

THE MEDIATING ROLE OF EMPLOYEE JOB  
SATISFACTION ON THE RELATIONSHIP  
BETWEEN INTERNAL MARKET ORIENTATION  
AND EMPLOYEES ORGANIZATIONAL  
COMMITMENT WITHIN THE MALAYSIA  
CHILDCARE SECTOR

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EMPLOYEES ORGANIZATIONAL COMMITMENT WITHIN THE  
MALAYSIA CHILDCARE SECTOR

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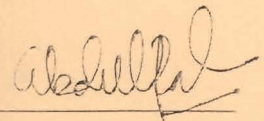
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## ABSTRACT

The childcare sector in Malaysia has grown tremendously during the past decade due to the growing number of women who join the paid work force. However, childcare owners have been facing poor organisational commitment from the employees, and consequently finding it difficult to retain them for a longer period of employment. This study investigated the adoption of the internal market orientation concept that affects the commitment of employees in the childcare sector. Specifically, the objectives of the study are (a) to determine the relationship between internal market orientation and employees' organisational commitment, (b) to determine the relationship between internal market orientation and employee job satisfaction, (c) to determine the relationship between employee job satisfaction and employees' organisational commitment, and (d) to determine the mediating effect of employee job satisfaction on the relationship between internal market orientation and employees' organisational commitment. A stratified sampling procedure was used to select respondents from registered childcare centres in the twelve states in Peninsular Malaysia. The study employed a quantitative approach through a self-administered survey where the structured questions used were developed from prior research and previously tested for validity and reliability. A total of 692 questionnaires were sent out, and 360 usable responses were received, giving a response rate of 52 per cent. The findings revealed that internal market orientation had a significant and positive relationship with employees' organisational commitment, internal market orientation had a significant and positive relationship with employee job satisfaction, and employee job satisfaction had significant and positive relationship with employees' organisational commitment. The findings also revealed that employee job satisfaction only partially mediated the relationship between internal market orientation and employees' organisational commitment. This study concluded with discussions on the theoretical and practical contributions, study limitations and suggestions for future research.

**Keywords:** Internal Market Orientation, Employee Job Satisfaction, Employees' Organisational Commitment, Childcare Centre

## ABSTRAK

Sektor asuhan kanak-kanak di Malaysia telah berkembang dengan baik sekali semenjak sedekad yang lalu kesan daripada peningkatan golongan wanita yang menceburi bidang pekerjaan. Namun begitu, pengendali pusat asuhan kanak-kanak sering berhadapan dengan komitmen yang rendah dalam kalangan pekerja di pusat asuhan kanak-kanak selain sukar memastikan pekerja dapat kekal berkhidmat dalam jangka masa yang lebih panjang. Kajian ini meneliti pelaksanaan konsep orientasi pasaran dalaman yang memberi kesan terhadap komitmen pekerja di sektor pusat asuhan kanak-kanak. Objektif kajian ini, secara khususnya ialah (a) menentukan hubungan antara orientasi pasaran dalaman dengan komitmen pekerja terhadap organisasi (b) menentukan hubungan antara orientasi pasaran dalaman dengan kepuasan kerja pekerja (c) menentukan hubungan antara kepuasan kerja pekerja dengan komitmen pekerja terhadap organisasi, dan (d) menentukan kesan perantaraan kepuasan kerja pekerja terhadap hubungan antara orientasi pasaran dalaman dengan komitmen pekerja terhadap organisasi. Prosedur persampelan berstrata telah digunakan bagi memilih responden dari kalangan pusat asuhan kanak-kanak yang berdaftar di dua belas negeri di Semenanjung Malaysia. Kajian ini mengupayakan pendekatan kuantitatif menerusi tinjauan soal selidik yang ditadbir sendiri. Item soal selidik berstruktur telah dibina berpandukan kajian-kajian lampau serta terbukti kesahihan dan kebolehpercayaannya. Sejumlah 692 borang soal selidik diedar dengan pulangan 360 borang soal selidik yang menggambarkan kadar maklum balas sebanyak 52 peratus. Hasil kajian mendapati orientasi pasaran dalaman mempunyai hubungan yang signifikan dan positif terhadap komitmen pekerja terhadap organisasi. Dapatan juga memperlihatkan bahawa orientasi pasaran dalaman mempunyai hubungan yang signifikan dan positif terhadap kepuasan kerja pekerja, manakala kepuasan kerja pekerja mempunyai hubungan yang signifikan dan positif terhadap komitmen pekerja terhadap organisasi. Hasil kajian juga menunjukkan bahawa kepuasan kerja pekerja merupakan perantara separa dalam hubungan antara orientasi pasaran dalaman dengan komitmen pekerja terhadap organisasi. Kajian ini diakhiri dengan perbincangan berkenaan sumbangan teori dan amalan, batasan kajian serta saranan untuk kajian pada masa hadapan.

**Kata kunci:** Orientasi Pasaran Dalaman, Kepuasan Kerja Pekerja, Komitmen Pekerja terhadap Organisasi, Pusat Asuhan Kanak-kanak

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## LIST OF ABBREVIATIONS

CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
EJS	Employee Job Satisfaction
EOC	Employees' Organisational Commitment
HRM	Human Resource Management
IC	Internal Communication
IMIG	Internal Market Intelligence Generation
IMO	Internal Market Orientation
JPANS	Jabatan Perkhidmatan Awam Negeri Sabah
KMO	Kaiser-Meyer-Olkin
MIS	Management Information System
NFCL	Nagarjuna Fertilizers and Chemicals Limited
OB	Organisation Behaviour
RTI	Response to Intelligence
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
TQM	Total Quality Management
VIF	Variance Inflation Factor

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This introductory chapter consists of the background of the research, the statement of the problems for the study, the research questions, the research objectives, the significance of the study, the scope of the study, the definition of the terms and the organisation of the dissertation.

### **1.2 Background of the Study**

The childcare sector has grown tremendously over the years in Malaysia, due to the growing number of women who are joining the paid labour force (Omar, Abu, Sapuan, Aziz & Nazri, 2010). In fact, the number of childcare centres in Malaysia has been steadily increasing and is expected to continue to increase in the future. This is largely due to the active campaign of the Malaysian Government for early childhood education, which is based on the important role played by formal early childhood education (National Family and Population Board Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2008). This significance increase in the number of registered and licensed childcare centres is reflected in Table 1.1 and Figure 1.1 (Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012).

Table 1.1  
*Number of Registered and Licensed Childcare Centres 2007-2012 in Malaysia*

Year	Number of Registered and Licensed Child-care Centres
2007	306
2008	337
2009	395
2010	493
2011	668
2012	853

Source. Data obtained from Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012.

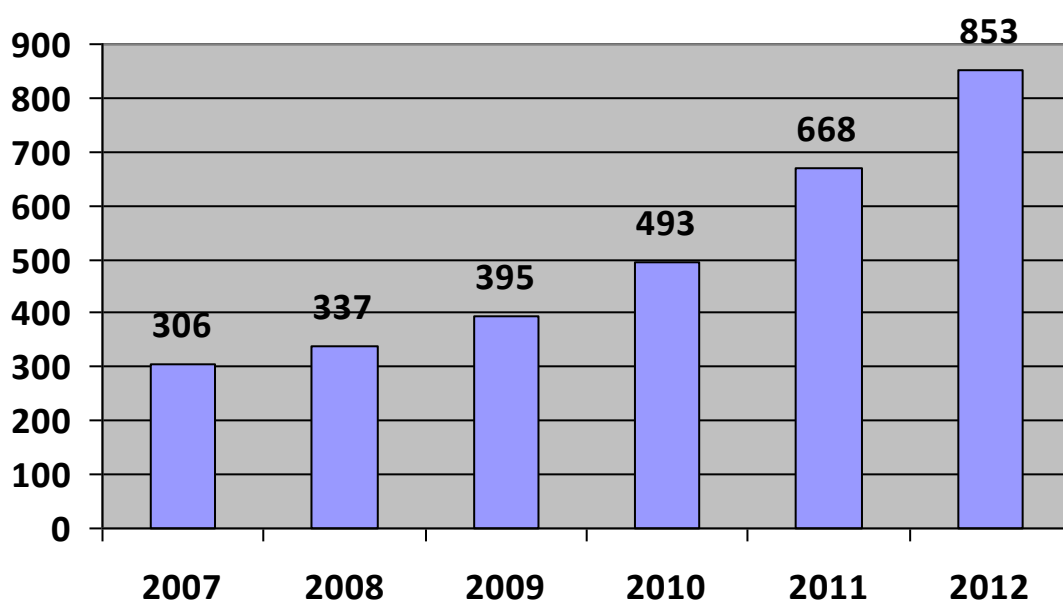


Figure 1.1  
*Number of Registered and Licensed Childcare Centres 2007-2012 in Malaysia*  
 Data obtained from Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012.

The participation rate of woman in the labour force in Malaysia is showing an increasing trend. For example, in 2000, there was a 44.7%; an increase of 45.7% in 2005 (Chiam, 2008); 46.1% in 2006 (Human Resource Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2006; Omar & Ahmad, 2009); and in 2011, there was a 46.3% increase (Human Resource

Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2011). This is a contributing factor to the rising demand for childcare centres. It has been reported that the number of registered and licensed childcare centres in 2012 is 853. This number does not account for the number of childcare centres that are unlicensed, which presently numbers 2,077 centres (Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012). Table 1.2 shows the number of registered and licensed childcare centres in every state in Malaysia. Figure 1.2 is a comparison between the registered and licensed centres and unregistered and unlicensed childcare centres in Malaysia for 2012.

Table 1.2

*Number of Registered and Licensed Childcare Centres in Malaysia, 2012 by State*

Number	States	Number of Registered and Licensed Child-care Centres
1	Selangor	111
2	Kelantan	28
3	Terengganu	78
4	Pahang	46
5	Johor	80
6	Perak	117
7	Kedah	50
8	Pulau Pinang	48
9	Perlis	28
10	Negeri Sembilan	35
11	Melaka	24
12	Sabah	78
13	Sarawak	54
14	Kuala Lumpur	68
15	Labuan	8
	TOTAL	853

Source. Data obtained from Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012.

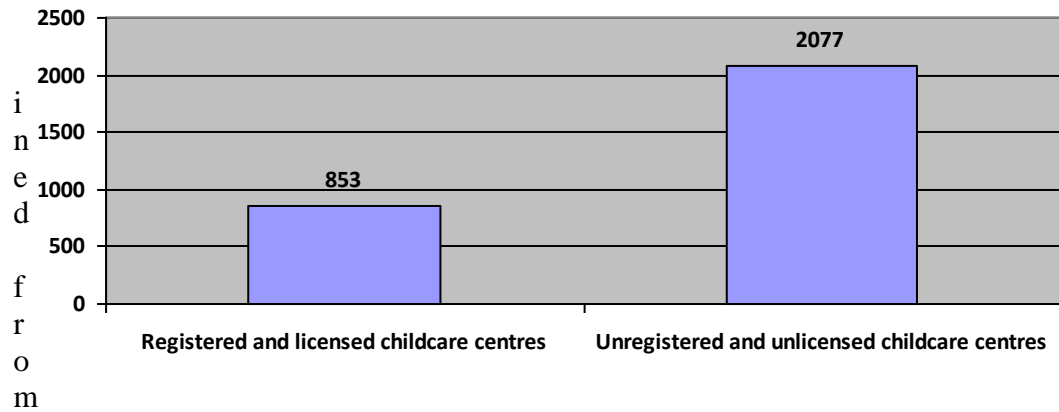


Figure 1.2

*Comparison between the Number of Registered and Licensed and Unregistered and Unlicensed Childcare Centres in Malaysia.*

Data obtained from Childcare Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012.

The population of children requiring care in Malaysia also grew from 3.05 million out of a population of 26.75 million in 2005 (National Family and Population Board Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2008) to 10.5 million out of 27.7 million in 2008 (National Family and Population Board Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2011).

All childcare centres in Malaysia are bound by regulations under the Childcare Centre Act (Act 308), which was introduced in 1984 (Department of Social Welfare, 2011). The Regulation requires that all those who want to work in institution-based childcare centres must take the Basic Childcare Course totalling 103 hours of courses comprising 31 modules. All modules must be conducted within 17-19 days.



Basically, there are four types of childcare centres in Malaysia, that is, home-based, institution-based, workplace-based and community-based centres. Home-based childcare centres cater for less than 10 children. Institution-based childcare centres cater for 10 children or more at a building outside the home. Childcare centres that are workplace-based cater for 10 children or more at the workplace, which are provided by the employer, while those that are community-based cater for 10 children or more in certain places that are sponsored by the state or federal government (Department of Social Welfare, 2011).

Generally, childcare centres have been considered as merely a place to leave children while the parents are at work. However, due to increasing competition in the childcare industry, childcare centres have to innovatively change this concept of being places that simply provide a babysitting service for children. One major factor contributing to the success of childcare centres is the quality of the child carers or the employees (Hanushek & Rivkin, 2007). Employees are instrumental in contributing to the children's learning (Hanushek & Rivkin, 2007). Hence, a quality childcare service is impossible without quality childcare employees (Chiam, 2008). As a result, the quality and delivery of this essential customer use has consequences for the direct customers of the childcare service, namely, parents, and also for the consumers of the childcare service, namely, children (Barnes & Adamczyk, 1993; Rivera, 2001). Basically, it is difficult to find high quality employees in most childcare centres (Frean, 2008).

The National Institute of Child Health and Human Development's (NICHD) study of early education and children growth shows that most childcare centres do not meet the standards for quality employees. The study reports that almost 56% of the centres are run by untrained employees (McCartney, 2004).

In spite of the increasing requirement for childcare services due to their significant function for the children development, the childcare centres have stayed far away compared to most other service organizations in employing internal market orientation behaviour to improve the quality of employees (Chiam, 2008). Furthermore, many organisations, including childcare centres, have not focused on their internal marketing notion, or, at best, translated as the managerial approach, in order to make sure that the organisation achieves customer satisfaction by first addressing the needs of the front-line employees. This has happened because these organizations lack the internal market orientation behaviour, which is comparable to the concept of market orientation (Berry, 1981; Gounaris, 2008).

In other words, the organisations could significantly implement internal marketing or treat the employees as internal customers, if they first developed internal market orientation behaviour (Day, 1998; Kohli & Jaworski, 1990; Narver & Slater, 1990). In line with this, it is crucial for organisations to implement the internal market orientation behaviour in order to achieve highly satisfied, committed and qualified employees within childcare centres.

Therefore, the owners of childcare centres should be more concerned with the importance of implementing internal market orientation behaviour in order to satisfy the customers' needs by first satisfying the needs of the front-line employees. As a result, the childcare centres could attract more potential employees into the industry and retain them due to the increasing need for caring and professional childcare centres. This is because internal market orientation behaviour has been proven to be a good antecedent of employee job satisfaction, as suggested by Gounaris (2008). Furthermore, Edo, Garcia and Tena (2010) argued that internal market orientation behaviour influences the level of employee job satisfaction among the contact personal or front-line employees in the service industry.

### **1.3 Problem Statement**

Lately, many Malaysian childcare centres have been plagued with problems of well-being of children under their care. There have been occasions of children's death that may have been caused by negligence of the childcare centres' employees. This has led to the Ministry of Women, Family and Community Development intervening in order to solve the problems as reported by Hashim (2012); Isa (2007); Zulkifli (2012). These incidents and negligences could be due to poor commitment from the childcare centres' employees.

Besides the incidents of death, Malaysian childcare centres also experience a high job turnover rate among their employees (Persatuan Taska Negeri Selangor, 2011; Persatuan Pengasuh Berdaftar Malaysia, 2012). The high turnover rates could be

due to lower employee job satisfaction and employee organisational commitment levels among the childcare employees. According to the Director of the Department of Social Welfare Advocacy and Legitimacy, Mr Zaitol Salleh, there are many factors that contribute to dissatisfied and uncommitted employees, which, in turn, lead to a high job turnover rate in the childcare industry in Malaysia; for instance, the low salary offered by the childcare centres compared to other service sectors, long service hours (from 6.30 am to 6.30 pm) and the temporary nature of the job (Persatuan Pengasuh Berdaftar Malaysia, 2012).

Although there is a suggestion that there are employee organisational commitment issues in the childcare centres especially in Malaysia, studies on this aspect are still lacking. Many of the past studies on employee organisational commitment were focused on other industry, for example, Lincoln and Kalleberg (1996) conducted research on the personnel office employment records of 45 industrial organisations in the United States and 41 in Japan; Lee and Olshfski (2002) conducted a study among fire fighters in Jefferson County, in North-Central, New York; Shore, Barksdale and Shore (1995) examined the factors contributed to the measurement of manager-evaluated of employee's affective commitment and continuance commitment, which was conducted among 231 managers in a foremost international organisation placed in Southeastern United States; Hassan (2002) conducted a study to investigate the relationships among organisational justice (distributive and procedural justice), employee organisational commitment and turnover intention among 181 managers from middle and lower management in the manufacturing sector in Kuala Lumpur and Selangor (Malaysia); Jamaludin

(2009) conducted a research on organisational justice (distributive, procedural and interactional justice) and its relationship to organisational commitment (affective commitment, continuance commitment and normative commitment) among 120 lecturers of one public higher learning institution in Selangor (Malaysia); Vandenberg and Scarpello (1994) conducted a study among 100 professional Management Information Systems employees that choosen at random from a total of 445 professionals work in a transnational software, research and development organisation located in Southeastern United States; and finally, Balfour and Wechsler (1991) conducted a study among the employees in 11 regions of major government human service agencies in Southeastern United States.

Nowadays, childcare centres have to operate like other business organisations. They must be able to compete against their competitors and have sustainable competitive advantage in order to continue growing and surviving. One way of having the ability to survive is to be market-oriented internally (focus and treat employees as internal customers as shown by many studies, for example, Gounaris (2006 and 2008); Gounaris, Vassilikopoulou & Chatzipanagiotou (2010); Lings (2000 and 2004); and Lings & Greenley (2005 and 2010); and externally (focus on customers as shown in studies conducted by Kohli and Jaworski (1990); and Narver and Slater (1990). Sadly, studies that relate employee job satisfaction and employee organisational commitment with internal market orientation behaviour are still lacking, especially in the childcare setting.

For example, researchers, such as Grigg (2009); Lahai, Sail, Muhamad and Suandi (2004); Lambert, Hogan and Griffin (2007); Lee and Olshfski (2002) have investigated the other factors that affect employee organisational commitment, such as job status, role fit, job challenge, job involvement, management support, extrinsic rewards, belief in mission, and environmental consciousness. To date, there is a lack of studies that investigates the effects of internal market orientation behaviour on employee job satisfaction and employee organisational commitment within childcare centres. Therefore, the research of the effects of internal market orientation behaviour on employee job satisfaction and employee organisational commitment within childcare centres in Malaysia is believed to be crucial.

Past research on internal market orientation behaviour, such as by Kaur, Sharma and Seli (2009); Lings (2004); Lings and Greenley (2005 and 2010); Naude, Desai and Murphy (2003) did not look at each component of internal market orientation behaviour. Those researchers only analysed the internal market orientation behaviour as a whole, to explain its impact on employee organisational commitment. There was no attempt to look at the behaviour of each individual component of internal market orientation behaviour. Studying each individual component of internal market orientation behaviour could further contribute to greater understanding of internal market orientation behaviour.

Based on the above justifications, this research could be well justified. Specifically, the current study aims to investigate the effect of internal market

orientation behaviour on employee organisational commitment within childcare centres' employees in Malaysia as mediated by employee job satisfaction.

#### **1.4 Research Questions**

Based on the background of the study and the problem statement as mentioned above, the current study present answers to the following questions:

1. Does internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) have a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia?
2. Does internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) have a relationship with employee job satisfaction within childcare centres in Malaysia?
3. Does employee job satisfaction have a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia?
4. Does employee job satisfaction act as a mediator between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational

commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia?

## **1.5 Research Objectives**

In line with the research questions as listed above, the current study seeks to attain the following research objectives:

1. To investigate whether internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) has a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia.
2. To determine whether internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) has a relationship with employee job satisfaction within childcare centres in Malaysia.
3. To examine whether employee job satisfaction has a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia.
4. To determine whether employee job satisfaction mediates the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance



commitment and normative commitment) within childcare centres in Malaysia.

## **1.6 Significance of the Study**

The current study gives a substantial contribution to the present literature related to the Two Factor Theory-Herzberg and Equity Theory by investigating the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment. In other words, this study tries to create a foundation for internal market orientation behaviour through employee job satisfaction and employee organisational commitment within childcare centres in Malaysia. Hence, the significance and originality of the study to theoretical, managerial and policy maker are discussed in the sections below.

### **1.6.1 Theoretical Significance**

This study increases the number of empirical findings on internal market orientation behaviour and the relationship with employee job satisfaction and employee organisational commitment in service organisations. Furthermore, the study suggests that, ultimately, applying the components of internal market orientation behaviour, can lead to a high quality of front-line employees within childcare centres in Malaysia. The direct and indirect findings can impact the job satisfaction and organisational commitment among the employees of childcare centres and increase the empirical literature in marketing and other related disciplines. This study also adds to better understanding of the Two Factor

Theory-Herzberg and the Equity Theory which is the main underlying theories used to develop the research framework.

This research also fills the gaps in internal market orientation behaviour and employee job satisfaction and their effect on employee organisational commitment.

### **1.6.2 Managerial Significance**

The current study offers significant values for practitioners since it has considerable managerial significance. First, the results of the study provide benefits to the childcare providers by offering new insights into the functions of internal market orientation behaviour that contribute to employee job satisfaction and employee organisational commitment, so as to ultimately, enable them to provide high service quality to the customers.

Second, the implementation of internal market orientation behaviour can increase the level of employee job satisfaction, which, in turn, can direct to a higher level of employee organisational commitment and better business performance within childcare centres in Malaysia.

Finally, this study guides the childcare sector to attract many parents and encourage them to switch from baby-sitter services to childcare services. The results of the study will enable parents to work in peace and focus on their jobs without worrying about their children, since they are being cared for by committed

employees in good and quality childcare centres. As a result, the parents can be satisfied with the childcare service and subsequently, promote the service to their friends.

### **1.6.3 Policy Making Significance**

This study provides guidelines for developing quality early childhood education and care for the children from zero to four years, with the ultimate vision of producing future leaders who are able and charismatic. An effective early education will also be an effective method to avoid the poverty gap among Malaysians and contribute to economic growth (Jabatan Perdana Menteri, 2011). The World Bank Report “Jabatan Perdana Menteri” (2006) stated that the best time to build human capital is developing children from zero to six years old. As Malaysia is geared towards realising the objectives of a developed country, the need to increase the awareness of early childhood centres is important and is considered as fundamental in the development and nurturing of young children to turn into valuable citizens (Tee & Richardson, 2007; Omar, Nazri, Abu & Omar, 2009).

### **1.7 Scope of the Study**

The research questions and objectives of the study were investigated based on the data collected from the registered and licensed childcare centres in Peninsular Malaysia, namely from the states of Kedah, Perlis, Penang, Perak, Selangor, Kuala Lumpur, Negeri Sembilan, Johore, Malacca, Kelantan, Terengganu and Pahang. Thus, this study was limited to the data gathered from the numerous childcare

centres in 12 states, as mentioned above. Even though the study was performed in the context of Malaysia, its implications are significant and have potential values in other contexts because it examined the factors that influenced the employees' attitudes towards their organisations.

Additionally, the current study used a quantitative cross-sectional research design with the questionnaire being the focal instrument for data collection. The researcher collected the data through the self-administration technique in order to obtain a sufficient response rate. The model of the study was developed in accordance with the relevant literature and with suggestions by scholars in related fields. Thus, the variables studied in this research were only covered employee organisational commitment, employee job satisfaction and internal market orientation behaviour. Chapters 3 and 4 discuss the research framework and the hypotheses development process in detail.

## **1.8 Definition of Major Terms in the Study**

The definitions and descriptions of the main terms used in the current study are discussed in the following sections:

### **1.8.1 Employee Organisational Commitment**

Employee organisational commitment can be identified as a connection between the employees and their respective organisations. It involves association with the

organisation, reception to its values and objectives and commitment to remain in the organisation (Padala, 2011).

### **1.8.2 Internal Market Orientation Behaviour**

Internal market oriented behaviour can be defined as an organisation's direction in terms of the market for employees and exhibits the organisation's commitment towards the employees. In other words, internal market orientation behavior encourages the relationship between the employees and their respective organisation (Gounaris, 2008).

### **1.8.3 Employee Job Satisfaction**

Employee job satisfaction can be identified as the level of comfort and contentment gained by employees towards their job (Spector, 1985). In fact, employee job satisfaction can be employed as an evaluation of the level of pleasure an employee has with the particular organisation (Grigg, 2009).

### **1.8.4 Childcare Centre**

A childcare centre can be defined as an organisation and the main purpose of which is to care and train the children from zero to four years of age, under a daily basis by someone other than the child's family members, who is normally outsider, with certain responsibilities and involves a payment of fees (Department of Social Welfare, 2011).

### **1.8.5 Childcare Centre Employee**

Childcare centre employee can be defined as a teacher (or nanny in the context of Malaysia) who cares for and trains the children from zero to four years of age on a daily basis (Department of Social Welfare, 2011).

## **1.9 Organisation of the Dissertation**

The second chapter presents a review of the literature. It is divided into eight sections: introduction, employee organisational commitment, internal market orientation behaviour, employee job satisfaction, childcare centres in Malaysia, the Underpinning Theory, gaps in the literature and the summary of the chapter. The third chapter discusses the research framework, hypotheses or proposition development, research design, unit of analysis, sampling design, operational definition, the measurement of variables or instrumentation, questionnaire design, translation of the questionnaire, pilot study, data collection (data collection procedures) and techniques of data analysis. The fourth chapter provides the findings, and the fifth chapter discusses what has been studied and suggests recommendations for future study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The aim of the current study is to examine the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment. Therefore, this chapter presents a comprehensive overview of literature which investigated and evaluated the relationships among the dependent variable, namely, employee organisational commitment, the independent variable, namely, internal market orientation behaviour and the mediator, namely, employee job satisfaction. Besides, it reviews the theoretical foundation for the current study. It is crucial to validate how these variables affect on childcare industry.

In fact, the aim of this chapter is to upgrade the scope of the study from the broad business industry to the more specific childcare industry. Moreover, many researches have been conducted on employee organisational commitment and employee job satisfaction in other industries (Bluedorn, 1980; Grigg, 2009; Meyer & Allen, 1988; Meyer & Allen, 1991; Mowday, Koberg & McArthur, 1984; Steers, 1975). However, there is a lack of studies on how employee organisational commitment level, internal market orientation behaviour and employee job satisfaction level affect the childcare industry.

This chapter is divided into eight sections: introduction, employee organisational commitment, internal market orientation behaviour, employee job satisfaction, childcare centres in Malaysia, the Underpinning Theory of the current study, gaps in the literature and the summary of the chapter.

## **2.2 Employee Organisational Commitment**

Past research disclosed that employee organisational commitment has become the most essential item to the organisation; perhaps this finding would lead to an increase in studies on employee organisational commitment (Jamaludin, 2009).

Porter (2006) pointed out that employee organisational commitment is a vital link in identifying the success or failure of the organisation. In other words, an employee who has a higher organisational commitment will be a dynamic employee and boost the organisation, with which he or she is connected. Employee organisational commitment indicates a level of employee job satisfaction at their workplace (Allen & Meyer, 1990; Grigg, 2009; Messmer, 2006; Meyer & Allen, 1988; Oliver, 1990).

### **2.2.1 Definitions of Employee Organisational Commitment**

The view of organisational commitment has been identified in various modes in the literature. For example, Mowday, Steers and Porter (1979) identified employee organisational commitment as the comparative intensity of an employee's recognition and attachment to a specific organisation. They divided the study of employee organisational commitment into two perspectives: attitudinal and



behavioural commitment. Attitudinal commitment is related to cognitive, affective responses and attachment to the organisation.

In contrast, behavioural commitment has been studied through several causal models, such as side-bets theory, the exchange model and the sociological approach (Becker, 1960; Salancik, 1977). Furthermore, employee organisational commitment is viewed as an approach because it is linked to an employee's attitude about his or her organisation (Allen & Meyer, 1990; Lumley, Coetzee, Tladinyane & Ferreira, 2011). Moreover, employee organisational commitment is identified as an emotional condition, which describes the relationship between the employee and the organisation and influences his or her decision to remain in the organisation (Meyer & Allen, 1991).

Hassan (2002) stressed that employee organisational commitment replicates the employee's intention to turnover or remain in a certain organisation. However, the decision made might be constrained by various factors, such as the opportunities outside and the normative hassle to maintain the job.

Organisational commitment is the connection with a certain organisation and recognition of its values and objectives (Padala, 2011; Porter, Steers, Mowday & Boulian, 2004). According to Oliver (1990), employee organisational commitment is the comparative potency of the employee's connection and attachment to a specific organisation. Employee organisational commitment is also regarded as the emotional association of an employee towards his or her organisation, which is

described as a high regard for the organisation and an aspiration to contribute to the organisation's goal achievement.

Bentein, Vandenberg, Vandenberghe and Stinglhamber (2005) and Grigg (2009) pointed out that employee organisational commitment is the progress of employees' trust in their organisation, which is shown by their willingness to engage in the organisation's vision, mission and values. Grigg (2009) and McKay, Avery, Tonidandel, Morris, Hernandez and Hebl (2007) stated that employee organisational commitment correlates with the level to which the employee is psychologically involved in the organisation. In addition, Grigg (2009) also mentioned that if the employees have a higher level of involvement, then their level of commitment is higher to remain with the organisation. The psychological involvement is identified as an affective or attitudinal commitment (Meyer & Allen, 1988).

Romzek (1989) viewed employee organisational commitment as the sense of affection that the employees have towards their organisation. In addition, employee organisational commitment is normally defined as a positive factor for both parties: employees and their organisations (Mowday, Porter & Steers, 1982; Simon, 1976; Stevens, Beyer and Trice, 1978).

However, some authors have determined employee organisational commitment to be a sense of loyalty and psychological attachment; for example, Buchanan (1974); Etzioni (1975); Hall, Schneider and Nygren (1970); Romzek and

Hendricks (1982); and Romzek (1989). In addition, Romzek (1990) stated that employee organisational commitment can be identified as a positive aspect for individuals and organisations. In other words, the committed employees are expected to have a significant good attendance record and are expected to remain with their organisation, compared to the uncommitted employees.

According to Balfour and Wechsler (1991), employee organisational commitment is determined as a greater sense of belonging to the organisation, and, basically, employees have a superior desire to stay as organisational members. Therefore, they treat the organisation's matters before their personal interests and they always want to give additional effort for the well-being of their organisations. Mowday, Porter and Steer (1982) and Tella, Ayeni and Popoola (2007) identified employee organisational commitment as a devotion and connection, which includes three criteria, namely, recognition of the organisation's values and objectives, a sense of belonging, and obedience to give effort for the organisation's sake.

In addition, employee organisational commitment can be identified by the comparative intensity of an emotional connection and participation in a specific organisation (Balfour & Wechsler, 1991; Mowday et al., 1982). In line with this, employee organisational commitment is also regarded as a combination notion, which is distinguished by three crucial factors, that is, full confidence and understanding of objectives and principles of the organisation, the motivation to use substantial exertion to represent the organisation, and a solid aspiration to stay as organisation's member (Balfour & Wechsler, 1991). Moreover, employee

organisational commitment is also regarded as a position in which employees are obligated by their engagement, which contributes to their actions and participation (Salancik, 1977; Tella et al., 2007).

Becker, Randal and Riegel (1995) identified employee organisational commitment as a high level of wish to remain in a certain organisation as a member, willingness to extend great effort for the sake of the organisation, and a trust in the competence of the organisation's objectives and values. Meanwhile, employee organisational commitment is also viewed as a mindset of the employees to be loyal to their organisation and to go through the process in order to achieve the organisation's growth and success (Northcraft & Neale, 1996).

Lee and Olshfski (2002) determined that employee organisational commitment was a four-facet construct, comprising commitment to their superior, commitment to their teamwork, commitment to their organisation and commitment to an identity that was set up in a job. Moreover, employee organisational commitment appears as a personal attempt to protect the harmony between their identity and the identity that others see in them (Burke & Reitzes, 1991; Lee & Olshfski, 2002).

### **2.2.2 Dimensions, Measurements and Past Studies of Employee Organisational Commitment**

Herman (2005); Messmer (2006); and Porter (2006) conducted research that focused on three elements of employee organisational commitment: affective commitment, continuance commitment and normative commitment. According to

Meyer, Irving and Allen (1998), affective commitment shows an individual's emotional commitment, connection and association with a certain organisation. In other words, an employee with a high affective commitment is believed to have a high commitment to his or her organisation. This means, the employee remains in the organisation because he or she likes to remain there (Meyer & Allen, 1991).

Continuance commitment relates to the cost that occurs if the employee leaves the organisation, for example, the distance and location costs. Therefore, the employees continue of staying in the organisation because they have to remain there (Meyer & Allen, 1991). Normative commitment highlights the commitment of the employee to remain with his or her organisation because he or she feels that he or she should remain there (Meyer & Allen, 1991).

Lincoln and Kalleberg (1996) conducted a research on the personnel office employment records of 45 manufacturing plants in the United States and 41 in Japan. The authors examined the elements of commitment (attitudinal commitment and behavioural commitment) to see if organisational structure, employment practice and other attributes influence employee organisational commitment. The findings revealed that both elements support the commitment-maximising organisational form in the United States and Japan. However, there were several significant differences between the two countries; for instance, formal work rules, on-the-job training and unionisation have a negative relationship with employee organisational commitment among the employees in the United States compared to those in Japan.

Lee and Olshfski (2002) conducted a study among fire fighters in Jefferson County, in North-Central, New York. The results showed that the fire fighters are very committed, especially in the element of commitment to the job, which is shown to be significantly higher compared to the other three elements of commitment (commitment to the supervisor, commitment to the group and commitment to the organisation). Furthermore, they are motivated to make an additional exertion to represent their company and the community.

Shore, Barksdale and Shore (1995) examined the factors which contributed to the measurement of manager evaluation on employee's affective commitment and continuance commitment, which was conducted on 231 managers in the most important international organisation placed in Southeastern, United States. The findings showed that the managers are capable of separating their views of employee's affective commitment and continuance commitment from humanity, fulfilment and job performance.

On the other hand, organisational citizenship behaviour is considered as a forecaster of manager-evaluated affective commitment. However, the study also indicated that manager-evaluated affective commitment has a positive relationship with manager consideration of employee prospective and promotability and also employee evaluating of leader-reward behaviour. In contrast, manager-rated continuance commitment has a negative relationship with judgments of managerial potential, promotability and execution of employee requirements (Shore et al., 1995).

Hassan (2002) conducted a study to investigate the relationships among organisational justice (distributive and procedural justice), employee organisational commitment and turnover intention among 181 managers from middle and lower management in Kuala Lumpur and Selangor, Malaysia. The findings indicated that distributive and procedural justices have a positive and significant relationship with employee organisational commitment. In contrast, both distributive and procedural justices have a negative correlation with turnover intention.

Jamaludin (2009) conducted a research on organisational justice (distributive, procedural and interactional justice) and its relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment). The survey was conducted among 120 academic employees of one public higher learning institution in Selangor, Malaysia. The results depicted that procedural justice has a huge influence on continuance commitment and normative commitment. In contrast, the interactional justice has a great effect on affective commitment. Moreover, the results showed that the distributive justice has no relationship with employee organisational commitment at all.

According to Vandenberg and Scarpello (1994), occupational commitment is identified as a connecting antecedent to employee organisational commitment. The research was conducted among 100 professional Management Information Systems employees, which was selected randomly from a total of 445

professionals who working in international software, research and development organisation in Southeastern, United States. Occupational commitment can be defined as employees' trust and recognition of the significance of their chosen job and a compliance to stay as a member of the organisation (Morrow & Wirth, 1989; Ritzer & Trice, 1969; Sorensen & Sorensen, 1974; Vandenberg & Scarpello, 1994). In other words, this study assumed that occupational commitment is a major tendency aspect in the progress of employees' commitment to the organisation.

Becker and Billings (1993) investigated the profiles of commitment among 440 employees of a military supply organisation. They found that the profiles include the locally committed or best known as employee who is committed to his or her supervisor and team-work; the globally committed, which is employee who is committed to his or her superior and the organisation; the committed, which is the employee who is committed to both local and global dimensions and, the uncommitted, meaning the employee who is not committed to either local or global dimensions.

According to Balfour and Wechsler (1991), the three apparent aspects of commitment, which are identification, internalisation and compliance, do contribute differently to the dependent variable. For instance, the identification commitment has a significant positive relationship with the desire to remain as well as internalisation commitment. In contrast, the compliance commitment has a



negative relationship with the dependent variable. This study was conducted in 11 major government human service agencies in Southeastern United States.

Romzek (1990) pointed out that employee organisational commitment has a positive effect for both employees and their organisations. In this case, the committed employees, normally, showed a positive attendance record and wanted to stay as a member of the organisation compared to uncommitted employees. On the other hand, Romzek (1989) revealed that organisational involvement has a positive and significant effect on employees. Therefore, the employees with higher levels of organisational involvement showed higher levels of career satisfaction and nonwork satisfaction compared to the employees who have a lower level of organisational involvement.

Mowday, Steers and Porter (1979) introduced a survey method called Organisational Commitment Questionnaire, which contains a 15-item instrument in order to measure the changes in employee job satisfaction and employee organisational commitment over a certain time (Stiffler, 2007). Allen and Meyer (1990) introduced the Organisational Commitment Questionnaire, which highlights three dimensions, that is, Affective Commitment Scale, Continuance Commitment Scale and Normative Commitment Scale. They used eight items for each component, meaning there are 24 items all together. The summary of the past empirical studies on employee organisational commitment discussed above is given in Table 2.1 below.

Table 2.1

*Summary of Past Empirical Research on Employee Organisational Commitment*

No	Researchers	Dimensions	Findings
1	Grigg (2009)	Affective commitment, continuance commitment and normative commitment, age, tenure and education level	The findings show that organisational commitment has a negative relationship with intent to leave the organisation. Similar to age, tenure and education level, which also have a minor effect on intent to leave the organisation.
2	Meyer and Allen (1991)	Affective commitment, continuance commitment and normative commitment	The results indicate that the employees with a higher affective commitment level are believed to have a strong commitment to the organisation.
3	Kalleberg and Lincoln (1996)	Attitudinal commitment and behavioural commitment	The results disclose that both elements - attitudinal commitment and behavioural commitment - support the maximising commitment in the United States and Japan.
4	Lee and Olshfski (2002)	Commitment to the job, commitment to the supervisor, commitment to the group and commitment to the organisation	The findings of the study report that the fire-fighters are very committed to their jobs compared to the other three dimensions (commitment to the supervisor, commitment to the group and commitment to the organisation).
5	Shore, Barksdale and Shore (1995)	Affective and continuance commitment	The results demonstrate that the affective commitment has a positive relationship with managerial judgements of the employee potential and promotability but continuance commitment shows a negative relationship with managerial judgements of the employee - potential and promotability.
6	Vandenberg and Scarpello (1994)	Occupational commitment	The findings show that occupational commitment is the main contribution to the employee organisational commitment.

