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***AN EMPIRICAL STUDY OF ACADEMIC AND NON-ACADEMIC
STAFF'S JOB SATISFACTION AND ORGANIZATIONAL COMMIT-
MENT IN AN INSTITUTE OF HIGHER LEARNING***

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Abstracts

Numerical studies have been conducted to determine the employees' job satisfaction and organizational commitment particularly in the corporates' settings. There are few studies pertaining to the institutional staff's job satisfaction and organizational commitment. Therefore, this study seeks to identify the influence of job satisfaction on organizational commitment among the academic and non-academic staff in institute of higher learning. The antecedent selected to identify the organization commitment was staff's job satisfaction. Questionnaires were constructed and distributed to the academic and non-academic staff of an institute of higher learning. This study identified three important findings namely male staff were more satisfied with their jobs compared to female staff, there was no significant difference between male and female staff on organizational commitment and levels of job satisfaction has significant influence on staff's organizational commitment. The results showed that staff who were satisfied with their jobs demonstrated higher level of commitment and more unlikely to change their job.

Research paper

Keywords: academic and non-academic staffs, job satisfaction, organizational commitment, higher learning institution

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Introduction

Organizational commitment can be defined as individual's degree of loyalty, values, attitude, practices and feelings, degree of attachment and dedication towards one's organization (Meyer & Herscovitch, 2001). There are three elements in an organizational commitment, namely acceptance of employees of organizational goals and values, willingness in bring their best potential and maximum effort in the interest of the organization and a strong desire of an employee in maintaining as a member of an organization. Therefore, it is important for employers to identify their employees' organizational commitment.

Robbins and Coulter (1996) stated that job satisfaction as the general attitude of employees towards their jobs. Employees' attitudes are more likely to reflect on their job. Job satisfaction is either a positive or negative attitude being possessed by an individual. It's tied to an individual needs which includes challenging work task, equitable rewards, supporting work environment and friendly colleagues (Ostroff, 1992). Katzell, Thompson and Guzzo (1992) argued that job satisfaction had a relationship with productivity. Greater productivity means reduce the costs and increase in the profit. Cultural context can also influence individual's level of job satisfaction. It is a construct that can be defined differently in different cultures (Gelfand, Raver & Ehrhart, 2002).

The success of an organization depends heavily upon its employees' job satisfaction and organization commitment. Previous studies investigated the antecedents of employees' organizational commitment. These studies involved mostly personal factors such as marital status, age, gender, length of employment and work values (Brown & Peterson, 1994; Huang & Hsiao,

2007). Likewise, there have been numerical studies regarding employees' job satisfaction and organizational commitment. These studies focused mainly in the corporates' settings (Nail, 1996; Boles, Wood & Johnson, 2003; Fisher & Gitelson, 2010). However, few studies involved the staff's job satisfaction and organization commitment in institute of higher learning (e.g. Farsi et al., 2012, 2014; Sooreh et al., 2012).

According to Martin and Bennet (1996), there were four different models of the job satisfaction and organizational commitment. One of the models suggested that job satisfaction was the antecedent of organizational commitment (Poznanski & Bline, 1997; Yang & Chang, 2007). This model was further proven by Brown and Peterson (1993), organizational commitment was primarily a consequence of job satisfaction. Job satisfaction and organizational commitment are importance because both reflect a positive evaluation of job (Udo, Guimaraes & Igbaria, 1997) and there was a positive relationship between job satisfaction and organizational commitment (Fu, Bolander & Jones, 2009; Van Dam, 2005; Johnston, Parasuraman, Futrell & Black, 1990). The studies that considered job satisfaction was antecedent of organizational commitment suggested that employees' perception about their jobs was constructed before their perception about an institution (Yang & Chang, 2008; Zeinabadi, 2010; Aghdasi, Kiamanesh & Ebrahim, 2011; Armutlulu & Noyan, 2011; Yucel & Betkas, 2012). Conversely, studies considered organizational commitment was antecedent of job satisfaction stated that employees' sense of commitment occurred before they felt satisfied with the organization (F. Coelho, Augusto, A. Coelho & Soares, 2005; Li, 2006; Silva, 2006; Vilela et al., 2008; Yucel & Betkas, 2012).

