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**THE INFLUENCE OF ORGANIZATIONAL SUPPORT, AUTONOMY AND  
ORGANIZATIONAL TENURE ON AFFECTIVE ORGANIZATIONAL  
COMMITMENT**

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**MASTER OF SCIENCE (MANAGEMENT)  
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COMMITMENT**

**By**

**FAIZATUL ABSHARIZAN BINTI ABU BAKAR**

**Thesis Submitted to the Centre for Graduate Studies,**

**Universiti Utara Malaysia**

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## TABLE OF CONTENTS

<b>CONTENTS</b>	<b>Page</b>
Certification of Project Paper	
Permission to use	i
Abstract	ii
Abstrak	iii
Acknowledgement	iv
List of Tables	v
List of Figures	vi
Glosary of terms	vii
<b>CHAPTER 1: INTRODUCTION</b>	<b>1</b>
Introduction	1
1.1 Background of the Study	2
1.2 Problem Statement	3
1.3 Research Questions	4
1.4 Research Objectives	5
1.4.1 General Objective	5
1.4.2 Specific Objectives	5
1.5 Significance of the Study	6
1.5.1 To the organization	6
1.5.2 To the researcher	6

1.6 Scope and limitation of the study	7
1.7 Organization of the thesis	7
1.7.1 Vision of organization	8
1.7.2 Mission of the organization	8
1.7.3 Quality Policy of organization	8
1.7.4 Department and Support unit of organization	8
1.8 Definition of Terms	15
<b>CHAPTER 2: LITERATURE REVIEW</b>	<b>11</b>
2.1 Affective Organizational Commitment	11
2.2 Autonomy	14
2.3 Organizational Support	16
2.4 Organizational Tenure	20
2.5 Theoretical Framework	24
<b>CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY</b>	<b>25</b>
3.1 Research Design	26
3.2 Data Collection Method	26
3.2.1 Primary Data	26
3.3 Population	27
3.4 Sampling and Sample Size	27
3.5 Questionnaires Design	28
3.6 Interview Design	29

3.7 Data Analysis	29
3.7.1 Frequency Distribution	29
3.7.2 Cronbach's Coefficient Alpha	29
3.7.3 Pearson Correlation Coefficient	30
<b>CHAPTER 4: DATA ANALYSIS AND INTERPRETATION</b>	<b>31</b>
4.0 Introduction	31
4.1 Description of Sample	32
4.3 Correlations of Dependent and Independent Variables	36
<b>CHAPTER 5: CONCLUSION AND RECOMMENDATIONS</b>	<b>41</b>
5.1 Conclusion	41
5.1.1 Autonomy and Affective Organizational Commitment	42
5.1.2 Organizational Support and Affective Organizational Commitment	43
5.1.3 Organizational Tenure and Affective Organizational Commitment	43
5.1.4 Strongest Independent Variable	44
5.2 Recommendation	46
<b>REFERENCES</b>	<b>48</b>
<b>APPENDIX</b>	<b>55</b>
APPENDIX A : Sample Questionnaire	55
APPENDIX B : Sample Interview Questions	61



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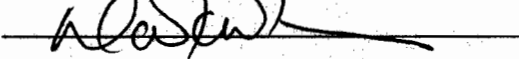
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## ABSTRACT

This study was an assessment of the impact of the organizational support, autonomy, and organizational tenure in explaining affective organizational commitment among employees of Polytechnic Sultan Azlan Shah (PSAS). The purpose of this study was to investigate whether autonomy, organizational support and organizational tenure influence affective organizational commitment among the employees at PSAS. One interview with the with the Deputy of Director 1, PSAS was done before the study to assess problems the organization was facing and the outcome indicate some problem statement a mention in the problem statement section. A set of questionnaire consist of 28 question was distributed to 198 respondents from all departments. The numbers of sample need are derived from the Morgan Sampling Method. Statistical Package for Social Science (SPSS) version 16.0 was used to analyze the data and result from Pearson's Correlation Coefficient and regression analysis showed that only a organizational support and organizational tenure has a significant relationship with the affective organizational commitment.

