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**RELATIONSHIP BETWEEN DIMENSIONS OF JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT AMONG ADMINISTRATIVE STAFFS
OF HIGHER EDUCATION INSTITUTIONS IN SELANGOR**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Partial Fulfillment of the Requirement for the
Master of Science (Management)**



**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

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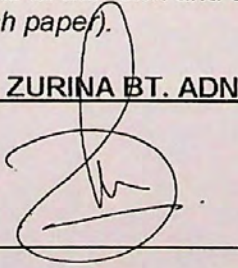
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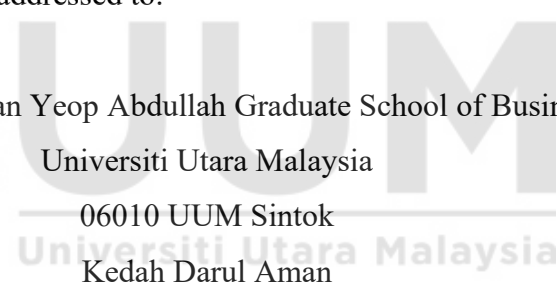
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ABSTRACT

Administrative staff play a significant role in ensuring higher educational institutions (HEIs) to achieve their strategic objectives. They implement supportive and administrative services to overall operation of the institutions. Although their significant contribution is acknowledged, research on administrative staff in HEI context particularly in Selangor is still minimal. This study aims to explore the factors that may be relevant to organizational commitment of HEI administrative staffs in Selangor. Specifically, this research attempts to study the relationship between the dimensions or elements of job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment. Quantitative method was used whereby questionnaires were provided to participants drawn from both public and private HEIs. Data acquired was examined using the Statistical Package for Social Science (SPSS) software. Inferential analyses specifically regression and correlation were used to examine the relationship between job satisfaction's dimensions and organizational commitment. The findings of this study showed that all dimensions of job satisfaction namely pay & compensation, interpersonal trust and recognition had positive significant relationship with organizational commitment. Out of three dimensions of job satisfaction, interpersonal trust was the most important factor contributing to organizational commitment. The results derived from this study suggest that interpersonal trust, pay & compensation and recognition should be given attention if the management of these educational institutions were to increase the commitment of their administrative staff. This study was carried out on a few educational institutions using convenience sampling technique, therefore the results cannot be generalized to other educational institutions or other organizations in different sectors. Future research is hope to extend the current scope of the research to include more educational institutions throughout the country and utilize a different sampling technique to confirm on these findings.

Keywords: organizational commitment, job satisfaction, pay & compensation, interpersonal trust, recognition

ABSTRAK

Staf pentadbiran memainkan peranan yang signifikan dalam memastikan institusi pengajian tinggi (IPT) dapat mencapai objektif strategik. Mereka memberikan perkhidmatan pentadbiran dan sokongan kepada operasi institusi berkenaan. Walaupun kepentingan sumbangan mereka diakui, kajian ke atas staf pentadbiran di IPT terutamanya di Selangor masih lagi kurang. Kajian ini bertujuan untuk mengenalpasti faktor-faktor yang mungkin mempunyai hubungkait dengan komitmen organisasi. Secara khususnya, kajian ini ingin menilai hubungan di antara dimensi atau elemen kepuasan kerja (gaji & pampasan, kepercayaan interpersonal dan penghargaan) dan komitmen organisasi. Kaedah kuantitatif digunakan di mana soal selidik diedarkan kepada responden dari beberapa institusi yang terlibat dalam kajian ini. Data yang telah dikumpulkan, dianalisis menggunakan perisian Statistical Package for Social Science (SPSS). Analisis inferensi iaitu korelasi dan regresi digunakan untuk memeriksa hubungan di antara dimensi kepuasan kerja dengan komitmen organisasi. Dapatan kajian ini menunjukkan semua dimensi kepuasan kerja (gaji & pampasan, kepercayaan interpersonal dan penghargaan) mempunyai hubungan positif yang signifikan dengan komitmen organisasi. Daripada tiga dimensi kepuasan kerja yang dikaji, kepercayaan interpersonal merupakan faktor paling utama mempunyai hubungkait dengan komitmen organisasi, diikuti dengan gaji & pampasan dan penghargaan. Dapatan diperolehi daripada kajian ini mencadangkan kepercayaan interpersonal, gaji & pampasan, dan penghargaan perlu diberi perhatian oleh kumpulan pengurusan IPT yang terlibat dalam kajian ini sekiranya mereka ingin meningkatkan komitmen staf pentadbiran mereka terhadap organisasi masing-masing. Kajian ini telah dilaksanakan di beberapa institusi pendidikan menggunakan teknik *convenience sampling*, oleh yang demikian, dapatan kajian tidak boleh digeneralisasikan kepada institusi pendidikan lain mahupun organisasi lain dalam sektor yang berbeza. Kajian akan datang di harapkan dapat meluaskan lagi skop kajian ini dengan melibatkan lebih banyak IPT di seluruh negara dan menggunakan teknik persampelan lain untuk mengesahkan dapatan kajian ini.

Kata kunci: komitmen organisasi, kepuasan kerja, gaji & pampasan, kepercayaan interpersonal, pengiktirafan

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CHAPTER ONE

INTRODUCTION

1.0 Chapter Introduction

This chapter will provide an overview for the background of the research and problem statement as a viewpoint on problems related to the research subject. Furthermore, it will refine the research objectives, research questions, importance of the research and its scale. It will also explain the purpose and rationale of the study.

1.1 Background of the Study

Education is one of the most significant institutional organization of a nation. Higher Education Institutions (HEIs) are places of teaching, instruction, discovery and learning essential to the productivity and success of a country. In the fourth industrial revolution, higher education is a dynamic, dialectical and thrilling ability to change society for better (Xing and Marwala, 2018). Currently, HEIs faces a technologically changed environment, where the Internet, cloud computing and social media provide new opportunities and challenges. This background has been promoting broad - based and varying objectives in HEIs that dynamically engage wider society and make their economic and social practices explicit (Ramirez and Tiplic, 2014). Thus, moving how HEIs are governed. The establishment of institutions of higher education in Malaysia has led to the creation of certain specific support and service workers (also known as administrative staffs) in and on the edge between HEIs and the community. The approach differs depending on the situation and context. Interaction with international higher

education institutions may require cross-cultural expertise, while knowledge of values and standards in commercial aspect, prefers interaction with industries. These are examples of new administrative roles that differ from traditional roles like, accountants, secretaries and receptionists.

Administrative support has become increasingly fundamental in fulfilling new demands in the shifting Malaysian education landscape, which was perceived as a minor function. Now even in a global sense, the role of administrative staffs has become crucial. According to Krause (2011), also by Whitchurch and Gordon (2010), the mixed range of employees and the intricacy of their actions in modern-day higher education institutions have been downplayed. Their role ranges from modest duties in the workplace to a wider spectrum, comprising assurance of consistency, teaching and research expansion assistance, fiscal administration, wealth and facilities management, purchasing, business development that ensures that management skills are a core factor in organizational efficiency.

The growing number of educational organizations in Malaysia and the Asian region have driven up the demand and supply of qualified and experienced administrative staff. HEIs are developing massively, this factor enables employees to choose from greater employment options. However, globalization and technological growth along with changing demographics have made it a huge challenge to recruit and retain staff (Bush & Glover, 2012). Only through the appointment of talented academics and administrative staffs, leading HEIs worldwide are able to respond to these changes.

As stated by Masenya et al., (2020) citing Samuel and Chipunza (2009), maintaining a professional workforce is essential to preserving competitiveness between companies and providing reliable and productive services. Commitment is an important attitude in terms of employment, which helps create stability, fosters growth and enables an institution to have high-quality personnel. Gulova et al., (2016) have described diverse set of variables in organizational commitment. These factors are classified into job-related factors, opportunities for employment, personal characteristics, good relations, corporate structure and management. Organizational growth needs more staff and new recruitment, but the true assets of an organization are satisfied and committed workers.

Organizational behavior is a topic of great preoccupation in the field of psychology of organization because of its relation to many employees' attitudes and actions which can influence the business, for example absenteeism (Somers, 1995; Schaumberg & Flynn, 2017), turnover (Jaros, 1997; Jehanzeb et al., 2013) and organizational citizenship behavior (Zayas et al., 2015). Different meanings of organizational commitment have been put forward; all of which think commitment as a mindset condition which depicts the link between an individual and organization and a desire to stay with the business (Hackney, 2012; Meyer et al., 1997). Organizational commitment is typically characterized as "a mental connection that makes it tougher for the employee to leave the organization deliberately" (Allen and Meyer 1996).

Because of the value of organizational commitment, many researchers have studied organizational commitment, connecting it to various factors that fill in as indicators, one of which is job satisfaction. According to Terera & Ngirande (2014), reports from several studies showed two facts, that there is a strong positive relationship between job satisfaction and organizational commitment, and furthermore, job satisfaction is a major determinant of organizational commitment. Studies confirm that satisfied administrative staffs are more committed and offer increased productivity to their organizations. Job satisfaction has been widely analyzed in writing, as many experts, managers and researchers believe its trend can influence the productivity of work, staff turnover and retention of staff.

1.2 Problem Statement

In 2011, Malaysia had 20 public universities, 53 private universities, and 6 foreign university branch campuses, 403 active private colleges, 30 polytechnics, and 73 public community colleges. (Munusamy & Hashim, 2019). By 2017, Malaysia achieved a 42% gross enrolment rate. This represents a 70% increase in enrolment over the past decade to reach 1.2 million students in public universities, polytechnics, community colleges, private universities, private university colleges and private colleges (Malaysia Education Blueprint, 2015 - 2025).