However, there is strong evidence that job satisfaction is antecedent of organizational commitment. (Yang, 2010; Aghdasi et al., 2011; Salehi & Gholtash, 2011; Larsen et al., 2012; Yucel & Betkas, 2012). Employee's organizational commitment is important indicator of the impacts on the company's performance (Lum, Kervin, Clark, Reid & Sirola, 1998; Naumann, Widmier & Jackson, 2000). The main reason is that employees with greater commitment tend to remain in the same organization for a longer time (Johnston et al., 1990). They tended to be more efficient in their job performance (Mackenzia et al., 1998). Therefore, job satisfaction and organizational commitment comprise an employee's intentions to contribute his or her high level of performance and achieve organization's goals.

The aim of this study is to assess how academic and non-academic staff's job satisfaction affects their organizational commitment. This study seeks to investigate the causal relationship between job satisfaction and organizational commitment. Therefore, the model used in this study assumes that job satisfaction is the antecedent of organizational commitment (Jones, Chonko, Rangarajan & Roberts, 2007). Hence, this study seeks to answer three of these research questions.

1. Is there a significant difference in job satisfaction between male and female staff?
2. Is there a significant difference in organizational commitment between male and female staff?
3. Is there a significant influence of job satisfaction on organizational commitment?

Literature Review

Organizational Commitment

Organizational commitment may be viewed as individuals adopt organizational values, aims and identify them in accomplishing their job responsibilities (Tanriverdi, 2008). It is an important factor for the employers to understand the behavior of their employees. Besides, it is a force that binds an individual to a course of action based on organizational aims (Meyer & Herscovitch, 2001; Morrow, 1993). Organizational commitment can be used to measure the psychological strength of an individual and his or her attachment to an organization (Mowday, Steers & Porter, 1979).

Organizational commitment is an internal feeling, belief or set of intentions which determine employee's intention to stay with an organization (Weisner, 2003). It measures the degree of individual's possesses the organizational values and goals and identifying their job responsibilities (Tanriverdi, 2008). Organizational commitment can be influenced by the values and behavior in the workplace (Morrow, 1993). Liou and Nyhan's (1994) study showed that high level of commitment led to lower absenteeism, higher job performance and lower turnover rate. Therefore, in order for an organization to retain their best employees and to increase the employees' job performance, organization should identify the factors that contributed to staff's organizational commitment. Mowday, Porter & Steers (2013) believe that organizational commitment exists only when an individual and organization had the similar goals, when individual believes that his or her attachment will help company to achieve organizational goal and bring reward for the organization.

Employers' can use employees' commitment to investigate their job's performance, personnel stability, absenteeism, turnover rate and job satisfaction (Mowday et al., 2013). Nail (1996) stated that organizational commitment has started to gain more attention and plays its role in the goal, innovation and stability of an organization. There have been studies on the antecedents of organizational commitment and the processes that increase employees' organizational commitment (Tett & Meyer, 1993; Allen & Meyer, 1990).

Employees who are committed to their organizations realized their organizational goals and values. They are willing to apply huge effort and intent to stay in that organization (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989). Organizational commitment influences employee's job performance and their turnover intention (Perryer & Jordan, 2005; Lee Huey Yiing & Ahmad, 2009). The three main factors influenced employees' organizational commitment: personal qualities, organizational dimensions and socio-economic influences. Personal qualities include individual's feeling, education level, years of experience, attitudes, values and personalities; whereas, organizational dimensions focus on managerial climate, motivation of employee, communication style, controlling mechanism and development opportunities for the employees. Socio-economic influences cover the surrounding environment, problems, socio value and background of an organization.

Organizational commitment is important in a highly competitive marketplace. Employees must commit fully to an organization in order to be productive and improve quality of the service. Organizational commitment helps to improve the relationship and trust between employees and employ-

ers. This will indirectly fosters better superior-subordinate relationships and improves organizational climate. Nail (1996) believes that strong organizational commitment helps to develop, survive and growth of an organization. Nevertheless, it involves proper planning, decision-making, implementation and evaluation.

