# PREDICTORS OF ORGANIZATIONAL COMMITMENT
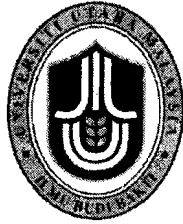
# AT PUTRA PALACE HOTEL

Submitted in Partial Fulfillment of the requirement for the Master of Human Resource
Management (MHRM), School of Business Management, University Utara Malaysia

By

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# ABSTRAK

Tujuan kertas ini adalah untuk mengkaji hubungan antara motivasi kerja, memperkasakan psikologi dan penglibatan kerja dengan komitmen organisasi di kalangan pekerja di Putra Palace Hotel. Ianya adalah untuk mengenal pasti peramal yang membawa kepada komitmen organisasi di sini. Untuk tesis ini, penyelidikan deskriptif digunakan. Dengan menggunakan jenis reka bentuk ini, ia memberi gambaran yang lebih jelas bagaimana faktor-faktor berkaitan antara satu sama lain. Satu soal selidik berstruktur sebagai medium untuk mengukur semua pembolehubah telah dibangunkan dan diedarkan kepada pekerja. Selain Analisis Deskriptif, Analisis Korelasi Pearson dan Regresi Berganda digunakan untuk menguji hipotesis dalam penyelidikan. Data untuk kajian ini telah dikumpulkan daripada 72 responden Putra Palace Hotel, di Perlis. Hasil daripada dapatan kajian ini menunjukkan motivasi kerja dan penglibatan kerja merupakan peramal komitmen organisasi di kalangan kakitangan. Keputusan daripada penyelidikan juga menunjukkan yang pembolehubah bebas yang tidak mempunyai hubungan yang signifikan dengan pembolehubah bersandar.

# ABSTRACT

The purpose of this paper is to study on the relationship between work motivation, psychological empowerment and job involvement with organizational commitment among employees at Putra Palace Hotel. Hence, to identify which of those predictors that leads to organizational commitment here. For this thesis, descriptive research is used. By using this type of design, it gives a clearer picture on how those factors relate to each other. A structured questionnaire as a medium to measure all the variables was developed and distributed to employees. Besides of the Descriptive Analysis, Pearson Correlation and Multiple Regression Analyses were employed to test the hypotheses in the research. The data for this study were collected from 72 respondents of Putra Palace Hotel, in Perlis. The results from the findings of this study indicate work motivation and job involvement is the predictor of the organizational commitment among the employees. The results when the researcher conduct the research also show which independent variables that not significantly correlated with the dependent variables. By using a questionnaire for collecting most of the data might cause common method error. Result might not be the same if the study is conducted at other established organizations. This thesis will contributes to a better understanding of the predictors of organizational commitment to the organization and elaborates on how these factors interact to influence organizational commitment. The keywords used are organizational commitment, work motivation, psychological empowerment and job involvement.

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# CHAPTER 1:

## INTRODUCTION

### 1.1 Introduction

Among researchers, psychologist & Human Resources Management practitioners, organizational commitment have become one of the widely researched areas. In the field of management in relation to different job related variables, organizational commitment also has been one of the widely researched areas.

Many organizations have came to rely on the strategy of restructuring, reengineering and downsizing to cope with increased competitive pressure globalization and demand for efficiency. Yet, to measure the effectiveness of the strategy it depends on the worker's work attitudes and behaviors. Unfortunately, much of the evidence from research on survivors' work-related attitudes and behaviors subsequent to restructuring and downsizing have documented evidence of feelings of job insecurity, intent to quit, decline in organizational commitment, loyalty and trust, among others (Brockner, 1998; Brockner, Grover, Reed, DeWitt & O'Malley, 1987; Cascio, 1993; Kets de Varies & Balazs, 1997; Armstrong-Stassen, 1998; Ryan & Macky, 1998; Wager, 2001). The rationale is because, a higher levels of organizational commitment also showed that employees' productivity is increased.

Organizational commitment can be seen as an important variable to consider particularly, if an organization's goal is to develop a stable workforce on whose continued membership it can count. The concept of organizational commitment has been treated as a variable of interest in

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