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**THE RELATIONSHIP BETWEEN AFFECTIVE AND
NORMATIVE ORGANIZATIONAL COMMITMENTS
ON JOB SATISFACTION AMONG TECHNICAL STAFF
AT UNIVERSITI UTARA MALAYSIA**



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**MASTER OF SCIENCES (MANAGEMENT)
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JUN 2018**



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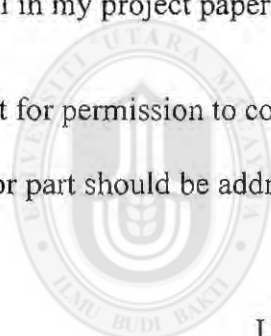
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ABSTRAK

Objektif kajian ini dilakukan adalah untuk mengkaji hubungan di antara komitmen organisasi afektif dan normatif dengan kepuasan kerja dikalangan pekerja teknikal di Universiti Utara Malaysia. Borang kaji selidik telah dihantar secara rawak kepada 150 staff teknikal di UUM dan sebanyak 121 maklumbalas telah digunakan untuk analisis menjadikan kadar respon efektif sebanyak 81.33%. Dapatan kajian menunjukkan bahawa komitmen afektif dan normatif mempunyai hubungan yang positif dan signifikan dengan kepuasan kerja. Hasil kajian ini dijangka dapat memberi sumbangan penting kepada penyelidikan dan literatur sedia ada dalam bidang gelagat organisasi dan pengurusan sumber manusia. Kajian ini juga penting sebagai rujukan kepada pembuat dasar di universiti awam untuk mengurus kakitangan khususnya staf teknikal mereka dengan lebih baik dan cekap lagi. Kajian ini dirumus dengan perbincangan mengenai cadangan-cadangan untuk penyelidikan masa hadapan.

Katakunci: *Komitmen organisasi afektif, komitmen organisasi normatif, kepuasan kerja*



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ABSTRACT

The study was conducted to examine the relationship between affective and normative organization commitments with job satisfaction among technical staff in Universiti Utara Malaysia. The questionnaires were sent randomly to 150 technical staff at UUM and a total of 121 responses were used for analysis giving an effective response rate of 81.33%. The findings of this study showed that affective and normative organizational commitments have positive and significant relationships with job satisfaction. The findings are also expected to make significant contributions to existing research and literature in the field of organizational behavior and human resource management. This study was also important as a reference to policy makers and administrators at public universities in better managing their staff, specifically the technical staff group. The study was concluded with a discussion and suggestions for future research.

Keywords: *Affective organizational commitment, normative organizational commitment, job satisfaction*



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ACKNOWLEDGEMENT

In the Name of Allah, the Most Gracious and Most Merciful

First and foremost, I would like to express my gratitude to Allah SWT for His blessing and allowing me to complete this MSc study and complete this project paper. I am heartily thankful to my beloved family members especially to my mother, Che Su Hj. Othman, my wife, Fauziah Hussain and children, daughter and their spouse, grandchildren and granddaughter for your constant prayers, never-ending support, patience, and understanding throughout the tenure of my study.

My most profound thankfulness goes to my supervisor: DR. ABDUL SHUKOR SHAMSUDIN and DR. MUHAMMAD SHUKRI BAKAR for all their patience, scientifically proven, creativity encouraging guidance, and discussions that made this study to what it is. Without their understanding, consideration and untiring advice, this dissertation would not have been completed successfully.

Also, special appreciation to UUM for the scholarship it has given a chance for me to pursue my master's Degree studies. Again, for all the people who helped me a lot along the way, thank you very much from the bottom of my heart and may Allah SWT bless you all.

All praise due to Allah SWT indeed

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LIST OF ABBREVIATION

AOC	Affective Organization Commitment
ICT	Information and Communication Technology
JPP	Jabatan Pembangunan dan Penyelenggaraan
JS	Job Satisfaction
NOC	Normative Organization Commitment
OC	Organizational Commitment
UUM	Universiti Utara Malaysia



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CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

This chapter discusses the background of the study, problem statement, research questions and research objectives, scope and limitation, definition of key terms, and organization of the study.

1.2 BACKGROUND OF THE STUDY

Job satisfaction is important for employee well-being. It is a significant predictor of psychological well-being and a widely acknowledged construct linked to work related well-being (Brough & O'Driscoll, 2005; Doef & Maes, 1999; Ilies & Schwind, 2007; Rathi & Rastogi, 2008). Murphy and Cooper (2000) found that most employees spend between one and two thirds of their waking time in the workplace. Thus, job satisfaction has a major impact on employee well-being at the workplace, as well as at home.

Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience, it is a result of employee's perception of how well their job provides those things that are viewed as important (Locke & Lathan, 1976). To be a successful organization, it must be ensuring that the employees are continuously satisfactorily (Berry, 1997).

According to Luthans (1998), there are three important dimensions to job satisfaction: (a) an emotional response to a job situation, as such it cannot be seen, it can only be inferred; (b) how well outcome meet or exceed expectations and (c) it represents several related attitudes such as work itself, pay, promotion opportunities, supervision and coworkers

which are most important characteristics of a job. In a competitive environment, the main determinant of the success of an organization is dependent on the worker. Apart from that, good management of employee commitment can be beneficial to both the individual and organizational level in terms of effectiveness, performance, productivity and decrease turnover (Fiorita, Bozeman, Young & Meurs, 2007).

Organizational commitment has an important place in the organizational behavior. This is true to some extent because a huge number of studies have found relationships between organizational commitment, attitudes and behaviors in the workplace [(Porter, Steers, Mowday and Boulian, (1974); Koch and Steers, (1978)]. Meyer and Allen (1991) identified three types of commitments; affective commitment, normative commitment, and continuance commitment. Affective commitment as an emotional attachment, identification, and involvement that an employee has with the organization and its goals; normative commitment as a feeling of obligation towards the organization and continuance commitment as the willingness to remain in an organization because of the investment that the employee has which are nontransferable.

1.3 PROBLEM STATEMENT

Information regarding job satisfactions that are derived from work can be of major importance to the organizations attempting to satisfy the needs, wants and expectations of employees. However, not much is known concerning job satisfaction among university and college personnel especially the non-academic and technical employees. The study on job satisfaction in universities were mostly done among academic staff (Awang, Z., Ahmad, J. H., and Zin, N. M. (2010), Bozeman, B., and Gaughan, M. (2011) and Bateh,

J. (2014). Thus, the intent of this study is to identify and examine facets of job satisfaction among the technical employees as supporting staff which are most staff count.

According to Malaysian Employers Federation(MEF), the issue of high turnover rates in Malaysia especially among the computing or Information and Communication Technology (ICT) professionals is very alarming. The problem becomes more serious when these ICT professionals also have the inclination to leave the ICT career itself and work in a different set of careers other than ICT (JobStreet.com, 2010). Despite the lucrative salary offered by the computing jobs (Jobstreets.com, 2014), Malaysian employment statistics reported that the ICT industry was placed first in the list as the highest turnover rate between 2011 and 2012 (Malaysian Employers Federation, 2012).

Ahmad Sarji (1996) stated that some of the problems in the public services were due to the huge number of government servants, functional and structure issues. Hence, the government has launched some reformation in the public service like client charters to improve the weaknesses and offer a better service to the nation.