Based on the 2011–2020 Blueprint for the Enculturation of Lifelong Learning for Malaysia, education establishments perform an important role in the growth of the highly educated smart human capital mentality required in Vision 2020 (Muthu, 2020). The success in Malaysian HEIs are directly linked to its workforce's capacity. Although higher education institutions employ numerous administrative staffs to cater for the complexity of the institution and its business needs, they are not given wholesome importance unlike the academics. They are yet to be fully recognized as intellectual capital that helps higher education institutions to succeed. Institutions view them as providers of valuable services, but not as supporters of organizational performance outcomes.

As committed staffs are the largest assets of the organization, it is important to determine elements that help HEIs understand reasons for the decision of administrative staffs to leave the organization. In a report commissioned by National Higher Education Research Institute IPPTN (2014), it has been stated that the administrative staffs' turnover is one of the concerns for HEIs. This is because the HEIs will incur more costs and repercussions for their education system when committed employees leave. Committed staff will bring along with them their expertise, skills and experiences, while leaving behind a gap to fill. The study further proves that, this issue is being echoed in many HEIs and it is essential for institutions to look at ways how administrative staffs' commitment to organization can be strengthened and in sequence reduce the employees' tendency to leave their institution.

There is not much research carried out in Malaysia in this respect covering administrative staffs in particular at the Private Higher Education Institutions (PHEIs). For example, Mustapha et al., (2013) examined the workload and its effect on academic staffs' job satisfaction in Kelantan from four public universities. Opatokun et al., (2013) conducted a case analysis on authentic leadership in International Islamic University Malaysia (IIUM) among administrative heads. Meanwhile Shokory et al., (2019) researched the impact of the leadership style of the head in department through the three types of leadership styles practiced on the performance of administrative staff in one of the premier education universities in Malaysia. Therefore, a study focusing on the relationship between job satisfaction and organizational commitment of administrative staffs in HEI is required. This study will look specifically into three dimensions of job satisfaction in accordance with Maslow's Hierarchy of Needs; pay and compensation (safety/security needs), interpersonal trust (belonging) and recognition (esteem).

As per information released by National Salary Data, the salary scale for administrative staffs in Malaysia obtained from 41 participating institutions ranges from RM 21, 225 to RM 56, 000 per annum, with the median being RM 29,639 (PayScale, 2018). Reports from Malaysian employment agency - Jobstreet (2017 Salary Report, 2018) highlighted that Malaysian administrative staffs' starting salary and pay grades are relatively low when compared with other regional counterparts. This implies that salary as a monetary reward contributes to the employee's level of job satisfaction and organizational commitment.

Organizational studies (Guinot et al., 2014; Hassan et al., 2012; Kim et al., 2014) have already indicated that interpersonal trust is another critical predictor of employee job satisfaction. Trusted administrative staffs are able to rise to the challenge and perform better than expected. Again, research on administrative staffs' interpersonal trust as job satisfaction dimension in Malaysia is lacking. Rahman et al., (2016) examined the relationship between trust, workplace spirituality, perceived risk and knowledge sharing behaviour among 240 non-academic staff of private higher learning institutions in Malaysia. While Ahamed et al., (2013), also examined the banking sector for trust and work engagement. On the other hand, Salleh et al., (2015) used an engineering firm for their case study, to research the link between interpersonal trust and job satisfaction and how it affects organizational commitment. These findings indicate that research on administrative staffs' interpersonal trust, as a job satisfaction dimension is under-explored. Hence, this study tries to gain a deeper understanding of how interpersonal trust is part of job satisfaction impacts organizational commitment among administrative staffs.

Most of the times, administrative staffs gain job satisfaction from recognition gained in the organization as a direct consequence of his or her productivity. Thus, the tendency for administrative staffs to switch jobs due to lack of recognition and directly affecting opportunities to grow in their current position. Recognizing and acknowledging well performing employees is a form of positive psychological reward to an employee. This boosts morale and help ensure job satisfaction and promote commitment to the organization. 76% of respondents from Singapore reported being dissatisfied with their

jobs, according to a new global research on job satisfaction carried out by Accenture. Further, the study showed that Asians emphasized on salary and recognition in the form of career advancement opportunities as determinants to the satisfaction of their work (AsiaOne, 2012).

With regards to the previous research that studied on job satisfaction and organisational commitment, the author did an extensive research via journals accessed from SpringerLink, Sage Journals and Scholar Google and found that many experts have researched job satisfaction and organizational commitment. However, from the available literature, a few concerns arised. Firstly, many of the research were conducted using other countries' sample. Top et al., (2014) investigated the perceptions of both public servants and private sector employees (outsourcing) on transformational leadership, organizational commitment, organizational trust and job satisfaction in Turkish healthcare industry. Raina & Roebuck (2014), utilized a sample of 105 employees from the Indian insurance sector to gather information concerning downward communication, job satisfaction, and organizational commitment. Whereas Azeez et al., (2016), studied the relationships among employees' job satisfaction, turnover intention and organizational commitment among Nigerian academicians. Meanwhile Trivellas and Santouridis (2014), studied the influence of job satisfaction on the relationship between the quality of services in higher education and organisational commitment of academicians in a HEI in Greece.

Attempting to generalise the results of these studies to other population would not be accurate due to the difference in their work culture, lifestyle and the view of society itself. Secondly, amongst the studies found, not many were conducted with administrative staff samples but other samples such as academics, doctors, nurses, civil servants and librarians. Within that limited research conducted on Malaysian samples mostly looked at academics; Arokiasamy and Huam (2019), examined the extent to which organizational culture, job satisfaction and leadership style influences organizational commitment among academic employees in Klang Valley. Meanwhile, Saraih et al., (2017) looked into role of organizational commitment as a moderator in the relationship between organizational justice and organizational citizenship behaviour towards employees' turnover intention in a sample from Perlis university. Whereas, Salim, Kamarudin & Abdul Kadir (2012) used a sample from Melaka. This establishes the notion that more research is needed with administrative staffs of HEIs in Selangor.

This research therefore seeks to bridge the divide through the means of confronting abovementioned views and contribute by examining the determinants of organizational commitment via job satisfaction among administrative staffs of HEIs in Selangor.

1.3 Research Objectives

The objective of this study is to examine the Relationship between Job Satisfaction and Organizational Commitment. More specifically, this research:

1. Determine the relationship between pay & compensation and organizational commitment.
2. Identify the relationship between interpersonal trust and organizational commitment.
3. Examine the relationship between recognition and organizational commitment.

1.4 Research Questions

The above problem statements proceed to the subsequent research questions:

1. What is the relationship between pay & compensation and organizational commitment amongst administrative staffs in higher learning institutions of Selangor?
2. What is the relationship between interpersonal trust and organizational commitment amongst administrative staffs in higher learning institutions of Selangor?

3. What is the relationship between recognition and organizational commitment amongst administrative staffs in higher learning institutions of Selangor?

1.5 Significance of the Study

1.5.1 Theoretical Significance

The research findings would firstly, educate the management of the HEIs of Selangor on their administrative staff's job satisfaction and organizational commitment. A tool used for understanding specific dimensions of job satisfaction and its relationship with organizational commitment, it would provide valuable information for the management. As Bassou El and Jason (2016) mentions, employees who fit in well in the organization seem to be happy with their work; establish link then stay with the company and perform better. This study will help the institutions to achieve this goal in learning if the employee fits the job and organization well. Conclusions of this research would favor interventions within the organization for example, rotation of work, job expansion and work enhancement. This would help management to create a favorable working environment for employees and enhance corporate citizenship.

1.5.2 Practical Significance

As mentioned before, although administrative staffs' commitment to the HEI they serve is important, not many studies were carried out to study the commitment of administrative staff in Malaysian and particularly in Selangor. As ways to instill organizational commitment among staffs, require educational leaders and institutions to take the necessary steps to enforce the commitment of the core workforce. In the absence

of specific literature on organizational commitment and job satisfaction for administrative staffs in Malaysia, this study would seek to highlight some of the dimensions of job satisfaction that directly influences organizational commitment among them to fill the gap of theoretical and empirical knowledge, while expanding literature on organizational commitment.

1.6 Scope and Limitations of the Study

This research is aimed at three dimensions of job satisfaction (pay & compensation, interpersonal trust and recognition) based on Safety Needs, Belonging and Esteem from Maslow's Hierarchy of Needs and its relationship with organizational commitment. It looks how these dimensions influence and add to organizational commitment among administrative staffs in Higher Education Institutions (HEIs) of Selangor. The study also delimit itself to Selangor. However, some of the suggestions and recommendations provided can be applied to other states in Malaysia and certain parts of Asia. While noticeable contributions to the retention strategies by identifying the appropriate quality of the working life dimension could be made in this research, the significance of the research must remain seen and acknowledged from the perspective of its limits. Firstly, variables mentioned might not all be factors that can affect organizational commitment, thus, have not been taken into account. Inability to find strong supporting theories applicable to administrative staffs in Malaysia was another limitation of the study. Therefore, future research should be conducted on a larger scale by considering more information from all over the country.

1.7 Definition of Key Terms

1.7.1 Organizational Commitment

Meyer and Allen describe organizational commitments being “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer, Allen & Smith, 1993).

1.7.2 Job Satisfaction

Job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976).

1.7.3 Pay & Compensation

Pay & compensation (also known as benefit) is defined as “an individual’s satisfaction with his or her monetary reward” (Miceli & Lane, 1991).

1.7.4 Interpersonal Trust

Interpersonal trust is depicted as the expectation conveyed by a person or a group that a word, pledge, spoken or written declaration by a different person or group could possibly be depended on. (Rotter, 1967).

1.7.5 Recognition

Recognition has been defined as in which a person is acknowledged as adept of reasonable self-rule, ethical thinking, possessor of rights and responsibilities and when people are regarded as possessing individual attributes, abilities and accomplishments that deserve the assessment of others. (Honneth 1995a, Ikäheimo & Laitinen 2011: 8).

