

**RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB  
SATISFACTION AMONG EMPLOYEES**

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## ABSTRAK

Tujuan kajian ini dilakukan adalah untuk mengkaji hubungan di antara komponen-komponen komitmen organisasi dan kepuasan kerja dikalangan pekerja dalam sektor swasta. Hasil kajian ini dapat menjadi penyumbang penting kepada penyelidikan sedia ada berkaitan pengurusan dan tabiat organisasi. Pada permulaan kajian ini, tujuan, soalan kajian, dan keperluan kepada kajian ini dilakukan adalah dinyatakan. Seterusnya, ulasan karya akan membincangkan tentang komitmen organisasi dan kepuasan kerja yang menumpukan kepada hubungan di antara kedua pemboleh ubah. Sebanyak 125 responden (100% kadar respon) telah memberi respon mereka. Hasil ujian regresi berbilang menunjukkan komitmen afektif mempunyai hubungan signifikan dan positif dengan kepuasan kerja. Manakala komitmen perlanjutan (continuance) dan normative tidak mempunyai hubungan yang signifikan dengan kepuasan kerja.

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

## ABSTRACT

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee in private sector. Therefore this study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research question, and the need for the study is given. Then, literature is discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 100 percent response rate from 125 respondents. The result from Multiple Regression Analysis showed that affective commitment have significant positive relationship with job satisfaction. However, continuance and normative commitment have no significant relations with job satisfaction. The overall model or the coefficient determination was quite high, R Square of 40.5 %.

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

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**In the name Allah the Most Gracious and The Most Merciful  
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# CHAPTER 1

## INTRODUCTION

### **1.1 Introduction to the study**

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young and Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad and Zin, 2010).

In the eyes of employees they believe that they have done a lot for their organization and they also have emotional involvement in their organization. However, their management has very little involvement in their growth and development of employees. Studies have highlighted that commitment has a great impact on the successful performance of an organization. So that, organizational commitment is highly valuable. This is because a highly committed employee will identify with the goals and values of the organization and may have a stronger desire to belong to the organization. If human

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