Job Satisfaction

Job satisfaction can be conceptualized in three different ways such as intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Intrinsic satisfaction refers to individual performs the task that being assigned, career opportunity and job advancement. Employees experience the sense of achievement, accomplishment and self-actualization, recognition, responsibility, growth and the work itself. These can be termed as motivational factors. Extrinsic satisfaction covers the areas of hygiene, working conditions, co-workers, pay, policies and procedures, status, and personal life. Extrinsic satisfaction derives from the rewards given to the individual from his or her superior, compensation and job security. General satisfaction covers the aggregation of the satisfaction with various job facets (Bhuan, Al-Shammari & Jefri, 1996).

Brown and Peterson (1994) believe that Job satisfaction impact directly to organizational commitment. Employers can use staff's job satisfaction to understand their behaviors and attitudes. Evidences showed that job satisfaction play a causal role in an organization (Lok & Crawford, 1999). For a better measurement, few characteristics of the job satisfaction should be included such as employees' beliefs and attitudes (Boles, Madupalli, Rutherford & Andy Wood; 2007). These different facets of job satisfaction

may not be applied to other individuals. For instance, a salesperson may be satisfied with his or her salary and company policies but dissatisfied with his or her colleagues and the work itself.

Methodology

Research Methods

This study employed quantitative research methods in analyzing its data. Descriptive statistics, independent t-test and linear regression analysis were used to investigate the effect of job satisfaction and organizational commitment between gender and the impact of job satisfaction towards organizational commitment in an institute of higher learning. The respondents consisted of 130 academic and nonacademic staff. 91 out of 130 respondents returned the survey forms for further analysis. These questionnaires consisted of demographic characteristics of the respondents and items pertaining to job satisfaction and organizational commitment. 13 items were constructed based on previous studies pertaining to job satisfaction and organizational commitment (Bhuan et al., 1996; Boles et al., 2007). 5-point Likert scale was used ranging from Strongly Disagree (1) to Strongly Agree (5). The demographic characteristics of the respondents included employees' gender, age, race, educational levels, types of designation and working experience. Independent t-test and regression analysis were used to examine the research questions. The independent variables involved were employees' job satisfaction; whereas the dependent variable was employees' organizational commitment.

Analysis and Findings

Demographics of the Respondents

Table 4.1 Race

Race	Frequency	Percentage
Chinese	48	52.7
Indian	16	17.6
Malay	21	23.1
Others	6	6.6

Table 4.2

		Types of staff		Total
		Academic Staff	Nonacademic Staff	
Gender	Male	15	9	24
	Female	24	43	67

Table 4.1 shows the race of the respondents. More than half of the respondents were Chinese, followed by 23% of Malay and 18% of Indian. Out of the 91 respondents, 25% was male staff and 75% was female staff. 39 and 52 respondents were academic and non-academic staff respectively as shown in Table 4.2.

Table 4.3

		Years of working				Total
		1 to 3	4 to 6	7 to 9	above 10	
Age	20 to 29	11	11	3	0	25
	30 to 39	6	9	7	18	40
	40 to 49	0	0	2	15	17
	> 50	0	0	0	9	9

Majority of the respondents were below the age of 39. Table 4.3 shows that 76% of the respondents between the age of 20 to 39 and 25% of the respondents were above 50 years old. In general, the profile of the re-

spondents tended to be younger, highly educated, higher income and with at least 1 to 6 years of working experiences. 30% and 39% of the respondents worked for 1-3 years and 7-9 years respectively. Therefore, these respondents were suitable for examining the research questions of this study.

Table 4.4

		Education					Total
		High School	Diploma	Degree	Master	PhD	
Designation	Divisional office	0	3	8	2	0	13
	Student Central	1	2	19	10	0	32
	LASC	0	0	6	2	0	8
	Sports & Recreation Centre	0	0	1	0	0	1
	Lecturer	0	1	2	29	5	37

Table 4.4 shows that majority of the respondents were degree (45%) or master holders (36%). One thirds was the academic staff and two thirds was non-academic staff. 92% of the lecturers were master or PhD holders; conversely approximately 20% of the non-academic staff was master or degree holders.

