The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.
FACTORS INFLUENCING SERVICE COMMITMENT OF SCHOOL TEACHERS

MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JUNE 2016
FACTORS INFLUENCING SERVICE COMMITMENT OF SCHOOL TEACHERS

By

ANITH RAIHANA BINTI ZAHARI

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
College of Business
Universiti Utara Malaysia
In Partial Fulfillment of the Requirement for the Degree of Master of Science Management
PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertanda tangan, memperakukan bahawa
(I, the undersigned, certified that)
ANITH RAIHANA BINTI ZAHARI (810136)

Calon untuk ijazah Sarjana
(Candidate for the degree of)
MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

FACTORS INFLUENCING SERVICE COMMITMENT OF SCHOOL TEACHERS

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.
(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelisikan
(Name of Supervisor)

EN. MOHAMAD ZAINOL ABIDIN BIN ADAM

Tandatangan
(Signature)

Tanggal
(Date) : 12 JUNE 2016
PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirements for a Post Graduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, as a whole part of it, for academic purpose may be granted by supervisor or in his absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying, publication or other than academic use of this dissertation or parts of it is not allowed without the author permission. It is also understood that due recognition shall be given to the author and to Universiti Utara Malaysia for any academic use which may be the usage of any material from this dissertation.

Request for permission to copy or to make other use of materials in this dissertation, in whole or in part, should be addresses to:

Dean of Othman Yeop Abdullah Graduate School of Business
College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
ABSTRACT

Service commitment among teachers has been an important issue due to the modernization of education. Predicting employees satisfaction, commitment and turnover is crucial because employees are the only source of sustainable competitive advantage to organisations. Teachers nowadays should be multi-tasking as well as being able to teach students in different ways. They must create a creative environment in order to attract students to participate in the class through various audio visual aids in the teaching process. This study therefore aims to determine the factors influencing service commitment among school teachers. Factors such as Job Satisfaction, Leadership, Reward, Working Environment, and Motivation are being investigated. Teachers from various high schools in Kubang Pasu District, Kedah were chosen as respondents of this study. A total number of 350 questionnaires were distributed to respondents using simple random sampling method. Only 315 questionnaires were returned and used for analysis. The result of correlation analysis showed that there is a significant relationship between all the independent variables (Job Satisfaction, Leadership, Reward, Working Environment, and Motivation) towards Service Commitment. On the other hand, the result of regression analysis indicates that there are only two independent variables that significantly influenced Service Commitment, which is Job Satisfaction and Reward. In conclusion, the finding of this study shows that teachers’ commitment and engagement is one of the most critical factors in students success.

Keywords: Service Commitment, Job Satisfaction, Leadership, Reward, Working Environment, and Motivation
ABSTRAK


Kata Kunci: Komitmen Perkhidmatan, Kepuasan Kerja, Kepimpinan, Ganjaran, Persekitaran Kerja, dan Motivasi
ACKNOWLEDGEMENTS

Bismillahirrahmanirrahim, Alhamdulillah, all praises to Allah, and blessings and peace to His Messenger. My gratitude to Allah the Almighty for giving me strength and blessing that enables me to complete this project paper. I would like to express my gratitude to all staff of the Universiti Utara Malaysia for giving me the opportunity to contribute in this research paper as well as for providing administrative and professional supports.

I would like to extend my gratefulness and appreciation to my supervisor, Tuan Hj. Mohamad Zainol Abidin Bin Adam for his guidance, encouragement, and advice which made me possible to complete my project paper. I am truly indebt for his contribution in term of time, patience, attentions and effort for the completion of this project paper.

I am grateful for the assistance of many people who made it possible for me to finish this research paper. Finally, my acknowledgement also goes to my family and friends, for their endless supports that contribute significantly in determining the completion of this research.

Thank you.
# TABLE OF CONTENT

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGMENT</td>
<td>v</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xi</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xiii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.0 Chapter Introduction                      | 1    |
1.1 Background Of The Study                  | 1    |
1.2 Problem Statement                        | 6    |
1.3 Objectives Of The Study..                | 11   |
1.3.1 The Main Objective                    | 11   |
1.3.2 The Specific Objectives               | 11   |
1.4 Research Questions                       | 12   |
1.5 The Variables Of The Study               | 13   |
1.6 Theoretical Framework                    | 14   |
1.7 Hypotheses                               | 16   |
1.8 Significant Of The Study                 | 17   |
1.9 Chapter Conclusion                       | 18   |
# CHAPTER TWO: LITERATURE REVIEW

