



UNIVERSITI PUTRA MALAYSIA

**ANTECEDENTS OF ORGANISATIONAL COMMITMENT AMONG
EMPLOYEES IN MALAYSIA PUBLIC SERVICE DEPARTMENT**

KENDAKA BABOUCARR JAYE

GSM 1999 44

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**MASTER OF SCIENCE
UNIVERSITI PUTRA MALAYSIA**

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BY

KENDAKA BABOUCARR JAYE

**Thesis Submitted in Fulfilment of the Requirements for the
Degree of Master of Science in the Malaysian Graduate School of Management
Universiti Putra Malaysia**

1999



ACKNOWLEDGEMENTS

My first note of appreciation goes to Allah almighty for the opportunity to further my studies. I offer my thanks to the Gambia Government and the Malaysian Government (MTCP) for providing me the financial assistance and study leave.

My deep appreciation is extended to Dr. Nurol' ain Mustapha, the chairperson of the supervisory committee, and committee members, Tuan Hj. Yaacob Ibrahim and Professor V. Anantaraman for their co-operation and thoughtful suggestions to improve my study. I owe a great deal of gratitude to Associate Professor Dr. Md. Zabid Rashid, Dean of Malaysian Graduate School of Management (MGSM), Associate Professor Dr. Mohd. Zain Mohamed, Director of Ph.D./MSc programme and staffs for their assistance and support during my study. My appreciation to Associate Professor R. N. Anantharaman for his constant guidance and encouragement throughout the stages of my study.

I am very grateful to Malaysian Public Service Department for granting me the permission to conduct the survey and thanks to the Head of Divisions, and staffs for their support and co-operation during the survey. Special thanks and appreciation also go to Universiti Putra Malaysia (UPM), particularly the Faculty of Economics and Management. In particular, I would like to recognise the support of Dr. Indah Susilowati, Evelyn Batik Bidin and Kevin Onwuka for their help and guidance.

Finally, I am grateful to my father, Elhaji Baboucarr Cherno Jaye, my mother, Hajjah Hawa Audin-Jaye, brothers and sisters for their constant encouragement, and devotion, which have always been sources of inspiration. For all those whose names were not mentioned here the moral support and friendship they offered would be remembered.

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LIST OF ABBREVIATIONS

GDP	-	Growth Domestic Product
GNP	-	Gross National Product
HRD	-	Human Resource Development
HRM	-	Human Resource Management
INTAN-		National Institute of Public Administration
JDI	-	Job Descriptive Index
MEO	-	Malayan Establishment Office
MPSD-		Malaysian Public Service Department
NDP	-	National Development Policy
NRS	-	New Remuneration System
OC	-	Organisational Commitment
OCQ	-	Organisational Commitment Questionnaire
OPP2	-	Second Outline Perspective Plan
SPSS	-	Statistical Packages for Social Sciences
TQM	-	Total Quality Management

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirements for the degree of Master of Science.

**ANTECEDENTS OF ORGANISATIONAL COMMITMENT AMONG
EMPLOYEES IN MALAYSIA PUBLIC SERVICE DEPARTMENT**

By

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July 1999

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This study investigated the attitudes and behaviours of the Malaysia Public Service Department's (MPSD) employees, specifically their levels of affective states, job satisfaction, turnover intention, and organisational commitment. It analyses the extent to which affective states, job satisfaction, and turnover intention variables are significant to organisational commitment relationship. Specifically, it undertook to determine how employees' perceptions of the organisation's prospects and their perceptions of their own career opportunities might affect commitment dimensions, for example, loyalty, and involvement.

Specifically, the objectives of the study are to determine:

- a) the level of organisational commitment among employees of public service,
- b) the differences among different level of attitudes in the public service with regards to organisational commitment, affective states, job satisfaction, and turnover intention,
- c) the relationship of affective states, job satisfaction, and turnover intention with organisational commitment,



d) the relationship between demographic characteristics and organisational commitment of employees.

Hypothesised relationships were tested using structured survey responses from the public service employees. Reliability, frequencies, Pearson's Product Moment correlation were used to analyse the data. A survey, using self-administered questionnaires was conducted on respondents of 200 of the total population accessible employees of MPSD and 58% responded. Job Descriptive Index (Smith, Kendall, and Hulin, 1969) was used to measure job satisfaction, while Organisational Commitment Questionnaire (Mowday and Steers, 1979) was used to measure organisational commitment. Affective states inventory (French, Chaplan, and Harrison, 1984) was used to measure affectivity, while instrument using four-item adapted from Hunt, Osborn, and Martin (1981) was used to measure turnover intention.

