

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.



**ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION:  
PERSPECTIVE OF THE KEDAH STATE TREASURY**

**SYED MOHD EZMAN BIN SYED ZAIN**



**MASTER OF SCIENCE (INTERNATIONAL ACCOUNTING)  
UNIVERSITI UTARA MALAYSIA  
JUNE 2016**

**ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION:  
PERSPECTIVE OF THE KEDAH STATE TREASURY**

**By**



**SYED MOHD EZMAN BIN SYED ZAIN**

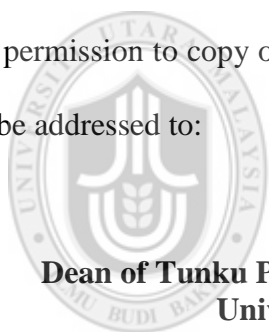
**UUM**  
**Universiti Utara Malaysia**

**Thesis Submitted to  
Tunku Puteri Intan Safinaz School of Accountancy,  
Universiti Utara Malaysia (UUM),  
In Fulfillment of the Requirement for the Master of Science  
(International Accounting)**

## **Permission to Use**

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Tunku Puteri Intan Safinaz School of Accountancy where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:



# UUM

**Dean of Tunku Puteri Intan Safinaz School of Accountancy  
Universiti Utara Malaysia (UUM)**

**06010 Sintok  
Kedah Darul Aman**

## ABSTRACT

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee at Kedah State Treasury. Therefore this study could make important contribution to extant research in management and organizational behaviour. In the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about organizational commitment and job satisfaction that focusing on the relationship between them. There are 84 employees in population and the number of sample were 76 respondents. All data of the respective measurement items are tested with reliability and validity test based on Alpha Cronbach to the internal consistence by using SPSS program version 21. The result showed that affective, continuance and normative commitment have a significant positive relationship with job satisfaction.

**Key words:** *Affective commitment, continuance commitment, normative commitment, job satisfaction.*

## ABSTRAK

Tujuan kajian ini dijalankan adalah untuk mengkaji hubungan antara komponen komitmen organisasi dan kepuasan kerja di kalangan pekerja di Perbendaharaan Negeri Kedah. Oleh itu kajian ini dilihat boleh membuat sumbangan penting kepada penyelidikan yang masih ada dalam pengurusan dan tingkah laku organisasi. Pada awal kajian ini, tujuan, persoalan kajian, dan keperluan untuk kajian telah dinyatakan. Kemudian, dapatan kajian serta kajian terdahulu dibincangkan mengenai komitmen organisasi dan kepuasan kerja yang memberi tumpuan kepada hubungan antara mereka. Perbendaharaan Negeri Kedah mencatatkan populasi staf sebanyak 84 orang dan seramai 76 orang staf telah menjadi responden bagi kajian ini. Semua data dan pengukurannya diuji dengan kebolehpercayaan dan ujian kesahihan berdasarkan Cronbach Alpha serta SPSS versi 2.1. Hasil kajian menunjukkan ketiga-tiga komponen komitmen organisasi mempunyai hubungan positif yang signifikan dengan kepuasan kerja.

*Kata kunci: komitmen afektif, komitmen berterusan, komitmen normatif, kepuasan kerja.*

## ACKNOWLEDGEMENTS

I begin in the name of Allah, most merciful. Many thanks to Allah for providing me with strength and emotional support throughout my study. I owe my deepest gratitude to those who have helped me through the process of completing this dissertation. It is a pleasure to thank those who made this project paper possible.

My most profound thankfulness goes to my supervisor: **DR MOHD. ATEF' MD. YUSOF** for all her patience, scientifically proven, creativity encouraging guidance, and discussions that made this study to what it is. Without her understanding, consideration and untiring advice, this dissertation would not have been completed successfully.

My special appreciation to my dear parents Syed Zain Bin Syed Abdullah and ZamZam Khirani Binti Mohd Salleh Khir whose endless love and support throughout my life can never be repaid. Last but not least, many thanks to my family members for their continuous moral support, and all my friends who helped in giving ideas, advices and support in completing this project paper. Thank you.

**Syed Mohd Ezman Bin Syed Zain  
Tunku Puteri Intan Safinaz  
School of Accountancy  
Universiti Utara Malaysia (UUM)  
06010 Sintok  
Kedah Darul Aman**

## TABLE OF CONTENTS

|   | <b>Page</b> |
|---|-------------|
| <b>CHAPTER 1 : INTRODUCTION</b>                                       | <b>1</b>    |
| 1.1 Background of the study   | 1           |
| 1.2 Problem Statement   | 3           |
| 1.3 The Purpose of the Study  | 4           |
| 1.4 Research Question   | 4           |
| 1.5 Research Objective  | 5           |
| 1.6 Significant of the Study  | 5           |
| 1.7 Scope of the Study  | 6           |
| 1.8 Limitation of the Study   | 7           |
| 1.9 Definition of Key Terms   | 7           |
| 1.10 Organization of the Thesis                                       | 8           |
| <br>  |             |
| <b>CHAPTER 2 : LITERATURE REVIEW</b>                                  | <b>9</b>    |
| 2.1 Introduction  | 9           |
| 2.2 Job Satisfaction  | 9           |
| 2.2.1 Dimension of Job Satisfaction                                   | 11          |
| 2.2.1.1 The Work Itself   | 12          |
| 2.2.1.2 Pay   | 12          |
| 2.2.1.3 Promotion Opportunities                                       | 13          |
| 2.2.1.4 Working Condition   | 14          |
| 2.2.1.5 Supervision   | 14          |
| 2.2.1.6 Co-Workers  | 15          |
| 2.3 Organizational Commitment   | 15          |
| 2.3.1 Types of Employee Commitment                                    | 18          |
| 2.3.1.1 Affective Commitment  | 19          |
| 2.3.1.2 Continuance Commitment  | 19          |
| 2.3.1.3 Normative Commitment  | 20          |
| 2.4 Relationship Between Organization Commitment and Job Satisfaction | 20          |
| 2.5 Theoretical Framework   | 22          |
| 2.5.1 Theory of Job Satisfaction                                      | 22          |
| 2.6 Conceptual Framework  | 23          |
| 2.6.1 Independent Variable  | 24          |
| 2.6.2 Dependent Variable  | 24          |
| <br>  |             |
| <b>CHAPTER 3 : METHODOLOGY</b>  | <b>25</b>   |
| 3.1 Introduction  | 25          |
| 3.2 Research Design   | 25          |
| 3.2.1 Type of Study   | 25          |
| 3.2.2 Source of Data  | 26          |
| 3.2.2.1 Primary Data  | 26          |
| 3.2.3 Unit of Analysis  | 26          |
| 3.2.4 Population and Sampling Technique                               | 26          |
| 3.3 Measurement   | 27          |
| 3.4 Operationalization of Key Term                                    | 30          |



|                    |   |           |
|--------------------|---|-----------|
| 3.5                | Data Collection Method  | 32        |
| 3.6                | Data Analysis Techniques  | 32        |
| <b>CHAPTER 4 :</b> | <b>RESULT AND DISCUSSION</b>  | <b>34</b> |
| 4.1                | Introduction  | 34        |
| 4.2                | Reliability Analysis  | 34        |
| 4.3                | Demographical Background of the Respondent Analysis   | 35        |
| 4.4                | Organizational Commitment Analysis  | 38        |
| 4.4.1              | Employees Affective Organizational Commitment Analysis  | 38        |
| 4.4.2              | Employees Continuance Organizational Commitment Analysis  | 39        |
| 4.4.2              | Employees Normative Organizational Commitment Analysis  | 41        |
| 4.5                | Employees Job Satisfaction Analysis   | 43        |
| 4.6                | Hypothesis Testing  | 44        |
| 4.6.1              | Analyse the Significant Relationship between Organizational Commitment and Job Satisfaction among Employees of Kedah State Treasury                     | 44        |
| 4.6.2              | Analyse the Significant Relationship between each components of Organizational Commitment with Job Satisfaction among Employees of Kedah State Treasury | 46        |
| <b>CHAPTER 5 :</b> | <b>DISCUSSION, RECOMMENDATION AND CONCLUSION</b>  | <b>49</b> |
| 5.1                | Introduction  | 49        |
| 5.2                | Discussion on the Research Objectives   | 49        |
| 5.2.1              | Discussion on the Relationship between Organizational Commitment and Job Satisfaction among Employees of Kedah State Treasury                           | 49        |
| 5.3                | Recommendation  | 51        |
| 5.3.1              | Recommendation to the Kedah State Treasury  | 51        |
| 5.3.2              | Recommendation for Future Researchers   | 53        |
| 5.4                | Conclusion  | 53        |
|                    | <b>REFERENCES</b>   | <b>56</b> |
|                    | <b>APPENDIX</b>   | <b>59</b> |

## LIST OF TABLES

| <b>Table</b> |  | <b>Page</b> |
|--------------|--|-------------|
| 3.1          | Layout of the Questionnaire  | 28          |
| 3.2          | Measurement Items  | 29          |
| 3.4          | Operational Definition of Items Variables  | 30          |
| 3.5          | Rating Scale   | 32          |
| 4.2          | Testing Reliability with Cronbach's Coefficient Alpha                                  | 35          |
| 4.3          | Respondent Demographic Background  | 36          |
| 4.4.1        | Kedah State Treasury Employees' Affective Organizational Commitment                    | 38          |
| 4.4.2        | Kedah State Treasury Employees' Continuance Organizational Commitment                  | 40          |
| 4.4.3        | Kedah State Treasury Employees' Normative Organizational Commitment                    | 41          |
| 4.5          | Kedah State Treasury Employees' Job Satisfaction                                       | 43          |
| 4.6.1        | Correlation between Organizational Commitment and Job Satisfaction                     | 45          |
| 4.6.2        | Correlation between each components of Organizational Commitment with Job Satisfaction | 47          |

## LIST OF FIGURES

| Figure |                      | Page |
|--------|----------------------|------|
| 2.6    | Conceptual Framework | 24   |



# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Job satisfaction has been extensively researched (Susanty & Miradipta, 2013). The relationship between people and work is often noted by many philosophers. The workplace is often spent by most of the men in their lives. It can also be categorized as a social reality, but it can also improve the status of the individual, especially in public. Job satisfaction can have a beneficial outcome on the individual to carry on with the good work and committed to the organization. Therefore, the employer ought to know the elements that can influence the level of job satisfaction because individual job satisfaction has a major impact on the organization.

In a competitive environment, the main determinant of the success of an organization is dependent on the worker. Apart from that, good management of employee commitment can be beneficial to both the individual and organizational level in terms of effectiveness, performance, productivity and decrease turnover (Fiorita, Bozeman, Young & Meurs, 2007). Satisfaction in work will have a major impact that the employee will do a good job and be committed to the organization. Any organization that wants to succeed must ensure that each employee is satisfied (Berry, 1997). The effectiveness of an organization depends on a large number of employees where employees are satisfied with the work plus employees who are satisfied more productive than workers who are not satisfied (Robbins & Judge, 2008).