Reliability and Descriptive Statistics of Job Satisfaction and Organization Commitment

Table 4.5: Results of Reliability Statistics

Dimensions	Items	Cronbach's Alpha Value
Job satisfaction	9	.826
Organization commitment	4	.725

Table 4.5 shows that results of the reliability test. This test was carried out to test the reliability for the items of job satisfaction and organizational commitment. Cronbach's Alpha's for the items of job satisfaction and organizational commitment were 0.752 and 0.826 respectively. The instruments used were found to be consistent and reliable to measure the variables in this study (Nunnally, 1978).

Table 4.6: Descriptive Statistics of Job Satisfaction

Dimensions	Mean	Std. Deviation
Pay	2.8791	.05235
Security	3.5824	.90757
Contentment	3.6484	.77994
Variety Task	3.4725	.88620
Freedom	3.6044	.85478
Information	3.6044	.84168
Interaction	4.0220	.61424
Accomplish	3.8791	.62955
Friendship	3.9560	.68170

Table 4.7: Descriptive Statistics of Organization Commitment

Dimensions	Mean	Std. Deviation
Pay Increase	2.1648	1.02484
Creative	2.1429	1.02817
Status	2.5824	1.10620
Friendly Colleague	2.3297	.98944

Table 4.8: Mean for Job Satisfaction and Organization Commitment

Dimensions	Mean	Std. Deviation
Job Satisfaction	3.6276	.52805
Organization Commitment	2.3049	.78599

Table 4.6 shows the means of each of these items. The last 3 items obtained the higher means with close to 4. This means that employees felt satisfied with their jobs because it provided them the chance to interact with others, to complete the task independently and to develop close relationship on job. Besides, employees also satisfied with the security being provided, variety of task given, freedom of doing their job and information given by their superiors. The lowest mean for job satisfaction was pay (2.88). This indicated that employees were neither satisfied nor unsatisfied with their salaries.

The details distribution of organizational commitment can be viewed in Table 4.7. All the items for organization commitment were below 2.5. This indicated that staff were unlikely to change to a new job if this new job offer higher pay, more freedom, more status and friendly colleagues. Table 4.8 shows that overall means for job satisfaction and organization commitment. The overall mean for job satisfaction was 3.63, which is above the scale of mid-point 3, This could be interpreted as on average the employees in institute of higher learning were satisfied with their job. The overall mean for organizational commitment was 2.3, which was below the scale of mid-point 3. This indicated that employees were committed to their job. They didn't have the intention to change their jobs for higher pay, more freedom, more status and friendly colleagues.

Job Satisfaction between Male and Female Staff

H¹: There is a significant difference in job satisfaction between male and female employees.

Table 4.9 Summary Statistics for the Level of Satisfaction by Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction Level	Male	24	3.7824	.61601	.12574
	Female	67	3.5721	.48596	.05937
Satisfaction Level 1	Male	24	3.5972	.85680	.17489
	Female	67	3.2886	.70088	.08563
Satisfaction level 2	Male	24	3.5694	.97048	.19810
	Female	67	3.5572	.65234	.07970
Satisfaction level 3	Male	24	4.1806	.43936	.08968
	Female	67	3.8706	.53797	.06572

Source: Author’s calculations

Table 4.9 shows that the means values on job satisfaction for the male and female staff. The mean of job satisfaction for the 24 male staff were 3.78; whereas the mean for job satisfaction for 67 female staff were 3.57. This indicated that male staff were more satisfied with their jobs compared to the female staff. The standard deviations for male and female staff were 0.62 and 0.49 respectively. This means that female staff’s job satisfaction was less dispersed compared to their male staff.

Satisfaction level was categorized into three levels. The first level of satisfaction was measured directly from the job’s position which includes salary, security and contentment. Second level of the job satisfaction was regarding the execution of job and Level 3 was summarized as the opportunities given by the job.

Table 4.9 shows the detail results of the means for different levels of satisfaction. Male staff’s job satisfaction scored higher than female staff in all levels. Among these three levels, Satisfaction Level 3 was the highest compared to other levels. This means that most of the job satisfaction for

male mainly came from the opportunity given by their jobs, opportunity to accomplish a task and opportunity to develop close friendships.