Table 2.1 (Continued)

No	Researchers	Dimensions	Findings
7	Becker and Billings (1993)	Local commitment, global commitment, committed and uncommitted	The findings of the study indicate that local commitment refers to employees who are committed to the supervisor and teamwork; global commitment is related to the employee who is committed to the top management and organisation; committed is committed to both the local and global dimensions; and uncommitted, in which the employee is not committed to either the local or the global dimensions.
8	Balfour and Wechsler (1991)	Identification, internalisation and compliance	Identification and internalisation commitment have a positive relationship but compliance commitment has no relationship with dependent variable.
9	Romzek (1990)	Organisational involvement	The results of the study show that organisational involvement has a positive and significant effect on employees, which is the high level of organisational involvement employees have a higher level of job and nonwork satisfaction compared to the employees who have a lower level of organisational involvement.
10	Hassan (2002)	Organisational justice (procedural and distributive justice), employee organisational commitment and turnover intention	The findings of the study report that the distributive and procedural justice have a positive relationship with employee organisational commitment and a negative correlation with turnover intention.
11	Jamaludin (2007)	Distributive, interactional and procedural justice, affective commitment, continuance commitment and normative commitment	The results of the study indicate that procedural justice has a positive impact on continuance and normative commitment. Interactional justice has strong influence on affective commitment.

### **2.3 Internal Market Orientation Behaviour**

The root of internal market orientation behaviour can be traced to market orientation and also internal marketing concepts (McGrath, 2009). One of the basic concepts of internal market orientation behaviour is the notion of internal exchange between employees and the organisation. Generally, internal market orientation behaviour seeks to provide stability between employees' views of what they have give to their works and the views of what they will get from their works (Lings & Greenley, 2005). The nature of service industries, which cannot separate the service provider from the service delivery, significantly requires the implementation of internal market orientation behaviour. In the service industries, motivated, satisfied and committed front-line employees are very important factors that contribute to a good service delivery and in return, satisfaction of the customers (Lings, 2004).

Most of the time, market orientation and/or internal market orientation behaviour are implemented by the large organisations due to their large resources. There are a few empirical researches for small-sized organisations that provide the same results as the large organisations, which show the importance of implementing the internal market orientation behaviour in order to ensure their growth and long-term survival (Inoguchi, 2011). In addition, Kara, Spillan and DeShields Jr (2005) revealed the significant correlation between market orientation or internal market orientation behaviour and business performance in small-sized service retailers in the United States.

Inoguchi (2011) argued that market orientation or internal market orientation behaviour is also an important notion for small-sized organisations since they have less competitive advantage and fewer resources compared to the large organisations. Thus, it can be argued that small and medium entrepreneurships need to implement internal market orientation behaviour more compared to large organisations. This trend can be supported by several researches, such as by Blankson, Motwani and Levenburg (2006); Keskin (2006); and Mahmoud (2011) who found out that internal market orientation does affect small and medium entrepreneurships business performance.

### **2.3.1 Definitions of Internal Market Orientation Behaviour**

Based on an extensive review of the pertinent literature, there are many parallels among market orientation, internal marketing and internal market orientation behaviour, especially in their meanings (Berry, 1981; Gounaris, 2006; Jaworski & Kohli, 1993; Lings & Greenley, 2005). According to Lings (2004), internal market orientation behaviour can be defined as a completion of the marketing notion, which is concentrated on internal customers of the service organisation, or best known as employees. In other words, internal market orientation behaviour concerns of determining and fulfilling the requirements of internal customers as a precondition to fulfill the requirements of external customers.

The internal customers (employees) are the main focus of internal market orientation behaviour, in contrast to the market orientation, which concentrates on the external customers (Gounaris, 2006; Lings, 2004; Lings & Greenley, 2005). In

addition, Lings and Greenley (2005) argued that internal market orientation behaviour is an inside perspective comparable to market orientation in the outside perspective. Internal market orientation behaviour contains the internal generation of intelligence, the dissemination of intelligence and the completion of correct reactions to encounter the requirements of employees. McGrath (2009) argued that the employee's attachment in the internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) is crucial in order to increase the satisfaction and commitment of employees, which, in turn, will lead to the improved business performance of the organisation.

Tortosa, Moliner and Sanchez (2009) defined internal market orientation behaviour as a multidimensional concept, which is developed by four elements; unofficial production of internal information, official production of internal information, distribution of internal information and reaction to the internal information produced.

Gray (2010) defined internal market orientation behaviour as an enabler in the quest of business success because it provides a landscape for employees and customers of the organisation to operate. He claimed that internal market orientation behaviour is a crucial antecedent to marketing execution strategies and organisation performance. On the other hand, internal market orientation behaviour concentrates much on the internal operational systems of the organisation, in which the employees in distinct sections and in different positions

see the other employees and sections as their customers (Fisher & Maitz, 1997). According to Lings and Greenley (2010), internal market orientation behaviour can be defined as a continuing marketing focus inside an organisation that is intended for employees. Thus, internal market orientation behaviour encourages employees to support the organisation's market goals and motivates them to perform better, and provide excellent service that eventually can increase customer preservation and boost the organisation's success.

### **2.3.2 Dimensions and Measurements of Internal Market Orientation Behaviour**

McGrath (2009) stated that the components of internal market orientation behaviour are applied following the original market orientation dimension introduced by Kohli and Jaworski in 1990. This construct is composed of three dimensions, that is, internal market intelligence generation, internal communication or intelligence distribution and internal intelligence reaction. Accordingly, Gray (2010) determined that the behavioural elements of internal market orientation behaviour can be categorised into three, namely, internal information production (market research), internal information distribution (internal communication) and internal awareness.

Gounaris (2008) argued that internal market orientation behaviour can be divided into three dimensions, namely, internal market intelligence generation, internal communication and response to intelligence. These dimensions are then further subdivided into ten sub-dimensions, namely, classify exchanges of value,

stipulations of external employee market, fragment internal market and approaches for each internal section (for internal market intelligence generation dimension), communication between managers and employees and communication between managers (for internal communication dimension) and job depiction, compensation systems, training and management concern (for response to intelligence dimension).

Gounaris, Vassilikopoulou and Chatzipanagiotou (2010) indicated that internal market orientation behaviour can be divided into three dimensions, as discussed in the paragraph above, namely, internal market intelligence generation, internal communication and response to intelligence. However, the sub-dimensions have a few changes compared to Gounaris (2008). For example, the internal market intelligence generation dimension now only contains two sub-dimensions, that is, exchanges of value and awareness of the labour market. On the other hand, internal communication dimension comprises two sub-dimensions which are the same as Gounaris (2008), that is, internal communication with employees and internal communication between managers. Contrastly, response to intelligence dimension now consists of six sub-dimensions, that is, internal segmentation, internal-segments targeting, job variety, compensation, training and organisation concern.

Lings (2000) outfitted internal marketing via a 20-item scale, created of sub-scales to measure the six behavioural elements of internal market orientation behaviour, namely, group interaction, wage flexibility, collegial interaction, job flexibility,



external environment and formal interaction. However, Lings (2004) introduced empirical testing, which classifies internal market orientation behaviour into five dimensions, namely, formal face-to-face information production, official written information production, unofficial information production, information distribution and also awareness to information.

In line with this, Lings and Greenley (2005) determined that the determinants of internal market orientation behaviour could be divided into five dimensions, that is, the official producing of internal written information (through questionnaires, surveys and so forth), the unofficial producing of internal information (not earlier arranged by the managers), the formal face-to-face producing of internal information (through interviews and meetings set up in advance by managers), the distribution or communication by managers to their employees of the internal information created, and the outline and execution of the managers' feedback in agreement with the internal information created and conveyed.

Naude, Desai and Murphy (2003) classified internal market orientation behaviour into eight components, namely, organisational socialisation, involvement, commitment, organisational satisfaction, communications, an assessment of local management, assessment of direct manager and assessment of peers. Tortosa, Moliner and Sanchez (2009) divided internal market orientation behaviour into four dimensions, that is, formal production of internal information, informal production of internal information, distribution of internal information and reaction to the internal information created.

### **2.3.3 Past Studies on Internal Market Orientation Behaviour and Employee Organisational Commitment**

Kaur, Sharma and Seli (2009) conducted an empirical research among 611 employees within private sector banks in India. The results show that internal market orientation behaviour has a direct effect on long-term employee organisational commitment. Furthermore, employees are likely to regard the customers in the similar way that they themselves are regarded by their organisation. In other words, the more committed the employees are to their organisation, the better the probability that they will provide outstanding service to the customers. Lings (2004) and Lings and Greenley (2010) pointed out that internal market orientation behaviour has a positive correlation with employee organisational commitment. They argued that employees are the valued assets that deliver excellent services to the customer. Naude et al. (2003) also found out that internal market orientation behaviour is significantly linked to employee organisational commitment.

Prior to the above studies, Jaworski and Kohli (1993) did stress that employee organisational commitment is a consequence of market orientation. They argued that internal market orientation behaviour attaches the employees to the organisation, which is believed to direct to a higher level of employee organisational commitment. Other researchers, such as Jones, Busch and Dacin (2003); Piercy, Harris and Lane (2002); Ruekert (1992); and Siguaw, Brown and Widing (1994) also found strong connection between internal market orientation behaviour and employee organisational commitment.

#### **2.3.4 Past Studies on Internal Market Orientation Behaviour and Employee Job Satisfaction**

Gounaris (2008) conducted a research in 29 four and five star hotels on the island of Rhodes, Greece. The study involved the front-line employees in various sections, for example, reception, restaurant and bar. The results show that the internal market orientation behaviour has a direct influence and a positive relationship with employee job satisfaction. The author argued that it is very important for service organisation to apply internal market orientation behaviour in order to increase employee job satisfaction. Meanwhile, according to Guilbault (2010), internal market orientation behaviour has a significant relationship with employee job satisfaction. Other researchers, such as Day (1990); Deshpande, Farley and Webster (1993); Houston (1986); Kohli and Jaworski (1990); and Narver and Slater (1990) also found that internal market orientation do lead to employee job satisfaction.

According to Kaur et al. (2009), internal market orientation behaviour has a positive and significant relationship with employee job satisfaction. This research was conducted among 611 employees within private sector banks in India. In addition, Lings (2004) argued that there is a positive relationship between internal market orientation behaviour and employee job satisfaction. In fact, several researchers have pointed out that market orientation has positive outcomes for employee job satisfaction (Jaworski & Kohli, 1993; Jones et al., 2003; Piercy et al., 2002; Ruekert, 1992; Siguaw et al., 1994).

A summary of the past empirical studies on internal market orientation behaviour discussed above is shown in Table 2.2 below.

Table 2.2

*Summary of Past Empirical Research on Internal Market Orientation Behaviour*

No	Researchers	Dimensions	Findings
1	Kaur, Sharma and Seli (2009)	Internal market orientation, employee job satisfaction and employee organisational commitment	The findings show that internal market orientation has a direct effect on employee organisational commitment and has a positive relationship with employee job satisfaction
2	Lings (2004)	Internal market orientation, employee job satisfaction and employee organisational commitment	The results report that there is a positive relationship between internal market orientation and employee organisational commitment and also a positive relationship between internal market orientation and employee job satisfaction.
3	Lings and Greenley (2010)	Internal market orientation, employee job satisfaction and employee organisational commitment	The findings show that internal market orientation has a positive correlation with the employee organisational commitment.
4	Naude, Desai and Murphy (2003)	Internal market orientation and employee organisational commitment	The results depict that internal market orientation has a positive and significant relationship with employee organisational commitment.
5	Gounaris (2008)	Internal market orientation and employee organisational commitment	The findings show that internal market orientation has a direct influence on and a positive relationship with employee job satisfaction.
6	Guilbault (2010)	Internal market orientation and employee job satisfaction	The results illustrate that internal market orientation has a positive and significant relationship with employee job satisfaction.

## 2.4 Employee Job Satisfaction

The concepts of employee job satisfaction have been a focal point of study among the academicians and practitioners over the last two decades. Saif, Nawaz, Jan and Khan (2012) pointed out that employee job satisfaction is a persistent attitude and

that it needs constant management. In fact, employee job satisfaction is regarded as a significant success factor for organisations. Hence, the idea of employee job satisfaction is a multi-dimensional and inter disciplinary term, which has drew the consideration of many researchers from around the world and from a variety of disciplines, namely, Total Quality Management, Human Resource Management, psychology, organisational behaviour and so on (Zaim & Zaim, 2008).

However, until now, there is no general explanation of employee job satisfaction that represents all these elements at the same time (Bernal, Castel, Navarro & Torres, 2005).

#### **2.4.1 Definitions of Employee Job Satisfaction**

Feinstein and Vondrasek (2001) and Locke (1969) highlighted that employee job satisfaction is a condition of delight gained by the employees due to their work. Leimbach (2006) defined employee job satisfaction as a different thing to different people. However, people commonly correlated satisfaction with happiness and comfort. In line with this, researchers gave a new definition for employee job satisfaction, which includes new elements, for example, empowerment, engagement and fulfilment. Basically, there are five common aspects of empowerment, engagement and fulfillment, that is, satisfaction with the task, satisfaction with the relationships, satisfaction with the leadership, knowing that others are satisfied with their jobs and knowing that others are satisfied with their organisations (Silva, 2006).

Employee job satisfaction was also identified by Spector (1997) as a level to which employees are comforted and delighted with the job. Bencsik and Nagy (2007) and Locke (1969) determined that job satisfaction is a delightful affecting condition that comes from employees' job evaluation, which shows the attainment of their job significance. Research conducted by several authors, such as Allen (2006); Boselie and Wiele (2002); Cuong and Swierczek (2008); Grigg (2009); Lambert, Hogan and Barton (2001); and Spector (1997) revealed that the higher degree of employee job satisfaction, the higher the degree of the decision to remain in the organisation. Therefore, employees with a higher degree of job satisfaction will contribute to the organisational commitment, which will lead to them remaining in the organisation.

In addition, employee job satisfaction can be defined as a positive affect gained by employees from their work experience (Locke, 1976). Meanwhile, Lumley, Coetzee, Tladinyane and Ferreira (2011) and Rothmann and Coetzer (2002) pointed out that employee job satisfaction can be defined as a reflection of a job resulting from what the employees want and the real result they achieve. Furthermore, Bullock (2003) and Padala (2011) determined employee job satisfaction to be an approach that comes from equilibrium among the many negative and positive aspects experienced in the work.

According to Kiani, Khurshid, Ahsan and Sajid (2007), employee job satisfaction is a main factor for organisations in order to maintain competitive advantage, especially in terms of quality and productivity. Judge and Hulin (1993) mentioned

that employee job satisfaction is the level to which employees feel satisfied with their work. Thus, employee job satisfaction has a significant relationship with motivation, organisational citizenship behaviour, job involvement, life satisfaction, organisational commitment, job performance and mental health. In contrast, employee job satisfaction has a negative relationship with stress, absenteeism and turnover.

Furthermore, Cranny, Smith and Stone (1992) suggested that employee job satisfaction depicts employees' whole emotional response to the group of work and work-related factors. Rousseau (1978) determined that employee job satisfaction can be divided into three elements, such as characteristics of the organisation, personal characteristics and job task factors.

According to Robbins (2001), employee job satisfaction can be identified as an emotional condition that enables employees to distinguish among the various characteristics of their work environment. Hong and Waheed (2011) added that employee job satisfaction is basically related to the achievement, pay, empowerment, personal growth, occupational stress, company and administrative policy, the overall working conditions and the relationship with others. Pepe (2010) defined employee job satisfaction as a positive emotional direction on a job that is related to the employees' overall feelings regarding their jobs.

In brief, employee job satisfaction could be determined as an employee's feel of well-being within his or her work surroundings. Actually, it is the result of a

mixture of intrinsic rewards, for example, respect and appreciation and extrinsic rewards, for instance, remuneration and benefits (Leimbach, 2006).

#### **2.4.2 Dimensions and Measurements of Employee Job Satisfaction**

Spector developed a Job Satisfaction Survey in 1985, which is an extra job satisfaction instrument, in order to meet the need for human services because most of the existing instruments were built for other modes of organisation. Therefore, some items might not be suitable for human services. The Job Satisfaction Survey contains nine dimensions, that are communication, contingent rewards, co-workers, fringe' benefits, nature of work, operating procedures, pay, promotion and supervision (Spector, 1985, 1994, 1997).

The Job Descriptive Index was introduced by Smith, Kendall and Hulin in 1969, and consists of co-workers, pay, promotion, supervision and work to measure job satisfaction (Ramayah, Jantan & Tadisina, 2001). Aluja, Blanch and Garcia (2005) and Bytyqi, Reshani and Hasani (2010) introduced three dimensions of job satisfaction, that is, reaction to the work conditions, the strength between the expected and the real and the employees' mindsets which replicate their relationships.

Padala (2011) used five dimensions of employee job satisfaction, that is, job-concrete (for example, the work itself, working conditions, communication and the location), job-abstract (for example supervision, co-workers, autonomy, morale and attitudes), psycho-social (for example, promotion, position and social status



and mindset towards the work), economic aspects (for example, allowances and pay, benefits and benefits for post-retirement) and community growth (quality of life and contribution to the national economy). Meanwhile Saridakis, Torres and Tracey (2009) used seven dimensions of job satisfaction in their study, that is, the work itself, the sense of achievement, training, salary, security, autonomy and the scope of job.

#### **2.4.3 Past Studies on Employee Job Satisfaction and Employee Organisational Commitment**

The research conducted by Abdullah, Musa, Zahari, Rahman and Khalid (2011) showed that employee job satisfaction had a positive and significant relationship with employee organisational commitment among 300 front-line employees of hotels in the Klang Valley, Malaysia. In contrast, the study by Mani (2010) highlighted that the current level of employee job satisfaction measured by the Employee Satisfaction Index is significantly low. This study was conducted in an R&D organisation in Chennai among 150 employees. Daneshfard and Ekvaniyan (2012) conducted a study among employees, managers and faculty in Islamic Azad University of Kogiluyeh and Boyer Ahmad Province. The findings reveal that faculty job satisfaction is higher compared to employee and manager job satisfaction. However, the employee organisational commitments of all three groups are similar.

Vlosky and Aguilar (2009) conducted a study among 2,665 United States Cooperative Extension employees, to see whether gender contributes to employee

job satisfaction and employee organisational commitment. There were 1,279 (48%) females and 1,386 (52%) male respondents. The findings show that there are no differences in the antecedents of employee job satisfaction and employee organisational commitment between the genders. According to Peltier, Dahl and Mulhern (2009), employee job satisfaction has a direct and positive relationship with employee organisational commitment, which patients experience in a major urban public hospital in New York City. Zaim and Zaim (2008) conducted a study among employees in small and medium enterprises in Turkey. The sample of the study was randomly selected from the database of the Turkish Small Business Administration (KOSGEB). This study concentrated on the textile industry, especially in textile mill products and apparel. The findings reveal that there is a positive relationship between employee job satisfaction and overall employee organisational commitment in small and medium enterprises.

Fields and Blum (1997) noticed that the level of employee job satisfaction and employee organisational commitment is linked to the gender structure of the employees' teamwork. In fact, the correlations between the variables are the same between male and female employees. Hence, both men and women who work in heterogeneous groups have upper levels of employee job satisfaction and employee organisational commitment compared to those who work in homogenous groups.

According to Testa (2001), many empirical and theoretical studies have proven that employee job satisfaction is an antecedent to employee organisational

commitment. In other words, the employees' degree of organisational commitment is reflected by their degree of job satisfaction (Moody, 1996). Moreover, Doraisamy (2007) pointed out that the six dimensions of employee job satisfaction, that is, nature of work, promotion, supervision, co-workers, pay and work conditions, have a significant impact on employee organisational commitment. Ramayah, Jantan and Tadisina (2001) conducted a study among managers, supervisors and operators in the manufacturing sector in Penang regarding their job satisfaction. The findings show that the work itself is the most important dimension followed by supervision, promotion, co-workers and pay.

Spector (1985) conducted a study on employee job satisfaction and employee organisational commitment among several samples namely, human service, non-profit organisations, public, community mental health centres, nursing homes, state social service departments and state psychiatric hospitals. The results show that employee organisational commitment is strongly related to communication, followed by nature of work and contingent rewards. In addition, Bytyqi, Reshani and Hasani (2010) studied the employee's level of work stress, employee job satisfaction and employee organisational commitment within the central public organisations in Kosovo. The results show that the employees are very committed and satisfied with their organisation. However, it also reveals that a satisfied and committed employee is not guaranteed to have a low level of work stress.

Watson, Thompson and Meade (2007) studied the measurement in variance of employee job satisfaction among the patrol and administrative officers in

Southeastern United States. The results indicate that there is a high level of employee job satisfaction among the employees in four dimensions, that is, pay, promotion, operating conditions and co-workers. Padala (2011) studied the employee job satisfaction and employee organisational commitment among the employees in Nagarjuna Fertilizers and Chemicals Limited (NFCL), in India. The results reveal that the employees have a high level of employee job satisfaction, with job-concrete appearing as the important dimension of employee job satisfaction, followed by job-abstract, economic aspects, community growth and psycho-social dimensions.

Lumley et al. (2011) conducted a study on the employee job satisfaction and employee organisational commitment of 86 employees at four information technology organisations in South Africa. The findings show that the highest mean scores was obtained by the supervision dimension, followed by the work dimension and the lowest mean score was the promotion dimension. Adey and Bahari (2010) performed a study on employee job satisfaction and employee organisational commitment among 67 employees from Jabatan Perkhidmatan Awam Negeri Sabah (JPANS). The results show that employee job satisfaction has a positive and significant relationship with employee organisational commitment. Table 2.3 below summarises the discussion of the past empirical studies on employee job satisfaction.

Table 2.3

*Summary of Past Empirical Research on Employee Job Satisfaction*

No	Researchers	Dimensions	Finding
1	Ramayah, Jantan and Tadisina (2001)	Work, pay, promotion, supervision and co-workers	The findings indicate that work is the most important dimension followed by supervision, promotion, co-workers and pay.
2	Spector (1985)	Work, pay, promotion, supervision, co-workers, contingent rewards, operating procedures, benefits and communication	The findings reveal that the organisational commitment is strongly related to communication, work itself and contingent rewards.
3	Bytyqi, Reshani and Hasani (2010)	Affecting reaction to the work condition, strength between real and their expectation and individual attitude, which replicates their relationship	The results of the study show that the employees are very committed and satisfied with their organisation.
4	Smith (2004)	Work, pay, promotion, supervision, co-workers, contingent rewards, operating procedures, benefits and communication	The results depict that the employees have a high level of job satisfaction, which showed that room service employees are more satisfied with their jobwork itself. The top three dimensions are work, supervision and co-workers.
5	Watson, Thompson and Meade (2007)	Work, pay, promotion, supervision, co-workers, operating procedures, benefits and communication	The results show significant levels in four dimensions, i.e., pay, promotion, operating conditions and co-workers.
6	Padala (2011)	Job-concrete, job-abstract, psycho-social, economic aspects and community growth	The employees have a high level of job satisfaction; job-concrete appears as the most significant dimension of job satisfaction, followed by job-abstract, economic aspects, community growth and psycho-social dimensions.

Table 2.3 (Continued)

No	Researchers	Dimensions	Finding
7	Saridakis, Torres and Tracey (2009)	The work itself, the sense of achievement, training, salary, security, autonomy and the scope of job	The results show that evidence exists that job satisfaction increases with committed employees.
8	Lumley, Coetzee, Tladinyane and Ferreira (2011)	Work, pay, promotion, supervision, co-workers, contingent rewards, operating procedures, benefits and communication	The results indicate that the highest mean scores were obtained by supervision dimension, followed by work dimension and the lowest mean score was for the promotion dimension.
9	Silva (2006)	Work, pay, promotion, supervision, co-workers, contingent rewards, operating procedures, benefits and communication	The results show that all dimensions of job satisfaction are significantly related to the organisational commitment.
10	Yousef (2000)	Working conditions, promotion, salary, co-workers, supervision and security	The results reveal that employees are highly satisfied with working conditions, supervision and co-worker dimension. However, their satisfaction in salary, promotion and security is low.
11	Abdullah, Musa, Zahari, Rahman and Khalid (2011)	Supervision, recognition and rewards, working conditions, co-workers, promotion, salary, communication, job security, training, fringe benefits, nature of work, performance appraisal and autonomy	The results of the study highlights that there is a correlation between job satisfaction and loyalty among the employees, especially in supervision, recognition and rewards, working conditions and co-workers.
12	Mani (2010)	Extrinsic rewards and equity, autonomy or freedom at work, identity and corporate image and interpersonal relations	The findings of the study reveal that satisfiers are more motivated and hardworking compared to dissatisfiers.
13	Vlosky and Aguilar (2009)	Autonomy, challenge, feedback, performance measures, stability and instrumentality	The study concludes that there is no difference due to antecedents of job satisfaction among the employees between male and female employees.

Table 2.3 (Continued)

No	Researchers	Dimensions	Findings
14	Zaim and Zaim (2008)	Pay and benefits, co-workers, supervisions, working environment and communication	The findings show that there is a positive relationship between job satisfaction and loyalty.
15	Fields and Blum (1997)	Age, gender, salary, education, job demands, autonomy, and unionisation	The results of the study depicted that job satisfaction has a positive relationship with male and female employees.
16	Adey and Bahari (2010)	Intelligence emotion, job satisfaction and organisational commitment	The findings report that job satisfaction has a positive and significant relationship with organisational commitment.

#### 2.4.4 Employee Job Satisfaction as a Mediator

Much research has been done to clarify the mediating effects of employee job satisfaction. For example, a research was conducted by Liang, Chan, Lin and Huang (2011) among 266 employees from 43 electric companies in Taiwan. This study investigated the relationship between transformational, transactional leaderships and task performance and to clarify the mediating effects of employee job satisfaction. The findings show that employee job satisfaction is a mediator of the relationship between transformational, transactional leaderships and task performance.

According to Lin and Lin (2011), employee job satisfaction is definitely a mediating variable to the relationship between co-workers' relationship and organisational commitment. However, the mediating effect was only partial. The study was conducted among 1241 employees of 60 international hotels in Taiwan.

By contrast, a study by Wang and Yi (2011) in Chinese companies exposed that employee job satisfaction fully mediated the relationship between leader member exchange and the intention of turnover. These findings were supported by Ngo and Mathies (2010) who highlighted that employee job satisfaction mediated the relationship between psychological climate perceptions (team support, job security and service climate) and job performance among 874 front-line service employees from 20 different service industries in Australia.

Markovits (2011) pointed out that employee job satisfaction mediated the relationship between normative commitment and organisational citizenship behaviour. At the same time, employee job satisfaction also mediated the relationship between normative commitment and loyal boosterism, more powerfully compared to other dimensions of organisational citizenship behaviour, such as interpersonal helping, individual initiative and personal industry. This study was conducted among 646 service employees in Thessaloniki. However, a study done by Ting (2011) disclosed that employee job satisfaction played a partial mediating role in the relationship between internal marketing and employee organisational commitment. He conducted a study among 275 elementary school teachers in Tainan, Taiwan.

In line with this situation, according to Che Rose, Kumar and Pak (2009), employee job satisfaction plays a partial role as a mediator in the relationship between organisational learning and work performance. The study was conducted among 435 Administrative and Diplomatic officers at the 28 ministries located in



Putrajaya and Kuala Lumpur. Table 2.4 below summarises the past empirical studies discussed concerning employee job satisfaction.

Table 2.4

*Summary of Past Empirical Research on Employee Job Satisfaction as a Mediator*

No	Researchers	Dimensions	Findings
1	Liang, Chan, Lin and Huang (2011)	Transformational leadership, transactional leadership and task performance and employee job satisfaction	The findings show that employee job satisfaction is a mediator of the relationship between transformational leadership, transactional leadership and task performance.
2	Lin and Lin (2011)	Co-workers' relationship and organisational commitment and employee job satisfaction	The results disclose that employee job satisfaction is definitely a mediating variable to the relationship between co-workers' relationship and organisational commitment. However, the mediating effect is only partial.
3	Wang and Yi (2011)	Leader member exchange and the intention of turnover and employee job satisfaction	The findings reveal that employee job satisfaction fully mediates the relationship between leader member exchange relationship between leader member exchange relationship between leader member exchange and the intention of turnover.
4	Ngo and Mathies (2010)	Psychological climate perceptions (team support, job security and service climate) , job performance and employee job satisfaction	The results of the study expose that employee job satisfaction mediates the relationship between psychological climate perceptions (team support, job security and service climate) and job performance.
5	Markovits (2011)	Normative commitment, organisational citizenship behaviour (OCB) and employee job satisfaction	The study discovers that employee job satisfaction mediates the relationship between normative commitment and organisational citizenship

Table 2.4 (Continued)

No	Researchers	Dimensions	Findings
6	Ting (2011)	Internal marketing , organisational commitment and employee job satisfaction	behaviour. At the same time, employee job satisfaction also mediates the relationship between normative commitment and loyal boosterism, more powerfully compared to other dimensions of organisational citizenship behaviour, such as interpersonal helping, individual initiative and personal industry. The findings disclose that job satisfaction plays a partial mediating role in the relationship between internal marketing and organisational commitment.
7	Che Rose, Kumar and Pak (2009)	Organisational learning, work performance and employee job satisfaction	The results report that employee job satisfaction plays a partial role as a mediator in the relationship between organisational learning and work performance.

## 2.5 Childcare Centres in Malaysia

Basically, early childcare education in Malaysia is placed under two ministries, namely, the Ministry of Women, Family and Community Development which focuses on childcare education for children of four years of age and below and the Ministry of Education, which concentrates on kindergarten or preschool education for children of five to six years of age.

The Department of Social Welfare which is structured under the Ministry of Women, Family and Community Development, controls the development of early childhood care in Malaysia. The department commenced with the enactment of the

Childcare Centre Act 1984. The Act was formulated in order to guarantee the quality of childcare centres. Under the Childcare Centre Act 1984, all childcare centres that take ten and more children under care with a specific fee are required to register their childcare centres with the Department of Social Welfare (Chiam, 2008).

The Childcare Centre Act 1984 also provides a minimum standard of management and administration of childcare centres and highlights the guidelines on programmes and activities for children under their care. In line with this, the Department of Social Welfare has created a variety of training programmes in order to ensure the quality of the childcare centres. First, the Basic Childcare Course, which is a 103-hours course with 31 modules that should be conducted within 17-19 days. This course is mandated by law for every childcare-based centre in Malaysia (Department of Social Welfare, 2012).

Second, the Introductory Course, which is a five-day course that is provided for the home-based childcare providers who enrol less than ten children at their homes (Department of Social Welfare, 2012). Third, the training programme that provides for the officers of the Department of Social Welfare, who are involved in childcare and enforcement of the Childcare Centre Act 1984 (Department of Social Welfare, 2012). Finally, the training of trainers course certified by the Department of Social Welfare, in order for participants to become facilitators of the Basic Childcare Course (Department of Social Welfare, 2012). Thus, the childcare centres should play the same function as played by preschool education

centres, which is to be a means for enabling children to build up their potential, and, in turn, contribute to the human capital development of the nation. Childcare centres are no longer being looked upon merely as a service to enable mothers to go to work (Chiam, 2008).

### **2.5.1 Past Studies on Childcare Centres**

Grigg (2009) conducted a study on job employee job satisfaction, employee organisational commitment and intent to leave or employee retention within childcare centres in West Carolina. She pointed out that employee job satisfaction acts as a moderator on the intent to leave, that is, if employees' job satisfaction increases, then, their intent to leave the organisation decreases. In addition, the study also found that as an employee organisational commitment increased, intent to leave decreased. Omar, Abu, Sapuan, Aziz and Nazri (2010) investigated the relationships between service quality, perceived value, customer satisfaction and behavioural intention in childcare centres in Malaysia. They found that the perceived value and customer satisfaction have a positive relationship with behavioural intention.

Meanwhile, Omar, Nazri, Abu and Omar (2009) studied the relationships among parents' perceived service quality, satisfaction, trust and loyalty within childcare centres in Kuala Lumpur and Selangor. Their findings showed that the perceived service quality has a positive relationship with customer satisfaction and trust. Omar and Ahmad (2009) studied the organisations that adopt a family-friendly policy in setting-up childcare centres, and disclosed that the purposes for

introducing a family-friendly policy childcare centres is to get and keep the employees, to decrease unexpected leave and non-attendance and to improve productivity.

Cleveland, Gunderson and Hyatt (2003) studied the low wage services among the employees in childcare centres in Canada. The findings showed that the monetary incentives have a positive relationship with encouraging improvements in education, experience and skills achievement. Cleveland and Hyatt (2000) conducted a study concerning the relationships among low wage, low work experience, and low education level in childcare centres in Canada. The results revealed that the level of employee turnover is very high due to low job development, which has a negative effect on maintaining an acceptable quality of care among the employees. Table 2.5 below summarises the past studies on childcare centres.

Table 2.5  
*Summary of Past Empirical Research on Childcare Centres*

No	Researchers	Dimensions	Finding
1	Grigg (2009)	Employee job satisfaction, employee organisational commitment and intent to leave on employee retention	Job satisfaction moderates intent to leave, i.e if job satisfaction increased, then intent to leave organisation decreased.
2	Omar, Abu, Sapuan, Aziz and Nazri (2010)	Service quality, perceived value, customer satisfaction and behavioural intention	Perceived value and customer satisfaction have a positive and significant relationship with behavioural intention.
3	Omar, Nazri, Abu and Omar (2009)	Perceived service quality, satisfaction, trust and loyalty	Perceived service quality has a positive and significant relationship with customer satisfaction and trust.

Table 2.5 (Continued)

No	Researchers	Dimensions	Finding
4	Omar and Ahmad (2009)	Family-friendly policy	The reasons for setting-up family-friendly policy childcare are to get and maintain the employees, to decrease unexpected leave and non-attendance and to improve productivity.
5	Cleveland, Gunderson and Hyatt (2003)	Low wage services	Monetary incentives have a positive relationship with encouraging improvements in education, experience and skills achievement.
6	Cleveland and Hyatt (2000)	Low wage, low work experience, low education level	The level of employee's turnover is very high and has a negative effect on maintaining an acceptable quality of care.

The above reviews clearly show that the research on employee organisational commitment and the factors that contribute to employee organisational commitment in the childcare sector is still lacking. It is assumed that employees who have high organisational commitment will contribute towards improving quality of service in the childcare centres.

## 2.6 Underpinning Theory of the Current Study

The researcher used the Two Factor Theory-Herzberg and the Equity Theory in describing the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment in the study.

### 2.6.1 Two Factor Theory-Herzberg

The Two Factor Theory-Herzberg was developed in 1959 by Frederick Herzberg, a psychologist, when he published a book, called "The Motivation to Work". This

theory, also known as Herzberg's Motivation-Hygiene Theory and Dual-Factor Theory, explains that there are certain factors in the workplace that contribute to employee job satisfaction and other sets of factors that contribute to employee job dissatisfaction (Hackman & Oldham, 1976). Basically, this theory tries to clarify why employees act the way they do and advises on factors and approaches that when applied, could get the best results of employees due to their organisational commitment (Baah & Amoako, 2011).

Herzberg labelled the satisfiers as motivators and the dissatisfiers as hygiene factors in this model. Examples of factors that contributed to satisfaction include achievement, recognition, work itself, responsibility, advancement and growth. Meanwhile, the example of factors that contributed to dissatisfaction are company policy, supervision, relationship with boss, work conditions, salary and relationship with co-workers (King, 1970).

According to Herzberg, hygiene factors are important in order to make sure that employees are not dissatisfied. Meanwhile, motivation factors are important to motivate the employees to a higher performance level. In other words, if employees performed a job related action because they had to, then, it was called as movement, while in contrast, if employees performed a job related action because they wanted to, then, it was called motivation. Additionally, this theory indicates that motivational factors lead to job satisfaction or affective commitment and only contributed a tiny portion to job dissatisfaction. Conversely, hygiene

factors influenced job dissatisfaction and only contributed a tiny portion to job satisfaction or affective commitment (Herzberg, 1968).

Khalifa and Truong (2009) pointed out that job characteristics relate to what employees do, which is related to the nature of the work, such as achievement, competency, status, personal worth and self-realisation. These elements contribute to the happiness and satisfaction of the employee. Nevertheless, the absence of these elements does not contribute to unhappiness and dissatisfaction of the employee. Conversely, dissatisfaction comes from unfavourable assessment of job related factors like supervision, company policies, pay, interpersonal relations on-the-job and working conditions.

The dimensions of employee job satisfaction (both the hygiene and motivation factors as applied in the Two Factor Theory-Herzberg) are all positively related to employee organisational commitment. In fact, both the hygiene (extrinsic) and motivation (intrinsic) factors of the Two Factor Theory-Herzberg have been proven to have significant and practical implications in order to forecast employee organisational commitment (Lahai et al., 2004). However, Kaptijn (2009) argued that the motivation factors had more influence on affective commitment compared to hygiene factors.

In contrast, Hong and Waheed (2011) disclosed that the hygiene factors (in this case, it refers to the working conditions) lead the motivators in terms of employee job satisfaction among the sales people in Malaysia. The study was conducted



among 180 sales people from women's clothing stores in the shopping mall at Bandar Sunway, Selangor. Islam and Ismail (2008) argued that Malaysian employees are more concerned with hygiene factors (extrinsic factors), such as money and working conditions, compared to motivator factors (intrinsic factors), namely, full appreciation of work done.

Pepe (2010) described that the employee perception of supervisor support had a significant and positive relationship with employee organisational commitment (affective commitment and continuance commitment) and employee job satisfaction. In other words, when their perceptions of supervisor support increased, then their organisational commitment (affective commitment and continuance commitment) also significantly increased. As a result, their turnover intentions significantly decrease with the increasing level of employee organisational commitment (affective commitment and continuance commitment) and employee job satisfaction.

In brief, this theory suggests that if the employers want to increase employee job satisfaction level among the employees, they should focus on the nature of the work itself. On the other hand, if the employers wanted to reduce employee job dissatisfaction level among the employees, therefore, they should focus on the job environment. Therefore, it is important for organisations to build an environment in which employees are motivated to perform their tasks effectively, as, at the same time, they also have an opportunity to fulfill their own objectives (Samad, 2011). Figure 2.1 below illustrates the Two Factor Theory-Herzberg.

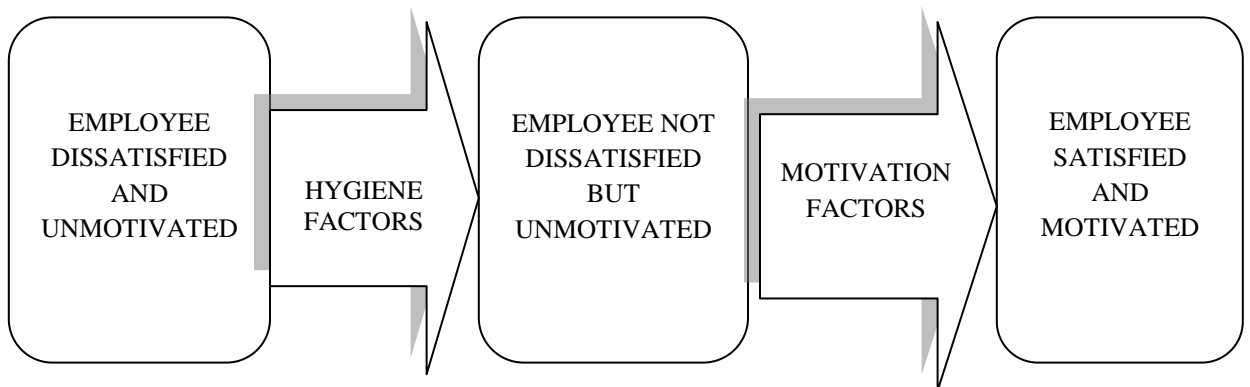


Figure 2.1  
*A Two Factor Theory-Herzberg*  
 The Figure obtained from Herzberg (1968).

### 2.6.2 Equity Theory

The Equity Theory was developed in 1963 by John Stacey Adam, a workplace and behavioural psychologist. This theory describes the relational satisfaction among the employee interpersonal relationships due to fair or unfair views in distributing the organisational resources (Carrell & Dittrich, 1978). According to Lings and Greenley (2005), Equity Theory applies the concept of exchange between employees and managers which is one of the basic notions of internal market orientation behaviour. The organisations play a major role in determining what benefits or rewards employees should receive after what they have put into their jobs in order to increase their employee job satisfaction and employee organisational commitment levels.