The former Prime Minister, while answering to the question raised by a participant in the Malaysian Incorporated Summit in Kuala Lumpur, has asked the private sector to offer reasonable salaries to stop brain drain from public sector to joint private sector (The Star, 25 July 2000). Roshidi (2014) in his study on levels of job satisfaction among engineers XYZ(M) Sdn. Bhd. has found that some of the engineers and technical staff were willing to withdraw from the organization if the management failed to assess their contributions to the organization, or if they had the opportunity to do so.

Midlevel administrative staff in the university are typically those employees who hold non-academic positions below the dean's level and may be classified as administrator,

professionals and technical skilled staff members (Johnsrud & Rosser, 1997). These employees include the numerous advisors, IT Professionals, technicians and other staff who work nature to support the vision and mission of the institution (University of Arizona, 2001). In Universiti Utara Malaysia(UUM), technical employees in Department of Development and Maintenance (*Jabatan Pembangunan dan Penyelenggaraan*, [JPP]) are the most count of supportive employees. Satisfied in their job are the most factors that influence organizational commitment.

Recent cost-cutting exercise due to smaller financial allocation from the Ministry of Education has resulted in some reduction in the technical staff workforce at UUM (Pekeliling Bendahari UUM Bil 1, 2016). This has brought about in an increased job burden that ultimately resulted in poor level of job satisfaction among the technical staff. Many complaints and grouses were noted, and more jobs were left with unsatisfactory attention (Wahe Anuar of JPP UUM, personal communication, September 28, 2018).

One important factor that affected job satisfaction is staff organization commitment. (Ayeni & Phopoola, 2007). This study opined that is important for an institution such as UUM to identify the impact of organization commitment and employees' job satisfaction. It may afford some good input in formulating policy on human resource relations and training programs for supporting staff which is in line with organization goals. On top of that, the organization could advocate the right practices among it supporting staffs.

1.4 RESEARCH QUESTIONS

This study is to examine whether there is relationship between job satisfactions, affective and normative organizational commitment with type of employees' professional task.

Therefore, the research question for this study can be stated as:

1. Is there a relationship between affective organization commitment and job satisfaction?
2. Is there a relationship between normative organizational commitment and job satisfaction?

1.5 RESEARCH OBJECTIVES

In highly labor-intensive organization, people are the most valuable assets. Human capital is among the key source of competitive advantage that can drive organizations to compete in the global economy. Due to the several limitations, the objectives of the research are to explore and understand the relationship between organization commitment and job satisfaction among technical employees at Universiti Utara Malaysia. The objectives are:

1. To examine the relationship between affective organization commitment and job satisfaction.
2. To examine the relationship between normative organization commitment and job satisfaction.

1.6 SIGNIFICANT OF THE STUDY

The significance of this study can contribute many advantages to many parties such as corporate strategy, business unit level in forming their business strategy and the analytical and empirical researches.

We hope that this study will help the management of UUM to be more aware about job satisfaction and employees' commitment towards the organization. Besides that, by determining this matter, the organization might be able to recognize the factors that may affect organizational commitment and directly to the job satisfaction. This is important to retain the asset, that is the employee and minimize the turnover. To face the decreasing in economy, the employer should be more alert and concerned more towards satisfaction of employee.

1.7 SCOPE AND LIMITATION

This study was conducted in UUM which is situated in northern region of Malaysia. The respondent was taken from technical employees which consists of 150 respondents from Development and Maintenance Department (*JPP*, UUM). In this research, several types of limitations have been identified such as:

- i. collection of data only use questionnaire because of time restriction.
- ii. some questionnaire is not return because maybe they ignored the email sent to them.
- iii. past research is mostly on IT professional; therefore, researcher have to refer to the research that has been done even though the possibility of a different respondent perceptions.

1.8 DEFINITION OF KEY TERMS

The following terms were used in specialized meaning in this study and it is intended that such definitions be used throughout the study:

1. Organizational commitment: Employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).
2. Affective Organizational Commitment: A strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization. (Mowday, Porter, & Steers, 1982).
3. Normative Organization Commitment: The employees with strong normative commitment will remain with an organization by virtue of their belief that it is the "right and moral" thing to do (Meyer & Allen, 1997)
4. Technical employees: Technicians in any the field of task which are categorized as Malaysian's third level technician and associated professional staff.

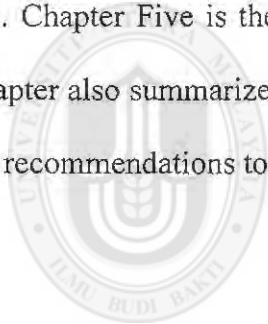
1.9 ORGANIZATION OF THE THESIS

There are five chapters in this thesis where the initial section depicts the foundation of the preparatory investigation, explain and present the problem statement, research questions, research goals, and the extent of the examination, the significance this study, definition of terms and the limitation in this research. Meanwhile, Chapter Two addressed

the previous empirical literature relating to the variables to provide a clear description of the research framework in this study.

The research methodology used in this research are discussed in Third chapter. The methodology of this research includes research design, data collection methods that will be devoted to the collection of secondary data and primary data collection. In addition, the interpretation of the results will be centered on the estimation of the variables utilized as a part of the information investigation of social work research and the definition of the whole section. Then, the next chapter is Chapter Four, involving discussions on the findings and analysis of data on it.

Analysis carried out consisted of descriptive analysis, factor analysis and correlation analysis. Chapter Five is the final chapter and discuss information to any discoveries. This chapter also summarize the results of the public in respect of research findings and provide recommendations to improve organizational commitment and job satisfaction.



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CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter consists of the past relevant studies that related with the relationship between the organization commitment and job satisfaction, related models, and the theoretical framework that explains how these variables are interrelated with each other. The purpose of the literature review is to examine the key concepts and related research relevant to the research questions focused.

2.2 JOB SATISFACTION

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

2.2.1 What Is Job Satisfactions

In scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact, there is no final definition on what job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

Different authors have different approaches towards defining job satisfaction. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say, "*I am satisfied with my job*". According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that must do with the way how the employee feels.

Vroom was defining the job satisfaction is focuses on the role of the employee in the workplace. Thus, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction must do with the way how people feel about their job and its various aspects. It must do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Davis and Nestrom (1985) defined job satisfaction is closely linked to that individual's behavior in the work place. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts.

Statt (2004) defined job satisfaction as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation.

The term job satisfactions refer to the attituded and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs. George and Jones (2008) viewed that people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is differing from motivation. Job satisfaction is more on people's attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Aziri (2008) considered that job satisfaction represents a feeling that appears because of the perception that the job enables the material and psychological needs. Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact, the new managerial paradigm which insists that employees should be treated and considered primarily as human being that have their own wants, needs and personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction, it is logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

2.2.2 The Important of Job Satisfaction

The significance of occupation fulfillment uncommonly develops to surface if had as a top priority the numerous negative outcomes of employment dissatisfaction such an absence of loyalty, increased absenteeism, increment number of mischances and so on. Spector (1997) lists three important features of job satisfaction.

- a) First, organization ought to be guided by human esteems. Such associations will be arranged towards approaching specialists reasonably and with deference. In such cases the assessment of occupation fulfillment may fill in as a decent marker of representative viability. Abnormal amounts of occupation fulfillment might be indication of a decent passionate and mental condition of representatives.
- b) Second, the conduct of laborers relying upon their level of occupation fulfillment will influence the working and exercises of the association's business. From this it can be reasoned that activity fulfillment will bring about positive conduct and the other way around, disappointment from the work will bring about negative conduct of representatives.
- c) Third, work fulfillment may fill in as markers of hierarchical exercises. Through employment fulfillment assessment distinctive levels of fulfillment in various hierarchical units can be characterized, yet thusly can fill in as a decent sign with respect to in which authoritative unit changes that would support execution ought to be made.