1.8 Organization of the Remaining Chapters

The remaining chapters are as follows. Chapter 2 provides an overview of relevant literature related to this study. In particular, the chapter will explore past studies conducted on the relationship between job satisfaction and organizational commitment. By reviewing the past research, it will give a better and more in-depth understanding of this study's topic. Chapter 3 discusses the methodology of the study. Chapter 4 will provide results analysis and finally in chapter 5, conclusions will be drawn based on the measurement, followed by recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Chapter Introduction

This chapter seeks to provide an overview of relevant literature pertinent to the relationship between job satisfaction and organizational commitment among administrative staffs of HEIs in Selangor. A theoretical background and a conceptual model are introduced in this section based on the literature discussed. Towards the end of this chapter, hypotheses will be formulated regarding the proposed relations among the key variables in this study.

2.1 Organizational Commitment

Organizational commitment is an integral part of corporate psychology research and literature reveals that organizational commitment remains to be researched within various sectors and environments (Bassou El & and Jason, 2016). There is still a great deal of empirical support and popularity for the three-component model of commitment proposed by Meyer and Allen (1991). In the 1980s and 1990s a number of models have been proposed for organizational commitment, all of which stress the multidimensional nature of commitment (Meyer and Allen 1991; O'Reilly and Chatman 1986).

Meyer and Allen's (1991) three classes of commitments are affective commitment, continuance commitment and normative commitment. These forms of commitments represent psychological states, "that either characterize the relationship of the employee with the organization or imply that they can somehow predict whether an employee is

going to continue with an organization". According to Meyer and Allen (1997), a committed employee is defined as a person who "stays with an organization, regularly attends work, spends a whole day and more, protects corporate assets and believes in organizational goals". That worker makes positive contributions to the organization by way of commitment. Employees who have a strong affective commitment continue performing voluntarily as well as zealously for the company, isn't just for the reason that they have to work, also since they would like to work (Meyer, Allen and Smith 1993). Darolia (2010) states that people with a strong affective commitment associate with the organization and therefore are more committed to achieving their objectives.

Continuance commitment alludes in the direction of a person's perception of the expenditure of leaving (Meyer, Allen and Smith, 1993). It's linked to the employee's involvements of the organization as well as what they have given it. It is hard to give up for an employee with continuous commitment because of fear for what is "unknown", of quitting the corporation or that there is little or no alternative. Employees with this type of commitment remains because it is needed by them. The lack of jobs outside of organizations are also contributing to increased continuance commitment (Colquitt et al., 2010). Staff would decide to remain if they thought they had no place to go. If an employee believes that he or she is required to remain in the company, it refers to Normative commitment which is standard obligation. Employees with high standards feel that they have to continue to be members of the organization due to the fact that it is "right and moral" (Meyer and Allen, 1991). Normative commitment may rise if an individual is thankful of the time and resources invested by the organization for them

while at the same time thinks accountable to reimburse the advantages and benefits resulting from the organization by making efforts to keep oneself in the workplace (Meyer et al. 1993). Colquit et al. observed that workers might be compelled to recognize that their companies invested too much on their career development and preparation. The sense of duty then forces workers not to leave. Meyer and Allen (1991) argued that there is no mutual exclusion of these components. This meant that employees could at one and the same time commit to an organization in different intensities of affective, continuance and normative commitments. Employee could reflect a profile with elevated or else short amounts of all the components at any time (Meyer et al. 2002). Researchers have worked from a wide range of dimensions and perspectives on organizational commitment.

Sek Khin et al. (2016), studied among working adults in Malaysia the association between organizational commitment and intent to depart. The study showed a direct link between organizational commitment and intention to leave. Harun (2010) attempted to assess among Malaysian university librarians the effect of job associated variables on organizational commitment and job satisfaction. Eslami and Gharakhani (2012) examined the part of job satisfaction on organizational commitments. The paper provided empirical evidence on the impact of job satisfaction on organizational commitments among Iranian employees. Organizational commitment has been linked to various variables. However, based on the evidence from literature, one variable that is most linked to organizational commitment is job satisfaction.

2.2 Job Satisfaction and its Dimensions

Literature shows that similar to organizational commitment, job satisfaction too has been studied profusely as it relates to various sectors and settings ((Bassou El and Jason, 2016). Job satisfaction has been extensively reviewed in literature because many experts, managers and researchers believe that its trends may affect productivity and retention of employees. Job satisfaction could be chronicled as whole sum of feelings of a person regarding their work together with way of looking at things on assorted angles of his or her work, together with comprehension, which could thus influence the degree of fit between the person and the organization (Spector 1997). People with elevated job satisfaction seems by and large pragmatic meanwhile, an unhappy person will have a gloomy outlook to their job (Robbins 1993).

Spector (1997) elucidates that researchers need to acknowledge the multiplex and interlocking dimensions of job satisfaction in order to understand these attitudes. Job satisfaction of staffs comes as a benchmark for organizational efficiency according to Rothmann and Coetzer (2002) and is influenced by both organizational and individual factors. Job satisfaction may be viewed as a reaction to a work, stemming from whatsoever that a person is looking for in a job in contrast with the real findings of the job (Rothmann & Coetzer 2002). Jermier & Berkes (1979, in Ponnu & Tennakaon, 2009) collected data from over 800 police officers about their organizational commitment, in order to understand the relationship between organization commitment and job satisfaction. It was found that police officers that were more comfortable with their work had an elevated degree of organizational commitment. For the purpose of this

research, three dimensions of job satisfaction according to Maslow's Hierarchy of Needs were identified; namely: pay and compensation (safety needs), interpersonal trust (belonging) and recognition (esteem). Each dimension's relationship with organizational commitment is explored.

2.2.1 The Relationship between Pay & Compensation (Safety Needs) and Organizational Commitment

Maslow's theory (1970) indicated that human beings have a need that is hierarchical that evolves from basic to higher levels. His theory says that these needs are present in every individual. Pay refers to both the amount of monetary payment received by an individual and how fair it is perceived. Compensation and pay are a cognitive and multidimensional variable in job satisfaction. Robbins (2001 as cited in Hong & Waheed, 2011), indicated that money should be deemed as a "scorecard" by which employees can evaluate to what extent they are valued by an organization. Differing disciplines such as Economics, Psychology, Sociology and Finance, pay and compensation have been studied. However, the results of the studies were simply descriptive and intended to respond to pay related issues within management's considerations.

Despite numerous studies in the East and West, pay & compensation as a job satisfaction dimension in Malaysia lacks empirical evidence. Listed below are several studies available in regard to pay & compensation as a job satisfaction aspect. Ismail et al. (2009) endeavored to examine pay as a cause of job satisfaction via pay structure and its impact on work attitudes and behaviors with academician working in Malaysian community

colleges. It was found that pay structure pointedly relates to organizational commitment. Yaseen (2013), attempted to study remuneration administration issues for doctors in Punjab, India's civil hospitals. The study provided the conclusion that compensation has a significant impact on the degree of satisfaction of doctors.

Ibrahim and Boerhaneoddin (2010) probed the relationships of compensation structure, job satisfaction and organizational commitment. Employees from Peninsula Malaysia's stations of power utilities were chosen as samples in the study and the study had a 62% return rate. Latif et al. (2013) assessed the repercussions of job satisfaction on organizational performance through pay and variations of compensation. Data were obtained from various employee groups in Pakistan through field surveys.

This shows that pay and compensation as a security need that is an innate fragment of job satisfaction linked to the autonomic perception of employees. It is positively related to the belief that organization valued their employees for their contributions and well-being, yielding higher job satisfaction and therefore resulting in organizational commitment.

2.2.2 The Relationship between Interpersonal Trust (Belonging) and Organizational Commitment

According to the theory of Maslow, as a species, human beings are comparatively fragile and rely on others for physical and social survival. Humans have an irresistible need to trust, belong or to form attachments to other people (Baumeister and Leary, 1995). Interpersonal trust is the bond that nurtures belonging by close personal connections with

partners, friends and families as well as a sense of affiliation to organizations. Interpersonal trust is among key metrics to shape organizational interactions and organizational success (Caldwell & Dixon, 2010). A recognized model of organizational trust states that trust is "a party's willingness to be vulnerable to another party's actions" (Mayer, Davis, & Schoorman, 1995, p. 712). This concept refers to interpersonal relationships and is particularly relevant to trust in immediate superiors and trust in co-workers.

Employees who trust their organizations would be more pleased with their work (Yang & Mossholder, 2010) because they have a high degree of concern and consideration while getting a sense of belonging. It is discovered that employee's trust production will be based on uninterrupted experience with the company (superior officer, management, subordinates and fellow employees) which reflects as job satisfaction. Interpersonal trust is relevant not only for relationships between leaders and followers, but also for interaction between team members. In this section, literature on interpersonal trust is examined.

Nambudiri (2012), explored the association between the capacity for trust and the three components of organizational commitment utilizing survey results from 364 staff members of four mid-size pharma companies in India. This meant that the tendency to trust, a predictable temperament variable, influenced the commitment of workers. The findings show that organizations can control commitment by interpersonal trust established by organizational processes and structures. Srivastava (2013), investigated the

moderating effects of interpersonal trust on the relationship between job satisfaction and organizational commitment. The research was conducted among middle-level managers of private sector organizations in India. The study found that interpersonal trust does indeed have a constructive effect on job satisfaction and organizational commitment relationship. Interpersonal trust helps to make a satisfied y employee more committed to the company.

Bakiev (2013), analyzed the interpersonal trust between Kyrgyz Police Officers and their commitment to the Kyrgyz National Police (KNP) using statistical analysis. 400 questionnaires have been distributed to KNP policemen in 7 independent areas of Kyrgyzstan and the capital of Bishkek. The results of this study proved that an increased level of interpersonal trust between officers and a high degree of commitment lead to a higher level of success in the KNP.

