

**ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG STAFF OF
HIGHER LEARNING EDUCATION INSTITUTIONS IN KELANTAN**

NORIZAN ISMAIL

MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

2012

Permission to Use

In permission this project paper in partial fulfillment of the requirement for Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copyright this project paper in any manner, in whole or part, for scholarly purposes may be granted by my supervisor or in their absence, by the Assistant Vice Chancellor of the College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or to make other user of materials in this project paper in whole or part should be addressed to :

**Dean
Othman Yeop Abdullah Graduate School
College of Business
Universiti Utara Malaysia (UUM)
06010 Sintok
Kedah Darul Aman**

ABSTRAK

Tujuan kajian ini dilakukan adalah untuk mengkaji hubungan diantara komponen-komponen komitmen organisasi dan kepuasan kerja dalam kalangan pekerja di Institusi Pengajian Tinggi di negeri Kelantan. Hasil kajian ini dapat menjadi penyumbang penting kepada penyelidikan sedia ada berkaitan pengurusan dan gelagat organisasi. Pada permulaan kajian ini, dinyatakan tujuan, soalan kajian, dan keperluan kepada kajian ini dilakukan. Seterusnya, tinjauan literasi membincangkan tentang komitmen organisasi dan kepuasan kerja yang menumpukan kepada hubungan di antara kedua pemboleh ubah. Sebanyak 96.3 peratus daripada 300 responden telah memberi respon mereka. Hasil kajian menunjukkan komitmen afektif, komitmen normatif dan komitmen berlanjutan tidak mempunyai hubungan yang signifikan dengan kepuasan kerja.

Kata kunci : komitmen afektif, komitmen berterusan, komitmen normatif, kepuasan kerja.

Abstract

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee at Higher Learning Education Institutions in Kelantan. 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 96.3 percent response rate from 300 respondents. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

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

ACKNOWLEDGEMENTS

I begin in the name of Allah, most merciful. Many thanks to Allah for providing me with strength and emotional support throughout my 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 NORAZUWA BT MAT** for all her patience, scientifically proven, creativity encouraging guidance, and discussions that made this study to what it is. Without her understanding, consideration and untiring advice, this dissertation would not have been completed successfully.

My special appreciation to my dear mom, Hajjah Nik Zainab Haji Awang whose endless love and support throughout my life can never be repaid. Love and special thanks to my dear husband, Ahmad Shahrman Ismail for his support, strength, help, encouragement and for everything. And also my children, Mohd Amir Shaqim and Anis Nur Jannah for their sacrifices and supports throughout my master's study. Last but not least, many thanks to my family members for their continuous moral support, and all my friends who helped in giving ideas, advices and support in completing this project paper. Thank you.

Norizan Ismail
Othman Yeop Abdullah Graduate School
College of Business
Universiti Utara Malaysia (UUM)
06010 Sintok
Kedah Darul Aman

TABLE OF CONTENTS

	Page
Chapter 1: Introduction	
1.1 Background of The Study	1
1.2 Problem Statement	3
1.3 The Purpose of The Study	8
1.4 Research Objective.....	8
1.5 Research Question.....	9
1.6 Significance of the Study.....	9
1.7 Definition of Key Terms.....	10
Chapter 2: Literature Review	
2.1 Introduction	12
2.2 Job Satisfaction	12
2.2.1 <i>Dimension of Job Satisfaction</i>	19
2.2.1.1 <i>The Work Itself</i>	20
2.2.1.2 <i>Pay</i>	20
2.2.1.3 <i>Supervision</i>	22
2.2.1.4 <i>Promotion</i>	22
2.2.1.5 <i>Co-Workers</i>	23
2.2.1.6 <i>Working Conditions</i>	24
2.3 Organizational Commitment	24
2.3.1 <i>Types of Employee Commitment</i>	26
2.3.1.1 <i>Affective commitment</i>	27
2.3.1.2 <i>Continuance commitment</i>	28
2.3.1.3 <i>Normative commitment</i>	28
2.4 Relationship Between Job Satisfaction and Organization Commitment	29
2.5 Theoretical Framework.....	32
2.5.1 <i>Independent Variables</i>	32
2.5.2 <i>Dependant Variables</i>	32

Chapter 3: Methodology

3.1	Introduction.....	33
3.2	Research Design.....	33
	3.2.1 <i>Type of Study</i>	33
	3.2.2 <i>Sources of Data</i>	33
	3.2.2.1 <i>Primary Data</i>	33
	3.2.2.2 <i>Secondary Data</i>	34
	3.2.3 <i>Unit of Analysis</i>	34
	3.2.4 <i>Population and Sampling Technique</i>	35
3.3	Measurement.....	36
3.4	Definitions of Variables	39
3.5	Data Collection and Methods.....	41
3.6	Data Analysis Techniques.....	41
3.7	Pilot Test	43

Chapter 4 : Findings

4.1	Introduction.....	44
4.2	Profile of Respondents	44
4.3	Goodness of Measure	47
	4.3.1 <i>Reliability Analysis</i>	47
	4.3.2 <i>Descriptive Analysis</i>	46
4.4	Hypotheses Testing	49
	4.4.1 <i>Correlation Analysis</i>	49
	4.4.2 <i>Multiple Regression Analysis</i>	50
4.5	Summary of Results	51

Chapter 5 :

5.1	Introduction.....	53
5.2	Recapitulation of The Study	53
5.3	Discussions	54
5.3.1	<i>To Determine The Relationship Between Employee On The Components Of Organizational Commitment And Job Satisfaction</i>	54
5.3.2	<i>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</i>	55
5.4	Theoretical And Practical Implications	55
5.5	Research Limitations	57
5.6	Recommendations	57
5.6.1	<i>Recommendations to Higher Learning Educations Institutions</i>	57
5.6.2	<i>Recommendations For Future Researchers</i>	59
5.7	Conclusions	60
	REFERENCES	61
	APPENDIX A - Questionnaire.....	65
	APPENDIX B - SPSS Result (Correlation).....	69
	APPENDIX C – SPSS Result (Regression)	70
	APPENDIX D – SPSS Result (One Way Annova)	73

CHAPTER 1

INTRODUCTION

1.1 Background Of The Study

Job satisfaction has been an important topic over the years (Akfopure, 2006). The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. 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.

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 & 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 & Zin, 2010).

Through workers, organisations can garner a competitive advantage. Committed employees take pride in organisational membership, believe in the goals and values of the organisation, and therefore display higher levels of performance and productivity (Steinhaus & Perry, 1996). 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. Many managers have little understanding of how to satisfy their employees and how these employees' satisfaction levels influence their intention to leave their positions (Feinstein, A., 2002). In fact, because of this limited understanding, managers' efforts toward employee satisfaction can sometimes create more dissonance than cohesion between employees and management, leading to decreased performance and excessive employee turnover (Locke, 1969).

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, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (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.

1.2 Problem Statement

Malaysia experience in the development of quality assurance in higher education over the last decade and the introduction of the Malaysian Qualifications Framework which will underpin the quality assurance system in the near future. The impact of economy recession in the mid-nineties, globalization and information explosion have vast consequences on the educational policies. Major focus was given to education and training as it is deemed to the survival of the nation in an increasingly competitive advantage in world market.

Cross border education has created challenges to national policies, regulation and quality issues. The immediate challenge is the setting the scene for the implementation and this involves

extensive training, involvement and commitment of all staff in higher learning education institutions.

However, higher education institutions found to have a problem in which a total of 59.5% (Nor Salina Saidin, 1994/1995) lecturer reported intention to resign. This negative effect to the institution in terms of replacement cost and disrupted work and affect the government's vision to build a knowledgeable society and sustain economic growth and competitiveness.

This is of particular interest for Higher Learning Education Institutions, because the costs of hiring and training new employees are high. Therefore, the organization should try to keep a constant workforce, which also helps to reduce the risks of deterioration in services offered to its customers. Generally, it is expected that employees are more likely to stay with their organization and be highly committed when they can see a strong linkage between the organization and their work.

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. 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.

