THE JOB RELATED FACTOR AND ORGANIZATIONAL COMMITMENT AT PTPL COLLEGE SUNGAI PETANI, KEDAH.

By

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811086

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfilments of the Requirement for the Master of Sciences (Management)
DECLARATION

I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for any degree or qualification.

I certify that any help received in preparing this thesis and all sources used have been acknowledged in this thesis.

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15 May 2014
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ABSTRAK

ABSTRACT

The main purpose of this study was to evaluate the relationship between job role with the commitment of employees within an organization. This study will try to find the relationship between the sub dimensions of work role and its relationship with organizational commitment supervisor support, colleague support, access to resources and the role of employees. The research questions are developed based on questionnaires 'Organizational Commitment Questionnaire' (OCQ) introduced by, Steers, and Porter Moday, 1979, which aims to find the level of organizational commitment among employees. Question consists of 44 items using a Likert scale where it would involve the 63 respondents in this study. All data were analyzed using the Statistical Package for Social Sciences (SPSS) version of twenty. In this study, it has two types of statistical analysis used descriptive statistics, to see the percentages and inferential statistics using Pearson correlation for the relationship between variables. This study expects that PTPL College Sg.Petani can maintain a high level of organizational commitment is to ensure that the company will be more productive and more competitive in the future through the study in the future.
ACKNOWLEDGEMENT

Alhamdullilah, grateful to Allah S.W.T for guidance, instructions and grace for enables the study was completed as planned. Appreciation and gratitude should be express to Dr. Norazuwa Binti Mat as the lecturer and supervisor for his guidance and advice extremely valuable in preparing the theses. Special thanks are also Dean of Othman Yeop Abdullah Graduate School of Business for provided the perfect facilities at UUM for student convenience. Do not forget to wish thank to my course mate Noorashkin, and Arul for their suggestion, recommendation and guidance to me in writing this theses. Finally, my thanks to colleagues Cohort 2012 of Master of Science Management (Msc. Management), which are involved in the discussion and sparking idea that this study can be completed. May God bless this little effort.

Thank you,

Nurul Jannah Binti Zulkifly,

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CHAPTER 1

1.0 INTRODUCTION

1.1 Introduction of the study

In today’s environment of dynamic and chaotic era, management paradigms of organizations are becoming more challenging of human. Organizations need all their staff to contribute their opinions, ideas and creativity to all issues to improve overall production quality in different sectors to reach the organization goals. In recent years, competition and changes in technology also have affected the health sector seriously. Businesses in this sector want to increase their own competitive levels for their existence and continuity. Commitment to the organization is an attitude which is important because it contributes to the organizational goals. Staffs who is fully committed on working will help to produce a good output for the organization. A strong commitment to their work will contribute to the productivity and quality thereby making the organization performance better. According to Zakaria (2002), those who understand the importance of commitment to work are those who understand the vision, mission and objectives of the organization who want a service that is efficient and able to meet the needs of the organizational goals that were set.

In general, a lack of commitment among the workers will have negative implications on the organization's ability to continue operations and to face the challenges ahead. This is because, with a strong commitment among the employees it would reduce the work pressures and produce more competitive and the quality of work than those who are less committed to the organization. According to Lee (2000) any program
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REFERENCES


*Organizational Behavior and Human Performance, 4*, 142-175.


Sheldon, Mary (1971). Investments and involvements as mechanisms producing commitment to the organization. *Administrative Science Quarterly*. 16; 143-150.


APPENDIX 1

THE JOB RELATED FACTOR AND ORGNIZATIONAL COMMITMENT AT PTPL COLLEGE SUNGAI PETANI KEDAH.

Dear Respondents,

I am currently pursuing my Master of Science (Management) at Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia. The study that I am conducting is the partial fulfillment towards the completion of my postgraduate degree. The title that I want to explore is "THE JOB RELATED FACTOR AND ORGNIZATIONAL COMMITMENT AT PTPL COLLEGE SUNGAI PETANI KEDAH."

