



Faculty of Cognitive Sciences and Human Development

**RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, JOB
SATISFACTION AND ATTITUDE TOWARDS ORGANIZATIONAL
CHANGE: A STUDY IN PUBLIC SECTOR.**

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**Bachelor of Science with Honours
(Human Resource Development)
2019**

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SATISFACTION AND ATTITUDE TOWARDS ORGANIZATIONAL CHANGE: A
STUDY IN PUBLIC SECTOR**

NOORAIN BT MAHLI

**This project is submitted
in partial fulfilment of the requirement for a
Bachelor of Science with Honours
(Human Resource Development)**

**Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2019)**

Grade: A-

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Final Year Project Report



Masters



PhD



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ACKNOWLEDGEMENTS

I would like to take this opportunity to convey my appreciation to those who have contributed their times and ideas for me to make this study success.

I would like to express my profound gratitude to Associate Professor Dr. Abd Halim bin Busari, who had spent his valuable time and incomparable effort in guiding me from the very start until I am able to complete this study.

I also would like to thank the faculty for allowing me to conduct the research among the students in this faculty. Moreover, I would like to append my gratitude to other lecturers and my course mate for their help and word of encouragement.

I would like to thank and extend my appreciation to my parents, Mahli bin Majid and Suryawati bt Oden for their moral and financial support, prayer and undivided love as well as to all the people who are involved directly and indirectly in helping me to complete this study.

I also would like to thank my friends particularly, Nursyamil Haziq bin Ahmad, Amirah Batrisya, Nurul Syahirah, Wong Sing Hui and Chin Woei Chien for their friendship and emotional support through all these last years.

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ABSTRACT

The purpose of this study is to examine the relationship between organizational commitment, job satisfaction and attitude toward organizational change in public sector. The independent variable of this study is organizational commitment with 3 dimensions will be discussed namely affective commitment, continuance commitment and normative commitment, and job satisfaction with 6 dimensions namely compensation, advancement, supervision, co-worker, security and recognition while the dependent variable is attitude towards organizational change. This study has been carried out by using quantitative approach and cross-sectional research design. There were 77 respondents participated in the study. The non-probability sampling such as convenience sampling used to choose the respondents. The questionnaire consists of four section namely section A,B,C and D. Section A comprises the demographic characteristic of respondents, which comprises of gender, age, ethnicity, marital status, academic qualification and length of service. Section B consist of questions on dimension of organizational commitment namely affective commitment, continuance commitment and normative commitment. This part consists of 12 question which cater for organizational commitment dimensions and adapted from Behaviour in Organisation Ninth Edition by Greenberg (2008). Section C consist of questions on dimension of job satisfaction namely compensation, advancement, supervision, co-worker ,security and recognition. This part consists of 30 question which cater for job satisfaction dimensions and adapted from the questionnaire of the previous researcher Weiss, Davis, England, and Lofquit (1967). Section D consist of questions on attitudes toward organizational change namely cognitive attitude, affective attitude, and behavioral attitude. This part consists of 18 question which cater for on the attitudes toward organizational change and adapted from the questionnaire of the previous researcher Dunham et al (1989). The data have been distributed to respondent and collected one-by-one to avoid miss out. Besides, the data were analyze using Statistical Package for Social Sciences (SPSS) version 23.0. It is used to analyze the descriptive statistic and inferential statistic that have been collected from

the respondents. Inferential statistics involved Pearson analysis. Result indicated that there is a relationship in certain dimension of organizational commitment, job satisfaction and attitude towards organization. Discussion of the research findings and recommendation for organization and future research were presented.

Keywords: Organizational commitment, job satisfaction and attitude towards organizational change