When employees experience low job satisfaction and organizational commitment, it can be very costly. This may be a result of low pay (for lower level positions) and little opportunity for advancement. Absenteeism may also be a very costly issue because it can result in reduced productivity when lowly committed employees do not see any link between the tasks they do and the organization's profitability. To solve the problems of high turnover and absenteeism, it is important to analyze the two variables being studied and determine the factors that would affect commitment.

At times, employees may not leave an organization even when they are dissatisfied or do not feel committed to the organization. This makes studying the two variables serve an even greater importance. When workers are dissatisfied, this may create grievances, which can lead to a lower level of organizational commitment.

Another reason why researcher are interested in studying whether job satisfaction would lead to organizational commitment is because this may increase productivity. A manager should investigate their employees' level of satisfaction, which can signal whether there is commitment from their workers. Employees' productivity is largely related to their level of job satisfaction and in fact, the turnover rate can be reduced with a higher level of organizational commitment.

Therefore, it is important for an organization to study the relationships between these two variables.

Analyzing the relationship between job satisfaction and organizational commitment is particularly crucial nowadays, as people often do not work at the same organization or job throughout their lifetime. 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. If two employees exhibit different levels of job satisfaction and that job satisfaction can be proven to lead to organizational commitment, the employer will likely hire the employee with the higher level of job satisfaction. This is because the employer can expect the more satisfied individual to stay with the organization. Another reason as to why satisfaction will lead to commitment is that a higher level of job satisfaction may lead to a better family life and a reduction in stress. 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). An employee's feelings of jobs satisfaction may affect his or her emotions. This feeling will affect the worker's behaviors inside and outside the organization. As Wilson and Rosenfeld (1990) pointed out, is that positive and negative attitudes towards work may exert powerful effects on many forms of organizational behavior. When a worker is dissatisfied with his or her job, the employee may have negative emotions. The consequence is that he or she may start to think about quitting. The decision process will begin with the individual identifying and evaluating alternatives, about whether to quit or to stay on in their job. The sequence of decisions will change the employee's commitment level. As humans, employees are also subject to problems of dissatisfaction at workplace. If they are not satisfied, they may not be committed to deliver the

best. In addition, there is a possibility that their job performance may not achieve the target. This would of course lead to other adverse effects to the organization. Hence, there is a strong need to understand the factors that contribute toward job satisfaction among employees so that steps can be taken by the management to create conducive working environment that is in line with their expectations. According to Allen and Meyer (1990), commitment refers to the attitude of the employees toward their organization. Normally, the employees will commit if they are really satisfied with their present job. The satisfaction normally depends on what the employees can get or receive from the job.

Managers would be most interested in knowing about the relationship between job satisfaction and organizational commitment, because it would become clear as to how important and worthy it would be to retain their most satisfied employees. In turn, having this knowledge would motivate managers to satisfy their employees. This would ultimately benefit the organization, as it is expected that these same employees will be highly committed. When employees are committed, their personal goals may go in line with those of the organization that they work for.

Regardless of the title, or the institutions where they work, the employees shoulder heavy responsibilities toward ensuring development in their organization. In spite of our amazing technological advances, people do the work of the organization and are ultimately responsible for its success. Unfortunately, most organizations, large and small, fail to provide the component that engages the hearts of their people or encourages them to work at their potential. It is undeniable that people and job satisfaction contributes toward ensuring development in a country. Hence, the system in management should be strategically planned in order to produce

the best results for all concerned. Their roles are broad and challenging. They also need to keep up with new knowledge, new technologies and new techniques in order to deliver the best to their organizations.

1.3 The Purpose of The Study

This research is undertaken in order to determine the relationship between components of organizational commitment and job satisfaction among staff in higher learning education institutions in Kelantan and 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. In addition, this study is to examine the relative importance of demographic variable of employee on the different components of 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.

1.4 Research Objective

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

- i. To determine the relationship between organizational commitment and job satisfaction.

1.5 Research Question

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

- i. What is the relationship between organizational commitment and job satisfaction?

1.6 Significance of The Study

The significance of this study can contribute many advantages to many parties such as human resource management in forming their strategy and the analytical and empirical researches. Study and previous literature focused on the aspects of the relationship between organizational commitment and job satisfaction among academic staff in educational institutions, whether at the primary, secondary and public higher education. However, this study attempts to focus on organizational commitment and job satisfaction among the academic and non-academic staff in both public and private higher education institutions.

The findings of the research would, first of all, enlighten the public and private sectors management on the level of job satisfaction and work commitment among the public and private higher learning education institutions staffs, especially in Kelantan. On top of that, it would provide valuable information to the management in understanding the factors that affect job satisfaction. As job satisfaction has often been perceived as an important contributor toward job performance and work commitment level, it is of utmost important that the management knows and understands these factors. This would assist the management in creating conducive working environment so as to increase job satisfaction, hence work commitment.

This research would also be useful for the Kelantan State Government as well as Ministry of Higher Learning Education and Ministry of Human Resource. Knowing the factors that can contribute to job satisfaction among the public and private sectors employees would facilitate the Kelantan State Government and Ministry in making decisions pertaining to the profession so as to benefit the employees, as well as the organizations. The findings of the research would definitely contribute to the body of knowledge especially regarding job satisfaction among staff of the organization in the country.

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

Lastly, researcher hopes that this knowledge would further contribute to the body of knowledge and be a useful source of information including for future research regarding this subject matter.

1.7 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 & Meyer, 1990).

- iii. **Continuance Organization Commitment** : The wish associated with leaving the organization (Allen & Meyer, 1990).

- iv. **Normative Organization Commitment** : A feeling of obligation to continue employment (Allen & Meyer, 1990).

- v. **Job satisfaction** : The term job satisfactions refers to the attituded and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers review of related literature, the theories of need, motivation and satisfaction. Furthermore, it will shed the light on the dimensions of job satisfaction as well as the organisational commitment which may face employees in their job. At the same time, this chapter will also cover the job satisfaction and organisational commitment, and finally will end with hypothesis development.

2.2 Job Satisfaction

Job satisfaction is defined as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Glisson and Durick, 1988; Kim, 2005).

Many models or theories have been carried out regarding job satisfaction. According to Robbins and Judge (2009), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

According to Jain, Jabeen, Mishra & Gupta (2007) individuals show pleasurable positive attitudes when they are satisfied with their job.

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).

Locke (1969, p. 317) defined job satisfaction and dissatisfaction as “that job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values (Schwepker, 2001, p. 41)”. Job dissatisfaction is “the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s values”.

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.

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.

Job satisfaction has been correlated with enhanced job performance, positive work values, high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should be concerned with the level of satisfaction in their organisation and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003). In addition, Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs.

Whereby according to Maslow's Theory of Needs, human needs are never satisfied and they are always craving for more. This is due to after one's need to be fulfilled; other needs will emerge. Job satisfaction has been correlated with enhanced job performance, positive work values, high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore managers should be concerned with the level of satisfaction in their organisation and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003). In addition,

Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs which are :

- Physiology
- Safety
- Belongingness and love
- Esteem
- Self-actualization

Physical needs are the base from the hierarchy. It includes the basic human needs such as the need for air, water, food, exercise and freedom from diseases. It is commonly achieved by the human being. Once this basic is achieved, then they will go for the other level which is the security. This level includes the need of safety, shelter and stability. In terms of the working environment, it means that an employee may demand for the job security, they can have a stable job, being treated fairly and have a good pay for their job. The third phase is the social, it includes the need of being loved, and they experience the feeling of belonging and inclusion. In the work place, the employee needs to feel the sense of belonging and acceptance, once they have this feeling, it helps them to achieve the satisfaction on this level. Let say one's cannot fulfill this level, for example maybe he or she facing problem in their marriage; it will lead to fail on this level. After fulfill this level, it comes to another level which is the ego or known as self-esteem and follow by the highest level which is the self-actualization.

