

**THE RELATIONSHIP BETWEEN JOB
SATISFACTION AND EMPLOYEES'
ORGANIZATIONAL COMMITMENT: THE
CASE STUDY OF THE PPDNKK KUALA
TERENGGANU OFFICE**

BY

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MASTER OF HUMAN RESOURCE MANAGEMENT

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MASTER 2012

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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**The Relationship Between Job Satisfaction And Employees'
Organizational Commitment: The Case Study Of The PPDNKK Kuala
Terengganu Office**

ABSTRAK

Tujuan kajian ini dilakukan adalah untuk melihat hubungan antara 2 pembolehubah iaitu kepuasan kerja: intrinsic dan extrinsic dengan komitmen organisasi: *Affective commitment*, *Continuance commitment* dan *Normative commitment*. Kajian ini telah mengfokuskan seramai 52 orang responden daripada 60 yang terdiri daripada kakitangan pejabat PPDNKK Kuala Terengganu. Data yang berjaya dikumpulkan telah dianalisa dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS) 19,0 bagi memproses data dengan ketepatan dan kesahihan supaya data tersebut tidak akan dipersoalkan. Analisis statistik seperti Korelasi Pearson berganda akan digunakan. Kajian ini turut melihat hubungan antara beberapa pembolehubah yang penting dalam memahami komitmen organisasi dan kepuasan kerja. Hasil daripada kajian ini mendapati wujud 4 dimensi baru dalam kepuasan kerja iaitu ganjaran, faedah, gaji dan kenaikan pangkat. Walau bagaimanapun, menurut Luthan(1998), kesemua dimensi yang wujud ini merupakan komponen-komponen yang terdapat dalam extrinsic (kepuasan kerja). Hasil analisa yang telah dijalankan juga turut membawa kepada penemuan 3 dimensi baru dalam komitmen. Dimensi tersebut telah dikelaskan mengikut komponen komitmen yang telah dinyatakan oleh Meyer dan Allen (1991). Objektif kajian ini akhirnya terjawab di mana wujud hubungan di antara kepuasan kerja dengan komitmen. Hasil kajian ini diharap dapat menyumbang terhadap peningkatan mutu kerja serta komitmen kakitangan pejabat PPDNKK Kuala Terengganu.

**The Relationship Between Job Satisfaction And Employees’
Organizational Commitment: The Case Study Of The PPDNKK Kuala
Terengganu Office**

ABSTRACT

The purpose of the study was to examine the relationships between 2 variables of job satisfaction: Intrinsic and Extrinsic with organizational commitment: Affective commitment, commitment Continuance and Normative commitment. This study was focused to staffs of PPDNKK Kuala Terengganu as the respondents. Data were analyzed using the Statistical Package for Social Sciences (SPSS) 19.0 for processing the data with accuracy and validity of the data will not be questioned. Pearson correlation statistical analysis is used to test the relationship between variables. Most likely, the study will also examine the relationships between important variables in understanding the organizational commitment and job satisfaction. Results from this study showed that there 4 new dimension in job satisfaction of rewards, benefits, salary and promotion. However, according to Luthan (1998), all of these dimensions there are components in the extrinsic job satisfaction. Revenue analysis was carried out also bring 3 new dimensions. Dimensions have been classified in accordance with commitments components described by Meyer and Allen (1991). Objective of this study finally answered and there is a relationship between job satisfactions embarking commitment. The study hopes to contribute to the quality of work and commitment of staff PPDNKK Kuala Terengganu.

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TABLE OF CONTENTS

	Page
CERTIFICATION OF THESIS WORK.....	i
PERMISSION TO USE.....	ii
DISCLAIMER.....	iii
ABSTRAK.....	iv
ABSTRACT.....	v
ACKNOWLEDGEMENT.....	vi
TABLE OF CONTENTS.....	
LIST OF TABLES.....	
LIST OF FIGURES.....	
CHAPTER I: INTRODUCTION.....	
1.0 Introduction	1
1.1 The Background of the Study: The PPDNKK Kuala Terengganu Office	2
1.2 Problem Statement	5
1.3 Significance of the Study	6
1.4 Research Questions	8
1.5 Research Objectives	8
1.6 Scope and Limitation of the Study	9
1.7 Organization of the Thesis	10
CHAPTER II: LITERATURE REVIEW.....	
2.0 Introduction	11
2.1 Overview of Job Satisfaction	11
2.1.1 Intrinsic Job Satisfaction	12
2.1.2 Extrinsic Job Satisfaction	13
2.2 Overview of Organizational Commitment	15
2.2.1 Affective Commitment	18
2.2.2 Continuance Commitment	19
2.2.3 Normative Commitment	19
2.3 The Relationship Between Job Satisfaction and Organizational Commitment	20
2.4 Research Framework	22
2.4.1 Hypotheses/ Propositions Development	23
2.5 Conclusion	24
CHAPTER III: METHODOLOGY.....	
3.0 Introduction	25
3.1 Research Design	25
3.2 Data Collection	26
3.2.1 Population and Sampling	26
3.2.2 Data Collection Procedure	27
3.3 Measurement of Variables/ Instrumentations	27
3.4 Techniques of Data Analysis	29

