



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT,
WORK ENVIRONMENT, ORGANIZATIONAL LEARNING AND JOB
SATISFACTION ON ORGANIZATIONAL COMMITMENT**

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Masters

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**THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT, WORK
ENVIRONMENT, ORGANIZATIONAL LEARNING AND JOB SATISFACTION ON
ORGANIZATIONAL COMMITMENT**

NURFATINI BINTI MOHD KAMAL

This project is submitted in partial fulfillment of the requirements for a
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Abstract

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT, WORK ENVIRONMENT, ORGANIZATIONAL LEARNING AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT

Nurfatini binti Mohd Kamal

The aim of this research was to study the relationship between employee engagement, work environment, organizational learning and job satisfaction on organizational commitment. This study was carried out in one highway company. The population of employees in the selected organization was approximately 130 employees. 130 questionnaires were sent to the organization and 93 questionnaires were returned for analysis. For the data analysis, Pearson Correlation was used to determine the relationship between employee engagement, work environment, organizational learning and job satisfaction on organizational commitment and Multiple Regression was used to determine which independent variable predict organizational commitment the most. The findings found out that all independent variables were positively and significantly related to organizational commitment. As for dominant factor, the result showed that organizational learning predicted organizational commitment significantly. The findings of this study contributed to the aspect of organization, human resource practitioner and to the body of knowledge. From this study, organization should understand the importance of satisfaction in job and how it can affect employee's commitment.

KEYWORDS: *Organizational Commitment, Employee Engagement, Work Environment, Organizational Learning, Job Satisfaction.*

Abstrak

HUBUNGAN ANTARA PENGLIBATAN PEKERJA, PERSEKITARAN KERJA, PEMBELAJARAN ORGANISASI DAN KEPUASAN KERJA KEATAS KOMITMEN ORGANISASI

Nurfatini binti Mohd Kamal

Tujuan kajian ini dijalankan adalah untuk mengkaji hubungan antara penglibatan pekerja, persekitaran kerja, pembelajaran organisasi and kepuasan bekerja keatas organisasi komitment. Kajian ini dijalankan di sebuah syarikat lebuhraya. Populasi pekerja yang terpilih di organisasi adalah kira-kira 130 pekerja. 130 soal selidik telah dihantar ke organisasi dan 93 soal selidik telah dikembalikan untuk proses analisis. Bagi menguji kolerasi diantara pemboleh ubah, ujian Korelasi Pearson digunakan untuk menentukan hubungan diantara penglibatan pekerja, persekitaran kerja, pembelajaran organisasi dan kepuasan kerja keatas komitment organisasi dan ujian Regresi Berganda digunakan bagi menentukan faktor dominan yang lebih mempengaruhi komitment organisasi. Hasil kajian ini mendapati bahawa semua pemboleh ubah bebas menunjukkan hubungan yang positif dan berkait dengan komitmen organisasi. Bagi faktor dominan pula, kajian ini menunjukkan bahasa pembelajaran organisasi sebagai faktor dominan yang mempengaruhi komitmen organisasi. Penemuan kajian ini seterusnya memberi sumbangan kepada organisasi, pengurusan sumber manusia dan pengetahuan. Daripada kajian ini, organisasi harus memahami betapa pentingnya kepuasan bekerja pekerja dan bagaimana ia boleh mempengaruhi komitmen pekerja di tempat kerja.

KATA KUNCI: Penglibatan Pekerja, Persekitaran Kerja, Pembelajaran Organisasi, Kepuasan Kerja, Komitmen Organisasi.

CHAPTER 1

INTRODUCTION

1.1 Background of study

Organizational commitment in the area of organizational behavior is a recognized researched topics among researchers. The past research indicates that researcher was drawn to understand the fundamental, spiritual, and implications of commitment with an organization. The development of organizational commitment would bring to many-sided of favorable organizational outcomes. Organizational commitment is important based on Chughtai and Zafar (2006) because worker who are really committed to the organizations intend to stay longer, perform well, and likely to be involved at workplace. Moreover, organizational commitment is an important issue to any organization especially for the group of management . The reason is because commitment and job satisfaction are both directly connected to organization's profit and competitiveness among employees (Abdullah & Ramay, 2012). Previous research stated, there are few factors which affects organizational commitment. However, this study will be conducted to identify the relationship between employee engagement, work environment, organizational learning and job satisfaction on organizational commitment among employees working in highway concessionaires industry in Malaysia. The growth of the business in that area will be remained relevance and their services will keep on going if they can ensure every each of the workers committed to the organization. Due to many competitive particularly in highway concessionaires industry, it is important to know what the factors that affects the business growth especially among the workers. This study will provide advantages and recommendation for the management or HR practitioner in the organization in fostering organizational commitment among their

employees by implementing competent skillful human asset that could conclusively lead the competitiveness in the organization and improved efficiency.

