

**RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB  
SATISFACTION AMONG EMPLOYEES**

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**JUNE 2011**

**Relationship Between Organizational Commitment And Job Satisfaction Among  
Employees**

**A thesis submitted to the Othman Yeop Abdullah Graduate School of Business  
in partial fulfillment of the requirements for the degree of  
Masters of Human Resource Management,  
Universiti Utara Malaysia**

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## ABSTRAK

Tujuan kajian ini dilakukan adalah untuk mengkaji hubungan di antara komponen-komponen komitmen organisasi dan kepuasan kerja dikalangan pekerja dalam sektor swasta. Hasil kajian ini dapat menjadi penyumbang penting kepada penyelidikan sedia ada berkaitan pengurusan dan tabiat organisasi. Pada permulaan kajian ini, tujuan, soalan kajian, dan keperluan kepada kajian ini dilakukan adalah dinyatakan. Seterusnya, ulasan karya akan membincangkan tentang komitmen organisasi dan kepuasan kerja yang menumpukan kepada hubungan di antara kedua pemboleh ubah. Sebanyak 125 responden (100% kadar respon) telah memberi respon mereka. Hasil ujian regresi berbilang menunjukkan komitmen afektif mempunyai hubungan signifikan dan positif dengan kepuasan kerja. Manakala komitmen perlanjutan (continuance) dan normative tidak mempunyai hubungan yang signifikan dengan kepuasan kerja.

**Key words:** *Affective commitment, continuance commitment, normative commitment, job satisfaction.*

## ABSTRACT

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee in private sector. Therefore this study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 100 percent response rate from 125 respondents. The result from Multiple Regression Analysis showed that affective commitment have significant positive relationship with job satisfaction. However, continuance and normative commitment have no significant relations with job satisfaction. The overall model or the coefficient determination was quite high, R Square of 40.5 %.

***Key words:*** *Affective commitment, continuance commitment, normative commitment, job satisfaction.*

## ACKNOWLEDGEMENTS

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**In the name Allah the Most Gracious and The Most Merciful  
All praise and due are to Allah and peace and blessings be upon His Messenger**

Praise is to Allah the most exalted whose mercy and blessing have enabled me to complete this study. I owe my deepest gratitude to those who have helped me through the process of completing this dissertation. It is a pleasure to thank those who made this project paper possible.

My most profound thankfulness goes to my supervisor: DR. NORSHAH BT MAT for all her patience, scientifically proven, creativity encouraging guidance, and many discussions that made this study to what it is. Without her understanding, consideration and untiring advice, this dissertation would not have been completed successfully.

Love and thanks to my family, especially my parents, Rashadah Murad and Abdul Kadir Ismail, and also my siblings for their sacrifices and supports throughout my master's study. Last but not least, many thanks to all my friends who helped in giving ideas, advices and support in completing this project paper. Thank you.



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# CHAPTER 1

## INTRODUCTION

### **1.1 Introduction to the study**

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee 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 (Fiorita, Bozeman, Young and Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad and Zin, 2010).

In the eyes of employees they believe that they have done a lot for their organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development of employees. Studies have highlighted that commitment has a great impact on the successful performance of an organization. So that, organizational commitment is highly valuable. This is because a highly committed employee will identify with the goals and values of the organization and may have a stronger desire to belong to the organization. If human

resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage.

Individuals can display this attachment and loyalty at a variety of levels either in term of their job, profession, department, boss or organization. Realistically then, commitment may therefore be diverse and divided between any of these. More specifically, organizational commitment has been defined by Mowday (1982), as consisting of three components: "an identification with the goal's and values of the organization, a desire to belong to the organization and a willingness to display effort on behalf of the organization."

However, it is also sometimes hard to find suitable people for certain positions. So once an ideal candidate is chosen, organizations will like to make a great effort to retain those employees. Therefore, in order to meet the changing needs and demands of private organization in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So, it is important to increase job satisfaction and to put organizational commitment into practice. According to Locke (1976), job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.

According to Meyer *et al.* (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job

satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization.

This research is concerned about organizational commitment components and whether there is a relationship between organizational commitment and job satisfaction. It is seen that in some of the empirical surveys, the relations among organizational commitment (Allen *et.al.* 2000; Vandenberg and Scarpello, 1994; Meyer, Allen and Smith 1993), job satisfaction (Morrow 1993; Meyer, Allen and Smith 1993) and demographic characteristics (Allen *et. al.* 2000; Scarpello and Vandenberg, 1992) were studied.

## **1.2 Problem Statement**

Organizations worldwide today face many challenges with the growing integration of the world economy into one single, huge marketplace resulting in intense global competition. Besides needing to keep pace with technology advances, it is also crucial for an organization to be able to retain its best employees in the face of globalization and workforce diversity (Chandrashekharan, 2006). Committed employees take pride in organizational membership, believe in the goals and values of the organization, and



therefore exhibit higher level of performance and productivity. So, the commitment of the employee is important to organizations.

The relationship between job satisfaction and organizational commitment is very crucial nowadays because people now often do not prefer to stay with the same organization for longer time. It has become hard for the organizations to exercise influence on the employees for retaining them. If employees exhibits different levels of job satisfaction and if this satisfaction leads to the organization commitment, obviously organizations would want to hire employees with the higher levels of organizational commitment. Employers normally expect that people with higher levels of job satisfaction will have higher levels of organizational commitment. The reason why satisfaction will lead to the commitment is that a higher level of job satisfaction may lead to good work life and reduction in stress (Cote & Heslin, 2003).

It is important to study the relationship between organizational commitment and job satisfaction because this may help the management to understand how people work and study general organizational behaviours. There should be a strong correlation between happy employees and increase organizational performance. It would seem that if people feel good about their jobs, their happiness would be reflected in the quality of their work and may have a positive feedback from their customers and this will contribute to organizational success. Unfortunately, this equation doesn't always balance.

In order to ensure that employees give the high commitment, employer should give high job satisfaction that should get by the employees. Job satisfaction is an affective response by people toward their jobs (Cranny, Smith, & Stone, 1992) and is basically the degree that people like their jobs (Spector, 1996). Besides that, people have reported they want more than a good paying job, they want a rewarding, meaningful, enriching, and enjoyable job (Naisbitt & Aburdene, 1985). However, the top management of the company have little understanding of how to satisfy their employees and how this employee's satisfaction level influences their commitment to the company. With regard to this problem, this study was conducted to examine the relationship between the organizational commitment and job satisfaction among employees.

This study will try to examine whether there is any relationship between organizational commitment and job satisfaction among employees in private company that is KUSDA Holding Sdn. Bhd.

### **1.3 Research Objectives**

Specifically, this study mainly seeks to achieve the following objectives:

- i. To determine the relationship between organizational commitment dimensions and job satisfaction.
- ii. To identify which among the three dimensions of organizational commitment (affective, continuance and normative organizational commitment) is the most important driver that relates to job satisfaction.

#### **1.4 Research Questions**

Based on the discussion above, and to accomplish the objective of this study, three research questions have been formulated as below:

- i. Do organizational commitment dimensions correlate with job satisfaction?
- ii. Which among the three dimensions of organizational commitment (affective, continuance and normative organizational commitment) is the most important driver that relates to job satisfaction?

#### **1.5 Significance of the Study**

The significance of this study can contribute many advantages to many parties such as corporate strategy, business unit level in forming their business strategy and the analytical and empirical researches.

Researcher hopes that this study will help the management of the company to be more aware about job satisfaction and employees commitment towards the company. Besides that, by determining this matter, the organization might be able to recognize the factor that may affect organizational commitment and directly to the job satisfaction. This is importance in order to retain the valuable asset, that is the employee and minimize the turnover. In order to face the decreasing in economy, the employer should be more alert and concerned more towards satisfaction of employee.

Lastly, researcher hopes that the empirical findings from this study would further contribute to the body of knowledge in organizational commitment and job satisfaction and be a useful source of information for future research regarding this subject matter.

