

**RELATIONSHIP BETWEEN JOB SATISFACTION ELEMENTS AND  
ORGANISATIONAL COMMITMENT AMONG EMPLOYEES OF DEVELOPMENT  
FINANCE INSTITUTION IN MALAYSIA**

**ZAHARIN RIDZUAN**

**MASTER OF SCIENCE (BANKING)**

**UNIVERSITI UTARA MALAYSIA**

**AUGUST 2014**

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ORGANISATIONAL COMMITMENT AMONG EMPLOYEES OF DEVELOPMENT  
FINANCE INSTITUTION IN MALAYSIA**

**By**

**ZAHARIN RIDZUAN**

**Thesis Submitted to**

**Othman Yeop Abdullah Graduate School of Business,**

**Universiti Utara Malaysia,**

**in Partial Fulfillment of the Requirement for the Master of Science (Banking)**

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## ABSTRACT

This study examined the relationship between the five dimensions of job satisfaction of the work itself, supervision, co-workers, promotion and salary satisfaction, with a dependent variable of organizational commitment. This study was conducted in SME Bank, one of the development finance institution (DFI) in Malaysia. Based on the data by Hewitt Associates, the turnover rate in banking and financial services in Malaysia is the second largest. High turnover among employees might jeopardize strategic plans to achieve organizational objectives. When an organization loses its critical people, there might be a number of negative impacts like reduction in overall level of innovation and quality of customer services. Therefore, organization commitment plays a very critical role in order to reduce the employees' turnover. For this purpose, data were obtained from a sample of 150 employees in eight branches of SME Bank. The result tested on respondents/sample to analyze the using descriptively, correlation and multiple regressions. The results showed that work satisfaction, supervision and, co-workers satisfaction were high. Meanwhile, the level of organizational commitment, promotion and salary were modest. The moderate level of organizational commitment indicated that the tendency of employees to turnover may also high. With these findings, it will become a turning point for SME Bank to identify steps that should be taken to enhance organization's commitment among its employees. This study also tested five hypotheses to determine the relationship between independent variables and dependent variable. The result shows that the dimensions of job satisfaction namely work satisfaction, supervision, co-workers, promotion and salary satisfaction have a significant relationship with organizational commitment. Overall, this study shows that job satisfaction is an important factor influencing organizational commitment. Therefore, this study suggests that the SME Bank should emphasize on job satisfaction in order to improve organizational commitment.

Keywords: work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues' satisfaction, organizational commitment

## ABSTRAK

Dalam kajian ini, penyelidik mengkaji hubungan antara lima dimensi kepuasan be iaitu kerja itu sendiri, penyeliaan, rakan sekerja, kenaikan pangkat dan kepuasan gaji, dengan satu pembolehubah bersandar iaitu komitmen organisasi. Kajian ini dijalankan di SME Bank yang merupakan salah satu Institusi Pembangunan Kewangan (DFI) di Malaysia. Berdasarkan data oleh Hewitt Associates, kadar tindakan berhenti kerja dalam sektor perbankan atau perkhidmatan kewangan di Malaysia adalah yang kedua terbesar. Tindakan pekerja berhenti kerja yang tinggi di kalangan pekerja akan menjejaskan rancangan strategik untuk mencapai objektif organisasi. Apabila organisasi kehilangan tenaga kerja yang kritikal, mungkin terdapat beberapa kesan seperti pengurangan tahap inovasi dan kualiti perkhidmatan pelanggan. Oleh itu, komitmen organisasi memainkan peranan yang sangat kritikal dalam usaha untuk mengurangkan tindakan pekerja berhenti kerja. Untuk tujuan ini, data diperolehi daripada sampel 150 pekerja di lapan cawangan SME Bank. Hasil diuji ke atas responden / sampel untuk menganalisis dengan menggunakan analisis deskriptif, korelasi dan regresi pelbagai. Kajian menunjukkan bahawa tahap kepuasan kerja, penyeliaan dan rakan sekerja adalah tinggi. Sementara itu, tahap komitmen organisasi, kenaikan pangkat dan gaji adalah sederhana. Tahap komitmen organisasi yang sederhana menunjukkan bahawa kecenderungan pekerja untuk berhenti kerja adalah agak tinggi. Dengan penemuan ini, ia akan menjadi titik perubahan bagi SME Bank untuk mengenal pasti langkah-langkah yang perlu diambil untuk meningkatkan komitmen organisasi dalam kalangan pekerja. Kajian ini juga menguji lima hipotesis untuk menentukan hubungan antara pembolehubah bebas dan pembolehubah bersandar. Hasilnya menunjukkan bahawa dimensi kepuasan kerja iaitu kerja itu sendiri, penyeliaan, rakan sekerja, kenaikan pangkat dan kepuasan gaji mempunyai hubungan yang signifikan dengan komitmen organisasi. Secara keseluruhannya, kajian ini menunjukkan kepuasan kerja adalah faktor penting yang mempengaruhi komitmen organisasi. Oleh itu, kajian ini mencadangkan bahawa SME Bank perlu memberi perhatian kepada kepuasan kerja bagi meningkatkan komitmen organisasi pekerja.

Kata kunci: kepuasan kerja, kepuasan gaji, kepuasan kenaikan pangkat, kepuasan penyelia, kepuasan rakan-rakan sekerja, komitmen organisasi

## **ACKNOWLEDGEMENT**

Praise to Allah, the Most Gracious and the Most Merciful who gave me the physical, mental and spiritual strength to complete this thesis amidst many difficulties. My highest and most sincere appreciation goes to my beloved person, Suraya Hj Mastor, my pair of juniors, Izzat Danial and Aisya Mysara, whom without their love and support would have not make possible for me to pursue my education. My thought always to my father, Hj Ridzuan Hj Mashudi, mother Puan Hj Zaharah Bachok, my friends and colleagues who always encourage and guide me to be independent and strong.

My special thanks and appreciation to my teacher and mentor for this research paper, Dr Norshafizah Hanafi who is very supportive and kind enough to make me feel at ease in completing this paper. Without her smile and “take it easy approach”, I would not have been able to complete this paper. Thanks again to everyone, including those who I have probably forgotten to mention here.

**Alhamdullilah**

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## **LIST OF ABBREVIATIONS**

<b>EOR</b>	<b>:</b>	<b>Employee-Organization Relationship</b>
<b>PSS</b>	<b>:</b>	<b>Perceived Supervisor Support</b>
<b>HR</b>	<b>:</b>	<b>Human Resource</b>
<b>DFI</b>	<b>:</b>	<b>Development Finance Institution</b>
<b>SME</b>	<b>:</b>	<b>Small Medium Enterprise</b>
<b>RM</b>	<b>:</b>	<b>Ringgit Malaysia</b>
<b>SD</b>	<b>:</b>	<b>Standard Deviation</b>
<b>SPSS</b>	<b>:</b>	<b>Statistical Package for the Social Science</b>

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the study

The relationship between job satisfaction's elements and organizational commitment have been much debated by Western and local researchers. The elements such as work, salary, promotion, supervisor's support, and colleagues are the main pillars to employees' satisfaction in their work. The interaction between the supervisors and colleagues are important for the well being of the organization. Therefore, supervisors need to understand the factors that promote the quality of social relationships within the organization in order to achieve effective management (Olugbenga et al. 2008). This was also explained by Rhoades and Eisenberger in 2002 and Olugbenga, Olalekan and Comfort in 2008 who state that opportunities are provided to employees such as job's enrichment, enforcement of fair policies, system and salary, job security to employees, organizational's support and practical organizational climate to improve the relationships between staff and supervisors. According to Olugbenga, Olalekan and Comfort (2008) job satisfaction elements such as pay, supervisor and promotion are among important factors that can influence the organizational commitment. If an employee does not experience job satisfaction, the commitment to work will decrease and indirectly deteriorate commitment of an employee to the organization and the goals of the organization in



the business will not be achieved. In order to ensure the productivity and efficiency of the organization to meet customers' demands, employer's accountability towards employees' need and satisfaction is important. Thus, to achieve organization's goals and meet the needs and organizational commitment, work satisfaction, pay satisfaction, promotion satisfaction and support from the supervisor or head are the main requirements that must be maintained. In addition, it will prevent the organization from experiencing significant jump in staff turnover rate as workers look for other organizations for better opportunity and attractive offer, especially in terms of salary and compensation since their current organization cannot meet such requirements as cost of living increase year by year.

The organization also need to ensure that salary are being given careful attention as it is one of the most important element in job satisfaction. In the absent of reasonable wages and harsh working conditions, employees must not be happy and could lack of motivation to work, thereby decrease their commitment to work. Therefore, these problems began to arise when the workers begin to deliberately absent from their duties, come late to work, frequently on sick leave and give so many excuses when asked for explanation. This is a loss to the organization since the efficiency and productivity in the workplace decline due to the staff's absenteeism.

In addition, support from supervisors or head is also important because it is one of the key elements in job satisfaction. Leaders or supervisors are responsible to the performance and welfare of their subordinates. They have the right to support the

employee who perform and show their worthiness to the organization by promoting the deserved employee in term of job's rank, salary increment and benefits which are deemed necessary to keep the employee happy. Thus it can be explained that the support of the leader or supervisor is essential as they have being given the responsibility and trust to improve organizational performance and employees' commitment. Support from supervisor or leader will motivate and instill the spirit of full committment to the organization as well as enable them continue their career progression in the same organizations (Griffin, 2001),

Gary, Jose and Miguel (2009) discuss and mention about job satisfaction and organizational commitment from others researches. They explain that organizational commitment is a powerful factor which influences workers to remain in the organization and contribute to organization's mission and vision. According to Richa and Rajen (2010), most of the employees point out that they are well paid and get an opportunity to learn fast in order to achieve their targets. They also add that as bonus is associated to organizational targets, employees stick with the organization until a better opportunity open the door for them to leave. Thus, the nature of organizational commitment has been found to be catalyst to the continuity of workers' commitment.

In order to ensure organizational commitment among employees, paycheck and other benefits should be reasonable and attractive. Richa and Rajen (2010) state that the nature of organizational commitment is primarily depends on employees'

commitment towards the organization. In the absence of moral and affection towards commitment, there are tendencies among employees who seek better benefit while working in the organization and will jump for other job if the opportunities prevail.

## **1.1 Scope of the Research**

This study was conducted at a development finance institution (DFI) in Malaysia. The DFIs in Malaysia are specialized financial institutions established by the Government with specific mandate to develop and promote key sectors that are considered of strategic importance to the overall socio-economic development objectives of the country. These strategic sectors include agriculture, small and medium enterprises (SMEs), infrastructure, maritime, export-oriented sectors as well as capital-intensive and high-technology industries (BNM, 2002).

DFI is an alternative financial institution which provides revolving loan and play a role as financial, community development and microfinance institutions (Andrea, Bill & Beadsie, 2006). These institutions have contributed significant roles in providing financial assistance and assurance, equity and loans to high risk investments, especially in the private sector in developing countries (Andrea et al., 2013).

Currently, there are six DFIs in Malaysia, prescribed under Development Financial Institution Act 2002, namely Bank Rakyat, Bank Pembangunan, Agro Bank, Bank Simpanan Nasional, SME Bank and Exim Bank.

## **1.2 Problem Statement**

Work in banking industry can be considered as challenging and demanding since this career often involve tight datelines, conflicting demands, extreme workloads, excessive paper work, qualitative pressure, excessive customer dealings, and time constraint (Yasar, Emhan & Ebere, 2014). Bank employees always exposed to customer demands. This factor generally prompts employee to feel dissatisfy and have high desire to leave the organisation. According to Hewitt Associates (2012/2013), the turnover rate in banking or financial services in Malaysia is the second largest among staff which contributes 18.3% after high-tech or information technology industry (20%). High turnover rate among employees is detrimental to the organization because each time a staff turnover occurs, the organization have to train and guide new employees which in turn becomes detrimental to the time, cost and energy of the bank's management especially if turnover occur among experienced employees (Nobuo, 2014).

Therefore, drastic measures must be taken by the management because it is crucial to the development financial institution to keep its staff turnover rate as minimum as possible. Previous study found that the high turnover rate is related to job

satisfaction elements (Reilly, Nyberg, Maltarich & Weller, 2014). The job satisfaction element that has been suggested by Smith, Kendall and Hulin (1969) are work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction and colleagues' satisfaction. If employees experience high job satisfaction, it will increase employees' organizational commitment (Kaplan, Ogut, Kaplan & Aksay, 2012). Organizational commitment is important due to significant impact on work attitude, behavior and psychology (Ye-Chuen, 2014). Employees who experience organizational commitment pour their effort and loyalty to their organization (Prabhu, 2013).

In this study, work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, and colleagues' satisfaction provide a form of motivation for employees to be more committed to the organization. Therefore, it is important to understand how all these factors related to one another in a model. Previously many studies have been conducted on the elements of job satisfaction but are studied separately and in various combinations in various studies (e.g. Davis, 2013; Yasar, Emhan & Ebere, 2014). However no research has been done which relates them neither all to one another nor to provide, as argued in this study, from the perspective of bank employees' perceptions who work in development financial institution in terms of job satisfaction and organizational commitment.

### **1.3.1 Research Questions**

1.3.2 Is there any level of work satisfaction, pay satisfaction, promotion satisfaction, supervisor's support satisfaction, colleagues' satisfaction and organizational commitment?

1.3.3 Is there any relationship between work satisfaction, pay satisfaction, promotion satisfaction, supervisor's support satisfaction, colleagues' satisfaction and organizational commitment?

1.3.4 Is there any effect on work satisfaction, pay satisfaction, promotion satisfaction, supervisor's support satisfaction, colleagues' satisfaction towards organizational commitment?

### **1.4 Research Objectives**

#### **1.4.1 General Objective**

To determine the relationship between job satisfaction's elements and organizational commitment among employees in Development Finance Institution.

## **1.4.2 Specific Objectives**

1.4.2.1 To determine the levels of work satisfaction, pay satisfaction, promotion satisfaction, supervisor's support satisfaction, colleagues' satisfaction and organizational commitment.

1.4.2.2 To determine the relationship between work satisfaction, pay satisfaction, promotion satisfaction, supervisors's support satisfaction, colleagues' satisfaction and organizational commitment.

1.4.2.3 To determine the effect of work satisfaction, pay satisfaction, promotion satisfaction, supervisor's support satisfaction and colleagues' satisfaction towards organizational commitment.

## **1.5 Significance of the Research**

This study helps organization to measure their employees' job satisfaction and commitment to the organization. In order to improve organizational performance, the elements of job satisfaction and organizational commitment are positively related because the level of job satisfaction depends on the satisfaction with the work satisfaction, pay satisfaction, promotion satisfaction, support from the supervisor because it is a major factors for the continued commitment of employees working in the organization until his or her retirement period. In the study, the management knows why many workers resign and move to other organizations that offer higher pay, especially in the Development Finance Institution, and meet the needs and

commitment in the future as the cost of living is increasing (Ong, 2013). In these research, it shows that dissatisfaction with salaries has resulted in dissatisfied workers decline to work and their commitment to the organization cannot be achieved. Therefore, this study is very important for the management of an organization's welfare and interests of their employees if they want to maintain the performance and profitability of their organizations. Thus, the goals, mission and vision of the organization can be achieved.

