

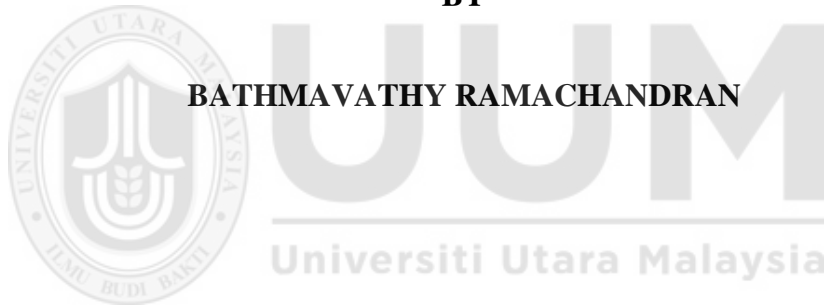
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**PERCEIVED ORGANIZATIONAL SUPPORT, PERCEIVED SUPERVISORY
SUPPORT, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT
AMONG EMPLOYEES IN COMPANIES AT WESPORTS**

BY

BATHMAVATHY RAMACHANDRAN



**THESIS SUBMITTED TO
SCHOOL OF BUSINESS MANAGEMENT, COLLEGE OF BUSINESS
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MASTER OF HUMAN RESOURCES MANAGEMENT**



Pusat Pengajian Pengurusan
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(Name of 1st Supervisor)

Tandatangan :

(Signature)

Nama Penyelia Kedua : **DR. CHOO LING SUAN**

(Name of 2nd Supervisor)

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ABSTRACT

The main objective of this study was to investigate the relationship between perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment among employees in Malaysia shipping industry. Perceived organizational support, perceived supervisory support, job satisfaction are independent variables and organizational commitment is the dependent variables. This study used convenience sampling. 200 questionnaires were distributed in Ocean Alliance or west ports shipping organization in Klang valley and 182 questionnaires were returned. Questionnaire was used to collect the data. Data were analyzed using SPSS software version 23. Analyses used such as reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The Pearson correlation analysis revealed a positive and significant relationship between Perceived organizational support, perceived supervisory support, job satisfaction and organizational commitment. The results of regression analysis showed 23% of the factor perceived organizational support, perceived supervisory support, job satisfaction in this study contributed to the organizational commitment. The regression results indicated perceived supervisory support does not indicated significant relationship with organizational commitment, whereas perceived organizational support, and job satisfaction have positive and significant relationship with organizational commitment.

Keywords: *Perceived organizational support, perceived supervisory support, job satisfaction, organizational commitment*

ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan antara persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja dan komitmen organisasi dalam kalangan pekerja di industri perkapalan Malaysia. Persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, dan kepuasan kerja adalah pembolehubah bebas dan komitmen organisasi adalah pembolehubah bersandar. Kajian ini menggunakan persampelan rawak mudah. 200 soal selidik diedarkan di Ocean Alliance atau organisasi perkapalan West Ports di Lembah Klang dan hanya 182 soal selidik yang telah dikembalikan. Data dikumpulkan melalui tinjauan soal selidik. Data dianalisa menggunakan perisian SPSS versi 23. Analisis yang digunakan ialah analisis kebolehpercayaan, analisis deskriptif, analisis korelasi (Analisis Korelasi Pearson) dan analisis regresi (Analisis Regresi Berganda). Analisis korelasi Pearson menunjukkan hubungan positif dan signifikan antara persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja dan komitmen organisasi. Hasil analisis regresi menunjukkan 23% dari faktor persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, dan kepuasan kerja dalam kajian ini menyumbang kepada komitmen organisasi. Hasil regresi menunjukkan Persepsi terhadap sokongan penyeliaan tidak menunjukkan hubungan yang signifikan dengan komitmen organisasi, sedangkan persepsi terhadap sokongan organisasi, dan kepuasan kerja mempunyai hubungan positif dan signifikan dengan komitmen organisasi.