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0</td>
<td>Chapter Introduction</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Service Commitment</td>
<td>19</td>
</tr>
<tr>
<td>2.1.1</td>
<td>Commitment</td>
<td>20</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Attitudinal commitment</td>
<td>22</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Normative commitment</td>
<td>22</td>
</tr>
<tr>
<td>2.2.4</td>
<td>Behavioural commitment</td>
<td>24</td>
</tr>
<tr>
<td>2.2.5</td>
<td>Calculative commitment</td>
<td>24</td>
</tr>
<tr>
<td>2.2.6</td>
<td>Affective commitment</td>
<td>25</td>
</tr>
<tr>
<td>2.2.7</td>
<td>Continuance commitment</td>
<td>25</td>
</tr>
<tr>
<td>2.2</td>
<td>Leadership</td>
<td>26</td>
</tr>
<tr>
<td>2.2.1</td>
<td>Transactional and Transformational Leadership</td>
<td>28</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Laissez-faire Leadership</td>
<td>29</td>
</tr>
<tr>
<td>2.3</td>
<td>Job Satisfaction</td>
<td>30</td>
</tr>
<tr>
<td>2.4</td>
<td>Working Environment</td>
<td>31</td>
</tr>
<tr>
<td>2.5</td>
<td>Motivation</td>
<td>37</td>
</tr>
<tr>
<td>2.6</td>
<td>Reward</td>
<td>39</td>
</tr>
<tr>
<td>2.7</td>
<td>Chapter Conclusion</td>
<td>41</td>
</tr>
</tbody>
</table>
### CHAPTER THREE: METHODOLOGY

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0</td>
<td>Chapter Introduction</td>
<td>42</td>
</tr>
<tr>
<td>3.1</td>
<td>Research Design</td>
<td>42</td>
</tr>
<tr>
<td>3.2</td>
<td>Population And Sampling</td>
<td>43</td>
</tr>
<tr>
<td>3.2.1</td>
<td>Sample Size</td>
<td>44</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Sampling Design</td>
<td>45</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Unit of Analysis</td>
<td>45</td>
</tr>
<tr>
<td>3.2.4</td>
<td>Questionnaire Design</td>
<td>46</td>
</tr>
<tr>
<td>3.3</td>
<td>Measurement Of Study</td>
<td>48</td>
</tr>
<tr>
<td>3.4</td>
<td>Data Collection Methods</td>
<td>50</td>
</tr>
<tr>
<td>3.5</td>
<td>Pilot Test</td>
<td>51</td>
</tr>
<tr>
<td>3.6</td>
<td>Data Analysis</td>
<td>51</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Reliability Test</td>
<td>52</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Normality Test</td>
<td>54</td>
</tr>
<tr>
<td>3.6.3</td>
<td>Descriptive Statistics</td>
<td>54</td>
</tr>
<tr>
<td>3.6.4</td>
<td>Independent Sample T-test</td>
<td>54</td>
</tr>
<tr>
<td>3.6.5</td>
<td>One Way ANOVA</td>
<td>55</td>
</tr>
<tr>
<td>3.6.6</td>
<td>Pearson Correlation Analysis</td>
<td>55</td>
</tr>
<tr>
<td>3.6.7</td>
<td>Multiple Regression Analysis</td>
<td>55</td>
</tr>
<tr>
<td>3.7</td>
<td>Chapter Conclusion</td>
<td>56</td>
</tr>
</tbody>
</table>
# CHAPTER FOUR: FINDINGS

4.0 Chapter Introduction 57

4.1 Normality Test Results 57

4.2 Descriptive Statistics of Data 61
   4.2.1 Gender of Respondents 61
   4.2.2 Ethnic Group of Respondents 62
   4.2.3 Age of Respondents 62
   4.2.4 Religion of Respondents 63
   4.2.5 Level of Education of Respondents 64
   4.2.6 Monthly Income of Respondents 65
   4.2.7 Duration of service of Respondents 66

4.3 Mean and Standard Deviation of the Collected Data 67
   4.3.1 Leadership 68
   4.3.2 Job Satisfaction 69
   4.3.3 Service Commitment 70
   4.3.4 Reward 71
   4.3.5 Working Environment 72
   4.2.6 Motivation 73