For employee opinions, they have contributed a lot to the organization and also involve emotions in organizations. However, the administration of the organization has little

contribution in the development and improvement of their workers. Many managers have small comprehension of how to fulfil the employees' needs and how it can influence employee satisfaction levels to abandon their positions (Feinstein, A., 2002). Furthermore, due to limited understanding, efforts by management to provide employee satisfaction sometimes there is a contradiction of solidarity between managers and employees, this will result in reduced performance and excessive employee turnover (Locke, 1976).

However, for certain positions that are very difficult to find suitable candidates. Therefore, if the organization can find a suitable candidate, the organization will seek to retain employees. In this modern world, it is important to address the issues and requests with regards to a private organization as it is important to build up a norm and hierarchical atmosphere to meet the fulfilment of work. Hence, it is critical to actualize practices to obtain organizational commitment and job satisfaction. According to Locke (1976), Job satisfaction is noticing positive emotions, the results of an assessment of the work or work experience to compare between what he expects from working and what is actually gained from it.

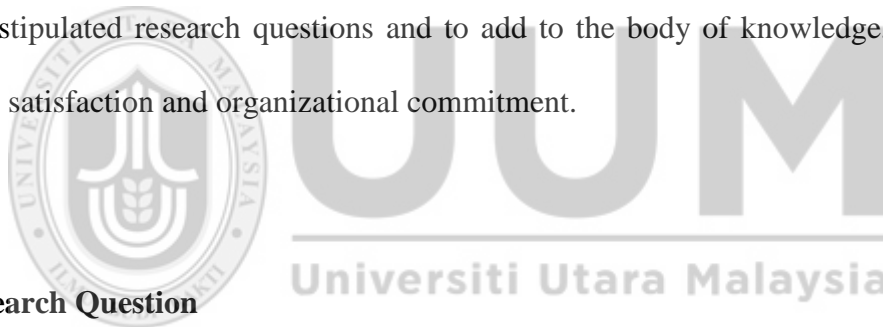
According to Meyer et al. (2002) determination of the organization's commitment comes from employee satisfaction. There are significant contrasts between employee satisfaction and organizational commitment is that job satisfaction is characterized as the reactions that a worker has towards any employment while organizational commitment is characterized as an emotional reaction by representatives to the association. So, these variables are assumed to be interconnected. In other words, while the employees have a positive feeling to the organization, it is hard to have feelings of dissatisfaction with the work in the organization.

## 1.2 Problem Statement

In Malaysia, the concern with regards to job satisfaction is that it is a frequently intriguing, sensitive and petulant issue among employees. Although the technology is great, but our people are our most important fundamental driving force to the development of an organization, but unfortunately most of the small or large organizations fail to encourage their employees to work according to their potential (Abdullah Rahim, 1996). A large portion of the issues is connected with the level of wages, constrained career development opportunities and administrations whereby the superiors are considered to be less reasonable (Cote and Heslin, 2003). It is undeniable that, workers and job satisfaction is a determinant towards national development. So with this, a strategic management system must be designed to ensure that all parties obtain the best results. In 2011, a total of 15,400 civil servants show low performance which assessment scores below 69 percent. It involved 1.1 percent of the 1.4 million civil servants across the country (Straits Times, 2012). To overcome the problem, in 2012, Malaysian Prime Minister Datuk Seri Najib Tun Razak, urged the public service to carry out their duties based on principles of CTI Cepat (Fast), Tepat (Precise) and Integrity to improve the performance. However, the research in responding to this action is almost negligible. It is believe that job satisfaction closely related to job performance (Cote and Heslin, 2003). In light of this matter, the researcher is inspired by this issue as to determine if the components of organizational commitment has a relationship with job satisfaction which finally will impact job performance. In addition, the relatively high number is a cause for concern and related causes of the problem need to be studied because it is a loss to the country in terms of human resources.

### **1.3 The Purpose of the Study**

This research is conducted based on a determination of the relationship between the components of organizational commitment and job satisfaction among staff in the Kedah State Treasury in addition to distinguish which among the three parts of organizational commitment (affective, continuance and normative organizational commitment) is the most imperative component that enhances and drives job satisfaction. In addition, it is observed that in a portion of the empirical research, the association among organizational commitment (Allen et.al. 2000; Vandenberg and Scarpello, 1994; Meyer, Allen and Smith 1993), work fulfilment (Morrow 1993; Meyer, Allen and Smith 1993) and demographic attributes (Allen et. al. 2000; Scarpello and Vandenberg, 1992) were considered. Hence, this study is crucial and must be done to answer the stipulated research questions and to add to the body of knowledge, specifically between job satisfaction and organizational commitment.



### **1.4 Research Question**

Based on the discussions and to achieve the objectives of this study, the research question of the study is summarized as follows:

1. What is the relationship between organizational commitment and job satisfaction?
  - a. What is the relationship between affective commitment and job satisfaction?
  - b. What is the relationship between continuance commitment and job satisfaction?
  - c. What is the relationship between normative commitment and job satisfaction?

## 1.5 Research Objective

Purpose of this study was to achieve the following objectives:

1. To investigate the relationship between organizational commitment and job satisfaction among employees in Kedah State Treasury.
  - a. To investigate the relationship between affective commitment and job satisfaction among employees in Kedah State Treasury.
  - b. To investigate the relationship between continuance commitment and job satisfaction among employees in Kedah State Treasury.
  - c. To investigate the relationship between normative commitment and job satisfaction among employees in Kedah State Treasury.

## 1.6 Significance of the Study

Many parties can benefit from this study specifically the human resources management. Past studies concentrated on the parts of the relationship between job satisfaction and organizational commitment of nurses and scholastics among staff in the public sector. Despite that, this study concentrate on organizational commitment and job satisfaction among the staff in the Kedah State Treasury.

The aftereffects of the research is, firstly, it is a priority to understand the administration of the public sector to the job satisfaction and organizational commitment among the representatives in the Kedah State Treasury. Apart from that, it would be beneficial to the management as well as information about the variables that can influence job satisfaction. Job satisfaction is a very important contributor towards achieving the level of work performance and work



commitments. It can also help management create a conducive environment to increase job satisfaction among employees.

This study was also very useful, especially to the Kedah State Government and also Human Resources Division in general. Determine the factors that contribute to job satisfaction, it will guide the Kedah State Government and the Human Resources Division to make a decision about this career in order to provide advantage the representatives and the association. The aftereffects of this study will unquestionably add to the collection of information, especially about job satisfaction among workers in the organization in the nation.

Analysts trust that it will convey attention to the organization about the significance of job satisfaction and organizational commitment in the association. Aside from that, the association can distinguish the elements that influence job satisfaction and organizational commitment. It is vital to retain capable employees and lessen turnover. Keeping in mind the end goal to confront the difficulties of the economy, managers and superiors should be more in tune and receptive to job satisfaction. Ultimately, the researcher trusts that this study will be valuable and will contribute to the body of knowledge and will turn into an authority on this subject.

## **1.7 Scope of the study**

This study focuses only on the staff of the Kedah State Treasury. Research on organizational commitment and job satisfaction will be executed to the staff at the Kedah State Treasury. The selection was made in view of the lack of research on organizational commitment and job satisfaction among the employees of the Kedah State Treasury.

## 1.8 Limitation of the study

This study has some limitations as follows:

- i. Research on organizational commitment and job satisfaction conducted this research area is limited due to the only cover one department. The population of this research consisted only of staff at the Kedah State Treasury.
- ii. This research used a questionnaire, then it is impossible for researchers to ensure that respondents answer truthfully all items in this questionnaire.
- iii. Limitation of the research involves time constraints as it is implemented within only three months.

## 1.9 Definition of Key Terms

- i. **Organizational Commitment:** Organizational commitment is a strong belief and acceptance of the goals and values of the organization by employees, it is also part of the organization to achieve its objectives and a strong desire to maintain membership in the organization (Hunt & Morgan, 1994).
- ii. **Affective Organization Commitment:** Effective emotion to the introduction of, and involvement in organizations (Allen & Meyer, 1990).
- iii. **Continuance Organization Commitment:** Related to intention to leave the organization (Allen & Meyer, 1990).
- iv. **Normative Organization Commitment:** Have a feeling of responsibility to continue the work (Allen & Meyer, 1990).
- v. **Job satisfaction:** Job satisfaction is an attitude and a feeling that there is on everyone on their work. A positive attitude and courage the work describe it is job

satisfaction. Negative attitudes and discourage the work describe it is job dissatisfaction (Armstrong, 2006).

### **1.10 Organization of the thesis**

There are five chapters in this thesis where the initial section depicts the foundation of the preparatory investigation, explain and present the problem statement, research questions, research goals, and the extent of the examination, the significance this study, definition of terms and the limitation in this research. Meanwhile, Chapter Two review papers will explain in detail the purpose of this research and the researchers will identify the factors that influence this investigation.

The research methodology used in this research are discussed in Third chapter. The methodology of this research include research design, data collection methods that will be devoted to the collection of secondary data and primary data collection. In addition, the interpretation of the results will be cantered on the estimation of the variables utilized as a part of the information investigation of social work research and the definition of the whole section.

Then, the next chapter is Chapter Four, involving discussions on the findings and analysis of data on it. Analysis carried out consisted of descriptive analysis, factor analysis and correlation analysis.

Chapter Five is the final chapter and discuss information to any discoveries. This chapter also summarize the results of the public in respect of research findings and provide recommendations to improve organizational commitment and job satisfaction.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The second chapter aims to present on the literature, motivation of this study and the theories. This section will also further present the information about the measurements of job satisfaction and organizational commitment experienced by employees in their employments. This chapter will also describe the development of hypotheses.

#### **2.2 Job Satisfaction**

According Suwatno and Priansa (2011), job satisfaction is the way individuals feel their work is created from the individual states of mind towards different forms contained in the employment. Luthans (2006) found that job satisfaction is an aftereffect of the impression of employees on how great an occupation they give things that are viewed as vital. Job satisfaction is affirmative feeling about the work of an individual who is the aftereffect of the assessment of qualities (Robbins and Judge, 2008).

Spector (1997) highlighted that job satisfaction is an attitude variable (attitudinal variables) that realizes what an individual feels about his job. The statement in line with the definition

Riggio (2000) that is a feeling of job satisfaction and individual attitudes about the job. Furthermore Handoko (1998), defines job satisfaction is an emotional state that is pleasant or unpleasant to look at jobs where the workers. The same definition was also expressed Werther and Keith (1996) which states that job satisfaction as an individual perspective to his work as something fun or something unpleasant.

Umar (2010) states that showed job satisfaction of employee's feelings about whether or not the job fun. Meanwhile, a similar thing was also stated by Mathis and Jackson (2011) that job satisfaction is a constructive enthusiastic state that is the aftereffect of the assessment of an individual's work experience. Concurring Rivai (2004), the theory of job satisfaction is popular that the theory of justice (equity theory) recommends that individuals feel fulfilled or disappointed, depending on the presence or not of justice (equity) in a situation, particularly the employment situation, one would compare the ratio of input proceeds himself with the results of other people's input ratio and if it is considered fair comparison, then the employees will feel satisfied.