In this survey, it helps management to evaluate their efficiency in managing human resources to be more efficient and more effective in their work in improving organizational performance to achieve the commitments of the organization further. Efficient management by human resource department is considered successful if the commitment of employees towards their organization can be achieved and employees can work effectively and productively (Yasar et al., 2014).

From the survey questions that have been collected, it shows that job satisfaction which includes satisfaction with appropriate salary, sufficient for people's cost of living will achieve employees' satisfaction and commitment to organization. High salary does not necessarily bring forth satisfaction to the employees as it involves other mediating and contributing factors which make the employees happy. Apart from that, good working environment will motivate the employees to give their commitment to organization even if they are doing the routine tasks or the work is repetitive and boring because of the harmonies in the work place.



## **1.6 Limitations of the Research**

This research study is focused only on the development finance institution (DFI) in Malaysia. Thus, it does not involve other banking sectors such as commercial and Islamic financial institutions in Malaysia. If it involves other financial sectors, it is likely very large and have significant differences since the work environment and the job situation is very different from one financial operation compared with other financial operation based on the services provided. The respondents from this study were selected from all level of employees' ranks in Development Finance Institution in Malaysia.

This research study also only limited to measure the work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction and colleagues' satisfaction. The researcher intends to determine an employee level of perceptions on their job satisfaction through the job satisfaction's elements and organizational commitment. Meanwhile, the job satisfaction elements which consist of work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, co-worker satisfaction is associated with the relationship between Job Satisfaction Elements and Organizational Commitment.

These elements are also to determine the effect of Job Satisfaction Elements towards organizational commitment. The elements are selected and limited for this study because it is the main job satisfaction's element for an employee who commits to

work in the current workplace. Therefore, there are needs to study and develop something new which will attract employee to stay for longer term in an organization.

## **1.7 Operational Definition**

### **1.7.1 Job satisfaction**

Job satisfaction in this study is an emotional relationship with regards to job or perception of whether people are satisfied with their work or otherwise. According to Gary, Jose and Miguel (2009), “job satisfaction is the combination of feelings and beliefs that workers hold in relation to their current jobs. Someone else with a high level of satisfaction will generally like their job; they feel that they are being fairly treated and believe that the job has many desirable facets” (Jones et al. 1999 in Gary, Jose & Miguel, 2009).

### **1.7.2 Work satisfaction**

Work satisfaction for this study is refer to whether the work is fascinating or frustrating, comfortable, gives a sense of accomplishment and etc. If the work is a routine work, there will make an employee dissatisfied because the work is repetitive and boring.

### **1.7.3 Pay satisfaction**

Pay satisfaction in this study is the satisfaction of the payment of salaries on a job done by an individual. In other words, satisfaction of payment of wages earned on a job that was done if an individual does not get paid wages that commensurate with their work and eligibility. This will cause dissatisfaction and workers will migrate to other organizations that offer attractive benefits with good wages and commensurate with their skills, qualification and knowledge.

### **1.7.4 Promotion satisfaction**

Promotion satisfaction refers to employees' feelings about the company's promotion policies and their execution, including whether promotions are frequent, fair, and based on ability.

### **1.7.5 Supervisor support satisfaction**

Supervisor support satisfaction reflects employees' feelings about their boss, including whether the boss is competent, polite, and a good communicator (rather than lazy, annoying, and too distant).

Satisfaction with the support of the supervisor has been describe by Lock is satisfaction which derives from the support received from supervisors in various areas of the work done. Support from the supervisor is very important in providing motivation and commitment for the work to be done. The support and motivation

provided by the supervisor will provide satisfaction and motivation to continue to work under in any circumstances even if the job is boring. In addition, with the support of the supervisor in the affairs and welfare of workers, it will satisfy employees to do their daily work. This is because a supervisor support to individual or employee is important to encourage and motivate employees to continue working in an organization, thereof, the migration of employee from one organization to another organization can be avoided.

### **1.7.6 Colleagues**

Colleagues in this study mean partners all employees who are working together in a workplace or department or under one roof.

### **1.7.7 Organizational Commitment**

Organizational commitment as “an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf”. Each employee who has a motivation to work will have a strong commitment and commitment will be achieved if an employee feels satisfied with their work, salary, satisfaction over the performance, satisfaction and support from the supervisor. Definitions of the concept organizational commitment include the description by O’Reilly (1989, p 17), “an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization”. Organizational commitment from this point of view is characterized by employee's acceptance of

organizational goals and their willingness to exert effort on behalf of the organization (Miller & Lee, 2001).

## **1.8 Organization of the Dissertation**

Dissertation is the process to find a solution to a problem after the study was done and will be based on particular factors. The dissertation must be carefully organized, systematic, data-based, critical, objective, investigate the identified problem, which was taken into consideration to find the answer or solution. Therefore, for this study, the researcher needs to organize it accordingly (Sekaran, 2005).

In chapter 1, this study will discuss about organizational commitment and how it is derived or related with job satisfaction element such as work satisfaction, pay satisfaction, promotion satisfaction, colleagues' satisfaction and supervisor support satisfaction. This study specifically emphasizes organizational commitment among the employees of Development Finance Institution in Malaysia and the five independent variables mentioned that attached to it. It also identifies the problem statements, construct relevant research questions and identification of research objectives. This study also reviewed related significance of the study, identify the scope of the study and its limitation, so as to ensure the study is based on fully organized research methodology. Related previous studies will be presented in chapter 2 in which will relate it to the problem statement of this study. The literature review is a very important step in research since it is needed to identify broad

problem area and preliminary information gathering. It is important to identify gaps between this study and previous study, which was done earlier on different sets of independent variable and on different respondents. In chapter 3, researcher will identify all related methodology to be used. Methodology is the process to collect information about the subjects in this study through systematic way. This study will use questionnaires for data collection.

In chapter 4, this study will present the analysis and finding based on what have been discussed in chapter 3. The researcher used Statistical Package for Social Science (SPSS) version 22 to run the data, proceed with analysis such as reliability analysis, validity analysis, descriptive analysis and also correlation coefficient. Lastly, in chapter 5, this study makes its conclusion and further suggestion on some recommendations based on the result from chapter 4 (analysis and finding). The chapter will also indicate results or finding and the previously discussed hypotheses.

## **1.9 Chapter Summary**

Chapter 1 provides background of study for easier reference and clear picture on overview of this research. With the information on the background of the study, the next chapter discusses further on literature review and theoretical model, and developed framework which was used for this study.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter highlights all relevant literature reviews and also explains theory being used in this research. This chapter also discusses on how work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues' satisfaction affect organizational commitment. Proposed framework was identified and developed to be used to test of the developed hypotheses.

#### **2.1 Concept of Organizational Commitment**

Beck and Wilson, (2001) define organizational commitment as the strong identification of the organization with its objectives, values, and culture. Organizational commitment can also be defined as: (a) the employee's strong personal belief against the values and goals of the organization, (b) a willingness to give their best to the organization, or (c) a strong intent or desire to continue working with the organization (Porter, Lead, Mowday & Boulian, 1974). According to Meyer and Allen (1991), organizational commitment is defined as an affective or collective emotional sense of organization.

Organizational commitment also refers to an individual's connection to the organization, and it is basically involves three elements: (1) identify the values and goals of the organization; (2) the desire to remain in the organization; and (3) willingness to contribute efforts for the organization (Snape, Redman and Chan, 2000).

For the purposes of this study, organizational commitment is defined as the extent to which employees feel a sense of loyalty to the organization. The approach taken here captures a form of affective commitment to the organization as a whole rather than a commitment to a particular team or unit within the organization. This approach is consistent with the measures used by Mueller et al. (1992), Currivan (1999) and Malhotra, Budhwar & Prowse (2007).

Affective organizational commitment is conceptualized as individual attitudes towards the organization which consists of a strong belief and acceptance of the goals of the organization, willingness to emphasis on the organization and a strong desire to maintain as part of the organization (Mowday et al, 1982, p. 27).

## **2.2 Social Exchange Theory**

Thibaut and Kelley (1959) first introduced the social exchange theory in explaining the motives of why individuals have relationships with other people. According to this theory, the relationship between individuals depends on the interest and costs.



Individuals involved in the relationship will calculate interest they receive and the costs they have to pay to get their interest. According to Blau (1964), this theory suggests that good deeds should be rewarded. Individuals who receive the benefit of other people will feel obligated to respond to the benefits he received through the efforts and loyalty (Mossholder, Settoon & Henagan, 2005).

Based on social exchange theory and the principle of reciprocity, the employee has a relationship with the organization, supervisors and other employees in the organization that has to do with job satisfaction. Workers who suffer job satisfaction show decline in organizational commitment (Bennett & Robinson, 2000). This suggests that organizational commitment is a direct result of job satisfaction (Stone et al., 2004).

The social exchange theory explains that employees feel satisfied with what they have been given by organization; supervisors and colleagues which in turn will encourage employees to reciprocate with high organizational commitment. In particular, satisfaction with work, supervisors, co-workers, pay and promotion will increase employees' commitment to the organization (Galletta, Portoghese & Battistelli, 2011).

## **2.3 Empirical Studies**

### **2.3.1 Job Satisfaction and Organizational Commitment**

Stringer and Brown (2008) investigated the relationship between perceptions of job security, job satisfaction, organizational commitment, union commitment and organizational justice. The analysis showed a negative correlation between experience, criticism, job satisfaction and organizational commitment (at the .05 level). MANCOVA found a significant relationship between commitment and job satisfaction and organizational level is higher for union members without experience compared to those who had been struck by either direct or indirect criticism.

Meanwhile, Vitell and Singhapakdi (2008) studied the effect of implicit and explicit institutionalization of ethics on job satisfaction, esprit de corps, and organizational commitment for marketing professionals. The results show that job satisfaction is a significant determinant of the three constructs of organizational climate, affective commitment, normative commitment and continued commitment. With a view to the study by Mohd Hassan Jafri in organizational commitment and innovative behavior of employees (2009), the study shows that there is significant relationship between innovative positive behavior and affective commitment. Affective commitment significantly contributes to innovative behaviour and those who are committed to affective commitment to the organization. This group of people like to perform better, come up with new and innovative ideas and suggestions and always strive to

improve business performance. He also mentioned that affective commitment involves trust and acceptance of the goals and values of the organization as well as the willingness to devote (i.e. the employees) to help the organization to achieve its goals. Thus, these feeling and belief motivate employees to achieve the goals of organization through new ways of doing things.

However, Elangovan (2005) address the confusion over the nature of the relationship between satisfaction and commitment associated with employee turnover, and studied the causal relationship between stress, satisfaction, commitment, and turnover intention using a structural equation analysis approach. The results showed that there is a causal strong relationship between job satisfaction and organizational commitment and reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit which consequently lower their commitment).

Hausknecht, Hiller and Vance (2008) developed and tested a model which involves unit-level absenteeism using five ways of data collected over six years from 115 units of work in a large state agency. Unit-level job satisfaction, organizational commitment, and local unemployment were modelled as a time varying predictor of absenteeism. The result shows that job satisfaction and commitment has positive association in predicting absenteeism. There is a positive relationship between job satisfaction and organizational commitment.

Organizational commitment research has also been conducted by Kim and Miller (2008). Their study investigates the ethical climate types presented in the Korean tourism industry, differences in the perception of ethical climate types based on the characteristics of individual or organization and the influence of ethical climate on job satisfaction or commitment. Empirical data collected from 820 respondents in 14 companies in the Korean tourism industry show that there is a significant relationship between the actual ethical climate of job satisfaction and organizational commitment. This study identified that there are several dimensions of job satisfaction among employees in the tourism industry of Korea contributed to organizational commitment.

Job satisfaction is a matter related to job satisfaction entrusted to him or her. If employees in an organization are not satisfied with the work which has been entrusted to them; on the grounds that there was favouritism in the allocation of work or work which does not meet their qualifications and out of their expertise, the employees will resort to quit their job in an organization if the situation is unbearable. This has been referred to by Georgina, Dominic and Sigridur (2009) in their research paper, "Job satisfaction clearly can affect the sense of the organization as a whole, and the evidence here shows that this effect further turnover intentions. According to Gary, Jose Miguel & (2009), job satisfaction is a result of the employee's perception on how they work to complete the job assignment that is entrusted to them.

Sumintorn, Rajamanagala and Sakon (2010) study the effects of job satisfaction and organizational commitment on voluntary turnover intentions of Thai employees in the new universities. The finding suggests that the employees have demonstrated against the organizational commitment to the university which show a large negative impact on voluntary turnover intentions. Their findings also indicated that a strong predictor of organizational commitment is a desire for voluntary turnover intentions. Thus, university employees have a significant negative impact on voluntary turnover intention and job satisfaction. The study also noted that job satisfaction is positively correlated with organizational commitment. It is consistent with job satisfaction which can be explained by its relationship with organizational commitment. Highly committed employees tend to view the organization as a key objective in their job. This study shows that job satisfaction directly affects organizational commitment and turnover intention.

Benjamin, Yeoh, Lim and Syuhaily (2010) in their study of an exploration on turnover intentions among 120 private sector employees in the Petaling District suggest through the survey that the majority of the respondents had experienced a moderate level of commitment of 70.8% (85 respondents), 10% (12 respondents) possess low levels of commitment and 19.2% (23 respondents) have high level of commitment. Meanwhile, 81 respondents possess moderate level of job stress (67.5%), 27 respondents have high levels of job stress and 10% (12 respondents) possess a low level of job satisfaction. Therefore, they concluded that individuals who show more commitment to the organization will have a lower turnover

intention. There was a significant relationship between job satisfaction and turnover intention in their study. High or low levels of job satisfaction will determine the reaction and behavior towards work, colleagues and supervisors who could eventually become tool to meet the commitment of the organization. Thus, there is a positive relationship between job satisfaction and organizational commitment and this association served as a hypothesis as follows:

H1: There is a positive relationship between job satisfaction and organizational commitment.

### **2.3.2 Pay Satisfaction and Organizational Commitment**

Avey, West and Crossley (2008) used a large sample areas (N = 32, 854) to test the pay satisfaction and organizational commitment relationship of demographic theory. The results show that pay satisfaction was positively associated with lower levels of organizational commitment. This relationship was moderated by the type of compensation system which has a more powerful effect than the merit-based system which based on the period.

According to Tsai and Huang (2007) in their study of nurses suggests that the high turnover intention of nurses have become a global problem. Some studies have suggested that nurses' perception that the organization give attractive salary which associated with higher job satisfaction and organizational commitment, and thus

leads to a lower volume. The results show that the pay satisfaction and commitment has association in predicting lower earnings. There is also a positive relationship between pay satisfaction and organizational commitment.

Parbudyal and Natasha (2010) conducted a study on pay satisfaction, job satisfaction and turnover intentions. The main purpose of this study was to investigate the relationship between pay satisfactions and organizational commitment. Results show that pays satisfaction and job satisfaction influences turnover among nurses. This study is very important for workers since salary is a crucial element for their economic need and could affect their attitudes and behaviour on turnover intentions. This is clearly explained by Heneman and Judge (2000) and Parbudyal and Natashah (2010) that pay dissatisfaction can have important and undesirable effect of the employees. "Dissatisfaction among employees, for example, can reduce the commitment to work, increase fraud and becomes a catalyst for turnover (Curral et al, 2005; Greenberg, 1990; Miceli & Mulvey, 2000 Parbudyal & Natashah, 2010).

