

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

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

**By**

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**Thesis Submitted to**

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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 bekerja 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 menjelaskan 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

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## TABLE OF CONTENT

	Page
<b>PERMISSION TO USE</b>	ii
<b>ABSTRAK</b>	iii
<b>ABSTRACT</b>	iv
<b>ACKNOWLEDGEMENTS</b>	v
<b>TABLE OF CONTENTS</b>	vi
<b>LIST OF TABLES</b>	xi
<b>LIST OF FIGURE</b>	xiii
<b>LIST OF ABBREVIATIONS</b>	xiv
 <b>CHAPTER ONE: INTRODUCTION</b>	
<b>1.0    Background of the Study</b>	<b>1</b>
<b>1.1    Scope of Research</b>	<b>4</b>
<b>1.2    Problem Statement</b>	<b>5</b>
<b>1.3    Research Question</b>	<b>7</b>
<b>1.4    Research Objective</b>	<b>7</b>
<b>1.4.1  General Objective</b>	<b>7</b>
<b>1.4.2  Specific Objectives</b>	<b>8</b>
<b>1.5    Significance of the Research</b>	<b>8</b>
<b>1.6    Limitations of the Research</b>	<b>10</b>

<b>1.7</b>	<b>Operational Definition</b>	<b>11</b>
<b>1.7.1</b>	<b>Job satisfaction</b>	<b>11</b>
<b>1.7.2</b>	<b>Work satisfaction</b>	<b>11</b>
<b>1.7.3</b>	<b>Pay satisfaction</b>	<b>12</b>
<b>1.7.4</b>	<b>Promotion satisfaction</b>	<b>12</b>
<b>1.7.5</b>	<b>Supervisor support satisfaction</b>	<b>12</b>
<b>1.7.6</b>	<b>Colleagues</b>	<b>13</b>
<b>1.7.7</b>	<b>Organizational commitment</b>	<b>13</b>
<b>1.8</b>	<b>Organization of Dissertation</b>	<b>14</b>
<b>1.9</b>	<b>Chapter Summary</b>	<b>15</b>

## **CHAPTER TWO: LITERATURE REVIEW**

<b>2.0</b>	<b>Introduction</b>	<b>16</b>
<b>2.1</b>	<b>Concept of Organizational Commitment</b>	<b>16</b>
<b>2.2</b>	<b>Social Exchange Theory</b>	<b>17</b>
<b>2.3</b>	<b>Empirical Studies</b>	<b>19</b>
<b>2.3.1</b>	<b>Job Satisfaction and Organizational Commitment</b>	<b>19</b>
<b>2.3.2</b>	<b>Pay Satisfaction and Organizational Commitment</b>	<b>23</b>
<b>2.3.3</b>	<b>Supervisor Satisfaction and Organizational Commitment</b>	<b>25</b>
<b>2.3.4</b>	<b>Promotion Satisfaction and Organizational Commitment</b>	<b>28</b>
<b>2.3.5</b>	<b>Colleagues' Satisfaction and Organizational Commitment</b>	<b>30</b>
<b>2.4</b>	<b>Chapter Summary</b>	<b>31</b>

## CHAPTER THREE: METHODOLOGY

<b>3.0</b>	<b>Introduction</b>	<b>32</b>
<b>3.1</b>	<b>Research Design</b>	<b>32</b>
<b>3.2</b>	<b>Research Framework</b>	<b>33</b>
<b>3.3</b>	<b>Hypotheses</b>	<b>34</b>
<b>3.4</b>	<b>Instrument/Questionnaire</b>	<b>34</b>
	<b>3.4.1 Part A – Demographic Information</b>	<b>36</b>
	<b>3.4.2 Part B – Job Satisfaction Factors / Job Satisfaction Elements</b>	<b>36</b>
	<b>3.4.2.1 Work Satisfaction</b>	<b>36</b>
	<b>3.4.2.2 Pay Satisfaction</b>	<b>37</b>
	<b>3.4.2.3 Promotion Satisfaction</b>	<b>37</b>
	<b>3.4.2.4 Supervisor Support Satisfaction</b>	<b>38</b>
	<b>3.4.2.5 Colleagues' satisfaction</b>	<b>38</b>
	<b>3.4.3 Part C - Organizational Commitment</b>	<b>38</b>
<b>3.5</b>	<b>Population and Sampling</b>	<b>40</b>
<b>3.6</b>	<b>Sampling Size</b>	<b>41</b>
<b>3.7</b>	<b>Validity and Reliability</b>	<b>42</b>
<b>3.8</b>	<b>Pilot Test</b>	<b>42</b>
<b>3.9</b>	<b>Data Collection Technique</b>	<b>43</b>
<b>3.10</b>	<b>Data Analysis</b>	<b>44</b>
	<b>3.10.1 Cronbach Alpha Measurement</b>	<b>44</b>
	<b>3.10.2 Reliability Test</b>	<b>45</b>
	<b>3.10.3 Demographic Profile Test</b>	<b>46</b>