2.2.3 Model of Job Satisfaction

- a) Christen, Iyer and Soberman (2006) provide a model of job satisfaction presented the following elements are included:
- Job related factors
 - Role perceptions
 - Job performance
 - Firm performance
- b) Lawler and Porter (1967) give their model of job satisfaction which unlike the previous model places a special importance on the impact of rewards on job satisfaction. According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction, because of the employee's perceptions regarding the deserved level of pay.
- c) Locke and Latham (1990) provide a somewhat different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. Success is analyzed as a factor that creates job satisfaction.

2.2.4 Factors Influencing Job Satisfaction

Job satisfaction is under the influence of a several factors such as the nature of work, workers salary, advancement opportunities, organization management, work groups and work conditions. Rue and Byars (2003) provide some different approach regarding the factors of job satisfaction as figure below:

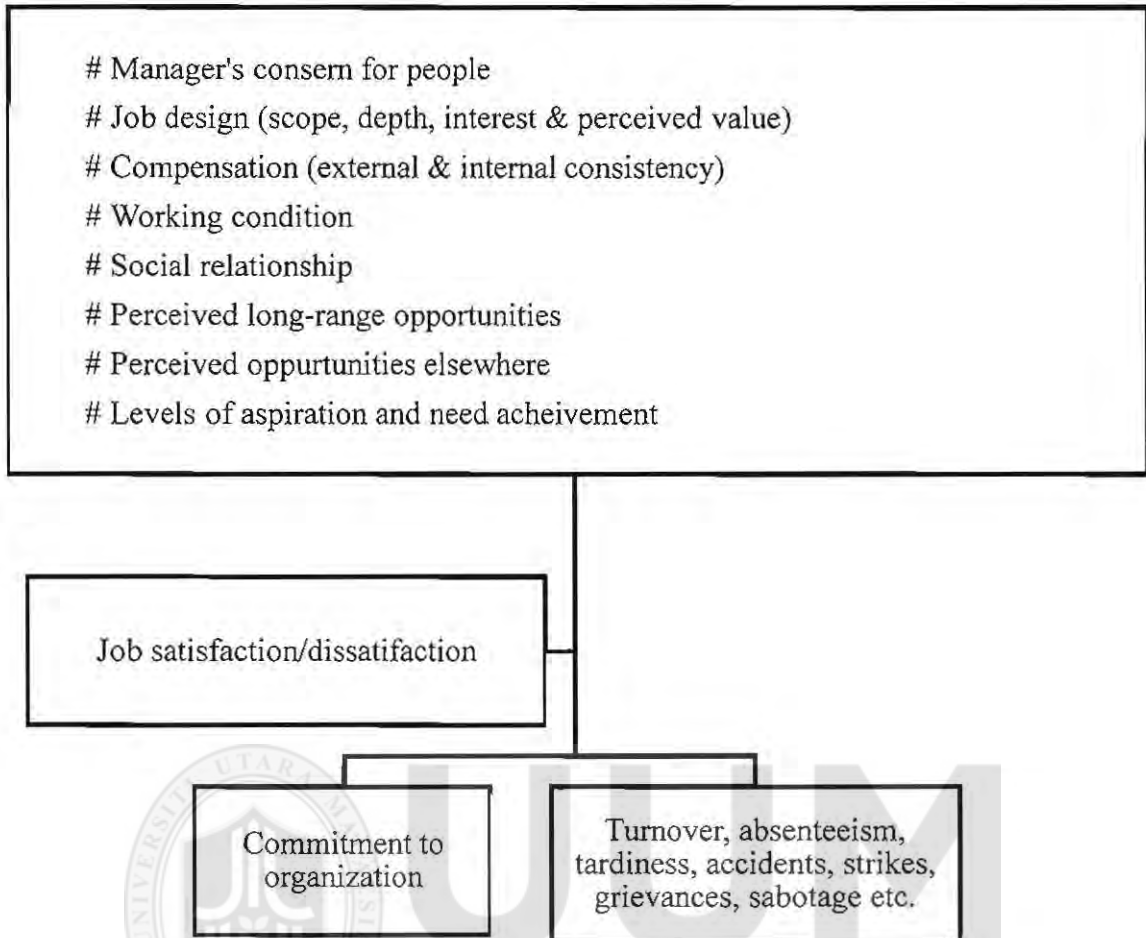


Figure 2.1
Determinants of satisfaction and dissatisfaction (Rue & Byaes, 2003)

Beside the factors of job satisfaction, the fact that they can also cause job dissatisfaction must be kept in mind. Therefore, the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors.

Herzberg's Two-Factor Theory is probably the most often cited point of view. In fact, the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore, all factors

that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors). Table below listed both factors. Table 2.1 illustrated a brief view of the theory.

Table 2.1
Herzberg's Two-Factor Theory

Hygiene factors	Motivators factors
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job security	

2.2.5 The Effect of Job Satisfactions on productivity

Job satisfaction causes a series of influences on various aspects of organizational life. Some of them such as the influence of job satisfaction on employee productivity, loyalty and absenteeism are analyzed as part of this text.

The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example, a comprehensive meta-analysis of the research literature finds only a .17 best- estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards.

If people receive rewards they feel are equitable, they will be satisfying, and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally, there is still considerable debate whether satisfaction leads to performance or performance leads to satisfaction (Luthans, 1998).

Employees' loyalty is one of the most significant factors that human resource managers must have in mind. Employees' loyalty is usually measured with the Loyalty Questionnaire and can cause serious negative consequences when not in a high level.

Usually three types of employees' loyalty are considered: affective loyalty, normative loyalty and continuity loyalty. Affective loyalty has done with the cases when an employee feels an emotional connection to the company, normative loyalty is a sort of loyalty that appears in cases when the employee feels like he owes something to the company and continuity loyalty comes because the employee does not have an opportunity to find a job somewhere else.

Research conducted by Vanderberg and Lance (1992) during which they surveyed 100 perfusionists in the information services for five months showed a strong relation between job satisfaction and employee loyalty. Their research proved that the higher the degree of job satisfaction the higher is the level of employee loyalty.

Employee absenteeism causes serious additional costs for companies; therefore, managers are in permanent peruse of ways how to decrease and reduce it to its minimum. Probably, the best way to reduce employee absenteeism would be through an increase in

the level of employee satisfaction. The main idea behind this approach is that the higher the degree of job satisfaction is the lower employee absenteeism should be.

Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So, satisfaction is worth paying attention to, especially since it is potentially under your control – unlike some of the other causes of absenteeism (example illness and accidents). But as we said circumstances can alter this equation. As a manager you could be implicitly encouraging absenteeism by enforcing company policies. If people are paid for sick days, and if they must be “used or lost” this is strong encouragement for employees to be absent. In other words, you’ve helped create a culture of absenteeism that can overcome the “satisfaction” effect. (Sweney & McFarlin, 2005).

When satisfaction is high, absenteeism tends to be low; when satisfaction is low, absenteeism tends to be high. However as with the other relationships with satisfaction, there are moderating variables such as the degree to which people feel their jobs are important. Additionally, it is important to remember that while high job satisfaction will not necessarily result in low absenteeism, low job satisfaction is likely to bring about high absenteeism.

