

**ORGANIZATIONAL COMMITMENT AMONG PUBLIC  
SECTOR EMPLOYEES: A CASE STUDY IN UNIVERSITI  
UTARA MALAYSIA**

A thesis submitted to the College of Business in partial fulfillment of the  
requirements for the degree Master of Human Resource Management  
Universiti Utara Malaysia

By  
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I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for and other degree or qualification

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## ABSTRAK

Kajian tentang penglibatan organisasi mendapat kurang perhatian dalam proses perubahan dinamik dalam penglibatan organisasi dari kontek kepentingan pekerja di sesebuah organisasi yang mana tersebar luas pada masa kini. Ianya juga ada kesan ketara dalam hubungan pekerja-organisasi. Tujuan kajian ini dijalankan adalah untuk membina kefahaman tentang penglibatan organisasi dan memeriksa samada terdapat hubungan antara kepuasan kerja, corak kepimpinan dan pelaksanaan kerja dengan penglibatan organisasi. Data dari kajian ini dikumpul dari 234 staf pentadbir di Universiti Utara Malaysia dan dipilih dari salah sebuah Pusat Pengajian Tinggi di Kedah.

Hasil dari kajian ini menunjukkan bahawa terdapat signifikasi hubungan di antara kepuasan kerja, corak kepimpinan dan pelaksanaan kerja amat penting dalam mencapai matlamat organisasi secara keseluruhan. Dengan itu, pihak Pengurusan Sumber Manusia patut mengambil tindakan pro aktif bagi meningkatkan suasana kerja yang baik dan memastikan penglibatan organisasi di kalangan pekerja.

## **ABSTRACT**

The study of organizational commitment has paid little attention to the dynamic process of change in organizational commitment within the context of important of people in the organizational which are prevalent today and have a critical effect on the employee-organization relationship. The purpose of the present study is to develop understanding of organizational commitment and to examine whether there is a relationship between job satisfaction, leadership style, job performance with organizational commitment. The data for this study were collected from 234 administrative staff of University Utara Malaysia, and selected randomly from one of the Higher Learning Institution in Kedah.

The findings from this study were indicated that there were significant relationship between job satisfaction, leadership style and job performance with organizational commitment. This is confirming that job satisfaction, leadership style and job performance is very important to ensure that the organization's goals achieved as a whole. Hence, Human Resource Managers should take pro active to improve better job environment and ensuring the organizational commitment among the employees.

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Introduction to the Study

Interest in the determinant and consequences of organizational commitment has increased rapidly in the past several years and received a huge attention in previous research in order to identify the impact of work attitudes such as job satisfaction, performance, absenteeism, and turnover intention (Yousef, 2000). Organizational commitment is widely described in the management and behavioral science literature as a key factor in the relationship between individuals and organizations (Laka-Mathebula, 2004). Researchers (Fiorita, Bozeman, Young, & Meurs, 2007; Meyer, Allen, & Smith, 1993) contend that, if managed properly, organizational commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism, at both the individual and organizational levels.

The continued worldwide globalization and economic crisis challenges are giving impact to the employees in the organization. According to Greg Harris, president, Quantum Workplace, result of a national comparative survey of US companies between 2007 and 2008 indicate that 66 percent of the firms in the study saw decreases in their employee engagement. This result strongly suggests that external circumstances regarding the economy may well be influencing employees' attitudes about their job and organization. Many organizations cannot do anything about this matter but an economic crisis might have effect on employee feelings and perceptions of their workplace.

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