A recent study by Tafkov (2013) who investigate, through experimentation, the effect of relative performance information (present or absent) in performance under the contract compensation of wages. Using the theory of psychology, the study found that wages play an important role on job performance.

Benjamin Yeoh, Lim and Syuhaily (2010) in their study of turnover intentions among private sector employees in the Petaling District mentioned that the salary

can predict the state of freedom and dependence variables in the organization. Raising workers' wages could increase organizational commitment to produce results. Andrew, Nicolai and Niels (2009) also supported that an increase in income can improve job satisfaction among workers. Therefore, an attractive salary will entice employee to be more committed to work and at the same time to the organization's commitment. Based on this research, this study proposes the following hypothesis.

H2: There is a positive relationship between pay satisfaction and organizational commitment

### **2.3.3 Supervisor Satisfaction and Organizational Commitment**

Michael, Harris, Giles & Field, (2005), examined the role of supervisors in the relationship between leader-member exchange (LMX) and organizational commitment. He had predicted that supervisors play an important role in the relationship between LMX, job satisfaction and organizational commitment. The study found that LMX will have a direct positive influence on supervision, and supervision has a positive relationship to the employee's commitment.

Empirical evidence from China by Zhang, Tsui, Song, Li, and Jia (2008) suggests that many employers want to earn the trust of their employees. This study explored the role of co-worker relations organization (EOR) and supervisory support among



middle managers. Results from a study of 545 middle managers in China showed that both EOR and supervisory support is important in creating trust and enhance commitment. This study shows that there is a significant relationship between supervisor support and organizational commitment.

Fu, Bolander and Jones (2009) extended the literature by using organizational commitment measuring three components to identify ways for managers to drive sales efforts. Using social exchange theory and survey data from sales industry, the study revealed that supervisor support has a strong positive effect on affective commitment, no significant effect on normative commitment, and a negative impact on the on-going commitment.

Maertz, Griffeth, Campbell, and Allen (2007) examined the effects of intermediate support (PSS) and organizational commitment in a sample of 225 social service workers. In this study, they examined the complexity on support and attachment to the opposing manager on the organization itself. The results showed that the PSS has an independent effect on organizational commitment. Model tests showed that the PSS has a great impact on affective organizational commitment.

Cheung, Wu, Allan and May (2009), suggests that the relationship between supervisor-subordinate, participatory management, turnover intentions, and organizational commitment is affected by job satisfaction. Based on the data obtained through their research of 196 employees from three local manufacturing

firms in Zhejiang Province, China, they have found that job satisfaction has mediating effects on supervisor-subordinate on participatory management and intention to leave, but partially mediated by the relationship between supervisor-subordinate and organizational commitment.

Marie and Michel (2009) examined the role of the supervisor and the employee relationship and the result of the study shows that supervisor support and organizational commitment was positively related based on samples collected from 575 employees of hospitals.

Guylaine, Alexandra and Christian (2010) suggests that supervisors can draw stronger affective commitment from their employees by paying attention to the issues of justice (Cobb & Frey, 1996; Liao & Rupp, 2005, Guylaine, Alexandra and Christian (2010). Therefore, the supports from their subordinates were derived from engagement in high-quality relationships between supervisor and their subordinates (Vandenberghe et al, 2008, Guylaine, Alexandra & Christian, 2010).

Madlock and Kennedy (2010) studied the association between a supervisors 'verbal aggression on their subordinates towards job satisfaction, and organizational commitment. The 200 full-time working adults to take part in their study supported previous research that shows the positive relationship between coaching behaviour by supervisors and their subordinates. According to their test sampling showed that there is a predicted positive relationship between supervisor's visible behaviours

towards organizational commitment, job satisfaction, and communication satisfaction. Pearson correlation was partly supported by a strong positive relationship between mentor and supervisor subordinate communication satisfaction towards organizational commitment.

May, Ramayah, Hii Wei Min and Peter (2010) explore the impact of leaders to change the organization's commitment through the role of leadership style. The study confirmed that the leadership style of supervisors play an important role in employee commitment to the organization. The study provides important evidence of the relationship between supervisors and subordinates in predicting various dimensions of commitment. Thus, this study showed that there may be a positive relationship between supervisor satisfaction and organizational commitment. Thus, a hypothesis could be built.

H3: There is a positive relationship between supervisor satisfaction and organizational commitment

#### **2.3.4 Promotion Satisfaction and Organizational Commitment**

Avey, West, and Crossley (2008) tested promotion satisfaction and organizational commitment relationship through a demographic theory. The results show that promotion satisfaction has a positive effect that is associated with lower levels of organizational commitment. This relationship was moderated by the type of

compensation system that has more powerful effect than the merit-based compensation system.

The study by Rahman and Shah (2012) is to see whether the empirical data from public universities in Khyber Pakhtunkhwa, Pakistan confirmed the relationship between satisfaction in the promotion system and commitment. This study used 295 respondents collected from 16 public universities with about 35,000 populations for analysis. Quantitative results confirm the theoretical basis direct positive relationship between the variables. The study also revealed that a good promotion system has positive relationship to increase commitment.

Elangovan (2005) studied the nature of the relationship between promotion satisfaction and commitment associated with employee turnover. The study examined the cause and effect towards relationship using element of stress, promotion satisfaction and organizational commitment towards turnover intention using structural equation analysis approach. The results showed that there is a causal relationship between job satisfaction and strong commitment towards the promotion in the organization. Based on the above arguments, the following hypothesis is formulated.

H4: There is a positive relationship between job satisfaction and organizational commitment promotion

### **2.3.5 Colleagues' Satisfaction and Organizational Commitment**

According to Bateman, Gemma (2009) on her study of co-worker support and its effect on job satisfaction, a multiple regression confirmed that co-worker support was indeed making a significant contribution to explaining job satisfaction indicating that the more co-workers support an employee perceives the higher their job satisfaction.

This relationship has a large amount of support in the literature, for example, Babin and Boles, (1996); Ducharme and Martin (2000) and Baruch-Feldman, Brondolo, Ben-Dayan and Schwartz, (2002). The findings from the present study combined with others, such as Ducharme and Martin (2000) who found that social support from co-workers significantly contributes to the overall job satisfaction of employees, reinforces how important co-worker support is for job satisfaction. Thus, there is likely to be a positive relationship between colleagues' satisfaction and organizational commitment, and this association is presented as hypothesis.

H5: There is a positive relationship between colleagues' satisfaction and organizational commitment

## **2.4 Chapter Summary**

This study will integrate the results from previous studies and organizational support theory to develop and to test a model that links to the relationship between job satisfactions elements to the organizational commitment. Specifically, the study will examine: (1) the level of element between work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues satisfaction and organizational commitment in Development Finance Institution; (2) the relationship between work satisfaction, pay satisfaction, promotion satisfaction, supervisors support satisfaction and colleagues satisfaction towards employee's organizational commitment in Development Finance Institution and; (3) the effect of work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues satisfaction and organizational commitment in Development Finance Institution

## **CHAPTER THREE**

### **METHODOLOGY**

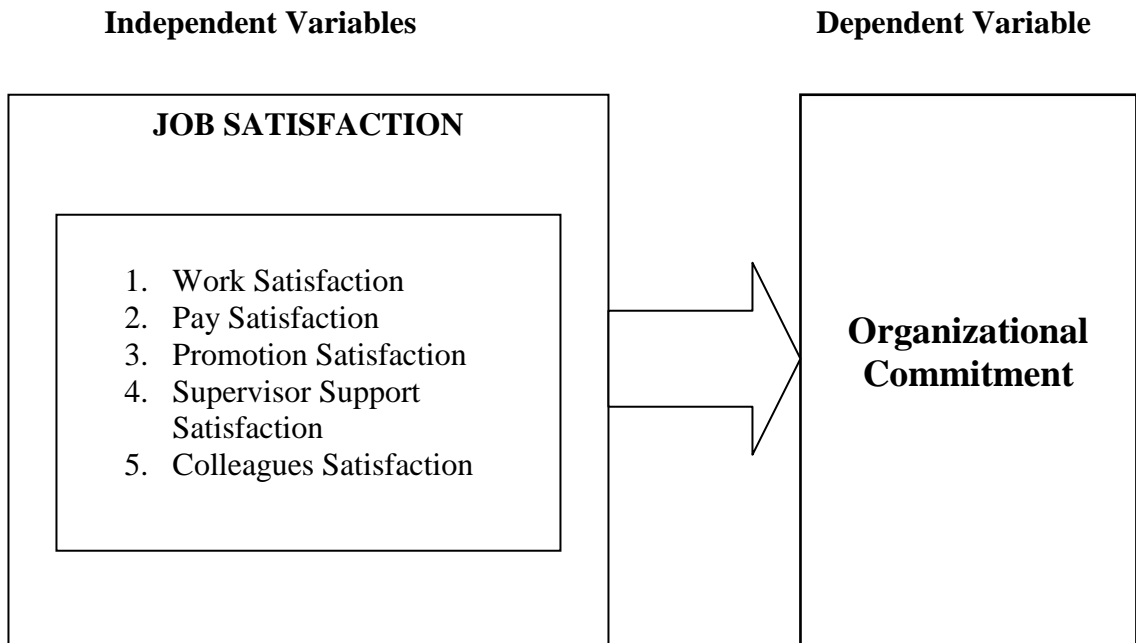
#### **3.0 Introduction**

This chapter discuss the methodology used in this study. This chapter primarily investigated the relationship between work satisfaction, pay satisfaction, promotion satisfaction, supervisor satisfaction, colleagues' satisfaction and organizational commitment. The objective is to identify the level, the relationship and also the effect of the variables and the empirical research that has to be based on the research question.

#### **3.1 Research Design**

The study adopted a quantitative research design with questionnaire is selected as the research instrument. This is a correlation research because the objective of this study is to determine the relationship between work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues' satisfaction and organizational commitment.

### 3.2 Research Framework



**Figure 3.1: Research Framework**

This model was based on Social Exchange Theory and empirical research to provide the framework for the development of the research model (Figure 3.1). This research developed a model, incorporating work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction, colleagues' satisfaction and organizational commitment. The research model includes work satisfaction, pay satisfaction, promotion satisfaction, supervisor satisfaction and colleagues' satisfaction as independent variable and organizational commitment as dependent variable.



### **3.3 Hypotheses**

H1: There is significant relationship between work satisfaction and organizational commitment

H2: There is significant relationship between pay satisfaction and organizational commitment

H3: There is significant relationship between promotion satisfaction and organizational commitment

H4: There is significant relationship between supervisor support satisfaction and organizational commitment

H5: There is significant relationship between colleagues' satisfaction and organizational commitment

### **3.4 Instrument / Questionnaire**

The reason being to use questionnaires rather than other data gathering technique such as interviews was done for quite a number of reasons. Firstly, using such a quantitative method aggregating survey data helps to ensure the anonymity of the participants and the confidentiality of data (Mitchell & Jolley, 2004). Secondly,

questionnaires are also easy to distribute and are more cost effective than other methods such as interviews. The study used a quantitative research method as the research objective was known in advance of the data collection and all aspects of the study were designed before the data was collected. This is important as quantitative research is usually deductive meaning the study is testing theory rather than generating it like qualitative research would do (Hammersley, 1996). Quantitative data would also be more useful in testing the hypotheses of the research and the results would be able to be better generalised and used to make predictions.

Some of the advantages of using a quantitative method are outlined above but in addition to these, using a quantitative method allows the researcher to arrive at more objective conclusions than qualitative methods may allow. It also helps to achieve high levels of reliability of gathered data and the questionnaire is able to get a lot of information from a large number of people in a short period of time (Mateev, 2002).

The limitations of this method include the fact that questionnaires may result in a low return rate since the researcher and the respondent is not well-interacted, problems with the questionnaire cannot be corrected or answered (Mitchell & Jolley, 2004). A quantitative method also means that the outcomes can be limited to those outlined in the research proposal due to the structured format (Mateev, 2002). For the purposes of the current research, this method of data collection was deemed the most appropriate.

**Table 3.1: Elements of the Research Questionnaire**

<b>Part</b>	<b>Elements</b>	<b>Number of Questions</b>
A	Demographic Information	8
B	Job Satisfaction Factors / Job Satisfaction Elements	
	Work Satisfaction	18
	Salary / Pay Satisfaction	9
	Promotion Satisfaction	7
	Supervisor Support Satisfaction	18
	Colleagues Satisfaction	18
C	Organizational Commitment	12
	<b>Total</b>	<b>90</b>

#### **3.4.1 Part A – Demographic Information**

This part consist of 8 items that are related to personal particulars of respondents’ background such as ethnic group, gender, age, type of organization, years in service in current organization, monthly income, respondent education background and designation or position. The summary of the research questionnaire are presented in Table 3.1 above.

#### **3.4.2 Part B – Job Satisfaction Factors / Job Satisfaction Elements**

##### **3.4.2.1 Work Satisfaction**

The 18-item work satisfaction scale from the Job Descriptive Index (JDI) developed by Smith (1974) was used. Response options, ranging from strongly disagree (1) to strongly agree (5) was used. This scale has been extensively and reliably used in several studies for measuring work

satisfaction (Stringer & Brown, 2008; Malhotra, et al., 2007) and the scale's alpha coefficient in previous study has been well accepted for demonstrating high reliability ( $\alpha = .93$ ). An example of the question 'My work is fascinating'.

#### **3.4.2.2 Pay Satisfaction**

The 9-item pay satisfaction scale from the Boshoff and Allen (2000) was used. Response options, ranging from strongly disagree (1) to strongly agree (5) was used. This scale has been extensively and reliably used in several studies for measuring pay satisfaction (Malhotra, Budhwar, & Prowse, 2007; Bhal & Gulati, 2007). The scale's alpha coefficient in previous study has been well accepted for demonstrating high reliability ( $\alpha = .81$ ). An example of the question "My salary now is adequate".

#### **3.4.2.3 Promotion Satisfaction**

The 7-item promotion satisfaction scale from the Mottaz (1988) and Currivan (1999) was used. Response options, ranging from strongly disagree (1) to strongly agree (5) was used. This scale has been used in several studies for measuring promotion satisfaction (Malhotra, et al., 2007; Avey, West, et al., 2008). The scale's alpha coefficient in previous study has been well accepted for demonstrating high reliability ( $\alpha = .79$ ). An example of the question is "Good opportunity for promotion".

#### **3.4.2.4 Supervisor Support Satisfaction**

The 18-item supervisor support satisfaction scale from the House and Dessler (1974) was used, which has earlier been tested by Malhotra, et al., (2007) and Currivan (1999). Response options, ranging from strongly disagree (1) to strongly agree (5) was used. The scale's alpha coefficient in previous study has been well accepted for demonstrating high reliability ( $\alpha = .86$ ). An example of the question "My supervisor always ask for my view or opinions"

#### **3.4.2.5 Colleagues' satisfaction**

The 18-item colleagues' satisfaction scale from the Smith, Kendall and Hulin (1969) was used. Response options also was ranging from strongly disagree (1) to strongly agree (5) was used.

### **3.4.3 Part C - Organizational Commitment**

The 12-item organizational commitment scale from the Mowday, Porter and Steers (1982) was used. Response options, ranging from strongly disagree (1) to strongly agree (5) was used. This scale has been extensively and reliably used in several studies for measuring organizational commitment (Malhotra, et al., 2007).