2.3 ORGANIZATIONAL COMMITMENT

Organizational commitment (OC) is defined as the relative strength of an individual’s identification with and involvement in an organization (Mowday, Steers, & Porter, 1979).

Organization commitment also refers to the employee’s emotional attachment to,

identification with, and involvement in the organization. Organizational commitment is considered as employees' readiness to contribute to organizational goals and mission.

Organizational commitment also is a form or an employee commitment wherein the employee is committed to the organization. In their research journal article report on a study of Office of Naval Research which measured job satisfaction and organization commitment, Porter, Steers, Mowday and Boulian (1974) conducted a longitudinal study across 10 and half months to determine how job satisfaction and organizational commitment changed and how those changes were related to employee turnover. Their seminal work concluded that organizational commitment was a better predictor of employee turnover than was job satisfaction.

According to Opkara (2004), when employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that organization is higher. Maxwell and Steele (2003), believed that the organization concerned on the look after employees' interest. It is clear, the higher the experience, the more positive the impact on the commitment. Measuring organizational commitment is an assessment of the congruence between an individual's own values and beliefs and those of the organization (Swales, 2002).

Furthermore, an individual's experience with their co-workers had the impact on highly commitment to the organization (Maxwell & Steele, 2003). High level of organizational commitment provides a clear focus for human resource manager because commitment is good and positive that should lead to high level of work performance. To make employees satisfied and committed to their jobs, there is a need for strong and effective motivational strategies at various levels of the organization. Besides that, Ayeni and Phopoola (2007)

found a strong relationship between job satisfaction and organizational commitment. According to them job satisfaction is mostly determine how well the organization meets employee's expectations.

Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment.

2.4 TYPE OF ORGANIZATION COMMITMENT

Commitment as conceptualized above will be referred to, hereafter, as affective, continuance, and normative commitment, respectively. Common to these three approaches is the view that commitment is 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. Beyond this, however, the nature of the psychological states differs from an organization to another's.

Organizational commitment is "a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" (Miller, 2003). Organizational commitment is "a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" (Miller, 2003). Affective commitment is positive feelings of identification with, attachment to, and involvement in the work organization. Normative commitment refers to commitment based on a sense of obligation to the organization. Continuance commitment is the extent to which employees feel committed to their organizations by the costs that they feel are associated with leaving.

According to Ayeni and Phopoola (2007), all the three components of organizational commitment namely Affective Commitment which are psychological attachment to organization; Continuance Commitment that is cost associated with leaving the organization; and Normative Commitment that is perceived obligation to remain within the organization have implications for the continuing participation of the individual in the organization. (Meyer & Allen, 1997).

2.4.1 Affective Organizational Commitment

According to Feinstein (2002), the Organizational commitment has been described as consisting of two constructs that is affective and continuance (Allen & Meyer, 1990). As defined by Mowday et al. (1982), affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization."

Research with the title "Organizational Tenure Moderator Effect on The Relationship Between Psychological Climate and Affective Commitment" by English, Morrison and Chalon (2010) found that affective commitment is stronger for employees with longer service life, in addition to the involvement of employers is essential to the affective commitment. Meyer, Stanley, Herscovitch and Topolnytsky (2002), explained that affective commitment has been found associated with low employee turnover, lower absenteeism and better performance.

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

2.4.2 Normative Organizational Commitment

Employees with strong normative commitment will remain with an organization by their belief that it is the "right and moral" thing to do (Meyer & Allen, 1991). Wiener and Gechman (1977) argued that normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the "psychological contract" between an employee and the organization (Rousseau, 1995).

Furthermore, normative commitment can increase when an individual feel loyal to his employer or responsible to work for the benefits that he gets from the organization because of the desire to compensate the favors received from the institution (Meyer, Allen & Smith, 1993). The normative component of commitment concerns the employee's belief about one's responsibility to the organization. Weiner (1982) refers employees who are normatively committed to the organization remain because "they believe that it is the right and moral thing to do".

2.4.3 Continuance Organizational Commitment

The continuance organizational commitment is counterpart to affective organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray,

Gregoire, & Downey, 1991). English, Morrison and Chalon (2010) outline the continuous duty of the requirement for people to stay with the association because of the acknowledgment of costs connected with leaving the association. English et al. (2010) in his exploration found that perceived organization commitment positively affects the continuous responsibility.

In addition, Meyer et al. (1993) stated that skills and education are not easily transferred to other organization which tends to increase workers' commitment to their current organizations. Those who stay within their organization with a strong continuance commitment are there just because they need it. Continuance commitment reflects economic ties to the organization based on the costs associated with leaving the organization. Research on continuance commitment suggests that this component consists of two related sub-dimensions: personal sacrifice and perceived lack of alternatives (Dunham, Grube & Castenada, 1994; Meyer, Allen & Gellatly, 1990). Both personal sacrifice and perceived lack of employment alternatives increase the costs associated with leaving the organization.

Bressler (2010) conducted research with the U.S. Army Reserves as his target population to analyze the relationship between organizational commitment and turnover intent. Using a modified version of Meyer and Allen's (1991) three- component model, Bressler sampled 157 U.S. Army Reserve soldiers. He concluded that a positive relationship existed between an individual's continuance commitment and intent to remain with the organization. However, Bressler concluded that the strongest positive relationship existed between an individual's affective commitment and intent to remain with the organization.

2.5 RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). Some researchers have admitted that organizational commitment may be an independent variable with job satisfaction as an outcome (Bateman & Strasser, 1984; Vandenberg & Lance, 1992). According to Bateman and Strasser (1984) organizational commitment influences job satisfaction, which in turn will affect the turnover intention. These research studies argue that the managers who are highly committed to the organizations may experience higher levels of job satisfaction (Lau & Chong, 2002). Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment.

Rosin and Korabik (1991) using Canadian woman managers as their samples, reported that woman who felt that their expectations had not been met, who described their job as limited in leadership, responsibility, variety, time flexibility and autonomy and who cited office politics and being in a male dominated environment as potential factors in a leave decision, experienced low job satisfaction and organizational commitment and had a greater intention to leave. Besides, it is found that employees' initial commitment to an organization is determined largely by their individual characteristic's and how well their early job experiences match their expectations. Later organizational commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to organizational commitment or lack of commitment (Hellriegel, Slocum & Woodman, 2001).

Commitment is interrelated to satisfaction. Becker et al. (1995) in Tella et al. (2007) defined organizational commitment in three dimensions; (1) a strong desire to remain as a member of an organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization. In conclusion the present study expects to know (a) the level of different components of organizational commitment and job satisfaction towards employee in the company (b) the relationship between the components of organizational and general satisfaction, and (c) different types of demographic variable that may have significant influence on the different components of organizational commitment and job satisfaction. Besides, organizational commitment in relation to job satisfaction has received considerable attention in past research. For instance, Getahun, Sims and Hummer (2008), Saari and Judge (2004), Lambert (2004), Malhorta and Mukerjee (2004) discovered a positive associated between the two variables.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997). In addition, the work attitudes of job satisfaction and organizational commitment are important in shaping employees' intentions to stay or leave. Both were predicted to have direct effects on turnover intent of correctional employees. Organizational commitment is the bond between the worker and the organization. Highly committed employees are loyal to the organization, share its values and identified with the goals of the organization (Mowday et al., 1982).