1.2 Problem statement

In maintaining success and performance of organization, commitment among employees played vital role because they are the major workforce in the business. Much have been written on the positive relationship between factor such as employee engagement, work environment, organizational learning and job satisfaction on organizational commitment. Past findings by Abdullah and Ramay (2012), Khuong and Le Vu (2014) and Vanaki and Vagharseyydin (2009) mentioned that work environment has a significant positive impact on organizational commitment. Additionally, findings by Hakanen, Bakker and Schaufeli (2006), Llorens, Bakker, Schaufeli and Salanova (2006) and Saks (2006) concluded that organizational commitment has significant positive impact on employee engagement. Other than that, past findings by Hsu (2009), Rose, Kumar and Pak (2011), Salarian, Baharmpour and Habibi (2015) and Usefi, Nazari and Zargar (2013) found that organizational learning is one of the antecedent that could affect commitment. Moreover, few past findings that indicated positive relationship between job satisfaction and organizational commitment was studied by (Azeem, 2010; Harter, Schmidt & Hayes, 2002; Rose, Kumar & Pak, 2011).

Most of the past research were conducted in South Asia and some from Middle East such as Pakistan and Iran. Although much has been written on employee engagement, work environment, organizational learning, and job satisfaction on organizational commitment, yet little study was found in local context like Malaysia. Therefore, it is obviously that the studies to investigate the organizational commitment in Malaysia is still not enough yet. That is why this study will provide additional information on organizational commitment in local context and give benefit to the employee and organization.

Improve competitiveness by constructing commitment among employees has been essential for many company in context of Malaysia. Besides, most of the previous study mentioned above were studied in the field of education sector and public sector such as universities and university teachers. There is limited study in the highway concessionaires industry. According to Hanaysha (2016) the past study on organizational commitment the has not included sample outside the educational sector. It shown that, this research is needed to learn more about organizational commitment in highway concessionaires industry. Thus, by analyzing the antecedent that effect organizational commitment among worker in highway industry, recommendation was given to the management in highway concessionaires industry by providing the result of findings to come out with strategies that could increase the organizational commitment among their employee. Therefore, better quality of work will be produced if everyone in the organization is engaged and committed to their work. Since the population of this study was covered by private sector, thus, this study is needed to discover the influence of employee engagement, work environment, organizational learning and job satisfaction on organizational commitment among worker in highway company in private sector.

1.3 Objective

1.3.1 General objective

The general objective of this research is to study the relationship between employee engagement, work environment, organizational learning and job satisfaction on the organizational commitment.

1.3.2 Specific objectives

- 1) To identify the relationship between employee engagement and organizational commitment.
- 2) To identify the relationship between work environment and organizational commitment.
- 3) To identify the relationship between organizational learning and organizational commitment.
- 4) To identify the relationship between job satisfaction and organizational commitment.
- 5) To identify the dominant factors among employee engagement, work environment, organizational learning and job satisfaction that influence organizational commitment.

1.4 Hypothesis

- 1) H_{a1}: There is a significant relationship between employee engagement and organizational commitment.
- 2) H_{a2}: There is a significant relationship between work environment and organizational commitment.
- 3) H_{a3}: There is a significant relationship between organizational learning and organizational commitment.
- 4) H_{a4}: There is a significant relationship between job satisfaction and organizational commitment.
- 5) H_{a5}: There is a dominant factor among employee engagement, work environment and job satisfaction that organizational learning that influence organizational commitment.

1.5 Significance of study

1.5.1 Contribution to body of knowledge

There were many researches been conducted regarding organizational commitment recently. However, past research regarding organizational commitment mainly focused on other sector. Hence, this study contributed to the body of knowledge in highway concessionaires industry as there is a limited research on organizational commitment in this industry. Next, this research make contribution to the knowledge of employee engagement, work environment, organizational learning and job satisfaction as all these is crucial in order to develop better performance in the particular organization.

1.5.2 Contribution to policy

Organizational involvement among employees is very critical, according to Chungtai and Zafar (2006) worker who are really committed to the organizations intend to stay longer, perform well, and likely to be involved at workplace. Therefore, it is important for the organization to have better strategy on employee engagement and effective employee engagement. Moreover, offer their employee with conducive working environment and fostering the organizational learning also able to develop favourable commitment towards their organizations. Apart from that, this study may lead the organization to come out or improve the current policy which may lead to employee's job satisfaction such as chances career growth, job security etc.

1.5.3 Contribution to HR practitioner

The research also significant to HR practitioner in assisting the organizations in managing human resource of entire organization. Since organizational commitment is related to a variety of behavioral outcomes such as retention of staff, involvement, success and job quality.