Robbins (2001) also looked at job satisfaction as an individual's attitude towards his work responsibilities as a result of the research received positive picture with who believed that the amount should be accepted. While Brown and Charles (in McNabb & Sepic, 1995) defines job satisfaction as an unpleasant emotional state as a result of individual's perception of his work, whether the work can meet or facilitate the achievement of compliance with the value of the work that is important for the individual. In addition As'ad (in Pattipeilohy, 2008) additionally said that job satisfaction is the individual's sentiments toward his work. Fundamentally, job satisfaction is individual cantered. Every individual

will have a level of satisfaction that shifts as per the arrangement of qualities that apply to him. This is because of the distinctions in every person. The more responsibilities of the work is in line with the desires of the individual, the higher the level of and vice versa. Based on these theories can be stated that job satisfaction is feeling satisfied individuals because expectations consistent with the fact that acquired in the workplace both in terms of workload, environmental or working conditions, relationships with co-workers or supervisors, and compensation. Based on expert opinions above can also be defined that job satisfaction is an inclination that delivers a condition of agreeable or disagreeable feelings within the individual and his perspective on his work.

### **2.2.1 Dimension of Job Satisfaction**

Work fulfilment is hard to characterize since it is not a condition of fixed complacency altered but rather can be impacted and changed by strengths from both inside and outside of the working environment (Suwatno and Priansa, 2011). Robbins and Judge (2008) noticed that job satisfaction can be assessed by the colleagues, career development and promotion, supervision and fulfilment of the workload. Rivai (2004) explained that the variables that are typically used to gauge job satisfaction among employees are as follows:

- i. The work itself
- ii. Pay
- iii. Promotion opportunities
- iv. Working Condition
- v. Supervision
- vi. Co-Workers

### **2.2.1.1 The Work Itself**

Luthans (1998) explained that this component depicts the perspectives of workers at work as a task that is intriguing, through the work of the representatives the chance to learn, and earned the chance to acknowledge work responsibilities. Robbins (2001) highlighted that "employees tend to prefer jobs that gave them the opportunity to use their skills and abilities and offer a variety of tasks, freedom, and feedback about how well they work. ...". The presence of appropriateness occupation with expertise and capacity of workers is required to urge representatives to create a decent execution.

### **2.2.1.2 Pay**

Robbins (2001) described that the worker needs the advancement arrangements and the wage system that they observe as reasonable, most likely, and in accordance with their desires. In the event that the compensation is seen as reasonable in view of the requests of work, expertise level of the individual and the group wage models, are prone to create satisfaction ". The higher the instructive level of workers, the higher the level of likelihood for the employees to perform comparative social examination with the same workers outside the organization. In the event that the compensation given by the organization is lower than the overarching compensation in similar organizations and have the same sort, then there will be disappointment of workers on the wage. In this manner, compensations ought to be resolved in a manner that both sides (representative and organization) feel similarly profited. Since representatives are fulfilled by the compensation he got, it can be relied upon to design job satisfaction in influencing the achievement of workers. Thus,

according Handoko (2001), which expresses that "dissatisfaction of the employees as to the amount of compensation is often due to a feeling of not being treated equally and deserve in their payments". A comparative idea was communicated by Hasibuan (2001) that the compensation or remuneration, the worker will have the capacity to meet the physical needs, economic wellbeing, and greedy in order to acquire satisfaction from his work.

### **2.2.1.3 Promotion Opportunities**

Luthans (1998) discusses that "the promotion opportunities resulted in different effects on job satisfaction because of the difference in remuneration granted". Nitisemito (2000) discusses that promotion is the "procedure of the exchange of workers starting with one position then onto the next position higher". Subsequently, the advancement will dependably be trailed by the obligations and power that are is higher than the position employed already. Through the advancement, the organization will earn permanence and morale among employees will be more stable. Robbins (2001) further states that promotions would give a chance to self-improvement, more prominent obligation, and enhancement of social status. If campaign made a fair manner is expected to give satisfaction to the employees.



#### **2.2.1.4 Working Condition**

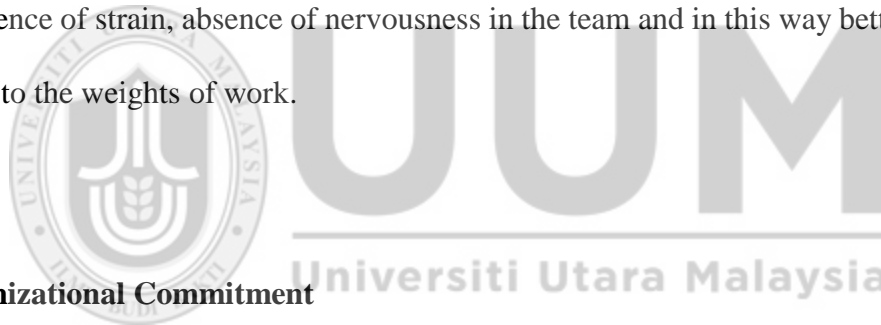
Luthans (1998) highlights that great working conditions (a spotless domain and appealing) will enable the employment to be taken care of. Then again, if the upsetting working conditions (hot and loud), it will have the inverse impact too. In the event that the condition is great, then there will be no issues with job satisfaction. However, if the current conditions are more terrible, it will negatively affect job satisfaction.

#### **2.2.1.5 Supervision**

Luthans (1998) contends that the errand of monitoring must not be isolated with leadership functions, which influence the business exercises of subordinates through the correspondence procedure to accomplish particular objectives of an association. Hasibuan (2001) highlighted that the administration set by a supervisor in an association can make a concordant coordination and energize the spirit of workers to accomplish greatest objectives. In this manner, the activities of workers in the organization rely on upon the implemented administration styles and the environmental conditions in the organizations where they work. The requirement for direction, consideration and inspiration of pioneers is anticipated that motivate workers to carry out the occupation properly, as proposed by Hasibuan (2001) that the authority style was generally focused to increase job satisfaction, empowering morale, and worker profitability is high, so that can accomplish most extreme hierarchical objectives.

### **2.2.1.6 Co-Workers**

Luthans (1998) states that "Associates are agreeable, helpful colleagues or the working team is a source of job satisfaction for every employees. While the working gathering can bolster and motivates, provide suggestion and help to other colleagues. Great working gatherings work to manufacture a considerably more pleasant. The positive relationship between associates does matter greatly when such work responsibilities require high cooperation. The level of relationship can impact the quality and force of collaborations that happen in a team. The team that has a high state of closeness has an inclination to prompt more fulfilled employees in a team. Satisfaction emerges predominantly because of the absence of strain, absence of nervousness in the team and in this way better ready to acclimate to the weights of work.



### **2.3 Organizational Commitment**

Alwi (2001) states that Organizational Commitment is the attitude of the staff to remain in the organization and is involved in efforts to achieve the mission, values and goals of the company. Commitment is loyal more concrete form which can be seen from the extent to which employees devote attention, ideas and responsibilities in the company's efforts to achieve the goal. According to Nasution (2007) Organizational commitment is binding between the individual and an organization, an idea or project that is realized in dedicating itself to achieving the organization's mission. Griffin (2005) states Organizational Commitment is an attitude that reflects the degree of an individual to know and tied to the

organization. Porter in Panggabean (2004) states that the organization's commitment is strong recognition and engagement of a person in a particular organization.

Employees who commit the organization is able to demonstrate an expansion in the viability of the association indicated by the high work performance achievement, job quality, and reduce delays in work, absenteeism, and turnover (Mathieu and Zajac, Randall, in Juliandi, 2003). Meaning of organizational commitment is the level of trust and acceptance of the workforce to organizational goals and have a desire to remain in the organization, which in turn is reflected in the statistics of absenteeism as well as in and out of the workforce / turnover (Mathis and Jackson, 2001).

Luthans (2006) stated commitment to the organization are: a) a powerful urge to end up an individual of a specific company, b) the urge to endeavour as a coveted organization, and c) a specific trust, and acknowledgment of the qualities and objectives of the organization. As such, organization commitment is a mentality that mirrors the devotion of workers in the organization and the continuous procedure in which individuals from the company communicated concern toward the association and the achievement and maintainable advancement. While Porter characterizes organizational commitment as a power relative of the individual in distinguishing the inclusion of himself as a member of the association, which is described by three items: (Mowday, in Juliandi, 2003).

Steers in Sopiah (2008) defines organizational commitment as a feeling of identifying (trust and strong acceptance on the goals and values of the organization), engagement (the willingness to do my best for the sake of the organization) and loyalty (a strong desire to

remain a member of the organization is concerned) which is expressed by an employee of the organization.

Notions above shows that organizational commitment is a disposition of dependability to their association's workforce, and a consistent continuous procedure where the participant organization expressing concern for the organization and sustained success. Benefit from the commitment of the workforce can provide a major contribution to the organization because they act towards the success of the organization's goals. Workers who feel attached to the organization, was satisfied to be an individual from the organization, have faith in the organization and look good on the organization, which is manifested in behaviour represent the organization in an environment outside the organization, as well as doing the best thing for the organization (Sutanto in Juliandi, 2003). According Ivancevich, Konopaske and Matteson (2007) Organizational Commitment involves three attitudes: 1) a sense of identification with the goals of the organization, 2) feeling involved in organizational tasks, and 3) a feeling loyal to the organization. For that with the commitment within the organization employees or members useful for the benefit of the organization where the individual works and for the individual itself.

Based on the above definition can be concluded that according to the authors understanding of organizational commitment is a degree of feeling which is owned by an employee to be bound by working as an employee for tolerating the qualities and objectives of the organization and will endeavour vigorously in his work and still maintain organizational membership.

### 2.3.1 Types of Employee Commitment

Referring to the theory advanced by Luthans (2006) and Feinstein (2000) that organizational commitment is segregated into three measurements where the first is the affective commitment that is identified with the desire to be bound to organizations, individuals settling in the organization because of the desire itself, the way to this dedication is (want to). The second is a commitment to a continuation proposed by Mathieu and Zajac (1990), namely, a commitment based on the needs rational, in other words, this commitment is formed on the basis of profit and loss, considered on what must be sacrificed when it will settle on an organization, a key commitment This is the need to survive (need to). The third is the normative commitment expressed by Mathieu and Zajac (1990) commitments based on the norms that exist within the employee, containing an individual's belief will be the responsibility of the organization, he felt constrained to continue as a result of dedication, the key of this dedication is a commitment to stay in an association (should).

According to Tsai and Huang (2008) dimensions of organizational commitment there are three parts: the first one is the affective commitment of one's emotional involvement in the organization in the form of feelings of love in the corporation so individuals will feel associated with the association. The second commitment is a continuation of the commitment relating to members of the organization will be loss of consciousness if left the organization. The third normative commitment is feeling a moral dimension that depends on the sentiment commitment and obligation to the organization that employed him.

### **2.3.1.1 Affective Commitment**

Allen and Meyer in Nelson (2012) defines the affective commitment as the relationship between the employee and the organization which makes the employee does not leave the organization because it depends on enthusiastic connection to the organization.

Research from English et al. (2010) with the title of organizational tenure moderator effect on the relationship between psychological climate and affective commitment. In that study, found affective commitment is stronger for employees with longer service life, in addition to the involvement of employers is essential to the affective commitment. Meyer et.al (2002), affective commitment have been found associated with low employee turnover, lower absenteeism and better performance.



