

**THE MEDIATING EFFECT OF JOB SATISFACTION  
ON THE RELATIONSHIP BETWEEN ROLE STRESSOR  
AND ORGANIZATIONAL COMMITMENT AMONG  
POSTGRADUATE PART TIME STUDENTS IN  
UNIVERSITI UTARA MALAYSIA**

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**MASTER OF HUMAN RESOURCE MANAGEMENT  
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COMMITMENT AMONG POSTGRADUATE PART TIME STUDENTS IN  
UNIVERSITI UTARA MALAYSIA**

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## **ABSTRACT**

Previous studies have been exploring the factor that lead to organizational commitment. Role stressor and job satisfaction are several possible factors that influenced organizational commitment. This study examined the relationship between role stressor which consist of role ambiguity, role conflict and role overload and job satisfaction and organizational commitment using 240 postgraduate part time students in Universiti Utara Malaysia. This study used a quantitative research design, whereby the data was collected using the mail and online questionnaire. Four research questions and four research objectives are solved by implementing suitable descriptive and inferential statistical analyses. All of the main hypotheses of the present study examined used regression analyses. The results of the study show that there are significant negative relationship between all three types of role stressor (i.e. role ambiguity, role conflict and role overload) and organizational commitment. Furthermore the study reveals that only role ambiguity and role overload have significant negative correlation with job satisfaction. The results of this study also reveal that job satisfaction mediated the relationship between three role stressor and organizational commitment.

The mediating role played by job satisfaction assisted in clarifying the underlying process that was responsible for the relationship between role stressor and organizational commitment of part time students. Limitation and recommendations for future study were also discussed.

**Keywords:** Role Stressor, Role Ambiguity, Role Conflict, Role Overload, Job Satisfaction, Organizational Commitment, Postgraduate Part Time Students

## ABSTRAK

Kajian terdahulu telah meneroka faktor yang membawa kepada komitmen organisasi. Tekanan peranan dan kepuasan kerja adalah beberapa faktor yang mungkin mempengaruhi komitmen organisasi. Kajian ini memeriksa hubungan antara peranan tekanan terdiri daripada kekaburan peranan, konflik peranan dan beban peranan dan kepuasan kerja dan komitmen organisasi menggunakan sampel 240 pelajar postgraduate separuh masa di Universiti Utara Malaysia. Kajian ini menggunakan reka bentuk kajian kuantitatif, yang mana data dikumpul menggunakan soal selidik yang diedar secara pos dan di dalam talian. Empat persoalan kajian dan empat objektif kajian diuji dengan melaksanakan analisis statistik deskriptif dan inferensi yang sesuai. Semua hipotesis utama kajian ini diperiksa menggunakan analisis regresi. Keputusan kajian ini menunjukkan bahawa terdapat hubungan negatif yang signifikan di antara ketiga-tiga jenis peranan tekanan (iaitu peranan kesamaran, konflik peranan dan beban peranan) dan komitmen organisasi. Tambahan pula kajian ini menunjukkan bahawa hanya kekaburan peranan dan beban peranan mempunyai korelasi negatif yang signifikan dengan kepuasan kerja. Hasil kajian ini juga menunjukkan bahawa kepuasan bekerja mengantara hubungan di antara tiga peranan tekanan dan komitmen organisasi.

Peranan pengantaraan yang dimainkan oleh kepuasan bekerja membantu menerangkan proses yang bertanggungjawab mendasari hubungan di antara peranan tekanan dan komitmen organisasi. Batasan dan cadangan untuk kajian akan datang juga turut dibincangkan.

Kata Kunci: Peranan Kesamaran, Konflik Peranan, Beban Peranan, Kepuasan Berkerja, Komitmen Organisasi, Pelajar Postgraduate Separuh Masa.

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## LIST OF ABBREVIATIONS

DV	Dependent Variable
IV	Independent Variable
JS	Job Satisfaction
MV	Mediating Variable
RA	Role Ambiguity
RC	Role Conflict
RO	Role Overload
RS	Role Stressor
OC	Organizational Commitment
UUM	Universiti Utara Malaysia

# CHAPTER 1 INTRODUCTION

## 1.0 Introduction

This chapter presents an introduction of this study and consists of nine sections.

## 1.1 Background Of The Study

Nowadays, educational institutions either public or private institution are built all over the place and developed rapidly. For instance, developing country such as Malaysia has university in every state. This shows that education is very important and Malaysian awareness of seeking knowledge is highly encouraging. Additionally employees have their own reason why they intend to continue their study. Some of these reasons are for personal development, better promotion opportunity, to increase their income, demand made by their employer, for intrinsic/extrinsic satisfaction and so on (Nais, 2012; Nor Azimah Chew Abdullah, 2010). This situation will encourage them to further their study especially as part-time student.

Malaysia is going towards knowledge or 'K' economy. This means that the country needs highly knowledgeable, competent and skilled workforce to increase its economy. The importance of human capital has been featured outstandingly in the 10<sup>th</sup> Malaysian Plan (10MP) to produce highly knowledgeable, qualified and skilled people to realize its ambition to be a high income or developed nation by 2020 (Fauziah Ismail et al., 2010). This has made the people to embark on lifelong learning and pursues further education as it is essential in the building of human capital.

In October 2010, the Malaysian government had introduced the economic transformation program (ETP) in order to achieve high-income nation by 2020 (Anif,

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