I would appreciate if you could spare some time and thought in completing the survey questionnaires. I hope that you would co-operate in completing the questionnaire with the best of your ability.

This questionnaire consists of four sections. Section one consists of questions about your demographic profile and followed by section two about your awareness of privacy options, section three about job related and organizational commitment.

Your response will be treated as confidential and used for research purposes only. There is no right or wrong answer. Thank you for your willingness to participate in this study.

Yours sincerely,
Nurul Jannah Binti Zulkifly
Matric No : 811086
Email : nuruljannah.zulkifly@yahoo.com
SECTION A: Respondent Profiles.
This section intends to get information the respondents’ demographic background.

[Tick the box which answers is best describing you]

1. **Gender**
   - [ ] Male
   - [ ] Female

2. **Age**
   - [ ] Less than 18 years old
   - [ ] 19 – 24 years old
   - [ ] 25 – 29 years old
   - [ ] More than 30 years old

3. **Last Education Background**
   - [ ] SPM
   - [ ] STPM
   - [ ] DEGREE
   - [ ] OTHERS

4. **Race**
   - [ ] Malay
   - [ ] Chinese
   - [ ] Indian
   - [ ] Others

5. **Working Experiences**
   - [ ] Less than 3 years
   - [ ] Between 3-4 years
   - [ ] Between 4-5 years
   - [ ] More than 5 years

6. **Designation**
   - [ ] Admin
   - [ ] Account/ Exam
   - [ ] Tutor/Lecturer
   - [ ] Others
### SECTION B: Organizational Commitment

This section intent to get the respondents feedback about the topic study.

[Using the following scale, please cycle the number that represents your most appropriate answer.]

**Organizational Commitment**

**Factor 1: Affective Commitment**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I would be very happy to spend the rest of my career in this organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>I really feel as if this organization's problem are my own.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>I do not feel like part of the family at my organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>I do not feel emotionally attached to this organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>This organization has great deal of personal meaning for me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>I do not feel a strong sense of belonging to my organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Factor 2: Continuance Commitment**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It would be very hard for me to leave my organization right now even if I wanted to.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Too much of my life would be disrupted if I decided I wanted to leave my organization right now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Right now staying with my organization is a matter of necessity as much as desire.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>I feel that I have too few options to consider leaving this organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>One of the few negative consequences of leaving this organization would be the scarcity of available alternative.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice, another organization may not match the overall benefits I have here.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Factor 3: Normative Commitment**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I do not feel any obligation to remain with my current employer.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Even if it were to many advantage, I do not feel it would be right to leave my organization now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>I would feel guilty if I left my organization now.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>This organization deserves my loyalty.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>I would not leave my organization right now because I have a sense of obligation to the people in it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>I owe a great deal to my organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
### SECTION C: Job Related Characteristics

This section intent to get the respondents feedback about the topic study.

[Using the following scale, please cycle the number that represents your most appropriate answer.]

---

**Factor 1: Supervisory Support**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My immediate supervisor is impartial</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>My immediate supervisor give me feedback that help me to improve my performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>My immediate supervisor follow through on commitment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>I receive coaching and training from immediate supervisor</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>My immediate supervisor is usually available</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Factor 2: Co-worker Support**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I have the support and authority to make the decisions necessary</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>My department uses employee feedback to make improvement</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>I have enough involvement in decision that effect my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>This is the type of job in which I can feel a sense of accomplishment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>I received encouragement to came up with new and better ways of doing nothing</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Factor 3: Access to Resource**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It gives me a lot of things which I want to see</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>It provides me with opinion about much subjects</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Better decision because of information from the web.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>To look for information</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>To get information for free</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Factor 4: Role Clarity**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree or disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I know what is expected of me at work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>I am satisfy with the work load</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>My supervisor treat me fairly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>There is someone who encourage my development</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>I get opportunities at work to learn and grow</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>