In order to investigate the significant difference between job satisfactions and gender, independence sample T-test was applied in this study.

Table 4.10 Independent Sample t Test for Job Satisfaction by Gender

		Levene's Test		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
Overall Satisfaction	Equal variances assumed	.639	.426	1.691*	89	.094	.21027	.12434	-.03679	.45733
	Equal variances not assumed			1.512	33.812	.140	.21027	.13905	-.07238	.49292
Level1 Satisfaction	Equal variances assumed	.392	.533	1.743*	89	.085	.30867	.17706	-.04316	.66049
	Equal variances not assumed			1.585	34.654	.122	.30867	.19473	-.08680	.70413
Level2 Satisfaction	Equal variances assumed	2.064	.154	.069	89	.945	.01223	.17786	-.34117	2.064
	Equal variances not assumed			.057	30.767	.955	.01223	.21353	-.42340	
Level3 Satisfaction	Equal variances assumed	.296	.588	2.533**	89	.013	.30991	.12235	.06681	.296
	Equal variances not assumed			2.787	49.375	.008	.30991	.11119	.08651	

Source: Author's calculations

Note: * means 10% level of significance

** means 5% level of significance

*** means 1% level of significance

Table 4.10 shows t-test results for job satisfaction by gender. The Levene’s Test of equality of variances was more than 0.05 for overall job satisfaction (0.426). The variances could be considered equal for overall job satisfaction. The result of t-statistics in ‘equal variances assumed’ output shows that there was significant difference between gender and job satisfaction at 10% level but this significant level was not very high. Satisfaction Level 2 was not significance but Satisfaction Level 1 and Satisfaction Level 3 were significance at 10% and 5% respectively. Based on the results, the reasons of the difference between male and female staff’s job satisfaction might be the opportunities for them to interact with others, to complete their tasks and to develop close friendships on their jobs.

Therefore, it can be concluded that for the Hypothesis 1, there is significant difference in job satisfaction between male and female staff.

Organization Commitment between Male and Female Staff

H² : There is a significant difference in organizational commitment between male and female staff.

Table 4.11 Summary Statistics for the Level of Commitment by Gender

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Commitment Overall	Male	24	2.3958	.95245	.19442
	Female	67	2.2724	.72265	.08829
Commitment 1	Male	24	2.3750	1.17260	.23936
	Female	67	2.0896	.96501	.11790
Commitment 2	Male	24	2.2500	1.07339	.21911
	Female	67	2.1045	1.01704	.12425

Commitment 3	Male	24	2.5833	1.34864	.27529
	Female	67	2.5821	1.01726	.12428
Commitment 4	Male	24	2.3750	1.05552	.21546
	Female	67	2.3134	.97248	.11881

Source: Author's calculations

Table 4.11 shows that the summary statistics of organizational commitment by gender. The average score of commitment for male staff was 2.40; while the female staff with a mean of 2.27. Therefore, the level of commitment for female staff was higher compared to male staff. However, the average score for both sexes was less than 3. It means that the scales for organizational commitment inclined to 'disagree' results. It is consistent with the previous satisfaction levels. If someone is satisfied with their jobs, he or she won't be considered to change to a new company. The previous result of average satisfaction score was above 3 and the average score for commitment was below 3. Therefore, this result was considered robust. The standard deviations for organizational commitment are 0.95 and 0.72 for male and female staff respectively. This mean that female staff's organizational commitment means was less dispersed as compared to the male staff.

There were 4 organizational commitments in this study. These commitments measured the intention of staffs to change to another company if new job offer higher pay (Commitment Level 1), more freedom (Commitment Level 2), more status (Commitment Level 1) and friendly colleagues (Commitment Level 4). The results of organizational commitment showed that the lowest average score for female staff can be seen in Commitment Level 1 and for male staff is Commitment Level 2. Therefore, it can be concluded that female staff won't change to another company if new

company offer higher pay; similarly male staff won't change to other company if this new job offers more creativity and freedom.

These results can be confirmed with the independent sample t-test below.