Besides that, Dubinsky et al. (1990) using U.S, Japanese and Korean samples also reported a significant relationship between job satisfaction and organizational commitment. This finding may imply that nationality may have only minimal explanatory power with respect to this relationship.

2.6 CONCLUSIONS

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.



UUM
Universiti Utara Malaysia

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

This chapter describes the research methodology used for this study. Topics of coverage in this chapter include research framework, hypothesis development, research design, sampling procedure, measurement of variables and instrument design, data collection method, questionnaire design and data analysis.

3.2 RESEARCH FRAMEWORK

This study aims to examine whether an affective and normative commitment of organizational commitment can affect the level of job satisfaction of technical employees. The conceptual framework below will offer the conceptual foundation to examine and explore more to the study in verifying the relationship between organizational commitment and job satisfaction. An affective, and normative organizational commitment, are posited as bases for the formation of job satisfaction.

Independent variable consists of one variable that is organizational commitment with two main dimensions, i.e. affective organizational commitment and normative organizational commitment. Dependent variable consists of one variable and that is job satisfaction. The theoretical framework for this study is as shown in Figure 3.1.

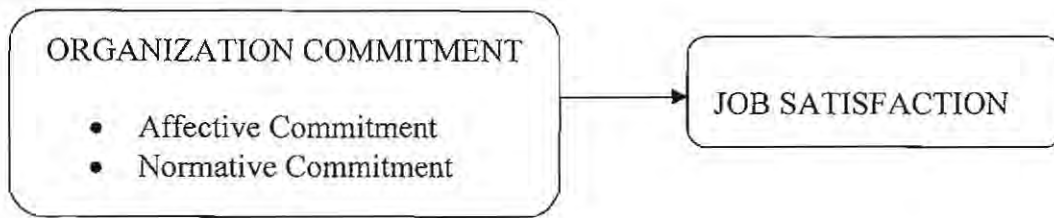


Figure 3.1
Research framework

3.3 HYPOTHESIS DEVELOPMENT

The main objective of this research is based on research framework of the relationship between organization commitment and job satisfaction among technical staff in UUM. Therefore, several research hypotheses are proposed for further empirical investigation

H1: There is significant relationship between affective organization commitment and job satisfaction.

H2: There is significant relationship between Normative organization commitment and job satisfaction.

3.4 RESEARCH DESIGN

3.4.1 Type of Study

The research focused on the relationship between organizational commitment and job satisfaction. This study was a quantitative in nature by using survey method to examine the relationship between independent and dependent variables. The findings and conclusion of the study depend on the fully utilization of statistical data collected and analyzed using SPSS version 24 for Windows.

3.4.2 Population and Sampling

According to Sekaran (2013), data that gathered for research from the actual site of occurrence of events are called primary data. This study has identified a total of 255 technical employees from the UUM's portal, as such this figure was the effective population of this study. Krejcie and Morgan (1970) recommended that 150 samples should be the appropriate number to represent this population. For this study, the questionnaires were distributed through email to the 150-technical staff attached to Development and Maintenance Department in UUM. The main reason of selecting this type of study is mainly because of time constraint, low cost, relatively prompt response and it would not disrupt the productivity of the support staff.

3.5 RESEARCH INSTRUMENT

The present instrument comprises four sections meant to measure related variables namely the demographic detail of the respondents, Meyer and Allen's (1990) Employee Commitment Survey for employees' commitment and Taylors and Bowers (1972) Job Satisfaction Survey (JSS) to measure the job satisfaction of the respondents. The instrument was designed purposely for an individual level unit of analysis. An introduction was placed on the first page of the instrument informing that the survey is solely for academic purpose and that all the answers will be treated strictly private and confidential.

Section A, consist of seven items to gather demographic data of the respondents such as gender, age, race, marital status, education levels, monthly income and their professional task. Section B, with seven items to determine the affective organizational commitment

of the respondent. Section C, with six items to measure the normative organizational commitment of the respondent. Finally, section D, with seven items to examine the job satisfaction of respondent. The details of questionnaires for all variables illustrated on table 3.1 below.

Table 3.1
Survey questionnaire of variables

Variables	Questionnaire
<p>A. Affective organizational commitment</p> <p><i>Sources: Allen & Meyer, 1990</i></p>	<ol style="list-style-type: none"> 1. I would be happy to spend the rest of my career with this organization. 2. I enjoy discussing my organization with people outside it. 3. I really feel as if this organization's problems are my own. 4. I do feel like 'part of family' at this organization. 5. I do feel 'emotionally attached' to this organization. 6. This organization has a great deal of personal to me. 7. I do feel a strong sense of belonging to this organization.
<p>B. Normative Organization Commitment</p> <p><i>Sources: Allen & Meyer, 1990</i></p>	<ol style="list-style-type: none"> 1. I think people these days move from company to company too often. 2. I do believe that person must always be loyal to his/her organization. 3. One of the major reason I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain. 4. If I got another offer for a better job elsewhere I would not feel it was right to leave the organization. 5. I was taught to believe in the value of remaining loyal to one organization. 6. If I got another offer for a better job elsewhere I would not feel it was right to leave the organization. Things were better in the days when people stayed with one organization for most of their career.

Table 3.1
(continued)

C. Job Satisfaction

1. All in all, I am satisfied with the persons in my work group.
2. All in all, I am satisfied with my immediate supervisor.
3. All in all, I am satisfied with my job now.
4. All in all, I am satisfied with this organization, compared to other company
5. Considering to my skills and level of education that I have, I am satisfied with may pay and benefit that I get in this organization.
6. Most people in this organization are satisfied with the job that done now.
7. I never thought to leave this organization even the condition of this company is not stable for this moment.

Sources: Taylor & Bowers, 1972

The 5-point Likert scale with multiple items was used to measure the independent and dependent variables. The respondents were required to choose to what extent he/she agrees or disagrees with each of the statement, with 1 being strongly disagreed and 5 being strongly agreed. The rating scale is shown in the table 3.2.

Table 3.2
Rating Scale

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

3.6 MEASUREMENT OF VARIABLES

The concepts and variable in this study is measured by existing measures. However, questions or items were uttered when necessary. The following instrument of measures for this study were adopted from the previous studies. The total of the 27-item of bilingual instrument which were used in this study.

To ensure the research is conducted effectively and efficiency, the detail of the procedures of obtaining information is needed in conducting the study to solve the problem. The descriptive research (quantitative research) method which was primarily used to obtain the information need for the study. The questionnaire was divided into four sections to study the characteristics of the important variables in identifying the relationship between organizational commitment and job satisfaction among employees.

Section A of the questionnaire comprised of demographical background of the respondents. It consists of gender, age, race, marital status, educational levels, monthly income and their professional task. Whereas section B, C and D of the questionnaire are part of the instrument that were aimed to test the variables constructed. Section B seeks to measure the affective organizational commitment and section C seeks to measure normative organizational commitment. While the section D of the questionnaires presents item of job satisfaction (dependent variable). The instrument consists of four sections as shown in the following table 3.3.

Table 3.3
Contents of the Questionnaire

SECTION	VARIABLES	ITEM NO.
A	Demography	1 – 7
B	Affective OC	8 – 14
C	Normative OC	15 – 20
D	Job Satisfaction	21 – 27

The instrument was adopted from established sources. These include two dimension of organizational commitment scales (Allen & Meyer, 1990; Norizan, 2012) and a single dimension scale of job satisfaction (Taylor & Bowers, 1972; Norizan, 2012). In addition, a set of seven items of demographic information were also included.