Adam (1963) pointed out that employees try to retain the equity between the inputs they bring to the work and the outcomes they obtain from the work against

the perceived input and outcomes of others. In other words, this theory recommends that employees assess their jobs by comparing what they put into their work with what they get out of it. The function of the managers in this process is crucial since the managerial activity or emphasised here as internal market orientation behaviour has the ability to influence employees' behaviours in the same way that will affect customers' perceptions of the service they get (Lings & Greenley, 2005).

The employees feel they are treated fairly if they perceive the ratio of their inputs to their outcomes is comparable to their co-workers (Spector, 2008). In contrast, if the employees feel that their co-workers are getting more rewards and recognition, even though they have done the same quality and quantity of work, they will feel dissatisfied (Guerrero, Andersen & Afifi, 2007).

Equity can be measured by dividing the ratios of contributions (inputs) by the benefits (outcomes) of each employee in the interpersonal relationship. For instance, the ideas of recognition of job performance and a simple act of thanking the employee contribute to a higher feeling of satisfaction. Therefore, it will help the employee feel useful resulting in better outcomes (Walster, Traupmann & Walster, 1978). This notion is illustrated by the equation below.

$$\frac{\textit{Individual's outcomes}}{\textit{Individual's own inputs}} = \frac{\textit{Relational partner's outcomes}}{\textit{Relational partner's inputs}}$$

Input can be identified as each employee's contribution to the relational substitute and entitles him or her to rewards or costs. The inputs can be divided into two, assets and liabilities. The assets entitle him or her to a reward, and, in contrast, liabilities entitle him or her to a cost (punishments). Examples of inputs are time, effort, loyalty, hard work, commitment, personal sacrifice, trust in superiors, support from co-workers and skill (Walster et al., 1978).

Outcomes are identified as the positive and negative effects that employees perceive from the relationship with other employees. Outputs can be divided into two, tangible and intangible. Examples of outputs are job security, pay, employee benefit, recognition, reputation, responsibilities, achievement, praise and appreciation (Walster et al., 1978).

Khalifa and Truong (2010) pointed out that, clearly, many researchers have conducted studies on the relationship between perception of equity and employee job satisfaction. The findings of these studies show that perception of equity has a positive relationship with employee job satisfaction. This idea was supported by Deconinck and Bachmann (2007) in their study concerning the relationships among perceived pay fairness, employee job satisfaction, employee organisational commitment and turnover intention of marketing managerial employees. They illustrated that the perception of salary fairness has a significant and positive relationship with employee job satisfaction, which, in turn, positively contributes to employee organisational commitment and negatively influences employees' turnover intention.

Consequently, McIntyre, Bartle, Landis and Dansby (2002) reported that equal opportunity fairness had a positive consequence on employee job satisfaction, employee organisational commitment and perceived work group efficacy among 5,000 United States military employees. According to Lambert, Hogan and Griffin (2007), procedural justice had a great effect on employee job satisfaction among the correctional employees. Malik and Naeem (2011) disclosed that distributive and procedural justice had a significant and positive relationship with employee organisational commitment among junior faculty employees. In contrast, the senior faculty employees only practiced increased employee organisational commitment in respect of the provision of distributive justice. The study was conducted among 463 faculty employees from one public university and four private universities in Pakistan.

In addition, Malik and Naeem (2011) pointed out that distributive justice had a positive relationship with overall employee job satisfaction among the employees in public and private universities in Pakistan. In contrast, procedural justice was found to have a negative relationship with overall employee job satisfaction. Perry (1993) revealed that pay equity had a positive relationship with employee job satisfaction among the African-American employees. The findings indicated that the employees whose income was more than USD3,000 above the national average had a higher employee job satisfaction level compared to those whose income was more than USD2,000 below the national average, which contributed to the lower employee job satisfaction level.

Zawahreh and Madi (2012) argued that equity pay was a driver for three major factors in organisational outcomes, namely, employee job satisfaction, motivation and performance. According to Bakhshi, Kumar and Rani (2009), distributive justice had a significant and positive relationship with employee job satisfaction. On the other hand, both procedural and distributive justice showed a significant and positive relationship with employee organisational commitment. The study was conducted among 128 employees in a medical college.

Ismail, Guatleng, Cheekiong, Ibrahim and Ajis (2009) demonstrated that the pay structure and distributive justice had a significant and positive relationship with employee job satisfaction. In addition, the findings showed that the pay structure and distributive justice had a significant and positive correlation with employee organisational commitment. The study was conducted among 189 academic employees in Malaysian public community colleges.

Baakile (2011) conducted a study to investigate the relationships among equity, pay satisfaction, affective commitment and turnover intention among 232 teachers in Botswana, Africa. The respondents were divided into two samples, 121 teachers from a community junior secondary school and 111 teachers from a senior secondary school. The findings specified that there was a significant and positive relationship between equity and pay satisfaction for the junior secondary school and senior secondary school teachers. In addition, the results showed that pay satisfaction had a negative relationship with turnover intention. Similarly, the

findings showed a negative correlation between affective commitment and turnover intention.

## **2.7 Gaps in the Literature**

The current study aims to fill the gap in the literature by focusing on examining the relationship between internal market orientation behaviour, employee job satisfaction and employee organisational commitment in a wider perspective. In other words, it is crucial to discover how the implementation of internal market orientation behaviour could contribute to employee job satisfaction level and also the employee organisational commitment level among the employees of childcare centres in Malaysia. In respect of employee job satisfaction that leads to employee organisational commitment, previous empirical studies mostly focused on the positive relationship between two variables (Abdullah, Musa, Zahari, Rahman & Khalid, 2011; Doraisamy, 2007; Fields & Blum, 1997; Moody, 1996; Peltier, Dahl & Mulhern, 2009; Testa, 2001; Vlosky & Aguilar, 2009; Zaim & Zaim, 2008).

However, based on the literature reviews, the researcher found that there is a lack of studies have been done on the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment. In other words, to date, only a few studies have been conducted on the role played by employee job satisfaction as a mediator in the relationships between internal market orientation behaviour and employee organisational commitment. An example, would be a study conducted by Ting (2011) among elementary school teachers in Taiwan to investigate the effects of internal marketing on employee

organisational commitment, which mediated by employee job satisfaction and employee job involvement.

Nonetheless, as mentioned earlier, this study was conducted in a different setting, which was in elementary schools and not within childcare centres. In addition, the author examined the relationship between internal marketing and employee organisational commitment, in which employee job satisfaction and employee job involvement acted as mediators. The findings of the study show that employee job satisfaction and employee job involvement are partial mediators in these relationships (Ting, 2011). Therefore, the researcher conducted the current study in order to fill the gap in the literature. Moreover, the researcher found that, to date, there is a lack of study has been conducted on the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment in childcare centres. In fact, only a few of the studies conducted in Malaysia within childcare centres focused on marketing approach, as most researchers focused on science education, such as the children's development, the relationships between employees and children, the cognitive development and language used by the children and employees, and so forth. In addition, the studies were also more conceptual papers instead of empirical research (Shukran, Fazil, Adzra'ai, Sharifuddin, Abdul Razak & Muaaz, 2010).

## **2.8 Summary of the Chapter**

This chapter reviewed the literature on childcare centres in Malaysia, employee organisational commitment, internal market orientation behaviour, employee job



satisfaction, gaps in the literature and the Underpinning Theories of the current study such as Two Factor Theory-Herzberg and Equity Theory.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter presents a theoretical framework for the hypotheses to be investigated in the current study. Furthermore, this chapter explains the involvement of the past literature in order to discuss the direct effects of internal market orientation behaviour and employee job satisfaction on the employee organisational commitment within childcare centres in Malaysia. In addition, this chapter also argues the mediating effect of employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment in order to build the testable hypotheses. Moreover, this chapter also discusses the hypotheses development, the research design, the unit of analysis, the sampling design, the operational definition, the measurement of variables or instrumentation, the questionnaire design, the translation of questionnaire, pilot study, the data collection (data collection procedures), the technique of data analysis and the summary of the chapter.

#### **3.2 Theoretical Framework**

The current study developed the following theoretical framework, as shown in Figure 3.1 below, based on the theoretical gaps, the previous literature reviews and the suggestions by the scholars. Recently, the researcher found a research framework that was quite similar to the current framework. However, the study conducted by Ting (2011) investigated the impact of internal marketing on

employee organisational commitment, in which employee job involvement and employee job satisfaction acted as mediators. Furthermore, the study was conducted among 275 elementary school teachers in Tainan, Taiwan. The findings showed that employee job involvement and employee job satisfaction were partially mediated the relationship between internal marketing and employee organisational commitment.

In contrast, the current theoretical framework or research model investigates the relationships among employee organisational commitment, internal market orientation behaviour and employee job satisfaction. The main constructs to be examined are employee organisational commitment as a dependent variable, internal market orientation behaviour as an independent variable and employee job satisfaction as a mediator variable.

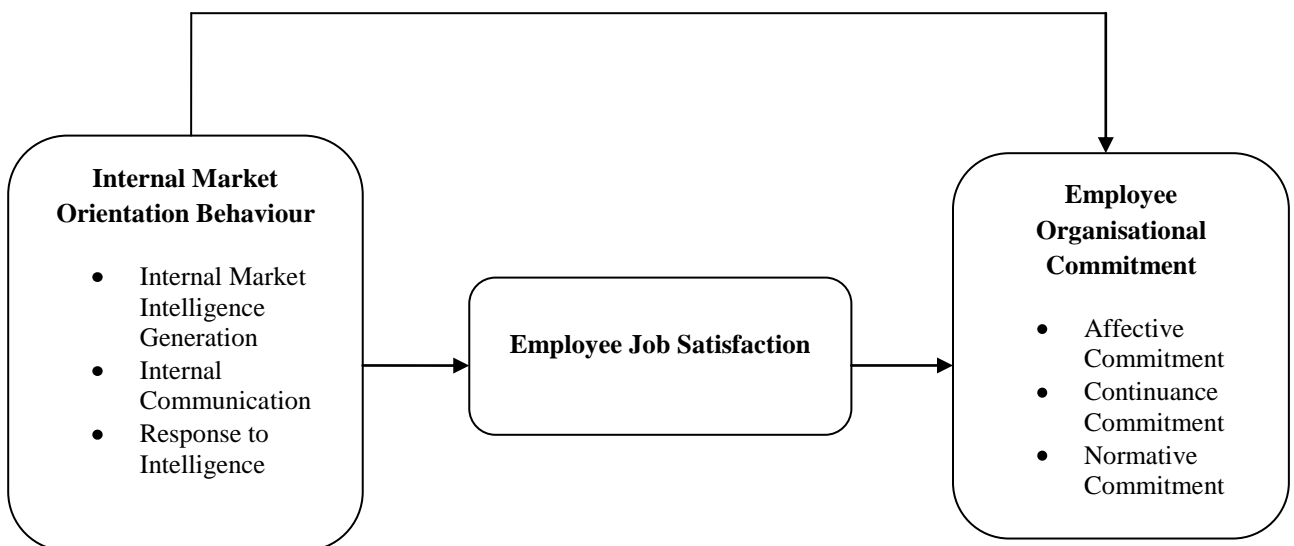


Figure 3.1  
*A Theoretical Framework*

### **3.3 Hypotheses Development**

The hypotheses of the present research were formulated based on the research framework, as shown in Figure 3.1 above. As a result, the following hypotheses were developed and expected to be true. The questions included in the study questionnaires will try to support all the hypotheses, which were formed as follows.

#### **3.3.1 Internal Market Orientation Behaviour and Employee Organisational Commitment**

Varnai and Fojtik (2008) argued that internal market orientation behaviour is the key factor in order to retain employees in the organisation. In other words, effective internal market orientation behaviour would guide to an upper level of employee organisational commitment in the organisation. In addition, according to Zhou, Li and Zhou (2004), internal market orientation behaviour has a positive effect and a strong relationship with employee organisational commitment. Therefore, the following hypotheses are proposed:

Hypothesis 1: There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment).

Hypothesis 1a: There is a positive relationship between internal market intelligence generation and affective commitment.

Hypothesis 1b: There is a positive relationship between internal communication and affective commitment.

Hypothesis 1c: There is a positive relationship between response to intelligence and affective commitment.

Hypothesis 2: There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (continuance commitment).

Hypothesis 2a: There is a positive relationship between internal market intelligence generation and continuance commitment.

Hypothesis 2b: There is a positive relationship between internal communication and continuance commitment.

Hypothesis 2c: There is a positive relationship between response to intelligence and affective commitment.

Hypothesis 3: There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (normative commitment).

Hypothesis 3a: There is a positive relationship between internal market intelligence generation and normative commitment.

Hypothesis 3b: There is a positive relationship between internal communication and normative commitment.

Hypothesis 3c: There is a positive relationship between response to intelligence and normative commitment.

### **3.3.2 Internal Market Orientation Behaviour and Employee Job Satisfaction**

According to Edo, Garcia and Tena (2010), the internal market orientation behaviour construct influences employee job satisfaction among contact personnel in the services industry. In addition, Gounaris (2008) stated that internal market orientation behaviour is an important variable in determining employee job satisfaction. In brief, based on the statements given, it shows that internal market orientation behaviour leads to employee job satisfaction. Moreover, Zhou et al. (2004) argued that internal market orientation behaviour has a positive and significant relationship with employee job satisfaction. In other words, internal market orientation behaviour has a strong relationship with employee job satisfaction. Therefore, the following hypotheses are proposed:

Hypothesis 4: There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee job satisfaction.

Hypothesis 4a: There is a positive relationship between internal market intelligence generation and employee job satisfaction.

Hypothesis 4b: There is a positive relationship between internal communication and employee job satisfaction.

Hypothesis 4c: There is a positive relationship between response to intelligence and employee job satisfaction.

### **3.3.3 Employee Job Satisfaction and Employee Organisational Commitment**

According to Bytyqi et al. (2010), employee job satisfaction performs a crucial function for employees and their organisations because, based on the considerable research that has been done, employees are very committed to their organisations if they are satisfied with their job. In other words, when the employees have a high level of job satisfaction, in turn, they have a high degree of organisational commitment. In addition, many studies have highlighted that employee job satisfaction has a positive and significant relationship with employee organisational commitment, such as Clegg (1983); Dougherty, Bluedorn and Keon (1985); Slack, Orife and Anderson (2010); and Yousef (2000).

In line with this, various researches has proven that employee job satisfaction is a significant forecaster of employee organisational commitment, such as Johnson and Jones-Johnson (1992); McNeese-Smith and Nazarey (2001); and Sihombing and Gustam (2007). Therefore, the following hypotheses are proposed:

Hypothesis 5: There is a positive relationship between employee job satisfaction and employee organisational commitment (affective commitment, continuance commitment and normative commitment).

Hypothesis 5a: There is a positive relationship between employee job satisfaction and affective commitment.

Hypothesis 5b: There is a positive relationship between employee job satisfaction and continuance commitment.

Hypothesis 5c: There is a positive relationship between employee job satisfaction and normative commitment.

### **3.3.4 Mediating Role of Employee Job Satisfaction**

According to Ting (2011), employee job satisfaction mediates the relationship between internal marketing and employee organisational commitment. However, the mediating effect is only partial. In line with this, according to Lin and Lin (2011), employee job satisfaction partially mediates the relationship between co-workers' relationship and employee organisational commitment. Hence, the following hypotheses are proposed:

Hypothesis 6: Employee job satisfaction mediates the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment).

Hypothesis 6a: Employee job satisfaction mediates the relationship between internal market intelligence generation and affective commitment.

Hypothesis 6b: Employee job satisfaction mediates the relationship between internal communication and affective commitment.



Hypothesis 6c: Employee job satisfaction mediates the relationship between response to intelligence and affective commitment.

Hypothesis 6d: Employee job satisfaction mediates the relationship between internal market intelligence generation and continuance commitment.

Hypothesis 6e: Employee job satisfaction mediates the relationship between internal communication and continuance commitment.

Hypothesis 6f: Employee job mediates the relationship between response to intelligence and continuance commitment.

Hypothesis 6g: Employee job satisfaction mediates the relationship between internal market intelligence generation and normative commitment.

Hypothesis 6h: Employee job satisfaction mediates the relationship between internal communication and normative commitment.

Hypothesis 6i: Employee job satisfaction mediates the relationship between response to intelligence and normative commitment.

### **3.4 Research Design**

The research design is a major plan by researchers to guide them through the research projects, including the data collection and data analysis phases (Zikmund, 2003). This research design is compatible with the notions of a quantitative study, as suggested by Cooper and Schindler (2006); Creswell (2002); and Newman (2002). In the current study, from the research questions, it was concluded that a quantitative method was suitable. The hypotheses were established in order to achieve the objective, which requires the collection of quantitative data and the use of a statistical approach to decide whether to accept or to reject the hypotheses. Furthermore, these research procedures can only be accomplished with a quantitative approach and not with other approaches (qualitative approach).

### **3.5 Unit of Analysis**

The current research used an individual as a unit of analysis, which the full-time front-line employees within registered and licensed childcare centres in Peninsular Malaysia, comprising 12 States, that is, Kedah, Perlis, Penang, Perak, Selangor, Kuala Lumpur, Negeri Sembilan, Johore, Malacca, Kelantan, Terengganu and Pahang. The employees' tenure of service and the organisations' ages are both at least two years.

The rationale behind the choice of the front-line employees (teachers or better known as nannies in the Malaysian context) within childcare centres is because they play a vital role in caring for and training the children. They also act as

contact persons who mediate the relationship between the supervisors or managers or owners of the childcare centres and the parents of the children (Grigg, 2009).

### **3.6 Sampling Design**

The sampling design involves the determination of the study's population, the sampling frame, the sampling technique and the sample size, each of which is discussed in the following paragraphs.

#### **3.6.1 Population**

According to Cooper and Schindler (2006), a population is the whole compilation of components from which the researcher decides to formulate some assumptions. In addition, Salkind (2000) and Sekaran (2003) identified the research population as a complete set of people, events or things of interest that the researcher wants to examine. In this study, the general population comprised all the employees of registered and licensed childcare centres that are operating in Malaysia, including Sabah and Sarawak. However, the total population of employees working at childcare centres in Malaysia is not available. Checking with Department of Social Welfare and Companies Commission of Malaysia confirmed with non available information of the number of registered and licensed childcare centres employees.

On the other hand, since the current study is only focusing on registered and licensed childcare centres located in Peninsular Malaysia, therefore, the specific population for the study is should contained the number of all employees of registered and licensed childcare centres that are operating in Peninsular Malaysia.

However, as mentioned above, the researcher only obtained the total number of the latest registered and licensed childcare centres in Peninsular Malaysia, which 713. The reason behind the choice of the registered and licensed childcare centres as a focused study is because they are under the supervision of the Department of Social Welfare. Therefore, they are legally authorised to conduct their operations.

In contrast, the childcare centres that are not registered, and, hence, unlicensed, are not directly under the supervision of the Department of Social Welfare. Consequently, they are exposed to various problems, for example, closure by the Department of Social Welfare and the local authorities at any time (Department of Social Welfare, 2011).

### **3.6.2 Sampling Frame**

The sampling frame for the current study is suppose to be a list of all the full-time front-line employees from registered and licensed childcare centres in Peninsular Malaysia, comprising 12 States of Kedah, Perlis, Penang, Perak, Selangor, Kuala Lumpur, Negeri Sembilan, Johore, Malacca, Kelantan, Terengganu and Pahang. However, as discussed earlier, the researcher only acquired the total number of the latest registered and licensed childcare centres instead of the number of the full-time front-line employee in mentioned States. The listed number of childcare centres was obtained from the Department of Social Welfare (2012). In brief, there are 713 registered and licensed childcare centres in the mentioned States. Table 3.1 shows the total number of registered and licensed childcare centres in Peninsular

Malaysia. The sampling frame will be based on the list of employees taken from each centre visited for data collection.

Table 3.1  
*The Number of Registered and Licensed Childcare Centres in Peninsular Malaysia*

States	The Number of Registered and Licensed Childcare Centres
Kedah	50
Perlis	28
Penang	48
Perak	117
Selangor	111
Kuala Lumpur	68
Negeri Sembilan	35
Johore	80
Malacca	24
Kelantan	28
Terengganu	78
Pahang	46
<b>TOTAL</b>	<b>713</b>

Source. Data obtained from Department of Social Welfare (2012).

### 3.6.3 Sample Size

According to Sekaran (2003), from a sample population, it is possible to draw conclusions that can be generalised to the population of interest. In line with this, Field (2000) pointed out that a sample size of at least 300 would generally present a consistent result in factor analysis. This notion was supported by Pedhazur (1997) who argued that the feedback from between 300 to 500 respondents was acknowledged as being a significant sample size for Multiple Regression Analysis. However, according to Roscoe (1975), the rules of thumb to perform a multiple regression analysis is the sample size should be preferably 10 times or more as the number of variables in the study. Since this study has three independent variables, one mediator and three dependent variables, thus, the appropriate number of

sample would be about 70 (7 x 10). In spite of this, the researcher targeted to collect around 300 to 500 sample for this study.

#### **3.6.4 Sampling Technique**

The current study employed two techniques in selecting the sample. The first technique is a disproportionate stratified random sampling technique, which is used to determine which childcare centres should be choose to distribute the questionnaires. Sekaran and Bougie (2010) argued that the disproportionate stratified random sampling technique ensured that each sample that was extracted from the total population was well represented. Therefore, the matter of fair representation was applied (Davis & Cosenza, 1998). For instance, the current study distributed 500 questionnaires to the employees of registered and licensed childcare centres in determined districts from 12 States based on the disproportionate percentage. If the number of districts in each State is less and equal to five, therefore, the selected district is one. If the number of districts in each State is less and equal to ten, therefore, the selected district is two. If the number of districts in each State is more than 10, therefore, the selected district is three. In total, there were 19 districts selected in this study. Table 3.2 below showed the sample size of each state.

Table 3.2  
*Desired Sample Size of Each State*

States	No. of Centres	No. of Districts	%	No. of Selected Districts	No. of Employees
Kedah	50	10	7	2	35
Perlis	28	4	4	1	20
Penang	48	5	7	1	35
Perak	117	9	16	2	80
Selangor	111	4	16	1	80
Kuala Lumpur	68	12	10	3	50
Negeri Sembilan	35	5	5	1	25
Johore	80	4	11	1	55
Malacca	24	3	3	1	15
Kelantan	28	8	4	2	20
Terengganu	78	7	11	2	55
Pahang	46	10	6	2	30
<b>TOTAL</b>	<b>713</b>	<b>81</b>	<b>100</b>	<b>19</b>	<b>500</b>

Source. Data obtained from Childcare Centre Statistical Report “Kementerian Pembangunan Wanita, Keluarga dan Masyarakat”, 2012.

The second technique is a systematic sampling technique. This technique involves drawing every  $n$ th respondent in the sample frame starting with a randomly chosen respondent between 1 and  $n$  (Sekaran & Bougie, 2010). The researcher used to choose the respondents from the sample frame from each childcare centre that the researcher visited. The respondents will be selected through the odd numbers from the sample frame which is number 1, 3, 5, 7 and so forth.

### **3.7 Operational Definition**

According to Cavana, Delahaye and Sekaran (2001), the operational definition is a concept of a variable, measurable and verified through the observation of the behavioural element and features of the properties displayed by the concept. All the key variable definitions in this study are discussed in the paragraphs below.

### **3.7.1 Internal Market Orientation Behaviour**

The literature review showed how internal market orientation behaviour had been defined differently by many researchers. For this study, the researcher followed the definition provided by Gounaris (2008), Gounaris et al. (2010) and Lings (2004). They defined the internal market orientation behaviour as a nonstop marketing activity by organisation to fulfill the employees' needs and wants. In addition, internal market orientation behaviour could be divided into three main dimensions, that is, internal market intelligence generation, internal communication or disseminates intelligence and response to intelligence. Internal market intelligence generation is related to recognition of exchanges value and awareness of the labour market.

Internal communication or disseminates intelligence refers to the internal communication with the employees and also internal communication between supervisors or managers from different branches. On the other hand, response to intelligence is linked to job description, remuneration systems, training and management consideration. This variable was contained 43 items with a seven-point scale index measured with a Likert Scale, ranging from 1 = "I Totally Disagree" to 7 = "I Totally Agree" (Gounaris, 2008). However, for the current study, the researcher used a five-point Likert Scale, ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree".



### **3.7.2 Employee Job Satisfaction**

For the use of the current study, the definition of employee job satisfaction provided by Locke (1976), Smith, Kendall and Hulin (1969) and Spector (1985, 1994, 1997) is considered. They defined employee job satisfaction as an employee's emotional and affective response to his or her work or specific aspects of his or her work. Moreover, Spector (1985) introduced the Job Satisfaction Survey, a different job satisfaction tool, in order to fulfill the requirement for a tool for human service. The 36 items, including nine major dimensions, that promotion, pay, contingent rewards, fringe' benefits, the work itself, supervision, co-workers, communication and operating procedures were chosen for the scale. This variable used a six-point scale index measured with a Likert Scale, ranging from 1 = "Disagree Very Much" to 6 = "Agree Very Much". However, for the current study, the researcher used a five-point Likert Scale, ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree".

### **3.7.3 Employee Organisational Commitment**

In the literature reviews, there are many varied definitions for employee organisational commitment. Nevertheless, for the goal of this study, the definition provided by Allen and Meyer (1990) is used. The authors defined employee organisational commitment as having an association with turnover rate, in which employees who are highly committed are those who are likely to remain with the

organisation and those who are poorly committed are those who are unlikely to remain with the organisation. Employee organisational commitment could be divided into three major dimensions, that is, affective commitment, continuance commitment and normative commitment.

Affective commitment is based on employee feeling of connection, recognition and affection in the firm. Continuance commitment relates to the costs that an employee experiences with exiting the firm. Normative commitment represents the employee's concerning of obligation to remain in the firm. This variable used 24 items with a seven-point scale index measured using a Likert Scale, ranging from 1 = "Strongly Disagree" to 7 = "Strongly Agree". However, for the current study, the researcher used a five-point Likert Scale, ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree".

### **3.8 Measurement of Variables or Instrumentation**

Table 3.3 below shows the usage of all three variables used in this study comprising internal market orientation behaviour, employee job satisfaction and employee organisational commitment.

Table 3.3  
*Measurement of Variables and Items*

No	Authors	Variables	Items	Alpha
1	Gounaris et al. (2010)	Internal Market Intelligence Generation	9	0.90
2	Gounaris et al. (2010)	Internal Communication	9	0.86
3	Gounaris et al. (2010)	Response to Intelligence	25	0.70
4	Spector (1985, 1994, 1997)	Overall employee job satisfaction	36	0.91
5	Allen and Meyer (1990)	Affective Commitment	8	0.87
6	Allen and Meyer (1990)	Continuance Commitment	8	0.75
7	Allen and Meyer (1990)	Normative Commitment	8	0.79

### 3.9 Questionnaire Design

According to Sekaran (2003), a survey is a pre-formulated written group of questions, which is used for data collection. For this current research, the questionnaires were adapted from Gounaris (2008) and Gounaris, et al. (2010), Spector (1985, 1994, 1997) and Allen and Meyer (1990). However, in order to make sure that the adaption of the questionnaire was done appropriately, a discussion group with experienced researchers in the related area was formed, which consisted of an associate professor in marketing, the doctorate supervisors and the researcher herself. The discussion group discussed the adaptation of the questionnaire to suit the childcare industry in Malaysia. For example, the words “the departments” were changed to “the branches” since the childcare centres in Malaysia are run as a business in more than one premise due to the inadequate space to cater to the children. This happens because of the policy of the Department of Social Welfare, which requires three square metres for every child

in order to ensure his or her comfort. Another major adaptation was changing the word “manager” to “supervisor” and the “organisation” to “taska” (for Bahasa Malaysia version).

The questionnaire for the current study, comprising 103 questions (using a five-point Likert Scale) was distributed to front-line employees in registered and licensed childcare centres to evaluate their views on the variables of the study. The researcher divided the questionnaires into four sections. The first section measured the independent variable. The second section measured the mediator. The third section measured the dependent variable and the last section collected the demographic data concerning the respondents.

### **3.9.1 Independent Variable (Internal Market Orientation Behaviour)**

The construct and the measurement of internal market orientation behaviour were adapted from the work of Gounaris (2008) and Gounaris et al. (2010). They identified the internal market orientation behaviour as the organisation’s marketing activity to fulfill the employees’ needs and wants, and, at the same time, it would show the organisation’s obligation towards employees. They categorised internal market orientation behaviour into three components, that is, internal market intelligence generation, internal communication and response to intelligence.

Internal market intelligence generation referred to the variety of activities, such as recognition of exchanges of value for the employees and the awareness of the labour market. The internal communication is related to the internal communication with the employees and also the internal communication between managers from the different sections. The response to intelligence related to the actions taken by the manager or management in order to meet the requirements of the employees, such as job description, remuneration systems, internal segmentation, internal-segments targeting, training and management consideration.

All of the items in the constructs of internal market orientation behaviour in this study were measured using a five-point Likert Scale, which ranged from 1 = Strongly Disagree to 5 = Strongly Agree. According to Goldberg and Velicer (2006), using a five-point rating scale increases the probability because the respondents would precisely assess the ranking scale and would be less likely to hurry through the items.

The constructs and items of the internal market orientation behaviour in the current study are shown in Appendix 1 and Appendix 2 (English and Bahasa Malaysia versions of the Questionnaire). Table 3.4 below exhibits the items used to measure the internal market orientation behaviour and its sources from which they were adapted.

Table 3.4  
*Items of Internal Market Orientation Behaviour*

Code	Items	Source
IMO1	My organisation takes the time to understand my needs	Gounaris (2008); Gounaris, Vassilikopoulou and Chatzipanagiotou (2010)
IMO2	My supervisor sees that we all met regularly so that have the chance to say what I expect from the organisation	
IMO3	At least once per year I complete a questionnaire regarding my needs and wants about the organisation	
IMO4	The management team seeks to find out what competitors do to keep their employees satisfied	
IMO5	My supervisor assesses my job satisfaction as an an important part of his or her job	
IMO6	My organisation stays aware of legal developments in the labour market	
IMO7	My organisation is aware of employment rates in our industry (unemployment)	
IMO8	My organisation is aware of jobs in other industries that could attract employees away from this firm	
IMO9	This organisation is systematically analysing the working conditions of employees working for the competition	
IMO10	My supervisor informs me in advance of any pending policy changes	
IMO11	My supervisor sincerely listens to me about problems I am having doing with job	
IMO12	My supervisor is sincerely concerned about my personal problems that may affect my performance	
IMO13	My supervisor is never too busy to talk with me when I need him or her	
IMO14	My supervisor discusses my assignments and objectives, and takes the time to come to an agreement with me	
IMO15	The supervisors in every branch meet regularly to discuss subordinates' problems and listen to what the other supervisors have to say	
IMO16	If an employee in this organisation faced with a serious problem, the supervisors from other branches will be informed of it immediately	
IMO17	The organisation encourages my supervisors to meet and discuss issues concerning their subordinates	
IMO18	Many times the solution to a problem I had came from a different branch, not from my direct supervisor	
IMO19	In my organisation employees are identified in group based on my individual characteristics and needs	
IMO20	Before any policy change is introduced my individual needs are considered in advance	
IMO21	All employees are treated exactly the same	
IMO22	Individual needs are ignored (R)	
IMO23	My individual needs are systematically assessed in this organisation	

Note. R = reverse keyed items.

Table 3.4 (Continued)

Code	Items	Source
IMO24	Every important decision regarding human resource policies is always adapted to my individual needs	
IMO25	Groups of employees having a common set of needs are taken into consideration when deciding on specific human resources policies	
IMO26	The impact on groups of employees with common needs is evaluated before taking any action	
IMO27	Human resource related policies apply to everyone. Individual needs are not considered (R)	
IMO28	My job description allows me to satisfy my personal needs and goals through my work	
IMO29	Assignments are never given to me until my supervisor and I have agreed that I can really do it	
IMO30	The tasks I am assigned will help me advance my career with this organisation	
IMO31	My supervisor is required to justify my assignments and job descriptions with senior level management	
IMO32	When I do something extraordinary I know that I will receive some financial bonus/reward	
IMO33	My income and annual increases are not dependent on my individual performance but on organisation's performance	
IMO34	My income and the annual increases are very closely tied to my qualifications and individual performance	
IMO35	Everyone gets an annual bonus regardless of their performance (R)	
IMO36	My income and annual increases are similar to those with the same qualifications working in this or any other industry	
IMO37	Training is directly related to the individual needs of each employee. Large group training seminars are avoided when possible (an given on topics that are needed)	
IMO38	A newly hired employee will have to find his or her own answers to the requirements of the job. Training is not offered (R)	
IMO39	Before the implementation of a major change in service rules/operations/activities/policies, I always get significant training regarding its impact on my daily activities and job description	
IMO40	When someone is moved from one branch to another, the new supervisor will personally train him or her for a pre-specified period of time	
IMO41	Senior management is very considerate of my individual needs and makes policies that reflect it	
IMO42	Senior management will spare no cost to satisfy the specific needs of groups of employees	
IMO43	Senior management is committed to solving my problems and giving me the support necessary to complete my jobs	

Note. R = reverse keyed items.

### **3.9.2 Mediator Variable (Employee Job Satisfaction)**

The researcher adapted the work of Spector (1985, 1994, 1997) to measure the employee job satisfaction in the current study. Spector (1985, 1994, 1997) conceptualised employee job satisfaction as an emotional and affective feedback to a certain portion of the work.

There were nine dimensions of employee job satisfaction, that is, salary, promotion, fringe benefits, supervision, contingent rewards, co-workers, the work itself, operating procedures and communication. However, for the current study, the researcher measured employee job satisfaction as a single construct of total or overall employee job satisfaction, which covered all nine dimensions together.

All of the items were measured using a five-point Likert Scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The constructs and items of employee job satisfaction in the current study are shown in Appendix 1 and Appendix 2 (English and Bahasa Malaysia versions of the Questionnaire). Table 3.5 below exhibits the items used to measure the employee job satisfaction and the sources from which they were adapted.



Table 3.5  
*Items of Employee Job Satisfaction*

Code	Items	Source
EJS1	I feel I am being paid a fair amount for the work I do	Spector (1985, 1994, 1997)
EJS2	There is really too little chance for promotion on my job (R)	
EJS3	My supervisor is quite competent in doing his or her job	
EJS4	I am not satisfied with the benefits I receive (R)	
EJS5	When I do a good job, I receive the recognition for it that I should receive	
EJS6	Many of our rules and procedures make doing a good job difficult (R)	
EJS7	I like the people I work with	
EJS8	I sometimes feel my job is meaningless (R)	
EJS9	Communications seem good within this organisation	
EJS10	Raises are too few and far between (R)	
EJS11	Those who do well on the job stand a fair chance of being promoted	
EJS12	My supervisor is unfair to me (R)	
EJS13	The benefits I receive are as good as most other organisations offer	
EJS14	I do not feel that the work I do is appreciated (R)	
EJS15	My efforts to do a good job are seldom blocked by red tape	
EJS16	I find I have to work harder at my job because of the incompetence of people I work with (R)	
EJS17	I like doing the things I do at work	
EJS18	The goals of this organisation are not clear to me (R)	
EJS19	I feel unappreciated by the organisation when I think about what they pay me (R)	
EJS21	My supervisor shows too little interest in the feelings of subordinates (R)	
EJS29	There are benefits I do not have which I should have (R)	
EJS34	There is too much bickering and fighting at work (R)	
EJS36	Work assignments are not fully explained (R)	

Note. R = reverse keyed items.

### 3.9.3 Dependent Variable (Employee Organisational Commitment)

The researcher adopted the employee organisational commitment measurement from the work of Allen and Meyer (1990).

Allen and Meyer (1990) conceptualised employee organisational commitment as a link with turnover, in that committed employees are expected to stay with the

organisation and uncommitted employees are unlikely to stay with the organisation. The authors categorised employee organisational commitment into three aspects, that is, affective commitment, continuance commitment and normative commitment.

The affective commitment component is related to employee's affection, recognition and connection among the employees in the organisations. The continuance commitment dimension is referred to the commitment among the employees, which is referred to the costs that employees get if they leave the old organisation. Finally, the normative commitment dimension is linked to the employee's view of responsibility to continue with the old organisation.

All of the items in the construct for employee organisational commitment in this study were measured using a five-point Likert Scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The constructs and items of employee organisational commitment in the current study are illustrated in Appendix 1 and Appendix 2 (English and Bahasa Malaysia versions of the Questionnaire). Table 3.6 below exhibits the items used to measure employee organisational commitment and the sources from which they were adapted.

Table 3.6  
*Items of Employee Organisational Commitment*

Code	Items	Source
EOC1	I would be very happy to spend the rest of my career with this organisation	Allen and Meyer (1990)
EOC2	I enjoy discussing my organisation with people outside it	
EOC3	I really feel as if this organisation's problems are my own	
EOC4	I think that I could easily become as attached to another organisation as I am to this one (R)	
EOC5	I do not feel like 'part of the family' at my organisation (R)	
EOC6	I do not feel 'emotionally attached' to this organisation (R)	
EOC7	This organisation has a great deal of personal meaning for me	
EOC8	I do not feel a strong sense of belonging to my organisation (R)	
EOC9	I am not afraid of what might happen if I quit my job without having another one lined up (R)	
EOC10	It would be very hard for me to leave my organisation right now, even if I wanted to	
EOC11	Too much in my life would be disrupted if I decided I wanted to leave my organisation now	
EOC12	It would not be too costly for me to leave my organisation now (R)	
EOC13	Right now, staying with my organisation is a matter of necessity as much as desire	
EOC14	I feel that I have too few options to consider leaving this organisation	
EOC15	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	
EOC16	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice - another organisation may not match the overall benefits I have here	
EOC17	I think that people these days move from organisation to organisation too often	
EOC18	I do not believe that a person must always be loyal to his or her organisation (R)	
EOC19	Jumping from organisation to organisation does not seem at all unethical to me (R)	
EOC20	One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	
EOC21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	
EOC22	I was taught to believe in the value of remaining loyal to one organisation	
EOC23	Things were better in the days when people stayed with one organisation for most of their careers	
EOC24	I do not think that wanting to be 'an organisation man' or 'organisation woman' is sensible anymore (R)	

Note. R = reverse keyed items.

### **3.9.4 Demographic Section**

The last section in the current study collected the information or particulars concerning the respondents, who are the front-line employees within the registered and licensed childcare centres in Malaysia. The information obtained from the respondents included their race, religion, age, tenure of service, education, income per month, job status, age of organisation and location of childcare centres, as shown in Appendix 1 and Appendix 2 (English and Bahasa Malaysia versions of the Questionnaire).

### **3.10 Translation of the Questionnaire**

For the objective of this study, the original version of the questionnaire was in English. However, since the potential respondents of the study were front-line employees within childcare centres in Malaysia, the questionnaire was translated into Bahasa Malaysia. This was done according to the suggestion of Brislin (1986). He stated that the questionnaire should be back-to-back translated in order to compute the consistency and legality of the questionnaire. Moreover, it was expected that it would be easier for the respondents to understand if the questionnaire was set in Bahasa Malaysia, which would promote them to react to the study.

First, the questionnaire was translated into Bahasa Malaysia by a secondary school teacher who teaches English at Sekolah Menengah Kebangsaan Keroh, Kelantan and who possesses a TESL degree. She is a local Malaysian who is fluent in both languages (English language and Bahasa Malaysia). She was not told the objective

of the study. Second, the Bahasa Malaysia questionnaire version was translated back into English again by another English language teacher at the same school with the same qualification, without reference to the original version. Lastly, the researcher compared and scrutinised the translated version with the original version in order to check for any significant changes and amendments were made accordingly. According to Sekaran (2000), it is important to make sure that the questionnaire is translated to obtain better feedback from the respondents.