### **2.3.1.2 Continuance Commitment**

Continuance commitment alludes to the dedication that depends on the acknowledgment of costs identified with staff leaving the organization. Hence, staff with a solid continuous responsibility will choose to stay with the organization since the high individual expense connected with leaving the organization. Meyer and Allen in English et al. (2010) outline the continuous duty of the requirement for people to stay with the association as a result of the acknowledgment of costs connected with leaving the association. English et.al (2010) in his exploration found that perceived organization commitment positively affect the continuous responsibility.

### **2.3.1.3 Normative Commitment**

English et.al (2010) in his study explains that normative commitment reflects the feelings of a person who is obliged to maintain the organization's members because he is loyal and will remain in the organization. Jha (2011) suggested that normative commitment is a common inclination to be loyal and committed to the institution or organization like family, marriage, nation and religion. They committed their sheer sure it was properly done.

### **2.4 Relationship between Organization Commitment and Job Satisfaction**

A research by Wang (2007) highlights the consequences of this study will show that organizational learning culture can be observed as a critical component for worker organizational commitment and job fulfilment. The outcomes has also uncovered that job satisfaction is positively associated with organizational commitment, job satisfaction here serves as a benchmark in deciding the emotional reactions of employees who will affect the commitment of the organization. The staff will be committed to the work place when the job satisfaction of employees is expected by the parties can be met by the company.

Findings James Boles et al. (2007), illustrates that the aspects that show the job satisfaction associated with affective commitment of employees. As for the aspect of job satisfaction were used in this study is the promotion, salary, job, leadership supervision, working groups. Promotion regarded by employees as a status which confirms their presence at work, so the company should consider the importance of promotion within the company. Salaries can reinforce the commitment to a company, which through the payment of

sufficient salaries showed an appreciation to its employees, so that employees are satisfied with the payment of his salary will be a strong commitment to the company. Work in accordance with the ability of workers would make the workers dissatisfied work place to work, giving rise to employee commitment. Supervision leaders, leaders who do excessive surveillance will make employees feel uncomfortable to work, as well as leaders to be indifferent to its employees will make the employee feel appreciated by his boss. As the leader should be an example to their employees, if there is a violation of rules and sanctions should be given if there is an achievement that makes the leadership did not hesitate to praise and appreciation to the members of the employees, so it would appear commitment among employees.

Results of research conducted by Gun Lu et al. (2009), shows that there is a positive relationship between organizational commitment and job satisfaction. It can be said that at the time of a person's job satisfaction increases, then at that moment also committed their organizations will increase as well. So that it can create job satisfaction which one must be kept if it is not addressed, it will be reduced organizational commitment.

In the study conducted by Naderi (2012), the discovery of a significant positive correlation between job satisfaction and organizational commitment. Logical explanation that can be drawn from this research is the organizational commitment is a function of job satisfaction. Various dimensions of job satisfaction, as satisfaction with salary, satisfaction with co-workers, supervisory leadership and the work itself are required by employees to meet their essential needs. Their organization commitment will be high when their needs are met.



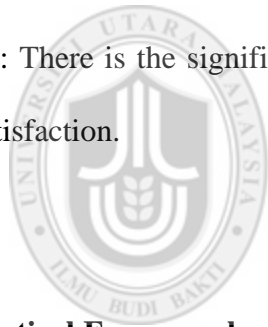
Based on the research that has been disclosed, and then the research hypothesis can be formulated as follows:

H<sub>1</sub>: There is the significant relationship between organizational commitment and job satisfaction.

H<sub>a</sub>: There is the significant relationship between affective commitment and job satisfaction.

H<sub>b</sub>: There is the significant relationship between continuance commitment and job satisfaction.

H<sub>c</sub>: There is the significant relationship between normative commitment and job satisfaction.



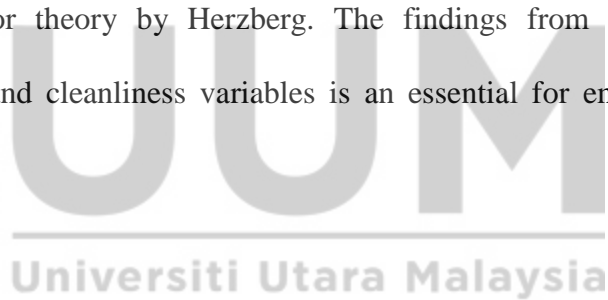
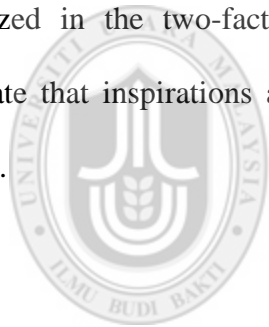
## **2.5 Theoretical Framework**

### **2.5.1 Theory of Job Satisfaction**

The theory of job satisfaction tried to express what makes some people more satisfied with their work than some of the others. This theory is also looking for a cornerstone of the feelings of people on job satisfaction. In this study, the theory used is the Two-factor theory by Herzberg. Furnham et al. (2009) states two-factor theory is a theory of job satisfaction suggests that satisfaction and dissatisfaction are part of a group of different variables, namely factors motivators and hygiene factors. In general, people expect that certain factors give satisfaction when available and when there is no cause dissatisfaction. In this

theory, dissatisfaction linked to the conditions surrounding the job rather than the work itself. Because of these factors prevent negative reactions, named as hygiene or maintenance factors.

Conversely, satisfaction drawn from factors associated with the work itself or the direct result thereof, promotions and opportunities for self-development and recognition. Because of these factors associated with high levels of job satisfaction, called motivators. The study titled Personality, motivation and job satisfaction: Herzberg meets the Big Five, which is done by Furnham et al. (2009) where the study was conducted to examine the degree of the motivators and cleanliness variables in clarifying the variance in job satisfaction as characterized in the two-factor theory by Herzberg. The findings from this study demonstrate that inspirations and cleanliness variables is an essential for employment fulfilment.



## **2.6 Conceptual Framework**

According to study that has been done, there is a need to look at the relationship between job satisfaction and organizational commitment among workers. In verifying the relationship between organizational commitment and job satisfaction, the conceptual framework is vital in order to offer the conceptual foundation especially to examine and explore more to this study. Figure 2.6 displays the basic idea of the relationship commitment (viz. affective, continuance, and normative commitment) to the establishment of job satisfaction in the perspective of The Kedah State Treasury.

### 2.6.1 Independent Variable

The independent variables on this study devote on organizational commitment that consist of three dimensions namely affective organizational commitment, continuance organizational commitment and normative organizational commitment.

### 2.6.2 Dependent Variable

Job satisfaction is one variable in dependent variable. Figure 2.6 shows the conceptual framework.

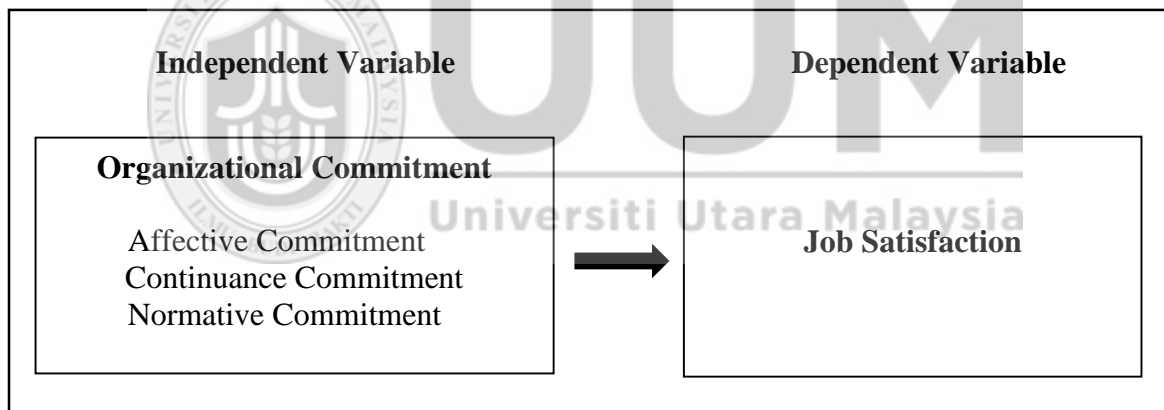


Figure 2.6: Conceptual Framework

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

This part depicts the methodology utilized for this study. The research design, measurement variables, sampling procedures and instrument used are discussed in this chapter. The data collection and data analysis are also described in this chapter.



#### **3.2 Research Design**

##### **3.2.1 Type of study**

This study concentrates on the association organizational commitment and job satisfaction. This research is a quantitative-based research as it utilizes a survey technique to investigate the relationship between dependent and independent variables. The results and conclusion will be dependent on the results obtained from the statistical data gathered from the utilization of SPSS.

### **3.2.2 Source of data**

Primary data is utilised for this study.

#### **3.2.2.1 Primary Data**

As indicated by Sekaran (2006), the data gathered for the examination of the real event of the occasion is known as the primary source of data. For the objective behind this study, a poll was utilized as an instrument and was distributed to the staff in the Kedah State Treasury.

#### **3.2.3 Unit of Analysis**

This study is concentrated on investigating the relationship between job satisfaction and organizational commitment among the staff of the State Treasury Kedah at the individual level.

#### **3.2.4 Population and Sampling Technique**

The population refers to a group of individuals, families, groups, organizations, community, or event you'd studied by researchers (Sabitha Marican, 2006). Sampling is a procedure of selecting an adequate number of components of the population so that the comprehension of the characteristics of the sample can allow researchers to make generalizations about the properties of the sample population concerned (Uma Sekaran,

2003). The samples can be defined as a part of the population that can represent the entire population (Suharsimi, 2002).

The population in this study consists of staff working in the Kedah State Treasury. While the number of samples selected to represent the total population was 84 employees. Based on table Krejcie and Morgan (1970), from 84 population the total questionnaire indispensable to distribute are at least 70. Reason to choose that respondent because 70 samples were selected based on table of random numbers can represent the entire study population.

### **3.3 Measurement**

To ensure the research is done successfully and efficiently, the elements of the methods to acquire data are important. Descriptive research (quantitative techniques) methods are generally utilized to acquire the essential data for investigation purposes. The survey is separated into five sections to investigate the qualities of the essential variable in recognizing the relationship between the relationship between job satisfaction and organizational commitment among staff. Part A of the questionnaire consists demographic background of respondents. It consisted of gender, age, race, marital status, education level, monthly income and work experience. Meanwhile, the B, C, D and E sections of the questionnaire is part of an instrument which aims to test the variables built. Section B seeks to measure affective organizational commitment while section C aims to measure organizational commitment continuation. Section D attempted to measure organizational

commitment normative of respondents. Part E of the questionnaire provide items of job satisfaction (dependent variable).

**Table 3.1:** *Layout of the Questionnaire*

| Section        |   | Item        |
|----------------|---|-------------|
| A              | Demographic   | 7           |
|                | <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Race</li> <li>• Marital Status</li> <li>• Educational Level</li> <li>• Monthly Income</li> <li>• Length of service</li> </ul> |             |
| <b>Section</b> |   | <b>Item</b> |
| B              | <ul style="list-style-type: none"> <li>• Affective Commitment</li> </ul>  | 7           |
| C              | <ul style="list-style-type: none"> <li>• Continuance Commitment</li> </ul>  | 7           |
| D              | <ul style="list-style-type: none"> <li>• Normative Commitment</li> </ul>  | 6           |
| E              | <ul style="list-style-type: none"> <li>• Job Satisfaction</li> </ul>  | 7           |

Four steps were chosen from established literature. It incorporates measures of organizational commitment (Allen and Meyer, 1990; 3 stages) and job satisfaction (Taylor and Bowers, 1972; 1 size). Moreover, a set of 7 demographic items is included.