The discussed literature shows that with a view to increasing organizational commitment, staffs ought to have more trusted relationships around them. Results of the findings indicate that interpersonal trust as belonging leads to increase amount of job satisfaction which then ultimately leads to better organizational commitment.

2.2.3 The Relationship between Recognition (Esteem) and Organizational Commitment

The need for esteem encompasses aspects that focus on recognition, dignity, self-respect, personal worth, and accomplishment. At this stage the respect and recognition of others becomes crucial. Individuals have a need to achieve and then be recognized for their attempts. Flynn (1998) asserted that recognition programs retain elevated employee spirits, increase employee morale and link employees' performance to their commitment. The elementary resolution of the recognition program is to define a system and communicate it to employees hence connecting their rewards to their satisfaction which leads to the commitment of the employee. The recognition includes monetary rewards, promotions and incentives that satisfy staff, and staff must be recognized to ensure that staff are satisfied and committed.

Research has shown that awards are now a source of job satisfaction and influence the employee's commitment directly (Kalimullah et al, 2010). Kalimullah performed a survey examining the connection allying rewards and employee motivation and satisfaction in Pakistan's commercial banks. The research concentrated on four rewards kinds, one of which was recognition that he tested through the correlation of Pearson. Results indicate that recognition substantially correlates (0.65) with the satisfaction of employees to work (Kalimullah et al, 2010).

A study using descriptive survey was conducted in Jomo Kenyatta University of Agriculture and Technology by Kwasira and Olike (2018), to assess the effects of recognition on the organizational commitment of the non-teaching staffs of public universities in Kenya. The research discovered that an absolute majority of participants agreed that recognition had an effect on workplace commitment and that there was a positive correlation between recognition and organizational commitment. These results are important since they show that recognition could no further remain denied as a consideration that tends to foster organizational commitment.

Bradler et al. (2013), carried out a systematic field trial to investigate the causal effect of recognition on employee performance. In a three-hour data entry assignment, more than 300 workers were recruited. Workers got unexpected recognition after two hours of working in a random sample of working organizations. A thank-you card personally signed by the head of the research institute and hand delivered by the research assistant were distributed accordingly. It is noted that recognition significantly enhanced subsequent performances. There is an increasing commitment gap in many organizations—and a divide between employer expectations and the willingness of employees to do. Recognition is also one of the organization's most important components. When staff are satisfied with the strategies of the organization they will otherwise remain for a long time. Organizational commitment and recognition are therefore powerful contributors to the company's achievement (Bradler et al. 2013).

It can be inferred that the results indicate a strong association between esteem and organizational commitment. Recognition specifically, is an undeniable part of job satisfaction which leads to better commitment to work. Employees who are recognized, appreciated and rewarded for their hard work are satisfied employees whose morale are boosted thus instilling better loyalty to organization.

2.3 Underpinning Theory

The literature review shows that while there are various studies conducted in related areas, no specific study has been done to establish an interrelation between job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment. This study was therefore motivated by Maslow's Hierarchy of Needs. A model for this study is proposed on the basis of it.

2.3.1 Maslow's Hierarchy of Needs

Abraham Maslow, born April 1, 1908, in Brooklyn, New York, was the eldest of seven, from a Jewish immigrant family. After attending New York City College, he continued his college journey to Cornell and later returned to New York City College. After realizing a strong interest in psychology, he moved to Wisconsin to study in the University of Wisconsin. Maslow received his BA, MA and PhD throughout the 1930s. Later on, he came back to New York, teaching at Brooklyn College full time. From 1951-61, Maslow served as Chairman of the Department of Psychology of Brandeis. There, he encountered Kurt Goldstein, a well-known researcher who developed the concept of self-actualization. The idea fascinated Maslow, which in turn caused him to propel further in humanistic psychology. Maslow died on June 8, 1970 (Poston, 2009).

The Hierarchy of Needs is a psychological theory put forth by Maslow in his 1943 paper "A Theory of Human Motivation" in the Psychological Review Journal and focused upon in his succeeding book Motivation and Personality published in 1954. He created a classification scheme that represents the universal needs of humanity and then leads to more emotions. Maslow's hierarchy of needs is used to explain how individuals participate in cognitive motivations intrinsically. In describing the pattern through which human motivations move in a general way, Maslow used the words "physiological," "safety and security," "love and belonging" "self-esteem" and "self-actualization". It is essential to know from a leadership point of view what variables have the greatest effect on the achievement of a strong level of commitment by employees. The implementation of Maslow's Hierarchy of Needs Theory is one-way organizations can better comprehend employees. The theory of Maslow held that individuals ' psychological well-being depended on their requirements. These motivational “needs” view was created with the conviction that people need to meet their requirements so that they can grow and develop. According to Maslow the five needs are:

- Physiological needs: Basic needs such as food, water and shelter.
- Safety and security: Need that require stability, financial safety, security, law and order.
- Love and belonging: Need for friendship, love, trust, care, group dynamics and a sense of belonging.
- Self-esteem: Feelings of recognition, appreciation, achievement and prestige.
- Self-actualization: Need to grasp distinct potential and to feel fulfilled personally and professionally.

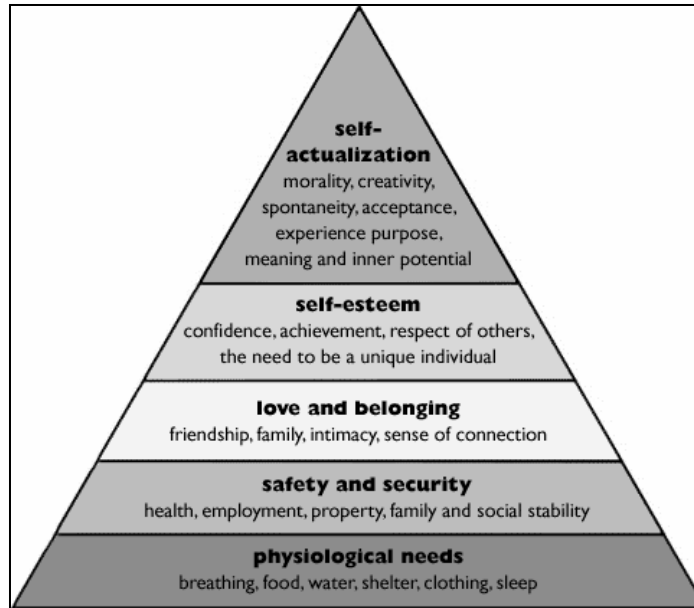


Figure 2.0:

Maslow's Hierarchy of Needs (Source: Bassetti, 2018)

Job security and safety for administrative staffs is a significant necessity. Job security and safety help ensure that the employees are satisfied knowing that they have an on-going salary and that their lives are guaranteed by compensation and benefits, such as medical packages, healthcare, plus the accompanying sense of financial autonomy. If a worker is confident of job safety, they will be satisfied. It will be very difficult to keep employees committed if employees are not satisfied or feel that they are not trusted or don't belong to the organization. If the worker is not content with the work that they do, it can lead to sense of devaluation, or it can cause the staff to question the significance of the organization. For these reasons, it is essential to give staffs the trust and to gain the trust to promote a feeling of belonging and membership.

When a staff is willing to spend 40-60 hours a week outside their home and spend it in the office, they feel as if they fit into the organization and are a critical aspect of the

organization it signifies their commitment to the work. These needs of esteem allow workers to feel a sense of acknowledgement and achievement in their employment and to be satisfied of their work on a daily basis. Feeling satisfied in professional life is probably one of the key drivers of organizational commitment. Employees who are pleased, satisfied and feel like they are doing precious job make continuous commitment possible. Using the theoretical and empirical literature discussion and review, a model was developed which reflected the relationship among the main theories and variables in this study.

2.4 Theoretical Framework

This study derives the framework from Maslow's Hierarch of Needs (1943). This study examines the relationship between job satisfaction and organizational commitment. The model proposes organizational commitment as a dependent variable, while dimensions of job satisfaction as per Maslow are independent variables. Figure 2.1 presents the theoretical model for this study.

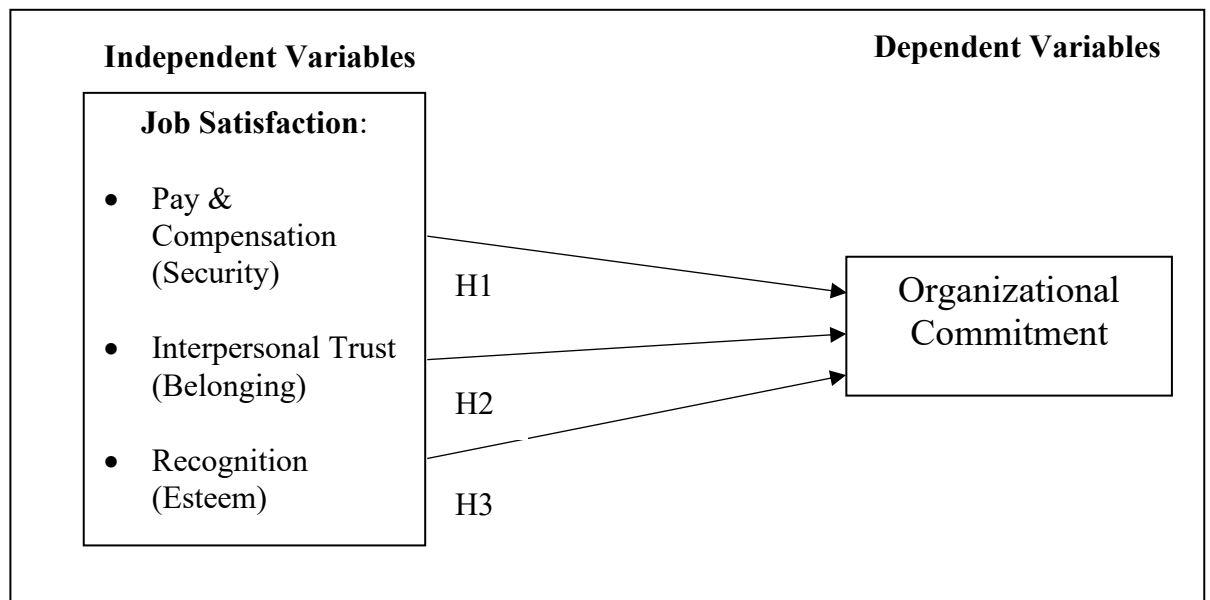


Figure 2.1:

Theoretical Framework

2.5 Hypotheses Development

The hypotheses of this study are as follows:

Hypothesis 1: There is a positive relationship between pay & compensation and organizational commitment.

