# BEHAVIORAL ASPECTS OF ORGANIZATIONAL TEAM PERFORMANCE AND COMMITMENT

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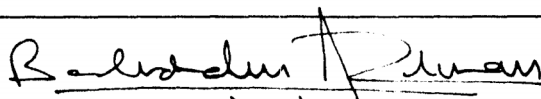
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# ABSTRAK

Tujuan kajian ini adalah untuk mengkaji pengaruh budaya, prestasi pasukan dan kepuasan kerja dan bagaimana ia memberi kesan terhadap tahap komitmen dalam sesebuah organisasi. Turut dikaji juga adalah pengaruh komitment sesebuah organisasi terhadap faktor-faktor demografik seperti umur, kewarganegaraan, jantina, status perkahwinan, kelayakan akademik, tempoh perkhidmatan dan juga gaji.

Soal selidik mengandungi lima bahagian-faktor demografik, budaya, kepuasan kerja, prestasi pasukan adan komitmen organisasi, digunakan untuk mengumpul data. Di dalam bahagian demografik, data dikumpul melibatkan item-item seperti umur, kewarganegaraan, jantina, status perkahwinan, kelayakan akademik, tempoh perkhidmatan dan gaji. Pengumpulan data bahagian budaya menggunakan instrument Hofstede. Dua lagi bahagian iaitu kepuasan kerja dan prestasi pasukan menggunakan instrument yang diadaptasi daripada pengarang lain. Dalam bahagian komitmen organisasi, instrument yang digunakan adalah berdasarkan tiga faktor yang dikenalpasti oleh Allen dan Meyer iaitu afektif, kontinuasi dan normative.

Data-data dianalisa menggunakan program SPSS 11.5. Lima hipotesis utama diuji menggunakan ujian T, ANOVA sehala dan analisis regresi. Hasil dapatan kajian menunjukkan bahawa budaya dan kepuasan kerja mempunyai perbezaan yang signifikan terhadap komitmen dalam organisasi.

# ABSTRACT

The purpose of this study was to investigate the culture, team performance and job satisfaction and how it affects the level of organizational commitment. Also examined was the influence of relationship of organizational commitment to demographic variables such as age, nationality, gender, marital status, education qualification, position, length of service and salary.

Questionnaires contain of five sections-demographic factor; culture; job satisfaction; team performance and organizational commitment were used to collect data. In the demographic section, data solicited include age, nationality, gender, marital status, education qualification, position, length of service and salary. In the culture section, data collection was based on Hofstede instruments: individualism/collectivism; uncertainty avoidance; masculinity and power distance. The questionnaires on the other two constructs: job satisfaction and team performance were adapted from original authors. In organizational commitment section, the instrument used was based on three themes identified by Allen and Meyer; affective organizational, continuance organizational and normative organizational.

The data were analyzed using SPSS 11.5. Five main hypotheses were tested using T-test, one-way ANOVA and regression analysis. From the result it was found that culture and job satisfaction has significant difference to organizational commitment.

# ACKNOWLEDGEMENT

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# CHAPTER ONE

## INTRODUCTION AND PROBLEM STATEMENT

This chapter provides an introduction, background and statement of the problem, the purpose of the study, the research objectives and questions, the significance of the study as well as the limitations, followed by the definitions of selected variables as they pertain to the research study conducted.

**Introduction**

Organizations around the world are having extraordinary change as a result of shifts in workforce demographics, technological innovations and global competition. According to Johns and Saks (2001), the action of layoff, downsizing, outsourcing, restructuring and reengineering are some of the sources that cause employee to loose commitment to their organizations.

Jernigan, Beggs and Kohut (2002) state that some researchers question the value of organizational commitment as a theoretical construct arising from the emergence of new concepts such as corporate use of outsourcing, downsizing and rightsizing strategies to adapt to more competitive environments. The value of these strategies for managers and investors is translated into decreased operating costs and/or increased productivity. Jernigan et al. (2002) note as cited in Baruch, 1998 that the organizational costs of such actions can include a decline in employee organizational

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