

**PSYCHOLOGICAL EMPOWERMENT AS A MEDIATING EFFECT ON THE
RELATIONSHIP BETWEEN WORK STRESS, PAY SATISFACTION AND
ORGANIZATIONAL COMMITMENT AMONG ACADEMIC STAFF**

**By
FARAH LINA BINTI AZIZAN
810155**

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Master of Science Management**

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ABSTRAK

Malaysia memerlukan tenaga kerja yang mempunyai komitmen yang tinggi, produktiviti dan progresif, berdaya saing, dan cekap dalam mencapai Wawasan 2020. Tujuan kajian ini adalah untuk menyiasat kesan pengantara penguasaan psikologi ke atas hubungan antara tekanan kerja, kepuasan gaji dan komitmen terhadap organisasi di kalangan kakitangan akademik di universiti awam. Staf akademik telah dipilih kerana mereka berurusan dengan pelbagai tugas. Seramai 400 staf akademik telah dipilih sebagai responden dalam kajian ini tetapi hanya 297 staf akademik memberi maklum balas kepada soal selidik. *Statistical Package software for Social Science (SPSS)* Versi 19.0 digunakan untuk menganalisis data. Analisis faktor, regresi dan korelasi telah digunakan untuk kajian ini. Keputusan analisis Pearson kolearsi menunjukkan bahawa tekanan kerja mempunyai hubungan yang negatif terhadap komitmen dan penguasaan psikologi manakala kepuasan gaji, penguasaan psikologi dan komitmen mempunyai hubungan positif di antara satu sama lain. Selain itu, keputusan analisis regresi berganda menunjukkan bahawa penguasaan psikologi merupakan pengantara kepada hubungan dengan tekanan kerja, kepuasan gaji dan komitmen terhadap organisasi. Cadangan untuk kajian akan datang perlu melihat cara untuk mempengaruhi dan membentuk sikap staf akademik dan juga menyiasat beberapa faktor penting lain yang dapat meningkatkan komitmen terhadap organisasi.

ABSTRACT

Malaysia needs work forces that possess high commitment, productivity and progressiveness, competitive, and efficient in its mission to achieve the Vision 2020 targets. The aim of this study is to investigate the mediating effect of psychological empowerment on the relationship between work stress, pay satisfaction and organizational commitment among academic staff in public universities. This study is focus on academic staffs from public universities in Northern Malaysia. Academic staffs were chosen because they are dealing with a lot of tasks. A total number of 400 academics were chosen as respondents for the study but only 297 academics responded to the questionnaire. Statistical Package software for Social Science (SPSS) Version 19.0 was used to analyze the collected data. Factor analysis, multiple regressions and correlation were applied to this study. The Pearson correlation analysis indicated that work stress is a negatively associated with organizational commitment and psychological empowerment whereas pay satisfaction, psychological empowerment and organizational commitment have positive relationship by each other. Furthermore, the multiple regression analysis revealed that psychological empowerment has a partially mediate on the connection with work stress, pay satisfaction and organizational commitment. It is suggested for future research to look at the way to influence and shaping the attitudes of academic staff by investigate some other important factors that able to improve their commitment towards organization.

ACKNOWLEDGEMENT

Alhamdulillah by the will of Allah S.W.T I am able to complete this thesis within required time. My sincerest gratitude, thanks and utmost appreciation go to everyone that has helped on my study. First and foremost, I would like to express my deepest thanks to my supervisor, Dr Amer bin Hj. Darus for his invaluable effort and time in providing proper guidance and encouragement for me to complete this study. He is the mentor of my academic life who constantly showed me support as well as providing with useful of knowledge in completing this paper.

Not to forget, I am also thank for Department of Academic Affairs in Universiti Utara Malaysia, Universiti Sains Malaysia, Universiti Malaysia Perlis and Universiti Teknologi Mara Arau for granting permission to carry out the study and without the participation of academic staff in answering this questionnaire, this research will never be completed.

I would like to express my sincerest gratitude to my parents for support and encouragement. Your sacrifices have not gone unnoticed and truly appreciated. Last but not least, many heartfelt thanks to my best buddy and my love one in being supporter and always being there for me throughout this journey.

May Allah shower all of you with His blessing..... InsyaAllah...

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LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
MOHE	Ministry of Higher Education
MRUs	Malaysian Research Universities
EPU	Economic Planning Unit
R&D	Research and Design
ETP	Economic Transformation Programme
NKEAs	National Key Economic Area
UK	United Kingdom
CIHI	Canadian Institute for Health Information
USA	United States of America
SPSS	Statistical Package for Social Science
UUM	Universiti Utara Malaysia
USM	Universiti Sains Malaysia
UniMAP	Universiti Malaysia Perlis
UiTM	Univeristi Teknologi Mara
KMO	Kaiser- Meyer Olkin
PFA	Principal Axis Factoring
DV	Dependent Variable
IV	Independent Variable
MV	Mediating Variable

CHAPTER 1

INTRODUCTION

1.0 Background of Study

Nowadays, in order to improve productivity of organization, human resources are important assets in an organization who have provided the skill and talent. They have a negative impact that will lead to a stressful condition when employees are incapable to provide full of commitment as they experience involvement in their job process. Besides that, it is essential for companies to know what features play the main role to enhance commitment of the employee. They have many factors impact on organizational commitment and at the same time effect on job satisfaction. Therefore, this is seriously issue that organization must obtain because organizational efficiency is depending on employee's productive and commitment. It is difficult for organization to shift forward in achieving their objectives without productive and committed individuals. Malaysia needs work forces that possess high commitment, productivity and progressiveness, competitive, and efficient in its mission to achieve the Vision 2020 targets.

There was extensive study in the past decades performed on organizational commitment considerably associated to a variety of outcomes conjunction with the antecedent variables have correlation significant with organizational commitment. The study suggests by Chughtai and Zafar (2006), they have positively relationship between organizational

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