

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
Hadibah Binti Md Isa

© Hadibah Binti Md Isa, 2009. All rights reserved

DECLARATION

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

I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis

Hadibah Binti Md Isa
89665
College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
17th May 2009

PERMISSION TO USE

In presenting this thesis as a partial fulfillment of the requirement for a Master degree from the Universiti Utara Malaysia, Sintok, I agree that the Library of this University may make freely available for inspection. I also agree that permission to copy this thesis in any manner, in whole or in parts, for scholarly purposes may be granted by the Lecturer or Lecturers who had supervised this thesis, or in their absence, by the Dean of College of Business to which this thesis is submitted. It is understood that any copying or publication or use of this thesis or parts there of for financial gains shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia for any scholarly use which may be made of any of the material presented in this thesis.

Request for permission to copy or make use of material in this thesis in whole or parts should be addressed to:

Dean
Postgraduates and Research
College of Business,
Universiti Utara Malaysia,
06010 Sintok,
Kedah Darul Aman, Malaysia.

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.

ACKNOWLEDGEMENT

In the Name of ALLAH, the Gracious and the Merciful

These past two years in graduate school have been an incredible journey, and there are several people who deserve recognition for their support and encouragement.

First, I would like to thank my supervisor, Assoc. Prof. Dr. Husna Johari. There is no words to thank you for all that you have done for me. Your guidance and constant support has made this project possible. I will carry the lessons you have taught me into every adventure I encounter throughout life. To my friends (especially Norehan, Kalthum, Aznita and Ana Hayati), I also extend my thanks. My family deserves so much praise for their patient and constant encouragement. Their outstanding patience and unconditional love in supporting my quest and love for education has been extraordinary. I also would like to thank my husband. Words can not begin to express how grateful I am to you in my life. Thank you for teaching me that with hard work and a little persistence you can make any dream possible.

I cannot end without thanking and dedicated this achievement to my mother and to the loving memory of my father. Finally, I wish to thank my course mates and my lecturers in Universiti Utara Malaysia, for all their help. To my respondents, my sincere appreciation for taking the time and effort to participate in this research and without your participation, this research will never be completed.

Thank You.

Hadibah Binti Md Isa
College of Business
Universiti Utara Malaysia

TABLE OF CONTENT

	Page
DECLARATION	i
PERMISSION TO USE	ii
ABSTRAK	iii
ABSTRACT	iv
ACKNOWLEDGMENT	v
TABLE OF CONTENT	vi
LIST OF TABLES	x
LIST OF FIGURES	x
 CHAPTER ONE: INTRODUCTION	
1.1 Introduction to the Study	1
1.2 Problem Statement	3
1.3 Research Objective	6
1.4 Research Question	6
1.5 Significant of the study	6
1.6 Definition of Key Term	
1.6.1. Administrative Staff	7
1.6.2. Organizational Commitment	7
1.7 Conclusion	8

CHAPTER TWO: LITERATURE REVIEW

2.1	Introduction	9
2.2	Organizational Commitment	9
2.3	Independent variables	
2.3.1	Job Satisfaction	18
2.3.2	Leadership style	19
2.3.3	Job Performance	19
2.4	Theoretical Framework	21
2.5	Relationship between Job Satisfaction and Organizational Commitment	21
2.6	Relationship between Leadership Style and Organizational Commitment	22
2.7	Relationship between Job Performance and Organizational Commitment	23
2.8	Conclusion	23

CHAPTER THREE: METHODOLOGY

3.1	Introduction	24
3.2	Population and Sampling Procedures	24
3.3	Unit of Analysis	25
3.4	Questionnaires Design	25
3.5	Measurement of Variables	27
3.6	Data Collection Procedures	
3.6.1	Pilot Test	28
3.6.2	Administrating the Survey	28
3.7	Data Analysis	

3.7.1	Reliability Analysis	29
3.7.2	Frequency Distribution	29
3.7.3	Descriptive statistics	30
3.7.4	Correlation Analysis	30
3.7.5	Regression Analysis	31
3.8	Conclusion	31

CHAPTER FOUR : DATA ANALYSIS AND RESULTS

4.1	Introduction	32
4.2	Sample Characteristics	32
4.3	Sample Profile (Respondents' Profile)	33
4.4	Reliability Analysis	34
4.5	Descriptive Statistics	36
4.6	Restatement of Hypotheses	37
4.7	Test of Hypotheses	38