Affective Organizational Commitment – seven items scale developed by Allen and Meyer (1990) are used to measure Affective Organizational Commitment. Example of items are: *‘I would be happy to spend the rest of my career with this organization’*, *‘I enjoy discussing my organization with people outside it’*, *‘I really feel as if this organization's problems are my own’*. The Cronbach's Alpha Reliability for this item is 0.81.

Normative Organizational Commitment - six items scale developed by Allen and Meyer (1990) are used to measure Normative Organizational Commitment. Example of items are: *‘I think people these days move from company to company too often’*, *‘I do believe that person must always be loyal to his/her organization’*, *‘One of the major reason I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain’*. The scale's alpha reliability in this study is 0.75.

Job Satisfaction - seven items scale originally developed by Taylor & Bowers (1972) are used to measure Job Satisfaction. Example of items are: *‘All in all, I am satisfied with my*

job now', *'All in all, I am satisfied with this organization, compared to other company*', *'Considering to my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization'*. The scale's Cronbach Alpha reliability in this study is 0.89.

3.7 DATA COLLECTION PROCEDURES

In this study, data was gathered by utilizing a structured survey which consisted of 27 items. Authorization from the relevant head of department are obtained before disseminating surveys. The items were written in English and Malay as adopted from the previous study by Norizan (2012). The data collection was done through web-based survey as recommended by Smyth, Dillman, Christian and McBride (2009). The surveys link was disseminated to the employee through personal email and internal mail and the respondent were explained the important of their participant in this study. The respondent was given a day to answer and return the survey by returning the response through email or printed form by hand. Generally, every respondent took five minutes to answer the survey.

3.8 DATA ANALYSIS TECHNIQUES

From the survey, several procedures can be done such as checking the data for accuracy. Besides that, the questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS) Ver 24 for Windows.

Then, it followed by the examination and presentation of demographic profile of respondents using Descriptive Statistic. According to Zikmund, Babin, Carr, and Griffin

(2010), descriptive analysis refers to the transformation of the raw data into a form that will ease the understanding and interpreting of research.

Secondly, the Cronbach Alpha testing will be used as it is the most well accepted reliability test tools applied by social researcher (Sekaran & Bougie 2010). In this analysis, the closer the value of Alpha to 1.0, indicate the higher the internal consistency reliability of the instrument (Sekaran & Bougie, 2013). Cronbach measures:

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

Finally, Pearson correlation coefficient analysis will be utilized to determine whether there is a significant relationship between independent variables and the dependent variable. The scale that suggested by Sekaran and Bougie (2013) used to describe the relationship between the independent variables and the dependent variable as shown below:

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

3.9 PILOT STUDY

A pilot test has been conducted at UUM. For this purpose, 60 respondents from several departments were selected and the questionnaires emailed to them. The testing was conducted to check the consistency and reliability of all related factors in the study based on Cronbach's Alpha reliability coefficients (Zikmund et al. 2010).

Based on table 3.4, the Cronbach's alpha acquired indicates that all items are positively correlated to one another and it is internally consistent. The reliability of all measures was ranging from 0.69 to 0.90. The reliability suggests that the indicator is sufficient for use because the values are higher than the reliability indicator provided by Nunnally (1978).

Table 3.4
Reliability of Pilot Test (n=60)

Variables	N of item	Cronbach's Alpha
Affective Commitment	7	.78
Normative Commitment	6	.69
Job Satisfaction	7	.90

3.10 CONCLUSION

This chapter has discussed the intended methodology to be employed in this study. It includes research design, data sources, population, sampling size, data collection technique, questionnaire and instrumentations and data analysis. Matters regarding the establishment of reliability of the previously validated questionnaire items adopted from previous studies were successfully examined with the completion of the pilot testing in this study.

CHAPTER 4: RESULT AND DISCUSSION

4.1 INTRODUCTION

This chapter presents the result of data analysis in the study. Analysis was done in several stages using the SPSS Ver 24 for Windows to explore the data. The analysis which includes demographic profile, descriptive statistic for independent and dependent variables, correlations and regression analysis.

4.2 RESPONSE RATE

A total of 150 questionnaires were distributed to the technical employees in UUM, which 121 respondents returned the survey questions, which made up a response rate of the study at 81.33%. All responses were put to the analysis work. The respondents were asked to provide the following information which include gender, age, race, marital status, educational level, monthly income and length of service. The above data were then calculated using frequency analysis.

4.2.1 Reliability Analysis

The reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various item in the instrument. In the other words, it is an indication of the stability and consistency with which the instrument measures the concept and help to assess the goodness of a measure (Sekaran & Bougie, 2013).

According to Sekaran and Bougie (2013), reliabilities with less than 0.60 are deemed poor while those in the range of 0.70 ranges, is acceptable and those above 0.80 is considered as good. On the over all, the reliability of all the measures of the three variables of this study was comfortably above 0.70, hence the instrument used to measure each variable in this study is reliable.

Based on the output of analysis, the Cronbach's Alpha indicates that all items are positively correlated to one another and it is internally consistent. For all items, the reliability of the measures ranging from 0.75 to 0.89, shown that the instrument used to measure each variable in this study is reliable. The shown in table 4.1 below.

Table 4.1
Summary of Reliability Analysis

Variables	N of Items	Cronbach's Alpha
Affective Commitment	7	.81
Normative Commitment	6	.75
Job Satisfaction	7	.89

4.2.2 Descriptive Analysis

The summary of the descriptive statistics is shown in Table 4.2. All variables are evaluated based on a 5-point scale (1 being strongly disagree to 5 being strongly agree). The results show that the mean on affective commitment was 3.83 with SD=0.66, the mean for normative commitment was 3.65 with SD=0.70 and the mean and standard deviation for job satisfaction was 3.93 and 0.73 respectively. The mean values for all the variables are above moderate.

Table 4.2
Summary of Descriptive Statistic for all variables

Variable	N	Min	Max	Mean	SD
Affective	121	2.75	4.25	3.83	.65
Normative	121	3.28	4.05	3.65	.70
Job Satisfaction	121	3.73	4.21	3.93	.73

4.3 DEMOGRAPHICAL BACKGROUND OF THE RESPONDENTS

From the demographic data in Table 4.2, 67 respondents are male or 55.70 percent while female are 54 or 44.30 percent from whole respondents. Most respondents belong to the 31 – 40 years group or 49.20 percent, followed by 25.40 percent from 41 – 50 years group, 14.80 percent from 51 – 50 years group and 9.90 percent from 20 – 30 years. From the result, it shown that most of respondents are from married group or 85.20 percent, single group are 12.30 percent and divorced are 1.60 percent.

From 121 respondents, 54 of them have STPM/Diploma certificate or 44.30 percent, followed by Bachelor's Degree 27.90 percent, SPM certificate 18.90 percent and Master's Degree 7.40 percent. As for the monthly income, 39.70 percent of the respondents earned between RM 2,001 – RM3,000. 33 percent earned RM3,001 – RM4,000, while 14 percent were earned RM4,001 – RM5,000. However, 8.30 percent earned more than RM5,001 and 5 percent earned below than RM2,000. The following table shows the demographic background of the respondents.