The scale's alpha coefficient in previous study has been well accepted for demonstrating high reliability ( $\alpha = .93$ ). An example of the question "I feel so happy to spend the rest of my career in this organization".

**Table 3.2: Five Point Likert Scale**

Answers	Score
Strongly disagree	1
Disagree	2
Moderately agree	3
Agree	4
Strongly agree	5

Meanwhile, Table 3.2 above showed the 5 scales Likert type which will be used in the questionnaire for this study.

We look into job satisfaction factors where these parts consisted work satisfaction, pay satisfaction, promotion satisfaction, supervisor support satisfaction and colleagues' satisfaction. There phrase is in the positive manner questions except as per below summary

1. Work satisfaction – question no: 4, 8, 11 and 15
2. Pay satisfaction – question no: 22, 24, 25 and 26
3. Promotion satisfaction – question no: 29, 31, 33 and 34
4. Supervisor support satisfaction – question no: 36, 37, 43, 45, 46, 48 and 52
5. Colleagues satisfaction – question no: 54, 55, 57, 61, 62, 64, 65, 66 and 70

### **3.5 Population and Sampling**

The population of this study are employees at the DFI sector in Malaysia. There are six DFI in Malaysia, namely Bank Rakyat, Bank Pembangunan, Agro Bank, Bank Simpanan Nasional, SME Bank and Exim Bank. The sample random sampling was applied in the selection of DFI banks. According to Sowell and Casey (1982) ten percent of a population is a number that can be managed in a study. Therefore, from six DFI in Malaysia, one organization was selected, namely SME Bank.

After determining the selected bank (SME Bank), the selection of respondents is based on systematic random sampling. SME Bank has 19 main branches and 4 mini branches all around Malaysia. This study employed cluster sampling to determine the groups of respondents. The SME bank population was divided into two groups based on its size namely main and mini branch. Again, the selection of two type branches were based on simple random sampling, this study found that the main branch was selected. Out of 19 main branches, eight branches all around Malaysia were selected based on sample random sampling. Generally, there are 15 to 20 employees at every branch, and finally, sample random sampling also was used to determine the respondent.

### 3.6 Sampling Size

The study population consisted of 150 staff of SME bank which were randomly selected all around Malaysia i.e. Kuala Lumpur, Seremban, Kota Kinabalu, Kota Bharu, Johor Bahru, Kuantan, Kuching and Seberang Jaya branch. The sample size is determined using the formula of Tabachnick and Fidell (2001). Based on the formula, the number of samples required is at least 90 people. This formula is based on the number of independent variables using the following formula:

Formula Tabachnick and Fidell (2001):

$$N \geq 50 + 8m \text{ (where } m \text{ is the number of IV)}$$

$$N \geq 50 + 8 (5)$$

$$N \geq 50 + 40$$

$$N \geq 90$$

SME bank's branches' staff of diverse backgrounds and positions will be selected randomly to represent the population. Simple random sampling method was chosen to give equal opportunity to all employees. This study managed to get a list of SME bank branch employees from the latest organization chart made available internally. This study puts all the names into a box and takes names at random. The names which are selected are identified prior to the questionnaire being distributed. A total of 150 questionnaires were distributed to the respondents. This is because the minimum amount required in this study according to the formula is 90 people, but



this study managed to obtain more than 90 respondents for the purpose of regression analysis.

### 3.7 Validity and Reliability

To ensure the instrument is valid, a pre-test has been conducted which 15 respondents will be responsible to answer the pre-test questionnaire. Reliability is concerned with stability and consistency. To certify the instrument is reliable, this study had to examine past literature such as past research instrument that had been done before. According to Rowtree (1981), alpha more than 0.71 can be considered as good and reliable.

### 3.8 Pilot Test

**Table 3.3: Reliability of the Pre-Test**

Variables	<i>Cronbach's Alpha</i>	
	No. Of items	Pre-Test (n = 15)
Work Satisfaction	18	.752
Supervisor Support Satisfaction	18	.853
Colleagues' Satisfaction	18	.870
Promotion Satisfaction	9	.663
Pay Satisfaction	9	.642
Organizational Commitment	12	.680

During pre-test, a total of 15 respondents from SME Bank employees are selected. Table 3.3 showed the results of the reliability pre-test. The result showed moderate to strong reliability consistent with past study done by Rowtree (1981), and a good level of reliability is at a level above 0.71, but the 0.60 is sufficient (Mohd. Majid Konting, 2002).

### **3.9 Data Collection Technique**

A total of 150 questionnaires were distributed to the respondent at all level of employees identified earlier in SME Bank branches. The questionnaires were distributed by using post, by hand and mail. The purpose of this questionnaire is to gather information from respondents. A questionnaire is a research instrument consisting a series of questions that need to be answered by respondents.

Respondents were given a week to complete and return the completed questionnaire. Completed questionnaire were later sent by respondent to researcher through hand out, post and email. This study managed to collect 150 questionnaires out of 150 distributed or 100 percent of the total questionnaires.

### 3.10 Data Analysis

#### 3.10.1 Cronbach Alpha Measurement

Upon collecting the data from the questionnaires, all the information was later coded into Statistical Package for the Social Science Version 22 (SPSS V.22). Thereafter, a few procedures such as data validation were carried out for accuracy.

Analysis of data begins with reliability test. Cronbach's Alpha was used as it is the most accepted reliability test tool applied by social researcher (Sekaran, 2005). In the reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency. (Cronbach's Alpha; Cronbach, 1946). Cronbach alpha measure presented in Table 3.4.

**Table 3.4: Cronbach Alpha Measurement**

<b>Cronbach's alpha</b>	$\alpha \geq .9$	$.9 > \alpha \geq .8$	$.8 > \alpha \geq .7$	$.7 > \alpha \geq .6$	$.6 > \alpha \geq .5$	$.5 > \alpha$
<b>Internal consistency</b>	Excellent	Good	Acceptable	Questionable	Poor	Unacceptable

In order to determine whether there is significant relationship between the independent variables and dependent variable, Pearson Correlation Coefficient analysis were carried out. According to Pallant (2007), the relationship between the independent variables and dependent variable are as presented in Table 3.5.

**Table 3.5: Level relationships among two variables**

No.	Correlation (r)	Magnitude
	$\pm 0.70-1.00$	High
	$\pm 0.30-0.69$	Moderate
	$\pm 0.00-0.29$	Low

Source: Pallant, J. (2007). *Research Methods and Statistics. A Critical Thinking Approach*. Belmont: Thomson Higher Education US.

Finally, the multiple regression analysis was conducted to examine whether there is a statistically contribution of independent variable towards job satisfaction.

### **3.10.2 Reliability Test**

Test reliability refers to the consistency of scores students would receive on alternate forms of the same test. Due to differences in the exact content being assessed on the alternate forms, environmental variables such as fatigue or lighting, or student error in responding, no two tests will consistently produce identical results. This is true regardless of how similar the two tests are. In fact, even the same test administered to the same group of students a day later will result in two sets of scores that do not perfectly coincide. Obviously, when we administer two tests covering similar material, we prefer students' scores be similar. The more comparable the scores are, the more reliable the test scores are.

It is important to be concerned with a test's reliability for two reasons. First, reliability provides a measure of the extent to which an examinee's score reflects random measurement error. Measurement errors are caused by one of three factors:

(a) examinee-specific factors such as motivation, concentration, fatigue, boredom, momentary lapses of memory, carelessness in marking answers, and luck in guessing, (b) test-specific factors such as the specific set of questions selected for a test, ambiguous or tricky items, and poor directions, and (c) scoring-specific factors such as nonuniform scoring guidelines, carelessness, and counting or computational errors..

### **3.10.3 Demographic Profile Test**

Analysis to test the demographic distribution of the study was using descriptive methods in order to get the mean, percentage and frequency. This is to ensure that the distribution of respondents can be identified.

## **3.11 Chapter Summary**

In chapter three, research framework is identified to be the base for this study. Hypotheses of this study have been constructed in order to align with research objective. Researcher also have identified the related research design and which measurement of variable or instruments to be used.

## **CHAPTER FOUR**

### **FINDING AND DISCUSSION**

#### **4.0 Introduction**

This chapter discusses the information obtained from the research that has been conducted on 150 SME bank officers who work in eight branches. Description on the results of this study are divided into four parts: the first one analyzes the reliability of the findings of the variables; second, about the respondents; Third, the description of descriptive variables of the study; fourth, test on the relationship between the variables of the study and finally regression analyses.

#### **4.1 Reliability Analysis**

During post-test, a total of 150 respondents from SME Bank employees are selected. Table 4.1 showed the results of final test reliability. The result showed moderate to strong reliability consistent with past study done by Rowtree (1981), and a good level of reliability is at a level above 0.71, but the 0.60 is sufficient (Mohd. Majid Konting, 2002).

**Table 4.1: Reliability of Post-Test**

<b>Variables</b>	<b>Cronbach's Alpha</b>	
	<b>No. Of items</b>	<b>Post-test (n = 150)</b>
Work Satisfaction	18	.901
Supervisor Support Satisfaction	18	.856
Colleagues' Satisfaction	18	.827
Promotion Satisfaction	9	.781
Pay Satisfaction	9	.890
Organizational Commitment	12	.722

## **4.2 Demographic Analysis**

This section describes the background of respondents from several aspects such as age, duration of employment, income, gender, race and education level.

### **4.2.1 Age**

Table 4.2 displays the age distribution of respondents surveyed. A total of 150 SME Bank's Enterprise Centres' employees were involved were in the average age  $M = 34.39$ ,  $SD = 10.077$ . Most of the respondents aged between 36 and 45 years which represents 32 per cent or 48 of the total respondents. While the age of 25 years and under which represented 28.7 percent of the respondent was the second highest

group. A total of 37 respondents in this study were aged between 26-35 years or 24.7 per cent. Finally, 14.7 percent of respondents were above 46 years.

**Table 4.2: Frequency of Age, Years in Service and Income**

Profile	Frequency	Percentage	Mean	SD
Age			34.39	10.077
	≤ 25	43	28.7	
	26-35	37	24.7	
	36-45	48	32.0	
	≥ 46	22	14.7	
Years in Service			13.21	10.384
	1-5	51	34.0	
	6-10	20	13.3	
	≥11	79	52.7	
Income (RM)			2539.56	1166.290
	1000 - 2000	58	38.7	
	2001 - 3000	46	30.7	
	3001 - 4000	27	18.0	
	4001 - 5000	14	9.3	
	≥ 5001	5	3.3	
	Total	150	100	

#### 4.2.2 Years in Service

On the average, respondents had worked in SME Bank or M = 13:21, SD = 10 384.

Majority of respondents had served the Bank for 11 years and above, that as many as 79 people or 52.7 per cent. Respondents who had served between 1 to 5 years was



the second highest of 34 percent from the respondents. While 20 others respondents had worked between six to 10 years, or 13.3 percent from the total respondents. Table 4.2 above displays the distribution of respondents' tenure.

#### **4.2.3 Income**

Table 4.2 also displays the distribution of respondents' income. The average income of the respondents in this study is  $M = 2539.56$  and  $SD = 1166,290$ . Most of the respondents have an income of RM 1,000 - RM 2,000 representing 58 or 38.7 per cent. Those earning between RM 2,001 to RM 3,000 is a total of 46 or 30.7 percent of the total respondents to the survey and is the second highest total. While 27 respondents or 18 percent had incomes between RM 3,001 to RM 4,000 was the third highest group represents respondents in this study. A total of 14 respondents, or 9.3 percent, income between RM 4001 to RM 5000. Finally, the income group of RM 5001 and a total of 5 people or 3.3 per cent.

#### **4.2.4 Gender**

Table 4.3 displays the distribution of background and gender. Based on the analysis, 13 respondents were female (8.7%) while the majority was made up of the male respondents (137 people or 91.3 per cent). This shows that the number of male respondents are more numerous than female respondents involved in this study.

**Table 4.3: Distribution of Gender, Race, Marital Status and Educational Level**

Profil	Frequency	Percentage
Gender		
Male	137	91.3
Female	13	8.7
Race		
Malay	120	80
Chinese	9	6
Indian	21	14
Educational Level		
SRP/PMR	3	2.0
SPM	114	76.0
Certificate /diploma	29	19.3
Bachelor's Degree	2	1.3
Master's Degree	2	1.3
Total	150	100

#### 4.2.5 Races

Table 4.3 shows the background of the respondents. Based on the analysis, a total of 120 respondents were Malays (80%), the second highest was Indian ranging (14%) and the Chinese represents nine (6%) from the total respondents population.

#### **4.2.6 Level of Education**

Table 4.3 shows that 76 percent of respondents or 114 respondents have a certificate of Malaysian education, 19.3 percent or 29 respondents have diplomas, 3 holds SRP / PMR, 2 respondents (1.3%) graduated with a Bachelor and two respondents have Masters Degree.

### **4.3 Descriptive Statistics Analysis**

Descriptive statistics provides simple summaries about the sample and about the observations that have been made. Such summaries may be quantitative or visual, i.e. simple-to understand graphs. These summaries may either form the basis of the initial description of the data as part of a more extensive statistical analysis, or they may be sufficient in and of themselves for a particular investigation. It is an essential preliminary to any statistical analysis is to obtain some descriptive statistics for the data obtained - things like means and standard deviations.

#### **4.3.1 Organizational commitment**

The level of organizational commitment is shown in Table 4.4. Results showed that 66 percent or 99 respondents felt that their organization's commitment is at the medium. Meanwhile a total of 51 respondents, or 34 percent experience their level of organizational commitment is high. While none of the respondents felt that they have low level of organizational commitment.

**Table 4.4: Distribution of respondents according to the level of organizational commitment**

	Frequency	Percentage	Mean	SD
<b>Organizational Commitment</b>			3.50	.516
Low (1.00 – 2.33)	-	-		
Moderate (2.34 – 3.67)	99	66.0		
High (3.68 – 5.00)	51	34.0		
<b>Total</b>	150	100.0		

**SD: Standard Deviation**

Organizational commitment is measured using a five-choice answer scale from "strongly disagree" to "strongly agree". Average scores obtained from 12 items of 3.50 with a standard deviation of 0.516 rate. Items with a statement which read: "Whatever stance of this organization is important to me" recorded the highest average score of 4.03 with the standard deviation of .789. The study also found items that recorded the lowest score with an average score of 2.61 (SD = 1.158) was related to the statement "In my quest to get the reward, I have to behave well". The mean score and standard deviation for each measurement item organizational commitment scale compiled by the mean value shown in Table 4.5.

**Table 4.5: Mean and Standard Deviation of Organizational Commitment**

No.	Items	Mean	SD
1	In my quest of getting reward, I have to behave well	2.61	1.158
2	If the value of this organization is different, I will not join this organization	2.65	1.170
3	Since joining this organization, my personal values and the organization have become more similar	3.27	1.008
4	My participation in this organization is based on the equal value and other officers who work in this organization	3.47	.932
5	I see no reason to give extra effort on behalf of this organization unless i am rewarded.	3.50	1.214
6	My personal views on this organization is different from what I have expressed publicly	3.55	1.139
7	Insofar hard work I work for this organization, it is directly linked to how much I earn rewards	3.69	1.124
8	I feel a sense of belonging toward this organization and not just as an employee.	3.74	.870
9	I prefer this organization due to its value.	3.78	.940
10	I am proud to tell others that I am part of this organization	3.83	1.060
11	I tell my friends about how great to work in this organization.	3.91	.934
12	This organization's principle is important to me	4.03	.789
Total		3.50	.516

The overall findings of the study showed that organizational commitment is moderate. Moderate level of organizational commitment is to reflect that SME Bank employees have psychological relationship with the organization.