### **1.6 Definition of Key Terms**

- i. Organizational Commitment: Organizational commitment defined as an employee' strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).
- ii. Affective Organization Commitment: The effective emotional attachment to identification with, and involvement in the organization (Allen and Mayer, 1990)
- iii. Continuance Organization Commitment: The wish associated with leaving the organization (Allen and Mayer, 1990)
- iv. Normative Organization Commitment: A feeling of obligation to continue employment (Allen and Mayer, 1990)
- v. Job satisfaction: Job satisfaction in any organization happens when specific actions are taken and others are avoided. It is quite commonly used to describe the individual's attitude towards specific aspects of total work

situation. In other words, it is an end feeling that one experiences after a task is completed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Review of Related Literature**

This chapter consists of the past relevant studies that related with the relationship between the organization commitment and job satisfaction, related models, and the theoretical framework that explains how these variables are interrelated with each other. The purpose of the literature review is to examine the key concepts and related research relevant to the research questions focused.

#### **2.2 Organizational commitment**

Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swales, 2002). Organizational commitment is characterized as employees' willingness to contribute to organizational goals. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organization is higher (Opkara, 2004).

In order to make employees satisfied and committed to their jobs, there is a need for strong and effective motivational strategies at various levels of the organization. Besides that, Ayeni and Phopoola (2007) have found a strong relationship between job satisfaction and organizational commitment. According to them job satisfaction is mostly determine how well the organization meets employees expectations.

On the other hand, Maxwell and Steele (2003) believed that the organization concerned on the look after employees' interest. It is clear, the higher the experience, the more positive the impact on the commitment. Further, an individual's experience with their co-workers had the impact on highly commitment to the organization (Maxwell and Steele, 2003). High level of organizational commitment provide a clear focus for human resource manager on the grounds that commitment is in itself good and positive that should lead to high level of work performance.

While according to Lok & Crawford (2001), a number of demographic variables, frequently included in this study. Variables such as age (Mathieu and Zajac, 1990; Micheals, 1994; Williams and Hazer, 1986), organization tenure (Mathieu and Hamel, 1989; Mathieu and Zajac, 1990) and position tenure (Gregersen and Black, 1992; Mathieu and Zajac, 1990) have been found to be positively associated with organizational commitment. Mathieu and Zajac (1990) concluded that age is considerably more strongly related to attitudinal than to behavioral commitment.

They further study suggested that older workers are more satisfied with their job, receiving better positions and having 'cognitively satisfied' their remaining in the organization. Cognitively satisfy means satisfied to all what they get and they felt comfortable in the organization. The researcher also found that the number of year in position significantly positive related to attitudinal commitment, and length of service is significantly positively to behavioral commitment. Similar results were reported by Gregersen and Black (1992).

### **2.3 Affective, Continuance and Normative organizational commitment**

According to Joolideh and Yeshodhara (2008), several alternative models of commitment were proposed in the 1980s and early 1990s; multidimensionality was common to all (Meyer and Allen, 1991). There are three-component model of affective, continuance, and normative commitment as mentioned above (Gunlu, Aksarayli & Percin, 2009). According to Meyer and Allen (1997, p.11):

[. . .] individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to.

All the three components namely *Affective Commitment* that is psychological attachment to organization; *Continuance Commitment*- costs associated with leaving the organization; and *Normative Commitment*- perceived obligation to remain with the



organization have implications for the continuing participation of the individual in the organization (Ayeni & Phopoola, 2007).

Studies on commitment have provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Research also provides evidence that, employees with higher levels of affective commitment to their work, their job and their career exhibit higher levels of continuance and normative commitments (Cohen, 1996).

### **2.3.1 Affective commitment**

Affective commitment is type of commitment there is a positive interaction between the individual and the organization because both have similar values (Shore and Tetrick, 1991). Those who stay in their organizations with a strong commitment retain their position not only because they need the occupation, but also because they want it (Meyer et al., 1993, p. 539). The researchers also focusing on employee work experiences suggest that employees whose work experiences are consistent with their expectations and satisfy their basic needs tend to develop stronger affective attachment to the organization (Dunham et al., 1994; Hackett et al., 1994; Meyer et al., 1993).

According to the study done by Feinstein (2002), organizational commitment has been described as consisting of two constructs: affective and continuance (Allen & Meyer, 1990). As defined by Mowday, Porter, and Steers (1982), affective organizational commitment is “a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.”

### **2.3.2 Continuance commitment**

The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991). Then, continuance commitment is related to one’s experience and what one has given to an organization. There is thus difficulty in “giving it up” and the unknown “opportunity cost” of leaving the organization or having few or no alternatives. In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organizations which tends to increase workers’ commitment to their current organizations.

Those who stay within their organization with a strong continuance commitment are there just because they need it. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Research into continuance commitment suggests that this component consists of two related sub-

dimensions: personal sacrifice and perceived lack of alternatives (Dunham et al., 1994; Meyer et al., 1990). Both personal sacrifice and perceived lack of employment alternatives increase the costs associated with leaving the organization.

### **2.3.3 Normative commitment**

Normative commitment explain the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the “right and moral” thing to do (Meyer and Allen, 1991). Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the “psychological contract” between an employee and the organization (Roussseau, 1995).

Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution (Meyer et al., 1993). The normative component of commitment concerns the employee’s belief about one’s responsibility to the organization. Employees who are normatively committed to the organization remain because “they believe that it is the right and moral thing to do” (Wiener, 1982).

In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations. In the other hands, Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization.

#### **2.4 Job satisfaction**

Job satisfaction is an important area to organizations. Many employers or superiors would not hesitate to know whether or not their employees or subordinates are satisfied with their jobs. Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job (Bhuan and Menguc, 2002; Hunt et al., 1985).

According to Lok and Crawford (2001), the variable closely to the commitment is job satisfaction. Ivancevich *et al.*'s (1997) definition of job satisfaction as an attitude that individuals have about their jobs. It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organizations.

McNamara (1999) defines job satisfaction as:

“ . . . one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's

relationship with their supervisor, the quality of the physical environment in which they work, degree of the fulfilment of their work, etc”.

While Luthan (1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and co-workers.

Herzberg et al. (1959) defined the best known popular “theory of job satisfaction”. Their two-factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by

some certain conditions called hygiene factors (dissatisfiers) such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

The theory suggests that job dissatisfaction is probable in the circumstances where hygiene factors do not exist in someone's working environment. In contrast, when hygiene needs are supplied, however, it does not necessarily result in full satisfaction. Only the dissatisfaction level is decreased (Furnham et al., 2002). Whereas Herzberg stated in his two factors theory stated that there are two categorizes of motives for the employees known as satisfiers and dissatisfies. He related intrinsic factors with job satisfaction and extrinsic factors with dissatisfaction (Samad, 2007).

Davis and Newstorm (1985) states that one of the surest symptoms of deteriorating conditions in an organization is low job satisfaction. Low job satisfaction is usually associated with strikes, work slowness, absences, and employee turnover. It also may be linked to low performance, poor product quality, employee's theft, disciplinary problems, grievances and other difficulties. Higher job satisfaction, on the other hand is usually associated with lower turnover, fewer absences, older employees, and higher occupational levels.

Besides that, according to the Linz (2003), job satisfaction generally implies a positive evaluation of work and a positive effect deriving from it; that is, a "positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). From this study researcher found that job satisfaction is positively correlated with age, but

exhibits no correlation with gender (Hunt and Saul, 1975; Janson and Martin, 1982; Lorence and Mortimer, 1985; Varca et al., 1983; Weaver, 1978).

Moreover, in this research the literature suggests that objective and subjective respondent characteristics are likely to influence reported levels of job satisfaction (Hulin and Smith, 1964; Hunt and Saul, 1975; Janson and Martin, 1982; Porter et al., 1974; Varca et al., 1983; Weaver, 1974, 1978). The objective respondent characteristics used in this analysis include: gender, age, education, marital status, recent change in workplace, experience with unemployment, number of jobs held at time of survey, and overall work experience.

Gruneberg (1979) identified a number of individual differences such as age, educational level, and personality difference that affect job satisfaction. He commented that job satisfaction typically started high, decline, then increased with age. According to Gruneberg (1979) one explanation for this trend is that individuals became adjusted in their work and life situations. Initial high job satisfaction declines as job expectations are not met, for example, highly educated individuals quickly become dissatisfied with job that did not enable full utilisation of their talents while individuals who were ambitious were likely to be dissatisfied when promotion was difficult or elusive. Then, as the individuals adjusts to the work situation, job satisfaction rises again.

## **2.5 Relationship between organizational commitment and job satisfaction**

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). Some researchers have admitted that organizational commitment may be an independent variable with job satisfaction as an outcome (Bateman and Strasser, 1984; Vandenberg and Lance, 1992). According to Bateman and Strasser (1984) organizational commitment has an effect on job satisfaction, which in turn will affect the turnover intention. These research studies argue that the managers who are highly committed to the organizations may experience higher levels of job satisfaction (Lau and Chong, 2002). Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment.