### **3.11 Pilot Study**

According to Robson (2002), a pilot study should be done in order to classify any technical issues regarding the data collection method. The researcher used a questionnaire instrument to collect the data. Accordingly, the first draft of the questionnaire underwent an in-depth review in terms of identifying and clarifying any uncertainties. The research questions and hypotheses of the current study investigated three main variables, which is, internal market orientation behaviour, employee job satisfaction and employee organisational commitment. Each of the main variables was measured by a set of questions using a Likert Scale.

The objective of a pilot study is to scrutinise operational facets of the questionnaire, namely, content and flow, completion time, question uncertainty, and reliability and validity of the questions. Basically, a pilot test engages respondents from the similar group of respondents of the study from which the actual data were composed (Bradburn, Sudman & Wansink, 2004). According to Sproull (2004), a pilot test that uses data collected from a separate group of

respondents is important to check for the consistency and legality of the measure. The reliability concerns the uniformity, which is the probability that there will not be any different findings for each measure used. In other words, it is presumed that nothing has changed concerning what is being measured (Laurel, 2003; Neuman, 2003).

Laurel (2003) and Neuman (2003) stated that the validity refers to the correctness concerning whether the operationalisation of a variable properly represents what it is supposed to represent. The researcher performed the following steps to conduct the pilot test.

The researcher collected the data for the pilot study from 30 full-time front-line employees from three childcare centres in Kedah, Selangor and Kelantan - 10 respondents for each childcare centre. The researcher personally distributed and collected the questionnaires in a self-administered manner in order to ensure a 100% response rate. Furthermore, the respondents were asked to comment on the questions asked concerning whether they were simple, reasonable or not in order to decrease the opportunity of misinterpretation. As a result, their comments and proposals, together with data analysis, were included to enhance the quality of the questionnaire. Based on the gathered data, checks for the consistency and legality of the instrument were executed.

### **3.11.1 Measuring the Reliability and Validity of the Measure for Pilot Study**

According to Hair, Anderson, Tatham and Black (2010), consistency is the estimation of the degree of uniformity among the multiple measurements of a construct. Ary, Jacobs and Razavieh (1996) argued that reliability is related to how consistently we are measuring what we expect to measure or the scale's internal consistency. In other words, the consistency of the instrument requires that the measure creates the similar outcomes if it is used over and over again. Therefore, Cronbach's Alpha coefficients are used to verify the internal reliability. Sekaran (2003) pointed out that the consistency of a measure implies the limit to which the measure is free of bias or error free, and, thus, presents a reliable measurement across the numerous items of the instrument over time.

According to Nunnally and Bernstein (1994) and Sekaran (2003), four methods are commonly employed by researchers to ensure the consistency of their measuring instruments, namely, test-retest methods, alternative form methods, split halves methods and internal consistency or best known as Cronbach's Alpha coefficient methods. Among these four methods, the Cronbach's Alpha coefficient method is the most regularly used psychometric in evaluating the survey instruments and scales.

In contrast, the other three methods have been condemned as having practical weaknesses. For instance, the test-retest reliability measure could create weaker results because of the potential subject changes. Correspondingly, the alternative form might incur more expense due to the researchers being expected to build up

two diverse but comparable forms of the same measure. In addition, the split halves methods, possibly creates dissimilar reliability coefficients based on the approach in which the items are categorised (Davis, 2000).

Therefore, the Cronbach's Alpha method was used to check for measurement consistency as it has the potency to defeat the abovementioned matters associated with other techniques. Moreover, the Cronbach's Alpha technique has been the foremost consistency testing technique used, especially by social science researchers. Thus, the current study performed the Cronbach's Alpha technique to estimate the consistency of the measurements. Sekaran (2003) indicated that the Cronbach's Alpha technique is a consistency coefficient that specifies how fit the items in a set are positively connected to one another.

Preferably, the Cronbach's Alpha coefficient scale should be at least 0.7 (Hair, Anderson, Tatham & Black, 1998). Nunnally (1978) indicated that the minimum range for Cronbach's Alpha is 0.7, 0.8 and 0.9, which are used for exploratory, basic and crucial issue-based research, respectively. Briggs and Cheek (1986) suggested an optimum series for inter-item correlation of 0.2 to 0.4. The SPSS 19 software was performed to check the consistency of the scales of the instruments that were used to operationalise the variables.

The current pilot study performed the Cronbach's Alpha to check the consistency of the intended measure. The researcher performed the reliability analysis for each construct separately. As shown in Table 3.7 below, it can be seen that the



Cronbach's Alpha coefficients for many of the constructs in the pilot study had an acceptable level of internal consistency. Most of the tabulated values of the coefficient alpha exceeded 0.7, the agreed upon lower level based on the suggestion of Nunnally and Bernstein (1994). The full SPSS output is given in Appendix 3. In fact, Hair et al. (2010) pointed out that 0.6 is the minimum acceptable level of Cronbach's Alpha for any construct to acquire an adequate reliability.

Table 3.7  
*Reliability Analysis of Pilot Test*

Construct	No. of Items	Cronbach's Alpha
Internal Market Intelligence Generation	9	0.837
Internal Communication	9	0.869
Response To Intelligence	25	0.831
Employee Job Satisfaction	36	0.844
Affective Commitment	8	0.687
Continuance Commitment	8	0.735
Normative Commitment	8	0.756

According to Churchill (1992) and Sekaran (2003), the measurement could have a good level of reliability but lacks validity. Therefore, reliability could be a pre-requisite of a good measurement but does not ensure the goodness of the measurement. The current study, however, tried to test for the validity of the measurement before starting the data collection process. Nunnally and Bernstein (1994) determined that the validity refers to the level to which the measurement calculated what it is expected to calculate. There are many types of validity measures according to the research methodology literature. However, the literature

of research methodology, specifically, for the behavioural sciences, discloses that content and construct validity are the most frequently used in validity measurements (Kerlinger & Lee, 2000; Leary, 2004; Nunnally & Bernstein, 1994). Basically, content validity is the measurement that shows to which level the measurement emerges to measure what it is expected to measure. Therefore, the content validity is generally based on the judgemental estimation by experts to make sure that the measurement items, contained in the construct, measure all the facets of the construct.

### **3.12 Data Collection**

In this study, the researcher collected the primary data through the survey method using questionnaires. The researcher conducted the survey through personally administered questionnaires to obtain a quick response from the respondents, especially in terms of the questions that they did not understand, and, at the same time, the researcher could motivate the respondents to take part in the survey and encourage them to give their honest opinions regarding the topic matter (Sekaran, 2003). In addition, the researcher saved time and could also monitor the childcare centres and respondents based on the specific criteria set.

Moreover, the efficient administration of the survey ensures an adequate degree of reaction for the data produced (Dilman, 1978). Besides, a quantitative research approach is very helpful because it enables interpretation of the information gathered using the measurement instruments or survey questionnaire to the significant findings, which is helpful for development of the study (Cooper &

Schindler, 2006). During this survey, the researcher could provide souvenirs for those who took part in the survey as an appreciation of their cooperation.

### **3.12.1 Data Collection Procedures**

The researcher employed a self-administration approach as the means to gather the data due to the effective and significant influence regarding the level of satisfactory responses of the data collected (Dilman, 1978). This technique also enabled the respondents to simplify their uncertainties and allowed the researcher to refer back to the respondents to fix all the missing data. In this research activity, the researcher identified the selected childcare centres based on the disproportionate stratified random sampling technique as illustrated in the Table 3.2 and asked for the list of employees from each selected childcare centre. The researcher, then, will select the respondents based on the systematic sampling technique which selects every odd number for example, 1, 3, 5, 7 and so on until all employees were selected (based on the criteria set by the researcher) of at least two years of tenure of service and at least two years of operating business for the selected childcare centres. This ensured that the employees had gained adequate knowledge and experience concerning their organisational matters over two years and the organisation had also developed enough over the two years of operation in terms of profit and were well known in their locality.

Since the researcher was not allowed to approach majority of the respondents directly, therefore, the researcher asked the supervisors or managers or owners of the selected childcare centres to give the translated versions of the questionnaires

(Bahasa Malaysia version) to the chosen respondents. The researcher rechecked with the supervisors or managers or owners of the registered and licensed childcare centres to make sure that they have given the questionnaires to the correct respondents as asked by the researcher. However, for the childcare centres which allowed the researcher to approach the respondents directly, then the researcher distributed the questionnaires direct to those 50 respondents.

The last criteria to fulfill was that the organisations must be from the registered and licensed childcare centres in order to ensure that the organisations would not be facing legal problems during the data collection process. The questionnaire took around 45 minutes to be completed.

The data were collected about a five-month period. The researcher collected the data personally in order to obtain a proper response from the respondents. Furthermore, the researcher had prepared a cover letter, in order to get quick feedback and convince the respondents concerning the purpose of the survey, as shown in Appendix 1 and Appendix 2 (English and Bahasa Malaysia versions of the Questionnaire). In brief, there were 177 childcare centres participated in this study.

### **3.13 Technique of Data Analysis**

The current study used employee organisational commitment as the dependent variable, which was separated into three components such as affective commitment, continuance commitment and normative commitment. Internal

market orientation behaviour as the independent variable was separated into three dimensions such as internal market intelligence generation, internal communication and response to intelligence. Employee job satisfaction was the mediator variable. The researcher used Statistical Package for Social Science (SPSS 19.0) software for data analysis in order to present the hypotheses testing procedures and descriptive explanation. SPSS is one of the most established and popular packages used to analyse data to attain the research objectives (Cramer, 1998).

The reason why the researcher used SPSS was because of its good statistical practice and its outstanding data presentation capabilities. Furthermore, SPSS is an advanced tool for analysing a variety of statistical samples, especially in the context of small-scale research. In fact, most researchers use SPSS in their research, for example, Grigg (2009); Doraisamy (2007); and Raja Aziz (2006) who investigated the relationship between employee job satisfaction and employee organisational commitment (University of Sheffield, 2012). The technique for data analysis was arranged as follows.

### **3.13.1 Reliability Analysis**

According to Litwin (1995), reliability analysis can be used to analyse how consistent the measure is in producing similar data if employed continually under equal conditions. In other words, this statistical measure is used to scrutinise how dependable the gauge is to gather the data. Basically, there are four techniques to

check the reliability, that is, internal consistency technique, split-halves technique, alternate-form technique and test-retest technique (Nunnally, 1967).

However, the internal consistency reliability technique is the most popular tool to evaluate the instruments and scales. This technique also acts as a pointer concerning how well the dissimilar items evaluated the similar notion. The internal consistency reliability technique is measured using Cronbach's Alpha (Cronbach, 1951; Nunnally, 1967).

### **3.13.2 Validity Analysis**

The researchers need to test the unidimensionality of constructs when they are satisfied with their reliability analysis. This means that all the items are factor-analysed. Flynn, Schroeder and Sakakibara (1994) and Hair, Black, Babin, Anderson and Tatham (2006) identified construct validity as the degree to which all the items in the construct replicated the theoretical hidden construct that these items were formerly created to evaluate. The researchers set up the factor analysis method to test for the construct validity.

Hair et al. (2006) argued that the factor analysis method is performed to decrease the data components, classifying the variables into a smaller number of components by the lowest deficit of information. Generally, the factor analysis method can be divided into two, exploratory factor analysis and confirmatory factor analysis. According to Byrne (1998), the purpose of exploratory factor analysis is to clarify the scope to which the measurable variables are related to

their hidden variable and then justify their inconsistency. Consequently, these correlations are represented by the factor loadings.

In contrast, the objective of confirmatory factor analysis is to validate a pre-specified correlation between the examined variables and their fundamental features. In other words, the researchers need to establish a theoretical correlation first before they conduct this method.

Normally, the validity analysis determines whether the survey questionnaire computes the variables that they were created to measure, as stated by Cooper and Schindler (2006). On the other hand, the reliability analysis is applied to verify the stability of the measure in producing the similar findings over diverse replications, as pointed out by Cooper and Schindler (2006) and Fowler (2002). In addition, Cooper and Schindler (2006) argued that an excellent measure should satisfy both validity and reliability.

### **3.13.3 Descriptive Analysis**

The purpose of the preliminary statistics at this stage is to present some impending on the qualitative attributes of the data (Al-Marri, Ahmed & Zairi, 2007). In addition, this analysis presents some information about the respondents and their backgrounds. The regularity analysis is crucial for the purposes of the study since it is employed to classify the respondents according to the demographic variables (Al-Marri et al., 2007). Hence, the researcher, at this level, utilised a diversity of

statistical methods in order to quantitatively portray the data, as well as evaluate the mean, median, standard deviation and response rate.

#### **3.13.4 Preparing Data for Multivariate Analysis**

The researchers, at this level, check the postulations for the factor analysis and multivariate analysis:

1. The normality of the data using Kurtosis, Probability Plot and Skewness.
2. The subsistence of outliers using Mahalanobis Distance.
3. The linearity and homoscedasticity using Scatterplot.
4. The multicollinearity using the Variance Inflation Factor (VIF).

#### **3.13.5 Hypotheses Testing (Multiple Regression and Correlation)**

In this study, the researcher anticipated applying the Multiple Regression Method to analyse the hypotheses of the study. According to Allison (1999) and Hair et al. (2006), Multiple Regression Method is the most prevalent method to determine the correlation between at least one dependent variable and one independent variable. There are four pre-requisites for regression analysis, that is, a linearity, normality, error independence and homoscedasticity, as stated by Coakes and Steed (2003) and Hair et al. (2006).

The sample size has a direct impact on the power of the Multiple Regression Method as recommended by Hair et al. (2010). Specifically, Hair et al. (2010) indicated that the minimum sample size requirement for Regression Analysis is



5:1, which at least five observations for each independent variable. The researcher tested the mediator relationship using the Multiple Regression Analysis based on the procedures suggested by Baron and Kenny (1986) and supported by McKinnon, Warsi and Dwyer (1995) to test the mediator effects in the current study.

### **3.14 Summary of the Chapter**

This chapter presents the theoretical framework, the hypotheses development, the research design, the unit of analysis, the sampling design, the operational definition, the measurement of variables or instrumentation, the questionnaire design, the translation of questionnaire, pilot study, the data collection (the data collection procedures) and the technique of data analysis.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS**

#### **4.1 Introduction**

This chapter highlights the results of the study. The researcher analysed the data using the SPSS (Version 19) statistical package. The chapter is divided into eight sections (including introduction). Section 4.2 presents a discussion on the response rate. Section 4.3 discusses a test for nonresponse bias. Section 4.4 highlights the distribution of the respondents based on demographic factors including race, religion, age, tenure of service, educational's level, income per month and job status. Section 4.5 discusses the goodness of the measure through construct validity and internal constancy, using factor analysis and reliability analysis. Section 4.6 reports the discussion of the descriptive analysis of the variables. Section 4.7 shows the hypotheses testing procedures using Correlation Analysis and Multiple Regression Analysis. Finally, section 4.8 summarises the findings of the study and concludes the chapter.

#### **4.2 Response Rate**

A total of 500 questionnaires were disseminated to full-time front-line employees within 177 selected registered and licensed childcare centres from 19 randomly chosen districts in 12 States of Peninsular Malaysia: Kedah, Perlis, Penang, Perak, Selangor, Kuala Lumpur, Negeri Sembilan, Johore, Malacca, Kelantan, Terengganu and Pahang. These childcare centres had expressed their willingness to participate in this study. The questionnaires were delivered to the owners or

managers or supervisors of each of the respective childcare centres. After getting approval from the owners or managers or supervisors of the childcare centres, the researcher used the systematic sampling technique to choose the respondents based on the odd numbers which start with 1, 3, 5, 7 and so on. After getting the desired list of respondents, then, the researcher personally distributed the questionnaires to the owners or managers or supervisors of the respective childcare centres and asked them to give the questionnaires to the selected respondents for the case that researcher was not allowed to approach the respondents directly.

However, for the case that researcher was allowed to deliver the questionnaires direct to the 50 respondents, the researcher gave the questionnaires directly to those respondents. Then, the researcher arranged to collect the completed questionnaires from the owners or managers or supervisors of the childcare centres within two weeks to one month after the date of dissemination. The dissemination and collection of the completed questionnaires took about five months from early February to the end of June 2012. Table 4.1 shows the response rate for each State involved in the study.

Table 4.1  
*Respondents' Response Rate*

States	Distributed Questionnaires	Returned and Usable	Percentage (100%)
Kedah	35	25	71
Perlis	20	14	70
Penang	35	20	57
Perak	80	58	72
Selangor	80	65	81
Kuala Lumpur	50	36	72
Negeri Sembilan	25	18	72
Johore	55	40	73
Malacca	15	11	73
Kelantan	20	15	75
Terengganu	55	39	71
Pahang	30	22	73
<b>TOTAL</b>	<b>500</b>	<b>360</b>	<b>72</b>

Of the 500 questionnaires circulated, a total of 364 questionnaires were returned, representing a response rate of 73%. However, four responses were found to be not usable since three of the questionnaires came from employees whose service tenure was less than two years and the other questionnaire came from a part-time employee rather than a full-time employee, as requested by the researcher. Therefore, these four responses were eliminated from further data analysis, meaning that only 360 questionnaires were analysed, which represented a response rate of 72%.

### **4.3 Tests for Non-response Bias**

Pallant (2001) recommended that an independent sample t-test should be employed when the researcher wants to measure the mean scores on some continuous variable for two separate groups of subjects. In order to test the characteristics of non-respondents and late respondents, the researcher categorised

the sample into two groups: early responses (for those returned within one month after circulation and late responses (for those returned after one month of circulation). An independent sample t-test was performed on continuous variables, that is, internal market intelligence generation, internal communication, response to intelligence, employee job satisfaction, affective commitment, continuance commitment and normative commitment. Based on the reaction time (early and late response) discussed above, 257 respondents were identified as early responses and 103 respondents as late responses. Table 4.2 shows the results of the non-response test. The full SPSS output is given in Appendix 4.

Table 4.2  
*Test for Non-response Bias*

Variables	Early (N=257)		Late (N=103)		Test of Equal Variance	Test of Equal Means	Sig
	M	SD	M	SD			
IMIG	3.538	0.695	3.346	0.616	0.427	2.444	0.015
IC	3.754	0.711	3.585	0.733	0.576	2.023	0.044
RTI	2.348	0.863	2.508	0.822	0.619	-1.601	0.110
EJS	2.566	0.810	2.588	0.763	0.904	-.241	0.809
AC	2.839	0.770	2.904	0.687	0.288	-.748	0.455
CC	3.190	0.733	3.435	0.726	0.556	1.235	0.218
NC	3.774	0.906	3.063	0.833	0.050	3.978	0.000

Note. IMIG = Internal Market Intelligence Generation  
 IC = Internal Communication  
 RTI = Response to Intelligence  
 EJS = Employee Job Satisfaction  
 AC = Affective Commitment  
 CC = Continuance Commitment  
 NC = Normative Commitment

According to Table 4.2 above, the  $p$  values of the analysis revealed no statistically significant difference between the two groups (significant  $p > 0.05$ ). According to Pallant (2001), if the significance level of the Levene's test is above 0.05 ( $p > 0.05$ ), it means that the assumption of equal variance between the early response and late response has not been violated. Table 4.2 shows the significance level of the Levene's test for internal market intelligence generation ( $p = .427$ ), internal communication ( $p = .576$ ), response to intelligence ( $p = .619$ ), employee job satisfaction ( $p = .904$ ), affective commitment ( $p = .288$ ), continuance commitment ( $p = .556$ ) and normative commitment ( $p = .050$ ), which signifies that the  $p$  value for both of them is ranged from 0.050 and above.

As indicated by the test of equal means in both early and late samples, it can be concluded that the significance value for the test are more than 0.01 level of significance for all the variables, except for the normative commitment variable. This results show that the issue of non-response bias is not serious in the current study. Therefore, the researcher used the early as well as the late samples for the analysis related to the model testing.

#### **4.4 Profile of Respondents**

Table 4.3 illustrates the demographic distribution of the respondents based on race, religion, age, service tenure, educational's level, income per month and job status. The full SPSS output is given in Appendix 5.

Table 4.3  
*Profile of Respondents*

Demographic Variables	Categories	Frequencies	Percentage
Race	Malay	350	97.2
	Chinese	4	1.1
	Indian	5	1.4
	Others (Thai)	1	0.3
Religion	Muslim	351	97.5
	Christian	3	0.8
	Buddhist	2	0.6
	Hindu	4	1.1
Age	Below 20 years	33	9.2
	20 – 30 years	169	46.9
	31 – 40 years	99	27.5
	More than 40 years	59	16.4
Service Tenure	2 – 4 years	164	45.6
	More than 4 – 6 years	87	24.2
	More than 6 – 8 years	58	16.1
	More than 8 years	51	14.2
Educational's Level	PMR	23	6.4
	SPM	265	73.6
	STPM	32	8.9
	Others (Diploma)	40	11.1
Income Per Month	Less than RM500	82	22.8
	RM500 – RM750	155	43.1
	RM751 – RM1000	66	18.3
	More than RM1000	57	15.8
Job Status	Full Time	360	100.0

From Table 4.3 above, the largest percentage of the respondents or childcare centres employees that participated in this study are mostly Malays. The Malays constituted about 97% of the respondents compared to the Chinese (1.1%), Indian (1.4%) and others (0.3%). The others here refer to Thais. In terms of the religion of the total respondents, about 98% of them are Muslim, compared to Christian (0.8%), Buddhist (0.6%) and Hindu (1.1%). Most of the respondents' ages are between 20 – 30 years, which is about 47% of the total respondents. The current study also found that the respondents have 2 – 4 years in service tenure, equaling about 46% of the total respondents compared to more than 4 – 6 years in service

tenure (24.2%), more than 6 – 8 years in service tenure (16.1%) and more than 8 years in service tenure (14.2%).

In terms of educational level, the Sijil Pelajaran Malaysia (SPM) holders dominated the overall respondents, of about 74% compared to Peperiksaan Menengah Rendah (PMR) holders (6.4%), Sijil Tinggi Persekolahan Malaysia (STPM) holders (8.9%) and others (11.1%). The others here refer to Diploma holders. The findings show that about 43% of respondents have an income between RM500 – RM750 per month compared to 22.8% with less than RM500, 18.3% (RM751 – RM1000) and 15.8% (more than RM1000) income per month. All respondents (100%) had full-time job status, since the researcher had set the criterion that the respondents must be a full-time in service instead of part-time.

#### **4.5 Testing the Goodness of the Measure**

The data in the current study were primarily presented for exploratory factor analysis using SPSS version 19.0. According to Hair et al. (1998), the aim of performing an exploratory factor analysis is to decrease the number of items to a minor set of factors. The factors that had been cleared were then named and summated scale scores were computed for each factor. The internal reliability of the recently found factors was tested by calculating the Cronbach's Alpha values.

#### **4.6 Testing the Validity of the Constructs**

The exploratory principal component factor analysis with varimax rotation was performed to recognise a set of parsimonious, distinct and non-overlapping



variables underlying the items of each construct. Therefore, exploratory factor analysis was established to extract the components of the independent variable (internal market orientation behaviour), mediating variable (employee job satisfaction) and dependent variable (employee organisational commitment) in the study. Sureshchandar, Rajendran and Ananthraraman (2002) argued that exploratory factor analysis is performed when the relationships between the observed variables and latent variables are not established, specifically in marketing and organisational studies.

The factorability of the dimensions was examined before performing exploratory factor analysis of the data. The measure of sampling adequacy, Kaiser-Meyer-Olkin, and Bartlett's test of sphericity was used to check the factorability of the data. Consequently, according to Hair et al. (2010), for the data to have an acceptable level of multicollinearity among items, the Kaiser-Meyer-Olkin has to be more than 0.5. Furthermore, Blaikie (2003) suggested that the Kaiser-Meyer-Olkin for overall item values should be above 0.60. Field (2000) argued that Kaiser-Meyer-Olkin values with a range between 0.5 – 0.7 is identified as mediocre, 0.7 – 0.8 as good and 0.8 – 0.9 as superb. In line with this, Bartlett's test of sphericity had to be significant (sig. <0.05) in order to proceed with the factor analysis. In fact, this test could perceive the existence of significant correlations among the variables (Hair et al., 1998).

Since the Kaiser-Meyer-Olkin values for all the constructs of the current study ranged between 0.767 – 0.891 and the Bartlett's test of sphericity is significant

(sig. <0.05), the factor analysis was performed, as discussed in the following paragraph.

#### **4.6.1 Factor Analysis of Independent Variable (Internal Market Orientation Behaviour)**

The internal market orientation behaviour construct contains of three dimensions such as internal market intelligence generation, internal communication and response to intelligence. Factor analysis was performed to check the validity of the constructs together. The researcher started to acquire the items of internal market orientation behaviour with the use of Principle Component Analysis together with varimax rotation. As shown in Table 4.4 below, the Kaiser-Meyer-Olkin measure of sampling adequacy value for the items was 0.884, which is well above the suggested standard of 0.5 representing that the items were consistent and they shared frequent factors. Bartlett's test of sphericity was also revealed to be significant (Sig. <.001) and the eigenvalues for all components were greater than one. Component one (internal market intelligence generation), component two (internal communication) and component three (response to intelligence) showed eigenvalues of 1.898, 6.256 and 1.562, respectively.

The components of internal market intelligence generation, internal communication and response to intelligence also clarified 40.8%, 31.3% and 48.6% of the variance, respectively. The factor loading values for the internal market intelligence generation component ranged from 0.524 to 0.753. The internal communication component showed factor loading values ranging from

0.541 to 0.739 and response to intelligence component disclosed that the factor loading values ranged from 0.688 to 0.788. Some of the items in the internal market orientation behaviour construct that were below 0.50 were eliminated. These items were IMO1, IMO2, IMO5, IMO14, IMO15, IMO16, IMO18, IMO19, IMO20, IMO23, IMO25, IMO26, IMO28, IMO29, IMO32, IMO33, IMO34, IMO35, IMO36, IMO37, IMO41, IMO42 and IMO43.

This internal market orientation behaviour construct is essentially related to the respondents' awareness of the internal market intelligence generation, internal communication and response to intelligence behaviour accomplished by their childcare centres. For example, the internal market intelligence generation component related to the generation information by manager/supervisor of the childcare centres about what their employees' needs and wants, the exchanges of value and the awareness of the labour market.

The internal communication component reflected the respondents' perceptions on the internal communication within their childcare centres. This internal communication can be divided into two such as internal communication between employees and internal communication between managers. The response to intelligence component represented the respondents' perceptions of their manager/supervisor response to their needs and wants, especially in providing benefits, remuneration, training, internal segmentation and job description. The full SPSS output is given in Appendix 6.

Table 4.4  
*Factor Analysis of Internal Market Orientation Behaviour Construct*

Items	Component		
	1	2	3
My supervisor is sincerely concerned about my personal problems that may affect my performance		.739	
My supervisor sincerely listens to me about problems I am having doing with job		.734	
All employees are treated exactly the same		.718	
When someone is moved from one branch to another, the new supervisor will personally train him or her for a pre-specified period of time		.667	
My supervisor is never too busy to talk with me when I need him or her		.662	
Before the implementation of a major change in service rules/operations/activities/policies, I always get significant training regarding its impact on my daily activities and job description		.598	
The tasks I am assigned will help me advance my career with this organisation		.553	
My supervisor informs me in advance of any pending policy changes		.541	
My organisation is aware of employments rates in our industry (unemployment)	.753		
My organisation stays aware of legal developments in the labour market	.700		
My organisation is aware of jobs in other industries that could attract employees away from this firm	.640		
At least once per year I complete a questionnaire regarding my needs and wants about the organisation	.605		
The management team seeks to find out what competitors do to keep their employees satisfied	.595		
My supervisor is required to justify my assignments and job descriptions with senior level management	.589		
This organisation is systematically analysing the working conditions of employees working for the competition	.573		
Every important decision regarding human resource policies is always adapted to my individual needs	.557		
The organisation encourages my supervisors to meet and discuss issues concerning their subordinates	.524		
Human resource related policies apply to everyone.			
Individual needs are not considered (R)			.788
Individual needs are ignored (R)			.784
A newly hired employee will have to find his or her own answers to the requirements of the job. Training is not offered (R)			.688
KMO	.884		
Chi Square Value	2388.462		
Bartlett's Test	.000		
Eigenvalue	1.898	6.256	1.562
Variance Extracted %	40.772	31.279	48.579

#### 4.6.2 Factor Analysis of Mediating Variable (Employee Job Satisfaction)

As illustrated in Table 4.5 below, the Kaiser-Meyer-Olkin was found to be 0.891, which is highly above the suggested standard of 0.5 and the Bartlett's test was significant (Sig. <.001). The eigenvalue was greater than one (4.197) and 46.6% of the variance. The findings showed that the factor loading value ranged from 0.525 to 0.758. Many of the items of employee job satisfaction were deleted due to the low factor loading (below 0.50). These items were EJS1, EJS2, EJS3, EJS4, EJS5, EJS6, EJS7, EJS8, EJS9, EJS11, EJS13, EJS15, EJS16, EJS17, EJS20, EJS22, EJS23, EJS24, EJS25, EJS26, EJS27, EJS28, EJS30, EJS31, EJS32, EJS33 and EJS35. The full SPSS output is given in Appendix 7.

Table 4.5  
*Factor Analysis of Employee Job Satisfaction Construct*

Items	Component 1
I feel unappreciated by the organisation when I think about what they pay me (R)	.758
Work assignments are not fully explained (R)	.746
My supervisor is unfair to me (R)	.739
I do not feel that the work I do is appreciated (R)	.739
The goals of this organisation are not clear to me (R)	.721
There are benefits I do not have which I should have (R)	.678
There is too much bickering and fighting at work (R)	.622
My supervisor shows too little interest in the feelings of subordinates (R)	.576
Raises are too few and far between (R)	.525
KMO	.891
Chi Square Value	1061.305
Bartlett's Test	.000
Eigenvalue	4.197
Variance Extracted %	46.628%

### **4.6.3 Factor Analysis of Dependent Variable (Employee Organisational Commitment)**

As shown in Table 4.6 below, the Kaiser-Meyer-Olkin was found to be 0.767, which was above the suggested standard of 0.5, and the Bartlett's test was significant (Sig. <.001). The findings indicated that the eigenvalue for all components is greater than one. Component one (affective commitment), component two (continuance commitment) and component three (normative commitment) showed eigenvalues of 2.382, 1.272 and 2.879, respectively. The components of affective commitment, continuance commitment and normative commitment also explained 19.8%, 10.6% and 24.0% of the variance, respectively.

The factor loading values for the affective commitment component ranged from 0.591 to 0.687. The continuance commitment component showed factor loading values ranging from 0.797 to 0.838 and normative commitment component disclosed that the factor loading values ranged from 0.610 to 0.824. Some of the items in employee organizational commitment was eliminated due to the low factor loadings (lower than 0.50). These items were EOC1, EOC2, EOC3, EOC5, EOC6, EOC7, EOC10, EOC11, EOC16, EOC17, EOC19 and EOC24. The full SPSS output is given in Appendix 8.

Table 4.6  
*Factor Analysis of Employee Organisational Commitment Construct*

Items	Component		
	1	2	3
I was taught to believe in the value of remaining loyal to one organisation			.824
Things were better in the days when people stayed with one organisation for most of their careers			.758
One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain			.754
If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation			.690
Right now, staying with my organisation is a matter of necessity as much as desire			.610
I think that I could easily become as attached to another organisation as I am to this one (R)	.687		
I do not believe that a person must always be loyal to his or her organisation (R)	.684		
I am not afraid of what might happen if I quit my job without having another one lined up (R)	.683		
It wouldn't be too costly for me to leave my organisation now (R)	.662		
I do not feel a strong sense of belonging to my organisation (R)	.591		
I feel that I have too few options to consider leaving this organisation		.838	
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives		.797	
KMO	.767		
Chi Square Value	906.270		
Bartlett's Test	.000		
Eigenvalue	2.382	1.272	2.879
Variance Extracted %	19.846%	10.601%	23.995%

#### 4.7 Reliability Analysis

The reliability for the measures was analysed by estimating Cronbach's Alpha. According to Sekaran (2000), the reliability of a measure specifies the firmness and constancy of the instrument in determining a concept and facilitated to evaluate the goodness of a measure. In addition, Sekaran (2000) pointed out that the minimum adequate reliability is set at 0.6.

However, Ary, Jacobs and Razavieh (1996) suggested that the minimum adequate reliability is set at 0.5. Therefore, the current study used the minimum adequate reliability of the scale at 0.5, as suggested by Ary et al. (1996). All the negative items in the questionnaire were reverse-coded before performing the reliability analysis in order to make sure that all the items were measured in the same way. Table 4.7 summarises the reliability coefficients of the measures. The full SPSS output is given in Appendix 9.

Table 4.7  
*Reliability Coefficient for Each Construct*

Construct	No. of Items	Cronbach's Alpha
Internal Market Intelligence Generation	9	0.828
Internal Communication	8	0.845
Response To Intelligence	3	0.648
Employee Job Satisfaction	9	0.851
Affective Commitment	5	0.689
Continuance Commitment	2	0.610
Normative Commitment	5	0.784

As shown in Table 4.7 above, the Cronbach's Alpha for the independent variable, internal market orientation behaviour, ranged from 0.648 (response to intelligence) to 0.845 (internal communication). The findings showed that all the dimensions of internal market orientation behaviour construct had reliability coefficients above 0.60, and, therefore, achieved the suggested minimum standard by Sekaran (2000) and Ary et al. (1996).



The Cronbach's Alpha for the mediating variables, employee job satisfaction, was 0.851, which is well above the minimum standard for reliability coefficients recommended by Sekaran (2003) and Ary et al. (1996).

The dependent variable, employee organisational commitment, ranged from 0.610 (continuance commitment) to 0.784 (normative commitment). All the elements of employee organisational commitment constructs (affective commitment, continuance commitment and normative commitment) showed reliability coefficients above the minimum standard.

#### **4.8 Descriptive Analysis of the Constructs**

Descriptive analysis was performed to acquire a preliminary summation of the data in order to depict the common situation of internal market orientation behaviour, employee job satisfaction and employee organisational commitment within the childcare centres in Malaysia. The mean, standard deviations and intercorrelations for the factors were calculated to figure out the changeability and inter-reliance of the subscales obtained from the factor analysis. The means of the items in the factors were subsequently used for hypothesis testing. Table 4.8 shows the means, standard deviations, and the minimum and maximum of the constructs. The full SPSS output is given in Appendix 10.

The current study used a five-point Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree) to measure the respondents' feedbacks to all the items in each variable. The following criteria, which are based on the mean scores, were used to

verify the degrees of conformity of each variable in order to simplify the clarification. As reported in Table 4.8 below, the minimum value of the constructs was 1.00 and the maximum value of all the constructs was 5.00, which represent the minimum and maximum levels in the Likert Scale used in the current study.

The results in Table 4.8 below show that from among the internal market orientation behaviour variables, internal communication contributed the highest mean value 3.706, compared to internal market intelligence generation and response to intelligence, for which the mean values were 3.483 and 2.394, respectively. However, response to intelligence contributed the highest standard deviation value, which was 0.854 compared to internal market intelligence generation and internal communication, which were 0.678 and 0.721. It was highlighted that the employees in the investigated childcare centres had a high perception regarding the internal communication practiced in the organisations, such as the internal communication between the employees and the internal communication between the managers.

The mean value for the employee job satisfaction variable was 2.573 and the standard deviation was 0.796. It was revealed that the employees in the examined organizations had a high perception in terms of pay, supervision, benefits and promotion provided by the managers in order to perform better.

For the employee organisational commitment variable, the normative commitment contributed the highest mean value, which was 3.677 compared to continuance

commitment and affective commitment, which contributed 3.154 and 2.858, respectively. However, continuance commitment contributed the highest standard deviation value, which was 0.887 compared to affective commitment and normative commitment, which contributed 0.747 and 0.746, respectively. The results disclosed that the employees from the studied childcare centres had a high perception due to their normative commitment, such as trying to be a loyal employee to their organisations and having a moral obligation in their work.

Table 4.8  
*Descriptive Statistics of the Constructs (n=360)*

Construct	Mean	Standard Deviation	Minimum	Maximum
Internal Market Intelligence Generation	3.483	.678	1.000	5.000
Internal Communication	3.706	.721	1.630	5.000
Response To Intelligence	2.394	.854	1.000	5.000
Employee Job Satisfaction	2.573	.796	1.000	5.000
Affective Commitment	2.858	.747	1.000	5.000
Continuance Commitment	3.154	.887	1.000	5.000
Normative Commitment	3.677	.746	1.600	5.000

#### 4.9 Hypotheses Testing Procedures

Before performing the Regression Analysis technique, the current study executed the Pearson Correlation Analysis due to its procedures for testing the hypotheses in order to achieve the research objectives. The purpose of using Pearson Correlation Analysis is to obtain a preliminary image of the involvement relationships between the elements of internal market orientation behaviour, employee job satisfaction and employee organisational commitment. The Multiple Regression Analysis technique was employed to check the direct hypotheses in the

current study. In the following paragraphs, the results of Pearson Correlation Analysis and Regression Analysis technique are discussed.

#### **4.10 Pearson Correlation Analysis**

The Pearson Correlation coefficients were calculated to check the correlations and directions among the examined variables. Moreover, this analysis was also performed in order to ascertain the interdependency of the investigated variables. In verifying the intensity of the relationship between the independent and the dependent variable, according to Green, Salkind and Akey (1997), the correlation coefficients of 0.10, 0.30, 0.50, irrespective of the symbol, are normally decoded as small, medium and large coefficients, respectively, especially for the behavioural sciences.

Hair et al. (2010) argued that a correlation coefficient of 0 shows that there is no relationship and a correlation of  $\pm 1.0$  specifies the existence of absolute relationship. In addition, Hair et al. (1998) pointed out that high correlation coefficients of 0.90 imply the existence of multicollinearity. Cohen (1988) stated that if the correlation is between  $\pm 1.0$  and  $\pm 0.29$ , the relationship is considered to be small, when the correlation is between  $\pm 0.30$  and  $\pm 0.49$ , the relationship is considered as medium and if the correlation is above 0.50, the relationship is said to be strong. Table 4.9 below shows the intercorrelations of the variables in the current study. The full SPSS output is given in Appendix 11.

Table 4.9  
*Pearson Correlation Analysis*

	1	2	3	4	5	6	7
(1) Internal Market Intelligence Generation	1						
(2) Internal Communication	.572**	1					
(3) Response to Intelligence	-.127*	-.225**	1				
(4) Employee Job Satisfaction	-.160**	-.389**	.512**	1			
(5) Affective Commitment	-0.01	-0.1	.293**	.471**	1		
(6) Normative Commitment	.441**	.500**	-0.051	-.217**	-0.038	1	
(7) Continuance Commitment	.250**	0.038	0.019	.175**	.202**	.217**	1

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

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

As shown in Table 4.9 above, 15 out of the 21 Pearson correlations coefficients were found to be statistically significant at the 0.01 and 0.05 levels of significance. One out of 15 Pearson correlation coefficients were significant at the 0.05, level which was correlation between internal market intelligence generation and response to intelligence, which was  $r = -0.127$ . Four of the significant correlations were negative and significant at 0.01 level namely, employee job satisfaction and internal market intelligence generation ( $r = -0.160$ ), response to intelligence and employee job satisfaction ( $r = -0.389$ ), response to intelligence and internal communication ( $r = -0.225$ ), and normative commitment and employee job satisfaction ( $r = -0.217$ ).