The reason why job satisfaction been study due to it bring impact to the organization. Robbins and Judge (2009) there are consequences when employees like their jobs or dislike. It divides into two dimensions: constructive/ destructive and active/ passive. There are four responses which include exit, voice, loyalty and neglect. Exit and neglect are meant for destructive behavior however voice and loyalty is for constructive behavior. Constructive or also known as active behavior defined as a set of action that employee attempt to improve the situation or their performance. Exit response involves directing behavior to the organization such as resigning/ turnover. Neglect response involves passively behavior that allowing condition to worst such as absenteeism or lateness and reduce productivity. This study will focus on the destructive behavior which includes the exit response and neglect response. Destructive behavior also defined as withdrawal behavior. According to Robbins and Judge (2009) withdrawal behavior is a set of actions that employees perform to avoid the work situation and this behavior may result an employee to quit in the organization.

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.

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 adjust to the work situation, job satisfaction rises again.

In the context of job satisfaction among teachers, many studies have been conducted about it. These studies were reviewed by external researchers and also in our country. The results mostly show two values of satisfaction and dissatisfaction with the job done. Table 1.1 shows a list of research has been conducted among the teachers about the satisfaction and dissatisfaction in their jobs.

Table 1.1 : List of Job Satisfaction Survey Among Teachers

Researchers	Year	The Study Area	Respondents	Level of Job Satisfaction
1. Gorton, R.A	1980	United State	Administrators	Low
2. Marina bt Othman	1982	Malaysia	School Admin.	Medium
3. Choo, P.F.	1984	Malaysia	Graduate Teachers	High
4. Gulloway, D.	1985	New Zealand	Primary School Teachers	Medium and High
5. Nor Azizah bt Mohd Salleh	1988	Malaysia	Teachers	Medium
6. Wong Ting Hong	1989	Hong Kong	Secondary School Teachers	Low
7. Ruhl Smith, C.	1993	Texas	Teachers	Medium and High

2.2.1 Dimensions of Job Satisfaction

The idea of job satisfaction is very complicated (McCormick & Ilgen, 1985). Locke (1976) presented a summary of job dimensions that have been established to contribute significantly to employees' job satisfaction. The particular dimensions represent characteristics associated with job satisfaction. The dimensions are :

- The Work Itself
- Pay
- Promotions
- Working Conditions
- Supervision
- Co-Workers

2.2.1.1 The Work Itself

The nature of the work performed by employees has a significant impact on their level of job satisfaction. According to Luthans (1992), employees derive satisfaction from work that is interesting and challenging, and job that provides them with status. Landy (1989), advocates that work that is personally interesting to employees is likely to contribute to job satisfaction. Similarly, research suggests that task variety may facilitate job satisfaction (Eby & Freeman, 1999). This is based on the view that skill variety has strong effects on job satisfaction, implying that the greater the variety of skills that employees are able to utilize in their jobs, the higher their level of satisfaction (Ting, 1997). Sharma and Bhaskar (1991) postulate that the single most important influence on a person's job satisfaction experience comes from the nature of the work assigned to him / her by the organization. They claim that if the job entails adequate variety, challenge, discretion and scope for using one's own abilities and skills, the employees doing the job is likely to experience job satisfaction. Khaleque and Choudhary (1984) found in their study of Indian managers, that the nature of work was the most important factor in determining job satisfaction for the top managers, and job security as the most important factor in job satisfaction for managers at the bottom.

2.2.1.2 Pay

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Remuneration and earnings are a cognitively complex and multidimensional factor in job satisfaction. According to Luthans (1998), salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level need of people.

Previous research (Voydanoff, 1980) has shown that monetary compensation is one of the most significant variables in explaining job satisfaction. In their study of public sector managers, Taylor and West (1992, cited in Bull, 2005) found that pay levels affect job satisfaction, reporting that those public employees experienced lower levels of job satisfaction.

According to William et al (2006) (cited from Till & Karren, 2011), the actual pay level and pay satisfaction is probably a function of the discrepancy of perceive pay level and the amount that employee believes their pay should be. Meanwhile, Lawler (1991) (cited from Heneman III & Schwab, 1985), had presented a perspective that views pay satisfaction as a discrepancy between how much pay one feels one should received and how much one feels is actually received. The primary goal of the present study is to seek a better understanding of the antecedents of pay satisfaction, and specifically, to focus on pay comparisons and the perceptions of fairness and organizational justice.

Pay level serves as function of personal characteristic of employees, is substantial evidence and as an illustration from the combinations of various pay level and benefit (Heneman III & Schwab, 1985). Pay level also is related with aggregate pay satisfaction and organizational performance, with the three points, which can be elaborated with the individual pay satisfaction or dissatisfaction leads to differential individual behavior outcomes. Second is a differential individual behavioral outcome becomes shared and produce an emergent collective structure that results in organizational attitudes, norms and behaviors. And the last one is, from the

constructive behavioral based collective attitudes, norms and behavior will subsequently impact organizational performance and functions (Currall et al, 2005).

2.2.1.3 Supervision

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction.

Research appears to be vague since most research indicates that individuals are likely high levels of job satisfaction if supervisors provide them with support and corporation in completing their tasks (Ting, 1997). Similar results were reported by Billingsley and Cross (1992) as well as Cramer (1993). These researchers generally hold that dissatisfaction with the management supervision is a significant predictor of job dissatisfaction. The above finding are corroborated by Staudt's (1997) research based on social workers in which it was found that respondents who reported satisfaction with supervision, were also more likely to be satisfied with their jobs in general. Chieffo (1991) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction.

2.2.1.4 Promotion

An employee's opportunities for promotions are also likely to exert an influence on job satisfaction (Landy, 1989; Larwood, 1984, Moorhead & Griffen, 1992; Kinicki & Vecchio, 1994). Robbins (1998) maintains that promotions provide opportunities for personal growth, increased responsibility and increased social status. Bull, (2005) postulate that many people

experience satisfaction when they believe that their future prospects are good. This may translate into opportunities for advancement and growth in their current workplace, or enhance the chance of finding alternative employment. They maintain that if people feel that they have limited opportunities for career advancement, their job satisfaction may decrease. According to MaComick and Ilgen (1985), employees' satisfaction with promotional opportunities will depend on a number of factors, including the probability that employees will be promoted, as well as the basis and the fairness of such promotions. Moreover, not all employees wish to be promoted. The reason therefore is related to the fact that promotion entails greater responsibility and tasks of a more complex nature, for which the individuals may consider themselves unprepared. If employees perceive the promotion policy as unfair, but do desire to be promoted, they may still be satisfied. Nonetheless, opportunities for promotion appear to have a significant positive correlation with job satisfaction (Staudt, 1997) report on a study that indicates the opportunity for promotion was found to be the best and only common predictor of job satisfaction in child welfare, community mental health, and family services agencies. Promotional opportunities therefore have differential effects on job satisfaction, and it is essential that this be taken into account in cases where promotion policies are designed to enhance employee satisfaction.

2.2.1.5 Co-Workers

Research (Mowday & Sutton, 1993), suggests that job satisfaction is related to employees' opportunities for interaction with others on the job. Studies have shown that the better relationship, the greater the level of job satisfaction (Wharton & Baron, 1991). According to Staudt (1997), such social relations constitute an important part of the 'social climate' within the workplace and provide a setting within which employees can experience meaning and identity.

When cohesion is evident within a work group it usually leads to effectiveness within a group and the job becoming more enjoyable. However, if the opposite situation exists and colleagues are difficult to work with, this may have a negative impact on job satisfaction. The impact of friendship on workplace outcomes is shown by results that indicate that friendship opportunities were associated with increases in job satisfaction, job involvement and organizational commitment, and with a significant decrease in intention to turnover (Luddy, 2005).

2.2.1.6 Working Conditions

Working conditions is another factor that has a moderate impact on the employee's job satisfaction (Luthans, 1992; Moorhead & Griffen, 1992). According to Luthans (1998), if people work in a clean, friendly environment, they will find it easier to come to work. If the opposite should happen, they will find it difficult to accomplish tasks. Vorster (1992) maintains that working conditions are only likely to have a significant impact on job satisfaction when, for example, the working conditions are either extremely good or extremely poor. Moreover, employee complaints regarding working conditions are frequently related to manifestations of underlying problems (Luthans, 1992; Visser, 1990, Vorster, 1992).