Rosin and Korabik (1991), using Canadian woman managers as their samples, reported that woman who felt that their expectations had not been met, who described their job as limited in leadership, responsibility, variety, time flexibility and autonomy and who cited office politics and being in a male dominated environment as potential factors in a leave decision, experienced low job satisfaction and organizational commitment and had a greater intention to leave. Besides, it is found that employees' initial commitment to an organization is determined largely by their individual characteristics and how well their early job experiences match their expectations. Later organizational commitment continues to be influenced by job experiences, with many of the same factors that lead to



job satisfaction also contributing to organizational commitment or lack of commitment (Hellriegel, Slocum and Woodman, 2001).

Commitment is interrelated to satisfaction. Becker et al. (1995) in Tella et al. (2007) defined organizational commitment in three dimensions; (1) a strong desire to remain as a member of a particular organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization. In conclusion the present study expects to know (a) the level of different components of organizational commitment and job satisfaction towards employee in the company (b) the relationship between the components of organisational and general satisfaction, and (c) different types of demographic variable that may have significant influence on the different components of organizational commitment and job satisfaction. Besides, organizational commitment in relation to job satisfaction has received considerable attention in past research. For instance, Getahun, Sims & Hummer (2008), Saari and Judge (2004), Lambert (2004), Malhorta and Mukerjee (2004) discovered a positive associated between the two variables.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees' intentions to stay or leave. Both were predicted to have direct effects on turnover intent of correctional employees. Organizational commitment is the bond between the worker and the organization. Employees with high commitment are loyal to the organization,

share its values, and identify with the goals of the organization (Mowday, Porter, & Steers, 1982).

Besides that, Dubinsky et al (1990) using U.S, Japanese and Korean samples also reported a significant relationship between job satisfaction and organizational commitment. This finding may imply that nationality may have only minimal explanatory power with respect to this relationship.

## **2.6 Theoretical Framework**

Based upon the literature review, there is a need to study the relationship between organizational commitment and job satisfaction among employee of the company. The conceptual framework below will offer the conceptual foundation to examine and explore more to the study in verifying the relationship between organizational commitment and job satisfaction. The relationship between the various factors is displayed in Figure 1. affective, continuance, and normative organisational commitment, are posited as bases for the formation of job satisfaction.

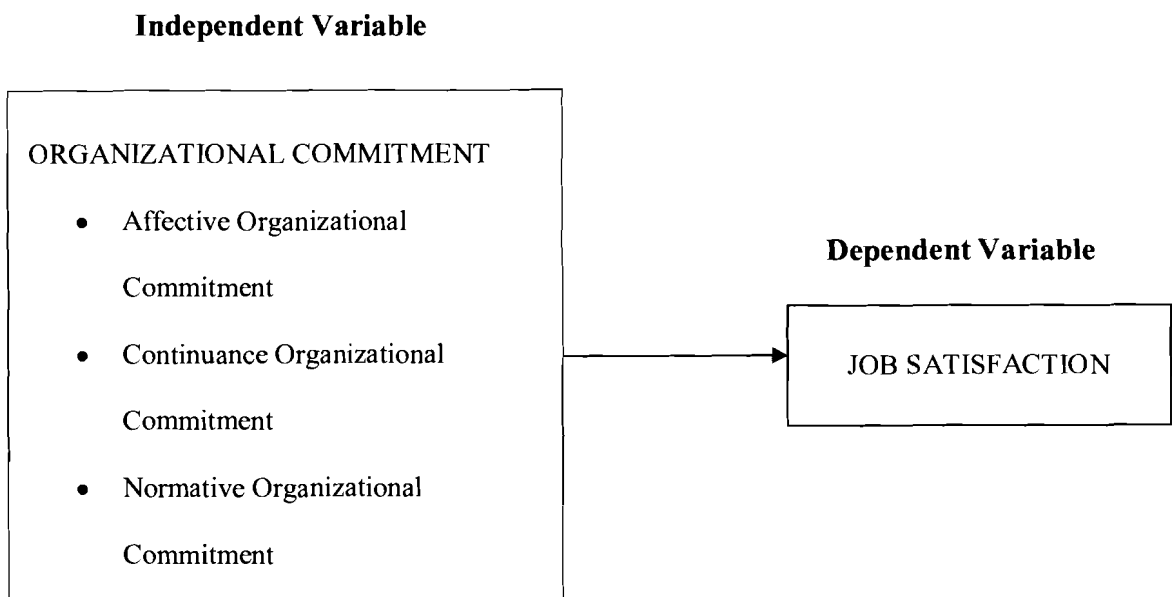
### **2.6.1 Independent Variables**

Independent variable consists of one variable that is organizational commitment with three main focus affective organizational commitment, continuance organizational commitment and normative organizational commitment.

### 2.6.2 Dependent Variables

Dependant variable consists of one variable and that is job satisfaction.

The theoretical framework for this study is as shown in Figure 1.0.



*Figure 2.1: Theoretical Framework*

## 2.7 Definition of Variables

### 2.7.1 Conceptual and operational definition of variables

Conceptual definition	No.	Operational/Item
<p><b>Affective organizational commitment</b></p> <p>“a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.” Mowday, Porter, and Steers (1982)</p>	1	I would be happy to spend the rest of my career with this organization.
	2	I enjoy discussing my organization with people outside it.
	3	I really feel as if this organization's problems are my own.
	4	I do feel like 'part of family' at this organization.
	5	I do feel 'emotionally attached' to this organization.
	6	This organization has a great deal of personal to me.
	7	I do feel a strong sense of belonging to this organization.
<p><b>Continuance Organizational Commitment</b></p> <p>Individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, &amp; Downey, 1991)</p>	1	I am afraid of what might happen if I quit my job without having another one lined up
	2	It would very hard for me to leave this organization right now, even if I wanted to.
	3	Too much in my life would be disrupted if I decided I wanted to leave this organization now.
	4	Right now, staying with this organization is a matter of necessity as much as desire
	5	I feel that I have too few options to consider leaving this organization.
	6	One of the few serious consequences of leaving this organization would be scarify of available alternatives.
	7	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefit I have here.

<b>Normative Organizational Commitment</b>  The employees with strong normative commitment will remain with an organization by virtue of their belief that it is the “right and moral” thing to do (Meyer and Allen, 1991)	1	I think people these days move from company to company too often
	2	I do believe that person must always be loyal to his/her organization
	3	One of the major reason I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain.
	4	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization
	5	I was taught to believe in the value of remaining loyal to one organization.
	6	Things were better in the days when people stayed with one organization for most of their career.

<b>Job Satisfaction</b>  Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one’s job (Bhuiyan and Menguc, 2002)	1	All in all, I am satisfied with the persons in my work group.
	2	All in all, I am satisfied with my immediate supervisor.
	3	All in all, I am satisfied with my job now.
	4	All in all, I am satisfied with this organization, compared to other company
	5	Considering to my skills and level of education that I have, I am satisfied with may pay and benefit that I get in this organization.
	6	Most people in this organization are satisfied with the job that done now
	7	I never thought to leave this organization even the condition of this company is not stable for this moment

## 2.8 Hypotheses

The following hypotheses are developed to test the relationship between the independent variable which is organizational commitment consist of affective organizational commitment, continuance organizational commitment, and normative organizational commitment and the dependent variable, job satisfaction.