**Keywords:** organizational support, autonomy, organizational tenure, affective organizational commitment

## ABSTRAK

Kajian ini ialah satu taksiran kesan sokongan organisasi, autonomi, dan tempoh bekerja di organisasi dalam menjelaskan komitmen terhadap organisasi di kalangan kakitangan di Politeknik Sultan Azlan Shah (PSAS). Tujuan kajian ini adalah untuk mengkaji sama ada autonomi, sokongan organisasi dan pengaruh tempoh bekerja mempengaruhi komitmen terhadap organisasi di kalangan kakitangan di PSAS. Satu temu duga dengan dengan Timbalan Pengarah 1, PSAS telah dilakukan sebelum kajian untuk dinilai masalah-masalah organisasi hadapi dan hasil menunjukkan beberapa pernyataan masalah yang telah dijelaskan dalam bahagian pernyataan masalah. Satu set soal selidik terdiri daripada 28 soalan telah diagihkan untuk 198 orang responden dari semua jabatan. Bilangan keperluan sampel adalah mengikut Morgan Sampling Method. Statistical Package for Social Science (SPSS) versi 16.0 telah digunakan untuk analisa data dan hasil dari Pearson Pekali Korelasi dan analisis regresi menunjukkan yang hanya sokongan organisasi dan tempoh organisasi mempunyai satu perhubungan bererti dengan komitmen terhadap organisasi.

**Kata kunci:** sokongan organisasi, autonomi, tempoh bekerja di organisasi, komitmen terhadap organisasi

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## LIST OF TABLES

Table 4.1: Descriptive Statistics of Demographic Components

Table 4.2: Alpha, Mean and Standard Deviation of Affective Organizational  
Commitment and Antecedents Variables

Table 4.3: Correlations of Affective Organizational Commitment and Antecedents  
Variables

Table 4.4: Regression Analysis of Affective Organizational Commitment and  
Antecedents Variables

## LIST OF FIGURES

Figure 2: Conceptual framework of a study on affective organizational commitment

Figure 4: Demographic composition of the study

Figure 4.1 Gender

Figure 4.2 Marital Status

Figure 4.3 Educational Level

Figure 4.4 Age

Figure 4.5 Organizational Tenure

Figure 4.6 Workers by Department

## GLOSARY OF TERMS

### *Employee Commitment*

Dessler (2003) defined employee commitment as an employee's identification with an agreement to pursue the company's mission and to act like an owner rather than as an employee.

### *Organizational Commitment*

Organizational commitment is defined as the degree to which employees believe in and accept organizational goals and desire to remain with the organization. (Manthis & Jackson, 2002)

### *Affective Organizational Commitment*

Affective organizational commitment is defined as the commitment that exist when workers are happy to be members of the organization, believe in, and feel good about the organization and what it stands or, are attached to the organization and intent to do what is good for the organization (George & Jones, 2002).

### *Autonomy*

Autonomy is freedom to act independently and to make various administrative decisions with respect to the operation of the organization (George & Jones, 2002).

### *Organizational Support*

Organizational support is defined as the care and respect that employees received from the organization (George & Jones, 2002). In other words, it is the extent to which employees believe that the organization values their contribution and cares about their well-being.

### *Organizational Tenure*

It is defined as the length time the employees worked in the current organization (Meyer & Allen, 1997)

## CHAPTER 1: INTRODUCTION

### 1.0 Introduction

Employees do not feel committed to an organization if they perceive themselves being treated as mechanical parts in a machine or as expendable items. In such a case, commitment tends to fall and turnover increase (Pfeffer, 1998). Employees make a mental and emotional commitment as well as human capital commitment to an organization. The conclusion can be drawn that more committed employees are less intended to leave the organization than less committed employees (Labatmediene, Endriulaitiene, & Gustainiene, 2007). They become economically attached through their pay, retirement, health benefits and seniority, but they also make a mental commitment. They believe they and the organization are doing something worthwhile. They feel committed when they are needed by the firm through their work, they make things better for themselves, families, their coworkers and the client(s) with whom they work. People become committed because they see values of the firm as their own and because the manner in which the firm treats its employees and customers are ethically sound and socially responsible (Johns, 2005). Employees can lose commitment for far simpler reasons: the way management treats them, lack of communication, inequity, no perceived future opportunities and the apathy that festers through all these and many more reasons (Labatmediene et al., 2007). It is important for managers and firms to strive to build organizational commitment and thus reduce turnover.



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