**Table 3.2: Measurement Items**

| <b>Variables</b>          | <b>Total No.<br/>of Items</b> | <b>Scales</b>                    | <b>Sources</b>               |
|---------------------------|-------------------------------|----------------------------------|------------------------------|
| Affective Commitment      | 7                             | Five Point Likert Scale<br>(1-5) | Allen and Meyer,<br>(1990)   |
| Continuance<br>Commitment | 7                             | Five Point Likert Scale<br>(1-5) | Allen and Meyer,<br>(1990)   |
| Normative Commitment      | 6                             | Five Point Likert Scale<br>(1-5) | Allen and Meyer,<br>(1990)   |
| Job Satisfaction          | 7                             | Five Point Likert Scale<br>(1-5) | Taylor and Bowers,<br>(1972) |

Affective Organizational Commitment - 7-item scale developed by Allen and Meyer (1990) was used to measure affective Organizational Commitment. Examples of items, "I would be happy to spend the rest of my career with this organization," "I enjoy discussing my organization with people outside of it," "I really feel as if this organization's problems are my own". Alpha reliability scale in this study was 0.7-0.9.

Continuing the Organizational Commitment - 7-item scale developed by Allen and Meyer (1990) was used to measure the continuation of Organizational Commitment. Examples of items, "I'm afraid of what might happen if I quit my job without having another one lined up," "It would be very hard for me to leave this organization right now, even if I wanted to." Alpha reliability scale in this study were 0, from 7 to 0.9.

Normative Organizational Commitment - 6 item scale developed by Allen and Meyer (1990) was used to measure the normative Organizational Commitment. Sample item: "I think people



these days move from company to company too often ' I do believe that a person must always be loyal to his / her organization ' One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain. 'Alpha reliability scale in this study was 0.7-0.9.

Job Satisfaction - 7-item scale developed by Taylor and Bowers (1972) was used to measure job satisfaction. Examples of items, 'Overall, I am satisfied with my job now,' 'Overall, I am satisfied with this organization, compared to other company,' considering my skills and level of education I have, I am satisfied with my pay and benefit that I get from this organization '. Alpha reliability scale in this study was 0.7-0.9.

### 3.4 Operationalization of Key Term

**Table 3.4:** *Operational Definition of Items Variables*

| Variables  | Items    | Operational Definition Of Items Variables  |
|--|----------|--|
| <b>Affective organizational commitment</b><br><br>“A strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization.” Mowday, Porter, and Steers (1982). | <b>1</b> | I would be happy to spend the rest of my career with this organization.                |
|  | <b>2</b> | I enjoy discussing my organization with people outside it.                             |
|  | <b>3</b> | I really feel as if this organization's problems are my own.                           |
|  | <b>4</b> | I do feel like 'part of family' at this organization.                                  |
|  | <b>5</b> | I do feel 'emotionally attached' to this organization.                                 |
|  | <b>6</b> | This organization has a ‘sentimental value’ to me.                                     |
|  | <b>7</b> | I do feel a strong sense of belonging to this organization.                            |
| <b>Continuance Organizational Commitment</b><br><br>Individuals do not leave a company for fear of losing their  | <b>1</b> | I am afraid of what might happen if I quit my job without having another one lined up. |

|   |  |   |
|---|--|---|
| <p>benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, &amp; Downey, 1991).</p>   | <p>2<br/>3<br/>4<br/>5<br/>6<br/>7</p> | <p>It would very hard for me to leave this organization right now, even if I wanted to.<br/>My life would be disrupted if I decided I wanted to leave this organization now.<br/>Right now, staying with this organization is a matter of necessity as much as desire.<br/>I feel that I have a few options to consider leaving this organization.<br/>One of the few serious consequences of leaving this organization would be scarcity of available alternatives.<br/>One of the major reasons I continue working for this organization is rather than leaving would require considerable personal sacrifice-another organization may not match the overall benefit I have here.</p> |
| <p><b>Normative Organizational Commitment</b></p> <p>The employees with strong normative commitment will remain with an organization by virtue of their belief that it is the “right and moral” thing to do (Meyer and Allen, 1991)</p>                                   | <p>1<br/>2<br/>3<br/>4<br/>5<br/>6</p> | <p>I think people these days move from company to company too often.<br/>I do believe that person must always be loyal to his/her organization.<br/>One of the major reason I continue to work for this organization is that I believe that loyalty is importance &amp; therefore I feel a sense of moral obligation to remain.<br/>If I got another offer for a better job elsewhere I would not feel it was right to leave the organization.<br/>I was taught to believe in the value of remaining loyal to one organization.<br/>Things were better in the days when people stayed with one organization for most of their career.</p>   |
| <p><b>Job Satisfaction</b></p> <p>Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one’s job (Bhuiyan and Menguc, 2002)</p> | <p>1<br/>2<br/>3<br/>4<br/>5</p>       | <p>Overall, I am satisfied with the members in my work group.<br/>Overall, I am satisfied with my immediate supervisor.<br/>Overall, I am satisfied with my job now.<br/>Overall, I am satisfied with this organization, compared to other company.<br/>Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get from this organization.</p>   |

|  |          |   |
|--|----------|---|
|  | <b>6</b> | Most people in this organization are satisfied with the job that they are doing now.                          |
|  | <b>7</b> | I never thought of leaving this organization even though the present condition of this company is not stable. |

A 5-point Likert scale was utilized to gauge the dependent and independent variables. The respondents were requested to pick the degree to which he/she concurs with 1 being strongly disagree while 5 being strongly agree. The assessment scale is shown in Table 3.5.

**Table 3.5: Rating Scale**

|                   |          |         |       |                |
|-------------------|----------|---------|-------|----------------|
| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 1                 | 2        | 3       | 4     | 5              |

### 3.5 Data Collection Method

In this study, information was gathered by utilizing a structured survey comprising of 34 items. Authorization of the division head set before disseminating surveys. The items are written in two languages (English and Malay Language). The surveys were disseminated to workers and the importance of their participation in this study in assessing their job satisfaction is explained to the respondents. The respondents were given a day to answer and return the survey to the research by hand on the following day. Generally, every respondents took five minutes to answer the questionnaires.

### 3.6 Data Analysis Techniques

From the survey, several proves can be conducted should be possible, for example, checking the information for prissiness. The items were coded to allow for data analysis

by utilizing the Statistical Package for Social Sciences (SPSS). This is followed by the analysis and presentation of the demographic profile of respondents by using descriptive statistics. According to Zikmund (2010), descriptive analysis refers to the transformation of raw data into a form that will ease the understanding and interpretation of the research.

Second, the Cronbach Alpha test will be utilized as it is a popular tool used by many researcher to test for reliability (Sekaran, 2006). In the Cronbach alpha reliability analysis, as the Cronbach Alpha approaches 1.0, it shows higher internal consistency reliability. (Cronbach Alpha; Cronbach, 1946). Cronbach measures;

1. Reliability of less than 0.6 is considered poor.
2. Reliability in the range of 0.7 is considered acceptable.
3. Reliability of more than 0.8 is considered good.

Finally, Pearson correlation coefficient analysis will be utilized in order to determine whether there is a significant relationship between independent variables and the dependent variable. The scale model suggested by Davies (1971) is used to describe the relationship between the independent variables and the dependent variable as shown below:

1. 0.7 and above - a very strong relationship,
2. 0.50 to 0.69 - a strong relationship,
3. 0.30 to 0.49 - a moderate relationship,
4. 0.10 to 0.29 - a low correlation and
5. From 0.01 to 0.09 - a relationship which is very low.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter describes the demographic and independent variables based on the questionnaires answered by the employees of Kedah State Treasury. Our sample for this study is 84 employees. 76 employees returned the questionnaire from the original 84 employees. Thus, it can be deduced that the response rate is 90 percent. Statistical Package for the Social Sciences (SPSS) software was utilized to code and evaluate the questionnaire. The results of this study are produced in the form of reliability analysis, frequency analysis and descriptive analysis.

#### **4.2 Reliability Analysis**

Measuring the consistency and stability will enable the researcher to establish the reliability of a measure. How well the items measure a concept integrates together as a set is defined as consistency. Cronbach's Alpha is a reliability coefficient that presents and answer whether the items in a questionnaire are positively correlated to one another. Cronbach's Alpha is computed in terms of average intercorrelations among the items measuring the concept. According to Uma Sekaran (2013), as the value of Cronbach's

Alpha approaches 1, the internal consistency reliability is proven to be higher. The reliability of the instrument was computed using SPSS and the results are shown in Table 4.2

**Table 4.2:** *Testing reliability with Cronbach’s coefficient alpha*

| VARIABLES                             | NUMBER OF ITEMS | CRONBACH’S ALPHA |
|---------------------------------------|-----------------|------------------|
| Affective Organizational Commitment   | 7               | .7676            |
| Continuance Organizational Commitment | 7               | .8856            |
| Normative Organizational Commitment   | 6               | .6738            |
| Job satisfaction                      | 7               | .9147            |

Table 4.2 demonstrates that the results of Cronbach's Alpha were adequate (between 0.85 – 0.094) showing that questions in every construct measures a comparable idea. As proposed by Sekaran (2013) the reliability coefficient between 0.86 – 0.89 are generally found to be good while between 0.90 – 0.99 are considered to be excellent. According to the table Job Satisfaction scores the highest Cronbach’s Alpha with 0.9147 which shown an excellent reliability as well as Continuance Organizational Commitment. However as for Affective and Normative Organizational Commitment shows a satisfactory result.

### **4.3 Demographical Background of the Respondents Analysis**

The employees were asked to provide information on the following aspects: gender, age, race, marital status, educational level, monthly income and length of service. The respondents answered most of these questions / items appropriately and were calculated by

using frequency analysis. The following table shows the demographic background of the respondents data obtained.