### **Affective organizational commitment and job satisfaction among the employees**

The consequences of affective commitment have been examined by numerous researchers. Affective commitment has been found to be associated with in-role job performance, extra-role behavior, and job satisfaction. In particular, this construct has consistently been shown to correlate negatively with turnover intention or actual turnover (Wong, Ngo & Wong, 2002). Job satisfaction with social aspects of the job, customer and co-worker and supervisor, and company policy have a greater positive relationship with affective organizational commitment in females than males. Similarly, job satisfaction with promotion, pay and work will exhibit a stronger positive relationship with affective organizational commitment in males than females (Boles, Madupalli, Rutherford & Wood, 2007). Thus, it is hypothesized that:

*H1 : There is a relationship between the affective organizational commitment and job satisfaction among the employees.*

### **Continuance organizational commitment and job satisfaction among employees**

Bhuan and Islam (1996), using expatriates working in Saudi Arabia, reported that an average expatriate employee in Saudi Arabia is mostly difference with respects to his/her perceptions of satisfaction with pay, security and job in general and continuance commitment. Also, these employees' satisfaction with job securities and job in general significantly influence the level of their continuance commitment. However, these employees satisfaction with pay is only a strong predictor of their continuance

commitment when the employees are only concerned with the pay or the pay and security combined. Thus, it is hypothesized that:

*H2 : There is a relationship between continuance organization commitment and job satisfaction among employees.*

### **Normative organization commitment and job satisfaction among employees**

Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment, but not with continuance commitment. In addition, Gautam et al. (2005) discovered that in Nepal there is a positive relation between normative commitment and the citizenship factors. If someone feels uncommitted to the organization, he or she is highly unlikely to behave as a 'good soldier'. A committed employee will be a satisfied one; whereas, the uncommitted will be dissatisfied, or at least, will not feel satisfaction with the job. Thus, it is hypothesized that:

*H3 : There is a relationship between normative organization commitment and job satisfaction among employees.*

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methodology used for this study. Topics of coverage in this chapter include research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design and data analysis.

#### **3.2 Research Design**

##### **3.2.1 Type of Study**

The research is focusing on relationship between organizational commitment and job satisfaction. This study is a quantitative in nature. This research is approached by using survey method using questionnaire to examine the relationship between independent and dependent variables. The findings and conclusion of the study will depend on the fully utilization of statistical data collected and analyzed using SPSS.

##### **3.2.2 Sources of data**

Primary data and secondary data were used in this study.



### **3.2.2.1 Primary Data**

According to Sekaran (2006), data that gathered for research from the actual site of occurrence of events are called primary data. For the purpose of this study, questionnaire will be used as the research instrument and distributed to the staff in KUSDA Holding Sdn. Bhd.

### **3.2.2.2 Secondary Data**

Secondary data refer to the data that gathered through existing sources by someone than the researcher conducting the current study such as company record, publication, industry analysis offered by the media, web publications and so on (Sekaran, 2006). The advantage of using this type of data is the fact that the data is accurate and ready to be used. Besides that, it is less time consuming and cheap to obtain the secondary data as it is already prepared by other experts.

At times, secondary data can also give an insight to the researcher on the subject matters from difference perspective. For this study, researcher gathered the secondary data from company website, annual reports, and articles which are relevant and able to support the literature review. The secondary data consists of both internal and external data sources. External Sources: Journals, articles, books while internal sources such as company website, brochure and etc.

### **3.2.3 Unit of Analysis**

This study focuses on identifying the relationship between organizational commitment and job satisfaction among employees. Thus, the unit of analysis is individual employee in KUSDA Holding Sdn. Bhd.

### **3.2.4 Sample & Sampling Technique**

The unit analysis is individual level. The population of this study covers all exempt staff in KUSDA Holding Sdn. Bhd. The list of exempt staff was obtained from the KUSDA Holding Human Resource Department. Currently, there are about 200 exempt staffs in KUSDA Holding Sdn. Bhd. Out of this number, a total of 125 employees were selected at random using simple random sampling to represent the staff at KUSDA Holding Sdn. Bhd. According to Roscoe (1975), sample sizes are larger than 30 and less than 500 are appropriate for most research. Within this limits (30 to 500), the use of sample about 10% size of parent population is recommended.

### **3.3 Measurement**

To ensure the research is conducted effectively and efficiency, the detail of the procedures of obtaining information is needed in conducting the study in order to solve the problem. As the researcher, I will use the descriptive research (quantitative research) method which was primarily used to obtain the information need for the purpose of the

study. The questionnaire was divided into five sections to study the characteristics of the important variables in identifying the relationship between the relationship between organizational commitment and job satisfaction among employees.

Section A of the questionnaire comprised of demographical background of the respondents. It consists of gender, age, race, marital status, educational levels, monthly income and working experience. Whereas section B, C, D and E of the questionnaire are part of the instrument that were aimed to test the variables constructed. Section B seeks to measure the affective organizational commitment, Section C seeks to measure continuance organizational commitment and Section D seeks to measure the normative organizational commitment of the respondents. Section E of the questionnaires presents item of job satisfaction (dependent variable).

**Table 3.1:**

*Layout of the questionnaires*

[REDACTED]		
	Demographic	
A	<ul style="list-style-type: none"><li>• Gender</li><li>• Age</li><li>• Race</li><li>• Marital Status</li><li>• Educational Level</li><li>• Monthly Income</li><li>• Length of service</li><li>• Perception</li></ul>	8
B	<ul style="list-style-type: none"><li>• Affective Commitment</li></ul>	7
C	<ul style="list-style-type: none"><li>• Continuance Commitment</li></ul>	7
D	<ul style="list-style-type: none"><li>• Normative Commitment</li></ul>	6
E	<ul style="list-style-type: none"><li>• Job Satisfaction</li></ul>	7

A total of 4 measures were selected from established sources. These include measures of organizational commitment (Allen and Meyer, 1990; 3 measures) and general satisfaction (Taylor and Bowers, 1972; 1 measure). In addition, a set of 8 items of demographic information is also included.

**Table 3.2:**

***Measurement items***

<b>Variables</b>	<b>Total No. of Items</b>	<b>Scales</b>	<b>Sources</b>
Affective Commitment	7	Five Point Likert Scale (1-5)	Allen and Meyer, (1990)
Continuance Commitment	7	Five Point Likert Scale (1-5)	Allen and Meyer, (1990)
Normative Commitment	6	Five Point Likert Scale (1-5)	Allen and Meyer, (1990)
Job Satisfaction	7	Five Point Likert Scale (1-5)	Taylor and Bowers, (1972)

The 5-point likert scale with multiple items was used to measure the independent and dependent variables. The respondents were required to choose to what extent he/she agrees or disagrees with each of the statement, with 1 being strongly disagreed and 5 being strongly agreed. The rating scale is shown in the table below:

**Table 3.3:**

***Rating Scale***

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

### **3.4 Data collection method**

In this study, data was collected using a structured questionnaire which consisted of 35 items. The questionnaire was distributed to the employee and the respondents are given one day to answer and return the questionnaire to the researcher by hand.

The collection and administration of the data were carried out as follows:

- i. The researcher distributed the questionnaire at the end of training program which was conducted for staffs.
- ii. The researcher met the head of department to get their permission before distributing the questionnaires.
- iii. The researcher explains to the participant their roles in evaluating their job satisfaction to the question in the questionnaires.
- iv. On average, it took 10 minutes to answer the questionnaire. The researcher collected the questionnaire upon completion of the questionnaire at the location on the spot.

### **3.5 Data analysis techniques**

From the questionnaires, a few procedures can be done such as checking the data for accuracy. Besides that the questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS).

This is followed by the examination and presentation of demographic profile of respondents using Descriptive Statistic. According to Zikmund (2000) descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret.

Secondly, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tools applied by social researcher (Sekaran, 2006). In Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. (Cronbach's Alpha; Cronbach, 1946). Cronbach measures;

1. Reliability less than 0.6 considered poor.
2. Reliability in the range 0.7 is considered to be acceptable.
3. Reliability more than 0.8 are considered to be good

Third, in order to determine whether there are significant relationships among the independent variables and dependent variable, Pearson Correlation Coefficient analysis will be carry out. The scale model suggested by Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown below:

1. 0.7 and above – very strong relationship,
2. 0.50 to 0.69 – strong relationship,
3. 0.30 to 0.49 – moderate relationship,
4. 0.10 to 0.29 – low relationships and
5. 0.01 to 0.09 – very low relationship.

Finally, Multiple Regression Analysis is conducted to examine which among the three dimensions in independent variables is the most important in explaining the relationship between organizational commitment and job satisfaction among employees.



## **CHAPTER 4**

### **FINDINGS**

#### **4.1 Introduction**

This chapter covers the SPSS results of the study. The first part of this chapter touches on the profile of the respondents. Subsequently, reliability analysis, and descriptive analysis are used to assess the goodness of the measures. Finally, the results of the hypotheses testing, using correlation analysis and regression analysis, are discussed.

#### **4.2 Profile of Respondents**

A total of 125 employees responded to the survey questions, which made up a response rate of the study at 100%.

From the demographic data, 125 respondents (100%) are Malay and 76% of respondents were female while 24% of respondents were male. The majority of respondents belong to the 21-30 years age group (55.2), followed by 31 to 40 years age group (26.4%), 41 years above age group (12%) and below 20 years age group (6.4%). The result show that majority of respondents are from married person (59.2%). 26.4% of the respondents have Degree and Diploma as their highest education level and majority of them (28.8%) have SPM qualifications.