Therefore, it will reduce the number of problems or issues such as turnover intention, disciplinary action such as absenteeism occur among individual in the organizations. This study also significance to HR practitioner in strategic human resource planning. On the other hand, involvement of employees is essential in business development. HR practitioner may consider to identify employees need in order to increase commitment to the organization.

1.6 Limitations of study

There are few limitations in conducting this study. First and foremost, this research focused on only one industry. In this case, highway concessionaires industry was selected where only one company was explicitly selected. As it was conducted in only one company, the number of sample size is small and the results from the findings could not be generalized to other industries.

Next limitation is on the region of research. As this research covered specific geographic area such as Kuala Lumpur only. Thus, the findings of the research cannot represent other area in Malaysia.

This study limited to only few variables that contribute to organizational commitment which is employee engagement, work environment, organizational learning and job satisfaction. Further study on organizational commitment can be done with identify the correlation between organizational commitment with other factor such as work performance, turnover intention etc.

1.7 Conceptual framework

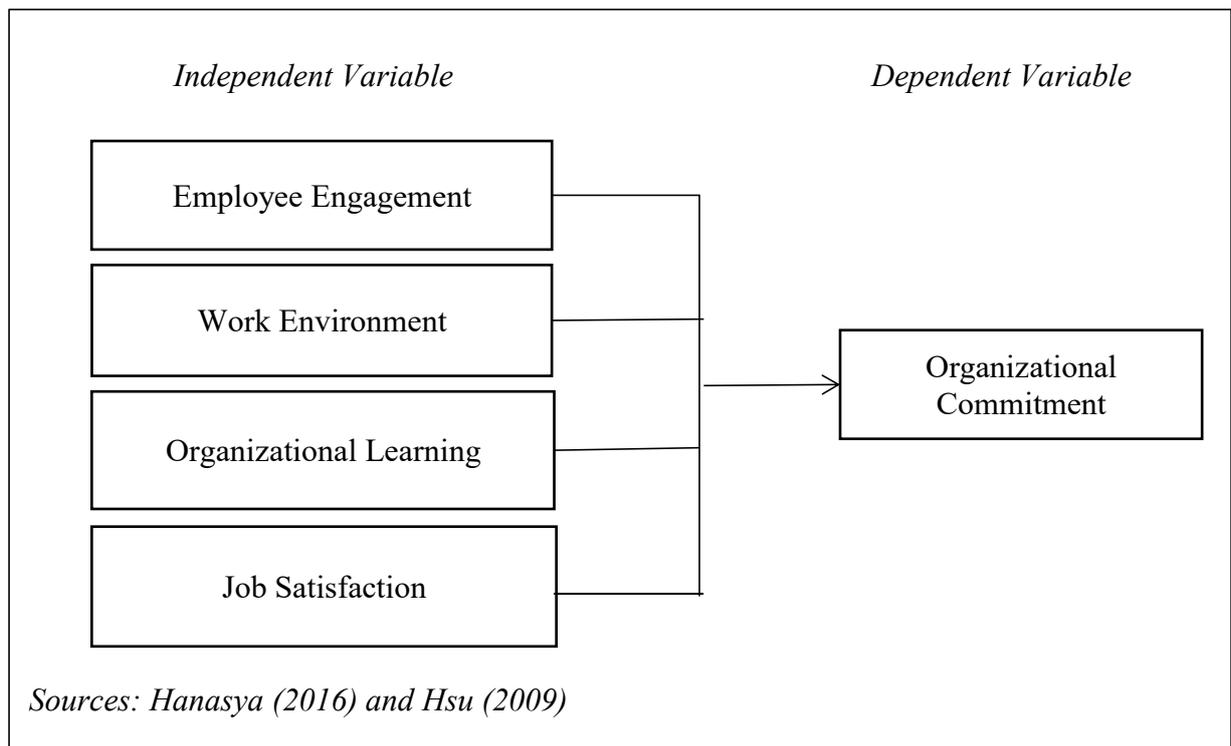


Figure 1: Conceptual framework

1.8 Definition of term

1.8.1 Organizational commitment

Organizational commitment is described as a psychological state which characterizes the relationship between the employee and the organization and give implications for the decision to stay or leave the organization (Meyer & Ellen, 1991). In addition, Mowday, Porter and Steer (1982) defined organizational commitment as the potential strength of an individual's engagement and involvement in a particular job and may be described by a high interest and recognition of the aims and values of the organization, a desire to expend significant responsibility on the part of the organization and a desire to remain a member of the organization.

In the context of this study, organizational commitment refers to a deep desire to remain with the organization, ability to expend a high level of effort, and embracing the organization's interest, conviction, and objectives to achieve the desired outcome.