One of the correlations was negative and significant at the level 0.05 level which was response to intelligence and internal market intelligence generation ( $r = -0.127$ ). Six out of the 21 Pearson correlations coefficients found to have no significant correlations were affective commitment and internal market intelligence generation ( $r = -0.01$ ), affective commitment and internal communication ( $r = -0.1$ ), normative commitment and response to intelligence ( $r = -0.051$ ), normative commitment and affective commitment ( $r = -0.038$ ), continuance commitment and internal communication ( $r = 0.038$ ) and continuance commitment and response to intelligence ( $r = 0.019$ ).

As can be seen, four of these were negative and not significant correlations and two of them were positive and not significant correlations. In general, the findings of the Pearson Correlation Analysis recommended that if employees have higher positive perceptions of implemented internal market orientation behaviour by their childcare centres, they tend to have higher employee job satisfaction level. Accordingly, the findings also showed that a higher internal market orientation behaviour and employee job satisfaction, would normally contribute to the higher level of employee organisational commitment.

#### **4.11 Checking the Requirements or Procedures before Performing Regression Analysis**

Hair et al. (2010) stressed that Regression Analysis is one of the most commonly practiced statistical techniques for a multiplicity of purposes, especially in the

science disciplines. Hence, Multiple Regression Analysis is a multivariate statistical technique that could be employed to investigate the relationship between a group of independent variables and a single dependent variable.

The data for the current study were checked first before performing the Multiple Regression Analysis in order to meet the diversity of multivariate assumptions to guarantee the reliability of the conclusions drawn. The major assumptions that were tested before performing the Regression Analysis included linearity, normality, homoscedasticity and independence of the error terms. However, before performing the assumptions' test, the researcher examined the outliers and the multicollinearity.

Basically, based on the discussion below, it is suggested that all the statistical assumptions needed for multivariate statistical techniques were fulfilled. The gratification of the assumptions' test and successive findings of the regression analysis are described in the following paragraphs.

Hair et al. (2010) proposed that the ratio between the numbers of observations and the numbers of variables incorporated in the research are supposed to be at least 5:1 and preferably 20:1. In addition, Green, Salkind and Akey (1997) recommended the formula to calculate the suitable number of observations such as  $N \geq 50 + 8m$ , where  $m$  = the number of independent variables. Therefore, the minimum required number of observations as recommended by Hair et al. (2010)

and Green et al. (1997) were 140 and 82, respectively. However, 360 samples were obtained for this study which is higher than the minimum number of observations required. Consequently, the current study had a suitable number of observations in order to perform Multiple Linear Regression Analysis.

The researcher tested the presence of outliers and multicollinearity before conducting the Multiple Linear Regression Analysis. However, it was proven that the data had no critical problems relating to the outliers and multicollinearity. In line with this, the conducted examinations disclosed that all the required conditions to perform the Regression Analysis were fulfilled. The procedures used in the study are reported in the following paragraphs.

#### **4.11.1 Detecting Outliers**

According to Hair et al. (2010), outliers can be identified as observations that have rare traits and vary definitively from the others. Outliers can be discovered using univariate, bivariate and multivariate techniques based on the number of variables. The most popular technique is the Mahalanobis distance measure, which is used to measure the distance of each observation from the mean centre of all observations in multidimensional space (Hair et al., 2010). The Mahalanobis distance values were tested and compared to the critical values in the Chi-square distribution table in order to trace the outlier observation. Furthermore, the threshold values of standard scores of 3.0 or greater were regarded as outliers



(Hair et al., 1998). In the current study, the outliers did not cause any substantial problems.

#### **4.11.2 Checking the Multicollinearity**

Hair et al. (2010) argued that multicollinearity is identified as the point at which the consequence of any variable is described by other variables. As a result, the growth of multicollinearity increases the complexity of explanation of different variables' consequences. The current study employed the tolerance value and Variance Inflation Factor to observe the existence of multicollinearity among the variables of the study. According to Hair et al. (2010), the tolerance can be identified as the inconsistency in a variable, which is not described by other variables. Furthermore, the Variance Inflation Factor value is the mutual of the tolerance variable.

Table 4.10 below illustrates that the tolerance values of all the variables ranged between 0.582 and 0.735. In line with this, the values of Variance Inflation Factor for all the variables were found to range between 1.360 and 1.717. The results revealed that the tolerance values of all the variables of the current study were more than 0.1 and accordingly, the Variance Inflation Factor values were below the threshold value of 10 as proposed by Hair et al. (2010). Briefly, the tolerance values and Variance Inflation Factor values of the variables incorporated in the study were within the suggested threshold values, therefore, it was decided that the issue of multicollinearity did not exist in the current study. The full SPSS output is given in Appendix 12.

Table 4.10  
*Multicollinearity Test*

Variables	Tolerance Value	Variance Inflation Factor
Internal Market Intelligence Generation	0.667	1.498
Internal Communication	0.582	1.717
Response to Intelligence	0.735	1.360
Employee Job Satisfaction	0.653	1.532

### 4.11.3 Normality Testing

The normality assumption was inspected through the normal probability plots of the residuals. The histogram and the normal probability plot (P-P Plots) of the regressed standardised residual were the means by which the normality was verified. As shown in Figures 4.1 and 4.2 (for affective commitment variable), Figures 4.3 and 4.4 (for continuance commitment variable) and Figures 4.5 and 4.6 (for normative commitment variable), the data disclosed that the behaviour of the data distribution did not differ significantly from the normal curve included. As a result, it can be assumed that the data roughly pursues a normal distribution. The full SPSS output is given in Appendix 13.

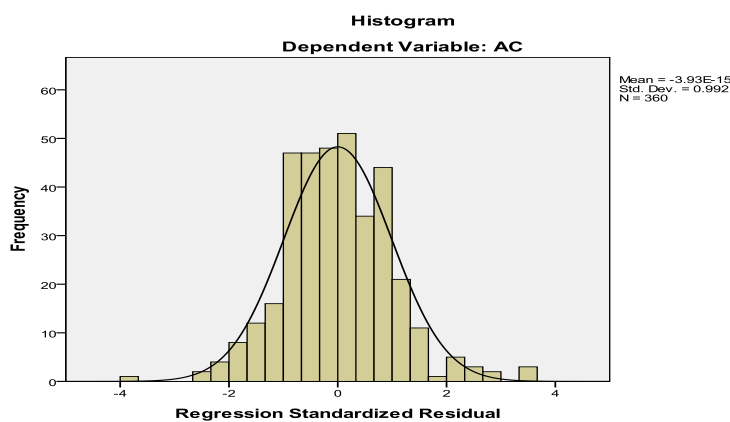


Figure 4.1  
*Histogram of the Regression Residuals of Affective Commitment*

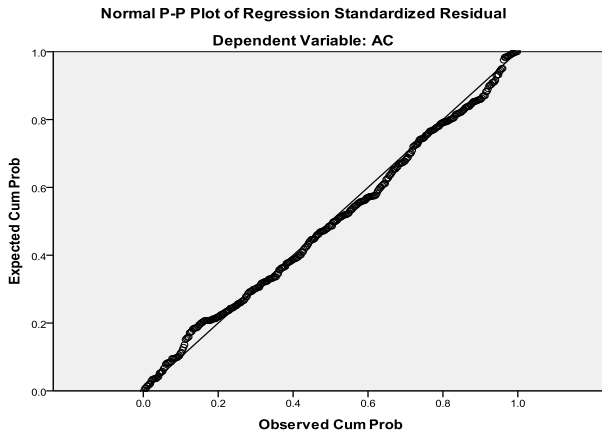


Figure 4.2  
*Testing Normality Using Normal Probability Plot of Affective Commitment*

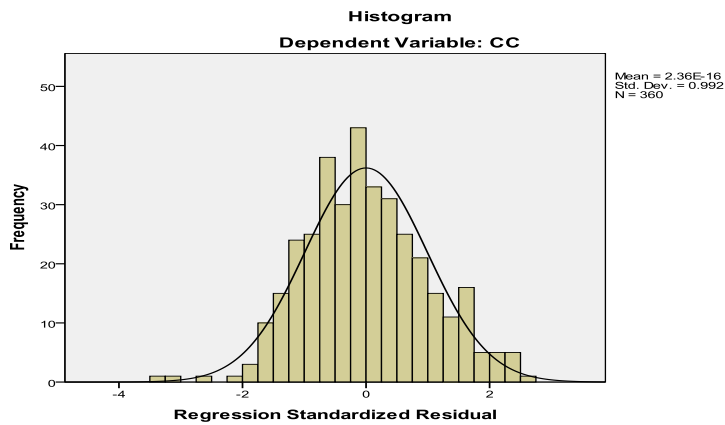


Figure 4.3  
*Histogram of the Regression Residuals of Continuance Commitment*

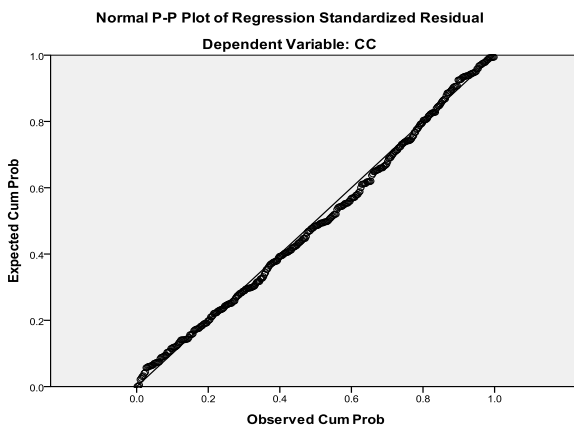


Figure 4.4  
*Testing Normality Using Normal Probability Plot of Continuance Commitment*

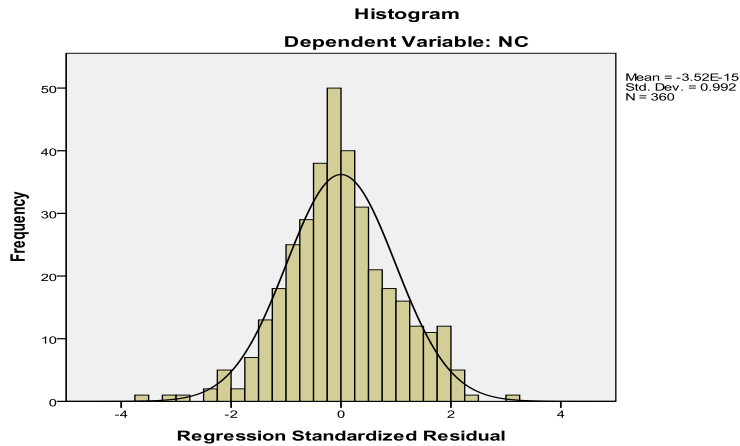


Figure 4.5  
*Histogram of the Regression Residuals of Normative Commitment*

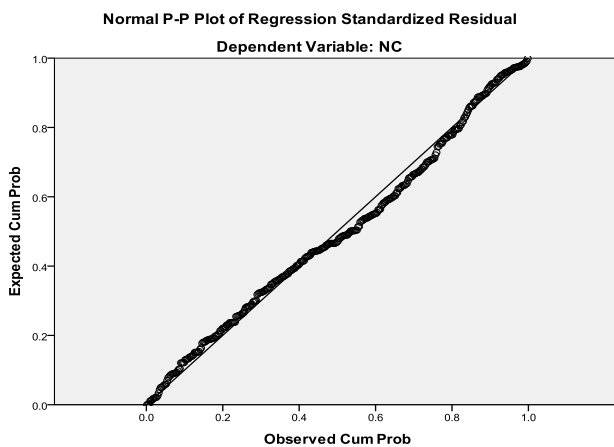


Figure 4.6  
*Testing Normality Using Normal Probability Plot of Normative Commitment*

The assumption of normality was also verified by studying the Q-Q Plot and Boxplot. The plots specify that if the data are positioned on a straight line in the graph, then the data are nearly normally distributed, as shown in Figures 4.7 and 4.8 (for affective commitment), Figures 4.9 and 4.10 (for continuance commitment) and Figures 4.11 and 4.12 (for normative commitment). The full SPSS output is given in Appendix 14. The researcher tested the normality of the

data by examining the normality of the residuals in order to obtain confirmation. Nonetheless, the findings of the residual analysis confirmed that there was no main variation from the normality assumption.

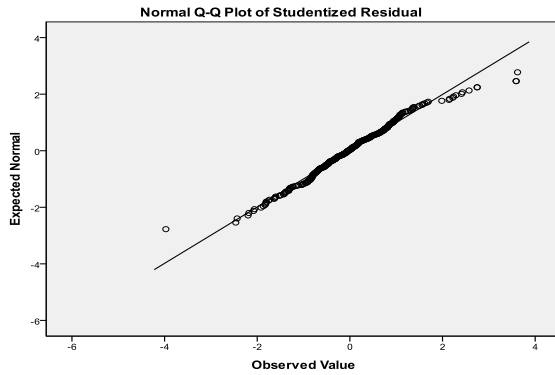


Figure 4.7  
*Testing Normality Using Q-Q Plot of Affective Commitment*

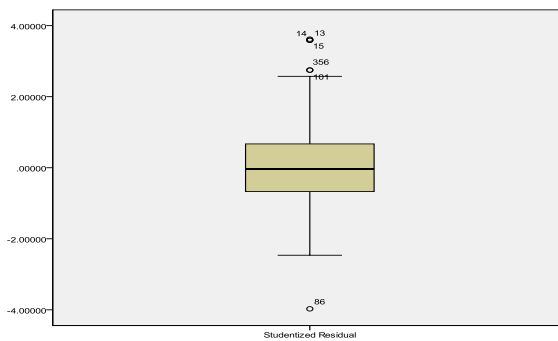


Figure 4.8  
*Testing Normality Using Boxplot of Affective Commitment*

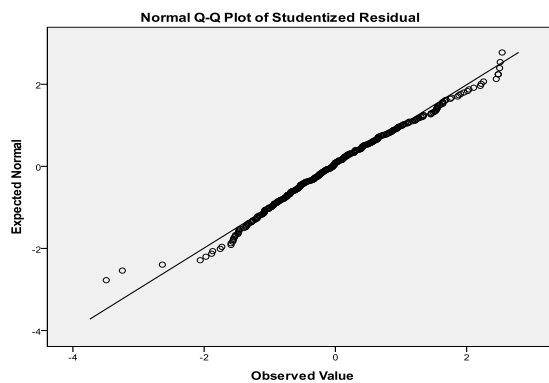


Figure 4.9  
*Testing Normality Using Q-Q Plot of Continuance Commitment*

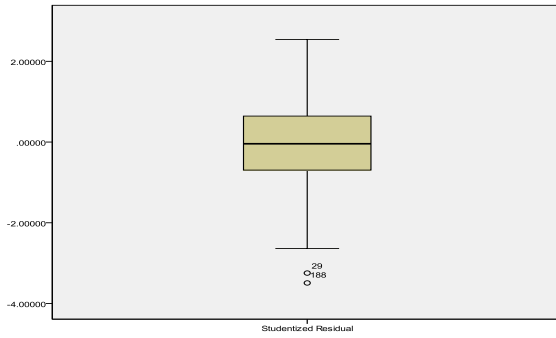


Figure 4.10  
*Testing Normality Using Boxplot of Continuance Commitment*

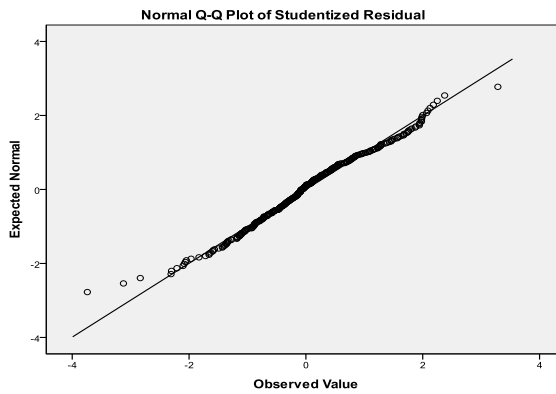


Figure 4.11  
*Testing Normality Using Q-Q Plot of Normative Commitment*

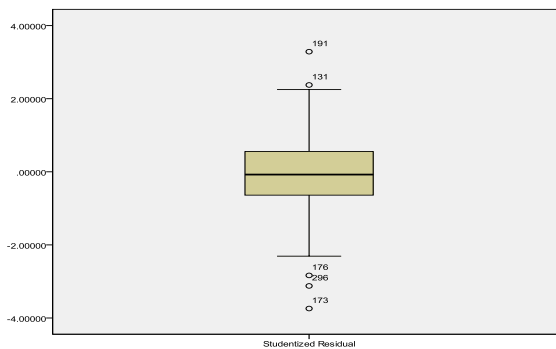


Figure 4.12  
*Testing Normality Using Boxplot of Normative Commitment*

The skewness and kurtosis values were testified to be 0.238 and 0.447 with standard errors 0.129 and 0.256, respectively (for affective commitment variable), -0.155 and 0.126 with standard errors 0.129 and 0.256, respectively (for continuance commitment variable) and -0.353 and -0.306 with standard errors 0.129 and 0.256, respectively (for normative commitment variable), as shown in Table 4.11 below. The findings showed that both skewness and kurtosis fell in the range -1.0 and 1.0 showing an approximate normality of the residuals as suggested by Hair *et al.* (2010). The full SPSS output is given in Appendix 15.

Table 4.11  
*Skewness and Kurtosis*

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Affective Commitment	.238	.129	.447	.256
Continuance Commitment	-.155	.129	.126	.256
Normative Commitment	-.353	.129	-.306	.256

In addition, the current study also confirmed the assumption of normality by utilising the Kolmogorov-Smirnov test. The findings in Table 4.12 explain that the assumption of normality was not rejected at the 0.001 level of significance. The full SPSS output is given in Appendix 16.

Table 4.12  
*Normality Test of the Residuals*

	Kolmogorov-Smirnov		Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	df	Sig.
Standardised Residual						
Affective Commitment	0.038	360	0.200	0.988	360	0.004
Continuance Commitment	0.064	360	0.001	0.992	360	0.051
Normative Commitment	0.032	360	0.200	0.991	360	0.025

Based on the prior discussion, it can be assumed that the normality of the error terms was verified. Therefore, the process of analysis proceeded to test the linearity, homoscedasticity and independence of the error terms, as explained in the following paragraphs.

#### 4.11.4 Testing the Linearity, Homoscedasticity and the Independence of Errors

The current study scrutinised the linearity, homoscedasticity and the independence of the error terms by checking the scatterplot of the residuals.

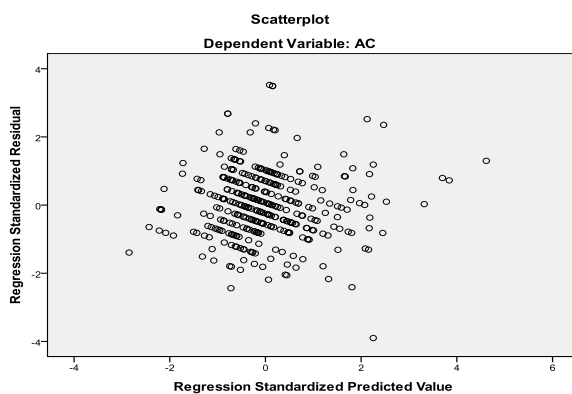


Figure 4.13  
*Scatterplot of the Residuals of Affective Commitment*



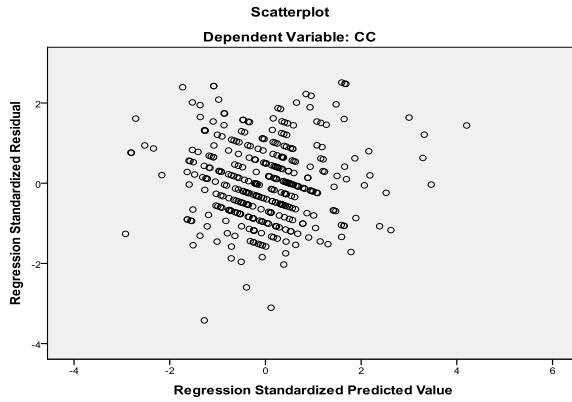


Figure 4.14  
*Scatterplot of the Residuals of Continuance Commitment*

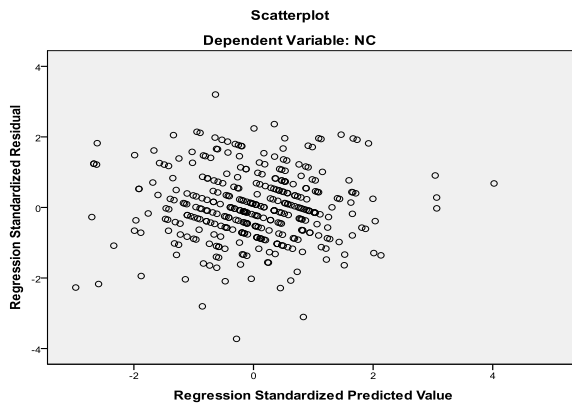


Figure 4.15  
*Scatterplot of the Residuals of Normative Commitment*

Figures 4.13, 4.14 and 4.15 above indicate that there were no clear relationships between the residuals and the predicted values. Based on the recommendations by Hair et al. (2010), since the scatterplots showed no clear relationships between the residuals and the predicted values, it confirmed the linearity, homoscedasticity and the independence of the residuals. The full SPSS output is given in Appendix 17.

#### **4.12 Hypotheses Testing and Regression Analysis Power**

After examining all the regression assumptions, which were found to be satisfied, the current study performed the Regression Analysis using SPSS to check the predictive power of internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee job satisfaction towards the employee organisational commitment (affective commitment, continuance commitment and normative commitment). The most important function of the Multiple Regression Analysis was to clarify the predictive power of each independent variable with respect to the dependent variable. In addition, it was important to recognise and compare the predictive power of the dimensions of internal market orientation behaviour and employee job satisfaction towards the employee organisational commitment.

#### **4.13 Internal Market Orientation Behaviour and Employee Organisational Commitment**

The researcher conducted a Regression Analysis to test the hypotheses of the study. In particular, the current study expected to assess how well the respondents' insights of internal market orientation behaviour predicted their levels of organisational commitment in their childcare centres. The predictors contained the three internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence). The criterion variables comprised the three elements of employee organisational commitment (affective commitment, continuance commitment and normative commitment). Therefore, to investigate the relationship between internal market orientation

behaviour and employee organisational commitment, three hypotheses were developed. These hypotheses are Hypothesis 1 (H1), Hypothesis 2 (H2) and Hypothesis 3 (H3).

#### 4.13.1 Internal Market Orientation Behaviour and Affective Commitment

H1: There is a positive relationship between internal market orientation behaviour and affective commitment

Table 4.13  
*Regression Result of Internal Market Orientation Behaviour on Affective Commitment*

Independent Variable	Dependent Variable Affective Commitment	
	Standardised Beta	T- Value
Internal Market Intelligence Generation	0.068	1.111
Internal Communication	-0.075	-1.192
Response To Intelligence	0.285***	5.484
R Square		0.090
Adjusted R square		0.082
F value		11.739
Significance of F value		0.000
Durbin-Watson Statistics		

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.13 above summarised the findings of the analysis. The full SPSS output is given in Appendix 18. As shown in Table 4.13, of the three dimensions for internal market orientation behaviour, only response to intelligence was positive and significantly contributed to the prediction of affective commitment at the 0.001 significant level ( $\beta=0.285$ ,  $t=5.484$ ,  $p < 0.001$ ). In other words, Hypothesis 1c

is supported. However, the other dimensions of internal market orientation behaviour, such as internal market intelligence generation and internal communication were not significant in predicting affective commitment among the child care employees. Therefore, Hypotheses 1a and 1b are not supported.

#### 4.13.2 Internal Market Orientation Behaviour and Continuance Commitment

H2: There is a positive relationship between internal market orientation behaviour and continuance commitment

Table 4.14  
*Regression Result of Internal Market Orientation Behaviour on Continuance Commitment*

Independent Variable	Dependent Variable Continuance Commitment	
	Standardised Beta	T- Value
Internal Market Intelligence Generation	0.339***	5.472
Internal Communication	-0.149*	-2.364
Response To Intelligence	0.029	0.555
R Square		0.080
Adjusted R square		0.072
F value		10.277
Significance of F value		0.000
Durbin-Watson Statistics		1.759

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.14 above summarises the findings of the analysis. The full SPSS output is given in Appendix 19. As shown in Table 4.14, of the three dimensions of internal market orientation behaviour, internal market intelligence generation and internal communication significantly contributed to the prediction of continuance commitment. Internal market intelligence generation was positive and significantly contributed to the prediction of continuance commitment at the 0.001 significant level ( $\beta=0.339$ ,  $t=5.472$ ,  $p<0.001$ ) and internal communication was negative and significantly contributed to the prediction of continuance commitment at the 0.05 significant level ( $\beta= -0.149$ ,  $t= -2.364$ ,  $p<0.05$ ). In other words, only Hypothesis 2a is supported since Hypothesis 2c provides a negative value, which contradicts the hypothesis testing for the current study. Therefore, internal communication and the other dimension of internal market orientation behaviour, which is response to intelligence are not significant in predicting continuance commitment among the childcare employees. Therefore, Hypotheses 2b and 2c are not supported.

#### **4.13.3 Internal Market Orientation Behaviour and Normative Commitment**

H3: There is a positive relationship between internal market orientation behaviour and normative commitment

Table 4.15  
*Regression Result of Internal Market Orientation Behaviour on Normative Commitment*

Independent Variable	Dependent Variable Normative Commitment	
	Standardised Beta	T- Value
Internal Market Intelligence Generation	0.230***	4.232
Internal Communication	0.382***	6.895
Response To Intelligence	0.064	1.399
R Square		0.289
Adjusted R square		0.283
F value		48.288
Significance of F value		0.000
Durbin-Watson Statistics		1.824

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.15 above summarises the findings of the analysis. The full SPSS output is given in Appendix 20. As shown in Table 4.15, of the three dimensions for internal market orientation behaviour, internal market intelligence generation and internal communication were positive and significantly contributed to the prediction of normative commitment. Internal market intelligence generation was positive and significantly contributed to the prediction of normative commitment at the 0.001 significant level ( $\beta=0.230$ ,  $t=4.232$ ,  $p < 0.001$ ) and internal communication was positive and significantly contributed to the prediction of normative commitment at the 0.001 significant level ( $\beta=0.382$ ,  $t= 6.895$ ,  $p < 0.001$ ). In other words, Hypothesis 3a and 3b are supported. However, the other dimension of internal market orientation behaviour, which is response to intelligence, was not significant in predicting normative commitment among the childcare employees. Therefore, Hypotheses 3c is not supported.

#### 4.14 Internal Market Orientation Behaviour and Employee Job Satisfaction

Specifically, the researcher hoped to examine how well the respondents' insights of internal market orientation behaviour predicted their levels of job satisfaction in their childcare centre. The predictors contained the three dimensions of internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence). The criterion variables contained the overall employee job satisfaction. Therefore, to investigate the relationship between internal market orientation behaviour and employee job satisfaction, Hypothesis 4 was developed.

H4: There is a positive relationship between internal market orientation behaviour and employee job satisfaction

Table 4.16  
*Regression Result of Internal Market Orientation Behavior on Employee Job Satisfaction*

Independent Variable	Dependent Variable Employee Job Satisfaction	
	Standardised Beta	T- Value
Internal Market Intelligence Generation	0.092	1.768
Internal Communication	-0.341***	-6.423
Response To Intelligence	0.447***	10.179
R Square		0.347
Adjusted R square		0.342
F value		63.124
Significance of F value		0.000
Durbin-Watson Statistics		1.691

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.16 above summarises the findings of the analysis. The full SPSS output is given in Appendix 21. As shown in Table 4.16, of the three dimensions of internal market orientation behaviour, response to intelligence had a significant and positive impact on employee job satisfaction at the 0.001 significant level ( $\beta=0.447$ ,  $t=10.179$ ,  $p<0.001$ ). Internal communication had a significant and negative impact on employee job satisfaction at the 0.001 significant level ( $\beta= -0.341$ ,  $t= -6.423$ ,  $p<0.001$ ). In other words, the findings revealed that only Hypothesis 4c is supported, since Hypothesis 4b provides a negative value, which contradicts the hypothesis testing for the current study. Therefore, internal communication and the other dimension of internal market orientation behaviour, which is internal market intelligence generation is not significant in predicting continuance commitment among the child care employees. Therefore, Hypotheses 4b and 4a are not supported.

#### **4.15 Employee Job Satisfaction and Employee Organisational Commitment**

Specifically, the current study attempted to examine how well the employee job satisfaction level among the child care employees will contribute to the upper level of employee organisational commitment. The predictor contained overall employee job satisfaction. The criterion variables comprised the three elements of employee organisational commitment (affective commitment, continuance commitment and normative commitment). Therefore, to investigate the relationship between employee job satisfaction and employee organisational commitment, Hypotheses 5a, 5b and 5c were developed.



H5a: There is a positive relationship between employee job satisfaction and affective commitment

Table 4.17  
*Regression Result of Employee Job Satisfaction on Affective Commitment*

Independent Variable	Dependent Variable Affective Commitment	
	Standardised Beta	T- Value
Employee Job Satisfaction	0.470***	8.179
R Square		0.234
Adjusted R square		0.226
F value		27.157
Significance of F value		0.000
Durbin-Watson Statistics		1.685

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.17 above summarises the findings of the analysis. The full SPSS output is given in Appendix 22. As shown in Table 4.17, employee job satisfaction had a significant and positive impact on affective commitment at the 0.001 significant level ( $\beta=0.470$ ,  $t=8.179$ ,  $p < 0.001$ ). Therefore, Hypothesis 5a is supported.

H5b: There is a positive relationship between employee job satisfaction and continuance commitment

Table 4.18  
*Regression Result of Employee Job Satisfaction on Continuance Commitment*

Independent Variable	Dependent Variable	
	Continuance Commitment	
	Standardised	
	Beta	T- Value
Employee Job Satisfaction	0.240***	3.889
R Square		0.117
Adjusted R square		0.107
F value		11.795
Significance of F value		0.000
Durbin-Watson Statistics		1.805

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.18 above summarises the findings of the analysis. The full SPSS output is given in Appendix 23. As shown in Table 4.18, employee job satisfaction had a significant and positive impact on continuance commitment at the 0.001 significant level ( $\beta=0.240$ ,  $t=3.889$ ,  $p < 0.001$ ). Therefore, Hypothesis 5b is supported.

H5c: There is a positive relationship between employee job satisfaction and normative commitment

Table 4.19  
*Regression Result of Employee Job Satisfaction on Normative Commitment*

Independent Variable	Dependent Variable	
	Normative Commitment	
	Standardised	
	Beta	T- Value
Employee Job Satisfaction	-0.098	-1.782
R Square		0.296
Adjusted R square		0.288
F value		37.231
Significance of F value		0.000
Durbin-Watson Statistics		1.652

Note. \*\*\*:  $p < 0.001$ ; \*\*:  $p < 0.01$ ; \*:  $p < 0.05$ .

Table 4.19 above summarises the findings of the analysis. The full SPSS output is given in Appendix 24. As exposed in Table 4.19, employee job satisfaction is not significant in predicting normative commitment among the childcare employees. Therefore, Hypothesis 5c is not supported.

#### 4.16 Tests for Mediation

The researcher followed the measures suggested by Baron and Kenny (1986) whose works were supported by McKinnon, Warsi and Dwyer (1995) in testing the mediation effect in this study.

McKinnon et al. (1995) pointed out that there are four pre-requisites for mediator intervention, first, the independent variable significantly impacts the mediator variable. Second, the independent variable significantly impacts the dependent

variable in the absence of the mediator variable. Third, the mediator variable has a significantly unique consequence on the dependent variable. Finally, the consequence of the independent variable on the dependent variable would decrease upon the supplement of the mediator variable to the model.

Baron and Kenny (1986) argued that the mediator clarified how the external physical events took on internal psychological consequence. In other words, the variable could be considered as a mediator if it explained the relation between the predictor and the criterion. This means, the mediator describes how or why such causes arise. Figure 4.16 below refines the meaning of the mediator.

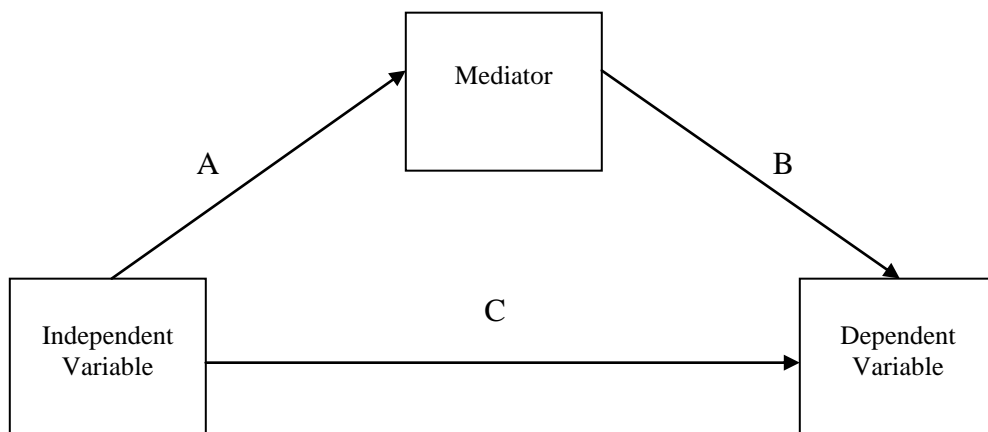


Figure 4.16  
*The Diagram of Mediator Variable*  
The Figure obtained from Baron and Kenny (1986).

The model clarifies that there are three paths involved in this relationship, that is, path A (from Independent Variable to Mediator), path B (from Mediator to Dependent Variable) and path C (from Independent Variable to Dependent Variable). This model suggests that in order to establish the mediation, three

regression equations have to be met, first, regressing the Mediator on the Independent Variable (the Independent Variable must affect the Mediator, Path A). Second, regressing the Dependent Variable on the Independent Variable (the Independent Variable must be exposed to influence the Dependent Variable, Path C). Finally, regressing the Dependent Variable on both the Independent Variable and Mediator (the Mediator must affect the Dependent Variable, path B).

To confirm that the Mediator absolutely mediates the relationship between the Independent Variable and Dependent Variable, the impact of the Independent Variable on the Dependent Variable controlling for the Mediator should be zero (full mediation) or become lesser (partial mediation).

#### **4.16.1 Mediation Effects of Employee Job Satisfaction**

Specifically, the current study tried to test the mediation impacts of employee job satisfaction on the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment) among childcare employees. Therefore, to examine the mediation effects of employee job satisfaction, Hypothesis 6 was developed. Table 4.20 below summarises the findings of Baron and Kenny's Method Test for Mediation (1986). The full SPSS output is given in Appendix 25.

Table 4.20  
*Results of the Mediation Analysis Based on Baron and Kenny's Criteria*

Path	a	b	c	c'	Decision
IMIG-->EJS-->AC	0.092	0.470***	0.068	0.025	Not Mediated
IC-->EJS-->AC	(-)0.341***	0.470***	(-)0.075	0.086	Not Mediated
RTI-->EJS-->AC	0.447***	0.470***	0.285***	0.074	Full Mediated
IMIG-->EJS-->CC	0.092	0.240***	0.339***	0.317***	Not Mediated
IC-->EJS-->CC	(-)0.341***	0.240***	(-)0.149*	-0.067	Full Mediated
RTI-->EJS-->CC	0.447***	0.240***	0.029	-0.078	Not Mediated
IMIG-->EJS-->NC	0.092	(-)0.098	0.230***	0.240***	Not Mediated
IC-->EJS-->NC	(-)0.341***	(-)0.098	0.382***	0.349***	Not Mediated
RTI-->EJS-->NC	0.447***	(-)0.098	0.064	0.108*	Not Mediated

Note. IMIG = Internal Market Intelligence Generation

IC = Internal Communication

RTI = Response to Intelligence

EJS = Employee Job Satisfaction

AC = Affective Commitment

CC = Continuance Commitment

NC = Normative Commitment

The findings from the Baron and Kenny procedures (1986) revealed that employee job satisfaction mediated (full mediation) the relationship between response to intelligence and affective commitment, as depicted in Hypothesis 6c. Moreover, employee job satisfaction also mediated (full mediation) the relationship between internal communication and continuance commitment, as shown in Hypotheses 6e. Therefore, Hypotheses 6c and 6e are supported (full mediation).

#### 4.17 Summary of the Findings

This chapter testified the findings of the current study. Originally, the current study allocated the respondents based on some attributes as shown in the demographic section. The next step was to ascertain the construct validity of the measure by conducting exploratory factor analysis using SPSS version 19.0.

Additionally, a detailed discussion on the construct validity was presented to ensure the quality of the model that was subsequently used to test the hypotheses.

Due to some restrictions connected to the sample size, the current study chose not to employ Structural Equation Modelling techniques, which need a large sample size to guarantee reliable findings (Hair, Black, Babin, Anderson & Tatham, 2006). Furthermore, the researcher used Multiple Linear Regression in order to analyse the hypotheses of the study. For the mediation effects, the researcher followed the procedures of Baron and Kenny (1986). Although the findings of the current study support some of the hypotheses, they do not support all the hypotheses. Discussion, tables and figures were applied to evaluate the findings of the statistical techniques outputs. Table 4.21 below shows the review of the results from the testing of the hypotheses.

Table 4.21  
*Summary of the Hypotheses Testing Results*

Hypothesis	Items	Result
H1	There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment)	
H1a	There is a positive relationship between internal market intelligence generation and affective commitment	Not Supported
H1b	There is a positive relationship between internal communication and affective commitment	Not Supported
H1c	There is a positive relationship between response to intelligence and affective commitment	Supported
	There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to	

Table 4.21  
*Summary of the Hypotheses Testing Results (Continued)*

Hypothesis	Items	Result
H2	intelligence) and employee organizational commitment (continuance commitment)	
H2a	There is a positive relationship between internal market intelligence generation and continuance commitment	Supported
H2b	There is a positive relationship between internal communication and continuance commitment	Not Supported
H2c	There is a positive relationship between response to intelligence and continuance commitment	Not Supported
H3	There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (normative commitment)	
H3a	There is a positive relationship between internal market intelligence generation and normative commitment	Supported
H3b	There is a positive relationship between internal communication and normative commitment	Supported
H3c	There is a positive relationship between response to intelligence and normative commitment	Not Supported
H4	There is a positive relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee job satisfaction	
H4a	There is a positive relationship between internal market intelligence generation and employee job satisfaction	Not Supported
H4b	There is a positive relationship between internal communication and employee job satisfaction	Not Supported
H4c	There is a positive relationship between response to intelligence and employee job satisfaction	Supported
H5	There is a positive relationship between employee job satisfaction and employee organisational commitment (affective commitment, continuance commitment and normative commitment)	



Table 4.21 (Continued)

Hypothesis	Items	Result
H5a	There is a positive relationship between employee job satisfaction and affective commitment	Supported
H5b	There is a positive relationship between employee job satisfaction and continuance commitment	Supported
H5c	There is a positive relationship between employee job satisfaction and normative commitment	Not Supported
H6	Employee job satisfaction mediates the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment)	
H6a	Employee job satisfaction mediates the relationship between internal market intelligence generation and affective commitment	Not Supported (Not Mediated)
H6b	Employee job satisfaction mediates the relationship between internal communication and affective commitment	Not Supported (Not Mediated)
H6c	Employee job satisfaction mediates the relationship between response to intelligence and affective commitment	Supported (Full Mediation)
H6d	Employee job satisfaction mediates the relationship between internal market intelligence generation and continuance commitment	Not Supported (Not Mediated)
H6e	Employee job satisfaction mediates the relationship between internal communication and continuance commitment	Supported (Full Mediation)
H6f	Employee job satisfaction mediates the relationship between response to intelligence and continuance commitment	Not Supported (Not Mediated)
H6g	Employee job satisfaction mediates the relationship between internal market intelligence generation and normative commitment	Not Supported (Not Mediated)
H6h	Employee job satisfaction mediates the relationship between internal communication and normative commitment	Not Supported (Not Mediated)
H6i	Employee job satisfaction mediates the relationship between response to intelligence and normative commitment	Not Supported (Not Mediated)

## **CHAPTER FIVE**

### **DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter comprises the results of the Regression Analysis from the earlier chapter and presents promising explanations to verify the results of the study. The first part discusses the findings according to the objectives of the study. The second section emphasises the implications of the current study. The third section specifies the limitations, and the fourth section provides suggestions for future research based on the limitations. Finally, the chapter is summarised and concluded.