**Table 4.3:** *Respondent demographic background*

| ITEM                     | NO.OF RESPONDENTS | PERCENTAGE |
|--------------------------|-------------------|------------|
| <b>GENDER</b>            |                   |            |
| Male                     | 26                | 34.2       |
| Female                   | 50                | 65.8       |
| <b>AGE</b>               |                   |            |
| 20 – 30 years old        | 16                | 21.1       |
| 31 – 40 years old        | 18                | 23.7       |
| 41 – 50 years old        | 24                | 31.6       |
| 51 – 60 years old        | 18                | 23.7       |
| 61 years old and above   | -                 | -          |
| <b>RACE</b>              |                   |            |
| Malay                    | 76                | 100        |
| Chinese                  | -                 | -          |
| Indian                   | -                 | -          |
| Others                   | -                 | -          |
| <b>MARITAL STATUS</b>    |                   |            |
| Single                   | 10                | 13.2       |
| Married                  | 62                | 81.6       |
| Divorced                 | 4                 | 5.3        |
| <b>EDUCATIONAL LEVEL</b> |                   |            |
| SPM                      | 25                | 32.9       |
| STPM                     | 12                | 15.8       |
| Diploma                  | 22                | 28.9       |
| Degree                   | 12                | 15.8       |
| Master Degree            | 5                 | 6.6        |
| PhD                      | -                 | -          |
| <b>MONTHLY INCOME</b>    |                   |            |
| Below than RM 1,000      | -                 | -          |
| RM 1,001 – RM 2,000      | 22                | 28.9       |
| RM 2,001 – RM 3,000      | 22                | 28.9       |
| RM 3,001 – RM 4,000      | 21                | 27.6       |

|                          |    |      |
|--------------------------|----|------|
| RM 4,001 – RM 5,000      | 5  | 6.6  |
| More than RM 5,000       | 6  | 7.9  |
| <b>LENGTH OF SERVICE</b> |    |      |
| Below than 1 year        | 4  | 5.3  |
| 1 – 3 years              | 8  | 10.5 |
| 3 – 6 years              | 8  | 10.5 |
| 6 – 9 years              | 13 | 17.1 |
| 9 – 12 years             | 5  | 6.6  |
| More than 12 years       | 38 | 50   |

Table 4.3 shows the results from the respondents' demographic background. The survey revealed 65.8 percent of the respondents were female while 34.2 percent were male. Additionally 31.6 percent of the total respondents were aged between 41 – 50 years old, 23.7 percent were between 31 – 40 years old while another 23.7 percent were between 51 – 60 years old and 21.1 percent were between 20 – 30 years old. All of the employees who work in Kedah State Treasury are Malay. Moreover, the sample consisted of single, married and divorced employees. The results indicate that 81.6 percent of the respondents were married, 13.2 percent were single and 5.3 percent had divorced. The statistical data shows that a greater part of the respondents involved in this study were married. With regard to level of education, 32.9 percent had SPM, 15.8 percent were in possession of STPM, 28.9 percent had a diploma, 15.8 percent had a university degree and 6.6 percent had a master degree.

As for the monthly income, 28.9 percent of the respondents earned between RM 1,001 – RM 2,000. 28.9 percent earned between RM 2,001 – RM 3,000 and 27.6 percent earned between RM 3,001 – RM 4,000. However 7.9 percent earned more than RM 5,000 per month and 6.6 percent earned between RM 4,001 – RM 5,000 in a month. In this survey 50 percent of the respondents had more than 12 years of service, 17.1 percent had 6 – 9



years of service, 10.5 percent had 1 – 3 years of service while another 10.5 percent had 3 – years of service. However, only 5.3 percent of the respondents had less than a year of service.

#### 4.4 Organizational Commitment Analysis

In this part of the survey the employees were asked to indicate their level of engagement, loyalty and desire to remain in the organization. The descriptive statistical techniques were performs to collect information by using the quantitative descriptive such as means and standard deviation to determine affective, continuance and normative organizational commitments among the employees of Kedah State Treasury.

##### 4.4.1 Employees Affective Organizational Commitment Analysis

For this section employees were measured according to their emotional attachment to Kedah State Treasury and the results are shown in Table 4.4.1.

**Table 4.4.1:** *Kedah State Treasury employees’ affective organizational commitment*

| AFFECTIVE ORGANIZATIONAL COMMITMENT                                    | STRONGLY DISAGREE | DISAGREE | MODERATE | AGREE | STRONGLY AGREE | MEAN   | STANDARD DEVIATION | RANKING |
|--|-------------------|----------|----------|-------|----------------|--------|--------------------|---------|
| I would be happy to spend the rest of my career with this organization | 2                 | 1        | 8        | 40    | 25             | 4.1184 | .84801             | 1       |
| I enjoy discussing my organization with people outside it              | 7                 | 22       | 17       | 25    | 5              | 2.9868 | 1.12538            | 7       |
| I really feel as if this organization’s problems are my own            | 2                 | 8        | 23       | 34    | 9              | 3.5263 | .93057             | 6       |

|  |   |   |    |    |    |        |        |   |
|--|---|---|----|----|----|--------|--------|---|
| I do feel like 'part of family' of this organization                 | - | 2 | 18 | 39 | 17 | 3.9342 | .75429 | 3 |
| I do feel 'emotionally attached' to this organization                | - | 5 | 24 | 40 | 7  | 3.6533 | .73925 | 4 |
| This organization has a 'sentimental value' to me                    | 1 | 5 | 26 | 33 | 11 | 3.6316 | .86166 | 5 |
| I do feel a strong sense of belonging to this organization           | - | 2 | 12 | 50 | 12 | 3.9474 | .65105 | 2 |
| Overall employees measurement on affective organizational commitment |   |   |    |    |    | 3.6845 | .55393 |   |

It can be seen in Table 4.4.1 that almost 85.5 percent of the employees agreed or strongly agreed to spend the rest of their career with Kedah State Treasury. Nearly 40 percent of the employees appreciate talking about their organization with individuals outside it. 56.6 percent of the employees view the organization's problems as their own problem. 73.7 percent of the employees feel like they are part of the family for this organization. Out of 76 employees 61.8 percent of them feel emotionally attached with Kedah State Treasury department. Moreover, 57.8 percent of them stated that this organization has sentimental value to them and 81.5 percent feel a solid sense of belonging with this organization. The descriptive statistical method revealed that the employees has an emotional attachment toward the organization (Mean = 3.6845 and Standard Deviation = .55393)

#### **4.4.2 Employees Continuance Organizational Commitment Analysis**

As in this section employees were measured according to their commitment to remain with Kedah State Treasury and the results are shown in Table 4.4.2.

**Table 4.4.2:** *Kedah State Treasury employees' continuance organizational commitment*

| <b>CONTINUANCE ORGANIZATIONAL COMMITMENT</b>  | <b>STRONGLY DISAGREE</b> | <b>DISAGREE</b> | <b>MODERATE</b> | <b>AGREE</b> | <b>STRONGLY AGREE</b> | <b>MEAN</b> | <b>STANDARD DEVIATION</b> | <b>RANKING</b> |
|---|--------------------------|-----------------|-----------------|--------------|-----------------------|-------------|---------------------------|----------------|
| I am afraid of what might happen if I quit my job without having another one lined up   | 4                        | 10              | 12              | 24           | 26                    | 3.7632      | 1.20961                   | 3              |
| It would be very hard for me to leave this organization right now even if I wanted to   | 3                        | 8               | 18              | 38           | 9                     | 3.5526      | .97152                    | 4              |
| My life would be disrupted if I decided to leave this organization now  | 3                        | 15              | 18              | 32           | 8                     | 3.3553      | 1.04184                   | 6              |
| Right now, staying with this organization is a matter of necessity as much as desire  | -                        | 4               | 13              | 36           | 23                    | 4.0263      | .83224                    | 1              |
| I feel that I have a few options to consider leaving this organization  | 2                        | 14              | 24              | 31           | 5                     | 3.3026      | .9836                     | 7              |
| One of the few serious consequences of leaving this organization would be scarcity of available alternatives                    | 2                        | 26              | 21              | 17           | 10                    | 3.921       | 1.09761                   | 2              |
| One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice | 3                        | 12              | 19              | 33           | 9                     | 3.4342      | 1.02418                   | 5              |
| Overall employees measurement on continuance organizational commitment  |                          |                 |                 |              |                       | 3.5038      | .78748                    |                |

Based on Table 4.4.2, nearly 77.6 percent of Kedah State Treasury employees' agreed and strongly agreed that staying with at this moment is a matter of necessity as much as desire. Moreover, 65.7 percent of the workers are apprehensive of what may happen in the event that they leave their place of employment without having another lined up. In total well over half of the employees (61.8 percent) agreed that it would be hard for them to leave Kedah State Treasury at this moment regardless of the fact that they needed to. Almost 50 percent of the employees strongly disagreed and disagreed that their life would be disturbed on the off chance that they chose to leave this organization now. Furthermore, less than 40

percent of the Kedah State Treasury employees' strongly disagree and disagree that there are scarcity of available alternatives for them if they intended to leave this organization. However out of 76 employees 55.2 percent of them strongly agree and agree that one of the major reasons for them to continue to work with Kedah State Treasury because they will have to sacrifice the benefits that they received if they decide to work with other organization. Finally, less than half of the employees (21 percent) strongly disagreed and disagreed that they have a couple of alternatives to consider leaving this association. Thus it is revealed that the Kedah State Treasury employees' are committed to remain with the organization (Mean = 3.5038 and Standard Deviation = .78748).

#### 4.4.3 Employees Normative Organizational Commitment Analysis

In this section the Kedah State Treasury employees are measured according to their loyalty to the organization and the results are shown in Table 4.4.3

**Table 4.4.3:** *Kedah State Treasury employees' normative organizational commitment*

| <b>NORMATIVE ORGANIZATIONAL COMMITMENT</b>  | <b>STRONGLY DISAGREE</b> | <b>DISAGREE</b> | <b>MODERATE</b> | <b>AGREE</b> | <b>STRONGLY AGREE</b> | <b>MEAN</b> | <b>STANDARD DEVIATION</b> | <b>RANKING</b> |
|---|--------------------------|-----------------|-----------------|--------------|-----------------------|-------------|---------------------------|----------------|
| I think people these days move from company to company  | 2                        | 8               | 36              | 28           | 2                     | 3.2667      | .78881                    | 6              |
| I do believe that a person must always be loyal to his / her organization   | -                        | -               | 14              | 44           | 18                    | 4.0526      | .65105                    | 1              |
| One of the major reasons I continue to work for this organization is that I believe loyalty is important and therefore I feel sense of moral obligation to remain | -                        | 2               | 14              | 44           | 16                    | 3.9737      | .71131                    | 2              |

|   |   |    |    |    |    |        |        |   |
|---|---|----|----|----|----|--------|--------|---|
| If I got another offer for a better job elsewhere I would not feel it was right to leave the organization | - | 10 | 31 | 29 | 6  | 3.4079 | .81939 | 5 |
| I was taught to believe in the value of remaining loyal to one organization                               | - | 5  | 15 | 43 | 13 | 3.8421 | .78405 | 4 |
| Things were better in the days when people stayed with one organization for most of their career life     | 1 | 1  | 16 | 48 | 10 | 3.8553 | .70624 | 3 |
| Overall employees measurement on normative organizational commitment                                      |   |    |    |    |    | 3.7339 | .45969 |   |

The results from Table 4.4.3 show nearly majority of the employees (81.5 percent) strongly agree and agree that an individual must be dependably faithful to their organization. Besides that 78.9 percent of them strongly agree and agree that one of the major reasons they keep on working with Kedah State Treasury since they trust that dedication is imperative and they feel a sense of obligation to remain. However 13.1 percent of the employees stated that they feel it is right to leave the organization in the event that they received another offer for a superior opportunity somewhere else. 73.6 percent of the workers strongly agreed and agreed that were taught to be faithful to one organization and a small percent of them (2.6 percent) expressed that things were better in the days if individuals stayed in more than one organization for the majority of their career life . Only 13.1 percent of Kedah State Treasury employees' strongly disagree and disagree that people nowadays is job hoppers who prefer to jump between companies. Descriptive statistics were calculated and indicates that the employees of Kedah State Treasure are loyal to the organization (Mean = 3.7339 and Standard Deviation = .45969).