Table 4.12 Independent Sample t Test for Organizational Commitment by Gender

		Levene's Test		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	Lower	Upper
Overall	Equal variances assumed	3.672	.059	.658	89	.512	.12345	.18757	-.24926	.49615	
	Equal variances not assumed			.578	32.975	.567	.12345	.21352	-.31098	.55788	
Level1	Equal variances assumed	1.004	.319	1.173	89	.244	.28545	.24329	-.19797	.76886	
	Equal variances not assumed			1.070	34.800	.292	.28545	.26682	-.25633	.82723	
Level2	Equal variances assumed	.417	.520	.593	89	.555	.14552	.24548	-.34224	.63328	
	Equal variances not assumed			.578	38.774	.567	.14552	.25188	-.36406	.65510	
Level3	Equal variances assumed	4.327	.040	.005	89	.996	.00124	.26463	-.52457	.52706	
	Equal variances not assumed			.004	32.855	.997	.00124	.30204	-.61337	.61586	
Level4	Equal variances assumed	.682	.411	.260	89	.795	.06157	.23661	.682	.411	
	Equal variances not assumed			.250	37.893	.804	.06157	.24604			

Source: Author's calculations

Table 4.12 shows organizational commitment by gender. The Levene's Test of equality of variances was more than 0.05 (p-value) for all organizational commitment items except for Commitment Level 3. The variances were equal for Overall Commitment, Commitment Level 1, Commitment Level 2 and Commitment Level 4. Hence, 'equal variances assumed' outputs for the p-values were 0.512, 0.244, 0.555 and 0.795 for organizational commitment which was more than 0.05. Similarly, 'unequal variance assumed' for Commitment Level 3 with a p-value of 0.997. Therefore, null hypothesis cannot be rejected and there is not real difference between male and female staff in the organizational commitment. The details result shown that there are not statistical significance for the t-statistics in the Overall Commitment and the 4 levels of commitment.

Therefore, the null hypothesis 2 can be accepted and there is no significant difference in organizational commitment between male and female staff.

The influence of Job Satisfaction on Organization Commitment

H³: There is a significant positive influence of job satisfaction on organizational commitment.

Table 4.13 Summary regression results of job satisfactions and organizational commitment

		Model 1	Model 2	Model 3	Model 4	Model 5
		Dependent Variable				
		Comm 1	Comm2	Comm 3	Comm 4	Comm Overall
Independent	constant	-0.142	0.033	2.714***	1.881**	1.122***
	SAT1	0.195	0.285*	-0.142	0.009	0.087
	SAT2	-0.045	0.308*	-	0	-0.029
	SAT3	0.458**	0.013	0.429*	0.106	0.252
	F -Value	2.759	4.963	3.115	0.101	1.434
	p-value	0.047	0.003	0.03	0.959	0.238

Source: Author’s Calculations

Note: * means 10% level of significance
 ** means 5% level of significance
 *** means 1% level of significance

Multiple regression analysis was applied to investigate the influence of job satisfaction on organizational commitment. Based on the criterion of commitments, four individual commitment regressions and overall commitment regression with 3 different levels of satisfaction were calculated and summarized regression results are presented in Table 4.13. Commitment Level 1 was measured whether a person would change to a new job if the new job offers 25% higher pay. The regression results of model 1 showed that positive significant coefficient Satisfaction Level 3 (SAT3) to Commitment Level 1 (Comm1) at 5% level; whereas, Satisfaction Level 1 (SAT1) and Satisfaction Level 2 (SAT2) showed no significant results. F-statistic result also indicated that the model was significant at 5% level.

Therefore, Staff were not change to a new company if the new job offers higher pay as they were satisfied with the opportunities given by their job.

In model 2, the dependent variable was Commitment Level 2 (Comm2), it measured commitment based on new job offered more creativity and freedom. Two positive significant coefficients of Satisfaction Level 1 (SAT1) and Satisfaction Level 2 (SAT2) results could be seen in this model. Therefore, staff's job position and execution of job are positively effect on their organizational commitment. In other words, staff will not change their job even though new job offers more creativity and freedom because of their present job position and execution of job (variety tasks, freedom and information).