Hypothesis 2: There is a positive relationship between interpersonal trust and organizational commitment.

Hypothesis 3: There is a positive relationship between recognition and organizational commitment.

2.6 Summary

Many studies have been reported in this chapter on the relationship between job satisfaction with organizational commitment. A broad range of research has shown that different dimensions of job satisfaction and organizational commitment have been connected positively. Although only limited research is found using administrative staffs as samples, these limited research provides a strong basis for further research. The theoretical framework proposed by this study thus examines the connection between dimensions of job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment among administrative staffs in HEIs in Selangor.



CHAPTER THREE

METHODOLOGY

3.0 Chapter Introduction

This chapter outlines the research method used to explore the relationship between job satisfaction and organizational commitment of HEIs' administrative staffs in Selangor. It presents the research design, sampling technique, population, pilot study and data collection procedure analysis.

3.1 Research Design

Any research requires a design or structure prior to the start of data collection or analysis. The purpose of a research design is to make sure that the data obtained permits the researcher to respond as clearly as possible to the initial question. Gaining appropriate evidence requires identifying the type of evidence necessary for answering a question, testing a theory, evaluating a program, or describing certain phenomenon accurately (Missouri St. Louis University, 2013).

This is a quantitative research. Quantitative research is defined "a formal process of achieving information about the world in an objective and systematic way. This is a method used for defining, examining relationship and investigating between causes and effects" (University of Missouri St. Louis, 2013). "Research strategy focusing on quantification and interpretation of data" was described by Bryman (2012) as quantitative research. This research looks at the relationship between dimensions of job satisfaction as per Maslow's theory and organizational commitment of administrative staffs in HEIs of

Selangor. The purpose is to determine correlation between variables (independent – job satisfaction and dependent – organizational commitment) by testing the proposed hypotheses.

This cross-sectional study was carried out using a survey as it tries gauging the connection between job satisfaction and organizational commitment. Survey has been established as "information collection through questions and their answers from a sample of individuals" (Check & Schutt, 2012). Surveys such as this provides a range of ways for recruiting participants and collecting data.

3.2 Population and Sampling

Sekaran (2013) reports that the population applies to all the individuals, incidents or things that the researcher wants to examine. The population is key to a sample size determination for research since precise selection of quantity will generalize research findings, decrease errors and diminish time and expenses (Zainuddin, 2010). According to Roscoe (1971), the thumb rule in determining the size of the sample is that which is greater than 30 and less than 500 is appropriate for most studies.

Researcher had obtained permission from several HEIs such as HELP University, Limkokwing University, Management & Science University (MSU), Monash University, Multimedia University (MMU) – Cyberjaya, Segi University - Kota Damansara, Taylor's University, Universiti Kebangsaan Malaysia (UKM) and Universiti Putra Malaysia (UPM) to conduct the research, however details in terms of the names and number of

their respective administrative staffs were not provided. Therefore, the sampling was not able to be formed. The target population for this research comprises of administrative staffs from support departments such as Registry, Bursary, Corporate Communications, Marketing, Student Affairs, Human Resources, ICT, Library along with administrative staffs from various faculty offices (academic offices) responsible for supporting and assisting academic staffs and students alike.

Convenience sampling was used in this study. This approach is quick, simple, easy to use and cost-effective. Convenience sampling is a method of sampling where the first available primary data source can be used for testing purposes without extra criteria. For this research, participants must fulfill two selection conditions; that is, administrative staffs and permanent employees.

According to Malaysian Labour Law, once staff is confirmed in their job, he or she relishes security of occupation. This means an employee cannot arbitrarily have their employment terminated, and this applies to staffs in government and private sector. This type of employment is viewed as permanent (Singh, 2011). As per Industrial Act 1967, there are three types of employment that is categorised as non-permanent employment. These are internships, part time and contract employment (Cheah, 2015). Internship employment is a position of a student or trainee working in an organisation, commonly without salary, with the primary objective of attaining work experience or meeting qualification requirements.

According to Employment Act 1955, part-time employees are classified as employees whose average working hours per week are between 30% -70% of a regular working hours per week of a permanent employee working in the same organisation (Cheah, 2018). Contract positions consists of contractual, one-off employment of a seasonal type, i.e., jobs that cover the void caused by the temporary absence of permanent employees. Even contracts for the performance of tasks or projects may occur. When these tasks have been completed, there is no further need for the employee and therefore it is fair for the employee's commitment to be on a contract (Cheah, 2015).

Since the research focuses on administrative staffs' job satisfaction and organizational commitment, it's been determined the most suited research samples would be permanent employees as compared to non-permanent employees. This allows fair opportunity for administrative staffs to be chosen as research samples of the study and this technique make the result generalizable. All participants are permanent employees.

3.3 Data Collection Procedure

The data were obtained through primary sources based on the distribution of questionnaires. It was distributed using hard copies of the questionnaire and email (Google Form). First, the researcher emailed various HEIs in Selangor to obtain permission to conduct the survey. Once the institutions responded and gave their consent for the survey to be conducted in their organization, the researcher returned two weeks later to distribute the questionnaires to participants.

Data have been compiled through self-administered questionnaires from respondents. The questionnaire was completed on a voluntary basis and the responses were anonymous. 200 questionnaires were distributed in total. 40 hardcopies were distributed in HELP University while 30 more were given in Segi. The rest were provided the link to the online questionnaire through the representative of the university. The online survey was kept open for a month while the hard copy survey was collected three weeks from the time the hard copy questionnaires were given out. The online survey's duration was intentionally planned to be longer than the hard copy survey. In the current digital world, people generally prefer to use online surveys compared to hard copy ones. Online survey can be done anytime, from anywhere and while on-the-go. The odds of having people participate in the online survey are always higher than as compared to hard copy surveys (Pedersen, 2016). Due to these reasons, the online survey had a longer duration (1 month) as compared to the hard copy survey (3 weeks).

Nevertheless, the researcher did include a personal note in the hard copy survey which stated that they may receive the same survey via Google Form and that they are free to complete either hard copy or soft copy depending on their preference. This note was included to prevent double response from the same participant. Researcher also spent time looking through the survey response for duplication of responses.

3.4 Research Instruments

The participants were supplied the survey form consisting of sections as below:

- i) Section A: Socio-Demographic Information
- ii) Section B: Job Satisfaction Survey (JSS)
- iii) Section C: Organizational Commitment Survey (OCS)

The survey employed a six-point Likert scale, extending from (1) disagree very much to (6) agree very much. The whole survey was prepared in English and it was accompanied by researcher's personal letter stating the study purpose and ensuring confidentiality of the participants' responses.

3.4.1 Section A: Demographic Information

Section A of the survey contains six questions - age group, gender, marital status, current position, type of employment and duration of service/employment. This demographic information is useful to note any important impact of the dependent variable when analyzing the results. Below are the questions asked:

Table 3.0:

Demographic Questionnaire

Question	a. Age (years)	b. Gender	c. Marital Status:	d. Position	e. Employment Type:	f. How long have you been working in this institution? (years)
	<25	Female	Married	Senior Manager	Permanent	< 3 years
	25 - 30	Male	Single	Manager	Contractual	3 – 5 years
	31 - 35			Senior Executive		6 – 8 years
Answer	36 - 40			Executive		9 – 11 years
	41 - 45			Non-Executive		> 12 years
	>46			Other (please state):		

3.4.2 Section B: Job Satisfaction Survey (JSS)

As described in Chapter 1, the job satisfaction comes from the belief that their job is important (Kumar & Singh 2011). In this study, the overall score of the administrative staffs in HEIs in Selangor is linked to job satisfaction, because of staffs working experiences measured by Spector's Job Satisfaction Survey (JSS) (1985). The JSS contains 25 questions, with six choices per item to assess employee's perception, feelings, and attitudes about the job. The survey used a six-point Likert scale, extending from (1) disagree very much to (6) agree very much. By comprehensive analysis, the JSS has been shown to be a reliable and valid job satisfaction metric with a high internal reliability coefficient of 0.91 over the overall scale. The initial items are seen in the table below with a coefficient alpha concentrated on a sample of 2,870. (Spector, 1994).

Table 3.1:

Job Satisfaction Survey (copyright Paul E. Spector, 1994)

Scale	Alpha	Description
Pay	.75	Pay and remuneration
Promotion	.73	Promotion opportunities
Supervision	.82	Immediate supervisor
Fringe Benefits	.73	Monetary and nonmonetary fringe benefits
Contingent Rewards	.76	Appreciation, recognition, and rewards for good work
Operating Procedures	.62	Operating policies and procedures
Coworkers	.60	People you work with
Nature of Work	.78	Job tasks themselves
Communication	.71	Communication within the organization
Total	.91	Total of all facets

This questionnaire contains both positive and negative statements which can be seen in table 3.2. Negative items in the questionnaire were reverse coded before reliability analysis was implemented to guarantee that all items were measured in the same way.