<b>3.11 Chapter Summary</b>	<b>46</b>
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## **CHAPTER FOUR: ANALYSIS AND FINDING**

<b>4.0 Introduction</b>	<b>47</b>
<b>4.1 Reliability Analysis</b>	<b>47</b>
<b>4.2 Demographic Analysis</b>	<b>48</b>
<b>4.2.1 Age</b>	<b>48</b>
<b>4.2.2 Years in Service</b>	<b>49</b>
<b>4.2.3 Income</b>	<b>50</b>
<b>4.2.4 Gender</b>	<b>50</b>
<b>4.2.5 Races</b>	<b>51</b>
<b>4.2.6 Level of Education</b>	<b>52</b>
<b>4.3 Descriptive Statistics Analysis</b>	<b>52</b>
<b>4.3.1 Organizational commitment</b>	<b>52</b>
<b>4.3.2 Job Satisfaction</b>	<b>54</b>
<b>4.3.3 Supervision</b>	<b>57</b>
<b>4.3.4 Colleague Satisfaction</b>	<b>59</b>
<b>4.3.5 Promotion Satisfaction</b>	<b>61</b>
<b>4.3.6 Pay Satisfaction</b>	<b>63</b>
<b>4.4 Relationships between Variables</b>	<b>64</b>
<b>4.5 Regression Analysis</b>	<b>67</b>
<b>4.6 Chapter Summary</b>	<b>70</b>

## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

<b>5.0</b>	<b>Introduction</b>	<b>71</b>
<b>5.1</b>	<b>Finding</b>	<b>72</b>
<b>5.2</b>	<b>Implications of the study</b>	<b>76</b>
<b>5.3</b>	<b>Recommendation</b>	<b>78</b>
<b>5.4</b>	<b>Future Research</b>	<b>80</b>
<b>5.5</b>	<b>Conclusion</b>	<b>81</b>
<b>REFERENCES</b>		<b>82</b>
<b>APPENDICES</b>		<b>89</b>

## LIST OF TABLE

TABLE	PAGE
<b>3.1 Elements of the Research Questionnaire</b>	<b>36</b>
<b>3.2 Five Point Likert Scale</b>	<b>39</b>
<b>3.3 Reliability of the Pre-Test</b>	<b>42</b>
<b>3.4 Cronbach Alpha Measurement</b>	<b>44</b>
<b>3.5 Level relationships among two variables</b>	<b>45</b>
<b>4.1 Reliability of Post-Test</b>	<b>48</b>
<b>4.2 Frequency of Age, Year of Service and Income</b>	<b>49</b>
<b>4.3 Distribution of Gender, Race, Marital Status and Educational Level</b>	<b>51</b>
<b>4.4 Distribution of respondents according to the level of Organizational Commitment</b>	<b>53</b>
<b>4.5 Mean and Standard Deviation of Organizational Commitment</b>	<b>54</b>
<b>4.6 Distribution of respondents according to job satisfaction</b>	<b>55</b>
<b>4.7 Mean and Standard Deviation of job satisfaction</b>	<b>56</b>
<b>4.8 Distribution of respondents according to the level of Supervision</b>	<b>57</b>
<b>4.9 Mean and Standard Deviation of Supervision</b>	<b>58</b>
<b>4.10 Distribution of respondents according to their Colleague Satisfaction</b>	<b>59</b>
<b>4.11 Mean and Standard Deviation of Colleague Satisfaction</b>	<b>60</b>

<b>4.12</b>	<b>Distribution of respondents according to their level of promotion satisfaction</b>	<b>61</b>
<b>4.13</b>	<b>Mean and Standard Deviation of Satisfaction in Promotion</b>	<b>62</b>
<b>4.14</b>	<b>Distribution of respondents according to the level of Pay Satisfaction</b>	<b>63</b>
<b>4.15</b>	<b>Mean and Standard Deviation of Pay Satisfaction</b>	<b>64</b>
<b>4.16</b>	<b>Correlation of Variables with Organizational Commitment</b>	<b>65</b>
<b>4.17</b>	<b>Analysis of regression on Organizational Commitment</b>	<b>68</b>

## **LIST OF FIGURE**

<b>FIGURE</b>	<b>PAGES</b>
<b>3.1      Research Framework</b>	<b>33</b>

## **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

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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