#### **4.3.2 Job Satisfaction**

The results of the job satisfaction levels are shown in Table 4.6. Results showed that 68.7 percent, or 103 respondents felt that the job satisfaction is high. While a total of 47 respondents, or 31.3 percent experience their level of work satisfaction is moderate. While none of the respondents felt that the job satisfaction is low. Job

satisfaction is measured using five answer choices scale from "strongly disagree" to "strongly agree". The study found that on average, the scores of the respondents in this study was high ( $M = 3.89$ ,  $SD = 0.449$ ).

**Table 4.6: Distribution of respondents according to job satisfaction**

	Frequency	Percentage	Mean	SD
<b>Work Satisfaction</b>			3.89	.449
Low (1.00 – 2.33)	-	-		
Moderate (2.34 – 3.67)	47	31.3		
High (3.68 – 5.00)	103	68.7		
<b>Total</b>	150	100.0		

Table 4.7 shows all of the 18 items used to measure the job satisfaction that has been sorted by the mean value. The last item is a negative item but this study have performed reverse coding', ie "I am disappointed with my job" earned the highest average score of  $M = 4.45$ ,  $SD = 0.916$ . The first item that got the lowest mean score was for the question "My current job is easy" with the average value of  $M = 2.71$ ,  $SD = 1.196$ . The overall average for all items measuring instrument is  $M = 3.89$ ,  $SD = 0.449$ .

**Table 4.7: Mean and Standard Deviation of job satisfaction**

<b>No.</b>	<b>Items</b>	<b>Mean</b>	<b>SD</b>
1	My current job is easy	2.71	1.196
2	I am not stress with this job	3.14	1.215
3	My current job is repetitive	3.32	.999
4	My job requires me to do the same thing	3.58	.985
5	My job requires me to do a lot of work	3.66	1.098
6	My job is respected by community	3.81	1.045
7	My work gives me a sense of accomplishment	3.91	.862
8	My current job requires me to be creative	4.04	.850
9	My job is challenging	4.06	.892
10	My current job is a good / nice	4.07	.994
11	I am satisfied with my job	4.07	.872
12	I'm tired of doing my current job	4.09	1.038
13	I'm comfortable with my current job	4.16	.852
14	I feel bored with my job	4.20	1.030
15	I feel uncomfortable with my job	4.22	1.110
16	I am happy with my job	4.29	.816
17	This job is beneficial to me	4.30	.712
18	I am disappointed with my job	4.45	.916
Total		3.89	.449

The overall findings of the study showed that the job satisfaction is at a high level.

The high level of job satisfaction is a good outcome to reflect the employees feel satisfied and enjoy their work. This is because the high level of enjoyable work will reflect the level of work commitments.

### 4.3.3 Supervision

The results of supervisor satisfaction level has shown in Table 4.8. Results showed that 61.3 percent, or 92 respondents felt high supervision satisfaction. Meanwhile, a total of 56 respondents, or 37.3 percent felt supervision satisfaction was moderate. While two of the respondents felt that the level of supervision satisfaction was low.

**Table 4.8: Distribution of respondents according to the level of supervision**

	Frequency	Percentage	Mean	SD
<b>Supervision</b>			3.78	.586
Low (1.00 – 2.33)	2	1.3		
Moderate (2.34 – 3.67)	56	37.3		
High (3.68 – 5.00)	92	61.3		
Total	150	100.0		

Table 4.9 shows the average value for the 18 item scale seseluruhan supervisory measurement  $M = 3.78$ ,  $SD = 0586$  and was compiled by the mean value. There are eight negative items of the first "It is difficult to satisfy my boss"; The second, ". My boss is a bad-tempered person "; third, "My boss is a man of supervision"; fourth, "My boss is a ambitious"; fifth, "My boss is irritating"; sixth, "My boss is stubborn" seventh, "My boss is a bad person" and the eighth, "My boss is lazy." All negative items were reverse coded' to obtain high reliability.



**Table 4.9: Mean and Standard Deviation of Supervision**

No.	Items	Mean	SD
1	My boss is an influential individual.	2.59	1.050
2	My boss give me the authority/ freedom	3.04	1.111
3	My boss asked for my advice or opinion	3.07	1.127
4	It is difficult to satisfy my boss	3.22	1.164
5	My boss is someone who love to praise good worker	3.35	1.090
6	My boss is a careful person.	3.69	.998
7	My boss always available when in need.	3.71	1.040
8	My boss always give reminder	3.79	.985
9	My boss knows his job very well	3.83	1.110
10	My boss is up-to-date.	3.83	.988
11	My boss is clever	3.86	.875
12	My boss is a bad-tempered person.	3.99	1.184
13	My boss give less supervision	4.10	1.098
14	My boss is irritating.	4.24	1.031
15	My boss is hot-headed.	4.40	.920
16	My boss is rude.	4.42	.978
17	My boss is a bad person	4.43	.986
18	My boss is lazy	4.51	1.054
Total		3.78	.586

This means that all items have turned from negative to positive as the encoding process is done in reverse. Then the average value obtained for this study were higher for negative items with the statement "My boss is lazy" but has to be positive with the statement "My boss works hard" with the average value of  $M = 4.51$  and  $SD = 1.054$ . While items that obtained lowest average value of  $M = 2.59$ , referring to the statement "My boss is an influential individual" average scores and standard deviations of respondents as shown in Table 4.9.

#### 4.3.4 Colleague Satisfaction

The findings of colleagues' satisfaction have shown in Table 4.10. Results showed that 69.3 percent of 104 respondents felt satisfied and the relationships with colleagues is high. While a total of 46 respondents or 30.7 per cent thought their level of satisfaction with colleagues is modest. None of the respondents felt that the level of satisfaction with colleagues is low.

**Table 4.10: Distribution of respondents according to their Colleague Satisfaction**

	Frequency	Percentage	Mean	SD
<b>Colleague</b>			3.89	.425
Low (1.00 – 2.33)	-	-		
Moderate (2.34 – 3.67)	46	30.7		
High (3.68 – 5.00)	104	69.3		
Total	150	100.0		

The results showed that the average score for the entire item measurement characteristics of colleague is relatively high  $M = 3.89$ ,  $SD = 0.425$  (Table 4.11). This shows that the respondents support towards their colleagues is quite encouraging. Of the 18 items measuring colleagues, there were 10 negative items with the total score of the respondents were as follows: Respondents who chose answer 1 = 'strongly disagree' will be given a score of 5; 2 = 'disagree' is given a score of 4; 3 = 'agree slightly' were scored 3 also; 4 = 'agree' were scored 2; and 5 = 'strongly agree' is given a score of 1. negative items mentioned is the statement "My

colleague is boring."; "My colleague is too cautious."; "My colleague is stupid."; "My colleague like to quarrel"; "My colleague like to talk a lot"; "My colleague is lazy"; "My colleague is not happy"; "My colleague like to gossip"; "My colleague is less attractive"; "My colleague like to disappear"

**Table 4.11: Mean and Standard Deviation of Colleague Satisfaction**

No.	Items	Mean	SD
1	My colleague is not happy	1.57	.878
2	My colleague like to talk a lot	2.67	1.262
3	My colleague is ambitious	3.57	1.155
4	My colleague is brilliant	3.69	.926
5	My colleague is a fast	3.74	.718
6	My colleague is a favorable	3.78	.750
7	My colleague is active.	3.83	.954
8	My colleague is submissive	3.89	.807
9	My colleague is responsible.	3.97	.785
10	My colleague like to disappear	3.98	1.138
11	My colleague is neat	4.01	.790
12	My colleague like to gossip	4.28	.977
13	My colleague is encouraging	4.37	.923
14	My colleague is less attractive	4.39	.865
15	My colleague is a lazy person	4.49	.910
16	My colleague is slow	4.55	.764
17	My colleague like to quarrel	4.59	.667
18	My colleague is stupid	4.68	.689
Total		3.89	.425

Items that obtained the highest score  $M = 4.68$ ,  $SD = 0689$  refers to the statement "My colleague is stupid", but the statement was coded in reverse to "My colleague is brilliant" and the lowest  $M = 1:57$ ,  $SD = .878$  refers statement "my colleague is encouraging". Table 4.10 shows the mean score and standard deviation of all measurement items colleagues compiled by the mean value.

The overall findings of this study showed that the level of satisfaction with co-workers is high. High correlation among colleagues is a good result that shows as if the relationships among the employees is good cooperation between them is also good. Good relationship with other employees will make them more interdependent and work together. Employees who work together and help each other may increase their productivity.

#### 4.3.5 Promotion Satisfaction

The results reflecting satisfaction in the promotion system is shown in Table 4.12 above. Results showed that 59.3 percent, or 89 respondents felt satisfied in the promotion system is modest. While the total of 61 respondents or 40.7 percent of the respondent feels that their level of satisfaction towards promotion system is high. While none of the respondents felt that the level of satisfaction of the promotion system is low.

**Table 4.12: Distribution of respondents according to their level of promotion satisfaction**

	Frequency	Percentage	Mean	SD
<b>Promotion satisfaction</b>			3.53	.580
Low (1.00 – 2.33)	-	-		
Moderate (2.34 – 3.67)	89	59.3		
High (3.68 – 5.00)	61	40.7		
<b>Total</b>	<b>150</b>	<b>100.0</b>		

The results found that on average the respondents are quite satisfied with the promotion system (M = 3:53, SD = 0580). Question on "Promotion's policy is unfair" recorded the highest average (M = 4:19; SD = 1.073). As for item 8 which reads "promotion is often at my workplace" record low average reading (M = 2.63, SD = 1.019). The mean value has been compiled by the smallest to the largest as shown in Table 4.13.

**Table 4.13: Mean and Standard Deviation of Satisfaction in Promotion Items**

No.	Items	Mean	SD
1	Promotion is often at my workplace	2.63	1.019
2	Promotion is limited at my workplace	2.70	1.002
3	Chance for promotion is	3.27	.962
4	Promotion is based on ability	3.45	.945
5	Chance for promotion is pretty good	3.55	.832
6	Promotion at my work place is rare	3.72	1.188
7	I have the opportunity for career advancement.	4.09	.698
8	No opportunity for promotion	4.17	1.008
9	Promotion's policy is unfair	4.19	1.073
Total		3.53	.580

Overall, the results show that the level of satisfaction with the promotion system is at a moderate level. Moderate satisfaction towards promotion system is the result to reflect the employees feeling that the organization they work is to providing a fair promotion system. Employees who feel that the organization provides a good system of promotion will be able to motivate employees to work better.

### 4.3.6 Pay Satisfaction

Salary satisfaction survey results are shown in Table 4.14. Results showed that 61.3 percent, or 92 respondents felt the satisfaction of a modest salary. While a total of 45 respondents, or 30 percent of their salaries perpendapat satisfaction levels are high. While 13 of the respondents felt that the low level of pay satisfaction.

**Table 4.14: Distribution of respondents according to the level of pay satisfaction**

	Frequency	Percentage	Mean	SD
<b>Pay Satisfaction</b>			3.30	.669
Low (1.00 – 2.33)	13	8.7		
Moderate (2.34 – 3.67)	92	61.3		
High (3.68 – 5.00)	45	30.0		
Total	150	100.0		

Pay satisfaction is measured using a scale of five answer choices of “strongly disagree” to “strongly agree”. The study found that on average, respondents score was moderate ( $M = 3.30$ ,  $SD = 0.667$ ). Scores for the item “My current salary is satisfactory” recorded the highest average of 4:40 ( $SD = 0.962$ ). Items with the statement “My current salary is able to provide for luxurious lifestyle” which was recorded the lowest average reading ( $M = 2.09$   $SD = 1.189$ ). The mean scores and standard deviation of pay satisfaction items as shown in Table 4.15.

**Table 4.15: Mean and Standard Deviation of Pay Satisfaction**

<b>No.</b>	<b>Items</b>	<b>Mean</b>	<b>SD</b>
1	My current salary is able to provide for luxurious lifestyle.	2.09	1.187
2	My current salary is high	2.41	1.183
3	My current salary is satisfactory	2.44	1.120
4	My current salary is low	3.27	1.242
5	My current salary is sufficient	3.35	1.280
6	My current salary is not reasonable	3.75	1.222
7	My current salary is not good	3.89	1.224
8	My current salary is not guaranteed	4.06	1.101
9	My current salary is satisfactory	4.40	.962
	Total	3.30	.669

Overall, the results show that the level of pay satisfaction is moderate. Moderate level of pay satisfaction is the result to reflect employees feeling that their wages is sufficient. Although we are all aware that man never had enough with what they expect, but the need in this consumerism era requires money to sustain life. Furthermore none of the respondents were satisfied with the salary they receive reflect the level of pay satisfaction is low.

#### **4.4 Relationships between Variables**

Table 4.16 shows the relationship between the variables studied i.e. the relationship between job satisfaction, pay satisfaction, supervision satisfaction, promotion satisfaction, colleagues satisfaction, and organizational commitment. The findings of this study showed that all the variables have relationship strength of low and medium according to Pallant (2007).

**The relationship between the job satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment.**

**Table 4.16: Correlation of Variables with Organizational Commitment**

<b>Variables</b>	<b><i>r</i></b>	<b><i>p</i></b>
Job satisfaction	.444**	0.000
Supervisor	.387**	0.000
Colleague	.393**	0.000
Promotion	.234**	0.004
Pay	.174**	0.003

\*\* significant at 0.01

Results showed a significant positive correlation between job satisfaction and organizational commitment ( $r = .444$ ,  $p < 0.01$ ). Based on Pallant (2007), the relationship between the job satisfaction, and organizational commitment has a high correlation ( $r = .444$ ). Positive correlation indicates that there is a positive relationship, higher degrees of job, then, higher levels of organizational commitment. These findings support the study by Stringer and Brown (2008), which examines how the job satisfaction can contribute to organizational commitment. These findings further support the hypothesis H1 that, the job satisfaction has a significant positive relationship with organizational commitment.

As shown in Table 4.16, there is a significant relationship between supervision and organizational commitment with a correlation coefficient ( $r = 0.387$ ,  $p < 0.01$ ). Based on Pallant (2007), the value of  $r$  shows that the relationship between supervision and



organizational commitment has low positive correlation. This study parallel the findings made by Fu, Bolander, and Jones, (2009) who studied the relationship between supervision and organizational commitment. These results also support H2 that is, the supervision has a significant positive relationship with organizational commitment.

Table 4.16 also displays the relationships between co-workers and the organization commitment. There is no significant relationship between colleagues and the organization's commitment to the correlation coefficient ( $r = 0.393$ ,  $p < 0.01$ ). Based on Pallant (2007), the value of  $r$  shows that the relationship between co-workers, and organizational commitment has a moderate positive correlation. This study parallel the findings made by Gaan (2008), which examines the relationship between colleagues, and organizational commitment. These findings also support H3 that is, co-workers has a significant positive relationship with organizational commitment.

