A STUDY ON ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG EMPLOYEES AT SELECTED GOVERNMENT AGENCIES IN KELANTAN

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Abstract

Organizational commitment is one of the main topics discussed in today's working environment. Most of the scholar agreed that to make the employees highly commit to the organization, employees must have satisfaction with their work. Further study related to this area is still needed to identify the most important criteria to the specific industries. Hence, this study conducted a non-experimental study in which researchers investigated and analysed the relationship between organizational commitment and job satisfaction, in which focuses on continuance, normative, and affective commitment. There are 140 valid responses collected from three government agencies in Tanah Merah, Kelantan. Regression analysis were used for this study to identify the relationship between two variables. The result of descriptive statistics showed that continuance commitment represents the highest mean score for this study. Meanwhile, organizational commitment has a moderate, positive, and significant relationship towards job satisfaction (r=598, p<0.01). It can be concluded that most of the respondents used to have affective commitment towards the organization where they remain members and part of the organization. The researchers also suggest several recommendations for future research regarding this study.

Keywords: Job Satisfaction, Organizational Commitment

1.   Introduction

These days, spirituality is one of the most effective factors which affect individual, group, and organizational performance in inconsistent ways within every organization. Despite the spirituality

status, the organization and department gain a lot of attention on behalf of the upper management, employees, as well as researchers, assumed that spirituality has strong significance importance towards the objective of the organization that affect staffs and society (Saneie & Hasan, 2012). In the perspective of organizational behaviour, organizational commitment is explained as the attachment of the employees to their workplace or organization. It also describes the employee's reliance on the organization's objective, values and the desire to continuously remain as a member in their current workplace (Ismail, 2015). Considering that organizational commitment is a key determinant for the organizational outcome like organizational citizenship behaviour, absenteeism, performance and other factors, organizational commitment is continuing to be one of the most exciting research for both researchers and executives (Kebriaei, Rakhshaninejad & Afshari, 2014). Generally, many pieces of research focused on three components model of organizational commitment consist of affective commitment, normative commitment, and continuance commitment. The varies of interpretation that explains the organizational commitment is considered as bound and linkage of the personnel to the organization (Hedayat, Nemati, Sakeri, Abasidfard & Kaledian, 2018). Contrastingly, job satisfaction is a judgement, affection, and attitudes of the staff towards their company, co-worker's relationship, social relation at work and others (O'Hara, Burke, Ditomassi, & Lopez, 2019). Job satisfaction is believed can strengthen organizational effectiveness, thus that's why it is important in every company. To prevent the loss and give benefits for the company, dynamic job satisfaction and positivity is needed (Zacher & Rudolph, 2017). Several factors that influenced the satisfaction of a job have been revealed, which are psychological factors, physical factors, monetary factors, as well as social factors (Rahman, Akhter, Khan, & Nisar, 2017). Job satisfaction and organizational commitment are two interdependent concepts that play great roles over multiple aspects of an organization. A contented and happy employee brings multiple positive effects and value organization (Das, Satpathy & Patnaik, 2019). According to Norizan (2012), to ensure that the changing need and requisition in organization and company, it is necessary to develop organization commitment in creating higher satisfaction among employees. Thus, it is important to emphasize the employee's job satisfaction and place the organization commitment into practices within every organization nowadays. The state of difference between the way they work and generate the responsibility regarding their work and task is different from the other type of sectors. Thus, the way employees committed towards the organizations also differed. However, this study has been conducted in the government sector to determine the relationship between organizational commitment and job satisfaction.

2.   Problem Statements

According to Tatar (2020), employees need during their stay in specific organizations vary such as recognition, increment, promotions, authority etc. The interest and level of their needs are slightly different in every work and task. however, if these benefits remain unmet, their level of satisfaction will keep declining and they will withdraw all the positivity when at works. Thus, the organization needs to determine what is the commitment that staff and employees have to make sure they will be satisfied with their current jobs and what kind of improvement can be taken to improve the situation. The issues regarding organizational commitment are one of the main issues that should be clarified when it is related to the government agencies which consist of multiple levels of government staff. The issues of this study are hidden behind the lack of interest and awareness of the employees themselves which mainly related to their effectiveness at work, the performances itself as well as their loyalty towards the organizations. Despite the great significance of the organizational commitment and job satisfaction, many of the upper management of government agencies still has not given any attention and awareness about this. Managers would be most interested in knowing about the relationship between job satisfaction and organizational commitment, because it would become clear as to how important and worthy it would be to retain the most satisfied employees (Norizan, 2012). In turn, having the knowledge would motivate managers to satisfy their employees need. This would ultimately benefit the organization, as it is expected that these same employees will be highly committed. When employees are committed, their personal goals may go in line with those of the organization that they work for. Consequently, this study is conducted to determine the relationship between organizational commitment and job satisfaction.