#### 4.5 Employees Job Satisfaction Analysis

This section is to explore the employees' job satisfaction with Kedah State Treasury and the results were shown in Table 4.5

**Table 4.5:** *Kedah State Treasury employees' job satisfaction*

| JOB SATISFACTION   | STRONGLY DISAGREE | DISAGREE | MODERATE | AGREE | STRONGLY AGREE | MEAN   | STANDARD DEVIATION | RANKING |
|--|-------------------|----------|----------|-------|----------------|--------|--------------------|---------|
| All in all, I am satisfied with the members in my work group   | -                 | 1        | 10       | 47    | 18             | 4.0789 | .64834             | 2       |
| All in all, I am satisfied with my immediate supervisor  | -                 | -        | 13       | 47    | 16             | 4.0400 | .62054             | 4       |
| All in all, I am satisfied with my job now   | -                 | -        | 12       | 43    | 21             | 4.1184 | .62523             | 1       |
| All in all, I am satisfied with this organization, compared to other company   | -                 | 1        | 10       | 47    | 18             | 4.0789 | .64834             | 2       |
| Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization | 1                 | 2        | 18       | 40    | 15             | 3.8684 | .80568             | 5       |
| Most people in this organization are satisfied with the job that done now  | -                 | 2        | 23       | 39    | 12             | 3.8026 | .73066             | 6       |
| I never thought to leaving this organization even the condition of this company is not stable for this moment                    | -                 | 8        | 19       | 38    | 11             | 3.6842 | .85183             | 7       |
| Overall employees satisfaction working in Kedah State Treasury   |                   |          |          |       |                | 3.9595 | .58023             |         |

Table 4.5 shows only 1.31 percent from 76 employees stated that he or she is dissatisfied with Kedah State Treasury compared to other organization. Meanwhile, only 1 employee or 1.31 percent did not satisfy with the members in his / her work group. Nearly 82.8 percent of the employees are satisfied with their immediate supervisor. Majority of Kedah State Treasury employees are satisfied with their current job. Nevertheless 55 employees

or 72.3 percent of them satisfied with their pay and benefits they received because of their skills and level of education they had. 67.1 percent of the employees stated most people in Kedah State Treasury are satisfied with the job that done now. Finally, only 10.5 percent of Kedah State Treasury employees expressed that they will leave this association despite the state of this organization is steady. Overall the employees of Kedah State Treasury are satisfied with their current job. (Mean = 3.9595 and Standard Deviation = .58023).

#### **4.6 Hypothesis Testing**

In this part the analysis is conducted to determine if there is any relationship between organizational commitment and job satisfaction among employees of Kedah State Treasury. In addition, it is vital, to analyse the relationship between each components of organizational commitments with job satisfaction in order to prove either the hypothesis is accepted or vice versa.

##### **4.6.1 Analyse the Significant Relationship between Organizational Commitment and Job Satisfaction among Employees of Kedah State Treasury**

*H<sub>1</sub>: There is the significant relationship between organizational commitment and job satisfaction.*

**Table 4.6.1:** *Correlation between Organizational Commitment and Job satisfaction*

|                           |                     | Organizational Commitment | Job satisfaction |
|---------------------------|---------------------|---------------------------|------------------|
| Organizational Commitment | Pearson Correlation | 1                         | .617**           |
|                           | Sig. (2-tailed)     |                           | .000             |
|                           | N                   | 76                        | 76               |
| Job satisfaction          | Pearson Correlation | .617**                    | 1                |
|                           | Sig. (2-tailed)     | .000                      |                  |
|                           | N                   | 76                        | 76               |

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

Table 4.6.1 shows the result of Pearson correlation that the relationship between organizational commitment and job satisfaction among employees of Kedah State Treasury is strong ( $r = .617$ ). The table further reveals that the Sig. value is .000 and this value is less than .01, therefore the result shows a significant relationship between organizational commitment and their job satisfaction. Therefore, based on the results from the correlation analysis (Pearson Correlation) in Table 4.6, it indicates that there are significant relationship between organizational commitments with job satisfaction (hypothesis accepted). Meanwhile, the next section is devoted to answer the research question as well as to prove the hypothesis of this research by analysing the relationship of the each components of organizational commitment with job satisfaction.



**4.6.2 Analyse the Significant Relationship between each components of Organizational Commitment (Affective Commitment, Continuance Commitment and Normative Commitment) with Job Satisfaction among Employees of Kedah State Treasury**

*H<sub>a</sub>: There is the significant relationship between affective commitment and job satisfaction.*

*H<sub>b</sub>: There is the significant relationship between continuance commitment and job satisfaction.*

*H<sub>c</sub>: There is the significant relationship between normative commitment and job satisfaction.*



**Table 4.6.2:** *Correlation between each components of Organizational Commitment with Job satisfaction.*

|                                       |                     | Affective Organizational Commitment | Continuance Organizational Commitment | Normative Organizational Commitment | Job satisfaction |
|---------------------------------------|---------------------|-------------------------------------|---------------------------------------|-------------------------------------|------------------|
| Affective Organizational Commitment   | Pearson Correlation | 1                                   | .302**                                | .394**                              | .610**           |
|                                       | Sig. (2-tailed)     |                                     | .008                                  | .000                                | .000             |
|                                       | N                   | 76                                  | 76                                    | 76                                  | 76               |
| Continuance Organizational Commitment | Pearson Correlation | .302**                              | 1                                     | .425**                              | .315**           |
|                                       | Sig. (2-tailed)     | .008                                |                                       | .000                                | .006             |
|                                       | N                   | 76                                  | 76                                    | 76                                  | 76               |
| Normative Organizational Commitment   | Pearson Correlation | .394**                              | .425**                                | 1                                   | .604**           |
|                                       | Sig. (2-tailed)     | .000                                | .000                                  |                                     | .000             |
|                                       | N                   | 76                                  | 76                                    | 76                                  | 76               |
| Job satisfaction                      | Pearson Correlation | .610**                              | .315**                                | .604**                              | 1                |
|                                       | Sig. (2-tailed)     | .000                                | .006                                  | .000                                |                  |
|                                       | N                   | 76                                  | 76                                    | 76                                  | 76               |

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

The above table shows the result of Pearson correlation between the components of organizational commitment with job satisfaction among employees of Kedah State Treasury. Firstly, the result of Pearson correlation indicates that the relationship between affective organizational commitment and job satisfaction among employees of Kedah State Treasury is strong ( $r = .610$ ). The table further reveals that the Sig. value is .000 and this value is less than .01, therefore the result shows a significant relationship between affective

organizational commitment and their job satisfaction. In light of this matter, the hypothesis (H<sub>a</sub>) is accepted.

Secondly, Table 4.6.2 also shows the relationship between continuance organizational commitment and job satisfaction among employees of Kedah State Treasury is moderate ( $r = .315$ ). The table further reveals that the Sig. value is .006 and this value is less than .01, therefore the result shows a significant relationship between continuance organizational commitment and their job satisfaction. Therefore, the hypothesis (H<sub>b</sub>) is accepted.

Finally, the result of Pearson correlation also indicates that the relationship between normative organizational commitment and job satisfaction among employees of Kedah State Treasury is strong ( $r = .604$ ). The table further reveals that the Sig. value is .000 and this value is less than .01, therefore the result shows a significant relationship between normative organizational commitment and their job satisfaction and the hypothesis (H<sub>c</sub>) is accepted.

## **CHAPTER 5**

### **DISCUSSION, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

The purposes of this research are to investigate and identify the association between the elements of organizational commitment and their job satisfaction in the Kedah State Treasury. In this chapter, the findings from this study is discusses in accordance to the research objectives. Furthermore, the last chapter of this study also concludes the findings and provides recommendations toward better improvements of the organization.

#### **5.2 Discussion on the Research Objectives**

The descriptive and inferential analyses are associated with the research objectives and it is discussed accordingly for arriving at conclusions. The detail discussions for this study are as follow:-

##### **5.2.1 Discussion on the Relationship between Organizational Commitment and Job Satisfaction among Employees of Kedah State Treasury**

This research goal is investigate the relationship between the elements of organizational commitment such as affective, continuance and normative with the employees' job satisfaction in Kedah State Treasury. The result for affective organizational commitment shows that there

is a significant strong positive relationship with the employees' job satisfaction (refer Table 4.6.2). Referring to Table 4.4.1 it is found that overall employees of Kedah State Treasury has emotional attachment with the organization and the result is in line with *Tsai and Huang (2008)* findings which stated that one's emotional involvement in the organization in the form of feelings of love in the organization that made the employees feel connected to the organization. In addition the descriptive statistical results from the table show that the employees are happy with their career and they feel like part of the family with strong sense of belonging which created their job satisfaction in this organization.

The following result on continuance organizational commitment shows there is a moderate positive relationship with the employees' job satisfaction as indicates in table 4.6.2. It is discovered that they are committed to remain with Kedah State Treasury because as of now staying in this organization is a matter of need as much as desire. This result is in line with *Meyer and Allen in English et.al (2010)* illustration on the on-going commitment for the requirement for people to stay with the organization as a result of the acknowledgment of costs connected with leaving the organization.

According to *English et.al (2010)* in his study he explained that the normative commitment is a reflection of an employee feeling who is obliged to maintain in the organization because he is loyal and will remain in the organization. The study is in line with the result because from the descriptive statistic it shows the employees of Kedah State Treasury are loyal to the organization. The main reason is they believed that an individual should be faithful to his/her organization (refer to table 4.6.2 on measuring normative organizational commitment) and the reason supports *Jha (2011)* finding that normative commitment is a natural tendency to be loyal and committed to the institution or organization. Hence, it shows a strong positive relationship between the normative commitment and their job satisfaction.

This study also found that amongst the three components of independent variables, affective organizational commitment has strong relationship with job satisfaction. Luchak, Pohler and Gellatly (2008), suggest that employees who are emotionally connected to their organization are likely to remain with the organization past the age that would benefit them the most by retiring. This shows that to some employees, it is about the sense of belonging with the organization.

## **5.3 Recommendation**

### **5.3.1 Recommendation to the Kedah State Treasury**

After an extensive research work it becomes understandable that job satisfaction is the key element for the employees of Kedah State Treasury to carry out their duties to the public. Based on the findings of this study there are some recommendations or suggestion that can be adapted by Kedah State Treasury to maintain the employees' job satisfaction and loyalty in order to increase the productivities and performance of the organization in the future. The recommendations / suggestion are as follow:-

- To maintain employees' satisfaction in Kedah State Treasury department is important. Therefore it is recommended for the immediate superior to plan a fun event for the employees. For example a barbecue for all the employees once a month out behind the building. This can adds a great deal of fun to the workplace and also creates an esprit de corps among the workers, because not only do they have a barbecue to look forward to but they also get to meet and talk to their co – workers on a social level event.
- Head of Kedah State Treasury can gather the employees on a social basis twice a year. This might involve everyone in the department (and their families) attending a football game to support their team in the Super League or attending a cookout at a local park

on a Saturday afternoon and everyone brings a covered dish. This is another way to maintain the employees' job satisfaction within the organization.