The effect of 3 satisfaction levels to the new job offers more status was analyzed in model 3. Satisfaction Level 2 (SAT2) and Satisfaction Level 3 (SAT3) showed significant results of 5% and 10% levels respectively. Surprisingly, coefficient of Satisfaction Level 2 (SAT2) showed negative result. It means that higher level of satisfaction regarding execution of job (variety tasks, freedom and information) will cause an employee to change to a new job if new job offers higher status. However, employee won't pick up a new job that offers higher status if he or she is satisfied with the opportunities given by their jobs.

Model 4 was measured the commitment of developing a close friendship on job. None of the variables were significant. Moreover, overall level of commitment model also showed not significant to different levels of job satisfaction.

Path Analysis Using Structural Equation Model (SEM): Analysis of Job Satisfaction on Organization Commitment

This section specifies the path-variables using the structural equation modelling. The following path consists of a two-layered test. The first layer path-variables (left panel) from the Figure 4.1 contains the Education level (*edu*) and Work Experiences (*yrwork*). In the second panel, the second cluster of path-variables (middle panel) contains direct effect of 3 satisfaction levels (*sat1*, *sat2* and *sat3*) on organization commitment (*com*). This structural equation modelling can be used to analyse the total direct effect plus indirect effect on organization commitment (*com*).

The basic structural equation model (SEM) consists of following equations:

$$com = \gamma_{10} + \gamma_{11} sat1 + \gamma_{12} sat2 + \gamma_{13} sat3 + \gamma_{14} edu + \gamma_{15} yrwork + e_{11}$$

$$sat1 = \gamma_{20} + \gamma_{21} edu + \gamma_{22} yrwork + e_{21}$$

$$sat2 = \gamma_{30} + \gamma_{31} edu + \gamma_{32} yrwork + e_{31}$$

$$sat3 = \gamma_{40} + \gamma_{41} edu + \gamma_{42} yrwork + e_{41}$$

Where,

com =organisational commitment

sat1=satisfactory level 1

sat2= satisfactory level 2

sat3= satisfactory level 3

Edu=Educational level

Yrwork=years of work

The findings of these estimations are summarized in Figure 4.1. The estimates of direct effects with the standardized coefficients are tabulated in

Table 4.14. The direct effect result shows that Satisfaction Level 3 and Education has negative significant impact to commitment. Work experience has negative impact on satisfaction level 1 and education variable is significant to all satisfaction level. However, education variable has positive effect to satisfaction level 2 and 3.

Table 4.14 Path Analysis: Standardized Direct Effects for Organization Commitment

	Estimates	S.E.	C.R.	P-value
sat1 <--- edu	-0.031	0.115	-2.27	0.007***
sat2 <--- edu	0.103	0.114	1.889	0.037**
sat3 <--- edu	0.016	0.082	1.135	0.049**
sat1 <--- yrwork	-0.161	0.072	-1.911	0.015***
sat2 <--- yrwork	0.019	0.072	0.162	0.872
sat3 <--- yrwork	-0.002	0.051	-0.021	0.984
com <--- sat1	-0.082	0.108	-0.793	0.428
com <--- sat2	0.039	0.108	0.383	0.702
com <--- sat3	-0.172	0.151	-2.691	0.011***
com <--- edu	-0.189	0.118	-2.685	0.015***
com <--- yrwork	0.148	0.074	1.312	0.189

Source: Author's Calculations

Note: * means 10% level of significance
 ** means 5% level of significance
 *** means 1% level of significance

Table 4.15 shows the total effects of the SEM model. The findings suggest that the total effect provide very important insight into the organization commitment, highlighting the positive effect to organization commitment. The effect of year of work is higher than the satisfaction level 2 onto the organization commitment. Therefore, it can be concluded that staff would not change to new company if they stayed longer and satisfied with the compa-

ny. Moreover, staff would not change to a new company if they satisfied with the opportunity given by their jobs, the opportunities given to complete the task and the opportunities to develop close friendships on their job.