Table 3.2:

Positive and Negative Items for Job Satisfaction Survey (JSS)

Item	No. item	Total of items
Positive	1, 2, 3, 4, 6, 7, 8, 10, 12, 13, 14, 15, 16, 19, 24, 25	16
Negative	5, 9, 11, 17, 18, 20, 21, 22, 23	9
Total		25 items

There are 25 questions in the JSS whereby 18 of the questions are directly related to the variables in this research. Table 3.3 shows a clear breakdown of the number of items measuring pay & compensation, interpersonal trust and recognition.

Table 3.3:

Number of Items Measuring Pay & Compensation, Interpersonal Trust and Recognition in Job Satisfaction Survey (JSS)

Item	No. items
Pay & Compensation	8
Interpersonal Trust	6
Recognition	4
Total	18

3.4.3 Section C: Organizational Commitment Survey (OCS)

Mowday, Steers, and Porter (1979) identified organizational commitment as the relative intensity of an individual's identity and participation in a specific organization. Organizational commitment in this study refers to the overall commitment score measured by Mowday, Porter and Steers (1982) in the Organizational Commitment Survey (OCS). The instrument is applied to assess the commitment of workers to their organizations. The respondent must reply to this 15-item questionnaire on a scale of six-point Likert kind. This scale has items such as the JSS. The OCS has been validated using data gathered in a wide range of organizations and employment categories. The internal consistency reliability (alpha of Cronbach's) of OCQ is 0.863 (Iqbal, 2010).

This questionnaire contains both positive and negative statements which can be seen in table 3.3. Negative items in the questionnaire were reverse coded before reliability analysis was carried out to ensure that all items were measured in the same manner.

Table 3.4:

Positive and Negative Items for Organizational Commitment Survey (OCS)

Item	No. item	Total of items
Positive	1, 2, 4, 5, 6, 8, 10, 13, 14	9
Negative	3, 7, 9, 11, 12, 15	6
Total		15 items

3.5 Pilot Study

Before the final survey was conducted, a pilot study has been conducted out. The pilot study's goal was to test whether the testing dimensions were reliable and accurate. The study also proved that the respondents seemed capable of grasping the research questions and respond accordingly. The pilot study was conducted on 30 chosen individual administrative staffs from the researcher's own institution. Participants must fulfill two criteria, namely, being administrative staffs and permanent employees of a particular HEI. Respondents were given a day to answer the survey through Google Form. All 30 staffs responded promptly. Reliability test were carried out based on the data received.

Table 3.5:
Reliability Test (Pilot Study)

Section	Number of Items	Cronbach Alpha
<i>Pay & Compensation</i>	8	.731
<i>Interpersonal Trust</i>	6	.715
<i>Recognition</i>	4	.749
Section C: Organizational		
Commitment Survey (OCS)	15	.774

The overall Cronbach Alpha for 25 job satisfaction items were measured at 0.72. In addition, pay & compensation 0.73, interpersonal trust 0.71 and recognition 0.74 respectively. While the overall Cronbach Alpha for 15 organizational commitment items were measured at 0.77. Based on the results presented in the above table, the reliability

coefficient above 0.7 is considered good and acceptable as discussed by Sekaran and Bougie (2013). Therefore, the variable proves to be reliable.

3.6 Data Analysis

The data was then examined and inferred utilizing Statistical Package for Social Science (SPSS) software version 24.0. Frequency Analysis was carried out for the respondent's socio-demographic information. Since the objective of the study is to evaluate the relationship between independent variables and dependent variables; Regression Analysis and Pearson Correlation Coefficient were used to identify the significant differences.

In a research study, data analysis can be split into a few phases. The first step involves data input (data entry) and cleaning to make sure it is free of errors. The second phase is the preliminary analysis of the data. This analysis ensures the reliability and validity of the data is checked.

In this study, there were no outliers owing to inaccurate data entry.

3.6.1 Pearson Correlation Coefficient

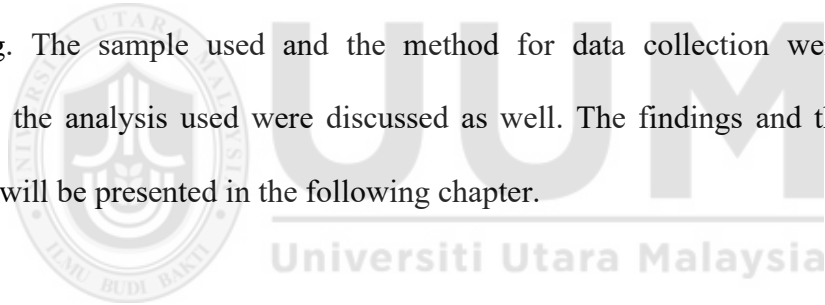
Correlation analysis is used to measure the strength of linear dependence between two variables. It has a value between +1 and -1, which denotes perfect positive correlation and perfect negative correlation. The purpose Pearson Correlation Analysis is to verify the connection among the independent variables (pay & compensation, interpersonal trust and recognition) and the dependent variable (organizational commitment).

3.6.2 Regression Analysis

Regression Analysis is a statistical tool used to analyze the relationships of variables. The regression analysis is used to assess the causal weight of each variable on another. The regression analysis job is to calculate both parameters based on the data. In this study, regression analysis is used to determine the contribution of job satisfaction (pay & compensation, interpersonal trust and recognition) to organizational commitment between administrative staffs of HEIs in the Selangor.

3.7 Summary

This chapter describes how the research was performed in terms of design, method and sampling. The sample used and the method for data collection were discussed, in addition, the analysis used were discussed as well. The findings and the results of the analysis will be presented in the following chapter.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Chapter Introduction

This chapter will discuss the findings of the research based on the empirical analysis carried out to test the hypotheses. In the earlier section of this chapter, the response rate and respondent's description explained. Then, the collected data are described and summarized.

4.1 Profile of Respondents

9 HEIs consented for their administrative staffs to participate in the research survey. 183 respondents replied to the survey, out of which 12 did not fulfill the criteria and was rejected. As the remaining 171 responses were valid and complete, therefore can be applied for further analysis. Table shows the headcount of administrative staffs that responded in the survey from the nine HEIs.

Table 4.0:

Headcount of Respondents by HEI

Higher Education Institute	Total Respondents
HELP University	38
Limkokwing University	13
Management & Science University (MSU)	13
Monash University	18
Multimedia University (MMU), Cyberjaya	31
Segi University, Kota Damansara	25
Taylor's University	15
Universiti Kebangsaan Malaysia (UKM)	18
Universiti Putra Malaysia (UPM)	12
Total	183

The demographic information of the respondents, including gender, age, sex, marital status, the respondent's position in the institution and the years of service in the current company were analyzed by using frequency analysis. The data was obtained through the socio-demographic profile questionnaire in Section A. The demographic data show that 83% of respondents are women, 52% single, 25.7% between the ages of 25 to 30 years, 49.7% executive level staffs and 30.4% work in their respective institutions over the course of 3–5 years. Table 4.1 shows the profile of the respondents.

Table 4.1:

Profile of respondents (N = 171)

Demographic variables	Categories	Frequency N = 171	Percent (%)
Age	Less than 25	12	7.0
	25 – 30	44	25.7
	31 – 35	33	19.3
	36 – 40	30	17.5
	41 – 45	26	15.2
	Above 46	26	15.2
Gender	Female	142	83.0
	Male	29	17.0
Marital Status	Married	82	48.0
	Single	89	52.0
Position	Senior Manager	7	4.1
	Manager	18	10.5
	Senior Executive	33	19.3
	Executive	85	49.7
	Non-Executive	28	16.4
Employment Type	Permanent		
	Contractual		
Service Tenure	Less than 3 years	48	28.1
	3 – 5 years	52	30.4
	6 – 8 years	15	8.8
	9 – 11 years	18	10.5
	Above 12 years	38	22.2

4.2 Goodness of Measure

4.2.1 Normality Test

Normality test functions to determine if sample data is derived from a normally distributed population. The presumption of normality is a pre-requisite for a lot of statistical tests. Normality can be assessed either graphically or numerically. One of them being the use of principles of Skewness and Kurtosis. Skewness calculates the extent to which the distribution of the variable is symmetrical. If the distribution of the response to the variable extends to the right or left tail of the distribution, the distribution is referred to as skewed. Kurtosis is a measure that indicates that the distribution is too peaked (Hair et al., 2017). A general skewness guideline that this is an example of a substantially skewed distribution if the number is more than +1 or less than -1. The basic rule for kurtosis is that if the number is greater than +1, the distribution is too peaked. A kurtosis of less than -1 likewise implies a distribution that is too flat. It is called non-normal distributions that show skewness and/or kurtosis that surpass these guidelines. Table below shows that Skewness and Kurtosis values are within the limits of a normal distribution.

Table 4.2:

Normality Test (N = 171)

Variable	Skewness		Kurtosis	
	Statistics	Z value	Statistics	Z value
Pay & Compensation	-.330	-1	.644	0.990
Interpersonal Trust	-.321	-.972	.639	0.983
Recognition	-.326	-.987	.640	0.984
Organizational Commitment	-.330	-1	.645	0.992

Note: Standard error for skewness is .330 and for kurtosis is .650

4.2.2 Reliability Test

Reliability analysis refers to the fact that the scale is expected to be consistent, and stability reflects the design that it is measuring (Norizan, 2012). It will respond to the questions as to how it measures a given concept consistently. In order to describe whether several Likert questions in the questionnaire all effectively evaluate a certain latent variable, the internal consistency ('reliability') was calculated by Cronbach alpha.

According to Sekaran and Bougie (2013), reliabilities of less than 0.60 are considered to be bad whereas the level of 0.70 is perceived to be suitable and any over 0.80 are considered to be fine. Table 4.3 shows the results of the reliability test. The breakdown shows that pay & compensation measured at 0.72, interpersonal trust 0.70 and recognition 0.74. While the overall Cronbach Alpha for 15 organizational commitment

items were measured at 0.73. The Cronbach alpha reveals that all objects are internally coherent, based on the findings given.