In terms of length of service: almost all of the respondents (60%) have worked for less than five years, followed by 24.8% for 5 to 10 years, 9.6% for 11 to 15 years and 5.6% being working for more than 15 years. Meanwhile for the income, there are almost 47.2% with total income below Rm1000, 21.6% get RM1001 to RM1500, 13.6% get RM1501 to RM2000, 5.6% get RM2001 to RM2500 and 12% of respondents get RM2501 above. The profile of the respondents is shown in Table 4.1.

**Table 4.1**

*Profile of Respondents*

		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	30	24.0
	Female	95	76.0
<b>Age</b>	Below 20	8	6.4
	21 years to 30 years	69	55.2
	31 years to 40 years	33	26.4
	41 years and above	15	12.0
<b>Race</b>	Malay	125	100
<b>Marital Status</b>	Single	48	38.4
	Married	74	59.2
	Others	3	2.4
<b>Education</b>	SPM	36	28.8
	STPM	14	11.2
	Certificate	9	7.2
	Diploma	33	26.4
	Degree	33	26.4
<b>Income</b>	Below RM1000	59	47.2
	RM1001 to RM1500	27	21.6

		Frequency	Percent
<b>Gender</b>	Male	30	24.0
	Female	95	76.0
	RM1501 to RM2000	17	13.6
	RM2001 to RM2500	7	5.6
	RM2501 and above	15	12.0
<b>Length of Service</b>	Less than 5 years	75	60.0
	5 to 10 years	31	24.8
	11 to 15 years	12	9.6
	More than 15 years	7	5.6

### 4.3 Goodness of Measure

#### 4.3.1 Reliability Analysis

The reliability test concerned with the stability and consistency measurement to access the goodness of a measure. It will answer the questions on how consistently it measures a particular concept. Based on the output of the analysis, the Cronbach's alpha acquired indicates that all the items are positively correlated to one another and it is internally consistent. For that purpose, the Cronbachs alpha has been used to measure reliability among variables.

According to Sekaran (2003), reliabilities with less than 0.60 are deemed poor while those in the range of 0.70 ranges, is acceptable and those above 0.80 is considered as good. On the over all, the reliability of all the measures was comfortably above 0.70,

ranging from 0.72 to 0.83. In summary, the instrument used to measure each variable in this study is reliable.

**Table 4.2**

*Summary of Reliability Analysis*

<b>Variables</b>	<b>Number of items</b>	<b>Number of items discarded</b>	<b>Cronbach's Alpha</b>
Affective Commitment	7	0	.787
Continuance Commitment	7	0	.736
Normative Commitment	6	0	.726
Job Satisfaction	7	0	.834

**4.3.2 Descriptive Analysis**

The summary of the descriptive statistics is shown in Table 4.4. All variables are evaluated based on a 5-point scale (1 being strongly disagree to 5 being strongly agree). The results show that the mean on affective commitment was 3.788 with SD=0.537, the mean for continuance commitment was 3.339 with SD=0.648, the mean for normative commitment was 3.722 with SD=0.561 and the mean and standard deviation for job satisfaction was 3.580 and 0.639 respectively. The mean values for all the variables are above moderate.

**Table 4.3**

***Overall Descriptive Statistics of the Study Variables***

	Mean	Std. Deviation
Affective Commitment	3.7886	.53747
Continuance Commitment	3.3394	.64851
Normative Commitment	3.7227	.56199
Job Satisfaction	3.5806	.63984

**4.4 Hypotheses Testing**

***4.4.1 Correlation Analysis***

Pearson Correlation was used to investigate the inter-relations amongst the variables. Table 4.5 shows the summary of the results.

The relationship between affective organizational commitment, continuance commitment, and normative organizational commitment were investigated against job satisfaction using Pearson Correlation. The results indicate that there is a positive and significant relationship between affective commitment and normative commitment on job satisfaction respectively ( $r = .635, n = 125, p < .01$ ;  $r = .323, n = 125, p < .01$ ), whereas the relationship between continuance commitment and job satisfaction was not significant ( $r = -.017, n = 125, p > .05$ )

**Table 4.4**

*Pearson's Correlation Coefficients of the Study Variables*

	AffectiveComm itment	ContinuanceCo mmitment	NormativeCom mitment	JobSatisfactio n
AffectiveCommitment	1	-.062	.528(**)	.635(**)
ContinuanceCommitment	-.062	1	.222(*)	-.017
NormativeCommitment	.528(**)	.222(*)	1	.323(**)
JobSatisfaction	.635(**)	-.017	.323(**)	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

**4.4.2 Multiple Regression Analysis**

From the table below, it shows sufficient explanation or the variance in the dependent variable. The Multiple Regression Analysis (MRA) treated the dimension of dependent variables and independent variables separately. This is a way to recognize whether there is significant relationship between independent variables and dependent variables or not. The model sufficiently explained the variance or coefficient of determination or the R Squared in the dependent variable. Three components of independent variables are affective, continuance and normative organizational commitment.

The result shows in Table 4.6 indicates that 40.5% of the variance in job satisfaction had been significantly explained by the three factors. In the model, only one measures were

statistically significant, with affective organizational commitment recording a higher beta value ( $\beta = .652$ ,  $p = .000$ ). This shows that affective organizational commitment makes the strongest relationship to the job satisfaction. Continuance and normative commitment do not have any significant relationship with job satisfaction.

**Table 4.5**

***Multiple Regression Analysis***

Affective commitment	.652***	.000
Continuance commitment	.029	.690
Normative commitment	-.027	.754
F Value	27.434	
R Square	.405	
Adjusted R Square	.390	

Significant at  $p < .001$ \*\*\*

**H1 : There is a relationship between the affective organizational commitment and job satisfaction among the employees.**

The result from multiple regression analysis in Table 4.6 indicates a positive and significant relationship between affective commitment and job satisfaction (Beta=.652,  $p < 0.001$ ). Thus, hypothesis 1 was supported.

**H2 : There is a relationship between continuance organization commitment and job satisfaction among employees.**

The result from multiple regression analysis in Table 4.6 indicates no significant relationship between continuance commitment and job satisfaction (Beta=.029,  $p>0.05$ ). Thus, hypothesis 2 was not supported.

**H3 : There is a relationship between normative organization commitment and job satisfaction among employees.**

The result from multiple regression analysis in Table 4.6 indicates no significant relationship between normative commitment and job satisfaction (Beta= -.027,  $p>0.05$ ). Thus, hypothesis 3 was not supported.

#### **4.5 Summary of Results**

In conclusion, only H1, **There is a relationship between the affective organizational commitment and job satisfaction among the employees** was supported. Table 4.8 shows the summary of results for the hypotheses.



**Table 4.6**

*Summary of Results for Hypotheses*

<b>Hypotheses</b>	<b>Result</b>
<i>H1: There is a relationship between the affective organizational commitment and job satisfaction among the employees.</i>	Accepted
<i>H2: There is a relationship between continuance organization commitment and job satisfaction among employees.</i>	Rejected
<i>H3: There is a relationship between normative organization commitment and job satisfaction among employees.</i>	Rejected

## **CHAPTER 5**

### **DISCUSSION, RECOMMENDATION AND CONCLUSION**

#### **5.1 Introduction**

This chapter discusses the results and the findings based on the analysis conducted throughout the entire study. This is followed by implications and limitations of the study. Suggestions are also presented in order to guide future researchers examining the relationship between organizational commitment and job satisfaction among employee in an organization. The chapter ends with the overall conclusion of this study to summarize this research.

#### **5.2 Recapitulation of the study**

The main aim of this study is to investigate the relationship between affective, continuance and normative commitment on job satisfaction and to identify which among the three components of organizational commitment is the most important driver that relates to job satisfaction. This study attempts to answer the following objectives:

- i. To determine the relationship between organizational commitment dimensions and job satisfaction.
- ii. To identify which among the three components of organizational commitment (affective, continuance and normative organizational commitment) is the most important driver that relates to job satisfaction

### 5.3 Discussion

Results of each objective are discussed in this following section.

**Objective 1: To determine the relationship between organizational commitment dimensions and job satisfaction.**

Studies on commitment have provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Research also provides evidence that, employees with higher levels of affective commitment to their work, their job and their career exhibit higher levels of continuance and normative commitments (Cohen, 1996).