There is a significant positive correlation between promotion and organization commitment and it is supported by the correlation coefficient ( $r = .234$ ,  $p = 0.004$ ) (Table 4.16). Based on Pallant (2007), the relationship between promotion and organizational commitment is low correlation ( $r = 0.234$ ). A positive correlation indicates that there is a positive correlation of satisfaction in the promotion system, the higher the level of organizational commitment as well. These findings support the study by Nisnii and Hang (2008) that examines how job satisfaction can contribute to organizational commitment. These findings further support the

hypothesis H4 that is, promotion has a significant positive relationship with organizational commitment.

The results of the data analysis presented in Table 4.16 shows the pay satisfaction has a significant positive relationship with organizational commitment ( $r = 0.174$ ,  $p = 0.033$ ). The results of this study support the findings of the Avey, Western, and Crossley (2008) which found that pay satisfaction has a significant positive relationship with organizational commitment. Based on Pallant (2007), the value of  $r$  (0.174) showed a weak correlation. This represents employees who are satisfied with the wages earned will affect their commitment to the organization. These findings further support H5, pay satisfaction has a significant positive relationship with organizational commitment.

#### **4.5 Regression Analysis**

Regression analysis is a statistical tool to examine the relationships between variables. Usually, researcher seeks to ascertain the causal effect of one variable upon another. To explore such issues, researcher assembles data on the underlying variables of interest and employs regression to estimate the quantitative effect of the causal variables upon the variable that they influence. Studies made also typically assess the “statistical significance” of the estimated relationships, that is, the degree of confidence that the true relationship is close to the estimated relationship.

**The influence of job satisfaction, the work satisfaction, supervision, co-workers, promotion, pay satisfaction on organizational commitment**

**Table 4.17: Analysis of regression on Organizational Commitmen**

Variables	$\beta$	BETA	t	Sig.
Constant	1.358		3.194	.002
Job Satisfaction (X <sub>1</sub> )	.368	.320	4.765	.000
Supervisor (X <sub>2</sub> )	.175	.198	2.315	.022
Colleague (X <sub>3</sub> )	.012	.010	.105	.916
Promotion (X <sub>4</sub> )	.259	.291	3.036	.003
Pay (X <sub>5</sub> )	.279	.362	4.000	.000

Nota:  $R^2=.260$ ;  $F=10.100$ ; Sig  $F=0.000$

Multiple regression analysis was used to test the influence of job satisfaction, supervision, co-workers, promotion and pay satisfaction toward organizational commitment. The findings are shown in Table 4.17 shows the 26% ( $R^2 = 0.260$ ) factors of work satisfaction, supervision, promotion, pay satisfaction affect organizational commitment. Table 4.17 also shows that the F-statistic ( $F = 10.100$ ) and a highly significant p value (0.000) or lower than the value of 0.05. This shows that the slope of the regression line is estimated liner model is not equal to zero confirmed that research data according to five linear regression prediction model proposed in this study.

According to regression analysis, organizational commitment (Y) only influenced by the job satisfaction (X<sub>1</sub>), supervision (X<sub>2</sub>), the promotion system (X<sub>4</sub>), and pay satisfaction (X<sub>5</sub>). But colleagues (X<sub>3</sub>) does not contribute to organizational commitment. This can be explained using regression analysis described by the following linear equation:

$$Y = 1.358 + .368 (X_1) + .175 (X_2) + .259 (X_4) + .279 (X_5)$$

As depicted in Table 4.16, the largest beta coefficient obtained was .368 for job satisfaction (X<sub>1</sub>) and this corresponds with the highest t-statistic of 4.765. This means that this variable makes the strongest unique contribution in explaining the dependent variable organizational commitment, when the variance explained by all other predictor variables in the model was controlled for. It suggests that one standard deviation increase in job satisfaction is followed by .368 standard deviation increase in organizational commitment. The Beta value for pay satisfaction (X<sub>5</sub>) was the second highest (.279), followed by promotion (X<sub>4</sub>) in the third place (.259). The Beta value for Supervisor (X<sub>2</sub>) was the smallest (.175) and indicating that it made the least contribution. It means that one standard deviation increase in supervisor was followed by .175 standard deviation increase in organizational commitment (Y). However, colleague satisfaction does not contribute to he organizational commitment when the beta value .012 and the significan value bigger then .05.

#### **4.6 Chapter Summary**

In chapter 4, researcher use SPSS to process the data. Based on this data, analysis of reliability, validity, descriptive statistic and correlation coefficient test have been used. These test can give us the result on demographic profiles and the normality of this research's respondents. Hypotheses developed earlier also tested in Chapter 3. Analysis and finding of this chapter is summarized in chapter 5.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter discusses the conclusion of the study that has been carried out and the implications of the results for the benefit of future study. This study is intended to determine the relationship between the five independent variables namely work satisfaction, supervision, co-workers, promotion, pay satisfaction and a dependent variable, organizational commitment. This chapter will also look at the implications and further recommendations either on behalf of or for the entire SME Bank and DFI in Malaysia. Proposals for future research is also reviewed in this chapter.

The study was conducted on 150 employees of SME Bank, which consists of all levels of employment. The instrument used was a questionnaire answered by the respondents. Before the actual study was carried out, the first pre-test was conducted to determine the reliability. The result showed that the reliability level was moderate and strong.

The actual data collection is done to collect respondents' demographic information, characteristics of respondents and six variables studied in this research i.e. the job satisfaction, supervision, co-workers, promotion, pay satisfaction, and organizational

commitment. The scale of five options using Likert Scale are used to measure these variables. Descriptive and frequency analysis is used to see the percentage and level of variables experienced by the respondents. Pearson correlation analysis was used to examine the relationship between the job satisfaction, supervision, co-workers, promotion, pay satisfaction, and organizational commitment. The multiple regression (multiple regression) was used to determine the influence of the job satisfaction, supervision, co-workers, promotion and pay satisfaction on organizational commitment.

## **5.1 Finding**

The first objective was to determine the five dimensions of job satisfaction namely work satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment of SME Bank employees. The results showed that the work satisfaction, supervision, co-workers, and organizational commitment are high. The satisfaction level of promotion and salary are modest. The level of work satisfaction was high indicated that the employees felt fun working with SME Bank. It shows a positive sign towards the attitude of employees in performing their duties.

Meanwhile, the high level of supervisor satisfaction depicts how the employees felt towards the supervision in SME Bank. High level of colleagues satisfaction also indicated that the employees were happy with the level of support of their co-workers. It can be concluded that officials felt their colleagues were very helpful and

ready to offer help and assistance when needed. However, the level of pay satisfaction and promotion were at a moderate level according to this study. Modest salary satisfaction showed officials felt quite satisfied with the salary they receive and the officer felt the salary they receive is quite commensurate with the task. While the promotion satisfaction in this study showed officers also quite satisfied with promotional opportunities provided by the SME Bank.

The first objective of this study is to determine the level of organizational commitment among employees in SME Bank. High level of organizational commitment reflects a feeling of loyalty to the organization since employees are happy to spend their life period by having careers with SME Bank. This indicates a positive attitude that exists among employees and they felt committed to the organization. Employees also highly engaged with organization through direct participation in the organization.

In organizational commitment, this study only focus on the aspect in which an individual can help organization to achieve organizational objectives. Results of the analysis showed the frequency of overall respondents towards organizational commitment is at a good level. Only 34% of respondents expressed high organizational commitment, and 66% are moderate. This means that the level of organizational commitment are more likely to be good. Based on the organization's commitment factor, it indicate that SME Bank officers was loyal toward their organization. Although the problem statement of this study specifies a level of



commitment that the organization may have is low due to the level of turnover, but this study shows that it may occur in isolation or involved on a few SME Bank employees only. It does not reflect the commitment of the organization as a whole.

The second objective was to determine the relationship between the work satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment. The correlation analysis showed that all independent variables i.e. work satisfaction, supervision, co-workers, promotion, and pay satisfaction have a significant positive relationship with organizational commitment. The findings of this study showed that work satisfaction, supervision, co-workers, promotion, and pay satisfaction are factors that have significant impact to the organizational commitment. The findings of this study thus supported the hypothesis H1 to H5. These findings also support previous research that found a significant relationship between the work satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment.

This study found that work satisfaction refers to employment factors that give satisfaction to the employees which have a significant relationship with organizational commitment. This study supports research by Nisnii and Hang (2008) who found that the work satisfaction is a very important aspect to the whole organization in determining the desired organizational commitment.

The study also found that support in the supervision has a significant relationship with organizational commitment. It can be concluded that the employees of SME Bank has been a positive response to the supervisor where supervisors is expected to be concerned for the welfare and comfort of employees in the workplace. Supervisor behavior which is always supportive towards thier employees to be among the key drivers of organizational commitment (Gaan, 2008).

The study has also found that the colleagues support has a significant relationship with organizational commitment, thus supporting previous studies. According to Stringer and Brown (2008), employees who always work together and exchange information about customer service, new technology and how to solve customer problems exhibit high organizational commitment.

The analysis showed a significant relationship between promotion satisfaction and organization commitment. This study is consistent with research done by Fu, Bolander and Jones (2009) who stated that the opportunity to be promoted provided by the organization is a matter of great importance. In addition, this factor has become one of the key elements for the employee to continue working in organizations and show high organizational commitment (Meyer & Smith, 2000).

The results showed there was a significant relationship between pay satisfaction and organizational commitment which in turn supported past studies. Studies made by Tafkov (2013) found that employees who are satisfied with the salary that they

receive commensurate with the job they perform has influence their organizational commitment. This study also supports the study by Whitman et al. (2010) find that pay satisfaction has a significant relationship with organizational commitment. This means that when the SME Bank employees feel happy with their salary, they will be more committed towards organizational commitment.

The last objective of this study was to determine the level of influence of the work satisfaction, supervision, co-workers, promotion, and pay satisfaction on organizational commitment. The findings from the multiple regression test revealed that the work satisfaction, supervision, promotion and salary satisfaction influences 26% of SME Bank's employees organizational commitment. However colleagues factor do not contribute to organizational commitment according to this study. It is an interesting findings to find that these factors contribute to the relatively strong organizational commitment.

## **5.2 Implications of the study**

Several implications can be formulated based on the findings that have been obtained. The implications are as follows:

1. SME Bank's employees commitment towards organization was at a moderate level. This indicate that the tendency of employees to turnover as stated in the problem statement officially reflecting SME Bank employees as a whole.

However, these studies need to be conducted to identify the factors that contribute to the organization's commitment of SME Bank employees. With these findings, it will become a turning point for SME Bank to identify steps that should be taken to install organization's commitment among its employees more effectively. Since the level of organizational commitment is moderate, it is still has room for improvement.

2. This study found that the work satisfaction, supervision, co-workers, promotion, and pay satisfaction has a significant relationship with organizational commitment. The significance of the relationship between the work satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment indicated that it is only fair that these factors are taken into account in establishing the level of organizational commitment.
3. Only four of these factors are contributing to the organization's commitment namely work satisfaction, supervision, promotion, and pay satisfaction. But it will make a considerable contribution to the organization's commitment and requires organizations to re-evaluate the role of each factor to ensure DFI bankers continue to enhance organizational commitment. It is a big responsibilities for the management to instill organizational commitment among its employees since a significant responsibilities are played by DFI bankers in providing the best service to customers.

4. Work satisfaction is referring to the work that is fascinating, comfortable, gives a sense of accomplishment and etc, was the biggest contributor to organizational commitment. This is evident from the results of the study found that the factors of work satisfaction is the most powerful factors influencing organizational commitment. In this regard, efforts should be made to increase organizational commitment based on an in-depth assessment of the work satisfaction factor. If employees felt the work satisfaction is fascinating, comfortable and gives a sense of accomplishment, then it would has an impact on organizational commitment as a whole.

### **5.3 Recommendation**

Based on the results of this research, the number of recommendation are submitted. The recommendations included the following:

1. The SME Bank should strive to maintain higher level of organizational commitment of their staff by improving the relevant factors such as work satisfaction, supervision, co-workers, promotion, pay satisfaction and organizational commitment. The organization needs to improve its promotion system and awarding salary that commensurate with the effort, the work environment in relations to organizational commitment. This is because the level of pay satisfaction and promotion system is still moderate level.

2. Organizations can implement a number of programs that can increase the level of promotion, pay satisfaction and organizational commitment. This is because the results showed that the level of promotion and pay satisfaction of SME Bank officer is still at a moderate level. However, findings showed that these factors are important to organizational commitment. Then this study suggested that the management can implement programs in the form of support such as performance management program, staff loyalty incentives etc to raise the level of organizational commitment among its employees.
3. SME Bank employees should always be given the opportunity to express their views and opinions about their position in the organization. Perhaps the feedback received by the organization by its employees should be taken into consideration by the management since it will make the employees feel important and it becomes an affection for employees to commit their career with the organization.
4. Supervisor or superiors in each unit and department should play vital role in providing support to assist employees with their daily work. According to this study, supervisor support is an important element in the employer-employee relationship in an organization. This is because supervisors are agents of organizations that provide and implement all the policies and programs of the organization. Supervisors or superiors who understand the problem and the need of their subordinate will continue to enhance organizational commitment.

5. The organization, in particular the organization's human resources department is responsible to create a working environment that is attractive in terms of work place environment to ensure the comfort of the employees. Good workplace layout will give comfort to the employees as well as arrangement of work equipment that are necessary for employees to feel comfortable and safe at work.
  
6. Employees are also recommended to foster cooperation between colleagues. Healty working relation between colleagues will make working environment harmony. Colleagues should be guiding and assisting each other in order to instill understanding. This will not only simplify the job process but also improve the relationships among employees which in turn can enhance organizational commitment.

#### **5.4 Future Research**

This study focused on a number of factors that contribute to organizational commitment only. Further study is recommended especially on a number of factors that affect organizational commitment proposed by Williams and Anderson (1991). Other factors of five independent variables of this study should also be considered. The study of organizational commitment is critical to the development and progress of the organization in the future. One of the more comprehensive study needs to be studied in order to define a conceptual framework that reflects the factors

influencing organizational commitment. The study can also be made on extended scope, taking into account factors other than the factor of quality of work life such as looking at personality factors since studies on personality factors are less committed (Ng & Butts, 2009). In addition, research on organizational commitment can be expanded further through qualitative study.

## **5.5 Conclusion**

The study can give us indicator on the affecting factors and can be used to predict the organizational commitment among employees of SME Bank. Thus, this study suggests future researcher to study deeper on the issues of organizational commitment, especially on the level of employees' organizational commitment in banking sectors as a whole, to see how these employees' organizational commitment may affect staff turnover in financial sector.

With the increasing numbers of employees' turnover in financial sector, the authorities, policy maker, financial institutions must know how to maintain employees' commitment and attachment towards their organization. Frequent numbers of employees leaving their organization might jeopardize organizations' strategic plans to achieve overall organizational objectives. When an organization loses its critical people, there might be a number of impacts like reduction in overall level of innovation and quality of customer services.