4.4 Independent Samples T-Test 74

4.5 One Way Analysis of Variance 76

4.6 Correlation Analysis 83

4.7 Regression Analysis 89
# LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3.1: Krejcie and Morgan Population Table</td>
<td>44</td>
</tr>
<tr>
<td>Table 3.2: Summary of the Questionnaire</td>
<td>47</td>
</tr>
<tr>
<td>Table 3.3: Measurement Scales</td>
<td>48</td>
</tr>
<tr>
<td>Table 3.4: Source of Measurement Items</td>
<td>49</td>
</tr>
<tr>
<td>Table 3.5: Internal Consistency Measurement</td>
<td>52</td>
</tr>
<tr>
<td>Table 3.6: Reliability Test of Result</td>
<td>53</td>
</tr>
<tr>
<td>Table 4.1: Gender of Respondents</td>
<td>61</td>
</tr>
<tr>
<td>Table 4.2: Ethnic Group of Respondents</td>
<td>62</td>
</tr>
<tr>
<td>Table 4.3: Age of Respondents</td>
<td>62</td>
</tr>
<tr>
<td>Table 4.4: Religion of Respondents</td>
<td>63</td>
</tr>
<tr>
<td>Table 4.5: Level of Education of Respondents</td>
<td>64</td>
</tr>
<tr>
<td>Table 4.6: Monthly Income of Respondents</td>
<td>65</td>
</tr>
<tr>
<td>Table 4.7: Duration Service of Respondents</td>
<td>66</td>
</tr>
<tr>
<td>Table 4.8: Mean and Standard Deviation of all Variables</td>
<td>67</td>
</tr>
<tr>
<td>Table 4.9: Mean and Standard Deviation (Leadership)</td>
<td>68</td>
</tr>
<tr>
<td>Table 4.10: Mean and Standard Deviation (Job Satisfaction)</td>
<td>69</td>
</tr>
<tr>
<td>Table 4.11: Mean and Standard Deviation (Service Commitment)</td>
<td>70</td>
</tr>
<tr>
<td>Table 4.12: Mean and Standard Deviation (Reward)</td>
<td>71</td>
</tr>
<tr>
<td>Table 4.13: Mean and Standard Deviation (Working Environment)</td>
<td>72</td>
</tr>
<tr>
<td>Table 4.14: Mean and Standard Deviation (Motivation)</td>
<td>73</td>
</tr>
</tbody>
</table>
Table 4.15: Independent samples T-test between Gender and Service Commitment 75
Table 4.16: One way ANOVA between Age and Service Commitment 77
Table 4.17: One way ANOVA between Ethnic Groups and Service Commitment 78
Table 4.18: One way ANOVA between Religion and Service Commitment 79
Table 4.19: One way ANOVA between Monthly Income and Service Commitment 80
Table 4.20: One way ANOVA between Duration of Service and Service Commitment 81
Table 4.21: One way ANOVA between Level of Education and Service Commitment 82
Table 4.22: Pearson Correlation Coefficient Scale 83
Table 4.23: Correlation between Job Satisfaction and Service Commitment 84
Table 4.24: Correlation between Leadership and Service Commitment 85
Table 4.25: Correlation between Reward and Service Commitment 86
Table 4.26: Correlation between Working Environment and Service Commitment 87
Table 4.27: Correlation between Motivation and Service Commitment 88
Table 4.28: Regression Analysis Model Summary 90
Table 4.29: One way ANOVA 91
Table 4.30: Regression Analysis of Coefficient 92
## LIST OF FIGURES

<table>
<thead>
<tr>
<th>FIGURE</th>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1.1:</td>
<td>Theoretical Framework of the Research</td>
<td>15</td>
</tr>
<tr>
<td>Figure 4.1:</td>
<td>Normal Q-Q Plot Leadership</td>
<td>58</td>
</tr>
<tr>
<td>Figure 4.2:</td>
<td>Normal Q-Q Plot Job Satisfaction</td>
<td>58</td>
</tr>
<tr>
<td>Figure 4.3:</td>
<td>Normal Q-Q Plot Service commitment</td>
<td>59</td>
</tr>
<tr>
<td>Figure 4.4:</td>
<td>Normal Q-Q Plot Reward</td>
<td>59</td>
</tr>
<tr>
<td>Figure 4.5:</td>
<td>Normal Q-Q Plot Working Environment</td>
<td>60</td>
</tr>
<tr>
<td>Figure 4.6:</td>
<td>Normal Q-Q Plot Motivation</td>
<td>60</td>
</tr>
</tbody>
</table>
CHAPTER 1

INTRODUCTION

1.0 CHAPTER INTRODUCTION

This study presents an overview of factors influencing service commitment among school teachers. These factors are leadership, working environment, reward, job specification, job satisfaction and motivation. This chapter contains nine parts which are classified as follows: (1) Background of the Study, (2) Problem Statement, (3) Research Objectives, (4) Research Questions, (5) The Variable of the Study, (6) Theoretical Framework, (7) Hypotheses, (8) Significance of the Study, and (9) Chapter Conclusion.

1.1 BACKGROUND OF THE STUDY

The recent globalization and liberalization of the education sector has inevitably helped to propel the transnational educational developments in Malaysia. Schools are constantly faced with multiple issues, such as challenges of how to improve student achievement and how to improve teacher’s service commitment. Service commitment among teachers has been an important issue to study because of the modernization of education nowadays. In this sense, Cooper-Hakim and Viswesvaran, (2005) has pointed out that it is important for managers to predict employee satisfaction, commitment and turnover in order for an organization to succeed since employees are the main source of competitive advantage to organizations.
The contents of the thesis is for internal user only
REFERENCES


Joshua-Amadi, M. (2002). Recruitment and retention a study in motivation: In the first of two articles, Mabel Joshua-Amadi looks at what is sometimes needed to stop staff leaving the NHS. *Nursing Management, 9*(8), 17-21.


Locke, EA (1976).


