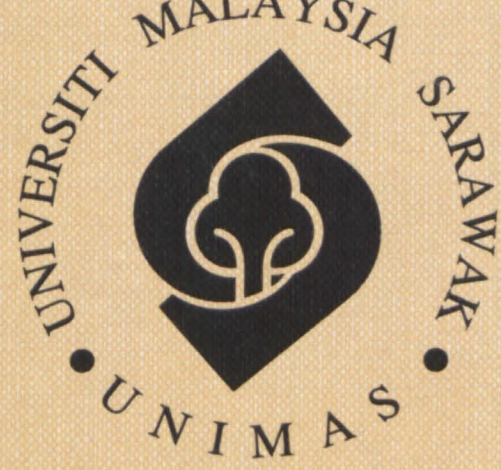

Faculty of Cognitive Sciences and Human Development

FACTORS ASSOCIATED WITH AFFECTIVE COMMITMENT

Bhanu A/P Rajmaikam

Bachelor of Science with Honours
(Human Resource Development)
2019

FACTORS ASSOCIATED WITH AFFECTIVE COMMITMENT

BHANU A/P RAJMAIKAM

This project is submitted
in partial fulfillment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Science and Development
UNIVERSITI MALAYSIA SARAWAK
(2019)

Projek bertajuk 'Faktor Mempengaruhi Komitmen Afektif' telah disediakan oleh Bhanu A/P Rajmaikam dan telah diserahkan kepada Fakulti Sains Kognitif dan Pembangunan Manusia sebagai memenuhi syarat untuk Ijazah Sarjana Muda Sains dengan Kepujian (Pembangunan Sumber Manusia)

Diterima untuk diperiksa oleh:

(Madam Agatha Lamentan Anak Muda)

Tarikh:

27/5/2019

Gred
A-

The project entitled 'Factors Associated with Affective Commitment' was prepared by Bhanu A/P Rajmaikam and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:

(Madam Agatha Lamentan Anak Muda)

Date:

27/5/2019

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UNIVERSITI MALAYSIA SARAWAK

Grade: A-

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Final Year Project Report ☒

Masters ☐

PhD ☐

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27 MAY 2019

Bhanu Rajmaikam

Bhanu A/P Rajmaikam (55592)

Supervisor's Declaration:

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ACKNOWLEDGEMENTS

Here, I would like to express my appreciation and gratitude to those who supported and helped me in completing the final year project, directly and indirectly. First and foremost, I would like to thank God for easing and blessing me in doing this project even though the path in completing this project is never easy. By God's grace, I met these people who helped me by being there whenever I needed help.

Next, I would like to express my appreciation to my supervisor, Madam Agatha Lamentan Anak Muda, who spent her time, effort and emotions in helping me to complete this project with excellence. Moreover, all the patience and believe she had on me, built the confidence and work as support till date. I really thank you for being encouraging and nurtured my potential without giving up on me.

To my parents and my beloved siblings, thank you for all the unconditional support and guidance, mostly emotional support whereby all the challenges in completing this project have always been the toughest time in my degree life. I appreciate your prayers, wishes and blessings you gave just to support me and be encouraging.

Next, I would like to give my appreciation to the respondents and the employees in the selected manufacturing industry who spent their busy time to entertain my project by filling up the questionnaires and for being willing to be the respondents of my project. All my efforts have paid off just because of all the cooperation's from you.

Finally, to all my friends including Alicia, Priya, Sivagaami and Yong Li Yun who helped me in completing this project, thank you so much for all the support you gave to motivate me during my hard time and to bring me back with your words full of encouragement. I feel really blessed to get all the support from the loved ones, as this journey will be marked as the best journey in my degree life.

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ABSTRACT

This study is aimed to study the factors associated with affective commitment. The factors studied includes job satisfaction, job involvement and perceived organizational support towards affective commitment. The method of research was quantitative research where the data were collected using questionnaire as an instrument. The data was collected among 100 employees from Synthomer Sdn Bhd identified as a manufacturing company at Pasir Gudang, Johor. The collected data were analysed descriptively and inferentially. T-Test and ANOVA were used to test the difference between age and gender toward affective commitment. Whereas, Pearson Correlation was used to test the association between job satisfaction, job involvement and perceived organizational support towards affective commitment. Findings show that all the studied variables have a relationship with affective commitment. Finally, the researcher has recommended few recommendations that could be helpful to the organization, HR practitioners and the future researcher.