3.5	Operational Definition	30
3.6	Pilot Test: A Preview and Analysis	31
	3.6.1 Reliability test	32
	3.6.2 Validity tests	33
3.7	Data Screening	33
	3.7.1 Linearity Test	33
	3.7.2 Normality Test	34
3.8	Factor Analysis	34
3.9	Correlation analysis	35
3.10	Conclusion	36
CHAPTER IV: RESULTS AND DISCUSSION.....		
4.0	Introduction	37
4.1	Descriptive Analysis	37
4.2	Pilot Study	40
	4.2.1 Job Satisfaction	40
	4.2.2 Organizational Commitment	40
4.3	Data Screening	41
	4.3.1 Linearity	41
	4.3.2 Normality	42
4.4	Factor Analysis	42
	4.4.1 Factor Loading	43
	4.4.1.1 Job Satisfaction	44
	4.4.1.2 Commitment	49
4.5	Reliability Test After Factor Analysis	52
	4.5.1 Job Satisfaction	52
	4.5.2 Commitment	54
4.6	Restatement of Hypotheses	56
4.7	Correlation	58
4.8	Conclusions	59
CHAPTER V: CONCLUSION AND RECOMMENDATION.....		
5.0	Introduction	60
5.1	The Findings: Job Satisfaction and Organizational Commitment	60
5.2	Recommendations	63
5.3	Future Studies	64
5.4	Conclusion	65
REFERENCES.....		66-72
APPENDICES.....		
	Appendix A: Identification of Sample Size Of Population	
	Appendix B: Questionnaire	

LIST OF TABLES

Table	Title	Page
3.1	Sources and number of items in the questionnaire	28
3.2	Range of Answer Used in the Questionnaire	29
3.3	Reliability Analysis for the Variables Involved in the Study	32
3.4	Interpretation of strength of correlation coefficient	35
4.1	Total of collected questionnaires	37
4.2	Respondents' profile	38
4.3	Reliability Test for Job Satisfaction	40
4.4	Reliability Test for Commitment	40
4.5	Normality Test Results	42
4.6	Eigenvalue for Job Satisfaction	44
4.7	Factor Loading for Job Satisfaction	46
4.8	Eigenvalues for Commitment	49
4.9	Factor Loading for Commitment	50
4.10	Reliability Test	52
4.11	Component of Job Satisfaction	53
4.12	Reliability Test	54
4.13	Component of Commitment	55
4.14	The correlation between Job Satisfaction and Organizational Commitment	58

LIST OF FIGURES

Figure	Title	Page
1.1	Organizational Chart of PPDNKK Kuala Terengganu Office	2
2.1	The three components of organizational commitment Source: Adapted from Mayer and Allen (1991)	16
2.2	Conceptual Framework for the study of Job satisfaction and commitment	22
4.1	Linearity Test	41

APPENDIX A

Identification of Sample Size Of Population (Uma Sekaran, 1992)

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N - Size of population

S - Size of sample

APPEXDIX B



am Noor Hidayah binti Abd. Rahman, a Master's student from Universiti Utara Malaysia (KL Campus) is currently running a survey about ***The Relationship Between Job Satisfaction And Employees' Organizational Commitment: The Case Study Of The PPDNKK Kuala Terengganu Office***

Your cooperation is greatly appreciated. Thank You.

The Relationship Between Job Satisfaction And Employees' Organizational Commitment: The Case Study Of The PPDNKK Kuala Terengganu Office

Note : The following information will be used only for the purpose of analysis and will not be shared with anyone

Section A: Demographic Background (Please tick one box only)

1. Gender
 - Male
 - Female
2. Marital Status
 - Single
 - Married
3. Age
 - From 20 to 30 years
 - From 31 to 40 years
 - From 41 to 50 years
 - 51 years and above
4. Designation
 - Officer
 - Support staff
5. Total number of years in this organisation
 - Less than 1 years
 - 1 to 5 years
 - 6 to 10 years
 - 11 years and above
6. Monthly salary
 - Less than RM1,000
 - RM1,100 – RM2,000
 - RM2,100 – RM3,000
 - Above RM3,000
7. Background of education
 - PMR
 - SPM
 - STPM
 - Diploma
 - Degree
8. Monthly salary
 - Less than RM1,000
 - RM1,100-RM2,000
 - RM2,100-RM3,000
 - Above RM3,000

