

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

YATY BINTI SULAIMAN

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By

YATY BINTI SULAIMAN

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(Internal Examiner)

Dr. Noor Azmi bin Hashim

Tandatangan  
(Signature)

Tarikh: 19 June 2013  
(Date)

Nama Pelajar : Yaty binti Sulaiman  
(Name of Student)

Tajuk Tesis/Dissertation : **The Mediating Role of Employee Job Satisfaction on the Relationship  
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Program Pengajian : Doctor of Business Administration  
(Programme of Study)

Nama Penyelia/Penyelia-penyelia : Dr. Abdul Rahim bin Othman  
(Name of Supervisor/Supervisors)

Tandatangan  
(Signature)

Nama Penyelia/Penyelia-penyelia : Dr. Selvan s/o Perumal  
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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).

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