2.3 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).

2.3.1 Types of Employee Commitment

According to Joolideh and K.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).

2.3.1.1 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 the study done by Feinstein (2002), in the Organizational commitment has been described as consisting of two constructs that is 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.”

2.3.1.2 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 organization 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.

2.3.1.3 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 Relationship Between Organization 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 organisation (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 association 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. Based on literature review and previous studies, this research hypothesized that :

H₁ : There is the relationship between the components of organizational commitment and job satisfaction.

2.5 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 institutions. 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 1.0 affective, continuance, and normative organisational commitment, are posited as bases for the formation of job satisfaction.

2.5.1 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.

2.5.2 Dependent Variable

Dependant variable consists of one variable and that is job satisfaction. The theoretical framework for this study is as shown in Figure 1.0.

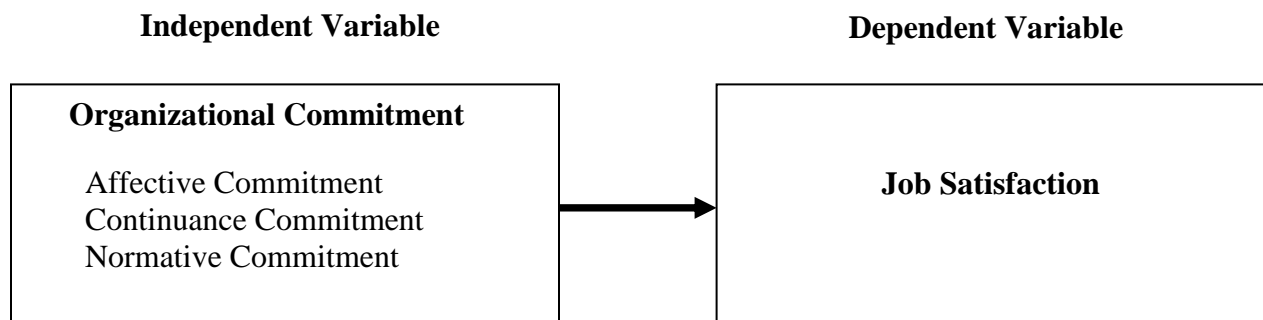


Figure 1.1 : Theoretical Framework

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, pilot test 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 by using survey method 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 used as the research instrument and distributed to the staff Akademi Pengajian Islam Universiti Malaya (APIUM),

Universiti Malaysia Kelantan (UMK), Kolej Teknologi Darulnaim (KTD) and Sultan Ismail Petra International Islamic College (KIAS).

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 organisation 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 organisation website, brochure and etc.

3.2.3 Unit of Analysis

This study focuses on identifying the relationship between organizational commitment and job satisfaction among academic and administrative staff in higher learning education institutions. Thus, the unit of analysis is at individual level among employees in Akademi Pengajian Islam Universiti Malaya (APIUM), Universiti Malaysia Kelantan (UMK), Kolej Teknologi Darulnaim (KTD) and Sultan Ismail Petra International Islamic College (KIAS).

3.2.4 Population & Sampling Technique

The unit analysis is individual level. The population of this study covers all staff Akademi Pengajian Islam Universiti Malaya (APIUM), Universiti Malaysia Kelantan (UMK), Kolej Teknologi Darulnaim (KTD) and Sultan Ismail Petra International Islamic College (KIAS) with SPM to PhD level of education. The number of staff was obtained from the Human Resource Department. Currently, the number of staff at each institution are as follows :

Table 3.1 : The No. of Staff at APIUM, UMK, KTD and KIAS

Institution	No. of Staff
Akademi Pengajian Islam Universiti Malaya (APIUM)	60
Universiti Malaysia Kelantan (UMK)	485
Kolej Teknologi Darulnaim (KTD)	100
Sultan Ismail Petra International Islamic College (KIAS)	110
TOTAL	755

Out of this number, a total of 300 employees are selected at random using simple random sampling to represent the staff of Akademi Pengajian Islam Universiti Malaya (APIUM), Universiti Malaysia Kelantan (UMK), Kolej Teknologi Darulnaim (KTD) and Sultan Ismail Petra International Islamic College (KIAS). 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. 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 3.2 : *Layout of the Questionnaire*

Section	Item
A	Demographic <ul style="list-style-type: none">▪ Gender▪ Age▪ Race▪ Marital Status▪ Educational Level▪ Monthly Income▪ Length of service

Section		Items
B	▪ Affective Commitment	7
C	• Continuance Commitment	7
D	• Normative Commitment	6
E	• Job Satisfaction	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 7 items of demographic information is also included.

Table 3.3: *Measurement Items*

Variables	Total No. of Items	Scales	Sources
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)

Affective Organizational Commitment – 7 items scale developed by Allen & Meyer (1990) are used to measure Affective Organizational Commitment. Example of items are, ‘I would be happy to spend the rest of my career with this organization’, ‘I enjoy discussing my organization with people outside it’, ‘I really feel as if this organization's problems are my own’. The scale’s alpha reliability in this study is 0.7 – 0.9.

Continuance Organizational Commitment - 7 items scale developed by Allen & Meyer (1990) are used to measure Continuance Organizational Commitment. Example of items are, ‘I am afraid of what might happen if I quit my job without having another one lined up’, ‘It would very hard for me to leave this organization right now, even if I wanted to’. The scale’s alpha reliability in this study is 0.7 – 0.9.

Normative Organizational Commitment - 6 items scale developed by Allen & Meyer (1990) are used to measure Normative Organizational Commitment. Example of items are, ‘I think people these days move from company to company too often’, ‘I do believe that person must always be loyal to his/her organization’, ‘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’. The scale’s alpha reliability in this study is 0.7 – 0.9.

Job Satisfaction - 7 items scale developed by Taylor & Bowers (1972) are used to measure Job Satisfaction. Example of items are, ‘All in all, I am satisfied with my job now’, ‘All in all, I am satisfied with this organization, compared to other company’, ‘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’.

The scale’s alpha reliability in this study is 0.7 – 0.9.

3.4 Definition of Variables

Table 3.4 : *Operational Definition Of Items Variables*

Variables	Items	Operational Definition Of Items Variables
<p>Affective organizational commitment</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>Continuance Organizational Commitment</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, & 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.

Normative Organizational Commitment

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 If I got another offer for a better job elsewhere I would not feel it was right to leave the organization. Things were better in the days when people stayed with one organizatin for most of their career.

Job Satisfaction

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 (Bhuian 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.

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 3.5 : Rating Scale

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

3.5 Data Collection Method

In this study, data was collected using a structured questionnaire which consisted of 34 items. The permission from head of department was set before distributing the questionnaires. The questions are written in English. The questionnaire was distributed to the employee and the researcher explains to the participant their roles in evaluating their job satisfaction to the question in the questionnaires. The respondents are given one day to answer and return the questionnaire to the researcher by hand at the location on the day after. On average, it took 5 minutes to answer the questionnaire.

3.6 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.

3.7 Pilot Test

A pilot test has been conducted at Sekolah Menengah Kamil, in Pasir Puteh, Kelantan. For this purpose 30 respondents was selected and the respondents was given the questionnaires. The testing was conducted to check the consistency of all related factors in the study based on Cronbach's Alpha value.

Based on the output analysis, the Cronbach's alpha acquired indicates that all the items are positively correlated to one another and it is internally consistent. On the overall, the reliability of all measures was comfortably above 0.70, ranging from 0.72 to 0.83 which is the instrument used to measure each variable in this study is reliable.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter describes the results of the data analysis. The Statistical Package for Social Sciences Version 17 was used to explore the data. 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

Out of 300, a total of 289 employees responded to the survey questions, which made up a response rate of the study at 96.3%.

From the demographic data, 277 respondents (92.3%) are Malay, 11 respondents are Chinese and 1 respondent (0.3%) are from other race. 49.3% of respondents were female while 47.0% of respondents were male. The majority of respondents belong to the 41-50 years age group (39.3%), followed by 31 to 40 years age group (24.3%), 20 to 30 years above age group (22.8%), 51 to 60 years age group (9.7%) 61 years above age group (1.0%). The result show that majority of respondents are from married person (72.7%).