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## **LIST OF APPENDIXES**

### **Appendix A**

Questionnaire

### **Appendix B**

Reliability Analysis

Data Analysis

Reliability Test

Validity Test

Descriptive Analysis: Demographic Profiles

Pearson Correlation Coefficient Analysis

Regression Analysis





**Othman Yeop Abdullah  
Graduate School of Business**

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**Universiti Utara Malaysia**

1. Dalam kajian ini, identiti anda akan dirahsiakan.  
*In this study, your identity will be kept confidential.*
2. Maklumat yang diberi akan dianalisa secara berkumpulan, bukannya individu.  
*Information provided will be analyzed as a group, rather than individual*
3. Bagi setiap soalan, tiada jawapan betul atau salah.  
*For each question, there is no right or wrong answers.*
4. Setinggi penghargaan atas kerjasama anda meluangkan masa untuk menjawab soalan ini.  
*Our appreciation for your cooperation and time to answer this question.*

**Terima kasih atas kesudian tuan/puan mengisi borang soal selidik ini**  
**Thank you for your participation to fill in this questionnaire**

**BAHAGIAN A – Maklumat Demografi**  
**PART A - Demographic Information**

Sila tandakan  $\surd$  pada ruang ( ) atau isi tempat kosong.  
*Please tick  $\surd$  in the column ( ) or fill in the blanks.*

**Kaum / Race**

Melayu / Malay ( )

Cina / Chinese ( )

India / Indian ( )

Lain-lain: Nyatakan / \_\_\_\_\_

Others: Kindly state / \_\_\_\_\_

**Jantina / Gender**

Lelaki / Male ( )

Perempuan / Female ( )

**Umur / Age**

Nyatakan / State \_\_\_\_\_ Tahun / Years

**Pendapatan Sebulan / Monthly Income**

Nyatakan / State RM \_\_\_\_\_

**Tempoh bertugas / Years in Service**

Nyatakan / State \_\_\_\_\_ Tahun / Years

**Latarbelakang pendidikan anda / Your educational background**

Sekolah rendah / Primary School ( )

Sekolah Menengah / Secondary School ( )

Sijil atau diploma / Certificate or Diploma ( )

Sarjana Muda/ Bachelor's Degree ( )

Sarjana / Master's Degree ( )

### Bahagian B / Part B

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (Pekerjaan itu sendiri)

*Please indicate your level of agreement with the statements below by circling the number on the scale below. (Work satisfaction)*

Tidak setuju <i>Disagree</i>	Kurang setuju <i>Slightly Disagree</i>	Agak setuju <i>Somewhat Agree</i>	Setuju <i>Agree</i>	Sangat setuju <i>Strongly Agree</i>
1	2	3	4	5

No	Item	Skor / Score
1.	Saya seronok dengan pekerjaan saya <i>I am happy with my job</i>	1 2 3 4 5
2.	Pekerjaan saya memerlukan saya melakukan perkara yang sama <i>My job requires me to do the same thing</i>	1 2 3 4 5
3.	Saya puas dengan pekerjaan saya <i>I am satisfied with my job</i>	1 2 3 4 5
4.	Saya bosan dengan pekerjaan saya <i>I feel bored with my job</i>	1 2 3 4 5
5.	Pekerjaan saya sekarang adalah baik/bagus <i>My job now is good / great</i>	1 2 3 4 5
6.	Pekerjaan saya sekarang memerlukan saya menjadi kreatif <i>My job now requires me to be creative</i>	1 2 3 4 5
7.	Pekerjaan saya dihormati masyarakat <i>My work is respected by the community</i>	1 2 3 4 5
8.	Saya kurang selesa dengan pekerjaan saya sekarang <i>I feel uncomfortable with my current employment</i>	1 2 3 4 5
9.	Saya selesa dengan pekerjaan saya sekarang <i>I am comfortable with my current employment</i>	1 2 3 4 5
10.	Pekerjaan ini memberi faedah kepada saya <i>This job is beneficial to me</i>	1 2 3 4 5
11.	Saya letih melakukan pekerjaan saya sekarang <i>I am tired of doing my job now</i>	1 2 3 4 5
12.	Saya tidak merasa tertekan dengan pekerjaan ini <i>I am not stress with this job</i>	1 2 3 4 5
13.	Pekerjaan saya adalah mencabar <i>My job is challenging</i>	1 2 3 4 5
14.	Pekerjaan saya memerlukan saya melakukan banyak kerja <i>My job requires me to do multitasking</i>	1 2 3 4 5
15.	Saya kecewa dengan pekerjaan saya <i>I am dissappointed with my job</i>	1 2 3 4 5

16.	Pekerjaan saya sekarang adalah mudah <i>My job is easy</i>	1	2	3	4	5
17.	Pekerjaan saya sekarang adalah berulang-ulang <i>My job is repetitive</i>	1	2	3	4	5
18.	Pekerjaan saya memberi rasa pencapaian <i>My job provides a sense of accomplishment</i>	1	2	3	4	5

### Bahagian C / Part C

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (Penyeliaan)

Tidak setuju	Kurang setuju	Agak setuju	Setuju	Sangat setuju
1	2	3	4	5

No	Item	Skor
1.	Ketua saya meminta nasihat atau pandangan saya <i>My boss asked for my advice or opinion</i>	1 2 3 4 5
2.	Susah untuk memuaskan hatinya <i>It is difficult to satisfy my boss</i>	1 2 3 4 5
3.	Ketua saya adalah seorang yang tidak berbudi bahasa <i>My boss is rude</i>	1 2 3 4 5
4.	Ketua saya adalah seorang yang suka memuji pekerja yang baik <i>My boss is someone who love to praise good worker</i>	1 2 3 4 5
5.	Ketua saya adalah seorang yang berhati-hati <i>My boss is a careful person</i>	1 2 3 4 5
6.	Ketua saya adalah seorang yang berpengaruh <i>My boss is an influential individual</i>	1 2 3 4 5
7.	Ketua saya adalah seorang yang sentiasa kemas kini (up-to-date) <i>My boss is up-to-date</i>	1 2 3 4 5
8.	Ketua saya memberi kurang penyeliaan <i>My boss give less supervision</i>	1 2 3 4 5
9.	Ketua saya adalah seorang yang cepat marah <i>My boss is a bad-tempered person</i>	1 2 3 4 5
10.	Ketua saya adalah seorang yang sentiasa memberi peringatan <i>My boss always give reminder</i>	1 2 3 4 5
11.	Ketua saya adalah seorang yang mengganggu <i>My boss is irritating</i>	1 2 3 4 5
12.	Ketua saya adalah seorang yang keras hati <i>My boss is stubborn</i>	1 2 3 4 5
13.	Ketua saya adalah seorang yang mengetahui tugasnya dengan	1 2 3 4 5

	baik <i>My boss knows his job very well</i>	
14.	Ketua saya adalah seorang yang tidak baik <i>My boss is a bad person</i>	1 2 3 4 5
15.	Ketua saya adalah seorang yang cerdas <i>My boss is clever</i>	1 2 3 4 5
16.	Ketua saya adalah seorang yang berikan saya kuasa/kebebasan <i>My boss give me the authority/freedom</i>	1 2 3 4 5
17.	Ketua saya adalah seorang yang sentiasa ada bila diperlukan <i>My boss always available when in need</i>	1 2 3 4 5
18.	Ketua saya adalah seorang yang malas <i>My boss is lazy</i>	1 2 3 4 5

### Bahagian D / Part D

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (rakan sekerja)

Tidak setuju	Kurang setuju	Agak setuju	Setuju	Sangat setuju
1	2	3	4	5

No	Item	Skor
1.	Rakan sekerja saya adalah seorang yang menggalakkan <i>My colleague is encouraging</i>	1 2 3 4 5
2.	Rakan sekerja saya adalah seorang yang menjemukan <i>My colleague is boring</i>	1 2 3 4 5
3.	Rakan sekerja saya adalah seorang yang lembab <i>My colleague is too cautious</i>	1 2 3 4 5
4.	Rakan sekerja saya adalah seorang yang bercita-cita tinggi <i>My colleague is ambitious</i>	1 2 3 4 5
5.	Rakan sekerja saya adalah seorang yang bodoh <i>My colleague is stupid</i>	1 2 3 4 5
6.	Rakan sekerja saya adalah seorang yang cerdas/bijak <i>My colleague is brilliant</i>	1 2 3 4 5
7.	Rakan sekerja saya adalah seorang yang bertanggungjawab <i>My colleague is responsible</i>	1 2 3 4 5
8.	Rakan sekerja saya adalah seorang yang pantas <i>My colleague is fast</i>	1 2 3 4 5
9.	Rakan sekerja saya adalah seorang yang mudah bermusuhan <i>My colleague like to quarrel</i>	1 2 3 4 5
10.	Rakan sekerja saya adalah seorang yang banyak cakap <i>My colleague like to talk a lot</i>	1 2 3 4 5

11.	Rakan sekerja saya adalah seorang yang kemas <i>My colleague is neat</i>	1 2 3 4 5
12.	Rakan sekerja saya adalah seorang yang malas <i>My colleague is lazy</i>	1 2 3 4 5
13.	Rakan sekerja saya adalah seorang yang tidak mengembirakan <i>My colleague is not happy</i>	1 2 3 4 5
14.	Rakan sekerja saya adalah seorang yang selalu mengumpat <i>My colleague like to gossip</i>	1 2 3 4 5
15.	Rakan sekerja saya adalah seorang yang aktif <i>My colleague is active</i>	1 2 3 4 5
16.	Rakan sekerja saya adalah seorang yang kurang menarik <i>My colleague is less attractive</i>	1 2 3 4 5
17.	Rakan sekerja saya adalah seorang yang patuh <i>My colleague is submissive</i>	1 2 3 4 5
18.	Rakan sekerja saya adalah seorang yang suka menghilangkan diri <i>My colleague like to disappear</i>	1 2 3 4 5

### Bahagian E / Part E

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (kenaikkan pangkat)

Tidak setuju	Kurang setuju	Agak setuju	Setuju	Sangat setuju
1	2	3	4	5

No	Item	Skor
1.	Mempunyai peluang untuk kemajuan diri <i>I have the chance for self progression</i>	1 2 3 4 5
2.	Kenaikan pangkat di tempat kerja saya adalah terhad <i>Promotion is limited at workplace</i>	1 2 3 4 5
3.	Kenaikan pangkat berdasarkan keupayaan <i>Promotion based on performance</i>	1 2 3 4 5
4.	Tiada peluang kenaikan pangkat <i>No chance for promotion</i>	1 2 3 4 5
5.	Mempunyai peluang yang baik untuk kenaikan pangkat <i>Have a good chance for promotion</i>	1 2 3 4 5
6.	Dasar kenaikan pangkat di tempat kerja saya adalah tidak adil <i>Policy for promotion is fair</i>	1 2 3 4 5
7.	Kenaikan pangkat di tempat kerja saya adalah jarang berlaku <i>Promotion is rare at my workplace</i>	1 2 3 4 5
8.	Kenaikan pangkat di tempat kerja saya adalah kerap <i>Promotion often happen</i>	1 2 3 4 5

9.	Peluang kenaikan pangkat yang agak baik <i>Chance for promotion is very good</i>	1	2	3	4	5
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### Bahagian F / Part F

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (Gaji)

Tidak setuju	Kurang setuju	Agak setuju	Setuju	Sangat setuju
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

No	Item	Skor
1.	Gaji saya sekarang adalah mencukupi <i>My current salary is sufficient</i>	1 2 3 4 5
2.	Gaji saya sekarang adalah memuaskan <i>My current salary is satisfactory</i>	1 2 3 4 5
3.	Gaji saya sekarang adalah cukup makan <i>My current salary is enough</i>	1 2 3 4 5
4.	Gaji saya sekarang adalah tidak bagus <i>My current salary is not good</i>	1 2 3 4 5
5.	Gaji saya sekarang dapat memberikan kemewahan <i>My current salary is able to provide for luxurious lifestyle</i>	1 2 3 4 5
6.	Gaji saya sekarang adalah tidak terjamin <i>My current salary is not guaranteed</i>	1 2 3 4 5
7.	Gaji saya sekarang adalah tidak berpatutan <i>My current salary is not satisfactory</i>	1 2 3 4 5
8.	Gaji saya sekarang adalah rendah <i>My current salary is low</i>	1 2 3 4 5
9.	Gaji saya sekarang adalah tinggi <i>My current salary is high</i>	1 2 3 4 5

### Bahagian G / Part G

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan membulatkan nombor berdasarkan pada skala berikut. (Komitmen)

Tidak setuju	Kurang setuju	Agak setuju	Setuju	Sangat setuju
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

No	Item	Skor
1	Dalam usaha saya untuk mendapatkan ganjaran, saya perlu berkelakuan baik <i>In my quest of getting reward, I have to behave well</i>	1 2 3 4 5
2	Jika nilai organisasi ini adalah berbeza, saya tidak akan menyertai organisasi ini <i>If the value of this organization is different, I will not join this organization</i>	1 2 3 4 5
3	Sejak menyertai organisasi ini, nilai-nilai peribadi saya dan organisasi ini telah menjadi lebih serupa <i>Since joining this organization, my personal values and the organization have become more similar</i>	1 2 3 4 5
4	Penyertaan saya ke dalam organisasi ini adalah berdasarkan persamaan nilai saya dan pegawai lain yang berada di dalam organisasi <i>My participation in this organization is based on the equal value and other officers who work in this organization</i>	1 2 3 4 5
5	Melainkan saya di beri ganjaran, saya melihat tidak ada sebab untuk memberi usaha tambahan bagi pihak organisasi ini <i>I see no reason to give extra effort on behalf of this organization unless i am rewarded</i>	1 2 3 4 5
6	Pandangan peribadi saya mengenai organisasi ini adalah berbeza dari apa yang saya luahkan secara terbuka <i>My personal views on this organization is different from what I have expressed publicly</i>	1 2 3 4 5
7	Sejauhmana usaha keras saya bekerja untuk organisasi ini, ia secara langsung dikaitkan dengan berapa banyak ganjaran yang saya peroleh <i>No matter how hard I work for this organization, it is directly linked to how much I earn rewards</i>	1 2 3 4 5



8	Saya merasakan perasaan kekitaan terhadap organisasi ini dan bukannya hanya sebagai seorang pekerja <i>I feel a sense of belonging toward this organization and not just as an employee</i>	1 2 3 4 5
9	Sebab saya lebih suka organisasi ini adalah kerana nilainya <i>I prefer this organization due to its value</i>	1 2 3 4 5
10	Saya bangga untuk memberitahu orang lain bahawa saya adalah sebahagian daripada organisasi ini <i>I am proud to tell others that I am part of this organization</i>	1 2 3 4 5
11	Saya bercakap berkaitan organisasi ini kepada rakan-rakan saya sebagai sebuah organisasi yang hebat untuk bekerja <i>I tell my friends about how great to work in this organization</i>	1 2 3 4 5
12	Apa sahaja pendirian organisasi ini adalah penting bagi saya <i>This organization's principle is important to me</i>	1 2 3 4 5

**APPENDIX B      SPSS Output**

**Reliability**

**Scale: Work Satisfaction**

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.901	18

**Scale: Supervisor satisfaction**

**Case Processing Summary**

		N	%
Cases	Valid	149	99.3
	Excluded <sup>a</sup>	1	.7
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.856	18

**Scale: Co-worker**

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.827	18

**Scale: Promotion**

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.781	9

**Scale: Pay satisfaction**

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.890	9

**Scale: Commitment**

**Case Processing Summary**

		N	%
Cases	Valid	150	100.0
	Excluded <sup>a</sup>	0	.0
	Total	150	100.0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
.722	12