ABSTRAK

Kajian ini bertujuan untuk mengkaji tentang hubungan antara komitmen organisasi, kepuasan kerja dan sikap terhadap perubahan organisasi dalam sektor awam. Pembolehubah tidak bersandar kajian ini adalah komitmen organisasi dengan 3 dimensi akan dibincangkan iaitu komitmen afektif, komitmen berterusan dan komitmen normatif, dan kepuasan kerja dengan 6 dimensi yaitu kompensasi, kemajuan, pengawasan, rakan sekerja, keselamatan dan pengiktirafan manakala pembolehubah bersandar adalah sikap terhadap perubahan organisasi. Kajian ini telah dijalankan dengan menggunakan pendekatan kuantitatif dan kajian rentas keratan digunakan untuk merancang kajian. Terdapat 77 responden yang telah terlibat dalam menjalankan kajian ini. Persampelan bukan kebarangkalian seperti persampelan kemudahan telah digunakan untuk memilih responden. Soal selidik terdiri daripada empat bahagian iaitu bahagian A, B, C dan D. Bahagian A terdiri daripada ciri demografi responden, yang terdiri daripada jantina, umur, etnik, status perkahwinan, kelayakan akademik dan tempoh perkhidmatan. Bahagian B terdiri daripada soalan mengenai dimensi komitmen organisasi iaitu komitmen afektif, komitmen berterusan dan komitmen normatif. Bahagian ini terdiri daripada 12 soalan yang merangkumi dimensi komitmen organisasi yang diadaptasi daripada *Behaviour in Organisation Ninth Edition* by Greenberg (2008). Bahagian C terdiri daripada soalan mengenai dimensi kepuasan kerja iaitu pampasan, kemajuan, penyeliaan, rakan sekerja, keselamatan dan pengiktirafan. Bahagian ini terdiri daripada 30 soalan yang merangkumi dimensi kepuasan kerja dan diadaptasi daripada soal selidik penyelidik sebelumnya iaitu Weiss, Davis, England, dan Lofquit (1967). Bahagian D terdiri daripada soalan mengenai sikap terhadap perubahan organisasi iaitu sikap kognitif, sikap afektif, dan sikap tingkah laku. Bahagian ini terdiri daripada 18 soalan yang merangkumi sikap terhadap perubahan organisasi dan diadaptasi daripada soal selidik penyelidik sebelumnya Dunham et al (1989). Data telah diedarkan kepada responden dan dikumpulkan satu demi satu untuk mengelakkan daripada hilang. Selain itu, data tersebut dianalisis dengan menggunakan versi Pakej Statistik untuk Sains Sosial (SPSS) versi 23.0. Ia digunakan untuk

menganalisis statistik deskriptif dan statistik inferens yang telah dikumpulkan daripada responden. Statistik inferens melibatkan analisis Pearson. Keputusan menunjukkan terdapat hubungan dalam dimensi tertentu komitmen organisasi, kepuasan kerja dan sikap terhadap organisasi. Perbincangan penemuan dan cadangan penyelidikan untuk organisasi dan penyelidikan masa depan telah dibentangkan.

Kata kunci: Komitmen organisasi, kepuasan kerja dan sikap terhadap perubahan organisasi

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research is to determine the relationship between organizational commitment, job satisfaction and attitude toward organizational change. Organizational commitment, job satisfaction and attitude toward organizational change is related closely with each other. According to Yousef (2016), he stated that job satisfaction has outcome on different aspect of attitudes toward organizational change. However organizational commitment has a direct effect on several aspect of attitudes toward organizational change. To conclude, organizational commitment intervenes between job satisfaction and different dimensions of attitudes toward organizational change.

This chapter consist of the background of the study, problem statement, research objectives, research hypotheses, significance of study, definitions of terms and limitation of study. This chapter is important because it explains this issue regarding the organizational commitment, job satisfaction and attitude toward organizational change. This chapter will end with a short summary.

1.1 Background of Study

Organizational commitment, job satisfaction, and attitudes toward organizational change and the connection among these has been a topic for several past research along the decades. This is because the topic is important for both employees and employers. Past research has shown that the dimension of job satisfaction through certain dimension of organizational commitment are affecting the certain dimension of attitude toward organizational change both directly and indirectly (Yousef , 2016).

Affective commitment appeases the impact of satisfaction with working conditions, pay, supervision, and security on both affective and behavioral proneness attitudes toward change. Moreover , continuance commitment appeases the impact of satisfaction with compensation on cognitive attitudes toward change. The results also indicated that cognitive attitudes toward change expand with the expand in satisfaction with compensation, while affective attitudes toward change expand with the expand in satisfaction with promotion (Yousef, 2000a) which supported by (Gomes, 2009) which she stated that organizational commitment apply an interventional effect in the correlation between distinguish effectiveness of organizational change processes and job satisfaction. It was also stated that its directly effecting on the attitudes toward organizational change.