To recap, the current study attempts to investigate the relationship between internal market orientation behaviour, employee job satisfaction and employee organisational commitment among the childcare centres' employees in Malaysia. The childcare sector in Malaysia has developed enormously over the years due to the strong promotion of the Malaysian Government concerning early childhood education (National Family and Population Board Report "Kementerian Pembangunan Wanita, Keluarga dan Masyarakat", 2008). In general, internal market orientation behaviour appeared from the idea that the front-line employees are very important to the service industries.

Basically, it is very important for children to have constancy of care through the satisfied and committed employees at the childcare centres (Blau, 2000; Chipty,

1995). Davis and Ceglowski (2001) indicated that the stability of the relationship between the employees of childcare centres and children is vital for the healthy growth of the children. In fact, previous research has shown that good quality childcare centres could have an influential effect on children's survival, growth and development (Doherty, Forer, Lero, Goelman & LaGrange, 2006; Iram & Butt, 2004; Liu, Yeung & Farmer, 2001). Furthermore, child development and psychology specialists have revealed that more than half of a child's intellectual development takes place between zero and four years.

According to Lings (2004), motivated, satisfied and committed front-line employees, or best known as internal customers in the internal market orientation behaviour context, are vital in order to satisfy the external customers. In fact, a study by Kaur et al. (2009) disclosed that internal market orientation behaviour has a direct positive impact on long-term and employee organisational commitment.

Additionally, employees are perceived to regard customers in a similar way to which they themselves are treated by their organisations. Hence, the more committed the employees are with their organisations, the greater the possibility that they will offer their excellent services to the customers (Kaur et al., 2009). Correspondingly, Lings (2004) discovered that there was a significant and positive relationship between the internal market orientation behaviour and employee job satisfaction. According to Lings and Greenley (2010), internal market orientation

behaviour has a positive correlation with employee organisational commitment as the employees are important assets who provide superior services to the customer.

Furthermore, Naude et al. (2003) indicated that the internal market orientation behaviour is significantly and positively connected to the employee organisational commitment. However, only few studies have been conducted concerning the relationship between internal market orientation behaviour and employee organisational commitment in small organisations, especially in the childcare industry. This is because the idea of market orientation or internal market orientation behaviour in small organisations has only been emphasised recently compared to the large organisations that have been widely studied for more than two decades (Blankson, Motwani, & Levenburg, 2006; Keskin, 2006; Mahmoud, 2011). In fact, according to Inoguchi (2011), only a few empirical researches have been conducted concerning the relationship between internal market orientation behaviour and employee organisational commitment within small-sized organisations.

However, these few studies provided similar results as the large organisations. In addition, Inoguchi (2011) indicated that the internal market orientation behaviour was an important idea for small-sized organisations as they had fewer competitive advantages and fewer resources compared to large organisations. Hence, this idea is critical for small organisations in order to continue their long-term development. For that reason, the current study was performed in order to add to the literature in the related field. Similarly, the past relevant literature also disclosed that few

studies have been conducted to investigate the mediation effect of employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment within childcare centres. In contrast, considerable research has been done to clarify the mediating effects of employee job satisfaction on the relationship between other aspects.

For instance, Che Rose et al. (2009) examined the mediation effect of employee job satisfaction on the relationship between organisational learning and work performance; Liang, Chan, Lin and Huang (2011) conducted a study to examine the mediation effect of employee job satisfaction on the relationship between transformational, and transactional leadership and task performance; Lin and Lin (2011) performed a study to investigate the mediation effect of employee job satisfaction on the relationship between the relationship of co-workers' and employee organisational commitment; Markovits (2011) studied the mediation effect of employee job satisfaction on the relationship between normative commitment and organisational citizenship behaviour; Ngo and Mathies (2010) examined the mediation effect of employee job satisfaction on the relationship between psychological climate perceptions and job performance; Ting (2011) investigated the mediation effect of employee job satisfaction on the relationship between internal marketing and organisational commitment; and Wang and Yi (2011) studied the mediation effect of employee job satisfaction on the relationship between leader member exchange and the turnover intention.

Thus, the researcher conducted the current study in order to fill the gap in the present relevant literature.

The data for the current study was collected from the full-time front-line employees within registered and licensed childcare centres in Kedah, Perlis, Penang, Perak, Selangor, Kuala Lumpur, Negeri Sembilan, Johore, Malacca, Kelantan, Terengganu and Pahang. In total, 500 questionnaires were distributed and 364 (73%) were returned. However, only 360 (72%) were usable and analysed. The exploratory principal components factor analysis was used to inspect the factor validity of the measures. The Cronbach's Alpha was calculated in order to check the internal consistency of the measures. Lastly, Multiple Regression Analysis was employed to analyse the hypotheses given.

The factor analysis findings demonstrate that the internal market orientation behaviour is divided into three elements, as shown in the original framework. These components are internal market intelligence generation, internal communication and response to intelligence. Consequently, the hypotheses are labelled as dimensions (internal market intelligence generation, internal communication and response to intelligence).

The factor analysis also shows that employee job satisfaction is unidimensional. As a result, the hypotheses are labelled as unidimensions, as illustrated in the original theoretical framework. Similarly, employee organisational commitment is divided into three dimensions: affective commitment, continuance commitment

and normative commitment. Therefore, the hypotheses are labelled according to the dimensions of affective commitment, continuance commitment and normative commitment.

The results from the Multiple Regression Analysis denote that among the internal market orientation behaviour dimensions, only response to intelligence has a significant and positive relationship with affective commitment, as shown in Hypothesis 1c. Internal market intelligence generation has a positive and significant relationship with continuance commitment, as shown in Hypothesis 2a. In contrast, internal communication has a negative and significant relationship with continuance commitment, as depicted by Hypothesis 2b. However, internal market intelligence generation and internal communication are proven to have a positive and significant relationship with normative commitment, as shown in Hypotheses 3a and 3b.

The findings also show that internal communication has a negative and significant relationship with employee job satisfaction, as shown in Hypothesis 4b. Conversely, response to intelligence has a positive and significant relationship with employee job satisfaction as illustrated in Hypothesis 4c. Employee job satisfaction seems to have a positive and significant relationship with affective commitment and continuance commitment, as shown in Hypotheses 5a and 5b.

For the mediation testing, the researcher provides the Regression Analysis based on the Baron and Kenny Test (1986). Specifically, employee job satisfaction is

found to fully mediate the relationship between response to intelligence and affective commitment, as shown in Hypothesis 6c. Similarly, employee job satisfaction is found to fully mediate the relationship between internal communication and continuance commitment, as represented by Hypothesis 6e.

In brief, the current study aimed to investigate the relationships between internal market orientation behaviour, employee job satisfaction and employee organisational commitment among the childcare centres' employees in Malaysia. The findings of the study validated the significant effects of internal market orientation behaviour on the employee organisational commitment. Specifically, the study investigated the mediation role of overall employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment within childcare centres in Malaysia.

## **5.2 Discussion**

Specifically, the discussion is based on the research objectives of the study as listed below.

1. To investigate whether internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) has a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia.
2. To determine whether internal market orientation behaviour (internal market intelligence generation, internal communication and response to



intelligence) has a relationship with employee job satisfaction within childcare centres in Malaysia.

3. To examine whether employee job satisfaction has a relationship with employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia.
4. To determine whether employee job satisfaction mediates the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment) within childcare centres in Malaysia.

### **5.2.1 Internal Market Orientation Behaviour and Employee Organisational Commitment**

The first research objective is to investigate whether internal market orientation behaviour has a relationship with employee organisational commitment within childcare centres in Malaysia. Therefore, the first hypothesis was set up to test whether there is a relationship between internal market orientation behaviour components (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (employee affective commitment). Of all the components of internal market orientation behaviour only response to intelligence has a positive and significant relationship with employee affective commitment. This shows that in the childcare setting, if

the managers or the owners of childcare centres respond to the information generation about the needs and wants of the employees, it would help the employees to remain with the organisation. In other words, if supervisors or managers or owners of childcare centres meet the needs and wants of employees, for example, providing flexible working hours, promotions, bonuses, incentives, good salaries, benefits, remunerations, training and job descriptions, all these, in turn, will encourage the employees to remain in the childcare centres. This is because the mentioned items, especially salaries and other benefits, are the most important elements for the employees. If they have more salary and other benefits, they can commit better. In other words, the employees will affectively be committed to the childcare centres due to their emotional commitment and association with that childcare centre, since their managers fulfill the most important needs and wants for the employees, i.e., providing good salary and other benefits.

The finding of the current study coincides with previous research concerning the relationship between response to intelligence and employee affective commitment, as proven by Lemons and Jones (2001), who indicated that response to intelligence (promotions) has a positive relationship with employee affective commitment among full-time employees at a variety of small and medium enterprises in United States. Anvari, Mohamad Amin, Ungku Ahmad, Seliman and Garmsari (2011) found that response to intelligence (compensation) has a positive relationship with employee affective commitment among non-academic employees in the universities of medical sciences in Iran. Accordingly, Shore,

Barksdale and Shore (1995) disclosed that response to intelligence (promotion) has a positive relationship with employee affective commitment among managers and their subordinates in large multinational organisations in the Southeastern United States.

Paik, Parboteeah and Shim (2007) also found that response to intelligence (compensation) has a positive relationship with employee affective commitment in 10 Korean organisations in export-oriented industries (nine organisations are in the consumer electronics industry and one organisation is in the clothing industry) in varied areas throughout Mexico such as Tijuana, Mexicali, Mexico City, Colorado SL and Puebla. Caruana and Calleya (1998) indicated that response to intelligence (reward) has a positive relationship with employee affective commitment among the managers of a retail bank.

Tella et al. (2007) found that response to intelligence (salary, wages, monetary, conditions of service and training) has a direct impact on long-term employee organisational commitment among the library employees in five research and four academic libraries in Oyo State, Nigeria. Ukaegbu (2000) revealed that intrinsic response to intelligence (feeling of challenge and freedom) is stronger predictor of employee organisational commitment compared to extrinsic response to intelligence (wages, salary, promotion, job security, fringe benefits and training). The study was conducted among the employees at medium and large native private manufacturing organisations founded and owned by Nigerians in the former Anambra and Imo States. Ogba (2008) pointed out that response to

intelligence (salary) has a positive relationship with employee organisational commitment among customer service officers (banks) in Nigeria. Abzari, Ghorbani and Madani (2011) revealed that response to intelligence (rewards, salary, promotions, incentives and job descriptions) has a positive relationship with employee organisational commitment among the hotel managers in Isfahan, Iran. Farzad, Nahavandi and Caruana (2008) found that response to intelligence (training and motivation) has a positive relationship with employee organisational commitment among the managers in state-owned banks in Isfahan, Iran.

The findings of the current study also reveal that internal market intelligence generation and internal communication do not have a positive relationship with employee affective commitment. This finding contradicts with the findings by Farzad, Nahavandi and Caruana (2008), who indicated that internal market intelligence generation has a positive effect on overall employee organisational commitment among the managers in state-owned banks in Isfahan, Iran. Jain, Giga and Cooper (2009) argued that internal communication (communication with colleagues and managers) has a positive relationship with employee affective commitment among middle level executives from the four private scooter manufacturing plants in Northern India. In addition, Pepe (2010) argued that internal communication do have a positive relationship with employee affective commitment among the employees at corporate headquarters of a supermarket chain.

The contradiction could be explained by the inadequate efforts shown by managers in generating the information about what the employees' needs and wants from their work in childcare centres. In addition, the managers seem to ignore communicating with their employees. For instance, they do not provide a regular meeting with their employees to hear what the employees' needs and wants are. As a result, the lack of information generation and communication between the managers and employees leads to a lower level of affective commitment among the employees. Ultimately, the employees will leave the childcare centres and move to other childcare centres which offer adequate efforts to generate the information about what the employees need and want, and at the same time, provide regular meeting with them to hear what the employees' needs and wants are.

Another factor that can explain why internal market intelligence generation and internal communication do not have a positive relationship with employee affective commitment might be due to a lack of sense of belonging among the childcare employees. This is because the managers are not alert about the importance of internal market intelligence generation, especially in the labour awareness. Thus, the managers have no idea about the competition from other childcare centres or other industries. They do not bother to make an effort to fulfill their employees' needs and wants. Furthermore, the managers do not express or communicate how they feel about their employees and do not know how to treat them well. Therefore, the employees will not like to remain in the childcare centres.

The second hypothesis was set up to examine the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (employee continuance commitment). The results indicated that only internal market intelligence generation has a positive and significant relationship with employee continuance commitment. This shows that identifying the needs and wants of the childcare employees is very important to make them stay in the childcare centres. Perhaps, the employees believed that the earlier sessions with their managers who discussed what is important and what is not, were enough to make them continue working in the childcare centres. They might also believe that the managers are doing their best to fulfill the promises they made during the internal market intelligence generation session. The result of this relationship could also suggest that during the process of internal market intelligence generation, the employees also realise and know that the hidden costs of leaving the childcare centres could be very costly. These hidden costs include difficulty in adjusting to the new job at the new organisation, transport and distance costs, same basic salary and different working environment.

The researcher notices that there is no mention in the literature regarding the direct relationship between internal market intelligence generation and continuance commitment. However, Farzad et al. (2008) argued that internal market intelligence generation has a significant relationship with employee organisational commitment, as a whole.

The findings of the current study also show that the internal communication and response to intelligence do not have any positive impact on employee continuance commitment. In fact, the findings of the actual data of the study report that internal communication negatively affects the continuance commitment among childcare employees. Perhaps, these striking findings can be explained by the fact that even though the managers try to provide a meeting with the employees in order to hear what they want and need in their work, however, the communication system is not effective because the employees have a problem in telling the truth about their feelings regarding the work. The childcare employees expect their managers to know what the most important elements for them regarding their needs and wants in their work are and try to fulfill them. Therefore, the employees are willing to suffer the cost of leaving (transport and distance costs) rather than to continue being committed to their old childcare centres.

On the average, the salaries for employees in the childcare centres are very low. For instance, the findings of the study show that the average salary is RM500 – RM750, involving 43% of the respondents. In addition, the managers also do not provide other benefits, such as bonuses, incentives, promotions, salary increment and training, all of which translates into why response to intelligence does not have a positive and significant relationship with continuance commitment among childcare employees. Besides, the mean value for descriptive statistics for response to intelligence is considered very low, only around 2.4. This value confirms the assumption of the study that the childcare centres actually do not

provide enough salary, bonuses, incentives and training, which can impact on employee continuance commitment.

The results of the study are constant with results of the preceding studies in related literature. For instance, the study conducted by Jain et al. (2009) found that internal communication has a negative effect on employee continuance commitment among middle level executives from four private scooter manufacturing plants in Northern India. On the other hand, Shore et al. (1995) revealed that response to intelligence (promotions) has a negative relationship with employee continuance commitment among managers and their subordinates at the large international organisations in the Southeastern United States.

The third hypothesis was set up to investigate the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (employee normative commitment). The findings prove that internal market intelligence generation and internal communication have a positive and significant relationship with employee normative commitment. In other words, if the managers of childcare centres generate the information about what the employees need and want in their work, then, it will lead to increase employee normative commitment. This happens because the childcare employees feel that their managers are trying hard to make sure that they know what the important needs and wants of their employees are.



The managers accordingly, try to communicate with their employees, by providing regular meetings to hear what the employees need and want in their work. As a result, the employees will stay with the childcare centres because they think that they ought to be there to show their loyalty towards the childcare centres. In fact, the employees feel that it is their moral obligation and responsibility to remain with the organisation (Meyer & Allen, 1991), since their managers have made an effort to identify what the needs and wants of the employees are, and also listen to how employees feel about their work.

The researcher notices that there is no mention in the literature regarding the direct relationship between internal market intelligence generation and normative commitment. However, Tella et al. (2007) found that internal market intelligence generation has a positive and significant relationship with employee organisational commitment, as a whole, among the library employees in five research and four academic libraries in Oyo State, Nigeria. On the other hand, Jain et al. (2009) pointed out that internal communication has a positive relationship with employee normative commitment among middle level executives from four private scooter manufacturing plants in Northern India.

The findings of the current study also show that response to intelligence does not have a positive and significant relationship with employee normative commitment. Looking back at the mean value of descriptive statistics for response to intelligence, which is only around 2.4, it could be an indication that the childcare centres actually do not provide enough salary, training, incentives, promotions,

rewards and bonuses, which have an impact on their employees' normative commitment because they don't think that they ought to be there to show their loyalty towards the childcare centres. In fact, the employees do not feel that it is their moral obligation and responsibility to stay with the childcare centres, since their managers do not provide any benefits to fulfill their needs and wants. This could well explain why there is no relationship between response to intelligence and employee normative commitment in the childcare centres.

### **5.2.2 Internal Market Orientation Behaviour and Employee Job Satisfaction**

The second research objective is to determine whether the internal market orientation behaviour has a relationship with employee job satisfaction within childcare centres in Malaysia. Therefore, the fourth hypothesis was set up to examine the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee job satisfaction. The findings indicate that of all internal market orientation behaviour components, only response to intelligence contributes to employee job satisfaction. This shows that in the childcare setting, if the managers of childcare centres respond to generating information by fulfilling the employees' needs and wants regarding the benefits, good salary system, developing individual reward systems, performance reviews, changing hours of work, providing training and flexible physical setting, in return, it will lead to the higher level of job satisfaction among their employees.

This finding is constant with the earlier research on the relationship between response to intelligence and employee job satisfaction, as proven by Chuang, Yin and Jenkins (2009) who found that response to intelligence (company policy) has a direct influence and positive relationship with employee job satisfaction among the employees of 25 major casino hotels in Las Vegas. Limpanitgul and Jirotmontree (2011) pointed out that response to intelligence (training and authority) has a direct influence and positive relationship with employee job satisfaction among airline cabin crew of a major flag carrier in Thailand.

The findings of this study also reveal that internal communication does not have any positive affect on employee job satisfaction. In fact, the findings of the actual data of the study report that internal communication negatively affects the employee job satisfaction level among the childcare employees. Perhaps, these striking findings can be explained by the fact that even though the managers try to provide a meeting with the employees in order to hear what they want and need in their work, however, the communication system is not effective because the employees have a problem in telling the truth about their feelings regarding their work. As a result, the employees are not satisfied with their job.

This finding contradicts the finding of the previous studies in related fields. For example, the research conducted by Lin and Lin (2011) found that internal communication (co-workers' relationships) has a positive and significant relationship with employee job satisfaction among the front-line employees at 60 international hotels. In addition, Pepe (2010) found that internal communication

(co-workers and superior relationships) has a positive and significant relationship with employee job satisfaction among the employees at the corporate headquarters of a supermarket chain.

The findings of this study also reveal that internal market intelligence generation does not have any impact on employee job satisfaction. This finding indicates that the managers of the childcare centres do not make enough efforts to generate the information about what their employees need and want in their work, which, in turn leads to their lower levels of job satisfaction. This could explain why the childcare centres normally pay low salary to their employees. In addition, the other benefits such as bonuses, rewards, promotions and training are not provided to the employees. This happens because the managers are not concerned about their employees' needs and wants in their work due to a lack of information generation session among the managers.

### **5.2.3 Employee Job Satisfaction and Employee Organisational Commitment**

The third research objective is to examine whether employee job satisfaction has a relationship with employee organisational commitment within childcare centres in Malaysia. Therefore, the fifth hypothesis was set up to verify the relationship between employee job satisfaction and employee organisational commitment (affective commitment, continuance commitment and normative commitment). The findings show that employee job satisfaction has a positive and significant relationship with affective commitment and continuance commitment. These findings indicate that in the childcare sector, if the employees are satisfied with

their job, it will lead them to remain in the childcare centres. Specifically, satisfied employees will remain in the childcare centres because they have a strong individual emotional commitment and association with that childcare centres. Moreover, if the employees are satisfied with their job in childcare centres, then, they will continue to stay there because they think that they need to be there in order to avoid the distance, transport and location costs, if they leave the old childcare centres (Meyer & Allen, 1991).

The results of the study also show that employee job satisfaction does not have any positive impact on employee normative commitment. This result is not coherent with results of the prior studies in related literature. For example, the research conducted by Abdullah et al. (2011); Adey and Bahari (2010); Peltier et al. (2009); Testa (2001); and Zaim and Zaim (2008) argued that employee job satisfaction has a positive impact on employee organisational commitment as a whole. These striking findings can be described by the statement that when the employees are not satisfied with their job, they tend to have less feeling of responsibility and moral obligation to stay in the childcare centres.

In other words, the lack of a significant positive relationship between employee job satisfaction and normative commitment might be explained by other factors that attract the employees, for example, if the employees are not satisfied with their jobs, they feel they should move to other childcare centres or other services/industries that might offer them flexible working hours (normally for childcare centres, the working hours start from 6.30 am to 6.30 pm), a higher

salary and better benefits (promotions, incentives, bonuses and training). Furthermore, they may also feel confident enough to start their own childcare centres.

#### **5.2.4 The Mediating Role of Employee Job Satisfaction**

The fourth research objective deals with the mediating role of employee job satisfaction. In particular, this objective wanted to clarify the mediating impact of employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment within childcare centres in Malaysia. Therefore, the sixth hypothesis was set up to determine whether employee job satisfaction mediates the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment).

In testing for the mediating role of employee job satisfaction on the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee affective commitment, the researcher found that employee job satisfaction fully mediates the relationship between response to intelligence and employee affective commitment. It shows the effect of employee job satisfaction is so significant that when introduced into the equation, the impact of response to intelligence to employees' affective commitment is greatly reduced. This result suggests that the

owners/managers of the childcare centres must satisfy the employees' needs and wants in their work, for instance, try to increase salary, provide benefits, bonuses, incentives, training and better physical setting, in order to make sure employees will love and enjoy staying in the childcare centres.

The result of the current study implies that response to intelligence has an indirect impact on employee's affective commitment via employee job satisfaction. In other words, this result suggests that if the employees of the childcare centres are satisfied with the managers' response to the intelligence of what their needs and wants in their work are, for example by providing good salary, promotions, incentives, bonuses, work physical setting and training, therefore, it will enhance their affective commitment. Therefore, the employees who recognise their managers' response to intelligence by fulfilling their wants and needs (for instance, by providing a good salary, promotions, incentives, bonuses, work physical setting and training) in the childcare centres, will express a higher employee job satisfaction. In return, this will lead them to increase their individual emotional commitment and association with a particular childcare centre.

The findings of this study also found that employee job satisfaction does not mediate the relationship between internal market intelligence generation and employee affective commitment. These findings imply that internal market intelligence generation does not have an indirect influence on the affective commitment of employees via employee job satisfaction. It appears that employees who recognise the require for managers to produce the information

about the needs and wants of employees in their work, will not express higher employee job satisfaction, and, in turn, this will never lead them to increase their individual emotional commitment and association with a particular childcare centre. In other words, the employees do not want to remain and dislike remaining in the old childcare centres.

Similarly, the findings also indicate that employee job satisfaction does not mediate the relationship between internal communication and employee affective commitment. These findings imply that internal communication does not have an indirect influence on the affective commitment of employees via employee job satisfaction. It appears that employees who practice good internal communication with their co-workers and also have good internal communication with their supervisors/managers will not express higher employee job satisfaction, and, in turn, this will never lead them to experience greater joy and happiness to remain in the old childcare centres. This finding contradicts the study of Lin and Lin (2011) who initiated that employee job satisfaction partially mediates the relationship between internal communication (co-workers and managers' relationships) and employee affective commitment among the front-line employees of 60 international hotels.

In testing for the mediating role of employee job satisfaction on the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee continuance commitment, the researcher found that employee job satisfaction fully



mediates the relationship between internal communication and employee continuance commitment. It shows the effect of employee job satisfaction is so significant when introduced into the equation. It can be seen from the results in Table 4.20 that the negative impact of internal communication on employee continuance commitment can be reduced significantly when the employees are satisfied with their jobs. This finding shows that for childcare setting, when the employees are satisfied with their internal communication with their managers/owners, it can improve their continuance commitment. Therefore, the effect of internal communication on continuance commitment can be fully mediated by employee job satisfaction.

The results of the current study are coherent with the past research conducted by Lin and Lin (2011) to refine the mediating effects of employee job satisfaction. However, this study reveals that employee job satisfaction partially mediates the relationship between internal communication (co-workers and managers' relationship) and employee continuance commitment.

The finding of this study also indicates that employee job satisfaction does not mediate the relationship between internal market intelligence generation and employee continuance commitment. These findings imply that internal market intelligence generation does not have an indirect consequence on the employee continuance commitment of childcare employees via employee job satisfaction. It appears that employees who recognise the require for managers to produce the information about the needs and wants of employees in their work will not express

higher employee job satisfaction, and, in turn, this will never lead them to experience the need to continue remaining in the childcare centres. In other words, the employees feel that they do not need to remain in the childcare centres because they can find better job with better salary at other childcare centres or other industries which can cover the distance, transport and location costs if they move to new organisations.

Similarly, this finding also indicates that employee job satisfaction does not mediate the relationship between response to intelligence and employee continuance commitment. This implies that the response to intelligence does not have an indirect impact on employee's continuance commitment via employee job satisfaction. It appears that employees of childcare centres, who recognise their managers' response to intelligence about their wants and needs (for instance, providing better salary, bonuses, incentives, promotions and training) in the childcare centres, will never express higher employee job satisfaction, which, in turn, will never guide them to experience the need to continue remaining in the childcare centres.

In testing for the mediating role of employee job satisfaction on the relationship between internal market orientation behaviour (internal market intelligence generation, internal communication and response to intelligence) and employee normative commitment, the researcher found that employee job satisfaction does not mediate the relationship between internal market intelligence generation and employee normative commitment. These findings imply that internal market

intelligence generation does not have an indirect impact on the employees' normative commitment via employee job satisfaction. It appears that childcare employees who recognise the need for managers to generate the information about their needs and wants in their work, will not express higher employee job satisfaction, and, in turn, this will never lead them to experience a greater responsibility to remain in the childcare centres.

Similarly, this finding also depicts that employee job satisfaction does not mediate the relationship between internal communication and employee normative commitment. These findings imply that internal communication does not have an indirect impact on employees' normative commitment via employee job satisfaction. It appears that childcare employees who practice good internal communication with their co-workers and also have good internal communication with their supervisors/managers will not express higher employee job satisfaction, which, in turn, will never guide them to experience a greater responsibility of remaining in the childcare centres. This finding is constant with the findings of the research by Lin and Lin (2011) who found that employee job satisfaction does not mediate the relationship between internal communication (co-workers and managers' relationship) and employee normative commitment among the front-line employees of 60 international hotels.

The study also found that employee job satisfaction does not mediate the relationship between response to intelligence and employee normative commitment. This implies that response to intelligence does not have an indirect

influence on the normative commitment of employees via employee job satisfaction. It appears that childcare employees who recognise their managers' response to the information generating about their wants and needs in the childcare centres will never express higher employee job satisfaction, which, in turn, will never guide them to experience a greater responsibility to remain in the childcare centres.

Briefly, the findings of this study show that the mediating role of employee job satisfaction is significant in only two out of nine hypotheses. Therefore, it can be said that employee job satisfaction has a less significant mediation effect on the relationship between internal market orientation behaviour and employee organisational commitment within childcare centres in Malaysia.

### **5.3 Implications of the Study**

Throughout this study, many insights regarding the issues related to the employee organisational commitment within childcare centres have arisen. As to date, this study is one of the very few empirical studies conducted in the Malaysian childcare sector to investigate the effect of internal market orientation behaviour on employee organisational commitment. Furthermore, this study attempted to expand the limit of the current literature as it examined the mediating effect of the employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment, using the Multiple Regression Analysis. By integrating the effect of internal market orientation behaviour and employee job satisfaction on employee organisational commitment,

this study has several implications to the theoretical and practical literature, as discussed in the paragraphs below:

### **5.3.1 Theoretical Implications**

The findings of the current study show that some of the theoretical relationships conceived in the theoretical framework are empirically supported. Specifically, the current study proves the relationship between internal market orientation behaviour (namely, internal market intelligence generation, internal communication and response to intelligence), employee job satisfaction and employee organisational commitment (namely, affective commitment, continuance commitment and normative commitment). In other words, the study contributes further knowledge concerning the importance of the internal market orientation behaviour dimensions as predictors of employee organisational commitment. Basically, many of the past studies discussed the findings of internal market orientation behaviour as unidimension compared to the current study which investigates and discusses the findings of the three dimensions of internal market orientation behaviour (as mentioned above) with the employee organisational commitment.

This study also provides evidence concerning the function of employee job satisfaction as the intervening variable between the predictor variable (internal market orientation behaviour) and employee organisational commitment (criterion variable). Therefore, by demonstrating the existence of the direct and indirect effects of internal market orientation behaviour, employee job satisfaction and

employee organisational commitment, this study provides clear indication of the importance of internal market orientation behaviour in fostering employees' positive attitudes in the service industry, specifically in the childcare industry. Furthermore, it contributes to the internal market orientation literature since only a few studies have been conducted that focused on internal market orientation behaviour, especially in small organisations. In addition, by integrating the effect of internal market orientation behaviour and employee job satisfaction on employee organisational commitment, this study contributes to the current literature.

The study also provides empirical support for the theoretical framework, as illustrated in Chapter 3. The suggestion that internal market orientation behaviour has a direct relationship with employee organisational commitment and that internal market orientation behaviour will lead to employee job satisfaction and employee job satisfaction will then influence the employee organisational commitment, some of them are empirically supported. Most importantly, the study provides proof concerning the mediating impacts of employee job satisfaction concerning the relationship between internal market orientation behaviour and employee organisational commitment, although the significant mediation effects only occur in two out of nine hypotheses.

The current study tries to develop the boundary of the current literature as it examines the mediating effects of overall employee job satisfaction concerning the relationship between internal market orientation behaviour (internal market

intelligence generation, internal communication and response to intelligence) and employee organisational commitment (affective commitment, continuance commitment and normative commitment) using Multiple Regression Analysis.

From the Malaysian perspective, the study increases the knowledge of the role of employee job satisfaction and employee organisational commitment on childcare centre employees. In particular, to the researcher's knowledge, based on the literature review, to date, this is considered to be one of the very few local studies that observe the relationships between the internal market orientation behaviour, employee job satisfaction and employee organisational commitment among front-line childcare centre employees in Malaysia.

Furthermore, the study also concurred with the Two Factors Theory-Herzberg. In other words, this study empirically supported the Two Factors Theory-Herzberg which conceives that employees tend to act the way they do and advises on factors and approaches (internal market orientation behaviour), that when applied, could get the best results from the employees (employee job satisfaction) due to their organisational commitment (Baah & Amoako, 2011). Additionally, this theory indicates that motivational factors (extrinsic and intrinsic factors provided by organisation, for instance, salary, promotions, bonuses, recognitions, freedom and training) would direct to employee job satisfaction and employee affective commitment.

Moreover, the findings of the study also match those of the Equity Theory. Briefly, the study empirically supports the Equity Theory, that perceived reward and pay fairness (managerial activities, operationalised here as internal market orientation behaviour), have a significant and positive relationship with employee job satisfaction, which, in turn, positively contribute to their organisational commitment and negatively influence their turnover intention (Deconinck and Bachmann, 2007; Lings and Greenley, 2005).

### **5.3.2 Practical Implications**

From a practical viewpoint, the findings of this study provide important contributions and implications for practitioners and policy-makers. Additionally, the current study provides a valuable approach to how internal market orientation behaviour and employee job satisfaction could improve the employee organisational commitment level among the childcare employees in Malaysia. Some of the contributions and implications are discussed in the following paragraphs. Specifically, the managers or owners of the childcare centres should apply the findings from the study in order to enhance the level of employee organisational commitment among the full-time front-line employees, which, as a result, can minimise the turnover rate among them.

First, the results of the study could increase the understanding among the managers or owners of the childcare centres concerning the significance of implementing internal market orientation behaviour in their childcare centres in order to minimise the turnover rate among the full-time front-line employees.



Therefore, the managers or owners of the childcare centres should pursue effective plans to develop the internal market orientation behaviour, especially in generating the internal market intelligence among the employees, improving the internal communication with employees and also internal communication between supervisors or managers, if the childcare centres have more than one supervisor/manager, or, in other words, the childcare centres have many branches. In addition, the childcare centres should increase the response to intelligence by providing internal segmentation, benefits, incentives, promotions, training, rewards and job description, because it is greatly needed for the employees, as shown in the results of the current study.

Second, the results of this study suggest that the childcare supervisors or managers or owners should take the necessary action to build a supportive employee job satisfaction environment prior to implementing any strategy, in order to improve the level of employee job satisfaction among their employees. For example, the managers or owners of the childcare centres should encourage and highlight the importance of the internal market intelligence generation policy regarding what the employees need and want in their work, encourage good internal communication with the employees by providing regular meetings in order to make sure they know what the employees need and want in their work, and then try to fulfill them. In addition, the managers or owners of the childcare centres should provide good and continuous response to intelligence (for instance, by providing benefits, incentives, promotions, training, rewards and job descriptions) for their employees in order to enhance the level of employee job satisfaction among their employees.

Finally, the managers or owners of the childcare centres should recognise that internal market orientation behaviour has a significant direct and indirect effect on employee organisational commitment (affective commitment, continuance commitment and normative commitment). The indirect effects of internal market orientation behaviour (in this case, it refers to internal communication and response to intelligence which are found to be in fully mediation) on employee organisational commitment via employee job satisfaction. In other words, the findings indicate that to have committed employees, the level of employee job satisfaction must be high. Therefore, the managers or owners of the childcare centres should be aware that a decline in the job satisfaction level among the employees could result in a significant increase in the number of uncommitted employees, and, thus, increase the turnover rate.

The current study provides guidelines for policy-makers to develop a quality early childhood education and care for the children from zero to four years with the vision of producing future leaders who are able and charismatic. This will also be an effective method to avoid the poverty gap among Malaysians and contribute to economic growth (Jabatan Perdana Menteri, 2011). In addition, as Malaysia is geared towards realising the objectives of a developed country, therefore, the policy-makers need to increase the awareness of early childhood centres due to its significant functions and also because childcare centres are considered as essential in the developing and nurturing of young human beings to become valuable citizens (Omar et al., 2009; Tee & Richardson, 2007).

In brief, if the childcare centres want to increase the employee job satisfaction level and employee organisational commitment levels among their employees, they should make efforts to execute internal market orientation behaviour (namely, internal market intelligence generation, internal communication and response to intelligence), which are viewed by the employees as important in influencing their job satisfaction level, and, subsequently, their organisational commitment level (namely, affective commitment, continuance commitment and normative commitment).

#### **5.4 Limitations of the Study**

The current study has many limitations even though it provides good insights and contributions as discussed above. These limitations can be addressed under three headings: causality, generalisability and methodology.

##### **5.4.1 Causality**

The researcher executed a survey questionnaire research design, which used cross-sectional data collection at a specific point of time in order to test the hypotheses. Therefore, the information gained only demonstrates the degree of association between variables. As a result, the causal relationships which were basically assumed based on the results attained cannot be accurately determined.

### **5.4.2 Generalisability**

Some limitations relating to the generalisability occurred since the researcher had no control regarding certain factors. The results of the study reveal that 97.2 % of the respondents were Malay compared to the other races such as Chinese (1.1%), Indian (1.4%) and others (Siamese - 0.3%). Accordingly, the findings might be different if the percentage of the respondents from the other ethnic groups is similar. Additionally, the findings of the study were based on the data collected from the childcare centre representatives at one point in time. Consequently, the study does not reflect the continuous changes in the psychological human aspects that could have taken place in the organisations due to the continuous experience. This is because the data were based on the cross-sectional approach and no follow-up data were gathered.

### **5.4.3 Methodology**

The current study also has limitations due to the methodology. For instance, the study used a five-point Likert Scale, in which the respondents rated their grade of agreement regarding the statements relating to internal market orientation behaviour, employee job satisfaction and employee organisational commitment. Using this method might cause a patterned response in which respondents have a tendency to answer the questions automatically without giving careful consideration to the statements. This occurs because different employees have a different understanding regarding the numbers used to evaluate their views. In addition, it cannot be assumed that all the questions were completely understood, which, accordingly, might affect the quality of the data.

In addition, the respondents in quantitative research design, as in this case, were asked to transfer their views about the statements given in the questionnaire into numbers using the Likert Scale. For that reason, the answers of the respondents might be manipulated by their biased insight concerning the circumstances, as suggested by Macinati (2008).

### **5.5 Suggestions for Future Research**

The researcher suggests future research opportunities based on the findings of the study. First, as discussed earlier, the current study is based on the questionnaire research design in order to obtain the data. Consequently, the feature of cross-sectional data, which were collected at the one point of time, restricted the researcher from observing, and, consequently, examining the dynamic feature of the effects of internal market orientation behaviour and employee job satisfaction level on the organisational commitment level of the employees. Therefore, a case study approach might be a better potential choice in order to be capable to examine the relationships among internal market orientation behaviour, employee job satisfaction level and employee organisational commitment level among the childcare employees.

Second, a longitudinal research is highly recommended since it would help the researchers to validate the findings attained from the cross-sectional method regarding the change in human views, behaviour and attitudes. This is because a longitudinal approach could explain the complex relationships among internal

market orientation behaviour, employee job satisfaction level and employee organisational commitment level over a long period of time.

Finally, as the internal market orientation behaviour notion was based on the continuing marketing focus by organisation, which was intended for the employees, the possibility of reciprocal causation should be recognised. Therefore, the future studies might need to develop other analytical methods, for example, Structural Equation Modeling, in order to ascertain the reciprocal relationships among the study variables.

## **5.6 Conclusion**

The main objective of the current study is to examine the relationship between the internal market orientation behaviour and employee organisational commitment. The findings of the current study validated the significant effects of internal market orientation behaviour on the employee organisational commitment. Specifically, this study investigates the relationship among internal market orientation behaviour, employee job satisfaction and employee organisational commitment as replicated within childcare centres in Malaysia. It also analyses the mediating effect of employee job satisfaction on the relationship between internal market orientation behaviour and employee organisational commitment. Basically, the current study was inspired by the lack of studies in the recent relevant literature relating to the relationships among internal market orientation behaviour, employee job satisfaction and employee organisational commitment in small organisations, especially within the childcare industry.

From the results acquired, the proposed framework was significantly certified. The study variables were detected to have a substantial analytical on employee organisational commitment. Employee organisational commitment, however, could be a major link in clarifying the success or failure of the organisation (Porter, 2006). Additionally, employee organisational commitment depicts the level of employee job satisfaction at their workplace, as suggested by Allen and Meyer (1990); Grigg (2009); Messmer (2006); Meyer and Allen (1988); and Oliver (1990). Consequently, employees with low salary, low education level and no other benefits could contribute to low job satisfaction and also a low organisational commitment level, which results in a high turnover rate among the childcare employees (Grigg, 2009).

Therefore, it could be concluded that the managers or owners of the childcare centres should implement the internal market orientation behaviour in order to improve the intensity of employee job satisfaction, which would lead to the higher employee organisational commitment among their employees since the internal market orientation behaviour notion itself was based on the organisations' commitment and direction, and focus on their employees.