Keywords: Job Satisfaction, Job Involvement, Perceived Organizational Support, Affective Commitment

ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungkait antara faktor berkaitan dengan komitmen afektif. Antara faktor yang dikaji ialah kepuasan kerja, penglibatan kerja dan sokongan organisasi. Kaedah kajian yang digunakan dalam kajian ini adalah kaedah kuantitatif dimana data dikumpulkan dengan menggunakan soal selidik sebagai instrument kajian. Data yang dikumpul ialah antara 100 pekerja dari Synthomer Sdn. Bhd yang dikenali sebagai syarikat pembuatan di Pasir Gudang, Johor. Data yang dikumpulkan dianalisis dengan menggunakan statistik deskriptif dan inferensi. Ujian T dan ANOVA telah digunakan untuk mengakji perbezaan di antara jantina dan umur terhadap komitmen afektif. Ujian korelasi Pearson digunakan untuk mengukur hubungan antara kepuasan kerja, penglibatan kerja dan sokongan organisasi dengan komitmen afektif. Hasil kajian telah menunjukkan bahawa terdapat hubungan yang signifikan di antara semua pemboleh ubah dengan komitmen afektif. Akhirnya, pengkaji telah mencadangkan beberapa pendekatan yang boleh membimbing organisasi, pengamal HR dan kajian masa depan.

Kata Kunci: Kepuasan Kerja, Penglibatan Kerja, Sokongan Organisasi, Komitmen Afektif.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Many researches have pointed out the issues on organizational commitment. Organizational commitment is a valuable outcome for both the employer and employee. A higher commitment will cause changes in terms of greater feelings of belonging, efficacy, security, higher career advancement, increased intrinsic rewards and compensation for the individual (Rowden, 2000). Organizational commitment is needed in order to sustain the talented and experienced employees, due to increasing turnover rate. Affective commitment is an element in organizational commitment has been a commonly studied idea of organizational commitment (Cole & Johnson, 2007). This is due to the emotional attachment of the individuals which is involved in the aspect towards their organization.

This study which concentrates on the manufacturing industry in our county Malaysia, is seen to be significant due to the sector's great effect on the country economy. The Industrial Production Index (IPI) has improved drastically by 4.2 % in the month of October 2018 compared to the same month on the previous year. Manufacturing industry has contributed the highest percentage which is 5.4% compared to electricity (2.1%) and mining (1.4%). After recording the growth of 4.8% on the September, manufacturing industry has recorded an increased by 5.4% in October on a yearly basis. Malaysian's manufacturing industry sales recorded an increase of 10.2% in October 2018. In this case, the labor force in this sector is expected to be higher than other industries. When the growth is in demand, the employees may job hop for better salary, satisfaction and support (Chin, 2003). Likewise, organizations especially in manufacturing sectors could have

risk of losing their employees to different sectors if employees start to notice that their organization is not performing well and meeting the employee's expectation. In this case, this industry is important to be studied to measure the commitment level of employees towards an organization.

Job satisfaction and the organizational commitment, known as vital component which affect the turnover rate (Elangoven, 2001). AlBattat & Mad Som (2013), in their research, studied the impact of turnover rate. Their research stated that the turnover crisis normally starts when employees turn out to be unsatisfied with their current job due to the environment of their workplace. Employees may also seek for alternative employment or organization when they feel not satisfied on the job aspects and do not commit to the organization at the same time. Study have proven that employees are more often to quit from their job than satisfied employees (Spector, 2000). Those unsatisfied employees with their job tend to leave the working place or organization since they have less emotional attachment towards their working place.

Job involvement has been also another most efficient and effective tool used in increasing the productivity of employees by enhancing employee participation and commitment (Iqbal Khan et al., 2011). Employees will have high involvement and strong emotional attachment towards their working organization.

When a problem arises, employees with greater perceived organizational support trust that the company appreciates and supports their work (Rasidah et al., 2014). This psychological process helps to increase faith between employees and their organization. Trust causes an increase in organizational commitment of the employees too. Employees who are trusted by their employers or supervisors, may have a greater attachment towards their organization and stay longer.