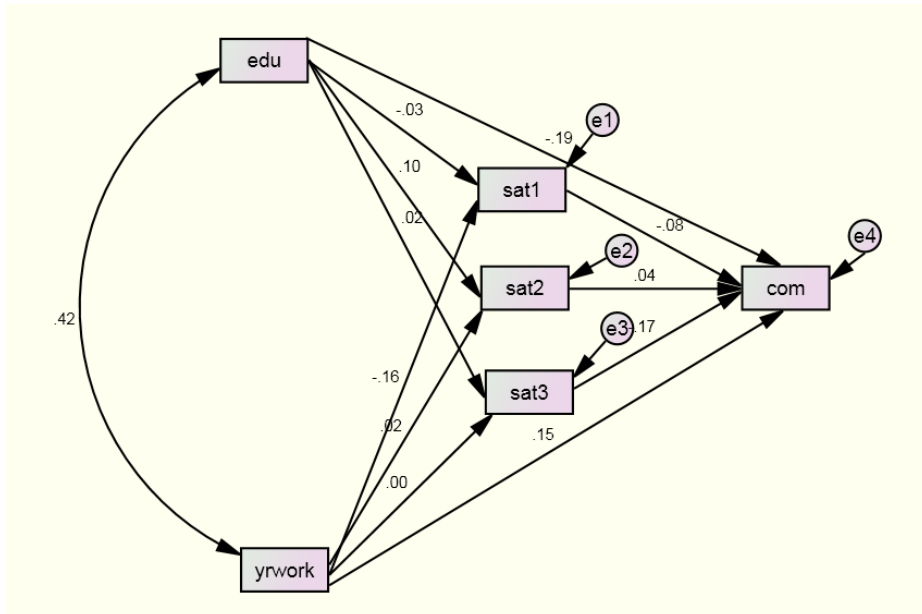
Table 4.15 Path Analysis: Standardized Total Effects for Organization Commitment

			Estimates	P-value
com	<---	sat1	-0.085	0.428
com	<---	sat3	-0.255	0.702
com	<---	sat2	0.041	0.011***
com	<---	yrwork	0.107	0.015***
com	<---	edu	-0.194	0.189

Source: Author’s Calculations

Note: * means 10% level of significance
 ** means 5% level of significance
 *** means 1% level of significance

Figure 4.1 Path Regression Analysis of the Organization Commitment



Conclusion and Limitations

This study shows that male staff's overall job satisfaction was higher than female staff. Similarly, male staff's job satisfaction for level 1, 2 and 3 were higher compared to the female staff. There is no significant difference between male and female staff pertaining to organizational commitment. The study suggests that gender did not play an important role in organizational commitment. Descriptive statistics showed that male staff was more satisfied with their present job compared to female staff. Conversely, female staff had higher level of organizational commitment compared to male staff. Based on this study, more job opportunities should be given to their staff in order to retain them in service. The staff will not likely to change to another company even though new company offers higher pay. The job position and the execution of job are important criteria for some of the staff. These two criteria will indirectly influence their new job decision if new job offer more freedom. This study shows a negative relationship between execution of job and status. This indicates that staff who are not satisfied with the execution of job more likely to find a new job that offer higher status. However, staff will more likely to stay in their jobs if more opportunities are given to them. This study concurs with the previous studies that there is a positive relationship between job satisfaction and organizational commitment and job satisfaction indirectly influence staff's levels of commitment (Brown & Peterson, 1994; Boles et al, 2003; Tett & Meyer, 1993). Therefore, this study also implies that staff with longer working experience and satisfy with the company are more likely to stay longer in the same company. Likewise, more opportunities should be given to the employees such as opportunity to inter-

act with others, opportunity to complete the task independently and opportunity to develop close relationship on job in order to retain the employees in an organization.

There are a few limitations in this research. Qualitative approach may be used to investigate the views of employees pertaining to their job satisfaction and organization commitment. The sample size of 91 might be insufficient to represent the whole population of academic and nonacademic staffs. There were only three job satisfaction facets being investigated in this study. Therefore, different job satisfaction facets should be studied. These different facets include satisfy with their superiors, job itself, company policy, promotion, pay, coworkers and customers (Boles et al., 2003). There was only one antecedent of organizational commitment being investigated. There are other antecedents that did not include in this study such as opportunity to take job-related courses, personal and job-related characteristics, job involvement, socio-economic factors, organizational reward, leadership styles and organizational achievement.

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