- The immediate superior can create excitement, inspiration and energy within the department. One of the best ways of doing this is to make sure that the immediate superior walk around the department and pop into people's offices for no reason, sit down and have a chat to find out how they're doing. If for some reason they're discouraged or moody, it's up to the immediate superior to try to help them get in a more positive mind-set. Make it as a regular basis with every employee's in the department and this is a great way to build and maintain their job satisfaction.
- Head of Kedah State Treasury can write small note cards to every staff in order to thank them and appreciate them when they did outstanding work. These cards will then have the name of employees embedded on the top and were handwritten and signed by the head of the department. This illustrates that providing rewards for outstanding performance does not require high cost.
- Many times, the workers perform at an extraordinary level all year. Nevertheless, they are rarely rewarded or provided with any feedback for improvements. The employees are not told how well they are doing until the annual performance review. To think that in today's age of immediacy, in the fast – paced world live in, it is quite illogical for an employee to wait 12 months (or longer) to receive productive feedback. Avoid writing the positive points of an employee on a paper and just dropping it off and try to be initiative by pointing it out at that time. By doing this, firstly, it will continuously motivate the employees as they feel that they are being appreciated and acknowledged.

Secondly, with the sense of immediacy and respond quickly, there is a higher chance for employees to remember what they did and will repeat the behaviour.

Therefore it is necessary for the higher management of Kedah State Treasury to appease the workers who will turn out to be exceptionally energetic with great work confidence and will then work all the more successfully and effectively.

### **5.3.2 Recommendation for Future Researchers**

Based on the findings of studies carried out, the number of proposals put forward for emphasis on factors such as the following:

- Study on job satisfaction and commitment toward the organization can be extended to several finance departments in each state. It is important to see the comparison between the level of job satisfaction and organizational commitment in each state for the purpose of improving commitment to the organization.
- This study only apply quantitative methods, the use of questionnaires as the main medium. The next review is expected to be further strengthened if methods of interviews and observations were carried out.
- Future studies can be carried out using a number of different variables to see the relationship of organizational commitment in the workplace.

### **5.4 Conclusion**

Employee's job satisfaction has a major impact on Kedah State Treasury department because it has a positive effect on the individual to carry out with a good work and provides commitment to the public and the organization as well. The effectiveness of Kedah State Treasury is depends



on the employees' satisfaction with the work and the more they satisfied with the organization the more productive they are compared to those who are dissatisfied. The aim of this study is to determine the relationship between the components of organizational commitment and job satisfaction among staff in the Kedah State Treasury. From this study it can concluded that:-

- Overall the employees of Kedah State Treasury are satisfied with their present jobs, co – workers and immediate supervisors (refer table 4.5). Therefore the findings are consistent with *Rivai (2004)* study that indicated the work itself, supervision and co – workers are used to measure job satisfaction.
- There is a positive significant relationship between organizational commitment and the employees' job satisfaction. Normative commitment is the most important aspect (Mean = 3.7339 and Standard Deviation = .45969) relates to job satisfaction and followed by affective commitment (Mean = 3.6845 and Standard Deviation = .55393) and continuance commitment (Mean = 3.5038 and Standard Deviation = .78748). Therefore organizational commitment has an influence in determining an employee job satisfaction in Kedah State Treasury department.
- Descriptive statistic for normative commitment was calculated and shows that the employees of Kedah State Treasure are loyal to the organization because almost 81.5 percent of them believed a person must be loyal to his / her organization. For affective commitment result, it shows that 85.5 percent of the Kedah State Treasury employees are happy to spend the rest of their career with this organization. As for continuance commitment 77.6 percent of the employees stated that staying with Kedah State Treasury for this moment because a matter of necessity as much as desire.

The result is in line with *Gun Lu et al. (2009)* research that shows there is a positive relationship between organizational commitment and job satisfaction. When a person's job satisfaction such as satisfied with present jobs, co – workers and immediate supervisors increases then at that moment his / her commitment such as loyalty to the organization will be increase as well.



## REFERENCES

- Allen, N.J. and Meyer, J.P. (1990) 'The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization', *Journal of Occupational Psychology*, 63, 1–18.
- Berry, J. W. (1997). Immigration, acculturation and adaptation. *Applied Psychology*, 46, 5–68.
- Bhuiyan, S. N. & Menguc, B. (2002). An Extension And Evaluation Of Job Characteristics, Organizational Commitment And Job Satisfaction In An Expatriate, Guest Worker, Sales Setting. *Journal of Personal Selling & Sales Management*, 22(1), 1-11.
- Climate Types, Facets of Job Satisfaction, and the Three Components of Organizational Commitment: A Study of Nurses in Taiwan. *Journal of Business Ethics*. Vol. 3, No. 8, pp 65–581.
- Cote, S., & Heslin, P. (2003). 'Job Satisfaction and Organizational Commitment'.
- English, Brian., Morrison, David., Chalon, Christopher. (2010). Moderator effects of organizational tenure on the relationship between psychological climate and affective commitment, *Journal of Management Development*, Vol 29, Iss 4. pp 394 – 408.
- Feinstein, A. (2002). *A Study Of Relationships Between Job Satisfaction And Organizational Commitment Among Restaurant Employees*. William F. Harrah College Of Hotel Administration University Of Nevada, Las Vegas.
- Feinstein, A. H. (2000). A Study of Relationships between Job Satisfaction and Organizational Commitment among Restaurant Employees, *Departement of Food and Beverage*, University of Nevada, Las Vegas.
- Fiorita, J. A., Bozeman, D. P., Young, A., Meurs, J. A. (2007). Organization Commitment, Human Resource Practices, And Organization Characteristic. *Journal Of Managerial Issues* 19(2), 186-207.
- Gunlu, Ebru., Aksarayli, Mehmet., Sahin Perçin, Nilüfer. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey, *International Journal of Contemporary Hospitality Management*, Vol 22, Iss 5. pp 693 – 717.
- Handoko, Hani. (1998). **Manajemen Personalia dan Sumber Daya Manusia**. BPFE. Yogyakarta.
- Handoko, T.H. (2001). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta : BPFE Press.
- James Boles, Ramana Madupalli, Brian Rutherford, John Andy Wood. (2007). The Relationship of Facets of Salesperson Job Satisfaction With Affective Organizational Commitment, *Journal of Business & Industrial Marketing*, Vol 22, Iss 5. pp 311 – 321.

- Jha, Sumi. (2011). Influence of psychological empowerment on affective, normative and continuance commitment: A study in the Indian IT industry, *Journal of Indian Business Research, Vol 3, Iss 4. pp 263 – 282.*
- Locke, E. A. (1976). *Organizational Behavior: Effect in the Workplace.* Annual Review of Psychology.
- Luthans, F. (1998). *Organisational Behaviour.* (8th ed). Boston: Irwin McGraw-Hill.
- Luthans, Fred. (2006). *Organizational Behavior.* Ninth edition. New York: McGraw Hill.
- Mathieu, J.E. and D. M. Zajac. (1990). A Review and Meta-Analysis of the Antecedents, Correlates and Consequences of Organizational Commitment, *Psychological Bulletin, Vol. 108, No. 2, pg.171-194.*
- Mathis, R.L dan Jackson. (2011). *Human Resource Management.* Jakarta : Salemba Empat.
- Sekaran, U. (2006). *Research Methods For Business: A Skill Building Approach.* (4ed.). New Delhi: Sharda Ofsett Press.
- Mathis, Robert.L, & John Jackson. (2001). **Manajemen Sumber Daya Manusia.** PT. Salemba Empat. Jakarta.
- Meyer, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (2002). Affective, Continuance, And Normative Commitment To The Organization: A Meta-Analysis Of Antecedents, Correlates, And Consequences. *Journal of Vocational Behavior, 61, 20-52.*
- Meyer, John P., Stanley, David J., Herscovitch, Lynne., and Topolnytsky, Laryssa. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences, *Journal of Vocational Behaviour, Vol 6. Pp. 20 - 52.*
- Mowday, R., Porter, L., & Steers, R. (1982). Employee—Organization Linkages: The Psychology Of Commitment, Absenteeism, And Turnover. New York: Academic Press.
- Mowday, R., Porter, L., & Steers, R. (1982). Employee—Organization Linkages: The Psychology Of Commitment, Absenteeism, And Turnover. New York: Academic Press.
- Murray, L. P., Gregoire, M. B., & Downey, R. G. (1991), “Organizational Commitment Of Management Employees In Restaurant Operations”, *Hospitality Research Journal, 14, 339 348.*
- Naderi Anari, Nahid. (2012). *Teachers: emotional intelligence, job satisfaction, and organizational commitment, Vol 24, Iss 4. pp 256 – 269.*
- Nelson A, Silvia. (2012). Affective commitment of generational cohorts of Brazilian nurses. *Journal of Manpower, Vol 33, Iss 7. pp 804 – 821.*
- Rahim Abdullah (1996). Asas Pengurusan. Kuala Lumpur: Utusan Publishing And Distributions.

- Riggio, R. E. (2000). *Introduction to industrial/organizational psychology*. Upper Saddle River, NJ: Prentice-Hall.
- Rivai, Veithzal. (2004). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Jakarta : PT. Raja Grafindo Persada.
- Robbins, S dan Judge, T.A. (2008). *Perilaku Organisasi*. Jakarta : Salemba Empat.
- Sabitha Marican (2006). *Penyelidikan sains sosial*. Selangor: Edusystem Sdn. Bhd.
- Sopiah. (2008). *Perilaku Organisasional*. Yogyakarta : Penerbit Andi.
- Spector, P.E. (1997). *Job Satisfaction*. USA : SAGE Publications, Inc.
- Speeches Dato 'Sri Mohd Najib Bin Tun Haji Abdul Razak, Prime Minister of Malaysia: Perdana Hall, Hall A and Hall B, icc, Putrajaya dated 08/03/2012 Titled: Civil Servants Special Assembly with the Prime Minister of Malaysia.*
- Suharsimi (2002). *Prosedur Penelitian Suatu Pendekatan Praktis*. Rinek Cipta, Jakarta.
- Susanty, A., Miradipta, R., & Jie, F. (2013). Analysis of the effect of attitude toward works, organizational commitment, and job satisfaction, on employee's job performance. *European Journal of Business and Social Sciences*, 1(10), 15–24.
- Suwatno, H dan Priansa, D.J. (2011). *Manajemen SDM dalam Organisasi Publik dan Bisnis*. Bandung : Alfabeta.
- Tsai, Ming-Tien and Huang, Chun-Chen. (2008). The Relationship among Ethical.
- Uma Sekaran. (2003). *Research methods for business: A skill building approach*. (Fourth Edition). New York: John Wiley and Sons.
- Umar, Husein. (2010). *Desain Penelitian MSDM dan Perilaku Karyawan*. Jakarta : PT Raja Grafindo Persada.
- Wang, Xiaohui. (2007). Learning, job satisfaction and commitment: an empirical study of organizations in china, *Vol 1, No 3. Pp 167 – 179*.
- Wild, R., and Dawson, J. A. (1972). The Relationship Of Specific Job Attitudes With Overall Job Satisfaction And The Influence Of Biographical Variables. *Journal Of Management Studies*, 9, 150-157.
- Zikmund, W. G., Babin, B. J., Carr, J. C. & Griffin, M. (2010). *Business Research Methods* (8ed.). Canada: South Western.