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1	Introduction	44
5.2	Recapitulation of the study	44
5.3	Discussion	45
5.4	Theoretical Implication	48
5.5	Practical Implication	49
5.6	Limitation	50

5.7	Suggestion for the Future Research	50
5.8	Conclusion	52
	References	54

APPENDICES

Appendix 1 : Research Directory for Organizational Commitment

Appendix 2 : Questionnaires

Appendix 3 : Data Analysis

LIST OF TABLES

Table 3.1	The Layout of Questionnaires	26
Table 3.2	Measurement Instruments	27
Table 4.1	Respondents' Profile	33
Table 4.2	Reliability Analysis	35
Table 4.3	Descriptive Statistics	36
Table 4.4	R-value	39
Table 4.5	Correlation among the Study Variable	39
Table 4.6	Model summary and coefficient	41
Table 5.1	A Summary of Result of Hypotheses Testing	45

LIST OF FIGURE

Figure 2.1	Theoretical Framework	21
------------	-----------------------	----

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.

The contents of
the thesis is for
internal user
only

References

- Abdul Rahim, A.-M. (1989). "Organizational Commitment: A Comparison of Westerners, Asians, and Saudis." *International Studies of Management & Organization* 19(2), 74-84.
- Allen, N. J. and J. P. Meyer (1996). "Affective, Continuance and Normative commitment to the organization: An examination of construct validity." *Journal of Vocational Behavior* 49, 252-276.
- Angel, H. L. and J. L. Perry (1978). Organizational Commitment: Extension of a concept to urban mass transit. *Graduate School of Administration and Institute of Transport Studies, University of California, Irvine*.
- Avolio, B. J., W. Zhu, W. Koh, Bhatia, P (2004). "Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance." *Journal of Behavior* 25(8), 951.
- Bass, B. M. and B. J. Avolio (2000). The Multifactor Leadership Questionnaire-5X SHORT FORM. Redwood City, CA.
- Bass, B. M. (1985). Leadership and performance beyond expectations, New York: Free Press.
- Balfour, D. L. and B. Weschler (1996). "Organizational Commitment: Antecedents and outcomes in public organizations." *Public Productivity and Management Review* 19(3), 256-277.
- Becker, H. S. (1960). "Notes on the concept of commitment." *American Journal of Sociology* 66, 32-40.
- Becker, T., D. Rendall , C. Riegel (1995). "The multidimensional view of commitment and the theory a Resoned Action : A comparative Evaluation." *Journal of Management* 21(4), 617-638.
- Biggs, D. and S. Swailes (2006). "Relation, commitment, and satisfaction in agency workers and permanent workers." *Employee Relation* 28(2).
- Bishop , J. W., K. D. Scott, S.M. Burrough (2000). "Support, Commitment, Employee outcomes in a Team Environment." *Jounal of Management*.
- Borman, W. C. (1991). "Job behavior, performance and effectiveness." 2, 507-619.
- Buchanan, B. (1974). "Building organizational commitment: the socialization of managers in work organizations." *Administrative Science Quarterly* 19, 533-546.

- Decotiis, T. A. and T. P. Summers (1987). "A path analysis model of the antecedents and consequences of organizational commitment." *Human Relations* 40, 445-570.
- Chen, L. Y. (2004). "Examining the effect of culture and leadership behaviors on organizational commitment, job satisfaction and job performance at small middle-size firm of Taiwan." *Journal of Academy of Business Cambridge* 5(1/2), 432-438.
- Fiorito, J. A., D. P. Bozeman, Young, A., Meurs, J.A (2007). "Organization Commitment , Human Resource Practices, and Organization Characteristic." *Journal of Managerial Issues* 19(2), 186-207.
- Getahun, S., B. Sims, Hummer, D (2008). "Job Satisfaction and Organizational Commitment among Probation and parole officers: A case study." *A Professional Journal* 3(1).
- Gilsson, C. and M. Durick (1988). "Predictors of Job Satisfaction and Organizational Commitment in Human Service organizations." *Administrative Science Quarterly* 33.
- Gould-William, J. (2004). "The effect of "High Commitment" HRM Practices on employee attitude: The views of public sector workers." *Public Administration* 82(1), 63-81
- Gould-William, J. and F. Davies (2005). "Using social exchange theory to predict the effects of HRM Practice on employee outcomes. An Analysis of Public Sector Workers." *Public Management Review* 7(1): 1-24.
- Gregersen, H. B. (1993). "Multiple commitment at work and extra role behavior during three stages of organizational tenure." *Journal of Business Research* 26, 31-47.
- Gregory Irving, P., T. F. Cawsey, Ruth, C (2002). *Organizational Commitment Profiles: Implications For Turnover Intentions and Psychological Contracts.* ASAC 2002, Winnipeg, Manitoba.
- Gruenberg, B. (1980). "The Happy Worker : An analysis of educational and occupational differences in determinants of Job Satisfaction." *American Journal of Sociology* 86, 247-271.
- Hackman, J. R. and G. R. Oldham (1976). "Motivation through the Design of Work : Test of a Theory." *Organizational Behavior and Human Performance* 16,250-279.
- Hoy, W. K. and D. A. Sousa (1984). "Delegation: The neglected aspect of participation in decision making." *Alberta Journal of Educational Research* 30, 320-331.