1.2 Problem Statement

Recently in our country, it is a usual complaint that employees are seen to be no more loyal to their organization as they are in the earlier days (Lo, Ramayah & Hii, 2009). Some employees usually leave the companies for somewhat better pay because of their low organizational commitment. When employees have better place where they are satisfied more with their job, they are more involved in their job or receive adequate amount of perceived organizational support, they tend to stay in their organizational and have a strong emotional attachment towards their organization which is also known as affective commitment. Thus, this study intended to study the factors associated with affective organizational commitment as affective commitment which is the employee's attachment towards an organization.

Employers are often jumbled up or confused when their employees do not perform efficiently, and some of them who resign and leave the organization at the same time (Irefin & Mohammed Ali Mechanic, 2014). But the management still unable to recognize the reason behind this scenario where some of their employees are seen to be not really committed to their organization even though they implemented proactively on fair policies of compensation and Human Resource practices to encourage and retain their employees. This will be too costly to the organization if their employees are not committed to their organization. Thus, this study covers on factors to be the associated with affective commitment in organization so that organization have a clear picture on what really causes their employees to leave their organization and hop to a new one.

Henceforth, based on the findings above, organizational commitment especially the affective commitment should be a crucial issue for all employers and employees. The main objective of this study is to observe the factors associated with affective commitment among

employees in manufacturing industry based on Malaysia, which includes the factors such as job involvement, job satisfaction and perceived organizational support.

1.3 Objective of Study

1.3.1 General Objective

To study the factors associated with affective commitment.

1.3.2 Specific Objectives

- To determine the difference of affective commitment based on gender.
- To determine the difference of affective commitment based on age.
- To determine the relationship between job satisfaction and affective commitment.
- To determine the relationship between job involvement and affective commitment.
- To determine the relationship between perceived organizational support and affective commitment

1.4 Research Questions

RQ 1: What is the difference of affective commitment based on gender?

RQ 2: What is the difference of affective commitment based on age?

RQ 3: Is there any relationship between job satisfaction and affective commitment?

RQ 4: Is there any relationship between job involvement and affective commitment?

RQ 5: Is there any relationship between perceived organizational support and affective commitment?

1.5 Research Hypothesis

Ha1: There is a significant difference in affective commitment based on gender

Ha2: There is a significant difference in affective commitment based on age

Ha3: There is a significant relationship between job satisfaction and affective commitment among employees.

Ha4: There is a significant relationship between job involvement and affective commitment among employees.

Ha5: There is a significant relationship between perceived organizational support and affective commitment among employees.

1.6 Conceptual Framework

Research done by Meyer et al., 2002; Shore, Bommer & Shore, 2008 indicated that age has a positive relationship along with affective commitment. In addition, (Brunetto et al., 2012; Keepnews et al., 2010) have also proven that the elderly employees show a higher affective commitment in their workplace. Those who are in the Generation X are committed to their organization affectively. Balli & Yanik (2014) also proved that males shows more affective committment than females.

Mahenta (2012) studied on the relationship between job satisfaction and affective commitment with two other components of commitment were conducted. Happy employees were satisfied with the organization and shows high commitment. Affective commitment has shown the highest relationship than the other two components of commitment. Besides, other studies have also proved that job satisfaction had significant positive relationship with affective commitment (Sheng, 2007; Mosadeghrad, Ferlie & Rosenberg, 2008; Katherine, 2016; Aydogdu & Asikgil, 2011; Abeer Imam et al., 2013).

A study done by Singh & Gupta (2015), shows that there is a relationship between job involvement and affective commitment. Employees who are highly involved in their organization and attached affectively to their organization. Similarly, other studies have proven that there is a significant relationship between job involvement and affective organizational commitment (Ketchand & Strawser, 2001; Permarupan, Mamun Abdullah & Saufi Roselina, 2013; Zopiatis, Constanti, & Theocharous, 2014; Kuruuzum et al., 2019).

On the other hand, research by Ucar & Utken (2010) proved that a strong relationship exists between perceived organizational support and affective commitment. When an employee receives

adequate amount of support from their organization, they will be highly committed to their organization. Other studies by (Caroline et al., 2007; Noordin et al., 2010; Aubé, Rousseau and Morin, 2007; Paulin 2014; Gibson & Tremble, 2006; Stowers, 2010) have also proven than there is a relationship between perceived organizational support and affective commitment.