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**Appendix 1**

**Questionnaire**

**English Version**



Universiti Utara Malaysia

### **Survey of Childcare Centres in Malaysia 2012**

**Dear Respondent,**

Let me first congratulate you as you have been chosen to be one of our valuable respondents. To introduce myself, I am Yaty binti Sulaiman, a Malaysian doctoral candidate in the area of Marketing and Human Resource Management at the Universiti Utara Malaysia, Sintok, Kedah. Here, we kindly request you to spend around 45 minutes of your valuable time in order to fill out this questionnaire which is related to the employee behaviour within Malaysian childcare industry. This questionnaire is the research instrument I am using in order to complete the doctoral requirement of my dissertation.

For your information, I have provided two copies of the questionnaire in both English and Bahasa Malaysia versions. I am kindly requesting you to complete the one you prefer its language.

**Dear Respondent,**

Your responses are very important and will be kept strictly confidential for the sake of knowledge. If you have questions, please contact me at: E-mail: [yaty.sulaiman@yahoo.com](mailto:yaty.sulaiman@yahoo.com); Tel: 0194496372; Mailing address: No.106 Blok 11M1, Kolej Maybank, Universiti Utara Malaysia, 06010 Sintok, Kedah. Or my supervisors Dr. Hj. Abdul Rahim bin Othman at: 0194783587 and Dr. Selvan a/l Perumal at: 0124077789.

Once again we would like to express sincere appreciation for your cooperation.

Most cordially,

Yaty binti Sulaiman  
Universiti Utara Malaysia, 06010 Sintok, Kedah

## Childcare Centres Survey 2012

### Section I

In this section, we are interested in your opinion about the internal market orientation behaviour in your organisation. Please read the following statements and circle the number that most accurately reflects your opinion on each statement.

1
5  

Strongly Disagree
Strongly Agree
→

1	My organisation takes the time to understand my needs	1	2	3	4	5
2	My supervisor sees that we all met regularly so that have the chance to say what we expect from the organisation	1	2	3	4	5
3	At least once per year I complete a questionnaire regarding my needs and wants about the organisation	1	2	3	4	5
4	The management team seeks to find out what competitors do to keep their employees satisfied	1	2	3	4	5
5	My supervisor assesses my job satisfaction as an important part of his or her job	1	2	3	4	5
6	My organisation stays aware of legal developments in the labour market	1	2	3	4	5
7	My organisation is aware of employments rates in our industry (unemployment)	1	2	3	4	5
8	My organisation is aware of jobs in other industries that could attract employees away from this firm	1	2	3	4	5
9	This organisation is systematically analyzing the working conditions of employees working for the competition	1	2	3	4	5
10	My supervisor informs me in advance of any pending policy changes	1	2	3	4	5
11	My supervisor sincerely listens to me about problems I am having doing with job	1	2	3	4	5
12	My supervisor is sincerely concerned about my personal problems that may affect my performance	1	2	3	4	5
13	My supervisor is never too busy to talk with me when I need him or her	1	2	3	4	5
14	My supervisor discusses my assignments and objectives, and	1	2	3	4	5

	takes the time to come to an agreement with me					
15	The supervisors in every branch meet regularly to discuss subordinates' problems and listen to what the other supervisors have to say	1	2	3	4	5
16	If an employee in this organisation faced with a serious problem, the supervisors from other branches will be informed of it immediately	1	2	3	4	5
17	The organisation encourages my supervisors to meet and discuss issues concerning their subordinates	1	2	3	4	5
18	Many times the solution to a problem I had came from a supervisor from a different branch, not from my direct supervisor	1	2	3	4	5
19	In my organisation employees are identified in group based on our individual characteristics and needs	1	2	3	4	5
20	Before any policy change is introduced our individual needs are considered in advance	1	2	3	4	5
21	All employees are treated exactly the same	1	2	3	4	5
22	Individual needs are ignored (R)	1	2	3	4	5
23	My individual needs are systematically assessed in this organisation	1	2	3	4	5
24	Every important decision regarding human resource policies is always adapted to my individual needs	1	2	3	4	5
25	Groups of employees having a common set of needs are taken into consideration when deciding on specific human resources policies	1	2	3	4	5
26	The impact on groups of employees with common needs is evaluated before taking any action	1	2	3	4	5
27	Human resource related policies apply to everyone. Individual needs are not considered (R)	1	2	3	4	5
28	My job description allows me to satisfy my personal needs and goals through my work	1	2	3	4	5
29	Assignments are never given to me until my supervisor and I have agreed that I can really do it	1	2	3	4	5
30	The tasks I am assigned will help me advance my career with this organisation	1	2	3	4	5
31	My supervisor is required to justify my assignments and job descriptions with senior level management	1	2	3	4	5
32	When I do something extraordinary I know that I will receive some financial bonus/reward	1	2	3	4	5
33	My income and annual increases are not dependent on my	1	2	3	4	5



	individual performance but on the organisation's performance					
34	My income and the annual increases are very closely tied to my qualifications and individual performance	1	2	3	4	5
35	Everyone gets an annual bonus regardless of their performance (R)	1	2	3	4	5
36	My income and annual increases are similar to those with the same qualifications working in this or any other industry	1	2	3	4	5
37	Training is directly related to the individual needs of each employee. Large group training seminars are avoided when possible (and given on topics that are needed)	1	2	3	4	5
38	A newly hired employee will have to find his or her own answers to the requirements of the job. Training is not offered (R)	1	2	3	4	5
39	Before the implementation of a major change in service rules/operations/activities/policies, I always get significant training regarding its impact on my daily activities and job description	1	2	3	4	5
40	When someone is moved from one branch to another, the new supervisor will personally train him or her for a pre-specified period of time	1	2	3	4	5
41	Senior management is very considerate of my individual needs and makes policies that reflect it	1	2	3	4	5
42	Senior management will spare no cost to satisfy the specific needs of groups of employees	1	2	3	4	5
43	Senior management is committed to solving my problems and giving me the support necessary to complete my jobs	1	2	3	4	5

R = reverse keyed items

## Section II

In this section, we are interested in your job satisfaction level in the organisation. Please read the following statements and circle the number that most accurately reflects your opinion on each statement.

1 5

---

Strongly Disagree Strongly Agree

44	I feel I am being paid a fair amount for the work I do	1	2	3	4	5
45	There is really too little chance for promotion on my job (R)	1	2	3	4	5
46	My supervisor is quite competent in doing his or her job	1	2	3	4	5
47	I am not satisfied with the benefits I receive (R)	1	2	3	4	5
48	When I do a good job, I receive the recognition for it that I should receive	1	2	3	4	5
49	Many of our rules and procedures make doing a good job difficult (R)	1	2	3	4	5
50	I like the people I work with	1	2	3	4	5
51	I sometimes feel my job is meaningless (R)	1	2	3	4	5
52	Communications seem good within this organisation	1	2	3	4	5
53	Raises are too few and far between (R)	1	2	3	4	5
54	Those who do well on the job stand a fair chance of being promoted	1	2	3	4	5
55	My supervisor is unfair to me (R)	1	2	3	4	5
56	The benefits we receive are as good as most other organisations offer	1	2	3	4	5
57	I do not feel that the work I do is appreciated (R)	1	2	3	4	5
58	My efforts to do a good job are seldom blocked by red tape	1	2	3	4	5
59	I find I have to work harder at my job because of the incompetence of people I work with (R)	1	2	3	4	5
60	I like doing the things I do at work	1	2	3	4	5
61	The goals of this organisation are not clear to me (R)	1	2	3	4	5
62	I feel unappreciated by the organisation when I think about what they pay me (R)	1	2	3	4	5
63	People get ahead as fast here as they do in other places	1	2	3	4	5
64	My supervisor shows too little interest in the feelings of subordinates (R)	1	2	3	4	5
65	The benefit package we have is equitable	1	2	3	4	5
66	There are few rewards for those who work here (R)	1	2	3	4	5

67	I have too much to do at work (R)	1	2	3	4	5
68	I enjoy my co-workers	1	2	3	4	5
69	I often feel that I do not know what is going on with the organisation (R)	1	2	3	4	5
70	I feel a sense of pride in doing my job	1	2	3	4	5
71	I feel satisfied with my chances for salary increases	1	2	3	4	5
72	There are benefits we do not have which we should have (R)	1	2	3	4	5
73	I like my supervisor	1	2	3	4	5
74	I have too much paperwork (R)	1	2	3	4	5
75	I don't feel my efforts are rewarded the way they should be (R)	1	2	3	4	5
76	I am satisfied with my chances for promotion	1	2	3	4	5
77	There is too much bickering and fighting at work (R)	1	2	3	4	5
78	My job is enjoyable	1	2	3	4	5
79	Work assignments are not fully explained (R)	1	2	3	4	5

R = reverse keyed items

### Section III

In this section, we are interested in your organisational commitment level. Please read the following statements and circle the number that most accurately reflects your opinion on each statement.

1 5

---

Strongly Disagree Strongly Agree

80	I would be very happy to spend the rest of my career with this organisation	1	2	3	4	5
81	I enjoy discussing my organisation with people outside it	1	2	3	4	5
82	I really feel as if this organisation's problems are my own	1	2	3	4	5
83	I think that I could easily become as attached to another organisation as I am to this one (R)	1	2	3	4	5
84	I do not feel like 'part of the family' at my organisation (R)	1	2	3	4	5
85	I do not feel 'emotionally attached' to this organisation (R)	1	2	3	4	5
86	This organisation has a great deal of personal meaning for me	1	2	3	4	5
87	I do not feel a strong sense of belonging to my organisation (R)	1	2	3	4	5
88	I am not afraid of what might happen if I quit my job without having another one lined up (R)	1	2	3	4	5
89	It would be very hard for me to leave my organisation right now, even if I wanted to	1	2	3	4	5
90	Too much in my life would be disrupted if I decided I wanted to leave my organisation now	1	2	3	4	5
91	It wouldn't be too costly for me to leave my organisation now (R)	1	2	3	4	5
92	Right now, staying with my organisation is a matter of necessity as much as desire	1	2	3	4	5
93	I feel that I have too few options to consider leaving this organisation	1	2	3	4	5
94	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives	1	2	3	4	5
95	One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits I have here	1	2	3	4	5

96	I think that people these days move from organisation to organisation too often	1	2	3	4	5
97	I do not believe that a person must always be loyal to his or her organisation (R)	1	2	3	4	5
98	Jumping from organisation to organisation does not seem at all unethical to me (R)	1	2	3	4	5
99	One of the major reasons I continue to work for this organisation is that I believe that loyalty is important and therefore feel as sense of moral obligation to remain	1	2	3	4	5
100	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation	1	2	3	4	5
101	I was taught to believe in the value of remaining loyal to one organisation	1	2	3	4	5
102	Things were better in the days when people stayed with one organisation for most of their careers	1	2	3	4	5
103	I do not think that wanting to be an 'organisation man' or 'organisation woman' is sensible anymore (R)	1	2	3	4	5

R = reverse keyed items

## Section IV

In this section, we ask you for personal and organisational information. Please be assured that your responses to these questions are confidential. Please tick the most accurately reflects your personal and organisational information.

1	Race	<input type="checkbox"/> Malay <input type="checkbox"/> Chinese <input type="checkbox"/> Indian <input type="checkbox"/> Others: _____
2	Religion	<input type="checkbox"/> Muslim <input type="checkbox"/> Christian <input type="checkbox"/> Buddhist <input type="checkbox"/> Hindus <input type="checkbox"/> Others: _____
3	Age	<input type="checkbox"/> Less than 20 years old <input type="checkbox"/> 20 – 30 years old <input type="checkbox"/> 31 – 40 years old <input type="checkbox"/> Above 40 years old
4	Tenure of Service	<input type="checkbox"/> 2 – 4 years <input type="checkbox"/> Above 4 years – 6 years <input type="checkbox"/> Above 6 years – 8 years <input type="checkbox"/> Above 8 years
5	Educational's Level	<input type="checkbox"/> PMR <input type="checkbox"/> SPM <input type="checkbox"/> STPM <input type="checkbox"/> Others: _____

6	Income Per Month	<input type="checkbox"/> Less than RM500 <input type="checkbox"/> RM500 – RM750 <input type="checkbox"/> RM751 – RM1000 <input type="checkbox"/> Above RM1000
7	Job Status	<input type="checkbox"/> Full time <input type="checkbox"/> Part time
8	Age of Organisation	<input type="checkbox"/> 2 – 4 years <input type="checkbox"/> Above 4 years – 6 years <input type="checkbox"/> Above 6 years – 8 years <input type="checkbox"/> Above 8 years
9	Organisation Location	<input type="checkbox"/> Kedah <input type="checkbox"/> Perlis <input type="checkbox"/> Penang <input type="checkbox"/> Perak <input type="checkbox"/> Selangor <input type="checkbox"/> Kuala Lumpur <input type="checkbox"/> Negeri Sembilan <input type="checkbox"/> Johore <input type="checkbox"/> Malacca <input type="checkbox"/> Kelantan <input type="checkbox"/> Terengganu <input type="checkbox"/> Pahang

**THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY**

**Appendix 2**

**Borang Soal Selidik**

**Versi Bahasa Malaysia**





Universiti Utara Malaysia

## **Soal Selidik Mengenai Taska di Malaysia 2012**

### **Responden yang Dihormati,**

Terlebih dahulu saya ingin mengucapkan tahniah kepada saudara kerana telah terpilih untuk menjadi salah seorang daripada responden kami yang amat berharga. Untuk memperkenalkan diri saya, saya Yaty binti Sulaiman, calon pelajar kedoktoran dari Malaysia di dalam bidang Pemasaran dan Pengurusan Sumber Manusia di Universiti Utara Malaysia, Sintok, Kedah. Di sini, kami dengan segala hormatnya meminta anda memperuntukkan masa lebih kurang 45 minit daripada masa berharga anda bagi mengisi borang soal selidik yang mana ianya adalah berkaitan dengan tingkah-laku pekerja di dalam industri taska di Malaysia. Borang soal selidik ini merupakan alat penyelidikan yang digunakan untuk menyempurnakan keperluan kedoktoran bagi tesis saya.

Untuk makluman anda, saya menyediakan dua salinan borang soal selidik di dalam kedua-dua versi Bahasa Inggeris dan Bahasa Malaysia. Saya dengan segala hormatnya meminta anda untuk memilih salah satu daripada bahasa yang digemari oleh anda untuk menjawabnya.

### **Responden yang Dihormati,**

Maklum balas anda adalah sangat penting dan adalah dianggap sulit untuk tujuan ilmu pengetahuan. Jika anda ada sebarang soalan, sila hubungi saya di: Email: [yaty.sulaiman@yahoo.com](mailto:yaty.sulaiman@yahoo.com); Tel: 0194496372; Alamat surat-menyurat: No.106 Blok 11M1, Kolej Maybank, Universiti Utara Malaysia, 06010 Sintok, Kedah. Atau Penyelia-penyelia saya Dr. Hj. Abdul Rahim bin Othman di: 0194783587 dan Dr. Selvan a/l Perumal di: 0124077789.

Sekali lagi kami ingin merakamkan penghargaan yang ikhlas di atas segala kerjasama anda.

Sekian terima kasih,

Yaty binti Sulaiman  
Universiti Utara Malaysia, 06010 Sintok, Kedah

## Soal Selidik Taska 2012

### Bahagian I

Di dalam bahagian ini, kami berminat untuk mengetahui pendapat anda mengenai tingkah-laku orientasi pasaran dalaman taska anda. Sila baca kenyataan-kenyataan berikut dan bulatkan nombor yang paling tepat bagi menggambarkan pendapat anda untuk setiap kenyataan.

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Sangat Tidak Bersetuju

Sangat Bersetuju

1	Taska saya mengambil masa untuk memahami keperluan saya	1	2	3	4	5
2	Penyelia saya melihat bahawa pertemuan kami yang kerap kali memberikan peluang untuk menyatakan apa yang saya jangkakan dari taska	1	2	3	4	5
3	Sekurang-kurangnya setahun sekali saya menyiapkan soal selidik berkaitan keperluan dan kehendak saya mengenai taska	1	2	3	4	5
4	Pihak pengurusan akan berusaha mengenal-pasti apa yang dilakukan oleh para pesaing bagi memastikan kepuasan pekerja	1	2	3	4	5
5	Penyelia saya menilai kepuasan kerja saya sebagai bahagian yang penting dalam tugasnya	1	2	3	4	5
6	Taska saya amat menyedari mengenai perkembangan perundangan di dalam pasaran tenaga buruh	1	2	3	4	5
7	Taska saya menyedari mengenai kadar guna tenaga di dalam industri kami (pengangguran)	1	2	3	4	5
8	Taska saya menyedari mengenai kerja-kerja di dalam industri lain yang boleh menarik para pekerja keluar dari taska ini	1	2	3	4	5
9	Taska ini menganalisa secara sistematik mengenai syarat-syarat pekerjaan ke atas para pekerja yang bekerja untuk menghadapi persaingan	1	2	3	4	5
10	Penyelia saya akan memberitahu saya terlebih dahulu mengenai mana-mana perubahan polisi yang tertunda	1	2	3	4	5
11	Penyelia saya akan mendengar dengan ikhlas mengenai masalah-masalah yang dialami oleh saya di dalam melakukan tugas	1	2	3	4	5

12	Penyelia saya akan memberi perhatian dengan ikhlas mengenai masalah-masalah peribadi saya yang mungkin boleh mempengaruhi prestasi saya	1	2	3	4	5
13	Penyelia saya tidak pernah terlalu sibuk untuk bercakap dengan saya apabila saya memerlukan	1	2	3	4	5
14	Penyelia saya membincangkan tugas dan objektif saya, dan mengambil masa untuk mencapai persetujuan dengan saya	1	2	3	4	5
15	Penyelia-penyelia setiap cawangan berjumpa kerap kali untuk membincangkan masalah-masalah para pekerja dan mendengar apa yang akan diperkatakan oleh penyelia lain	1	2	3	4	5
16	Jika pekerja di dalam tugas ini berhadapan dengan masalah yang serius, penyelia dari cawangan lain akan dimaklumkan dengan kadar segera	1	2	3	4	5
17	Tugas menggalakkan para penyelia kami untuk berjumpa dan berbincang tentang isu-isu yang berkaitan dengan para pekerja mereka	1	2	3	4	5
18	Banyak kali penyelesaian kepada masalah yang saya hadapi datangnya daripada penyelia dari cawangan lain, bukannya dari penyelia saya secara langsung	1	2	3	4	5
19	Di dalam tugas saya para pekerja dikenalpasti di dalam kumpulan berdasarkan kepada ciri-ciri individu dan keperluan kami	1	2	3	4	5
20	Sebelum sebarang perubahan polisi diperkenalkan, keperluan-keperluan individu saya akan dipertimbangkan terlebih dahulu	1	2	3	4	5
21	Semua pekerja adalah dilayan dengan sama rata	1	2	3	4	5
22	Keperluan individu adalah diabaikan (PT)	1	2	3	4	5
23	Keperluan individu saya adalah dinilai secara sistematik di dalam tugas ini	1	2	3	4	5
24	Setiap keputusan penting berkaitan polisi sumber manusia selalu diadaptasi ke dalam keperluan-keperluan individu saya	1	2	3	4	5
25	Kumpulan pekerja yang mempunyai keperluan-keperluan yang sama akan diambil-kira apabila membuat keputusan mengenai polisi sumber manusia yang spesifik	1	2	3	4	5
26	Kesan ke atas kumpulan pekerja yang mempunyai keperluan-keperluan yang sama akan dinilai sebelum mengambil sebarang tindakan	1	2	3	4	5
27	Polisi berkaitan sumber manusia digunapakai ke atas semua orang. Keperluan individu adalah tidak dipertimbangkan (PT)	1	2	3	4	5
28	Deskripsi tugas membolehkan saya memuaskan keperluan-keperluan peribadi dan matlamat saya melalui kerja saya	1	2	3	4	5
29	Tugas tidak pernah diberikan kepada saya sehingga penyelia dan saya bersetuju yang saya benar-benar boleh	1	2	3	4	5

	melakukannya					
30	Kerja-kerja yang diberikan kepada saya akan membantu karier saya dengan taska ini	1	2	3	4	5
31	Penyelia saya diminta untuk menyelaraskan tugas dan deskripsi tugas saya dengan pihak pengurusan atasan	1	2	3	4	5
32	Bila saya melakukan sesuatu yang lebih dari kebiasaan, saya tahu yang saya akan menerima bonus/ganjaran	1	2	3	4	5
33	Pendapatan dan kenaikan tahunan saya tidak bergantung kepada prestasi individu saya tetapi kepada prestasi taska	1	2	3	4	5
34	Pendapatan dan kenaikan tahunan saya adalah sangat terikat kepada kelayakan saya dan prestasi individu	1	2	3	4	5
35	Semua orang mendapat bonus tahunan dan tidak bergantung kepada prestasi masing-masing (PT)	1	2	3	4	5
36	Pendapatan dan kenaikan tahunan saya adalah sama dengan mereka yang mempunyai kelayakan yang sama yang bekerja di dalam industri ini atau di dalam industri lain	1	2	3	4	5
37	Latihan adalah berkaitan secara langsung dengan keperluan individu bagi setiap pekerja. Latihan di dalam kumpulan yang besar adalah perlu dielakkan jika boleh (dan berkaitan dengan topik yang diperlukan sahaja)	1	2	3	4	5
38	Pekerja yang baru diupah perlu mencari jawapan sendiri berkaitan keperluan kerja. Latihan tidak disediakan (PT)	1	2	3	4	5
39	Sebelum perubahan besar dilaksanakan di dalam peraturan perkhidmatan/operasi/aktiviti/polisi, saya selalu mendapat latihan yang sewajarnya berkaitan dengan kesannya ke atas aktiviti harian dan deskripsi tugas saya	1	2	3	4	5
40	Bila seseorang berpindah dari satu cawangan ke cawangan lain, penyelia baru akan melatihnya sendiri untuk suatu jangkamasa yang khusus	1	2	3	4	5
41	Pengurusan atasan sangat bertimbang rasa dengan keperluan individu saya dan membuat polisi yang mencerminkan ke arahannya	1	2	3	4	5
42	Pengurusan atasan tidak akan memperuntukkan kos bagi memuaskan keperluan spesifik kumpulan pekerja	1	2	3	4	5
43	Pengurusan atasan adalah bertanggungjawab untuk menyelesaikan masalah saya dan memberikan sokongan yang perlu kepada saya di dalam menyiapkan tugas saya	1	2	3	4	5

PT = pengredan terbalik

## Bahagian II

Di dalam bahagian ini, kami berminat di dalam tahap kepuasan kerja anda di dalam taska. Sila baca kenyataan-kenyataan berikut dan bulatkan nombor yang paling tepat bagi menggambarkan pendapat anda untuk setiap kenyataan.

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Sangat Tidak Bersetuju

Sangat Bersetuju

44	Saya berasa saya dibayar dengan adil untuk kerja yang saya lakukan	1	2	3	4	5
45	Terdapat terlalu sedikit peluang untuk kenaikan pangkat di dalam pekerjaan saya (PT)	1	2	3	4	5
46	Penyelia saya agak berkebolehan dalam melaksanakan kerjanya	1	2	3	4	5
47	Saya tidak berpuas hati dengan faedah yang saya terima (PT)	1	2	3	4	5
48	Ketika saya melakukan kerja dengan baik, saya menerima penghargaan yang sepatutnya saya terima	1	2	3	4	5
49	Banyak peraturan dan prosedur kerja saya membuat saya sukar untuk melakukan kerja yang lebih baik (PT)	1	2	3	4	5
50	Saya suka orang yang bekerja bersama saya	1	2	3	4	5
51	Saya kadang-kala berasa kerja saya tidak bermakna (PT)	1	2	3	4	5
52	Komunikasi kelihatan baik di dalam organisasi ini	1	2	3	4	5
53	Kenaikan gaji adalah terlalu sedikit dan jarang berlaku (PT)	1	2	3	4	5
54	Mereka yang melakukan kerja dengan baik mendapat peluang yang adil untuk kenaikan pangkat	1	2	3	4	5
55	Penyelia saya tidak adil terhadap saya (PT)	1	2	3	4	5
56	Faedah pekerjaan yang saya terima adalah sebaik yang ditawarkan oleh taska lain	1	2	3	4	5
57	Saya tidak berasa kerja yang saya lakukan dihargai (PT)	1	2	3	4	5
58	Usaha saya untuk melakukan kerja yang baik jarang dihalang oleh karenah birokrasi (red tape)	1	2	3	4	5
59	Saya dapati saya terpaksa bekerja dengan lebih keras kerana orang yang bekerja dengan saya tidak berkebolehan (PT)	1	2	3	4	5
60	Saya suka melakukan perkara yang saya lakukan di tempat kerja	1	2	3	4	5
61	Matlamat taska ini adalah tidak jelas kepada saya (PT)	1	2	3	4	5
62	Saya berasa tidak dihargai oleh taska apabila saya fikir mengenai apa yang mereka bayar kepada saya (PT)	1	2	3	4	5
63	Pekerja di sini bergerak ke depan sama cepat seperti di tempat lain	1	2	3	4	5
64	Penyelia saya menunjuk terlalu sedikit minat dalam perasaan	1	2	3	4	5

	pekerja bawahannya (PT)					
65	Pakej faedah yang saya dapat adalah berpatutan	1	2	3	4	5
66	Terlalu sedikit ganjaran diberikan kepada mereka yang bekerja di sini (PT)	1	2	3	4	5
67	Saya mempunyai terlalu banyak perkara yang perlu dilakukan di tempat kerja (PT)	1	2	3	4	5
68	Saya suka rakan sekerja saya	1	2	3	4	5
69	Saya sering berasa bahawa saya tidak tahu tentang apa yang berlaku dengan taska ini (PT)	1	2	3	4	5
70	Saya berasa bangga di dalam melakukan kerja saya	1	2	3	4	5
71	Saya berasa puas dengan peluang kenaikan gaji saya	1	2	3	4	5
72	Saya tidak mendapat faedah yang sepatutnya saya terima (PT)	1	2	3	4	5
73	Saya suka penyelia saya	1	2	3	4	5
74	Saya mempunyai terlalu banyak kertas kerja (PT)	1	2	3	4	5
75	Saya tidak berasa usaha saya diberikan ganjaran yang sepatutnya (PT)	1	2	3	4	5
76	Saya berpuas hati dengan peluang kenaikan pangkat saya	1	2	3	4	5
77	Terlalu banyak pertengkaran dan perselisihan yang berlaku di tempat kerja (PT)	1	2	3	4	5
78	Kerja saya menyeronokkan	1	2	3	4	5
79	Tugasan kerja tidak dijelaskan dengan sepenuhnya (PT)	1	2	3	4	5

PT = penggedan terbalik

### Bahagian III

Di dalam bahagian ini, kami berminat di dalam tahap komitmen anda terhadap taska. Sila baca kenyataan-kenyataan berikut dan bulatkan nombor yang paling tepat bagi menggambarkan pendapat anda untuk setiap kenyataan.

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Sangat Tidak Bersetuju

Sangat Bersetuju

80	Saya gembira untuk menamatkan karier saya dengan taska ini	1	2	3	4	5
81	Saya seronok untuk berbincang mengenai taska saya dengan orang-orang di luarnya	1	2	3	4	5
82	Saya benar-benar merasakan seolah-olah masalah taska ini adalah masalah saya juga	1	2	3	4	5
83	Saya rasa yang saya boleh terikat dengan taska lain dengan mudahnya sebagaimana saya terikat dengan taska ini (PT)	1	2	3	4	5
84	Saya tidak merasakan seperti 'sebahagian daripada keluarga' di taska saya (PT)	1	2	3	4	5
85	Saya tidak merasakan 'terikat secara emosi' dengan taska ini (PT)	1	2	3	4	5
86	Taska ini memberikan kenangan peribadi yang khusus kepada saya	1	2	3	4	5
87	Saya tidak merasakan semangat kepunyaan yang kuat kepada taska saya (PT)	1	2	3	4	5
88	Saya tidak takut akan apa yang mungkin berlaku jika saya berhenti kerja tanpa mendapat kerja lain terlebih dahulu (PT)	1	2	3	4	5
89	Ianya adalah sukar bagi saya untuk meninggalkan taska saya sekarang, walaupun saya mahukannya	1	2	3	4	5
90	Terlalu banyak perkara di dalam hidup saya akan terganggu jika saya membuat keputusan untuk meninggalkan taska saya sekarang	1	2	3	4	5
91	Ianya tidak akan memberi kesan yang banyak kepada saya jika saya meninggalkan taska saya sekarang (PT)	1	2	3	4	5
92	Buat masa sekarang, bekerja dengan taska ini adalah merupakan satu keperluan dan hasrat saya sendiri	1	2	3	4	5
93	Saya rasa saya mempunyai pilihan yang sedikit dalam pertimbangan untuk meninggalkan taska ini	1	2	3	4	5
94	Salah satu daripada beberapa akibat yang serius jika saya meninggalkan taska ini adalah alternatif yang ada agak terhad	1	2	3	4	5
95	Salah satu daripada alasan utama saya terus bekerja dengan	1	2	3	4	5

	taska ini adalah kerana meninggalkan taska ini akan menuntut pengorbanan peribadi – taska lain mungkin tidak memperuntukkan sejumlah faedah yang saya perolehi di sini					
96	Saya fikir bahawa pekerja hari ini terlalu kerap berpindah dari satu taska ke satu taska	1	2	3	4	5
97	Saya tidak percaya yang seorang pekerja mesti selalu setia kepada taskanya (PT)	1	2	3	4	5
98	Melompat dari satu taska ke satu taska tidak nampak tidak beretika langsung kepada saya (PT)	1	2	3	4	5
99	Salah satu daripada alasan utama saya terus bekerja dengan taska ini adalah kerana saya percaya yang kesetiaan itu sangat penting dan untuk itu saya merasakan ianya adalah satu tanggungjawab moral untuk terus kekal di sini	1	2	3	4	5
100	Jika saya mendapat tawaran kerja yang lebih baik di tempat lain, saya tidak rasa ianya adalah tepat untuk meninggalkan taska saya	1	2	3	4	5
101	Saya diajar agar percaya kepada nilai untuk terus kekal setia kepada sebuah taska	1	2	3	4	5
102	Ianya adalah lebih baik jika seseorang pekerja kekal dengan sebuah taska dalam kebanyakan karier mereka	1	2	3	4	5
103	Saya tidak fikir yang keinginan untuk menjadi ‘pekerja syarikat’ adalah merupakan isu yang sensitif lagi kini (PT)	1	2	3	4	5

PT = penggedan terbalik



## Bahagian IV

Di dalam bahagian ini, kami bertanyakan mengenai maklumat peribadi dan maklumat taska anda. Segala maklumbalas anda terhadap soalan-soalan yang diberikan adalah sulit. Sila tanda jawapan yang paling tepat bagi menggambarkan maklumat peribadi dan maklumat taska anda.

1	Bangsa	<input type="checkbox"/> Melayu <input type="checkbox"/> Cina <input type="checkbox"/> India <input type="checkbox"/> Lain-lain: _____
2	Agama	<input type="checkbox"/> Islam <input type="checkbox"/> Kristian <input type="checkbox"/> Buddha <input type="checkbox"/> Hindu <input type="checkbox"/> Lain-lain: _____
3	Umur	<input type="checkbox"/> Kurang dari 20 tahun <input type="checkbox"/> 20 – 30 tahun <input type="checkbox"/> 31 – 40 tahun <input type="checkbox"/> Lebih dari 40 tahun
4	Tempoh Perkhidmatan	<input type="checkbox"/> 2 – 4 tahun <input type="checkbox"/> Lebih 4 tahun – 6 tahun <input type="checkbox"/> Lebih 6 tahun – 8 tahun <input type="checkbox"/> Lebih 8 tahun

5	Tahap Pendidikan	<input type="checkbox"/> PMR <input type="checkbox"/> SPM <input type="checkbox"/> STPM <input type="checkbox"/> Lain-lain: _____
6	Pendapatan Sebulan	<input type="checkbox"/> Kurang dari RM500 <input type="checkbox"/> RM500 – RM750 <input type="checkbox"/> RM751 – RM1000 <input type="checkbox"/> Lebih dari RM1000
7	Jenis Perkhidmatan	<input type="checkbox"/> Sepenuh masa <input type="checkbox"/> Separuh masa
8	Usia Taska	<input type="checkbox"/> 2 – 4 tahun <input type="checkbox"/> Lebih dari 4 tahun – 6 tahun <input type="checkbox"/> Lebih dari 6 tahun – 8 tahun <input type="checkbox"/> Lebih dari 8 tahun
9	Lokasi Taska	<input type="checkbox"/> Kedah <input type="checkbox"/> Perlis <input type="checkbox"/> Pulau Pinang <input type="checkbox"/> Perak <input type="checkbox"/> Selangor <input type="checkbox"/> Kuala Lumpur <input type="checkbox"/> Negeri Sembilan <input type="checkbox"/> Johor <input type="checkbox"/> Melaka <input type="checkbox"/> Kelantan <input type="checkbox"/> Terengganu <input type="checkbox"/> Pahang

**TERIMA KASIH DI ATAS PENGLIBATAN ANDA DI DALAM SOAL SELIDIK INI**

# Appendix 3

## Reliability Analysis of Pilot Study

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.837	9

**Item Statistics**

	Mean	Std. Deviation	N
IMO1	3.4333	1.00630	30
IMO2	3.7000	1.02217	30
IMO3	3.6333	1.03335	30
IMO4	3.5333	.93710	30
IMO5	3.6333	1.18855	30
IMO6	3.3667	1.35146	30
IMO7	3.4333	1.10433	30
IMO8	3.2000	1.32353	30
IMO9	3.3000	1.02217	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IMO1	27.8000	43.821	-.059	.876
IMO2	27.5333	35.292	.635	.812
IMO3	27.6000	35.076	.646	.811
IMO4	27.7000	35.183	.718	.806
IMO5	27.6000	31.972	.793	.791
IMO6	27.8667	33.499	.558	.821
IMO7	27.8000	32.579	.813	.791
IMO8	28.0333	38.723	.217	.862
IMO9	27.9333	33.444	.809	.794

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
31.2333	44.047	6.63680	9

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.869	9

**Item Statistics**

	Mean	Std. Deviation	N
IMO10	3.6333	1.09807	30
IMO11	3.2333	1.27802	30
IMO12	3.0667	1.28475	30
IMO13	3.2667	1.04826	30
IMO14	3.2333	1.04000	30
IMO15	3.2667	1.22990	30
IMO16	2.9333	1.36289	30
IMO17	3.3333	.99424	30
IMO18	2.4667	1.07425	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IMO10	24.8000	44.166	.557	.859
IMO11	25.2000	41.614	.622	.853
IMO12	25.3667	41.757	.608	.855
IMO13	25.1667	44.075	.598	.855
IMO14	25.2000	43.683	.635	.852
IMO15	25.1667	40.971	.699	.845
IMO16	25.5000	40.466	.644	.851
IMO17	25.1000	42.783	.748	.844
IMO18	25.9667	47.137	.353	.875

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
28.4333	53.495	7.31406	9

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.831	25

**Item Statistics**

	Mean	Std. Deviation	N
IMO19	3.6000	1.16264	30
IMO20	3.5667	.97143	30
IMO21	3.2333	1.25075	30
IMO22	2.4333	.97143	30
IMO23	3.2333	.97143	30
IMO24	2.9667	.92786	30
IMO25	3.3333	.75810	30
IMO26	3.5000	.82001	30
IMO27	2.9667	1.03335	30
IMO28	3.5000	1.00858	30
IMO29	3.2333	1.13512	30
IMO30	4.1000	.71197	30
IMO31	3.5333	.97320	30
IMO32	2.5333	1.27937	30
IMO33	2.9667	1.29943	30
IMO34	3.2333	1.30472	30
IMO35	2.9000	1.47040	30
IMO36	3.0000	1.20344	30
IMO37	3.6333	.99943	30
IMO38	2.6667	1.39786	30
IMO39	3.2333	.97143	30
IMO40	3.0667	1.01483	30
IMO41	3.4667	1.10589	30
IMO42	3.1000	1.06188	30
IMO43	3.8000	.96132	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
IMO19	77.2000	131.890	.484	.821
IMO20	77.2333	130.530	.662	.815
IMO21	77.5667	129.909	.515	.819
IMO22	78.3667	139.482	.250	.830
IMO23	77.5667	131.426	.619	.817
IMO24	77.8333	145.454	-.007	.838
IMO25	77.4667	135.637	.564	.821
IMO26	77.3000	137.252	.429	.824
IMO27	77.8333	136.006	.377	.825
IMO28	77.3000	136.286	.376	.825
IMO29	77.5667	130.185	.567	.817
IMO30	76.7000	135.321	.624	.820
IMO31	77.2667	131.513	.614	.817
IMO32	78.2667	146.202	-.054	.844
IMO33	77.8333	134.489	.331	.828
IMO34	77.5667	125.909	.634	.813
IMO35	77.9000	153.886	-.271	.858
IMO36	77.8000	135.407	.332	.827
IMO37	77.1667	135.937	.396	.825
IMO38	78.1333	141.775	.073	.841
IMO39	77.5667	132.875	.551	.819
IMO40	77.7333	129.513	.676	.814
IMO41	77.3333	128.644	.650	.814
IMO42	77.7000	142.010	.120	.835
IMO43	77.0000	133.793	.515	.820

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
80.8000	146.166	12.08989	25

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.844	36

**Item Statistics**

	Mean	Std. Deviation	N
EJS1	2.9333	1.14269	30
EJS2	3.6000	1.19193	30
EJS3	3.3667	1.12903	30
EJS4	3.3333	1.32179	30
EJS5	2.7667	1.00630	30
EJS6	3.0667	1.14269	30
EJS7	4.1000	.84486	30
EJS8	2.5667	1.27802	30
EJS9	3.6667	.99424	30
EJS10	3.5000	1.25258	30
EJS11	3.2000	1.12648	30
EJS12	2.7333	1.25762	30
EJS13	2.9667	1.24522	30
EJS14	2.9000	1.21343	30
EJS15	3.3000	.87691	30
EJS16	3.2000	1.21485	30
EJS17	3.7333	.90719	30
EJS18	2.8000	1.21485	30
EJS19	3.3000	1.14921	30
EJS20	3.4667	1.13664	30
EJS21	3.1333	1.30604	30
EJS22	3.0667	1.22990	30
EJS23	3.2667	1.36289	30
EJS24	3.8333	.87428	30



EJS25	4.0667	.86834	30
EJS26	2.5333	1.16658	30
EJS27	3.9667	1.15917	30
EJS28	3.1000	1.21343	30
EJS29	3.3000	1.20773	30
EJS30	3.3333	1.12444	30
EJS31	2.9000	1.21343	30
EJS32	3.0667	1.20153	30
EJS33	2.7667	1.13512	30
EJS34	3.1667	1.20583	30
EJS35	4.0333	.76489	30
EJS36	2.9333	1.22990	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
EJS1	114.0333	254.447	.223	.844
EJS2	113.3667	243.551	.509	.836
EJS3	113.6000	250.869	.329	.841
EJS4	113.6333	263.757	-.037	.852
EJS5	114.2000	250.441	.391	.839
EJS6	113.9000	248.990	.377	.839
EJS7	112.8667	252.257	.407	.839
EJS8	114.4000	245.214	.426	.838
EJS9	113.3000	252.907	.316	.841
EJS10	113.4667	254.120	.206	.844
EJS11	113.7667	253.357	.258	.843
EJS12	114.2333	249.289	.328	.841
EJS13	114.0000	252.759	.242	.843
EJS14	114.0667	247.375	.394	.839
EJS15	113.6667	250.368	.460	.838
EJS16	113.7667	245.771	.437	.838
EJS17	113.2333	256.392	.230	.843
EJS18	114.1667	250.282	.316	.841
EJS19	113.6667	246.230	.453	.837
EJS20	113.5000	256.741	.161	.845
EJS21	113.8333	246.489	.383	.839
EJS22	113.9000	252.714	.247	.843
EJS23	113.7000	245.872	.378	.839