Major findings of the study revealed that:

- 1) Majority of the respondents (63.8%) appeared to be moderately committed to the organisation.
- 2) Majority of the respondents (69%) appeared to be moderately satisfied and for intention to stay, employees were moderate (50%) to low (44%).
- 3) The correlation between demographic variables (such as age, sex, and marital status, tenure, and income) and organisational commitment show an indication of positive relationship.
- 4) The correlation of job satisfaction, affective states and turnover intention to organisational commitment show a weak correlation since the ($r < 0.5$), but despite the weaknesses, it indicates a positive relationship.

- 5) Job satisfaction and organisational commitment show a positive correlation of the employees' commitment to the organisation ($r = 0.1307$, $p = < 0.05$).
- 6) Significant relationship between turnover intention and organisational commitment was also obtained ($r = -0.0731$, $p < 0.05$) and reported negative relationship.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk ijazah Master Sains.

**ANTESEDEN KOMITMEN TERHADAP
ORGANISASI DI KALANGAN PERKERJA DI JABATAN
PERKHIDMATAN AWAM, MALAYSIA.**

Oleh

Kendaka Baboucarr Jaye

Julai 1999

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Kajian ini adalah untuk menyiasat sikap dan tingkah laku para pekerja di Jabatan Perkhidmatan Awam, Malaysia (JPAM), spesifiknya, perkara-perkara yang dikaji adalah tahap keadaan afektif, kepuasan kerja, keinginan untuk terus bekerja atau berhenti bekerja dan tahap komitmen terhadap organisasi. Kajian juga akan menganalisa sejauh mana angkuh pada keadaan afektif, kepuasan kerja dan keinginan untuk terus bekerja atau berhenti bekerja mempunyai hubungan signifikan kepada komitmen terhadap organisasi. Kajian ini juga secara spesifiknya akan mengenalpasti sejauh mana kemungkinan persepsi mereka terhadap peluang kerjaya mereka sendiri memberi kesan atau mempengaruhi dimensi komitmen, contohnya, kesetiaan dan penglibatan mereka dalam organisasi.

Spesifiknya, objektif kajian ini adalah untuk mengenalpasti:

- a) Tahap komitmen terhadap organisasi di kalangan para pekerja di perkhidmatan awam.
- b) Perbezaan pandangan dan sikap di kalangan pekerja dari tahap-tahap yang berlainan di perkhidmatan awam berkaitan dengan komitmen terhadap organisasi,

keadaan afektif, kepuasan kerja dan keinginan untuk terus bekerja atau berhenti bekerja.

- c) Hubungan daripada keadaan afektif, kepuasan kerja dan keinginan untuk terus bekerja atau berhenti bekerja dan komitmen terhadap organisasi.
- d) Hubungan antara ciri-ciri demografi para pekerja dan komitmen terhadap organisasi.

Hubungan hypotesis telah diperolehi daripada respon para pekerja di perkhidmatan awam melalui kaedaan tinjauan. Korelasi Pearson's Product Moment digunakan untuk menganalisa data bagi veliabiliti dan frekuensi. Kajian soal selidik yang telah diadakan terhadap 200 orang pekerja dari jumlah sebenar pekerja yang bekerja di Jabatan Perkhidmatan Awam, dan hanya 58% pekerja sahaja yang memberi respon dengan baik dan lengkap. Indeks Deskriptif Perkerjaan (Smith, Kendall, and Hulin, 1969) telah digunakan untuk mengukur komitmen terhadap organisasi (Mowday and Steers, 1979). Inventori keadaan afektif (French, Chaplan, and Harrison, 1984) digunakan untuk mengukur afektiviti, dan instrumen menggunakan empat-item oleh Hunt, Osborn dan Martin (1981) telah digunakan untuk mengukur keinginan terus bekerja atau berhenti bekerja.

Keputusan penting dari kajian ini menunjukkan bahawa:

- 1) Sebahagian besar responden (63.8%) menunjukkan tahap komitmen yang sederhana terhadap organisasi.
- 2) Sebahagian besar responden (69%) menunjukkan tahap kepuasan yang sederhana, dan keinginan untuk terus bekerja di organisasi juga dalam kadar yang sederhana (50%) dan rendah (44%).

- 3) Korelasi antara ciri angkubah demografi (seperti umur, jantina, status perkahwinan, tempoh berkhidmat dan pendapatan) dan komitmen terhadap organisasi menunjukkan hubungan yang positif.
- 4) Korelasi komitmen terhadap organisasi dengan kepuasan kerja, keadaan afektif dan keinginan untuk terus bekerja atau berhenti bekerja telah menunjukkan tahap korelasi yang rendah ($r < 0.5$).
- 5) Komitmen terhadap kepuasan kerja dan organisasi telah menunjukkan korelasi positif, iaitu komitmen pekerja terhadap organisasi ($r = 0.1307, p < 0.05$).
- 6) Hubungan signifikan antara keinginan untuk terus bekerja atau berhenti bekerja dan komitmen terhadap organisasi juga diperolehi ($r = -0.0731, p < 0.05$) dan keadaan ini menunjukkan hubungan yang negatif.