Based on descriptive statistic, affective commitment had highest mean, value at 3.78. The results from Pearson Correlation Analysis and Multiple Regression Analysis also indicate a positive and significant relationship between affective commitment and job satisfaction. Mowday et al (1979) state affective organizational commitment is “a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.” This shows that most of the workers at KUSDA

Holding knew the goals of the company and willingness to help the company in order to achieve the goals.

The second highest mean is normative commitment at the value 3.72. Normative commitment can be explained by other commitments such as marriage, family, religion and others. The Pearson correlation analysis also indicates positive and significant relations between normative commitment and job satisfaction. However, the results from Multiple Regression Analysis show nonsignificant relations between normative commitment and job satisfaction. This could possibly due to the intention of employee whether want to remain or quit with the organization. However, these employees talk about changing jobs, but are unlikely to actually leave their current employer because they are more concerned about their status and competence at work.

According to Popper and Lipshitz, (1992) employee with normative commitment is characterized by feelings of loyalty to a particular organization resulting from the internalization of normative pressures on the individual. Besides that, Wiener (1982) defined commitment as the totality of internalized normative pressures to act in a way which meets organizational goals and interests and suggested that individuals exhibit these behaviours solely because they believe it is the right and moral thing to do.

Continuance commitment has lower mean at the 3.34. The results from Pearson Correlation Analysis indicate positive and significant relations between continuance commitment and job satisfaction. However, the results from Multiple regression

Analysis fail to support the relations between continuance commitment and job satisfaction. This could possibly due to the fact that those who continue to stay are just because they need the job (Meyer et al., 1993) not because of satisfy with the job. Those employees who are still remained with the company understudied feel afraid if they change to the other company, they will not get what they are currently get in the company such as high retirement benefit and good relationships with their colleagues.

**Objective 2: To identify which among the three dimensions of organizational commitment (affective, continuance and normative organizational commitment) is the most important driver that relates to job satisfaction.**

Based on the study, amongst the three dimensions of organizational commitment, affective organizational commitment appears to be strongest variable that relates with job satisfaction. This result is aligned with the findings from Shore and Tetrick (1991), which identified that affective commitment is a type of commitment that has a positive interaction between the individual and the organization because both have similar values.

Luchak, Pohler and Gellatly (2008), suggest that employees who are emotionally connected to their organization are likely to remain with the organization past the age that would benefit them the most by retiring. This shows that to some employees it is not just about to gain the rewards only but also the sense of belonging with the organization.

This support by Clark (1996) suggested that provision of intrinsic rewards would significantly raise satisfaction in those workers who value such a characteristic.

#### **5.4 Limitations of Research**

The researchers realize that there are some limitations and constraints that must be considered in future investigation. Firstly, it is about financial and time constraints. Secondly, the findings are based on the use of self-reported survey data, which may be affected by response bias. Lastly, a cross-sectional analysis cannot confirm the direction of causality implied in our research model, so it is necessary to be cautious in conclusions regarding causality.

#### **5.5 Recommendations**

##### **5.5.1 Recommendation to KUSDA Holding Management**

A company's workforce must be nurtured and developed. It's not enough to throw training at employees and hope for the best. It is recommended that Human Resource Management Department at KUSDA Holding Sdn. Bhd. might be able to increase the level of commitment in the organization by increasing general satisfaction with compensation, policies, and work conditions. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to the compensation, policies and work conditions.

Employees want to know what is going on with their employer. Make an effort to keep them informed of any changes being made. Let them hear it from their manager's first compare to let them know through their subordinates to create a sense of loyalty and trust. Managers can also help employees learn why policies are important and identify employees' perceptions of current policies through discussion, meetings, and interviews. The organization also must give employees an opportunity to become involved in the policy development process, thereby creating a feeling of ownership and belongings. This can increase they feel of obligation and to maintain in the organization.

Besides that, employer must take some extra time and resources to recognize employees publicly for their achievements. This is because; a little recognition can go a long way to retaining an employee who might otherwise have been on the fence. Moreover, the organization must increase the cooperation among employee in order to increase the relationship among the employee in every department. Manager can conduct the outdoor activities or team building activities and must be participate by all employees in KUSDA Holding Sdn. Bhd.

### **5.5.2 Recommendation for Future Researchers**

This study had provided only a small portion of idea regarding relationship between organizational commitment and job satisfaction in the context of KUSDA Holding Sdn. Bhd. Hence, it would be beneficial for future research to consider the following suggestions:

- Expand the study into other industries by investigate the relationship of organizational commitment and job satisfaction in public and private sector. This kind of investigation would help explain the comparison among the facets of organizational commitment in developing job satisfaction.
- Investigate the role and impact of human resource management practices (HRM) on organizational commitment and job satisfaction among employees.

Finally, it is hoped that this study would be beneficial to all relevant parties involved in the private sector, ranging from those involved in academic research, students, end-users, as well as the various practitioners in the sector.

## **5.6 Conclusions**

Affective organizational commitment is clearly found to be the strongest variable that correlates with job satisfaction among employees in the organization based on the regression analysis. The beta of affective organizational commitment is 0.652. As a whole 40.5% of the variation in the job satisfaction are explained by organizational commitment dimensions. The findings of this study also can help the organization in planning and developing the strategies to enhance job satisfaction through organizational commitment of the employees. It may become one of the tools and guidance for further actions. This is important to keep the survival of the organization in the global era whereby nowadays it is not easy to make employees to feel obliged and become



committed to the organization. So, new strategies must be developed from time to time and it depends on the result of this kind of study.

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**APPENDIX**



**UNIVERSITI UTARA MALAYSIA  
COLLEGE OF BUSINESS**

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**RESEARCH TITLE:**

**RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION**

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Saya merupakan pelajar Sarjana bagi program Sarjana Pengurusan Sumber Manusia di Universiti Utara Malaysia. Untuk makluman anda, saya sedang menjalankan penyelidikan bagi kursus BPMZ6996 (Master Project Paper) sebagai memenuhi syarat pengijazahan sarjana.

Saya mengalu-alukan penyertaan anda sebagai responden dalam kajian ini bagi mendapatkan maklum balas mengenai "*Hubungan Antara Tanggungjawab Terhadap Syarikat Dan Kepuasan Kerja*".

Borang soal selidik ini mengandungi lima bahagian. Anda diminta untuk meluangkan masa antara 15 hingga 20 minit untuk menjawab boring soal selidik ini dengan jujur demi menghasilkan satu dapatan kajian yang boleh diterima pakai oleh semua pihak. Saya amat menghargai kerjasama anda dan segala maklumat yang diberikan adalah **RAHSIA/SULIT** dan hanya digunakan untuk tujuan **AKADEMIK** semata-mata. Sekian, terima kasih.

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**ANISS YUSAIRAH BINTI ABD. KADIR (807382)**

**MHRM**

**UNIVERSITI UTARA MALAYSIA**

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**SECTION A: DEMOGRAPHIC**

**BAHAGIAN A: LATAR BELAKANG**

INSTRUCTION: Please tick (✓) at the suitable box given.

ARAHAN: Sila tandakan (✓) pada kotak yg berkenaan.

1. Gender / Jantina:

a) Male / Lelaki

b) Female / Perempuan


2. Age / Umur:

a) Below 20 years old / 20 tahun dan ke bawah

b) 21 years old to 30 years old / 21 hingga 30 tahun

c) 31 years old to 40 years old / 31 hingga 40 tahun

d) 41 years old and above / 40 tahun dan seterusnya


3. Race / Bangsa:

a) Malay / Melayu

b) Chinese / Cina

c) Indian / India

d) Others / Lain-lain \_\_\_\_\_


4. Marital Status / Status Perkahwinan:

a) Single / Bujang

b) Married / Berkahwin

c) Others / Lain-lain


5. Educational Level / Taraf Pendidikan:

a) SPM

b) STPM

c) Certificate/ Sijil

d) Diploma

e) Others / Lain-lain \_\_\_\_\_  
(Please specify/ Sila nyatakan)


6. Monthly Income / *Pendapatan Bulanan:*

- a) Below RM 1000 / *RM 1000 dan ke bawah*
- b) RM 1001 to RM 1500 / *RM 1001 hingga RM 1500*
- c) RM 1501 to RM 2000 / *RM 1501 hingga RM 2000*
- d) RM 2001 to RM 2500 / *RM 2001 hingga RM 2500*
- e) RM 2501 and above / *RM 2501 dan ke atas*


7. How long have you being working in this organization?  
*Berapa lama anda sudah bekerja dengan syarikat ini?*

- a) Less than 5 years / *Kurang dari 5 tahun*
- b) 5 to 10 years / *5 hingga 10 tahun*
- c) 11 to 15 years / *11 hingga 15 tahun*
- d) More than 15 years / *Lebih dari 15 tahun*


8. I felt as an employee, I have given full commitment to my woks and this company.

*Saya merasakan sebagai pekerja, saya telah memberikan tanggungjawab yang sepenuhnya terhadap pekerjaan saya dan syarikat ini*

<b>Yes/ Ya</b>	
<b>No/ Tidak</b>	

Sila tandakan **BULAT** pada jawapan anda di petak yang berkenaan/ Please **CIRCLE** your answer in the box.