Table 4.3

Demographic background of respondent

Item	Frequency	Percentage
Gender		
Male	67	55.70
Female	54	44.30
Age		
20 – 30 years old	12	9.90
31 – 40 years old	60	49.20
41 – 50 years old	31	25.40
51 – 60 years old	18	14.80
Marital Status		
Single	15	12.30
Married	104	85.20
Divorced	2	1.60
Educations Level		
SPM	24	19.80
STPM/DIPLOMA	54	44.30
Bachelor's Degree	34	27.90
Master's Degree	9	7.40
Monthly Income		
Below than RM2000	6	5.00
RM2001 - RM3000	48	39.70
RM3001 - RM 4000	40	33.00
RM4001 - RM5000	17	14.00
More than RM5001	10	8.30
Length of Services		
Below than 3 years	7	5.70
4 – 6 years	18	14.90
7 – 9 years	22	18.20
10 – 12 years	6	5.00
12 – 15 years	54	44.60
More than 15 years	14	11.60

Table 4.3 (continued)

Professional Tasks		
Business and Administration	58	47.90
Science and Engineering	36	29.50
Information and Communication	20	16.40
Legal, Social and Cultural	5	4.10
Health	2	1.6

4.4 ORGANIZATIONAL COMMITMENT ANALYSIS

In this survey, employees were asked to answer the questionnaires to show their level of engagement and loyalty to the organization. The quantitative descriptive were used to performs the collection of information such as means and standard deviation to determine affective and normative organizational commitment among the technical employees of UUM.

The ranking of importance as suggested by Rosli (2005) and Rosli and Ghazali (2007) was used as a reference to determine the level of organizational commitment. Four categories based on rank of importance was determined by the authors: mean value of 2.59 and below indicates *less importance*, mean value between 2.60 to 3.40 indicates *moderate importance*, mean value ranging from 3.41 to 4.20 indicates *high importance* and mean value of 4.21 and above indicates *great importance*.

4.4.1 Affective Organizational Commitment Analysis

This section was measured the emotional attachment level of UUM's technical employees and the result were shown as in table below. Table 4.4 indicates both mean and standard deviation of the affective organizational commitment scale.

Based on the finding, one item which scored mean value between 2.60 to 3.40 was ranked as moderate importance (I do feel 'emotionally attached' in this organization). Five items scored the mean value ranging from 3.41 to 4.20 and ranked as high importance. The items are: *I enjoyed discussing about my organization with other people; I feel this organization's problems are my problem too; I feel like a 'part of family' in this organization; This organization give a great influenced of my personality to a better one; and I do feel a strong sense of belonging to this organization.* Meanwhile one item was obtained a mean value greater than 4.21 and indicates as great importance is *I would be happy to spend the rest of my career with this organization.*

From the observation of the mean score, the level of affective organizational commitment is between moderates to great importance. The mean score ranges from 2.75 to 4.25 on a 5-point Likert scale. Besides that, the variability of the rating is relatively high with standard deviation ranging from 0.79 to 1.3.

Table 4.4
UUM technical employees' affective organizational commitment

Affective Organizational Commitment	Mean	Std. Deviation
I would be happy to spend the rest of my career with this organization	4.25	.79
I enjoyed discussing about my organization with other people	3.98	.93
I feel this organization's problems are my problem too	3.88	.98
I feel like a 'part of family' in this organization	4.02	.93
I do feel 'emotionally attached' in this organization	2.75	1.31
This organization give a great influenced of my personality to a better one	3.99	.85
I do feel a strong sense of belonging to this organization	3.96	.80
Overall Employee's Affective Organizational Commitment	3.83	.65

4.4.2 Normative Organizational Commitment Analysis

In this section, the UUM technical employees were measured their loyalty to the organization. Table 4.5 shown the result. Based on the finding, three items which scored mean value between 2.60 to 3.40 and ranked as moderate importance. The items are: *I think people these days move from company to company too often; If I got another offer for a better job elsewhere I would not feel it was right to leave the organization; and Things were better in the days when people stayed with one organization for most of their career.* Meanwhile three items were obtained a mean value between 3.41 to 4.20, and ranked as high importance are *I do believe that person must always be loyal to his/her organization; One of the major reason I continue to work for this organization is that I believe that loyalty is importance & therefore, I feel a sense of moral obligation to remain; and I was taught to believe in the value of remaining loyal to one organization.*

From the observation of the mean score, the level of normative organizational commitment is between moderates to high importance. The mean score ranges from 3.33 to 4.05 on a 5-point Likert scale. Besides that, the variability of the rating is relatively high with standard deviation ranging from 0.90 to 1.23.

Table 4.5

UUM technical employees' normative organizational commitment

Normative Organizational Commitment	Mean	Std. Deviation
I think people these days move from company to company too often	3.35	1.03
I do believe that person must always be loyal to his/her organization	4.03	.90
One of the major reason I continue to work for this organization is that I believe that loyalty is importance & therefore, I feel a sense of moral obligation to remain	4.05	.96
If I got another offer for a better job elsewhere I would not feel it was right to leave the organization	3.28	1.23
I was taught to believe in the value of remaining loyal to one organization	3.83	.938
Things were better in the days when people stayed with one organization for most of their career	3.33	1.23
Overall Employee's Affective Organizational Commitment	3.65	.70

4.5 EMPLOYEES JOB SATISFACTION ANALYSIS

This section will explore the employees' job satisfaction with the organization. Table 4.6 shown the result of analysis. From seven items of Job Satisfaction, there were six items are ranked as high importance which the mean value ranging from 3.41 to 4.20. The items are: *All in all, I am satisfied with the members in my work group; All in all, I am satisfied with my immediate supervisor; All in all, I am satisfied with this organization, compared to other company; Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization; Most people in this organization are satisfied with the job that they have done now; and I never thought to leaving this organization even the condition of this company is not stable in upward.* Meanwhile only one item obtained a mean great value greater than 4.20 and indicated as great importance is *All in all, I am satisfied with my job now.*

From the observation of the mean score, the level of normative organizational commitment is between moderates to high importance. The mean score ranges from 3.73 to 4.21 on a 5-point Likert scale. Besides that, the variability of the rating is relatively high with standard deviation ranging from 0.84 to 1.05.

Table 4.6
UUM technical employees' job satisfaction

Job Satisfaction	Mean	Std. Deviation
All in all, I am satisfied with the members in my work group	3.99	1.00
All in all, I am satisfied with my immediate supervisor	3.98	.92
All in all, I am satisfied with my job now	4.21	.84
All in all, I am satisfied with this organization, compared to other company	3.98	.91
Considering my skills and level of education that I have, I am satisfied with my pay and benefit that I get in this organization	3.79	1.05
Most people in this organization are satisfied with the job that they have done now	3.73	.94
I never thought to leaving this organization even the condition of this company is not stable in upward	3.81	1.00
Overall Employee's Job Satisfaction	3.93	.73

4.6 HYPOTHESIS TESTING

The analysis of this part is conducted to determine either there is any relationship between organizational commitment and job satisfaction among technical employees of UUM.

4.6.1 Correlation Analysis

Correlation test is to show the strength of relation between variables studied. Intercorrelation coefficients (r) were calculated by the means of Pearson's Product Moment. According to Cohen (2003), r range between 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r between 0.30 to 0.49 may be indicating a

moderate degree of correlation and meanwhile r between 0.50 to 1.00 indicate as high degree of correlation. Pearson Correlation was used to investigate the inter-relations amongst the variables.