CHAPTER I

INTRODUCTION

The nature and notion of organisational commitment concept is that a person has a sense of commitment to the organisation he or she works for. This may involve identification with, tendency to stay in, and willingness to exert efforts for the organisation (Baruch, 1998). The concept applies to any organisational type such as service or production, private or public, etc. Many researchers have noted that strong commitment from members of an organisation will lead to desirable outcomes including identification with the organisational goal, values, membership and intention to work hard to attain the overall organisation mission (Mowday, Steers and Porter, 1979; Porter, Steers, Mowday, and Boulian, 1974; Mathieu and Zajac, 1990).

These researchers have also suggested that before individuals become committed, at least their basic necessities must first be satisfied (Lunjew, 1994), that is, they should be satisfied with their present situation (although employees are known to have a pre-entry level of organisational commitment to an organisation before they decide to apply for work in that particular organisation). Obviously, in all types of jobs, there is interplay between the demands that the organisation makes on its members and the demands that



employees make on their jobs and organisations. Researchers in studying this process of accommodation have showed keen interest on outcomes such as productivity, profit, employees' commitments, and the accomplishment of organisational goals (Razali, 1996).

To behavioural scientists, an important outcome of the interaction between organisations and their members has been the issue of organisational commitment (Balachandran and Anantharaman, 1996). The success of any effort depends on the commitment of the members of the agency. Commitment is dependent upon clear understanding of the job and the benefits derived from its implementation.

As an introduction to the whole thesis on the study of concomitants of organisational commitment among employees in the Malaysian public service, this chapter introduces the four main themes of the research. First, the background of the study followed by the discussion of the research problem. Second the purpose of this research and the aims that this study hopes to fulfil. Third, the limitations of this study and finally an organisation of the thesis.

Background of Study

The history of the world's great civilisation has taught us that the character and strength of a nation are invariably tied up with the quality and attributes of its citizenry. Experiences of the newly industrialised nations such as Japan, South Korea, and Taiwan show a starting point with limited natural endowments. Yet, these nations have achieved spectacular economic growth on the strength and ingenuity of their human resources. In

contrast, there are countries that are well endowed with natural resources that have not capitalised on their given wealth. These countries have failed to develop effectively their human resources to build on their natural wealth and to steer their own destiny. These contrasting experiences demonstrate the paradox of the human resource as both a success factor as well as a limiting factor in the evolvement of nations (Abdul Rahman, 1994).

At a sectoral level, the magnitude in growth of public sector employment has become a major concern in most countries. Although public employees produce many of the goods and services, they constitute a substantial proportion of total employment, and their remuneration makes a major claim upon the tax base. It is also observed that public employment tends to grow faster than private employment, signifying that the government is disproportionately responsible for the creation of new jobs possibly in response to population increase and regardless of affordability criteria. Steps are now being taken in many countries to check its growth, including a stringent control on all new intakes and on the creation of new posts, privatisation, and an emphasis on the quality of services and value for money. The underlying principles for this that are widely quoted are effectiveness and efficiency in the utilisation of resources, especially human resources (Abdul Rahman, 1994).

The public sector in Malaysia, for example, besides being responsible for a substantial part of the nation's production of goods and services, either as supplier or as purchaser, predominates many crucial points in the modern economy-construction, research, the use of highly educated people and the countries most advanced, scientific

and technological development. These emphasise the importance of the decisions, which allocate resources of manpower and capital to the various parts of the public sector, and of the economic efficiency with which these resources are used. The decisions of Government can never be determined wholly by economic considerations, but must inevitably be taken with a variety of considerations of public interest in mind. However, the economic quality of these decisions is one of the big factors positive or negative, which determine the nation's economic growth.

One particular occupational group in this public sector, that is, the managerial employees, is considered to be the 'backbone' of the Malaysian government services. This key group is directly responsible to ensure the successful implementation of various developments of policies and programs. In fact, the managerial employees effectiveness and efficiency, and their role as caring public official are core dimensions of 'Vision 2020. To be sure, this new era of National development would undoubtedly require that the public service be well managed by these employees who are the advisors to the government and managers of the public service (Government of Malaysia, 1991).

In summary, organisational commitment is concerned with the relationship between employees and their organisations. It is only one among a variety of commitments any working person has. Organisational commitment is an identification with and interest in the overall effectiveness and success of the organisation. Over the past 10 years, considerable interest has been generated in the concept of organisational commitment and a substantial amount of time and energy has been devoted to the

analysis. The popularity of the concept of organisational commitment appeared to stem from its linkage with several important employee behaviours (Mottaz, 1998).