Kata kunci: *Persepsi terhadap sokongan organisasi, persepsi terhadap sokongan penyeliaan, kepuasan kerja, komitmen organisasi*

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LIST OF ABBREVIATIONS

POS	Perceived Organizational Support
PSS	Perceived Supervisory Support
OC	Organizational Commitment
AC	Affective Commitment
NC	Normative Commitment
CC	Continuance Commitment
SPSS	Statistical Package for Social Science
OST	Organizational Support Theory
SET	Social Exchange Theory



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter will be covered on research background, problem statement, research questions, research objectives, and the significance of the study.

1.2 Background of the study

Organizational commitment is significantly related to job performance, particularly inorganizational citizenship behaviors, unethical behavior, absenteeism, and turnover (Griffeth, Hom, & Gaertner, 2000; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In 21st century, management paradigms of organizations are becoming more puzzling of human. Organizations need their entire employee to contribute their opinions, creativity and ideas to improve overall production value in different sectors to reach the organization goals. Commitment to organizations is an attitude, which is important because it contributes to the organizational goals. Employees who are committed to their work will help produce a good output, productions and achieve high quality performance at the highest standard. According to Zakaria (2002), those who appreciate the vision, mission and objectives of the organization able to meet the needs of the organizational goals that were set by the managements.

With strong commitments employees would have less work pressures and produce more competitive and quality work compare to those who are less committed to the organization.

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APPENDICES

Appendix A: Questionnaire Survey



SURVEY QUESTIONNAIRE

A SURVEY ON ORGANIZATIONAL COMMITMENT AMONG GENERATION Y

Dear participants,

I am Master of Human Resource Management student of Universiti Utara Malaysia and conducting a survey entitled “The Relationship between Perceived Organizational Support, Perceived Supervisory Support and Organizational Commitment among Generation Y in Shipping Industry” to fulfil the Master’s requirement of the university.

The information that you provide for the purpose of this study will be **STRICTLY CONFIDENTIAL** and for academic purpose only. Hence, your honest and accurate information are very much needed and appreciated.

I understand of your tight schedule and would appreciate if you could spend 10-15 minutes of your precious time to complete this questionnaire. If you have any questions or concern, please feel free to contact me.

Thank you so much for your time and cooperation.

Yours sincerely,

Bathmavathy Ramachandran
No h/p : 010-4338876
E-mail: bathmavathyb@yahoo.com

Supervisor: Dr. Hadziroh Ibrahim
No Tel: (604)-9285656
E-mail: hadziroh@uum.edu.my

Section A: Demographic Profile

Please tick (/) the most accurate answer.

1- Age : _____

No				
2	Gender:			
	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
3	Race:			
	Malay	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
	Indian	<input type="checkbox"/>	Others	<input type="checkbox"/>
4	Marital Status:			
	Single	<input type="checkbox"/>	Married	<input type="checkbox"/>
	Divorce	<input type="checkbox"/>		
5	Position:			
	Top Management	<input type="checkbox"/>	Middle Management	<input type="checkbox"/>
	Operating Management	<input type="checkbox"/>	Customer Specialist	<input type="checkbox"/>
6	How long have you being working for the shipping organization?			
	Less than 1 year	<input type="checkbox"/>	5-10 years	<input type="checkbox"/>
	1-4 years	<input type="checkbox"/>	more than 10 years	<input type="checkbox"/>
7	Which shipping organization are you in?			
	OOCL	<input type="checkbox"/>	Evergreen line	<input type="checkbox"/>
	China Cosco Shipping	<input type="checkbox"/>	Others	<input type="checkbox"/>
	CMA CGM	<input type="checkbox"/>		

Section B: Organizational Support

The following statement is your opinion regarding Organizational Support. Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