Table 4.3:

Reliability Test

Section	Number of Items	Cronbach Alpha
<i>Pay & Compensation</i>	8	.725
<i>Interpersonal Trust</i>	6	.707
<i>Recognition</i>	4	.741
Section C: Organizational		
Commitment Survey (OCS)	15	.735

4.3 Pearson Correlation Coefficient Analysis

By using correlation analysis, the degree and direction of the relationship between job satisfaction and organizational commitment were acknowledged. Correlation analysis determines whether the relationship between both variables is positive or negative. When a higher value of job satisfaction is associated with a higher value of organizational commitment, there is a positive correlation. Alternatively, if the higher value of job satisfaction is associated with the low value of the organizational commitment, then there is a negative correlation.

In order to determine if there are significant relationships between organizational commitment (dependent variables) and dimensions of job satisfaction (independent variables), Pearson Correlation Coefficient (r) analysis was conducted. As stated by Cohen (1988), the coefficient of correlation (r) ranging from 0.10 to 0.29 is thought to be at a low-level degree of correlation, while r between 0.30 and 0.49 is deemed to be a mild degree of correlation and r between 0.50 and 1.00 is assumed to be an elevated degree of correlation. The relationship between job satisfaction and organizational commitment were investigated. The Pearson correlation was used to evaluate the hypotheses.

4.4 Hypotheses Testing

Hypothesis is an attempt to predict what we expect to find in the empiric data. The hypothesis test used in this research project was to investigate the bond between dimensions of job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment. Three hypotheses have been generated as follows:

Hypothesis 1: There is a positive relationship between pay & compensation and organizational commitment.

Hypothesis 2: There is a positive relationship between interpersonal trust and organizational commitment.

Hypothesis 3: There is a positive relationship between recognition and organizational commitment.

Based on table 4.4, it shows a significant positive relationship between pay & compensation and organizational commitment ($r = 0.605$, $p = 0.000$). Secondly, there is a significant positive relationship between interpersonal trust and organizational commitment ($r = 0.615$, $p = 0.000$). As for recognition and organizational commitment it also shows significantly positive ($r = 0.630$, $p=0.000$). Hence, all three hypotheses are supported.

Table 4.4:

Pearson's Correlation between Job Satisfaction and Organizational Commitment

($N = 171$)

	Organizational Commitment	Pay & Compensation	Interpersonal Trust	Recognition
Organizational Commitment	1	.605**	.615**	.630**
Pay & Compensation	.605**	1	-	-
Interpersonal Trust	.615**	-	1	-
Recognition	.630**	-	-	1

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

4.5 Regression Analysis

Regression analysis explains the correlation analysis in order to determine whether the variables have more positive or negative relationship and at the same time to test the hypothesis. Table 4.5 shows the outcome of the regression analysis.

The R value is the correlation coefficient sandwiched between the dependent variable (organizational commitment) and the independent variables (pay & compensation, interpersonal trust and recognition). The R square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. The value of R square for this study is 0.458. In this study it was demonstrated that these three dimensions of Job Satisfaction explained 45.8% of the variance in organizational commitment. The p-value 0.000 is less than alpha value 0.05 making the F-statistic significant. The model for this analysis is a strong descriptor of the relationship between dependent and predictor variables. The independent variables (job satisfaction) are therefore significant in explaining the variance in organizational commitment.

Table 4.5:

Summary of Regression Analysis for Variables Predicting Organizational Commitment

(*N* = 171)

Variables	Unstandardized Coeffecient	Standard Error	Standardize Beta	t- Statistic	P value
Pay & Compensation	0.236	0.041	0.332	5.757	0.000
Interpersonal Trust	0.255	0.036	0.409	7.084	0.000
Recognition	0.234	0.039	0.330	6.001	0.000
F value	125.721				
R ²	0.458				
Adjust R ²	0.425				

Note: Significance level, $p < 0.001$

4.6 Summary of Findings

This chapter delivered a short summary of the most important results from the analyzed empirical information. Going on the basis of the above discussion, three objectives of the study were achieved by means of three hypotheses. Consequently, a clear indication was given of a positive correlation between all independent variables and the dependent variable. In conclusion, pay & compensation, interpersonal trust and recognition as dimensions of job satisfaction have a significant link with organizational commitment established on the sample of the current research. From the regression analysis that was carried out, 45.8 percent of the variance in organizational commitment is a respectable result. Chapter 5 discusses the study results acquired and puts the study results in context based on prior studies on job satisfaction and organizational commitment.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents a summary of the study results. Comparisons are drawn with available literature on dimensions of job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment among administrative staffs of HEIs in Selangor to contextualize the study. The chapter provides the study's consequences and limitations, while providing recommendations for potential forthcoming research on job satisfaction and organizational commitment. Finally, at the end of this chapter, the conclusion is given.

5.1 Discussion of Results

The intention of this research was to look into the relationship between dimensions of job satisfaction (pay and compensation, interpersonal trust and recognition) and organizational commitment. The sections are arranged based on the goal of the study as previously established:

- i. Determine the relationship between pay & compensation and organizational commitment.
- ii. Identify the relationship between interpersonal trust and organizational commitment.
- iii. Examine the relationship between recognition and organizational commitment.

Overall, the findings show that the study objectives are achieved. Results showed that the three dimensions of Job Satisfaction namely pay & compensation, interpersonal trust and recognition explained 45.8% of the variance in Organizational Commitment, suggesting that its contribution to Organizational Commitment is statistically important and that the outcomes of this research are constant with the discoveries of preceding studies mentioned earlier in the literature review.

5.1.1 Pay & Compensation (Safety Needs/Security) and Organizational Commitment

The first research question is about the relationship between pay & compensation and organizational commitment. When staffs are paid on time and well compensated, efficiency increases and heads to greater accomplishment in the organization. A good pay and compensation scheme forms the foundation for job satisfaction, and this directly increases organizational commitment. Based on the results, it confirms that there is a strong and favorable association between pay & compensation and organizational commitment owing to the positive significance of the correlation coefficient ($\beta = 0.332$).

Job satisfaction leads to several encouraging organizational results. Firstly, higher levels of staff satisfaction that impacts the company and in turn promotes commitment and retains staff. When staffs decide to remain in the organization, automatically their productivity, effectiveness and efficiency are increased. Hence, reducing expenses for recruiting and training. This cost reduction certainly contributes to the overall operational cost of the organization. HEI as a people-based industry relies heavily on its human

resource. Hence, continued good performance and commitment of staffs are a priority for organization. Therefore, the organization should emphasis on administrative staffs pay and compensation to enhance their organizational commitment.

The positive relationship between pay & compensation and organizational commitment is constant with previous researchers such as Latif et al. (2013) and Yaseen (2013). Organizational commitment is described as the feeling of employee towards the organization and the values of the organization. Employees who have a high level of commitment will have a strong intention of obliging and staying with their organization.

Though Latif et al. (2013) performed their research in Pakistan and Yaseen (2013) in India; yet this research from a different topographical locale, still achieved a similar outcome. It is worth noting that, while different studies are performed in different environments and samples, the findings obtained are the same. This shows that pay & compensation and organizational commitments are directly linked. On top of that, this research performed in Selangor with sample of administrative staffs further reinforces this view.

5.1.2 Interpersonal Trust (Belonging) and Organizational Commitment

This study also found that there is a positive relationship between interpersonal trust and organizational commitment ($\beta = 0.409$) which supported the second hypothesis proposed earlier. The organization with interpersonal trust among its administrative staffs have been successful in promoting its objectives. Distrust brings about job dissatisfaction

among administrative staff and impacts negatively on the moral partnership that disrupts the smooth functioning of any HEI. As a people-based organization, HEI's life and sustainability rely on close partnerships among its staffs. By cultivating interpersonal trust in the organization, workers are more satisfied at their employers and with their organizations' as well as employees can be committed to the organization.

The relationship between interpersonal trust and organizational commitment is significantly positive, complying with the observations of past scholars, like Nambudri (2012), Bakiev (2013) and Srivastava (2013). The interpersonal trust of the staffs is a feeling of identity and a personal relationship to the organization. This provides a feeling of connectivity, fidelity and stimulates organizational commitment towards the organization. Hence, nurturing interpersonal trust among administrative staffs will get a progressive result on organizational commitment.

Additionally, a decent level of interpersonal trust promotes the exchange of information and the ability to engage in collective practices; thus, it can enhance vibrancy of the unceasing phase of organizational learning. Policy makers of HEIs should consider creating trustworthy working environments that promote creative, happy and efficient labor force. This research also confirms the positive relationship of interpersonal trust as a dimension of job satisfaction and organizational commitment.

5.1.3 Recognition (Esteem) and Organizational Commitment

With regard to recognition, this study found positive relationship between recognition and organizational commitment ($\beta = 0.330$). Organizations today aim to find a fair compromise between the commitment of staffs and the success of the organization. Whereby, employees as individuals have a need to achieve and then be recognized for their attempts. Staffs not only want attractive salaries and benefits, but they also want their work to be recognized, respected, valued and handled fairly. Recognition functions as the crucial parameter for most organizations as it ties the success factor to the efficiency, satisfaction and commitment of administrative staffs. When administrative staffs experience success in tasks that enable them to exercise their talents and abilities, they experience a greater degree of job satisfaction. The higher the satisfaction in their job, the higher their organizational commitment. The third research question is about the positive relationship between recognition and organizational commitment.

In accordance with the outcome, the positive relationship between recognition and organizational commitment is in line with the reflections of previous researchers like Kwasira & Olike (2018) and Bradler et al. (2013). This confirms that recognition has a positive effect on organizational commitment. As per the findings in Chapter 4, recognition have the highest correlation coefficient relationship with organizational commitment in comparison with pay & compensation and interpersonal trust. This also stresses on Maslow's theory where esteem needs sits higher than security and belonging.