Problem Statement

Human factors are of particular importance in examining how inputs are used to achieve results. Employee or staff motivation, participation, effectiveness (Argyris,

There is a large body of research concerning the relationship of organisational commitment with various situational characteristics, employees. The selected literatures show consistently that organisational commitment is related to three main elements: (a)

(Bluedorn,

Perry 1981; Farrel and Rusbult,

Mannari,

al. 1974), performance effectiveness,

affective,

Strasser,

1981), job involvement and job tension (Hrebiniak and Alutto,

Alutto,

characteristics of the employee such as age,

(Angle and Perry, 1981; Hall and Schneider,

Parasuraman and Alluto, 1984; Sheldon, 1971; Steers, 1977). Although past emphasis has actually been on turnover and absenteeism, it has however been recognised that employee performance is arguable as or more important than for example, turnover (Meyer, Pamnonen, Gellatly, Goffin and Jackson, 1989).

In any organisation, however small, attention has to be paid to managing human resources. At the very least, employees must be hired and their work allocated. Considerable attention now being given to human resource planning is one manifestation of the increasing awareness at all levels of the importance of the effective utilisation of human resources. It is becoming apparent that one of the key elements of organisational success is the effective planning and development of human resources (Timpeley, 1974).

It is reported that the problem of labour shortage faced by the public sector (government agencies) is that, workers prefer to work in private sectors, which offer more lucrative benefits in terms of salaries and social benefits. It is evidence in the MPSD, where most of the post allocated has not been filled. Employment turnover survey done by Manpower Department during the second half of 1991 reported significant incidence of turnover of workers in the public sector category. High turnover may be associated to job satisfaction in terms of pay, promotion, supervision, co-workers and other job itself (Bass and Barrett, 1981). Intention to quit job was also significantly related to employees' commitment towards organisation as in a study by Shore and Martin (1989).

The introduction of several new benefits under the New Remuneration System (NRS) for government employees in Malaysia may also signal a recognition by the Malaysian government that factors associated with non-job related variables could contribute to overall job satisfaction. However, in reality, overall job satisfaction in all aspects of organisational behaviour cannot equally influence attitudinal outcomes and behaviours such as job performance and organisational commitment. The more important a given incentive, activity or goal is (depending on the importance of the facet or area for the individual) the more likely it is for satisfaction in the sphere to be related to behavioural outcomes.

Previous studies have two major limitations. Firstly, the seemingly vague and unclear knowledge about the nature of the relationship between organisational commitment and three other variables that is job satisfaction, affective states (e.g. anxiety, depression, and irritation) and turnover intention, suggests there is still gap in our understanding of the relationships. Secondly, very few studies have been done on the dependent variables that might influence the relationship between organisational commitment, affective states, job satisfaction and turnover intention. It is therefore, the researcher believe those affective states, job satisfaction and turnover intention do play an important role in establishing a strengthened and significant relationship between the dependent variable (i.e. organisational commitment) and the four independent variables (i.e. demographic characteristics, affective states, job satisfaction, and turnover intention). In words, it is not adequate just to determine whether or not there is a positive relationship between affective states, job satisfaction and turnover intention to organisational commitment, but

it is also important to find out which variable(s) would interact positively with organisational commitment in influencing employees' attitudes in the organisations.

Objectives of the Study

The purpose of this research is to investigate the antecedents of organisational commitment among employees in the MPSD.

Specifically, the objectives of this study were as follows:

1. To find out the level of organisational commitment among employees of public service, at MPSD.
2. To find out the differences among different level of employees in the public service with regards to organisational commitment, job satisfaction, affective state, and turnover intention.
3. To examine the relationship between demographic characteristics and organisational commitment of employees.
4. To examine the relationship between job satisfaction, affective states and turnover intention with organisational commitment.

The present study postulate that committed worker tend to perform better either because they are satisfied with their jobs or because they are satisfied with some aspect or individual facet of job satisfaction. In the past, researchers have only emphasised the direct relationships between organisational commitment and job performance or job satisfaction. Little was done to sharpen the hypothesis.

Hypotheses of the Study

Based on the research problems and the objectives of the study as well as the review of related literature, the study put forwards the following five hypotheses for testing in the alternative state:

Hypothesis 1: There are significant differences in organisational commitment, job satisfaction, affective states, and turnover intention among different levels of attitudes to the organisation.

Hypothesis 2: There is a positive relationship between demographic characteristics (such as age, sex, marital status, education, tenure in the organisation, and income) with organisational commitment.

Hypothesis 3: There is a positive relationship between job satisfaction and organisational commitment.

Hypothesis 4: There is a positive relationship between affective states and organisational commitment.

Hypothesis 5: There is positive relationship between turnover intention and commitment to the organisation.