According to Chih et al. (2012), organizational commitment mostly effecting on the attitudes toward organizational change. This is supported by Nafei (2014), which he stated that organizational commitment is the crucial determinant of attitudes toward organizational change. Moreover, Vakola and Nikolaou (2005) stated that the outcome disapproves the role of organizational commitment as an intermediary in the connection between occupational stress and attitudes to change.

Previous research has shown that it has been conducted in cultural settings which is in the Eastern and Western country where it is different with the cultural setting in Malaysia. The past research can be proof by the research on to recognize the outcome of job satisfaction on organizational commitment for managers in large-scale hotels in the Aegean region of Turkey. (Gunlu, Aksarayli, and Perçin, 2010), a research by Azeem (2010) which exploring about the connection between job satisfaction factors with organizational commitment in the Sultanate of Oman and a study on the relationship between job satisfaction and organizational commitment in terms of academic and supportive staff at Wolaita Sodo University, Ethiopia. (Gebremichael and Rao, 2013)

1.2 Problem Statement

A thorough study on this relationship reveals that there is a confusion between the relation of job satisfaction and organizational commitment of employees. Some researcher claims that job satisfaction effects on employees normative and affective commitment but no significant relation with the continuance commitment (Gunlu, Aksarayli and Percin, 2010) but some of other researcher stated that there is a low but significant relation between job satisfaction and continuance commitment (Aydogdu and Asikgil,2011). The relation however may affect by what factor of job satisfaction that has been using to measure the organizational commitment in their respective research .

1.3 Research Objectives

1.3.1 General Objective

To identify the relationship between organizational commitment , job satisfaction and attitude towards organizational change.

1.3.2 Specific Objectives

1. To identify the relationship between organizational commitment and job satisfaction.
2. To identify the relationship between affective commitment and attitude towards organizational change.
3. To identify the relationship between continuance commitment and attitude towards organizational change.
4. To identify the relationship between normative commitment and attitude towards organizational change.
5. To identify the relationship between compensation and attitude towards organizational change.
6. To identify the relationship between advancement and attitude towards organizational change.
7. To identify the relationship between supervision and attitude towards organizational change.
8. To identify the relationship between coworker and attitude towards organizational change.
9. To identify the relationship between security and attitude towards organizational change.
10. To identify the relationship between recognition and attitude towards organizational change.

1.4 Research Hypothesis

This study will test the following hypothesis:

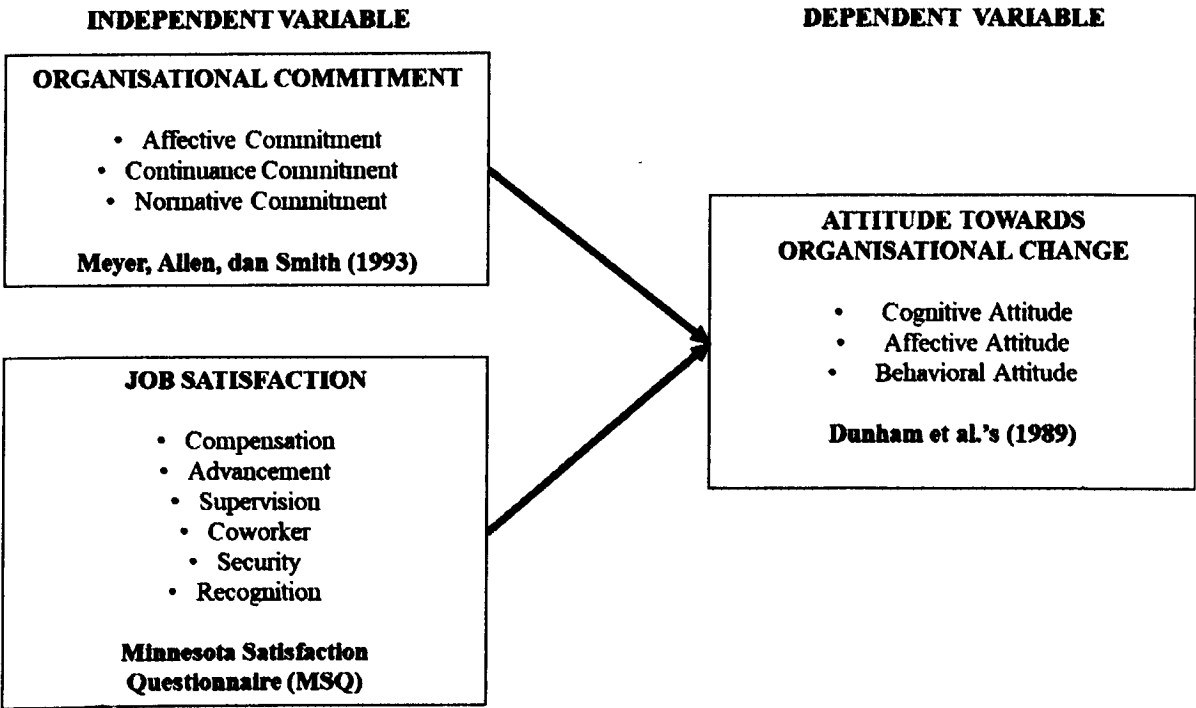
- H_{a1}: There is a relationship between organizational commitment , job satisfaction and attitude towards organizational change.
- H_{a2}: There is a relationship between organizational commitment and job satisfaction.
- H_{a3}: There is a relationship between affective commitment and attitude towards organizational change.
- H_{a4}: There is a relationship between continuance commitment and attitude towards organizational change.
- H_{a5}: There is a relationship between normative commitment and attitude towards organizational change.
- H_{a6}: There is a relationship between compensation and attitude towards organizational change.
- H_{a7}: There is a relationship between advancement and attitude towards organizational change.
- H_{a8}: There is a relationship between supervision and attitude towards organizational change.
- H_{a9}: There is a relationship between co-worker and attitude towards organizational change.
- H_{a10}: There is a relationship between security and attitude towards organizational change.