- Irving, P. G., D. F. Coleman, Cooper, C.L (1997). "Further assessments of a three-component model of occupational commitment. Generalizability and differences across occupations." *Journal of Applied Psychological* 82, 444-452.
- Jalonen, P., M. Virtanen, J. Vahtera, Elovainio, M., Kivimaki, M (2006). "Predictors of sustainable organizational commitment among nurses with temporary job contract." *The Journal of Nursing Administration* 36, 268-76.
- Jorgensen, J. D. (1999). The Effect of Social Network Centrality on Organizational Commitment in a public organization. *School of Public Administration and Policy*, Florida State University.
- Kalleberg, A. L. and A. Mastekaasa (2001). "Satisfied Movers, committed stayers: The impact of job mobility on work attitudes in Norway ." *Work and Occupations* 28, 189-209.
- Kaneshiro, P. (2008). "Analysis the Organization justice, Trust & Organizational Commitment Relationship in a public organization."
- Kanter, R. M. (1968). "Commitment and social organization: A study of commitment mechanisms in utopian communities." *American Sociology Review* 33, 499-517.
- Kim, S. (2005). "Individual- level Factors and Organizational Performance in Government Organizations." *Journal of Public Administration Research and Theory* 15(2), 245-61.
- Laka-Mathebula , M. R. and M. Roseline (2004). Modelling the relationship between Organizational commitment, Leadership style, HRM Practices and Organization Trust., University of Pretoria etd.
- LaMastro, V. (2008). Commitment and Percieved Organizational Support, Rowan University.
- Lambert, E. G. (2004). "Organizational Citizenship Behavior and Commitment among correstional Staff." *Criminal Justice and Behavior* 35(1).
- Liou, K. T. (1995). "Professional orientation and organizational commitment among public employees: An Empirical study of Detention Workers." *Journal of Public Administration Research and Theory* 5(2), 231-47.
- Lok, P. and J. Crawford (2001). "Antecedents of Organizational commitment and the mediating role of Job Satisfaction." *Journal of Managerial Psychology* 16(8), 594-613.