**SEC B: PENGLIBATAN DALAM SYARIKAT/ AFFECTIVE COMMITMENT**

		1	2	3	4	5
		Sangat tidak setuju /Strongly disagree	Tidak setuju / Disagree	Tidak pasti / Neutral	Setuju/ Agree	Sangat setuju/ strongly agree
		<b>ITEMS</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	<p><b>Saya sangat gembira untuk meneruskan kerjaya dengan syarikat ini</b></p> <p><i>I would be happy to spend the rest of my career with this organization.</i></p>	1	2	3	4	5
2	<p><b>Saya sangat gembira untuk menceritakan tentang keistimewaan syarikat ini kepada orang lain.</b></p> <p><i>I enjoy discussing my organization with people outside it.</i></p>	1	2	3	4	5
3	<p><b>Saya merasakan segala masalah yang terjadi di syarikat ini seperti masalah saya sendiri.</b></p> <p><i>I really feel as if this organization's problems are my own.</i></p>	1	2	3	4	5
4	<p><b>Saya dilayan seperti keluarga sendiri di syarikat ini.</b></p> <p><i>I do feel like 'part of family' at this organization.</i></p>	1	2	3	4	5
5	<p><b>Saya rasa terikat secara emosi dengan syarikat ini.</b></p> <p><i>I do feel 'emotionally attached' to this organization</i></p>	1	2	3	4	5
6	<p><b>Secara peribadi, syarikat ini sangat bermakna kepada saya.</b></p> <p><i>This organization has a great deal of personal to me.</i></p>	1	2	3	4	5
7	<p><b>Saya merasakan saya sangat dihargai apabila berada di syarikat ini</b></p> <p><i>I do feel a strong sense of belonging to this organization.</i></p>	1	2	3	4	5

Sila tandakan **BULAT** pada jawapan anda di petak yang berkenaan/ Please **CIRCLE** your answer in the box.

**SEC C: TANGGUJAWAB YANG BERTERUSAN/ CONTINUANCE COMMITMENT**

1	2	3	4	5
Sangat tidak setuju /Strongly disagree	Tidak setuju / Disagree	Tidak pasti / Neutral	Setuju/ Agree	Sangat setuju/ strongly agree

ITEMS		1	2	3	4	5
1	<p><b>Saya takut apa yang mungkin terjadi sekiranya saya berhenti bekerja disini tanpa ada bantuan yang lain.</b>  <i>I am afraid of what might happen if I quit my job without having another one lined up</i></p>	1	2	3	4	5
2	<p><b>Adalah sangat sukar bagi saya sekarang untuk meninggalkan syarikat ini sekarang walaupun saya menginginkannya.</b>  <i>It would very hard for me to leave this organization right now, even if I wanted to.</i></p>	1	2	3	4	5
3	<p><b>Banyak perkara yang akan menjejaskan hidup saya sekiranya saya mengambil keputusan untuk meninggalkan syarikat ini sekarang.</b>  <i>Too much in my life would be disrupted if I decided I wanted to leave this organization now.</i></p>	1	2	3	4	5
4	<p><b>Pada masa sekarang, saya terus bekerja di syarikat ini lebih kepada keperluan(wang) daripada keinginan saya sendiri.</b>  <i>Right now, staying with this organization is a matter of necessity as much as desire</i></p>	1	2	3	4	5
5	<p><b>Saya merasakan yang saya mempunyai sedikit pilihan untuk meninggalkan syarikat ini.</b>  <i>I feel that I have too few options to consider leaving this organization.</i></p>	1	2	3	4	5
6	<p><b>Salah satu kesan yang serius untuk meninggalkan syarikat ini ialah takut tiada alternatif pekerjaan lain.</b>  <i>One of the few serious consequences of leaving this organization would be scarify of available alternatives.</i></p>	1	2	3	4	5
7	<p><b>Salah satu sebab utama saya terus bekerja di syarikat ini ialah sekiranya saya meninggalkan syarikat ini, saya mungkin tidak mendapat faedah yang sama seperti yang diperolehi di sini.</b>  <i>One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefit I have here.</i></p>	1	2	3	4	5

Sila tandakan **BULAT** pada jawapan anda di petak yang berkenaan/ Please **CIRCLE** your answer in the box.

**SEC D: KEPERCAYAAN KEPADA TANGGUNGJAWAB/ NORMATIVE COMMITMENT**

	1	2	3	4	5			
	Sangat tidak setuju /Strongly disagree	Tidak setuju / Disagree	Tidak pasti / Neutral	Setuju/ Agree	Sangat setuju/ strongly agree			
<b>ITEMS</b>								
				1	2	3	4	5
1	<p><b>Saya rasa ramai orang pada masa kini selalu bertukar dari sebuah syarikat ke syarikat yang lain.</b></p> <p><i>I think people these days move from company to company too often</i></p>			1	2	3	4	5
2	<p><b>Saya percaya seseorang haruslah menanam sikap kesetian kepada syarikat dia bekerja sekarang.</b></p> <p><i>I do believe that person must always be loyal to his/her organization</i></p>			1	2	3	4	5
3	<p><b>Salah satu sebab saya terus bekerja di syarikat ini ialah saya percaya kesetian itu penting dan saya merasakan bertanggungjawab untuk terus kekal bekerja di sini.</b></p> <p><i>One of the major reason I continue to work for this organization is that I believe that loyalty is importance &amp; therefore I feel a sense of moral obligation to remain.</i></p>			1	2	3	4	5
4	<p><b>Saya merasakan adalah tidak wajar untuk meninggalkan syarikat ini walaupun saya menerima tawaran bekerja yang lebih baik di syarikat lain.</b></p> <p><i>If I got another offer for a better job elsewhere I would not feel it was right to leave the organization</i></p>			1	2	3	4	5
5	<p><b>Saya telah diajar untuk mempercayai nilai kekal setia dengan satu syarikat sahaja.</b></p> <p><i>I was taught to believe in the value of remaining loyal to one organization.</i></p>			1	2	3	4	5
6	<p><b>Sesuatu perkara akan bertambah baik, apabila seseorang itu kekal dalam satu organisasi untuk seluruh kerjayanya.</b></p> <p><i>Things were better in the days when people stayed with one organization for most of their career.</i></p>			1	2	3	4	5



Sila tandakan **BULAT** pada jawapan anda di petak yang berkenaan/ Please **CIRCLE** your answer in the box.

