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 use 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


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 Shahriman 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

## Chapter 1: Introduction

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Background of The Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem Statement</td>
<td>3</td>
</tr>
<tr>
<td>1.3 The Purpose of The Study</td>
<td>8</td>
</tr>
<tr>
<td>1.4 Research Objective</td>
<td>8</td>
</tr>
<tr>
<td>1.5 Research Question</td>
<td>9</td>
</tr>
<tr>
<td>1.6 Significance of the Study</td>
<td>9</td>
</tr>
<tr>
<td>1.7 Definition of Key Terms</td>
<td>10</td>
</tr>
</tbody>
</table>

## Chapter 2: Literature Review

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Introduction</td>
<td>12</td>
</tr>
<tr>
<td>2.2 Job Satisfaction</td>
<td>12</td>
</tr>
<tr>
<td>2.2.1 Dimension of Job Satisfaction</td>
<td>19</td>
</tr>
<tr>
<td>2.2.1.1 The Work Itself</td>
<td>20</td>
</tr>
<tr>
<td>2.2.1.2 Pay</td>
<td>20</td>
</tr>
<tr>
<td>2.2.1.3 Supervision</td>
<td>22</td>
</tr>
<tr>
<td>2.2.1.4 Promotion</td>
<td>22</td>
</tr>
<tr>
<td>2.2.1.5 Co-Workers</td>
<td>23</td>
</tr>
<tr>
<td>2.2.1.6 Working Conditions</td>
<td>24</td>
</tr>
<tr>
<td>2.3 Organizational Commitment</td>
<td>24</td>
</tr>
<tr>
<td>2.3.1 Types of Employee Commitment</td>
<td>26</td>
</tr>
<tr>
<td>2.3.1.1 Affective commitment</td>
<td>27</td>
</tr>
<tr>
<td>2.3.1.2 Continuance commitment</td>
<td>28</td>
</tr>
<tr>
<td>2.3.1.3 Normative commitment</td>
<td>28</td>
</tr>
<tr>
<td>2.4 Relationship Between Job Satisfaction and Organization Commitment</td>
<td>29</td>
</tr>
<tr>
<td>2.5 Theoretical Framework</td>
<td>32</td>
</tr>
<tr>
<td>2.5.1 Independent Variables</td>
<td>32</td>
</tr>
<tr>
<td>2.5.2 Dependant Variables</td>
<td>32</td>
</tr>
</tbody>
</table>
Chapter 3: Methodology

3.1 Introduction ......................................................... 33
3.2 Research Design .................................................. 33
  3.2.1 Type of Study ................................................ 33
  3.2.2 Sources of Data ............................................. 33
    3.2.2.1 Primary Data ........................................... 33
    3.2.2.2 Secondary Data ....................................... 34
  3.2.3 Unit of Analysis ............................................. 34
  3.2.4 Population and Sampling Technique ..................... 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 Reliability Analysis ....................................... 47
  4.3.2 Descriptive Analysis ...................................... 46
4.4 Hypotheses Testing ............................................ 49
  4.4.1 Correlation Analysis ..................................... 49
  4.4.2 Multiple Regression Analysis ............................ 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 To Determine The Relationship Between Employee On The Components Of Organizational Commitment And Job Satisfaction 54

5.3.2 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 55

5.4 Theoretical And Practical Implications ...................... 55
5.5 Research Limitations ................................................. 57
5.6 Recommendations .................................................... 57

5.6.1 Recommendations to Higher Learning Educations Institutions 57

5.6.2 Recommendations For Future Researchers .......... 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
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
The contents of the thesis is for internal user only
REFERENCES


Linz, J. S. (2003).*Job Satisfaction Among Russian Workers*. Michigan State University, East Lansing, Michigan, USA.