The majority of respondents have Diploma (28.0%), followed by Bachelors Degree level (19.0%). 11.0% of the respondents have Masters Degree and 2.7% of the respondents have PhD as their highest educational level of qualifications.

In terms of length of service, majority of the respondents (38.0%) have worked for more than 12 years, followed by 15.0% for 3 to 6 years, 13.0% for 1 to 3 years, 12.0% for below than 1 year, 9.7% for 6 to 9 years and 8.7% being working for 9 to 12 years.

Meanwhile for the monthly income, there are 36.3% with total income RM1001 to RM2000, 22.3% get RM3001 to RM4000, 16.3% get RM2001 to RM3000, 9.7% get RM4001 to RM5000, 9.0% get below than RM1000 and 2.7% of respondents get RM5000 above. The profile of the respondents is shown in Table 4.1.

Table 4.1 : Profile of Respondents

		Frequency	Percent (%)
		N = 289	
Gender	Male	141	47.0
	Female	148	49.3
Age	20 years to 30 years	66	22.8
	31 years to 40 years	73	24.3
	41 years to 50 years	118	39.3
	51 years to 60 years	29	9.7
	61 years and above	3	1.0

		Frequency	Percent (%)
		N = 289	
Race	Chinese	11	3.7
	Indian	0	0.0
	Others	1	0.3
Marital Status	Single	65	21.7
	Married	218	72.7
	Divorced	6	2.0
Education	SPM	75	25.0
	STPM	32	10.7
	Diploma	84	28.0
	Degree	57	19.0
	Masters	33	11.0
	PhD	8	2.7
Income	Below RM1000	27	9.0
	RM1001 to RM2000	109	36.3
	RM2001 to RM3000	49	16.3
	RM3001 to RM4000	67	22.3
	RM4001 to RM5000	29	9.7
	RM5001 and above	8	2.7
Length of Service	Less than 1 year	36	12.0
	1 to 3 years	39	13.0
	3 to 6 years	45	15.0
	6 to 9 years	29	9.7
	9 to 12 years	26	8.7
	More than 12 years	114	38.0

4.3 Goodness of Measure

4.3.1 Reliability Analysis

The reliability test concerned with the stability and consistency measurement to assess 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 Cronbach's 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.

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 Cronbach's alpha has been used to measure reliability among variables. 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 : Reliability Analysis Result for Pilot Test

Variables	Number of Items	Number of items Discarded	Cronbach's Alpha
Affective Commitment	7	0	.816
Continuance Commitment	7	0	.725
Normative Commitment	6	0	.759
Job Satisfaction	7	0	.833

Table 4.3 : Summary of Reliability Analysis

Variables	Number of Items	Number of items Discarded	Cronbach's Alpha
Affective Commitment	7	0	.820
Continuance Commitment	7	0	.724
Normative Commitment	6	0	.759
Job Satisfaction	7	0	.836

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 4.0657 with SD = .43949, the mean for continuance commitment was 3.1527 with SD = .68235, the mean for normative commitment was 3.2532 with SD = .67516 and the mean and standard deviation for job satisfaction was 3.8725 and .74172 respectively. The mean values for all the variables are above moderate.

Table 4.4 : *Overall Descriptive Statistics of the Study Variables*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Affective	289	2.71	4.86	4.0657	.43949
Continuance	289	1.00	4.43	3.1527	.68235
Normative	289	2.33	4.67	3.2532	.67516
Jobsatisfaction	289	2.00	4.86	3.8725	.74172
Valid N (listwise)	289				

4.4 Hypotheses Testing

4.4.1 Correlation Analysis

Correlation test is to show the strength of the association between the variables involved. Inter-correlations coefficients (r) were calculated by the means of Pearson's Product Moment. According to Cohen (1988), r ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r 0.30 to 0.49 may be regarded as indicating a moderate degree of correlation and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation. Pearson Correlation was used to investigate the inter-relations amongst the variables.

The relationship between affective organizational commitment, continuance commitment, and normative organizational commitment were investigated against job satisfaction. Table 4.5 shows the summary of the results. The result indicate that there are no significant relationship between affective commitment, continuance commitment and normative commitment on job satisfaction ($r = .321$, $n = 289$, $p < .01$; $r = .749$, $n = 289$, $p < .01$, $r = .112$, $n = 289$, $p < .01$).

Table 4.5 : Pearson's Correlation Coefficients of the Study Variables

	Affective Commitment	Continuance Commitment	Normative Commitment	Job Satisfaction
Affective Commitment				
Pearson Correlation	1	.029	-.016	.059
Sig. (2-tailed)		.623	.781	.321
N		289	289	280
Continuance Commitment				
Pearson Correlation		1	.323**	.019
Sig. (2-tailed)			.000	.749
N			289	289
Normative Commitment				
Pearson Correlation			1	-.094
Sig. (2-tailed)				.112
N				289
Job Satisfaction				
Pearson Correlation				1
Sig. (2-tailed)				
N				

** Correlation is significant at the 0.01 level (1-tailed).

4.4.2 Multiple Regression Analysis

The Multiple Regression Analysis (MRA) treated the dimension of dependent variables and independent variables separately. From the table below, it shows sufficient explanation or the variance. 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 there are no significant relationship between affective commitment, continuance commitment and normative commitment on job satisfaction ($\beta = .059, p = .000; \beta = .019, p = .375; \beta = -.094, p = .056$).

Table 4.6 : Multiple Regression Analysis

Variables	Dependent Variables Usage – Job Satisfaction (Beta Standardization)	Sig
Affective commitment	.059	.160
Continuance commitment	.019	.375
Normative commitment	-.094	.056
F Value	1.398	
R Square	.015	
Adjusted R Square	.004	

H₁ : There is a relationship between the components of organizational commitment and job satisfaction.

The result from multiple regression analysis in Table 4.6 indicates that there are no significant relationship between affective commitment, continuance commitment and normative commitment on job satisfaction. Thus, hypothesis 1 was rejected.

4.5 Summary of Results

In conclusion, H_1 was rejected. Table 4.7 shows the summary of results for the hypotheses.

Table 4.7 : *Summary of Results for Hypotheses*

Hypotheses	Result (Accepted or Rejected)
<i>H1: There is a relationship between the components of organizational commitment and job satisfaction.</i>	Rejected

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter presents the discussions of the results and the findings based on the analysis conducted throughout the entire study. This is followed by 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 the organization. Subsequently the chapter ends with conclusions and some relevant recommendations for both the management as well as for future researchers.

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 employee on the components of organizational commitment and job satisfaction.

5.3 Discussion

5.3.1 To determine the relationship between employee on the components of organizational commitment and job satisfaction.

Based on the findings of the study, there is no significant relationship between organisational commitment and job satisfaction. This means that regardless whether employees are committed or not committed with their current job, it does not affect the level of their job satisfaction. The findings of this study is in contrast to the study by Lok and Crawford (2001), who found that the variable closely to the commitment is job satisfaction. Those who stay just because they need it (Meyer et al.,1993) not because of satisfied. Among of the employees are stayed at Higher Learning Education Institutions because they afraid if they change to the other organization, they will not get what they got in the current institution such as high retirement benefit, compensation, fringe benefits and good relationship among their colleagues.

This study also found that amongst the three components of independent variables, there has no one appears to be the most have strong relationship with job satisfaction. 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 about the sense of belonging with the organization.

Gender issue seems to have a little impact on job satisfaction in this study. No significant differences between male and female were found. The results were congruent with the results of other study dedicated to the relationship between gender and job satisfaction (i.e. Ivancevich and

Donnelly, 1968; Green, 2000; Jariyavidyanont, 1978). Similar to gender, age groups of respondents had little influence toward the current level of job satisfaction and this supported Coll and Rice's study when they stated that age was not related to job satisfaction (in Green, 2000). Education levels in the organization produced similar results. Based on the results in this study, it revealed that personal variables seemed to have very little linkage with the levels of job satisfaction.