**SEC E: KESELURUHAN KEPUASAN KERJA/ JOB SATISFACTION**

		1	2	3	4	5
		Sangat tidak setuju /Strongly disagree	Tidak setuju / Disagree	Tidak pasti / Neutral	Setuju/ Agree	Sangat setuju/ strongly agree
ITEMS		1	2	3	4	5
1	<p><b>Keseluruhannya, saya berpuas hati dengan semua rakan sekerja saya.</b> <i>All in all, I am satisfied with the persons in my work group.</i></p>	1	2	3	4	5
2	<p><b>Keseluruhannya, saya berpuas hati dengan ketua saya.</b> <i>All in all, I am satisfied with my immediate supervisor.</i></p>	1	2	3	4	5
3	<p><b>Keseluruhannya, saya berpuas hati dengan kerja yang saya lakukan sekarang.</b> <i>All in all, I am satisfied with my job now.</i></p>	1	2	3	4	5
4	<p><b>Keseluruhannya, saya berpuas hati dengan pentadbiran syarikat ini berbanding dengan syarikat lain.</b> <i>All in all, I am satisfied with this organization, compared to other company.</i></p>	1	2	3	4	5
5	<p><b>Berdasarkan kemahiran dan tahap pendidikan yang saya ada, saya berpuas hati dengan gaji serta faedah yang saya perolehi di syarikat ini.</b> <i>Considering to my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.</i></p>	1	2	3	4	5
6	<p><b>Kebanyakan pekerja di sini berpuas hati dengan kerja yang mereka lakukan sekarang.</b> <i>Most people in this organization are satisfied with the job that done now</i></p>	1	2	3	4	5
7	<p><b>Saya tidak pernah terfikir untuk meninggalkan syarikat ini walaupun keadaan syarikat tidak begitu stabil pada masa sekarang.</b> <i>I never thought to leave this organization even the condition of this company is not stable for this moment.</i></p>	1	2	3	4	5

**DATA  
ANALYSIS  
USING SPSS**

## Reliability (Affective commitment)

### Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded( a)	0	.0
	Total	125	100.0

a Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.790	7

### 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
I would be happy to spend the rest of my career with this organization	22.52	10.574	.605	.408	.743
I enjoy discussing my organization with people outside it	22.46	10.718	.505	.403	.761
I really feel as if this organization's problem are my own	22.88	9.945	.572	.342	.748
I do feel like 'part of family' of this organization	22.75	11.075	.491	.272	.764
I do feel 'emotionally attached' to this organization	23.14	11.231	.373	.225	.788
This organization has a great deal of personal to me	22.61	10.982	.524	.367	.758
I do feel a strong sense of belonging to this organization	22.77	10.857	.545	.390	.754

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
26.52	14.155	3.762	7

**Reliability (Continuance commitment)**

**Case Processing Summary**

		N	%
Cases	Valid	125	100.0
	Excluded( a)	0	.0
	Total	125	100.0

a Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.736	.733	7

**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
I am afraid of what might happen if i quit my job without having another one lined up	20.05	16.223	.450	.314	.705
It would very hard for me to leave this organization right now, even if i wanted to	19.83	17.609	.240	.175	.749
Too much in my life would be disrupted if i decided i wanted to leave this organization now	19.79	15.682	.455	.354	.703
Right now, staying with this organization is a matter of necessity as much as desire	20.29	14.497	.531	.473	.684

I feel that i have too few options to consider leaving this organization	20.18	16.340	.450	.289	.705
One of the few serious consequences of leaving this organization would be scarify of available alternatives	20.31	13.958	.657	.579	.651
One of the major reasons i continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefit i have here	19.81	16.334	.369	.273	.723

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.38	20.607	4.540	7

### Reliability (Normative commitment)

#### Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded( a)	0	.0
	Total	125	100.0

a Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.731	6

#### 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
I think people these days move from company to company too often	18.46	9.573	.254	.216	.741
I do believe that person must always be loyal to his/her organization	18.29	8.320	.587	.406	.657
One of the major reason i continue to work for this organization is that i believe that loyalty is importance & therefore i feel a sense of moral obligation to remain	18.32	8.284	.571	.371	.660
If i got another offer for a better job elsewhere i would not feel it was right to leave the organization	18.98	7.161	.568	.376	.652
I was taught to believe in the value of reamining loyal to one organization	19.02	8.185	.430	.340	.698
Things were better in the days when people stayed with one organization for most of their career	18.61	8.450	.395	.184	.708

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.34	11.370	3.372	6

### Reliability (Job satisfaction)

#### Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded( a)	0	.0
	Total	125	100.0

a Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.837	7

**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
All in all, i am satisfied with the persons in my group	21.07	17.213	.435	.297	.833
All in all, i am satisfied with my immediate supervisor	21.38	14.658	.691	.549	.795
All in all, i am satisfied with my job now	21.21	16.424	.539	.384	.820
All in all, i am satisfied with this organization compared to other company	21.66	13.792	.759	.598	.782
Considering to my skills and level of education that i have, i am satisfied with my pay and benefit that i get in this organization	21.74	13.724	.613	.475	.810
Most people in this organization are satisfied with the job that done now	21.71	14.900	.601	.474	.809
I never thought to leave this organization even the condition of this company is not stable for this moment	21.61	15.305	.489	.279	.829

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
25.06	20.060	4.479	7

## Regression

### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636(a)	.405	.390	.49970

a Predictors: (Constant), NormativeCommitment, ContinuanceCommitment, AffectiveCommitment

b Dependent Variable: JobSatisfaction

### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.551	3	6.850	27.434	.000(a)
	Residual	30.214	121	.250		
	Total	50.765	124			

a Predictors: (Constant), NormativeCommitment, ContinuanceCommitment, AffectiveCommitment

b Dependent Variable: JobSatisfaction

### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	.415		1.592	.114
	AffectiveCommitment	.776	.101	.652	7.705	.000
	ContinuanceCommitment	.029	.073	.029	.400	.690
	NormativeCommitment	-.031	.099	-.027	-.314	.754

a Dependent Variable: JobSatisfaction



## Correlations

		Gender	Age	Race	Maritalstatus	Education	Income	Lenght	AffectiveCommitment	ContinuanceCommitment	NormativeCommitment	JobSatisfaction
Gender	Pearson Correlation	1	-.067	.(a)	.033	.212(*)	-.217(*)	-.230(**)	-.237(**)	.043	-.027	-.185(*)
	Sig. (2-tailed)		.458	.	.713	.018	.015	.010	.008	.637	.761	.039
	N	125	125	125	125	125	125	125	125	125	125	125
Age	Pearson Correlation	-.067	1	.(a)	.157	-.202(*)	.508(**)	.683(**)	.342(**)	-.123	.293(**)	.296(**)
	Sig. (2-tailed)	.458		.	.081	.024	.000	.000	.000	.170	.001	.001
	N	125	125	125	125	125	125	125	125	125	125	125
Race	Pearson Correlation	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)	.(a)
	Sig. (2-tailed)	.	.	.	.	.	.	.	.	.	.	.
	N	125	125	125	125	125	125	125	125	125	125	125
Maritalstatus	Pearson Correlation	.033	.157	.(a)	1	-.303(**)	.165	.264(**)	.053	.239(**)	.163	.111
	Sig. (2-tailed)	.713	.081	.		.001	.066	.003	.555	.007	.069	.217
	N	125	125	125	125	125	125	125	125	125	125	125
Education	Pearson Correlation	.212(*)	-.202(*)	.(a)	-.303(**)	1	-.101	-.313(**)	-.183(*)	-.074	-.185(*)	-.422(**)
	Sig. (2-tailed)	.018	.024	.	.001		.264	.000	.041	.414	.039	.000
	N	125	125	125	125	125	125	125	125	125	125	125
Income	Pearson Correlation	-.217(*)	.508(**)	.(a)	.165	-.101	1	.655(**)	.399(**)	.086	.343(**)	.393(**)
	Sig. (2-tailed)	.015	.000	.	.066	.264		.000	.000	.342	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125
Lenght	Pearson Correlation	-.230(**)	.683(**)	.(a)	.264(**)	-.313(**)	.655(**)	1	.457(**)	.007	.360(**)	.390(**)
	Sig. (2-tailed)	.010	.000	.	.003	.000	.000		.000	.939	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125
AffectiveCommitment	Pearson Correlation	-.237(**)	.342(**)	.(a)	.053	-.183(*)	.399(**)	.457(**)	1	-.062	.528(**)	.635(**)
	Sig. (2-tailed)	.008	.000	.	.555	.041	.000	.000		.492	.000	.000
	N	125	125	125	125	125	125	125	125	125	125	125
ContinuanceCommitment	Pearson Correlation	.043	-.123	.(a)	.239(**)	-.074	.086	.007	-.062	1	.222(*)	-.017
	Sig. (2-tailed)	.637	.170	.	.007	.414	.342	.939	.492		.013	.850

Normative Commitment	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	-027	.293(**)	(a)	.163	-.185(*)	.343(**)	.360(**)	.528(**)	.222(*)	1	.323(**)			
	Sig. (2-tailed)	.761	.001		.069	.039	.000	.000	.000	.013		.000			
Job Satisfaction	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125
	Pearson Correlation	-.185(*)	.296(**)	(a)	.111	-.422(**)	.393(**)	.390(**)	.635(**)	-.017	.323(**)	1			
	Sig. (2-tailed)	.039	.001		.217	.000	.000	.000	.000	.850	.000				
	N	125	125	125	125	125	125	125	125	125	125	125	125	125	125

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

a Cannot be computed because at least one of the variables is constant.