## Frequencies Demographic

Statistics				
		Race	Gender	Education
N	Valid	150	150	150
	Missing	0	0	0

## Frequency Table

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Melayu	86	57.3	57.3	57.3
	Cina	3	2.0	2.0	59.3
	Lain-lain	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lelaki	137	91.3	91.3	91.3
	Perempuan	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sekolah Rendah	3	2.0	2.0	2.0
	Sekolah Menengah	114	76.0	76.0	78.0
	Sijil/Diploma	29	19.3	19.3	97.3
	Sarjana Muda	2	1.3	1.3	98.7
	Sarjana	2	1.3	1.3	100.0
	Total	150	100.0	100.0	

**Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
≤ 25	43	28.7	28.7	28.7
26-35	37	24.7	24.7	53.3
Valid 36-45	48	32.0	32.0	85.3
≥ 46	22	14.7	14.7	100.0
Total	150	100.0	100.0	

**Years service**

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	51	34.0	34.0	34.0
6-10	20	13.3	13.3	47.3
Valid ≥11	79	52.7	52.7	100.0
Total	150	100.0	100.0	

**Income**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1000 - 2000	58	38.7	38.7	38.7
2001 - 3000	46	30.7	30.7	69.3
3001 - 4000	27	18.0	18.0	87.3
4001 - 5000	14	9.3	9.3	96.7
≥ 5001	5	3.3	3.3	100.0
Total	150	100.0	100.0	

## Descriptives normality

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
kerja	150	1	5	4.29	.816	-1.492	.198	3.500	.394
b2	150	1	5	3.58	.985	-.611	.198	-.290	.394
b3	150	1	5	4.07	.872	-1.484	.198	3.383	.394
b4	150	1	5	4.20	1.030	-1.271	.198	1.046	.394
b5	150	1	5	4.07	.994	-1.463	.198	2.487	.394
b6	150	1	5	4.04	.850	-1.603	.198	3.967	.394
b7	150	1	5	3.81	1.045	-.976	.198	.659	.394
b8	150	1	5	4.22	1.110	-1.370	.198	.946	.394
b9	150	1	5	4.16	.852	-1.304	.198	2.550	.394
b10	150	2	5	4.30	.712	-.849	.198	.667	.394
b11	150	1	5	4.09	1.038	-1.027	.198	.331	.394
b12	150	1	5	3.14	1.215	-.386	.198	-.825	.394
b13	150	1	5	4.06	.892	-1.443	.198	3.002	.394
b14	150	1	5	3.66	1.098	-.986	.198	.579	.394
b15	150	1	5	4.45	.916	-1.804	.198	2.806	.394
b16	150	1	5	2.71	1.196	.085	.198	-1.149	.394
b17	150	1	5	3.32	.999	-.148	.198	-.430	.394
b18	150	1	5	3.91	.862	-1.348	.198	3.153	.394
penyelia	150	1	5	3.07	1.127	-.503	.198	-.529	.394
c2	150	1	5	3.22	1.164	.027	.198	-.772	.394
c3	149	2	5	4.24	1.031	-.951	.199	-.561	.395
c4	149	1	5	3.35	1.090	-.637	.199	-.413	.395
c5	150	1	5	3.69	.998	-.898	.198	.876	.394
c6	150	1	5	2.59	1.050	.296	.198	-.624	.394
c7	150	1	5	3.83	.988	-1.209	.198	1.634	.394
c8	150	1	5	4.10	1.098	-.911	.198	-.341	.394
c9	150	1	5	3.99	1.184	-1.043	.198	.171	.394
c10	150	1	5	3.79	.985	-1.025	.198	1.172	.394
c11	150	1	5	4.42	.978	-1.844	.198	2.953	.394
c12	150	2	5	4.40	.920	-1.354	.198	.660	.394
c13	150	1	5	3.83	1.110	-.994	.198	.497	.394
c14	150	1	5	4.43	.986	-1.026	.198	2.560	.394
c15	150	1	5	3.86	.875	-1.246	.198	2.362	.394

c16	150	1	5	3.04	1.111	-.288	.198	-.693	.394
c17	150	1	5	3.71	1.040	-.547	.198	-.290	.394
c18	150	1	5	4.51	1.054	-1.145	.198	3.481	.394
rakan	150	1	5	3.78	.750	-.777	.198	1.716	.394
d2	150	1	5	4.37	.923	-1.472	.198	1.714	.394
d3	150	1	5	4.55	.764	-1.055	.198	5.157	.394
d4	150	1	5	3.57	1.155	-.990	.198	.309	.394
d5	150	2	5	4.68	.689	-1.235	.198	4.391	.394
d6	150	1	5	3.69	.926	-.890	.198	.931	.394
d7	150	1	5	3.97	.785	-1.807	.198	5.423	.394
d8	150	1	5	3.74	.718	-.889	.198	2.106	.394
d9	150	2	5	4.59	.667	-1.795	.198	3.385	.394
d10	150	1	5	2.67	1.262	.165	.198	-.905	.394
d11	150	1	5	4.01	.790	-1.667	.198	5.122	.394
d12	150	1	5	4.49	.910	-1.826	.198	2.773	.394
d13	150	1	4	1.57	.878	1.513	.198	1.376	.394
d14	150	1	5	4.28	.977	-1.464	.198	1.900	.394
d15	150	1	5	3.83	.954	-1.198	.198	1.785	.394
d16	150	2	5	4.39	.865	-1.282	.198	.719	.394
d17	150	1	5	3.89	.807	-1.032	.198	1.800	.394
d18	150	1	5	3.98	1.138	-.681	.198	-.808	.394
pangkat	150	2	5	4.09	.698	-.728	.198	1.160	.394
e2	150	1	5	2.70	1.002	.349	.198	.013	.394
e3	150	1	5	3.45	.945	-.733	.198	.215	.394
e4	150	1	5	4.17	1.008	-1.112	.198	.458	.394
e5	150	1	5	3.27	.962	-.345	.198	-.090	.394
e6	150	1	5	4.19	1.073	-1.221	.198	.411	.394
e7	150	1	5	3.72	1.188	-.658	.198	-.406	.394
e8	150	1	5	2.63	1.019	-.137	.198	-.783	.394
e9	150	1	5	3.55	.832	-.278	.198	.233	.394
gaji	150	1	5	3.35	1.280	-.164	.198	-1.020	.394
f2	150	2	5	4.40	.962	-1.566	.198	1.288	.394
f3	150	1	5	2.44	1.120	.399	.198	-.327	.394
f4	150	1	5	3.89	1.224	-.783	.198	-.505	.394
f5	150	1	5	2.09	1.187	1.027	.198	.341	.394
f6	150	1	5	4.06	1.101	-1.008	.198	.352	.394
f7	150	1	5	3.75	1.222	-.644	.198	-.631	.394
f8	150	1	5	3.27	1.242	-.194	.198	-.932	.394
f9	150	1	5	2.41	1.183	.703	.198	-.199	.394
commit	150	1	5	2.65	1.170	.273	.198	-.891	.394



h2	150	1	5	3.27	1.008	-.119	.198	-.408	.394
h3	150	1	5	3.78	.940	-.527	.198	-.097	.394
h4	150	1	5	3.47	.932	-.325	.198	-.442	.394
h5	150	2	5	4.03	.789	-.474	.198	-.236	.394
h6	150	1	5	3.83	1.060	-.982	.198	.844	.394
h7	150	1	5	3.91	.934	-1.079	.198	1.540	.394
h8	150	1	5	3.74	.870	-.643	.198	.735	.394
h9	150	1	5	3.50	1.214	-.308	.198	-1.025	.394
h10	150	1	5	3.69	1.124	-.447	.198	-.551	.394
h11	150	1	5	3.55	1.139	-.338	.198	-.656	.394
h12	150	1	5	2.61	1.158	.052	.198	-.945	.394
Valid N (listwise)	149								

## Level of Research Variables

### Statistics

cpekerjaan

N	Valid	150
	Missing	0

job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.00	47	31.3	31.3	31.3
Valid 3.00	103	68.7	68.7	100.0
Total	150	100.0	100.0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
kerja	150	1	5	4.29	.816
b2	150	1	5	3.58	.985
b3	150	1	5	4.07	.872
b4	150	1	5	4.20	1.030
b5	150	1	5	4.07	.994
b6	150	1	5	4.04	.850
b7	150	1	5	3.81	1.045
b8	150	1	5	4.22	1.110
b9	150	1	5	4.16	.852
b10	150	2	5	4.30	.712
b11	150	1	5	4.09	1.038
b12	150	1	5	3.14	1.215
b13	150	1	5	4.06	.892
b14	150	1	5	3.66	1.098
b15	150	1	5	4.45	.916
b16	150	1	5	2.71	1.196
b17	150	1	5	3.32	.999
b18	150	1	5	3.91	.862
pekerjaan	150	3	5	3.89	.449
Valid N (listwise)	150				

## Frequencies

### Statistics

cpenyelia

N	Valid	150
	Missing	0

### supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.3	1.3
	2.00	56	37.3	38.7
	3.00	92	61.3	100.0
	Total	150	100.0	100.0

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
penyelia	150	1	5	3.07	1.127
c2	150	1	5	3.22	1.164
c3	149	2	5	4.24	1.031
c4	149	1	5	3.35	1.090
c5	150	1	5	3.69	.998
c6	150	1	5	2.59	1.050
c7	150	1	5	3.83	.988
c8	150	1	5	4.10	1.098
c9	150	1	5	3.99	1.184
c10	150	1	5	3.79	.985
c11	150	1	5	4.42	.978
c12	150	2	5	4.40	.920
c13	150	1	5	3.83	1.110
c14	150	1	5	4.43	.986
c15	150	1	5	3.86	.875
c16	150	1	5	3.04	1.111
c17	150	1	5	3.71	1.040
c18	150	1	5	4.51	1.054
penyeliaan	150	1	5	3.78	.586
Valid N (listwise)	149				

## Frequencies

### Statistics

crakan

N	Valid	150
	Missing	0

### colleague

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.00	46	30.7	30.7	30.7
Valid 3.00	104	69.3	69.3	100.0
Total	150	100.0	100.0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
rakan	150	1	5	3.78	.750
d2	150	1	5	4.37	.923
d3	150	1	5	4.55	.764
d4	150	1	5	3.57	1.155
d5	150	2	5	4.68	.689
d6	150	1	5	3.69	.926
d7	150	1	5	3.97	.785
d8	150	1	5	3.74	.718
d9	150	2	5	4.59	.667
d10	150	1	5	2.67	1.262
d11	150	1	5	4.01	.790
d12	150	1	5	4.49	.910
d13	150	1	4	1.57	.878
d14	150	1	5	4.28	.977
d15	150	1	5	3.83	.954
d16	150	2	5	4.39	.865
d17	150	1	5	3.89	.807
d18	150	1	5	3.98	1.138
rakan	150	3	5	3.89	.425
Valid N (listwise)	150				

**Frequencies**

**Statistics**

cpangkat

N	Valid	150
	Missing	0

**promotion**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.00	89	59.3	59.3	59.3
Valid 3.00	61	40.7	40.7	100.0
Total	150	100.0	100.0	

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
pangkat	150	2	5	4.09	.698
e2	150	1	5	2.70	1.002
e3	150	1	5	3.45	.945
e4	150	1	5	4.17	1.008
e5	150	1	5	3.27	.962
e6	150	1	5	4.19	1.073
e7	150	1	5	3.72	1.188
e8	150	1	5	2.63	1.019
e9	150	1	5	3.55	.832
pangkat	150	2	5	3.53	.580
Valid N (listwise)	150				

## Frequencies

### Statistics

cgaji

N	Valid	150
	Missing	0

### salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	13	8.7	8.7	8.7
2.00	92	61.3	61.3	70.0
3.00	45	30.0	30.0	100.0
Total	150	100.0	100.0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
gaji	150	1	5	3.35	1.280
f2	150	2	5	4.40	.962
f3	150	1	5	2.44	1.120
f4	150	1	5	3.89	1.224
f5	150	1	5	2.09	1.187
f6	150	1	5	4.06	1.101
f7	150	1	5	3.75	1.222
f8	150	1	5	3.27	1.242
f9	150	1	5	2.41	1.183
gaji	150	2	5	3.30	.669
Valid N (listwise)	150				

## Frequencies

### Statistics

ckomitmen

N	Valid	150
	Missing	0

### commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2.00	99	66.0	66.0	66.0
Valid 3.00	51	34.0	34.0	100.0
Total	150	100.0	100.0	

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
commit	150	1	5	2.65	1.170
h2	150	1	5	3.27	1.008
h3	150	1	5	3.78	.940
h4	150	1	5	3.47	.932
h5	150	2	5	4.03	.789
h6	150	1	5	3.83	1.060
h7	150	1	5	3.91	.934
h8	150	1	5	3.74	.870
h9	150	1	5	3.50	1.214
h10	150	1	5	3.69	1.124
h11	150	1	5	3.55	1.139
h12	150	1	5	2.61	1.158
komitmen	150	3	5	3.50	.516
Valid N (listwise)	150				

## Correlation

		Correlations				
		pekerjaan	penyeliaan	rakan	pangkat	gaji
pekerjaan	Pearson Correlation	1	.400**	.415**	.373**	.242**
	Sig. (2-tailed)		.000	.000	.000	.003
	N	150	150	150	150	150
penyeliaan	Pearson Correlation	.400**	1	.482**	.335**	.095
	Sig. (2-tailed)	.000		.000	.000	.247
	N	150	150	150	150	150
rakan	Pearson Correlation	.415**	.482**	1	.332**	-.070
	Sig. (2-tailed)	.000	.000		.000	.398
	N	150	150	150	150	150
pangkat	Pearson Correlation	.373**	.335**	.332**	1	.533**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	150	150	150	150	150
gaji	Pearson Correlation	.242**	.095	-.070	.533**	1
	Sig. (2-tailed)	.003	.247	.398	.000	
	N	150	150	150	150	150
komitmen	Pearson Correlation	.444**	.387**	.393**	.234**	.174**
	Sig. (2-tailed)	.000	.001	.000	.004	.003
	N	150	150	150	150	150

		Correlations	
		komitmen	
pekerjaan	Pearson Correlation		.382
	Sig. (2-tailed)		.000
	N		150
penyeliaan	Pearson Correlation		.268**
	Sig. (2-tailed)		.001
	N		150
rakan	Pearson Correlation		.116**
	Sig. (2-tailed)		.157
	N		150
pangkat	Pearson Correlation		.091**
	Sig. (2-tailed)		.269
	N		150
gaji	Pearson Correlation		.303**



	Sig. (2-tailed)	.000
	N	150
	Pearson Correlation	1**
komitmen	Sig. (2-tailed)	
	N	150

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

## Regression

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	gaji, rakan, pekerjaan, penyelidikan, pangkat <sup>b</sup>		Enter

a. Dependent Variable: komitmen

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 <sup>a</sup>	.260	.234	.452

a. Predictors: (Constant), gaji, rakan, pekerjaan, penyelidikan, pangkat

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	10.313	5	2.063	10.100	.000 <sup>b</sup>
1	Residual	29.408	144	.204		
	Total	39.721	149			

a. Dependent Variable: komitmen

b. Predictors: (Constant), gaji, rakan, pekerjaan, penyelidikan, pangkat

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.358	.425		3.194	.002
pekerjaan	.368	.098	.320	3.765	.000
penyeliaan	.175	.075	.198	2.315	.022
rakan	.012	.111	.010	.105	.916
pangkat	.259	.085	.291	3.036	.003
gaji	.279	.070	.362	4.000	.000

a. Dependent Variable: komitmen