Section B: JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2	There is really too little chance for promotion on my job.	1	2	3	4	5
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4	I am not satisfied with the benefits I receive.	1	2	3	4	5
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5
7	I like the people I work with.	1	2	3	4	5
8	I sometimes feel my job is meaningless.	1	2	3	4	5
9	Communications seem good within this organization.	1	2	3	4	5
10	Raises are too few and far between.	1	2	3	4	5
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5
12	My supervisor is unfair to me.	1	2	3	4	5
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5
14	I do not feel that the work I do is appreciated.	1	2	3	4	5
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5
17	I like doing the things I do at work.	1	2	3	4	5
18	The goals of this organization are not clear to me.	1	2	3	4	5
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5
20	People get ahead as fast here as they do in other places.	1	2	3	4	5
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
22	The benefit package we have is equitable.	1	2	3	4	5
23	There are few rewards for those who work here.	1	2	3	4	5
24	I have too much to do at work.	1	2	3	4	5
25	I enjoy my coworkers.	1	2	3	4	5
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5
27	I feel a sense of pride in doing my job.	1	2	3	4	5
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5
29	There are benefits we do not have which we should have.	1	2	3	4	5
30	I like my supervisor.	1	2	3	4	5
31	I have too much paperwork.	1	2	3	4	5
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5
33	I am satisfied with my chances for promotion.	1	2	3	4	5
34	There is too much bickering and fighting at work.	1	2	3	4	5
35	My job is enjoyable.	1	2	3	4	5
36	Work assignments are not fully explained.	1	2	3	4	5

Note: This Questionnaire is produced with permission and is not to be reproduced without permission of the authors' John Mayer and Natalie Allen.

Section C: EMPLOYEE'S ORGANIZATIONAL COMMITMENT SURVEY

The following statements concern how you feel about the department where you work. Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5.

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	2	3	4	5

- | | | | | | |
|---|---|---|---|---|---|
| 1. It would be very hard for me to leave my department right now, even if I want to..... | 1 | 2 | 3 | 4 | 5 |
| 2. I do not feel any obligation to remain with my current employer..... | 1 | 2 | 3 | 4 | 5 |
| 3. I would be very happy to spend the rest of my career with this department..... | 1 | 2 | 3 | 4 | 5 |
| 4. One of the few negative consequences of leaving this department would be the scarcity of available alternatives..... | 1 | 2 | 3 | 4 | 5 |
| 5. Even if it were to my advantage, I do not feel it would be right to leave my organization now..... | 1 | 2 | 3 | 4 | 5 |
| 6. I really feel as if this department's problems are my own..... | 1 | 2 | 3 | 4 | 5 |
| 7. Right now, staying with my department is a matter of necessity as much as desire..... | 1 | 2 | 3 | 4 | 5 |
| 8. I do not feel a strong sense of "belonging" to my department..... | 1 | 2 | 3 | 4 | 5 |
| 9. I feel that I have too few options to consider leaving this department..... | 1 | 2 | 3 | 4 | 5 |
| 10. I do not feel "emotionally attached" to this department..... | 1 | 2 | 3 | 4 | 5 |
| 11. I would feel guilty if I left my organization now..... | 1 | 2 | 3 | 4 | 5 |
| 12. I do not feel like "part of the family" at my department..... | 1 | 2 | 3 | 4 | 5 |
| 13. This organization deserves my loyalty..... | 1 | 2 | 3 | 4 | 5 |
| 14. If I had not ready put so much of myself into this department, I might consider working elsewhere..... | 1 | 2 | 3 | 4 | 5 |
| 15. Would not leave my organization right now because I have a sense of obligation to the people in it..... | 1 | 2 | 3 | 4 | 5 |
| 16. This department has a great deal of personal meaning for me..... | 1 | 2 | 3 | 4 | 5 |
| 17. Too much of my life would be disrupted if I decided I wanted to leave my department now | 1 | 2 | 3 | 4 | 5 |
| 18. I owe a great deal to my organization..... | 1 | 2 | 3 | 4 | 5 |

***** THE END *****

Thank you for giving your precious time

CHAPTER I

INTRODUCTION

1.0 Introduction

Government employees are one of the most important and leading factors that determine the success of an organization in the public management systems in Malaysia. This is especially true for service organizations that rely heavily on their good behavioural employees to provide people-friendly and courteous services to the public. The organization selected for the study is the government department, Pejabat Perdagangan Dalam Negeri, Koperasi dan Kepengunaan (PPDNKK) in Kuala Terengganu, Terengganu. The study focuses on the relationship between job satisfaction and organizational commitment of the PPDNKK Kuala Terengganu office employees.

This chapter, discusses the definition of job satisfaction and looks at the definitions of the intrinsic job satisfaction and extrinsic job satisfaction. We also discuss the definition of organizational commitment and the three types of commitment, namely affective, continuance and normative.

The contents of
the thesis is for
internal user
only

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