H_{a11}: There is a relationship between recognition and attitude towards organizational change.

1.5 Conceptual Framework

Independent variables can influence dependent variables either positively or negatively. The aim of this study is to determine the relationship between organizational commitment, job satisfaction and attitude towards organizational change. The independent variables are organizational commitment encompassing three dimension and job satisfaction encompassing six dimensions. While the dependent variable is the attitude towards organizational change of the employee encompassing three dimensions . This conceptual framework is important for researchers as a guide during the study.

Figure 1.5 : Conceptual Framework of the research



1.6 Definitions of Terms

The term that will be defined are organizational commitment encompassing three dimension which is affective commitment, continuance commitment and normative commitment. The term for job satisfaction encompassing six dimensions which is compensation, advancement, supervision, co-worker, security and recognition will be defined. The term for attitude towards organizational change of the employee encompassing three dimension which is cognitive attitude, affective attitude and behavioral attitude.

1.6.1 Organizational Commitment

Conceptual Definition

Commitment refers to employees who have the power to act effectively at the exact time, place and condition. So, overall commitment is a must to achieve an effective action. Organizational commitment refers to the beginning of employees towards the organization and the goal and the desire to remain loyal to the organization (Ab.Aziz, 2003). Organizational commitment also determines as a psychological state that shows the nature of the relationship between workers and organizations and has an influence on the desire to live in the organization Allen & Mayer (1991). Organizational commitment has a great effect on the organization and helps employees to control their work. Therefore, some of them can assist employees to give them full effort to remain in the organization thus satisfying and improving their productivity.

Operational Definition

In this research ,organizational commitment is the commitment of the employees that arose from organizations concern towards their career development. The employees are

whether these three dimensions of commitment namely affective commitment, continuance commitment and normative commitment .

1.6.2 Affective Commitment

Conceptual Definition

According to Meyer and Allen (1991) , affective commitment refers to an emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization because they want to do so.

Operational Definition

In this research the employee is having a strong emotional attachment with the organization which make them willingly to remain in the organization.

1.6.3 Continuance Commitment

Conceptual Definition

According to Meyer and Allen (1991) , continuance commitment is defined as the employee's realization in the cost related with leaving the organization. Therefore, employees with higher continuance commitment will stay with the organization because they had to do so due to lack of alternative or it require a lot of personal sacrifice if their leaving the organization.

Operational Definition

In this research the employee must remain working with the organization due to leaving the organization require a bigger cost and the possibility of getting the same benefit is lower in another organization.