- Malhorta, N. and A. Mukerjee (2004). "The relative influence of organizational commitment and job satisfaction on service quality of customer contact employees in banking call centre." *Journal of services marketing* 18(3), 162-174.
- Markovits, Y., A. J. Davis, R.V. Dick (2007). "Organizational Commitment Profile and Job Satisfaction among Greek Private and Public Sector Employees." *International Journal of Cross Culture Management* 7(1), 77-99.
- Mathieu, J. E. and D. M. Zajac (1990). A review and meta-analysis of the antecedents, correlate, and consequences of organizational commitment. *Psychology Bulletin*. 108, 171-194.
- Meyer, J. P. and N. J. Allen (1991). "A three-component conceptualization of organizational commitment." *Human Resource Management Review* 1, 61-89.
- Mayer, R. C. and F. D. Schoorman (1992). "Predicting participation and production outcomes through a two-dimensional model of organizational commitment." *Academy of Management Journal* 35,671-684.
- Meyer,J.P. and N. J. Allen, C.J. Smith (1993). "Commitment to organizations and occupations: Extension and test of three-component conceptualization." *Journal of Applied Psychological Association*.
- Meyer, J. P. and L. Herscovitch (2001). "Commitment in the workplace: Towards a general model." *Human Resource Management Review* 11, 299-326
- Meyer, J. P., D. Stanley, Herscovitch,J., Topolntsky, L (2002). "Affective, Continuance and normative commitment to the organization: A meta-analysis of Antecedents, correlates, and consequences." *Journal of Vocational Behavior* 16, 20-52.
- Moris, J. H. and J. D. Scherman (1981). "Generalisability of an Organizational and Turnover : A prediction study." *Academy of management Model*.
- Morris, J. M. and W. J. Villemez (1992). "Mobility potential and job satisfaction: Mixing dispositional and situational explainations." *Work and Occupations* 19,35-58.
- Mowday, R. T., R. M. Steers, L.W Porter (1979). "The measurement of organizational commitment." *Journal of Vocational Behavior* 14, 224-247.
- Mowday, R. T., L. W. Porter, R.M, Steers (1982). *Employee-organization linkages: the psychology of commitment, absenteeism and turnover*. New York: Academic Press. New York.
- Near, J. P. (1989). "Organizational commitment among Japanase and U.S Workers." *Organization Studies* 10(3), 281-300.

- O'Reilly, C. A. and J. Chatman (1986). "Organizational Commitment and psychological attachment: The effect of compliance, identification, and internalization on pro social behavior." *Internal of Applied Psychology* 71, 492-499.
- Porter, L. W., R. M. Steers, Mowday, R.T., Boulian, P (1974). "Organizational Commitment, Job Satisfaction and Turnover among Psychiatric technicians." *Journal of Applied Psychology* 74.
- Reave, L. (2005). "Spiritual values and practices related to Leadership effectiveness." *The Leadership Quartely* 16, 655-687.
- Romzek, B. S. (1990). "Employee investment and commitment: The ties that bind." *Public Administration Review* 50, 374-381
- Saari, L. M. and T. A. Judge (2004). "Employee attitudes and Job satisfaction." *Human Resource Management* 43, 395-407.
- Salancik, G. (1977). Commitment and the control of organizational behavior and belief. *New Direction in Organizational Behavior*: 1-54.
- Scott, K. D. and A. M. Townsend (1994). An *examination of factors affecting team performance*. HRM Magazine. 39, 62-68.
- Setton, R. P., N. Bennett, Liden, R.C(1996). "Social exchange in organizations: Perceived organizational support, Leader-member exchange and employee reciprocity." *Journal of Applied Psychology* 81, 219-227.
- Somers, M. J. and D. Birnbaum (2000). "Exploring the relationship between commitment profiles, work attitudes, employee withdrawal and job performance." *Public Personnel Management* 29(3),353-364.
- Staw, B. M. and J. Ross (1985). "Stability in the midst of change: A dispositional approach to job attitudes." *Journal of Applied Psychology* 70,469-480.
- Steijn, B. and P. Leisink (2006). "Organizational commitment among Dutch public sector employees." *International Review of Aministrative Sciences* 72(2): 187-201
- Steinhaus, C. S. and J. L. Perry (1996). "Organizational Commitment: Does sector Matter?" *Productivity and Management Review* 27(3), 278-88.
- Stevens, J. M., J. M .Beyer, Trice, H.M (1978). "Assessing personal role and organizational predictors of managerial commitment." *Academy of management journal* 18, 74-81.

- Sutanto, E. M. (1999). "The Relationship Between Employee Commitment and Job Performance." *Jurnal Manajemen dan Kewirausahaan* 1(1), 47-55.
- Syed Irfan, A. (2008). *Impact of organizational commitment and turnover intentions*, National University of Modern Language.
- Tella, A., C. O. Ayeni, et al. (2007). "Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State Nigeria." *Library Philosophy and Practice*.
- Ungson, G. R., R. T. Mowday, et al. (1983). *Employee commitment to organizations: a framework for a comparative analysis of Japan and the United States*, United States Business Conference, Tokyo, Japan.
- Wegner, C. M. (2007). "Organizational commitment as predictor variables in missing turnover research: Literature review." *Journal of Advanced Nursing* 60(3), 235-47.
- Young, B. S., S. Worchsel, et al. (1998). "Organizational commitment among public service employees." *Public Personnel Management* 27(3), 339-49.