No.	Perceived Organizational Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization values my contribution to its well-being.	1	2	3	4	5
2	The organization fails to appreciate any extra effort from me.	1	2	3	4	5
3	The organization would ignore any complaint from me.	1	2	3	4	5
4	The organization really cares about my well-being.	1	2	3	4	5
5	Even if I did the best job possible, the organization would fail to notice	1	2	3	4	5
6	The organization cares about my general satisfaction at work.	1	2	3	4	5
7	The organization shows very little concern for me.	1	2	3	4	5
8	The organization takes pride in my accomplishments at work.	1	2	3	4	5
No.	Perceived Supervisory Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor values my contributions to the well-being of our organization.	1	2	3	4	5

2	My supervisor appreciates extra effort from me at work.	1	2	3	4	5
3	My supervisor takes pride in my work accomplishments.	1	2	3	4	5
4	My supervisor really cares about my well-being.	1	2	3	4	5
5	Help is available from my supervisor when I have a work problem.	1	2	3	4	5
6	My supervisor is willing to help me when I need a special favor.	1	2	3	4	5
No	Job Satisfaction	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel very comfortable in my work environment.	1	2	3	4	5
2	I consider my co-workers friends.	1	2	3	4	5
3	My management regularly acknowledges when I do a good job.	1	2	3	4	5
4	My values and those of the organization are very similar.	1	2	3	4	5
5	I am willing to put in a great deal of effort beyond that normally expected in order to help the organization to be successful.	1	2	3	4	5
6	I am very proud to tell others that I work for the organization.	1	2	3	4	5

Section C: Organizational commitment

No	Organizational Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
2	I really feel as if this organization's problems are my own.	1	2	3	4	5
3	I do not feel like part of my family at this organization.	1	2	3	4	5
4	I do not feel emotionally attached to this organization.	1	2	3	4	5
5	This organization has a great deal of personal meaning for me.	1	2	3	4	5
6	I do not feel a strong sense of belonging to this organization.	1	2	3	4	5
7	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
8	Too much in my life would be disrupted if I decided I wanted to leave my organization.	1	2	3	4	5
9	Right now, staying with my job at this organization is a matter of necessity as much as desire.	1	2	3	4	5
10	I believe I have too few options to consider leaving this organization.	1	2	3	4	5
11	One of the few negative consequences of leaving my job at this organization would	1	2	3	4	5

	be the scarcity of available alternative elsewhere.					
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
13	I does not feel any obligation to remain with my organization.	1	2	3	4	5
14	Even if I were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
15	I would feel guilty if I left my organization now.	1	2	3	4	5
16	I would not leave my organization right now because of my sense of obligation to it.	1	2	3	4	5
17	It would be wrong to leave my organization right now because of my obligation to the people in it.	1	2	3	4	5
18	I owe a great deal to my organization.	1	2	3	4	5

Appendix B: Reliability Results

i) Perceived Organizational Support

Item Statistics			
	Mean	Std. Deviation	N
POS1	3.6593	.70075	182
POS4	3.5165	.71081	182
RPOS2	3.2967	.86675	182
RPOS3	3.3901	.90212	182
RPOS5	3.4835	.79865	182
POS6	3.4286	.73044	182
POS8	3.2747	.81513	182

Reliability Statistics	
Cronbach's Alpha	N of Items
.781	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POS1	20.3901	10.560	.493	.756
POS4	20.5330	10.306	.545	.747
RPOS2	20.7527	9.557	.557	.742
RPOS3	20.6593	9.729	.489	.758
RPOS5	20.5659	9.761	.581	.738
POS6	20.6209	10.181	.554	.745
POS8	20.7747	10.783	.345	.785

ii) Perceived Supervisory Support

Item Statistics

	Mean	Std. Deviation	N
PSS1	3.7418	.76115	182
PSS2	3.6099	.85172	182
PSS3	3.3901	.85172	182
PSS4	3.6154	.77630	182
PSS5	3.9066	.77749	182
PSS6	3.6374	.92260	182

