, books, postcards, tobacco & photographic films available at souvenir shop & drugstore in the hotel.  2. A hairdressing & beauty salon is available in hotel.
	4.4 LUNDRY & VALET SERVICE	Not Provided	Laundry service provided.	Laundry service provided.	1. Laundry same day service provided.  2. Valet service available.	1. Laundry same day service provided.  2. Valet service available.
	4.5 MEDICAL SERVICE	All Categories: Medical practitioner available on call.				
	4.6 FIRST-AID FACILITIES	All Categories: Provision of first aid box containing medicine, ointment, bandages, etc.				
5.	<b>SAFETY STANDARD AND HYGIENE</b>	1. Fire-fighting facilities and guidelines must be established & clearly indicated: <ul style="list-style-type: none"> <li>✓ "Mimic Diagram" of the escape route to be displayed at the lobby and the rooms.</li> <li>✓ Exit sign lighting at stairways and other areas.</li> <li>✓ Emergency lighting at corridors, lobby and stairways.</li> <li>✓ Control room at main entrance.</li> <li>✓ Liquid Petroleum Gas (LPG) piping and fitting.</li> </ul> 2. Adequate fire-fighting equipment (any of these) <ul style="list-style-type: none"> <li>✓ Sprinkler / detector.</li> <li>✓ Wet riser / dry riser with hose and nozzle.</li> <li>✓ Hose reel with nozzle.</li> <li>✓ Break glass.</li> <li>✓ Kitchen hood protection – Carbon dioxide system / Wet chemical, etc.</li> </ul> 3. In accordance with local fire-fighting and fire prevention laws – Uniform Building By Laws 1984.  4. All electric facilities must be installed and maintained according to local electrical safety laws.  5. Adequate security must be provided on a 24 hours basis.				

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	5.2 EMERGENCY POWER SUPPLY	Rooms have candles and / or battery lamps in the event of power failure.	Rooms have candles and / or battery lamps in the event of power failure.	Standby generator available to provide basic light and power in emergency cases.	Standby generator sufficient to generate power to operate corridor and public room lights and emergency lift.	Standby generator sufficient to generate power to operate corridor and public room lights and emergency lift.			
	5.3 KITCHEN	All Categories:	<ol style="list-style-type: none"> <li>1. Food prepared within hotel must comply with hygienic requirements of the Health Authorities.</li> <li>2. Kitchen pantry and cold storage to be in accordance with the requirements of the Health Authorities.</li> <li>3. Separate cooking, washing, storage area and utensils for halal and non-halal food.</li> </ol>						
	5.4 FOOD STORAGE  5.4.1 Refrigeration	If food is supplied, adequate refrigeration should be provided.	Freezer and / or cold storage for food.	Refrigerator, freezer and / or cold storage for food.	Refrigerator, freezer and / or cold storage for food.	Refrigerator, freezer and / or cold storage for food.			
	5.4.2 Separate Compartments	All Categories:	Where food stuff is stored, correct temperature should be maintained and there should be separate compartments for the storage of raw and cooked food.						
	5.5 FOOD PROTECTION		<ol style="list-style-type: none"> <li>1. Proper rat-proof storeroom.</li> <li>2. Rack for foodstuff to be placed above the floor level.</li> <li>3. Cooked foodstuff should be covered from dust and vermin at all times.</li> <li>4. The premise should be free from insects and vermin at all times.</li> </ol>						
	5.6 REFUSE	All Categories:	All refuse and garbage must be disposed off daily from the premises. The refuse area and containers shall be kept in a sanitary condition.						
	5.7 INSECT AND VERMIN PROTECTION	All Categories:	All Good and effective protection against insect and vermin in all areas of hotel.						

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NO.	CRITERIA	1 STAR	2 STAR	3 STAR	4 STAR	5 STAR
6.	<b>STAFF</b> 6.1 NUMBER OF STAFF					
	6.2 QUALIFICATION OF STAFF 6.2.1 General Qualification			All Categories: Hotel employees who work for the business service and technical departments should be professionally qualified, as required by hotel and / or government policy and regulation.		
	6.2.2 Language	Bilingual receptionist.	Bilingual receptionist.	Main staff (management, reception staff, head waiters and house-keepers) should be bilingual in a language that corresponds to the predominant foreign clientele.	Main staff (management, reception staff, head waiters and house-keepers) should be bilingual in a language that corresponds to the predominant foreign clientele.	Main staff (management, reception staff, head waiters and house-keepers) should be bilingual in a language that corresponds to the predominant foreign clientele.
	6.2.3 Mode of Greeting			All Categories: Staff should greet guests the Malaysian way, i.e. by positioning the right palm over one's heart and bowing slightly.		
	6.3 STAFF UNIFORM	Not Provided	Not Provided	Frontline staff in hotels should wear clean, comfortable and practical uniforms that reflect designs of the local culture and tradition.  Frontline staff in non-resort should wear clean and comfortable uniforms that reflect designs of the local culture and tradition and the requirements of the hotel in line with international standards.		
	6.4 MEDICAL EXAMINATION OF STAFF			All Categories: Staff to be medically examined periodically as required by the health authority.		
	<b>6.5 STAFF FACILITIES</b> 6.5.1 Sanitary Installations			All Categories: Separate, adequate and hygienic sanitary installation for staff (toilet, wash-basin, shower, bathroom, etc.).		
	6.5.2 Rest Area & Changing Rooms	Not Provided	Separate rest room and changing room for staff.	Separate rest room and changing room for staff.	Separate rest room and changing room for staff.	Separate rest room and changing room for staff.

**MINIMUM REQUIREMENTS FOR STAR RATING OF HOTELS**

<b>NO.</b>	<b>CRITERIA</b>	<b>1 STAR</b>	<b>2 STAR</b>	<b>3 STAR</b>	<b>4 STAR</b>	<b>5 STAR</b>
	6.5.3 Staff Canteen	Not Provided	Not Provided	Not Provided	Staff canteen is provided.	Staff canteen is provided.
	6.6 SURAU <i>(prayer room and the indication of Kiblat)</i>	All Categories:	Every hotel is expected to provide a facility to pray / common prayer room (separate for ladies and gentlemen) and in each room the direction of "Kiblat" should be clearly indicated.			
	6.7 STAFF TRAINING	All Categories:	All staff must be sent for continuous training with certification.			