Thus, based on the above past researches, the conceptual framework of this study is developed.

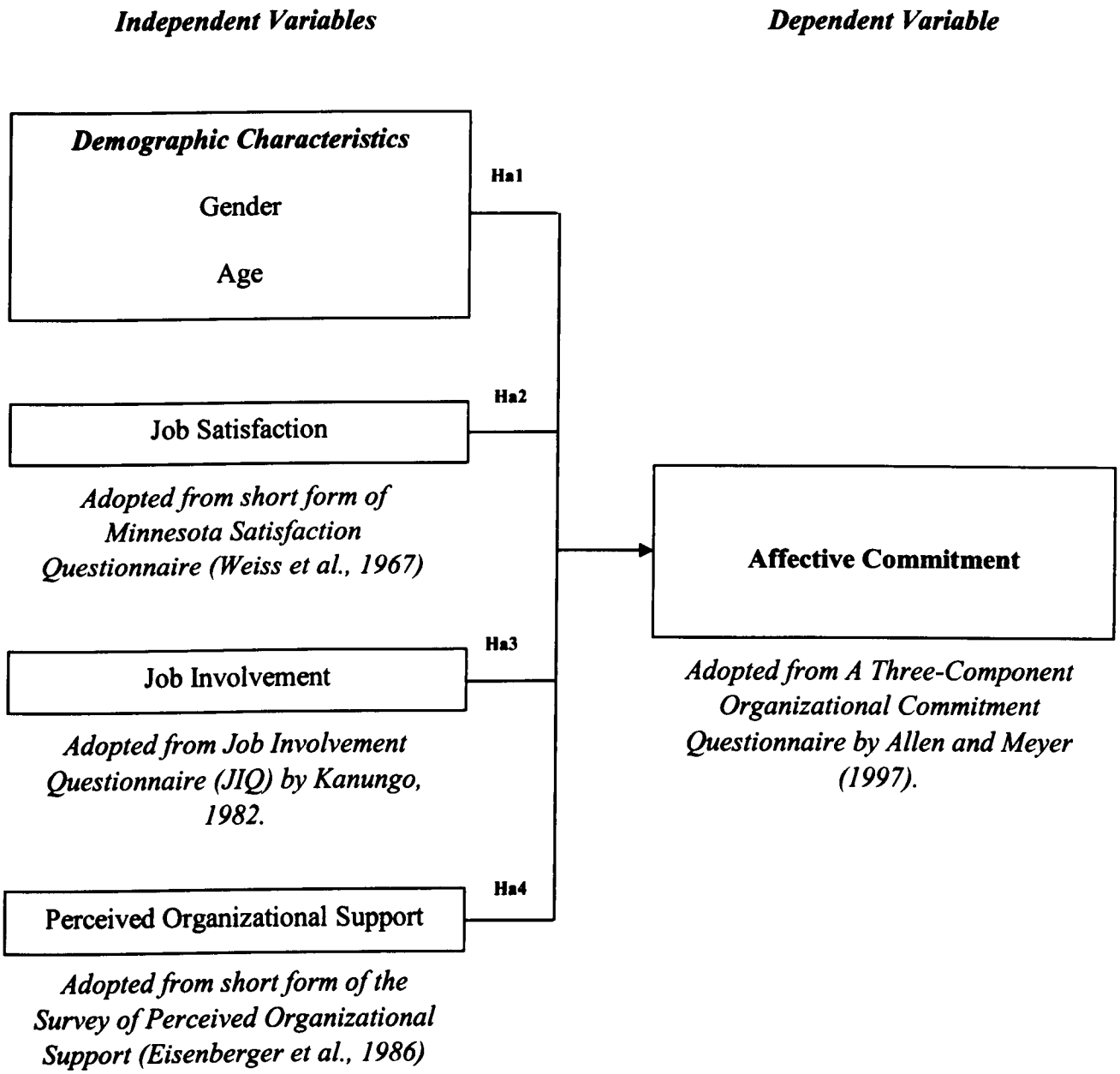

Figure 1.1 Conceptual Framework of the Study

Source: Adapted from Meyer et al., 2002; Balli & Yanik, 2014; Mahanta, 2012; Singh & Gupta, 2015; Ucar & Utken, 2010