EJS24	113.1333	252.189	.394	.840
EJS25	112.9000	254.300	.319	.841
EJS26	114.4333	255.289	.194	.844
EJS27	113.0000	255.655	.186	.845
EJS28	113.8667	249.361	.341	.840
EJS29	113.6667	245.609	.445	.837
EJS30	113.6333	255.206	.207	.844
EJS31	114.0667	242.892	.516	.835
EJS32	113.9000	240.300	.595	.833
EJS33	114.2000	244.028	.524	.836
EJS34	113.8000	253.821	.224	.844
EJS35	112.9333	255.375	.325	.841
EJS36	114.0333	245.482	.439	.838

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
116.9667	263.895	16.24486	36

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.687	8

**Item Statistics**

	Mean	Std. Deviation	N
EOC1	2.5000	1.33261	30
EOC2	3.3667	1.15917	30
EOC3	3.6667	.99424	30
EOC4	3.0000	1.28654	30
EOC5	2.5333	1.25212	30
EOC6	2.7333	1.04826	30
EOC7	3.6667	.99424	30
EOC8	3.1000	1.26899	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EOC1	22.0667	20.202	.472	.632
EOC2	21.2000	23.614	.238	.688
EOC3	20.9000	23.197	.360	.662
EOC4	21.5667	19.495	.571	.606
EOC5	22.0333	22.171	.330	.669
EOC6	21.8333	24.764	.170	.699
EOC7	20.9000	22.783	.407	.653
EOC8	21.4667	20.602	.471	.633

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
24.5667	27.633	5.25674	8

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.735	8

**Item Statistics**

	Mean	Std. Deviation	N
EOC9	2.8667	1.13664	30
EOC10	3.7000	1.02217	30
EOC11	3.4333	1.16511	30
EOC12	3.4667	.86037	30
EOC13	3.9667	.92786	30
EOC14	3.3667	1.06620	30
EOC15	3.1333	.97320	30
EOC16	3.2000	1.12648	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EOC9	24.2667	21.582	.131	.769
EOC10	23.4333	22.323	.092	.769
EOC11	23.7000	16.217	.712	.642
EOC12	23.6667	21.954	.194	.746
EOC13	23.1667	19.316	.500	.696
EOC14	23.7667	17.357	.649	.662
EOC15	24.0000	19.172	.486	.698
EOC16	23.9333	16.271	.739	.638

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
27.1333	24.257	4.92519	8

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.756	8

**Item Statistics**

	Mean	Std. Deviation	N
EOC17	3.5333	1.10589	30
EOC18	3.1000	1.12495	30
EOC19	3.2333	1.30472	30
EOC20	4.2333	.81720	30
EOC21	2.9000	1.34805	30
EOC22	3.5333	1.22428	30
EOC23	3.5333	1.00801	30
EOC24	3.5000	1.04221	30

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EOC17	24.0333	23.551	.517	.718
EOC18	24.4667	27.982	.090	.791
EOC19	24.3333	22.299	.513	.718
EOC20	23.3333	25.540	.498	.728
EOC21	24.6667	21.264	.582	.703
EOC22	24.0333	22.447	.550	.710
EOC23	24.0333	23.757	.565	.712
EOC24	24.0667	25.375	.368	.744

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
27.5667	30.323	5.50663	8

# Appendix 4

## Tests for Non-response Bias

Group Statistics

	SLIPT	N	Mean	Std. Deviation	Std. Error Mean
IMIG	1.00	257	3.5383	.69506	.04336
	2.00	103	3.3463	.61654	.06075
IC	1.00	257	3.7544	.71152	.04438
	2.00	103	3.5850	.73394	.07232
RTI	1.00	257	2.3489	.86388	.05389
	2.00	103	2.5081	.82293	.08109
EJS	1.00	257	2.5661	.81062	.05057
	2.00	103	2.5886	.76369	.07525
AC	1.00	257	2.8397	.77003	.04803
	2.00	103	2.9049	.68762	.06775
NC	1.00	257	3.7743	.73365	.04576
	2.00	103	3.4350	.72622	.07156
CC	1.00	257	3.1907	.90605	.05652
	2.00	103	3.0631	.83337	.08211

**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
IMIG	Equal variances assumed	.633	.427	2.444	358	.015	.19198	.07856	.03749	.34647
	Equal variances not assumed			2.572	210.602	.011	.19198	.07463	.04486	.33911
IC	Equal variances assumed	.313	.576	2.023	358	.044	.16943	.08373	.00476	.33409
	Equal variances not assumed			1.997	182.969	.047	.16943	.08485	.00201	.33684
RTI	Equal variances assumed	.248	.619	-1.601	358	.110	-.15919	.09941	-.35469	.03630
	Equal variances not assumed			-1.635	196.705	.104	-.15919	.09736	-.35119	.03281



# Appendix 5

## Profile of Respondents

### Statistics

		Race	Religion	Age	Tenure	Education	Income	Service
N	Valid	360	360	360	360	360	360	360
	Missing	0	0	0	0	0	0	0

### Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	350	97.2	97.2	97.2
	Chinese	4	1.1	1.1	98.3
	Indian	5	1.4	1.4	99.7
	Others	1	.3	.3	100.0
	Total	360	100.0	100.0	

### Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	351	97.5	97.5	97.5
	Christian	3	.8	.8	98.3
	Buddhist	2	.6	.6	98.9
	Hindus	4	1.1	1.1	100.0
	Total	360	100.0	100.0	

### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 years	33	9.2	9.2	9.2
	20-30 years	169	46.9	46.9	56.1
	31-40 years	99	27.5	27.5	83.6
	More than 40 years	59	16.4	16.4	100.0
	Total	360	100.0	100.0	

### Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-4 years	164	45.6	45.6	45.6
	More than 4 - 6 years	87	24.2	24.2	69.7
	More than 6 - 8 years	58	16.1	16.1	85.8
	More than 8 years	51	14.2	14.2	100.0
	Total	360	100.0	100.0	

### Education

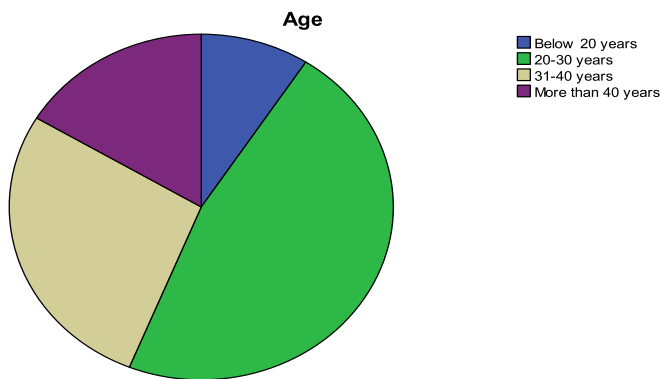
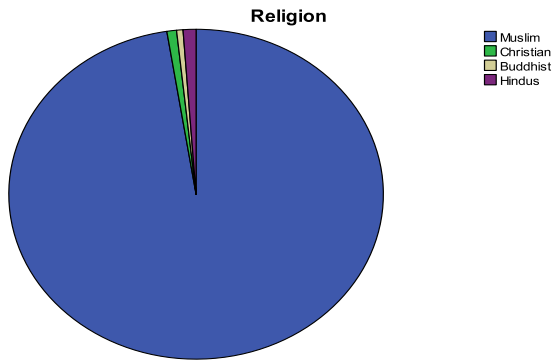
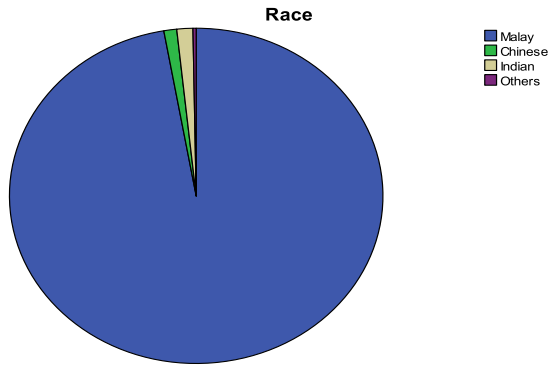
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PMR	23	6.4	6.4	6.4
	SPM	265	73.6	73.6	80.0
	STPM	32	8.9	8.9	88.9
	Others	40	11.1	11.1	100.0
	Total	360	100.0	100.0	

### Income

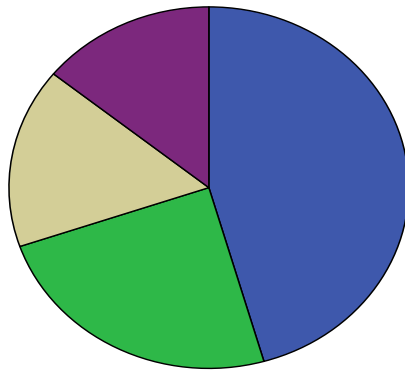
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM500	82	22.8	22.8	22.8
	RM500-RM750	155	43.1	43.1	65.8
	RM751-RM1000	66	18.3	18.3	84.2
	More than RM1000	57	15.8	15.8	100.0
	Total	360	100.0	100.0	

### Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	360	100.0	100.0	100.0

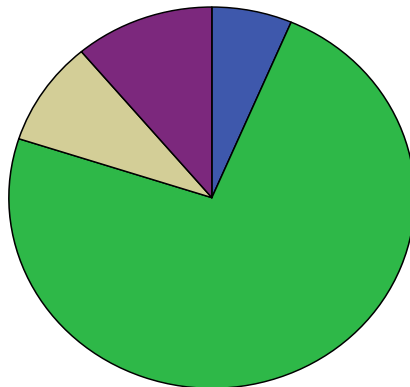


**Tenure**



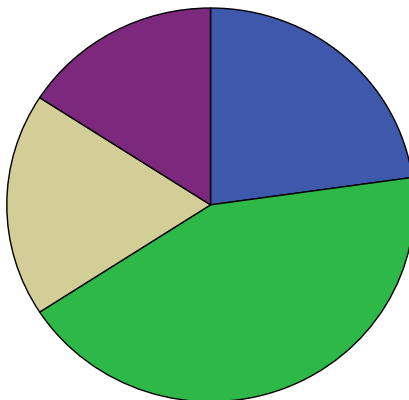
- 2-4 years
- More than 4 - 6 years
- More than 6 - 8 years
- More than 8 years

**Education**

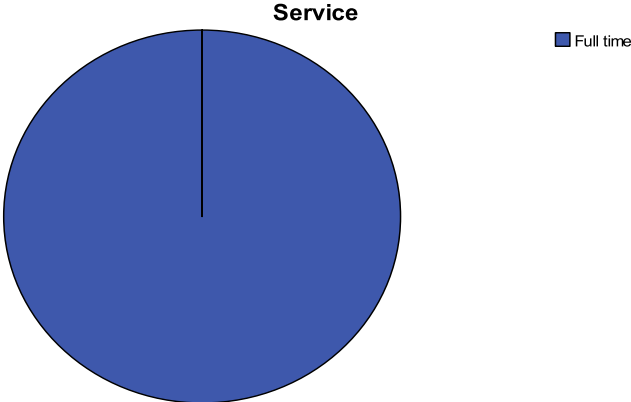


- PMR
- SPM
- STPM
- Others

**Income**



- Less than RM500
- RM500-RM750
- RM751-RM1000
- More than RM1000



# Appendix 6

## Factor Analysis of Internal Market Orientation Behaviors (IMO)

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.884
Bartlett's Test of Sphericity	Approx. Chi-Square
	2388.462
	df
	190
	Sig.
	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.256	31.279	31.279	6.256	31.279	31.279	4.026	20.128	20.128
2	1.898	9.492	40.772	1.898	9.492	40.772	3.849	19.244	39.373
3	1.562	7.808	48.579	1.562	7.808	48.579	1.841	9.207	48.579
4	1.060	5.300	53.879						
5	.980	4.902	58.781						
6	.855	4.276	63.057						
7	.829	4.146	67.203						
8	.737	3.686	70.888						
9	.687	3.434	74.322						
10	.668	3.338	77.660						
11	.604	3.019	80.679						
12	.550	2.750	83.429						
13	.526	2.632	86.061						
14	.492	2.459	88.520						
15	.485	2.427	90.947						
16	.436	2.180	93.127						
17	.408	2.041	95.168						
18	.364	1.818	96.986						
19	.334	1.671	98.658						
20	.268	1.342	100.000						

**Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
IMO12	.739		
IMO11	.734		
IMO21	.718		
IMO40	.667		
IMO13	.662		
IMO39	.598		
IMO30	.553		
IMO10	.541		
IMO7		.753	
IMO6		.700	
IMO8		.640	
IMO3		.605	
IMO4		.595	
IMO31		.589	
IMO9		.573	
IMO24		.557	
IMO17		.524	
IMO27			.788
IMO22			.784
IMO38			.688

# Appendix 7

## Factor Analysis of Employee Job Satisfaction (EJS)

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.891
Bartlett's Test of Sphericity	Approx. Chi-Square
	1061.305
	df
	36
	Sig.
	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.197	46.628	46.628	4.197	46.628	46.628
2	.909	10.097	56.725			
3	.790	8.778	65.503			
4	.696	7.733	73.236			
5	.590	6.552	79.788			
6	.550	6.114	85.902			
7	.477	5.304	91.207			
8	.434	4.825	96.031			
9	.357	3.969	100.000			

Extraction Method: Principal Component Analysis.

### Component Matrix<sup>a</sup>

	Component
	1
EJS19	.758
EJS36	.746
EJS12	.739
EJS14	.739
EJS18	.721
EJS29	.678
EJS34	.622
EJS21	.576
EJS10	.525



# Appendix 8

## Factor Analysis of Employee Organizational Commitment (EOC)

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	906.270
	df	66
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.879	23.995	23.995	2.879	23.995	23.995	2.751	22.928	22.928
2	2.382	19.846	43.840	2.382	19.846	43.840	2.255	18.795	41.723
3	1.272	10.601	54.441	1.272	10.601	54.441	1.526	12.718	54.441
4	.801	6.674	61.115						
5	.779	6.489	67.604						
6	.761	6.344	73.949						
7	.618	5.147	79.096						
8	.591	4.924	84.020						
9	.536	4.468	88.489						
10	.521	4.344	92.833						
11	.472	3.934	96.767						
12	.388	3.233	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component		
	1	2	3
EOC22	.824		
EOC23	.758		
EOC20	.754		
EOC21	.690		
EOC13	.610		
EOC4		.687	
EOC18		.684	
EOC9		.683	
EOC12		.662	
EOC8		.591	
EOC14			.838
EOC15			.797

# Appendix 9

## Reliability Coefficient of Constructs

### Reliability Statistics

Cronbach's Alpha	N of Items
.828	9

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
IMO7	27.8417	29.070	.643	.798
IMO6	27.8556	28.664	.636	.799
IMO8	27.9222	30.428	.408	.828
IMO3	27.9194	30.219	.494	.816
IMO4	27.6222	30.119	.564	.808
IMO9	27.9056	29.868	.535	.811
IMO31	27.8056	30.330	.575	.807
IMO24	28.0194	31.367	.511	.814
IMO17	27.9083	30.607	.469	.818

### Reliability Statistics

Cronbach's Alpha	N of Items
.845	8

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
IMO12	26.0833	25.141	.652	.818
IMO11	25.8389	25.038	.693	.813
IMO21	25.7778	24.457	.625	.821
IMO40	26.2833	25.942	.566	.829
IMO13	25.9194	26.141	.602	.824
IMO39	26.1194	26.351	.568	.828
IMO30	25.6278	28.864	.409	.845
IMO10	25.8806	26.390	.523	.834

**Reliability Statistics**

Cronbach's Alpha	N of Items
.648	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
IMO27	4.5389	3.681	.473	.536
IMO22	4.9389	3.255	.504	.485
IMO38	4.8889	3.364	.405	.630

**Reliability Statistics**

Cronbach's Alpha	N of Items
.851	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
EJS10	19.9583	42.809	.426	.852
EJS12	20.9500	41.128	.636	.829
EJS14	20.5417	40.628	.634	.829
EJS18	20.8056	42.018	.609	.832
EJS19	20.5806	40.601	.659	.827
EJS21	20.5361	43.492	.463	.846
EJS29	20.4528	42.232	.583	.835
EJS34	20.5639	41.907	.517	.842
EJS36	20.5444	41.296	.642	.829

**Reliability Statistics**

Cronbach's Alpha	N of Items
.689	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
EOC4	11.3583	9.517	.460	.632
EOC18	11.2056	9.451	.446	.638
EOC9	11.4250	9.426	.456	.633
EOC12	11.4028	9.807	.447	.638
EOC8	11.7750	9.913	.407	.654

**Reliability Statistics**

Cronbach's Alpha	N of Items
.610	2

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EOC14	3.1083	1.089	.439	.
EOC15	3.2000	1.096	.439	.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.784	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EOC22	14.8222	8.626	.665	.707
EOC23	14.7667	9.121	.598	.731
EOC20	14.3889	9.893	.585	.739
EOC21	15.1500	8.791	.511	.768
EOC13	14.4167	10.556	.476	.770

# Appendix 10

## Descriptive Analysis of Constructs

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IMIG	360	1.00	5.00	3.4833	.67827
IC	360	1.63	5.00	3.7059	.72107
RTI	360	1.00	5.00	2.3944	.85427
EJS	360	1.00	5.00	2.5726	.79648
AC	360	1.00	5.00	2.8583	.74702
NC	360	1.60	5.00	3.6772	.74649
CC	360	1.00	5.00	3.1542	.88660
Valid N (listwise)	360				

# Appendix 11

## Pearson Correlation Analysis

Correlations

		IMIG	IC	RTI	EJS	AC	NC	CC
IMIG	Pearson Correlation	1	.572**	-.127*	-.160**	-.010	.441**	.250**
	Sig. (2-tailed)		.000	.016	.002	.843	.000	.000
	N	360	360	360	360	360	360	360
IC	Pearson Correlation	.572**	1	-.225**	-.389**	-.100	.500**	.038
	Sig. (2-tailed)	.000		.000	.000	.059	.000	.470
	N	360	360	360	360	360	360	360
RTI	Pearson Correlation	-.127*	-.225**	1	.512**	.293**	-.051	.019
	Sig. (2-tailed)	.016	.000		.000	.000	.334	.714
	N	360	360	360	360	360	360	360
EJS	Pearson Correlation	-.160**	-.389**	.512**	1	.471**	-.217**	.175**
	Sig. (2-tailed)	.002	.000	.000		.000	.000	.001
	N	360	360	360	360	360	360	360
AC	Pearson Correlation	-.010	-.100	.293**	.471**	1	-.038	.202**
	Sig. (2-tailed)	.843	.059	.000	.000		.476	.000
	N	360	360	360	360	360	360	360
NC	Pearson Correlation	.441**	.500**	-.051	-.217**	-.038	1	.217**
	Sig. (2-tailed)	.000	.000	.334	.000	.476		.000
	N	360	360	360	360	360	360	360
CC	Pearson Correlation	.250**	.038	.019	.175**	.202**	.217**	1
	Sig. (2-tailed)	.000	.470	.714	.001	.000	.000	
	N	360	360	360	360	360	360	360

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

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

# Appendix 12

## Multicollinearity Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.144	.285		4.018	.000		
	IMIG	.028	.063	.025	.441	.659	.667	1.498
	IC	.089	.063	.086	1.407	.160	.582	1.717
	RTI	.065	.047	.074	1.371	.171	.735	1.360
	EJS	.441	.054	.470	8.179	.000	.653	1.532

a. Dependent Variable: AC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.525	.363		4.204	.000		
	IMIG	.414	.080	.317	5.193	.000	.667	1.498
	IC	-.083	.080	-.067	-1.029	.304	.582	1.717
	RTI	-.081	.060	-.078	-1.348	.178	.735	1.360
	EJS	.267	.069	.240	3.889	.000	.653	1.532

a. Dependent Variable: CC

**Coefficients<sup>a</sup>**

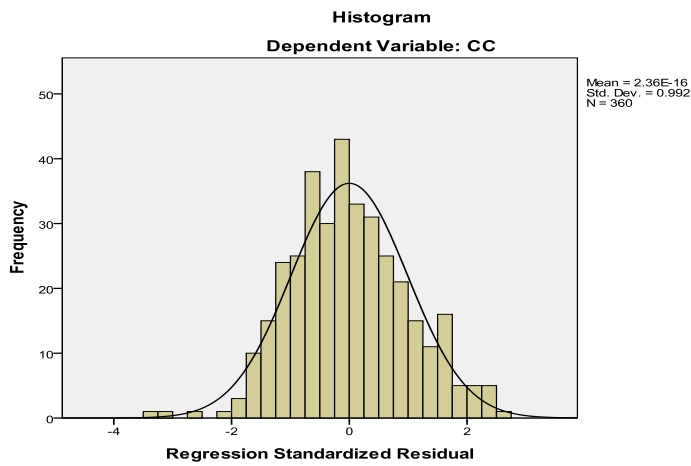
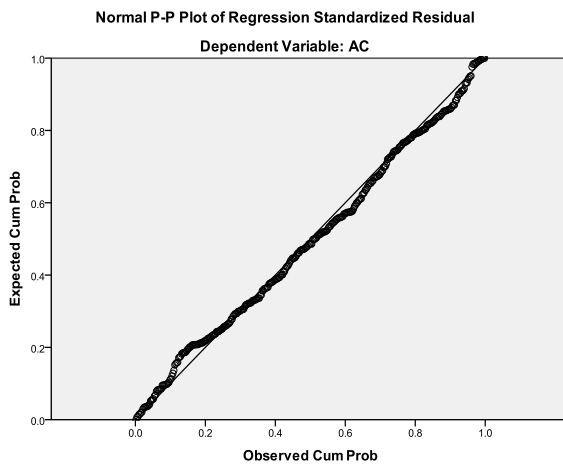
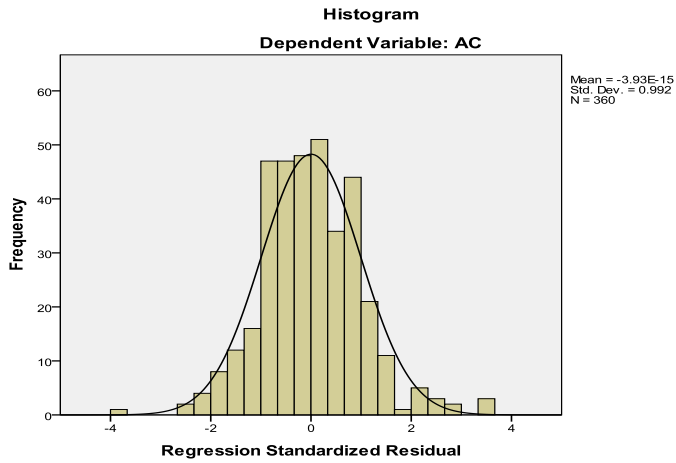
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.432	.273		5.249	.000		
	IMIG	.264	.060	.240	4.393	.000	.667	1.498
	IC	.361	.060	.349	5.973	.000	.582	1.717
	RTI	.094	.045	.108	2.081	.038	.735	1.360
	EJS	-.092	.052	-.098	-1.782	.076	.653	1.532

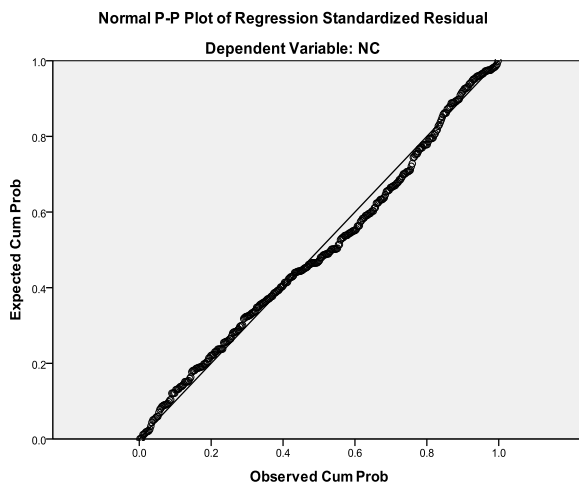
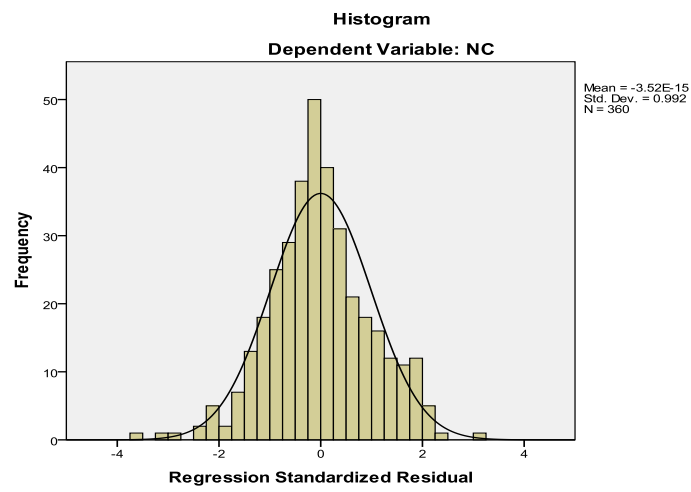
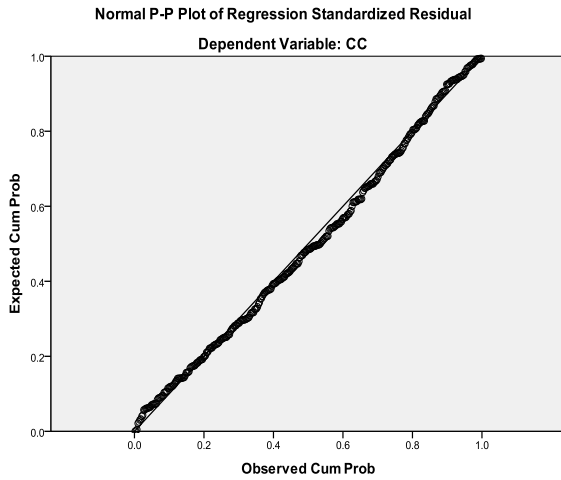
a. Dependent Variable: NC



# Appendix 13

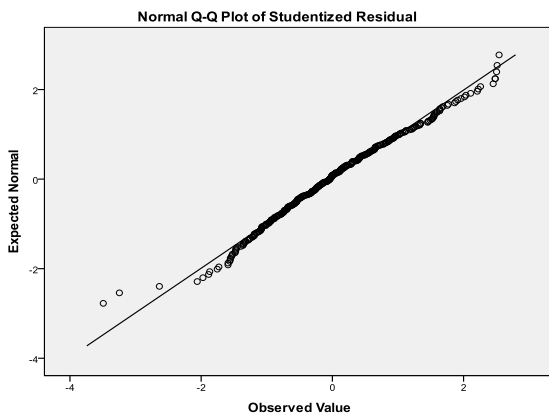
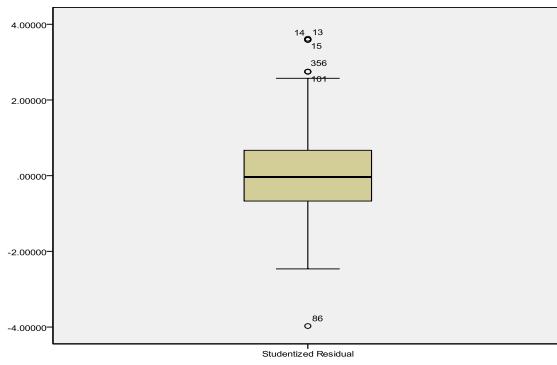
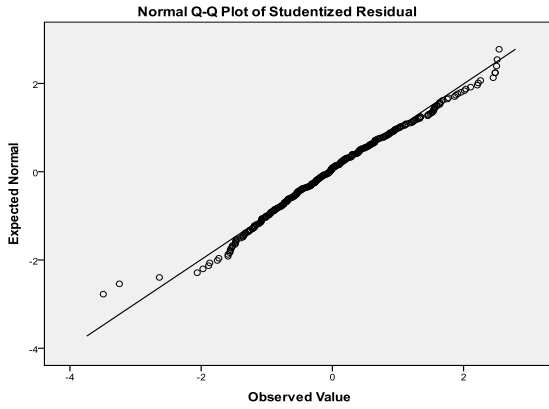
## Normality Testing – Histograms and P-P Plots

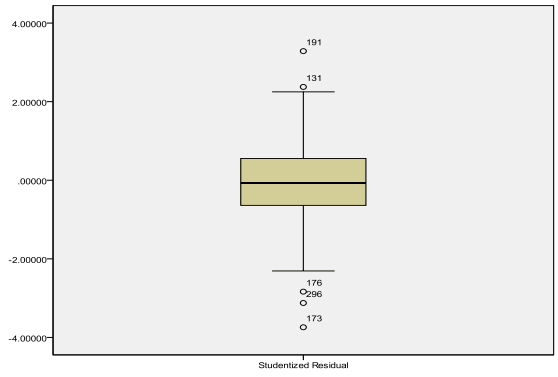
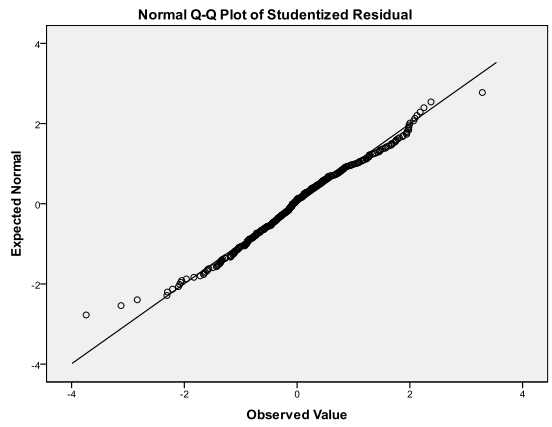
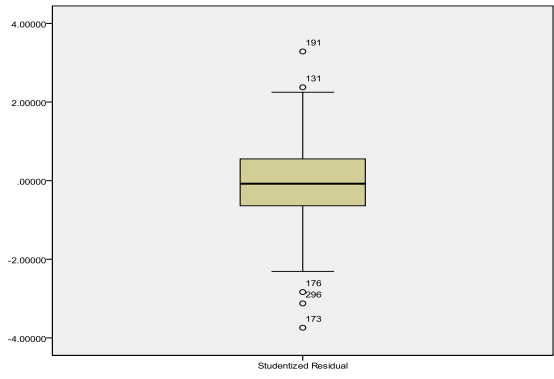




# Appendix 14

## Normality Testing – Q-Q Plots and Boxplots





# Appendix 15

## Normality Testing - Skewness and Kurtosis

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AC	360	1.00	5.00	2.8583	.74702	.238	.129	.447	.256
NC	360	1.60	5.00	3.6772	.74649	-.353	.129	-.306	.256
CC	360	1.00	5.00	3.1542	.88660	-.155	.129	.126	.256
Valid N (listwise)	360								

# Appendix 16

## Normality Test of Residuals

**Tests of Normality (Affective Commitment)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.038	360	.200 <sup>*</sup>	.988	360	.004

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

**Tests of Normality (Continuance Commitment)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.064	360	.001	.992	360	.051

a. Lilliefors Significance Correction

**Tests of Normality (Normative Commitment)**

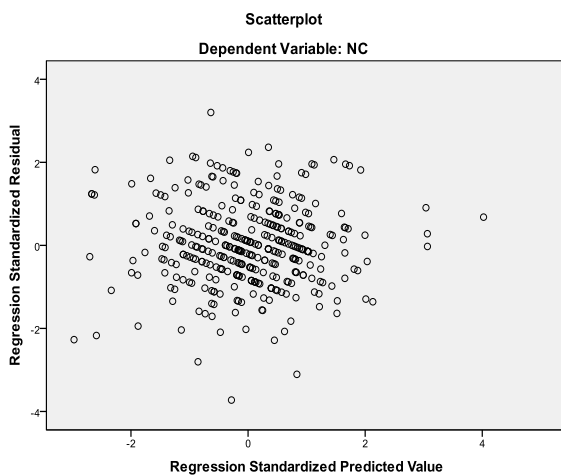
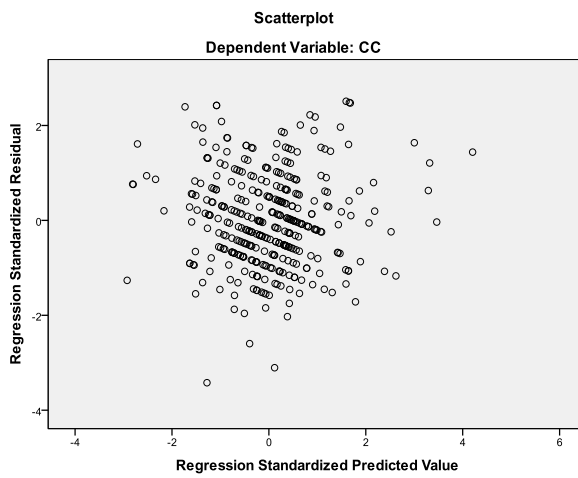
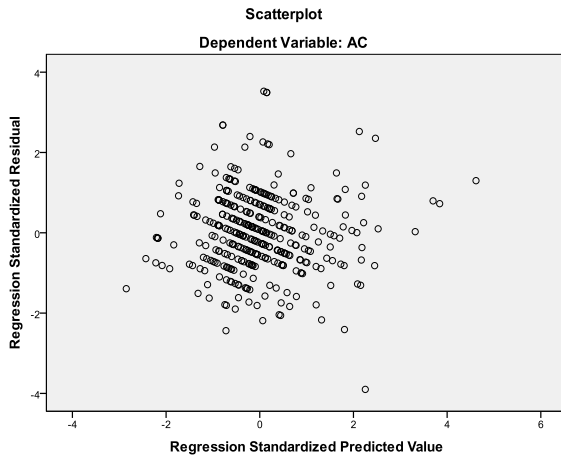
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.032	360	.200 <sup>*</sup>	.991	360	.025

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

# Appendix 17

## Testing the Linearity, Homoscedasticity and Independence of Errors – Scatterplots



# Appendix 18

## Regression Result of IMIG, IC, RTI on Affective Commitment

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 <sup>a</sup>	.090	.082	.71560

a. Predictors: (Constant), RTI, IMIG, IC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.034	3	6.011	11.739	.000 <sup>a</sup>
	Residual	182.301	356	.512		
	Total	200.335	359			

a. Predictors: (Constant), RTI, IMIG, IC

b. Dependent Variable: AC

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.287	.270		8.475	.000
	IMIG	.075	.068	.068	1.111	.267
	IC	-.077	.065	-.075	-1.192	.234
	RTI	.249	.045	.285	5.484	.000



# Appendix 19

## Regression Result of IMIG, IC, RTI on Continuance Commitment

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282 <sup>a</sup>	.080	.072	.85411

a. Predictors: (Constant), RTI, IMIG, IC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.491	3	7.497	10.277	.000 <sup>a</sup>
	Residual	259.703	356	.730		
	Total	282.194	359			

a. Predictors: (Constant), RTI, IMIG, IC

b. Dependent Variable: CC

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.218	.322		6.885	.000
	IMIG	.443	.081	.339	5.472	.000
	IC	-.183	.078	-.149	-2.364	.019
	RTI	.030	.054	.029	.555	.579

# Appendix 20

## Regression Result of IMIG, IC, RTI on Normative Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 <sup>a</sup>	.289	.283	.63199

a. Predictors: (Constant), RTI, IMIG, IC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.861	3	19.287	48.288	.000 <sup>a</sup>
	Residual	142.192	356	.399		
	Total	200.053	359			

a. Predictors: (Constant), RTI, IMIG, IC

b. Dependent Variable: NC

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.193	.238		5.006	.000
	IMIG	.254	.060	.230	4.232	.000
	IC	.396	.057	.382	6.895	.000
	RTI	.056	.040	.064	1.399	.163

# Appendix 21

## Regression Result of IMIG, IC, RTI on Employee Job Satisfaction

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 <sup>a</sup>	.347	.342	.64622

a. Predictors: (Constant), RTI, IMIG, IC

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.081	3	26.360	63.124	.000 <sup>a</sup>
	Residual	148.664	356	.418		
	Total	227.745	359			

a. Predictors: (Constant), RTI, IMIG, IC

b. Dependent Variable: EJS

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.593	.244		10.641	.000
	IMIG	.108	.061	.092	1.768	.078
	IC	-.377	.059	-.341	-6.423	.000
	RTI	.417	.041	.447	10.179	.000

# Appendix 22

## Regression Result of Employee Job Satisfaction on Affective Commitment (AC)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 <sup>a</sup>	.234	.226	.65734

a. Predictors: (Constant), EJS, IMIG, RTI, IC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.939	4	11.735	27.157	.000 <sup>a</sup>
	Residual	153.396	355	.432		
	Total	200.335	359			

a. Predictors: (Constant), EJS, IMIG, RTI, IC

b. Dependent Variable: AC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.144	.285		4.018	.000
	IMIG	.028	.063	.025	.441	.659
	IC	.089	.063	.086	1.407	.160
	RTI	.065	.047	.074	1.371	.171
	EJS	.441	.054	.470	8.179	.000

a. Dependent Variable: AC

# Appendix 23

## Regression Result of Employee Job Satisfaction on Continuance Commitment (CC)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343 <sup>a</sup>	.117	.107	.83765

a. Predictors: (Constant), EJS, IMIG, RTI, IC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.104	4	8.276	11.795	.000 <sup>a</sup>
	Residual	249.089	355	.702		
	Total	282.194	359			

a. Predictors: (Constant), EJS, IMIG, RTI, IC

b. Dependent Variable: CC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.525	.363		4.204	.000
	IMIG	.414	.080	.317	5.193	.000
	IC	-.083	.080	-.067	-1.029	.304
	RTI	-.081	.060	-.078	-1.348	.178
	EJS	.267	.069	.240	3.889	.000

a. Dependent Variable: CC

# Appendix 24

## Regression Result of Employee Job Satisfaction on Normative Commitment (NC)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 <sup>a</sup>	.296	.288	.63007

a. Predictors: (Constant), EJS, IMIG, RTI, IC

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.121	4	14.780	37.231	.000 <sup>a</sup>
	Residual	140.932	355	.397		
	Total	200.053	359			

a. Predictors: (Constant), EJS, IMIG, RTI, IC

b. Dependent Variable: NC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.432	.273		5.249	.000
	IMIG	.264	.060	.240	4.393	.000
	IC	.361	.060	.349	5.973	.000
	RTI	.094	.045	.108	2.081	.038
	EJS	-.092	.052	-.098	-1.782	.076

a. Dependent Variable: NC

# Appendix 25

## Mediation Effect of Employee Job Satisfaction (EJS)

Path	a	b	c	c'	Decision
IMIG-->EJS-->AC	0.092	0.470***	0.068	0.025	Not Mediated
IC-->EJS-->AC	(-)0.341***	0.470***	(-)0.075	0.086	Not Mediated
RTI-->EJS-->AC	0.447***	0.470***	0.285***	0.074	Full Mediated
IMIG-->EJS-->CC	0.092	0.240***	0.339***	0.317***	Not Mediated
IC-->EJS-->CC	(-)0.341***	0.240***	(-)0.149*	-0.067	Full Mediated
RTI-->EJS-->CC	0.447***	0.240***	0.029	-0.078	Not Mediated
IMIG-->EJS-->NC	0.092	(-)0.098	0.230***	0.240***	Not Mediated
IC-->EJS-->NC	(-)0.341***	(-)0.098	0.382***	0.349***	Not Mediated
RTI-->EJS-->NC	0.447***	(-)0.098	0.064	0.108*	Not Mediated