HEI's performance weighs down to two internal parties, made up of academics and administrative staffs. Appreciation of one's dedication to the organization through the eyes of someone else is what recognition is all about. Like any other employees, administrative staffs also profess a strong need to be recognized and valued for their work. This in turn gives them satisfaction and maintains their loyalty and commitment to their organization.

5.2 Implication of the Research

There should be more attentiveness given to the administrative workers of the education sector in Malaysia. This research explores the need to further examine the position of administrative staffs by providing valuable information on the relationship between job satisfaction and organizational commitment in HEIs in Selangor. Furthermore, it is hoped that this study could and will be useful for potential researchers, those who wish to carry out research in areas of job satisfaction and organizational commitment by using administrative staff as a research sample in the Malaysian context.

There are also some managerial consequences for the finding of this study. First and foremost, the results will serve as valuable knowledge and accurate evidence for the Human Resources Departments of HEI, the value of job satisfaction as it affects organizational commitment of administrative staffs in a specific institution. In addition, it will present useful insights for HEI management to consider the dimensions of job satisfaction that influences organizational commitment. More so, since job satisfaction has always contributed significantly to success and commitment, hence its paramount for

management to know these dimensions from the forefront and how to mobilize them to improve motivation, loyalty and commitment.

The results and their consequences may theoretically be useful for the universities under studied, to continuously monitor their employees' trust and confidence reposed on the organization and their peers, pay and benefits packages, promotions, recognition and appreciation schemes to improve the happiness of workers at work. Based on such reviews, employers can decide which forms of incentives are more appropriate for their organization and staffs and can therefore satisfy and inspire their workers. Employees would also be further prone to do well and have a superior degree of organizational commitment to their company. This will also help bind talented workers and boost their loyalty to the company. As workers are happy with their jobs, they will not leave the company and will enable the organization to achieve its corporate objectives.

5.3 Limitations

While the research has achieved its goals, there are some inevitable limitations.

5.3.1 Participant's Response

This is a quantitative analysis that uses a questionnaire for data collection and statistical evaluation purposes. This method of data collection has the drawback of having social desirability or better known as self-reporting bias (Dodou & de Winter, 2014). Administrative staffs may have felt heavy social pressure to react in the way they did. This is because the questionnaire is challenging their organizational commitment. They

may have felt burdened to respond to questionnaire items in a socially desirable manner, as they feel that their responses may reflect on the organization itself.

5.3.2 Sample Size & Scope

Due to limitations in the size of the sample, the data collected for analysis review may not be considered adequate. This is because 183 participants are a very small study sample to take a broad view about Malaysian HEIs' administrative staffs' population. Besides, this research covers only administrative staffs in Selangor. This selection could play a restricting part in generalizing about the entire Malaysian HEIs' administrative staffs.

5.4 Recommendation for Future Research

This research has shown that there is a substantial relationship between job satisfaction and organizational commitment among administrative staffs of HEIs in Selangor. Taking into consideration the limitations of this research, there are a few suggestions that can be suggested for future studies.

1. The questionnaires used in this research are distributed to a limited population in Selangor and cannot represent whole Malaysia's HEIs. In future studies, researchers can and should target a broader range of participants to enhance the precision and validity of the findings. Analysis should include all Malaysian states to prevent bias. This will certainly increase the possibility of obtaining more accurate and reliable

data in the analysis of the relationship between job satisfaction and organizational commitment among HEIs administrative staff.

2. For this research, the researcher selected a questionnaire approach for collecting data. It is recommended that prospective researchers use different methods of data collection such as personal interviews. A personal interview may diminish the ambiguity as the researcher can clarify the question to the respondent so that an accurate and dependable data can be obtained. While it could take more time, it may lessen the likelihood for participants to answer in a socially desirable behavior. Besides, interviews can shorten the time required to distribute and collect questionnaires.

5.5 Conclusion

This study leads to a deeper knowledge of the link between job satisfaction and organizational commitment among administrative staffs of HEIs in Selangor. The dependent and independent variables were created based on existing theory and a survey was distributed to gather sufficient information from administrative staffs in the Selangor HEIs. The results of this research answer the research questions and reveals three outcomes. It states that there is a positive relationship between dimensions of job satisfaction (pay & compensation, interpersonal trust and recognition) and organizational commitment.

Irrespective of this research, organizations should be concerned about administrative staffs' job satisfaction and organizational commitment at the individual level. Administrative personnel are also important for a HEI to improve its corporate reputation and considering the many critical positions of these staffs, efforts should be made to encourage their loyalty, contribution and commitment. Workers who are frustrated and demoralized would become mediocre employees that will negatively impact the level of performance and service in the HEI.

Nevertheless, job satisfaction and organizational commitment are not dormant, suggesting that the views of staffs change over time. There will always be a challenge of pleasing everyone and it is necessary for the management to better incorporate administrative staffs via professional development, just salary packages and adequate rewards and recognition programs along with trust. In short it is bolstering the highest possible employee job satisfaction and organizational commitment with the goal of preventing inefficiency, turnover and absenteeism to build a healthier, productive and more capable administrative workforce.

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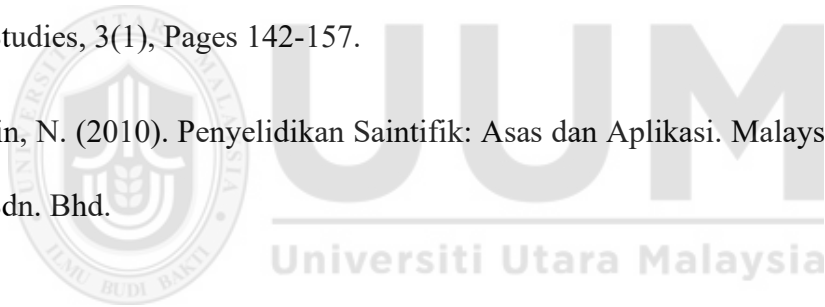
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APPENDIX

Sample Questionnaire



SCHOOL OF BUSINESS MANAGEMENT

I would like to seek your kind support and cooperation for a research study titled “*The Relationship between Job Satisfaction and Organizational Commitment among Administrative Staffs of Higher Education Institutions in Selangor*”. This research is a partial requirement for my Master of Science (Management).

This questionnaire comprises of three sections, which will take approximately 10 - 15 minutes of your time to complete. There are no right or wrong answers to the questions provided. Please respond to the questions according to your genuine opinions and experiences.

Your participation in this study is voluntary and your responses to the survey will be anonymous. The information provided will be treated strictly as confidential and will be used for academic purposes only.

Thank you in advance for your time and effort in completing this questionnaire. If you have any concerns, please feel free to contact the researcher via email given below.

Regards,

Punitha Ganesan (821879)
Master of Science (Management)
Postgraduate Student,
School of Business Management,
Universiti Utara Malaysia (UUM),
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QUESTIONNAIRE

Section A: Socio-Demographic Information

Instructions: Please tick (✓) the appropriate box.

1. Age:

< 25 25 – 30 31 - 35 36 – 40 41 – 45 > 46

2. Gender: Female Male

3. Marital Status: Married Single

4. Position: Senior Manager

Manager

Senior Executive

Executive

Non-Executive

Other (please state):

5. How long have you been working in this institution?

< 3 years 3 – 5 years 6 – 8 years 9 – 11 years >12 years

Section B

Instructions: For each question, please **tick (√)** the column that comes closest in reflecting your opinion about your current job.

Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately
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1	2	3	4	5
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6

		1	2	3	4	5	6
1	I feel that my pay is able to meet my daily basic needs						
2	I feel I am being paid a fair amount for the work I do						
3	I think I am given adequate yearly increments						
4	I feel that I have a secured job						
5	I am not satisfied with the benefits I receive						
6	I think this organization have good compensation schemes (i.e., insurance, leaves and bonus)						
7	When I do a good job, I receive the recognition that I should receive for it						
8	I like the people I work with						
9	I sometimes feel my job is meaningless						
10	Communications seem good within this organization						
11	I do not feel that the work I do is appreciated						
12	My pay matches the relative worth of my job i.e., similar job get similar pay						

13	I like doing the things I do at work						
14	I feel that my work is important in the organization and it impacts others						
15	My pay is equal to the pay that similar employees receive in other firms						
16	I have made many friends in this organization						
17	I have too much to do at work						
18	I often feel that I do not know what is going on with the organization						
19	I feel a sense of pride in doing my job						
20	There are benefits we do not have which we should have						
21	I have too much paperwork						
22	I don't feel my efforts are rewarded the way they should be						
23	There is too much bickering and fighting at work						
24	My job is enjoyable						
25	The management is very encouraging towards performers						

Section C

Instructions: For each question, please **tick (√)** the column that comes closest in reflecting your opinion about your current organization.

Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	2	3	4	5	6

		1	2	3	4	5	6
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful						
2	I talk up this organization to my friends as a great organization to work for						
3	I feel very little loyalty to this organization						
4	I would accept almost any type of job assignment in order to keep working for this organization						
5	I find that my values and the organization's values are very similar						
6	I am proud to tell others that I am part of this organization						
7	I could just as well be working for a different organization as long as the type of work was similar						
8	This organization really inspires the very best in me in the way of job performance						
9	It would take very little change in my present circumstances to cause me to leave this organization						
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined						
11	There's not too much to be gained by sticking with this organization indefinitely						
12	Often, I find it difficult to agree with this organization policies on important matters relating to its employees						
13	I really care about the fate of this organization						

14	For me this is the best of all possible organizations for which to work						
15	Deciding to work for this organization was a definite mistake on my part						

This is the end of the Questionnaire. Thank you for your time and cooperation.