Reliability Statistics

Cronbach's Alpha	N of Items
.886	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PSS1	18.1593	11.372	.720	.864
PSS2	18.2912	10.948	.705	.866
PSS3	18.5110	10.992	.696	.868
PSS4	18.2857	10.990	.788	.854
PSS5	17.9945	11.508	.670	.872
PSS6	18.2637	10.869	.646	.878

iii) Job Satisfaction

Item Statistics

	Mean	Std. Deviation	N
JS1	3.8846	.65888	182
JS2	3.8736	.66521	182
JS3	3.4615	.70996	182
JS4	3.3626	.68151	182
JS5	3.7637	.67652	182
JS6	3.7802	.79782	182

Reliability Statistics

Cronbach's Alpha	N of Items
.792	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	18.2418	6.262	.593	.750
JS2	18.2527	6.709	.435	.785
JS3	18.6648	6.379	.493	.773
JS4	18.7637	6.192	.588	.750
JS5	18.3626	6.232	.581	.752
JS6	18.3462	5.775	.585	.752

iv) Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.841	18

Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	53.4286	55.053	.573	.825
AC2	53.5659	58.733	.376	.836
AC3	53.7582	64.019	-.035	.853
AC4	53.6758	62.088	.118	.847
AC5	53.3626	59.260	.395	.835
AC6	53.8846	62.290	.095	.849
CC1	53.2802	55.043	.619	.823
CC2	53.3407	55.010	.602	.824
CC3	53.1319	56.734	.556	.827
CC4	53.2473	55.126	.662	.822
CC5	53.4780	61.400	.186	.844
CC6	53.3626	58.398	.423	.834
NC1	53.5220	63.245	.026	.851
NC2	53.4066	55.535	.626	.823
NC3	53.7582	54.737	.569	.826
NC4	53.4011	53.391	.734	.817
NC5	53.5055	56.550	.531	.828
NC6	53.5385	53.841	.690	.819

Item Statistics

	Mean	Std. Deviation	N
AC1	3.1978	.96594	182
AC2	3.0604	.82882	182
AC3	2.8681	.78956	182
AC4	2.9505	.79555	182
AC5	3.2637	.72577	182
AC6	2.7418	.82389	182
CC1	3.3462	.90789	182
CC2	3.2857	.93177	182
CC3	3.4945	.81252	182
CC4	3.3791	.85022	182
CC5	3.1484	.76163	182
CC6	3.2637	.79827	182
NC1	3.1044	.79019	182
NC2	3.2198	.85142	182
NC3	2.8681	1.00506	182
NC4	3.2253	.92767	182
NC5	3.1209	.86472	182
NC6	3.0879	.93606	182

Appendix C: Correlation Analysis Result

		Correlations			
		POS	PSS	JS	OC
POS	Pearson Correlation	1	.552**	.581**	.339**
	Sig. (2-tailed)		.000	.000	.000
	N	182	182	182	182
PSS	Pearson Correlation	.552**	1	.543**	.202**
	Sig. (2-tailed)	.000		.000	.006
	N	182	182	182	182
JS	Pearson Correlation	.581**	.543**	1	.463**
	Sig. (2-tailed)	.000	.000		.000
	N	182	182	182	182
OC	Pearson Correlation	.339**	.202**	.463**	1
	Sig. (2-tailed)	.000	.006	.000	
	N	182	182	182	182

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

Appendix D: Regression Analysis Result

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JS, PSS, POS ^b	.	Enter

a. Dependent Variable: OC

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 ^a	.231	.218	.39368

a. Predictors: (Constant), JS, PSS, POS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.279	3	2.760	17.805	.000 ^b
	Residual	27.587	178	.155		
	Total	35.866	181			

a. Dependent Variable: OC

b. Predictors: (Constant), JS, PSS, POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.526	.237		6.431	.000
	POS	.127	.074	.149	1.727	.086
	PSS	-.081	.056	-.120	-1.439	.152
	JS	.401	.078	.442	5.167	.000

a. Dependent Variable: OC