5.4 Theoretical And Practical Implications

Findings of the study should be consulted while taking into consideration few limitations. Self-reported measures were used to measure job satisfaction and organizational commitment. Since respondents were from only two public sector universities and two private sector institutions in Kelantan, so the findings cannot be generalized to faculty members of Higher Learning Education Institutions in Malaysia. Future researchers should conduct longitudinal studies to establish causal relationship between study variables. It is advisable that representative sample of the faculty in public and private sector universities to be taken to ensuring external validity of the study findings. Perceived differences among public and private sector faculty members regarding affective, normative and continuance commitment and job facets satisfaction with underlying reasons could be probed.

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how

much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

The study findings present valuable understanding for policy makers regarding how to make employee's satisfaction, improved professional practices, and reduced turnover. Academic administrators could make their core workforce highly satisfied and committed by optimal provision of intrinsic and extrinsic job rewards.

An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent meta-analysis found surprisingly low correlations between job satisfaction and performance (Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K., 2001). In short, the relationship of satisfaction

to productivity is not as straightforward as often assumed and can be influenced by a number of different work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making. For example, employee personality may even be more important than job satisfaction in regards to performance, (Bowling, N.A. , 2007).

5.5 Research Limitations

- i) The research is conducted at APIUM, UMK, KTD and KIAS staffs. Thus, the results may not be generalized to other professions as well as lecturers in other higher learning institutions.
- ii) As with other research that uses questionnaire as the instrument to collect data, there may be a problem of social desirability. Some respondents may have the tendency to exaggerate or provide responses deemed to be desirable by others, instead of giving honest responses.

5.6 Recommendations

5.6.1 Recommendation to Higher Learning Educations Institutions

High employee commitment is the dream of all organizations. However, the results obtained from the study shows that there are no significant relationship between job satisfaction and organizational commitment. In short, increasing the level of organisational commitment will not necessarily lead to high level of the employee job satisfaction, but this study does not imply that organizational commitment is not important.

For an organization to be successful, its managers should focus on increasing the employees' job satisfaction in factors such as the work itself, benefit programs, rewards, work conditions, and promotions. These can influence the way a person would feel and perceive about their jobs. Indeed, managers may also apply job rotation so each employee will have an opportunity to perform different tasks using various skills and talents. By using this method, it may be able to further increase the interests the employees would have in their job.

Furthermore, managers might also decide to make use of a rewarding system to recognize those employees who perform their job well. Indeed, one would feel highly satisfied when he or she obtains a reward for their hard work and outstanding performance. Rewards can be of different forms, such as a higher wage, improvement of the work environment (a safer and better facilities for the workers), and assignment of suitable and challenging works to individuals as according their abilities and personalities.

Moreover, managers should motivate employees to be more helpful, considerate, friendly and good-natured to their co-workers and supervisors, because this would increase the employees' job satisfaction and may motivate the urge to help out other co-workers. Indeed, providing sufficient opportunity for promotion to employees would significantly increase job satisfaction because promotions reflect valued signals about a person's self-worth.

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 the

organizations. Align with that, the relationship between employer and employees also can be improved. The finding reveal the essential of creating the give and take environment whereby to maintain a good relationship, both parties must willing to complement, appreciate and reciprocate with each other. Practically, if the employer want the employees to be committed to the organization, the employer should gave the full attention and emphasize the quality of job satisfaction among their employees.

Finally, future research can be carried out by go more in depth of the components in this research in increasing the commitment and job satisfaction in the organization. Furthermore, this study can be done for a larger scale and can be involve by internal and external customer at higher learning education institutions in Kelantan.

5.6.2 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 higher learning education institutions. 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 Higher Learning Education Institutions, ranging from those involved in academic research, students, end-users, as well as the various practitioners in the sector.

5.7 Conclusions

Based on regression analysis, all the dimensions of organizational commitment clearly has no significant relationship with job satisfaction. Therefore, Higher Learning Education Institutions can use these results to shaping the employees satisfaction to the organization. In addition, the finding of this study also can help the organization in planning and developing the strategies to enhance the organizational commitment of the employees. It may become one of the tool 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.

REFERENCES

- Akfopure, R.R., Ikhifa, O.G., Imide, O.I., & Okokoyo, I. E. (2006). Job satisfaction among educators in colleges of education in Southern Nigeria. *Journal of Applied Sciences*, 6(5), 1094-1098.
- Allen, N.J. and Meyer, J.P. (1990) 'The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization', *Journal of Occupational Psychology*, 63, 1–18.
- Awang, Z., Ahmad, J. H. & Zin, N. M. (2010). Modelling Job Satisfaction And Work Commitment Among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*, 1(2), 45-59.
- Ayeni, C. O., & Phopoola, S. O. (2007). 'Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria', *Library Philosophy and Practice 2007*.
- Bahari bin Mat (1997), 'Kepuasan Kerja Dikalangan Guru-Guru Sekolah Menengah Di Felda Jengka', Unpublish Masters Desertation, Universiti Utara Malaysia
- Becker, T. E., Randal, D. M., & Riegel, C. D. (1995). The Multidimensional View Of Commitment And Theory Of Reasoned Action. A Comparative Evaluation: *Journal of Management*, 21(4), 17-638.
- Bateman, T.S. and Strasser, S. (1984). A Longitudinal Analysis Of The Antecedents Of Organizational Commitment, *Academy of Management Journal*, 27, 95-112.
- Bhuiyan, S. N. & Menguc, B. (2002). An Extension And Evaluation Of Job Characteristics, Organizational Commitment And Job Satisfaction In An Expatriate, Guest Worker, Sales Setting. *Journal of Personal Selling & Sales Management*, 22(1), 1-11.
- Boles, J., Madupalli, R., Rutherford, B., & Wood, J. A. (2007). The Relationship Of Facets Of Salesperson Job Satisfaction With Affective Organizational Commitment. *Journal of Business & Industrial Marketing*, 22, 311-321.
- Bowling, N.A. (2007). Is the Job Satisfaction-Job Performance Relationship Spurious: A Meta-Analytic Examination. *Journal of Vocational Behavior*, 71, 167-185.
- Cohen, A. (1996). On The Discriminant Validity Of The Meyer And Allen Measure Of Organizational Commitment: How Does It Fit With The Work Commitment Construct. *Educational & Psychological Measurement*, 56(3), 494-593.
- Cote, S., & Heslin, P. (2003). 'Job Satisfaction and Organizational Commitment'.
- Chandrashekhara, N. (2006). *Towards Logistics Effectiveness In India*. Materials Management Review, 10.
- Cranny, C., Smith, P., & Stone, E. (Eds.). (1992). *Job Satisfaction: How People Feel About Their Jobs And How It Affects Their Performance*. New York: Lexington Books.

- Currivan D.B. (1999). The Causal Order Of Job Satisfaction And Organizational Commitment In Models Of Employee Turnover. *Human Resource Management Review*, 10534822, Winter 99, 9(4).
- Dubinsky, A. J., Micheals, R. E., Kotabe, M., Chae, U. L. and Hee-Cheol, M., (1990). Influence Of Role Stress On Industrial Salespeople's Work Outcomes In The United States, Japan, And Korea. *Journal of International Business Studies*, First Quarter, 77-99.
- Feinstein, A. (2002). *A Study Of Relationships Between Job Satisfaction And Organizational Commitment Among Restaurant Employees*. William F. Harrah College Of Hotel Administration University Of Nevada, Las Vegas.
- Fiorita, J. A., Bozeman, D. P., Young, A., Meurs, J. A. (2007). Organization Commitment, Human Resource Practices, And Organization Characteristic. *Journal Of Managerial Issues* 19(2), 186-207.
- Gautam, T., R. Van Dick, U. Wagner, N. Upadhyay, and A.J. Davis, 2005, "Organizational Citizenship Behaviour And Organizational Commitment In Nepal", *Asian Journal Of Social Psychology*, 8, 305-314.
- 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).
- Glisson, C. and Durick, M. (1988), "Predictors Of Job Satisfaction And Organizational Commitment In Human Service Organizations", *Administrative Science Quarterly*, 33, 1, 61-81.
- Gunlu, E., Aksarayli, M. & Percin, N. S. (2009). Job Satisfaction And Organizational Commitment Of Hotel Managers In Turkey. *International Journal of Contemporary Hospitality Management*, 22(5), 693-717
- Hackett, R. D., Bycio, P., & Hausdorf, P.A. (1994). Further Assessment Of Meyer And Allen's 1991 Three Components Model Of Organizational Commitment. *Journal of Applied Psychology* 79, 340-350.
- Hellriegel, D., Slocum, J. W., & Woodman, R. W. (2001). *Organizational Behaviour (9th ed.)* Ohio: South-Western Publishing.
- Hodson, R. (1991). Workplace Behaviors: Good Soldiers, Smooth Operators, and Saboteurs. *Work and Occupations*, 18(3), 271-290.
- Irving, P. G., Coleman, D. F., & Cooper, C. L. (1997). Futher Assessment Of A Three Component Model Of Occupational Commitment: Generalizability And Differences Across Occupation. *Journal Of Applied Psychology*, 444-452.
- Joolideh F. & Yeshodhara K. (2008). Organizational Commitment Among High School Teacher Of India And Iran. *Journal Of Educational Administration*, 47(1), 127-136.

- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The Job Satisfaction-Job Performance Relationship: A Qualitative And Quantitative Review. *Psychological Bulletin*, 127(3), 376-407.
- Kim, W.G., Leong, J.K. and Lee, Y. (2005), "Effect Of Service Orientation On Job Satisfaction, Organizational Commitment, And Intention Of Leaving In A Casual Dining Chain Restaurant", *Hospitality Management*, 24, 171-93.
- Llies, R., & Judge, T. A. (2004). An Experience-Sampling Measure Of Job Satisfaction And Its Relationships With Affectivity, Mood At Work, Job Beliefs, And General Job Satisfaction. *European Journal of Work and Organizational Psychology*, 13(3), 367-389.
- Lambert, E. G. (2004). Organizational citizenship behavior and commitment among correctional staff. *Criminal justice and behavior* 35(1).
- Lau, C. M. and Chong, J. (2002). The Effects Of Budget Emphasis, Participation And Organizational Commitment On Job Satisfaction: Evidence From The Financial Services Sector, *Advances In Accounting Behavioral Research*, 5, 183-211.
- Linz, J. S. (2003). *Job Satisfaction Among Russian Workers*. Michigan State University, East Lansing, Michigan, USA.
- Locke, E. A. (1976). *Organizational Behavior: Effect in the Workplace*. Annual Review of Psychology.
- Lok P. & Crawford J. (2001). Antecedents Of Organizational Commitment And The Mediating Role Of Job Satisfaction. *Journal Of Managerial Psychology*, 16(8), 594-613.
- Luthans, F. (1998). *Organisational Behaviour*. (8th ed). Boston: Irwin McGraw-Hill.
- Luchak, A. A., Pohler, D. M., & Gellatly, I. R. (2008). When Do Committed Employees Retire? The Effects Of Organizational Commitment On Retirement Plans Under A Defined-Benefit Pension Plan. *Human Resource Management*, 47(3), 581-599.
- Malhorta, N. & Mukerjee, A. (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.
- Meyer, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (2002). Affective, Continuance, And Normative Commitment To The Organization: A Meta-Analysis Of Antecedents, Correlates, And Consequences. *Journal of Vocational Behavior*, 61, 20-52
- Mowday, R., Porter, L., & Steers, R. (1982). *Employee—Organization Linkages: The Psychology Of Commitment, Absenteeism, And Turnover*. New York: Academic Press.
- Murray, L. P., Gregoire, M. B., & Downey, R. G. (1991), "Organizational Commitment Of Management Employees In Restaurant Operations", *Hospitality Research Journal*, 14, 339-348.
- Naisbitt, J. & Aburdene, P. (1985). *Reinventing The Corporation*. New York: Warner Books.

- Nor Salina Saidin (1994 / 1995), 'Kepuasan Kerja Di Kalangan Pensyarah Di Unversiti Malaya, *Latihan Ilmiah, Sarjana Muda Ekonomi*.
- Okpara, J. O. (2004). 'Job Satisfaction and Organizational Commitment: Are There Differences Between American And Nigerian Managers Employed In The US Mncs Innigeria? *Academy of Business & Administrative Sciences, Briarcliffe College, Switzerland*.
- Rosin, H. M., & Korabik, K. (1991). Workplace Variables, Affective Responses, And Intention To Leave Among Woman Manager. *Journal Of Occupational Psychology*, 64, 317-330.
- Samad, S. (2007). Assessing the Effects of Job Satisfaction and Psychological Contract on Organizational Commitment among Employees in Malaysian SMEs. *The 4th SMEs IN A Global Economy Conference 2007*.
- Saari, L. M. & Judge, T. A. (2004). Employee Attitudes And Job Satisfaction. *Human Resource Management*, 43, 395-407
- Sekaran, U. (2003). *Research Methods For Business: A Skill Building Approach*. New York : John Wiley & Sons.
- Sekaran, U. (2006). *Research Methods For Business: A Skill Building Approach*. (4ed.). New Delhi: Sharda Ofsett Press
- Swailles, S. (2002). Organizational Commitment: A Critique Of The Construct And Measures. *International Journal Of Management Reviews*, 4(2), 155-78.
- Wild, R., and Dawson, J. A. (1972). The Relationship Of Specific Job Attitudes With Overall Job Satisfaction And The Influence Of Biographical Variables. *Journal Of Management Studies*, 9, 150-157.
- Wilson DC, Rosenfield RH (1990). *Managing Organizations*. London: McGraw-Hill.
- Wong, Y. T., Ngo, H. Y., & Wong, Y. T., (2002). Affective Organizational Commitment Of Workers In Chinese Joint Ventures. *Journal Of Managerial Psychology*.
- Zikmund, W. G., Babin, B. J., Carr, J. C. & Griffin, M. (2010). *Business Research Methods* (8ed.). Canada: South Western.

APPENDIX A

QUESTIONNAIRE

**RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG
STAFF OF HIGHER LEARNING EDUCATION INSTITUTIONS IN KELANTAN**

SECTION A

Please tick (/) for the most appropriate responses / answer in respect of the following items.

1. Gender

Male

Female

2. Age

20 – 30 year old

51 – 60 year old

31 – 40 year old

61 year old and above

41 – 50 year old

3. Race

Malay

Indian

Chinese

Others

4. Marital Status

Single

Divorced

Married

5. Educational Level

SPM

MASTER'S DEGREE

STPM

BACHELOR'S DEGREE

DIPLOMA

PHD

6. Monthly Income

Below than RM1000

RM3001 – RM4000

RM1001 – RM2000

RM4001 – RM5000

RM2001 – RM3000

More than RM5000

7. Length of Service (at this organisation)

Below than 1 year

6 years – 9 years

1 years – 3 years

9 years – 12 years

3 years – 6 years

More than 12 years

SECTION B

Please tick (/) for the most appropriate responses / answer in respect of the following items.