The relationship between affective organizational commitment and normative organizational commitment were investigated against job satisfaction. According to table 4.7, which shows the summary of the correlation results. The result shows that there is significant relationship between affective commitment and normative commitment against job satisfaction, i.e. $r = .73$ between affective commitment and job satisfaction and $r = .68$ between normative commitment and job satisfaction.

Table 4.7
Pearson's Correlation Coefficients of variables

	Affective Commitment	Normative Commitment	Job Satisfaction
Affective Commitment	1.00	.57	.73
Normative Commitment	.57	1.00	.68
Job Satisfaction	.73	.68	1.00

4.7 HYPOTHESIS TESTING

H1: There is significant relationship between affective organizational commitment and job satisfaction.

The result from coefficients analysis in Table 4.7 indicates positive and significant relationship between affective organizational commitment on job satisfaction ($t = 7.44$ & $p < 0.05$). Thus, hypothesis 1 is supported.

H2: There is significant relationship between Normative organizational commitment and job satisfaction.

The result shown in Table 4.7 also indicates positive and significant relationship between normative organizational commitment on job satisfaction ($t = 5.90$ & $p < 0.05$) and thus hypothesis 2 in this study is supported.

4.8 CONCLUSION

In conclusion, both hypotheses H1 and H2 were supported, where there was significant relationship between the affective organizational commitment and job satisfaction and the normative organizational commitment and job satisfaction among the technical employees. Table 4.8 shows the summary of results for the study's hypotheses testing.

Table 4.8
Summary result of Hypothesis

Hypothesis	Result
<i>H1: There is significant relationship between affective organizational commitment and job satisfaction</i>	Supported
<i>H2: There is significant relationship between normative organizational commitment and job satisfaction</i>	Supported

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The purpose of this study is to investigate and identify the relationship between the element of organizational commitment and their job satisfaction of technical staff in Universiti Utara Malaysia. This chapter will conclude the discussion of the result based on the finding from this study in accordance to the research objectives. Furthermore, this chapter ends with conclusion and provide some relevant recommendations toward better improvement of the organization as well as for future research.

5.2 DISCUSSION

In investigating the relationship between two elements of organizational commitment in UUM, the result of each research objectives is discussed here accordingly for arriving at conclusions. This study attempts to answer the following objectives:

5.2.1 To determine whether there is a relationship between affective organization commitment and job satisfaction.

The result from descriptive analysis shown that there is a significant strong positive relationship between affective commitment and employees' job satisfaction in UUM. Referring to Table 4.6 it shows the value of mean at 3.83. The results from Pearson Correlation Analysis (.73) also indicate a positive and significant relationship between affective commitment and job satisfaction.

This result is consistent with Tsai and Huang (2008) which stated that one's emotional involvement in the organization in the form of feelings of love in the organization that made the employees feel connected to the organization. The analysis show that employees are happy with their career and feel part of the family with strong of belonging which created their job satisfaction in this organization.

5.2.2 To determine whether there is a relationship between normative organization commitment and job satisfaction.

The result of descriptive analysis also shown there is a significant strong positive relationship between normative commitment and employees' job satisfaction in UUM. Referring to Table 4.6 it shows the value of mean at 3.65. The results from Pearson Correlation Analysis (.68) also indicate a positive and significant relationship between normative commitment and job satisfaction.

English et al. (2010) suggested that the normative commitment is a reflection of an employee's feeling who is obliged to maintain in the organization because they are loyal and will remain in the organization. The study is in line with the result because from the descriptive analysis, it shows the employees of UUM are loyal to the organization. The main reason is they believed that an individual should be faithful to his/her organization. The reason supports by Jha (2011) finding that normative commitment is a natural tendency to be loyal and committed to the institution or organization. Hence, it shows a strong positive relationship between the normative commitment and their job satisfaction.

5.3 CONTRIBUTION

It has been the intention of this study to contribute to the body of knowledge on technical employee's job satisfaction while they operate in the Malaysian public-sector organizations especially in the Malaysian public universities' setting.

5.3.1 Theoretical contribution

This study verified supporting evidence on the theoretical relationships between the effective and normative organizational commitment on job satisfaction as found in literature and previous empirical studies. This study also helped to bridge the theoretical gap on the role of the effective and normative organizational commitment as important factors affecting job satisfaction especially on technical staff working in public organization.

5.3.2 Practical contribution

Public organization policies makers and top management in public universities may stand to gain from result of this study. Particularly, this study has practical implication and recommendation that can help public organization to achieve higher job satisfaction among their staff or employees. One of the practical contributions of this study is that it sheds light on the facets of job satisfaction and aspects of organizational commitment in public organization. Moreover, it is among the few first studies in Malaysia that considers the relationship between job satisfaction and organizational commitment among technical employees in public university. The result of this study helps UUM to assess the degree of job satisfaction amongst its employees and the importance of enhancing it through raising the levels of employees' commitment. Therefore, the results aid public

organizations, universities included in their efforts to reduce brain loss and talented employees.

5.3.3 Recommendations to UUM

After an extensive research work it becomes understandable that job satisfaction is the key element for the employees of UUM to remain loyal and diligently carry out their duties to the organization. Based on the findings of this study there are some recommendations or suggestions that can be adopted by UUM to maintain the employees' job satisfaction and loyalty to increase the productivity and performance of the organization in the future. The recommendations and suggestions are as follow:

- Human Resource Management Department at UUM might be able to increase the level of commitment in the organization by increasing general satisfaction with better compensation, policies, and work conditions. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to the compensation, policies and work conditions.
- New procedures or information from the management should be officially and promptly communicated to the subordinates to prevent rumors, gossips and grapevine or unofficial channel of communication to take place. Subordinates tend to have a sense of loyalty and trust if the right channel of communication is utilized. Superiors can also help employees learn why policies are important and identify employees' perceptions of current policies through discussion, meetings, and interviews. The organization also must give employees an opportunity to become involved in the policy development process, thereby creating a feeling of

ownership and belongings. This can increase they feel of obligation and to maintain in the organization.

- Besides that, employer must take some extra time and resources to publicly recognize employees on their good achievements as a little recognition can go a long way to increase level of commitment and hence increase their job satisfaction. Moreover, the organization should increase the cooperation among employee to increase the relationship among them. Superiors can also carry out more team building activities to enhance subordinates' ability to work together as a group or team.

5.3.4 Recommendation for Future Researchers

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

- Study on job satisfaction and commitment toward the organization can be extended to different level of employees such as administrators and lower level employees. It is important to see the comparison between the level of job satisfaction and organizational commitment in each department for the purpose of improving commitment to the organization.
- This study only applies quantitative method which uses questionnaires as the main medium to reach the data. It is recommended that interviews and observations to be embedded to get more insights and an in-depth information on the variables being studied.
- Future studies can also be carried out by using several different variables to see the relationship of organizational commitment in the workplace.

5.4 CONCLUSION

Employee's affective and normative organization commitment have a major impact on their job satisfaction at UUM. This study has found that these variables have a positive and significant relationship to their job satisfaction. The effectiveness of UUM depends on the employees' satisfaction with their work and the more they are satisfied with the organization, the more productive they are compared to those who are dissatisfied.

Regarding the strength of the relationship, this study found that the affective organizational commitment recorded a stronger link to job satisfaction ($r=0.73$) as compared to normative organizational commitment link to job satisfaction ($r=0.68$). Hence more emphasize can be done to increase employee's affective organizational commitment to further enhance their job satisfaction.



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