1.8.2 Employee engagement

Employee engagement is an enhanced emotional and intellectual attachment that an employee has for his or her workplace, organization, manager or co-workers, which in effect encourages him or her to put extra effort into their work (Gibbons, 2006). Moreover, employee engagement can be defined as “the degree of involvement, interaction, familiarity, and influence that an employee has with a company over years...the participation of a person with a company, regardless of the medium” (Men, 2015) .

In this study, employee engagement can be explained as an employee’s passion and engagement in completing his or her duties or employment with a positive disposition without being pressured to perform action to advance the goals of the company and to achieve its objectives.

1.8.3 Work environment

Briner (2000) defined the work environment as a quite broader perspective, including the physical structure, the job characteristics themselves, broader organizational characteristic and even additional aspects such as organization structure. For instance, heat, equipment, workload, task, culture, history, labour market condition, industry etc. Additionally, Yusuf and Metiboba, (2012) defined work environment as the set of three sub-environment which are technical, human and organizational environment.

In this study, work environment may involve physical settings and environment at the workplace such as noise, the cleanliness of working area, space etc.

1.8.4 Organizational learning

Salarian, Baharmpour, and Habibi (2015) defined organizational learning as a collection of organizational practices such as information sharing, knowledge acquisition, information perception that has explicit or implicit impact on effective corporate culture. In addition, Bate and Khasawneh (2005) defined organizational learning as a process that supports learning process, learning distribution and sharing, reinforces and supports active learning and its implementation to organizational enhancement.

In this study, organizational learning is the process of enhancing actions through greater knowledge and understanding.

1.8.5 Job satisfaction

According to Locke (1976) job satisfaction is a satisfying or positive emotional state that come from evaluation of a person job experiences. In addition, job satisfaction can be defined as the degree which a worker is satisfied with the rewards given out from their job, especially in terms of encouragement (Statt, 2004).

Job satisfaction is described as the degree to which an employee feels self-motivated and happy with his or her job. Job satisfaction may occur when an employee feels that they have a stable job, career growth and a good personal relationship with other members of the organizations.

1.9 Summary

In summary, this chapter discussed on the main idea of this research which is on the relationship between employee engagement, work environment, organizational learning and job satisfaction on organizational commitment . This chapter has also discussed on the important information needed to conduct the research such as the objectives, research

hypotheses, significance and limitations of the research as well as the definition of important terms used in this study. The next chapter will be covered the literature review.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discusses on the literature review related to the research mainly on the organizational commitment, employee engagement, work environment, organizational learning and job satisfaction. This chapter will be started off with the discussion of the concept related to organizational commitment, employee engagement, work environment and organizational learning and job satisfaction. Then, the theory or model that can be used to represent the idea of the research will be presented and explained. Apart from that, there will be some discussions on the empirical evidences done by scholars.

2.1 Concept related to the study

2.1.1 Organizational commitment

Developing organizational commitment is critical for any company because the major factor of continued success and efficiency are individuals in the organization. Allen and Meyer (1990) described organizational commitment as a mental behavior that binds a worker in the company in a way that lessen the purpose of his or her turnover. Organizational commitment can also be identified as the dependent power of a person's affiliation with participation in organization and can be determined by a powerful faith in and acknowledgement of the objectives and worth of the company, a preparedness to construct real efforts on representing the company and a strong wish to endure as a staff of the firm (Mowday, Porter, & Steer, 1982). Commitment is discovered, through the willingness of an individual to labour

constructively in the firm and his or her purposes to remain in the organization without moving to another corporation (Mowday et al., 1982).

The significance of commitment has been reported in numbers of past research. For example, Kwon and Banks (2004) stated that an organization attracted in to have a well committed employees, because it is obviously proved that organizational commitment may conduct to numerous organizational commitment result such as lesser degree of turnover, enhanced organizational behaviour and continuing organizational guide. Additionally, employee commitment is a sign of greater attachment and boost up productivity (Porter, Steers, Mowday & Boulian, 1974). In a way to achieve organizational missions and to accept the positive values of organizational commitment the company need a committed and work hard employees (Bunchanan, 1974). It can be seen that few behavioral results can be connected with employee commitment such as low rate of employee turnover, engagement, productiveness, quality of work and readiness to sacrifice for the aim of improving organizational impression and performance (London, 1983).

Upon findings indicated that organizational commitment seem to carry an importance area in literature and is regarded by the analyst and investigator as it contain constructive conclusion on organizational achievement. Apart from that, Azeem (2010) mentioned that one of the factor in describing organizational competitiveness is organizational commitment which lead to enhance the encouragement and engagement of employees. Organizational commitment also holds a strong relation towards behaviour and performance. Workers that are committed to their organization will have lower level of absenteeism (Igarria & Greenhaus, 1992). Therefore, it is very crucial to go through employee commitment frequently in order to reduce any problem that may accelerate at any time and