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

NO.		Please Tick (/)				
		1	2	3	4	5
1.	I would be happy to spend the rest of my career with this organization.	1	2	3	4	5
2.	I enjoy discussing my organization with people outside it.	1	2	3	4	5
3.	I really feel as if this organization's problems are my own.	1	2	3	4	5
4.	I do feel like 'part of family' of this organization.	1	2	3	4	5
5.	I do feel 'emotionally attached' to this organization.	1	2	3	4	5
6.	This organization has a 'sentimental value' to me.	1	2	3	4	5
7.	I do feel a strong sense of belonging to this organization.	1	2	3	4	5

SECTION C

NO.		Please Tick (/)				
		1	2	3	4	5
1.	I am afraid of what might happen if I quit my job without having another one lined up.	1	2	3	4	5
2.	It would be very hard for me to leave this organization right now, even if I wanted to.	1	2	3	4	5
3.	My life would be disrupted if I decided I wanted to leave this organization now.	1	2	3	4	5
4.	Right now, staying with this organization is a matter of necessity as much as desire	1	2	3	4	5
5.	I feel that I have a few options to consider leaving this organization.	1	2	3	4	5
6.	One of the few serious consequences of leaving this organization would be scarcity of available alternatives.	1	2	3	4	5
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).	1	2	3	4	5

SECTION D

NO.		Please Tick (/)				
		1	2	3	4	5
1.	I think people these days move from company to company too often.	1	2	3	4	5
2.	I do believe that a person must always be loyal to his/her organization.	1	2	3	4	5
3.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important & therefore I feel a sense of moral obligation to remain.	1	2	3	4	5
4.	If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.	1	2	3	4	5
5.	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
6.	Things were better in the days when people stayed with one organization for most of their career life.	1	2	3	4	5

SECTION E

NO.		Please Tick (/)				
		1	2	3	4	5
1.	All in all, I am satisfied with the members in my work group.	1	2	3	4	5
2.	All in all, I am satisfied with my immediate supervisor.	1	2	3	4	5
3.	All in all, I am satisfied with my job now.	1	2	3	4	5
4.	All in all, I am satisfied with this organization, compared to other company	1	2	3	4	5
5.	Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization.	1	2	3	4	5
6.	Most people in this organization are satisfied with the job that done now	1	2	3	4	5
7.	I never thought to leaving this organization even the condition of this company is not stable for this moment	1	2	3	4	5

APPENDIX B

DESCRIPTIVE

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Affective	289	2.71	4.86	4.0657	.43949
Continuance	289	1.00	4.43	3.1527	.68235
Normative	289	2.33	4.67	3.2532	.67516
Jobsatisfaction	289	2.00	4.86	3.8725	.74172
Valid N (listwise)	289				

CORRELATIONS

Descriptive Statistics

	Mean	Std. Deviation	N
Af ektif	28.4602	3.07645	289
conti	22.0692	4.77647	289
normative	19.5190	4.05095	289
jobsatis	27.1073	5.19203	289

Correlations

		Af ektif	conti	normative	jobsatis
Af ektif	Pearson Correlation	1	.029	-.016	.059
	Sig. (2-tailed)		.623	.781	.321
	N	289	289	289	289
conti	Pearson Correlation	.029	1	.323**	.019
	Sig. (2-tailed)	.623		.000	.749
	N	289	289	289	289
normative	Pearson Correlation	-.016	.323**	1	-.094
	Sig. (2-tailed)	.781	.000		.112
	N	289	289	289	289
jobsatis	Pearson Correlation	.059	.019	-.094	1
	Sig. (2-tailed)	.321	.749	.112	
	N	289	289	289	289

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

APPENDIX C

REGRESSION

Descriptive Statistics

	Mean	Std. Deviation	N
jobsatis	27.1073	5.19203	289
Afektif	28.4602	3.07645	289
conti	22.0692	4.77647	289
normative	19.5190	4.05095	289

Correlations

		jobsatis	Afektif	conti	normative
Pearson Correlation	jobsatis	1.000	.059	.019	-.094
	Afektif	.059	1.000	.029	-.016
	conti	.019	.029	1.000	.323
	normative	-.094	-.016	.323	1.000
Sig. (1-tailed)	jobsatis	.	.160	.375	.056
	Afektif	.160	.	.312	.390
	conti	.375	.312	.	.000
	normative	.056	.390	.000	.
N	jobsatis	289	289	289	289
	Afektif	289	289	289	289
	conti	289	289	289	289
	normative	289	289	289	289

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	normative, Afektif, conti(a)	.	Enter

a All requested variables entered.

b Dependent Variable: jobsatis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.120(a)	.015	.004	5.18129

a Predictors: (Constant), normative, Afektif, conti

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.626	3	37.542	1.398	.243(a)
	Residual	7651.049	285	26.846		
	Total	7763.675	288			

a Predictors: (Constant), normative, Afektif, conti

b Dependent Variable: jobsatis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.932	3.341		7.763	.000
	Afektif	.093	.099	.055	.940	.348
	conti	.057	.068	.053	.847	.398
	normative	-.141	.080	-.110	-1.765	.079

a. Dependent Variable: jobsatis

T-TEST (JOB SATISFACTION WITH GENDER)

Group Statistics

GENDER		N	Mean	Std. Deviation	Std. Error Mean
Jobsatisfaction	male	141	3.9362	.73529	.06192
	female	148	3.8118	.74521	.06126

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Jobsatisfaction	Equal variances assumed	.295	.588	1.428	287	.154	.12439	.08713	-.0471	.29589

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Jobsatisfaction	Equal variances assumed	.295	.588	1.428	287	.154	.12439	.08713	-.0471	.29589
	Equal variances not assumed			1.428	286.644	.154	.12439	.08710	-.0470	.29583

APPENDIX D

ONEWAY ANOVA

AGE

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					20 years to 30 years	66		
31 years to 40 years	73	3.7299	.75539	.08841	3.5537	3.9062	2.00	4.86
41 years to 50 years	118	3.9649	.73462	.06763	3.8310	4.0988	2.00	4.86
51 years to 60 years	29	4.0394	.83203	.15450	3.7229	4.3559	2.14	4.86
61 years and above	3	4.2857	.75593	.43644	2.4079	6.1635	3.43	4.86
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.468	4	1.117	2.060	.086
Within Groups	153.974	284	.542		
Total	158.442	288			

RACE

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					malay	277		
chinese	11	4.1169	.55629	.16773	3.7432	4.4906	3.29	4.86
others	1	3.4286	3.43	3.43
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.872	2	.436	.792	.454
Within Groups	157.570	286	.551		
Total	158.442	288			

MARITAL STATUS

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					single	64		
married	218	3.8807	.76287	.05167	3.7789	3.9826	2.00	4.86
divorced	6	4.1190	.83503	.34090	3.2427	4.9954	3.00	4.86
5	1	3.8571	3.86	3.86
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.547	3	.182	.329	.804
Within Groups	157.896	285	.554		
Total	158.442	288			

EDUCATION

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
spm	75	4.0248	.75825	.08756	3.8503	4.1992	2.00	4.86
stpm	32	3.9777	.72763	.12863	3.7153	4.2400	2.14	4.86
diploma	84	3.8231	.68945	.07523	3.6735	3.9728	2.14	4.86
degree	57	3.7744	.79674	.10553	3.5630	3.9858	2.00	4.86
masters	33	3.7359	.69172	.12041	3.4907	3.9812	2.14	4.86
phd	8	3.8036	.90007	.31822	3.0511	4.5561	2.14	4.86
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.499	5	.700	1.278	.273
Within Groups	154.943	283	.548		
Total	158.442	288			

INCOME

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					below rm1000	27		
rm1001 to rm2000	109	3.8152	.72747	.06968	3.6771	3.9533	2.00	4.86
rm2001 to rm3000	49	4.0700	.70175	.10025	3.8684	4.2715	2.00	4.86
rm3001 to rm4000	67	3.8209	.74328	.09081	3.6396	4.0022	2.14	4.86
rm4001 to rm5000	29	4.0345	.74784	.13887	3.7500	4.3189	2.14	4.86
rm5001 and above	8	3.8036	.90007	.31822	3.0511	4.5561	2.14	4.86
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.877	5	.775	1.420	.217
Within Groups	154.565	283	.546		
Total	158.442	288			

LENGTH OF SERVICE

Descriptives

Jobsatisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					less than 1 year	36		
1 to 3 years	39	3.7692	.60575	.09700	3.5729	3.9656	2.71	4.86
3 to 6 years	45	3.8698	.77581	.11565	3.6368	4.1029	2.14	4.86
6 to 9 years	29	3.8719	.80753	.14995	3.5648	4.1791	2.00	4.86
9 to 12 years	26	3.6538	.87521	.17164	3.3003	4.0074	2.14	4.86
more than 12 years	114	4.0125	.71556	.06702	3.8798	4.1453	2.00	4.86
Total	289	3.8725	.74172	.04363	3.7866	3.9583	2.00	4.86

ANOVA

Jobsatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.937	5	.987	1.820	.109
Within Groups	153.506	283	.542		
Total	158.442	288			