3.   Literature Review

3.1.   Job Satisfaction

Over last 20 years, issue regarding employee's job satisfaction has become essential research topic that has received particular attention from many researchers. According to Eslami and Gharakhani (2012), the job satisfaction models has been widely analysed due to the reality that many experts, higher management, also the body of knowledge believe that job satisfaction can impact and influence work effectiveness, employee's intention to quit the job and retention of employees. Other than that, Norizan (2013) also relates the Job Satisfaction with the Maslow's Theory Hierarchy of Need, people need, and requirement are never satisfied as they are always wanted for more after one requirement have been fulfilled. They never stop aiming for the satisfaction towards their job. Some research has proof that job satisfaction is highly related with working environment which include three sectors (telecommunication, banking, and university), thus the author believed that the rising in competition, beside challenging and dynamic working environment leads the organization nowadays to operate with the maximum potentials as possible (Raziq & Maulabakhsh, 2015). Another study also highlighted that there are multiples reasons that leads to job dissatisfaction among health workers in Islamabad, Pakistan, but working environment play a very big roles for the excellent and the sustainability of the organization. Overall, job satisfaction related to quality of the relations, coordination and feedback to provide the best value especially in health sector (Aziz, Kumar, Rathore, & Lal, 2015). One the most challenging areas that faced by the managers in handling their employees is job satisfaction. Policy creator and managers have switched their attention in order to give different variation of facilities to their staff, at the same time satisfying them (Singh & Jain, 2013). Alegre, Machuca and Mirabent (2016) have contributed to the study that job satisfaction is highly affected by several antecedents such as high level of teamwork and organizational identification and commitment even with there is low level of work-family balance.

3.2.   Organization Commitment

Organizational commitment is characterized as employee's willingness to contribute to organizational goals. Organizational commitment is crucial and very significant to recognize the link created between specific employees and organizations which lead to a desire for the best performance of organizations (Emma et. al. (2017). The study conducted by Afshari, Young, Gibson, and Karimi (2019) has found that organizational commitment is highly related with the roles of identity. It showed that both the identity of the organization and identity of professional/occupational are positively influenced the development of organizational commitment in organization. In contrast, Cheng, Bartram, Karimi and Leggat (2016) relate the organizational commitment with human resources management. They suggested that human resources practitioners should determine the values in which employees able to clarify and take into a consideration to boost the organizational commitment among the employees. Thus, strong alignments between the roles and values attached to the organization should be maintained and presented to the employees to the staff to emphasize a close association. Yahaya and Ebrahim (2016), focused their study on leadership impact on organizational commitment, majorly stated both elements are significantly impacted even in the difference sectors such as manufacturing and services (Chen, 2004), construction (Limsila & Ogunlana (2008), and engineer and scientist (Lee, 2005). Organizational commitment and Employee's engagement play significant roles towards organizational commitment; however, the dimensions of organizational commitment (affective, normative, and continuous) have difference impact accordingly. This research has provided empirical evidence when it proofed that employee feeling more engaged in their job and organization would report high levels of affective commitment and normative commitment rather than continuance commitment (Afshari, Young, Gibson & Karimi, 2019). The dimension of organizational commitment will be discussed in the next section.

3.2.1. Affective Commitment

According to Lipienskiene (2008), affective commitment is the staff favourable emotional feeling in which they want to stay with the organization. Employees that are imposing high affective commitment are likely determining the goals of the organization and they have intention to survive within the organization. As been stated by Albadour and Atarawneh (2014), staff who are reported with higher levels of engagement in organization usually will also report with greater affective commitment, thus staff that content with a positive attitude and attachment towards their organization will show high levels of affective commitment. Affective commitment is regarded as a necessary factor for long-term and successful collaboration. It gives co-operatives more freedom and helps to solve issues like free-riding, property rights, and horizon variability (Jussila, Byrne & Tuominen, 2012).

3.2.2. Continuance Commitment

Continuance commitment is defined as a willingness to stay in an organisation due to personal investment in the form of non-transferable investments such as close working relationships with co-workers, retirement and career investments, acquired job skills that are unique to a particular organisation, and years of employment in a specialised field. Worried they would lose all these costs once they are leaving the company, which cannot be obtain from others (Umoh, Amah & Wokocha, 2014). This study proofed that employee benefits substantially improve employees' long-term commitment (economic exchanges and limited alternatives) in the Nigerian workplace, particularly in the manufacturing sector. Continuous commitment is based on a calculative mental process, but that the process can also function in an emotional domain Boichuk and Menguc (2013).

3.2.3. Normative Commitment

According to Norizan (2013), the normative commitment refers to the staff continuing the employment in the organization because the feeling of responsibility and commitment toward the organization. Normative commitment to the organization develops based on collection of pressures that individuals feel during the early socialization from family and culture, or it can happen during the socialization as newcomer to the organization. Ahmadi and Avajian, (2011) stated that normative commitment is related with employees' compulsory feelings towards management; employees decided to stay because they think it is an obligation to do so. The study has proof that normative commitment is significant on employees' performance. Employees that are performing their work in good behaviour, will be appreciated and being provided with variation of benefits by the organization (Khattaki & Sethi, 2012).

4. Methodology

This research is non-experimental research in which researcher investigated and analysed the relationship between the organizational commitment and job satisfaction among staff at government agencies in Tanah Merah, Kelantan. The sampling frames for this study were employees in government agencies in Tanah Merah, Kelantan. The total population of the government employees from three different departments were 267 in which Government Agency A was 82 employees, Government Agency B was 115, and Government Agency C was 70. The sampling technique used for this study was stratified quota. In determining the sample size for this study, the researcher refers to the Krejcie and Morgan (1970). Since the actual population for this study is 267, the sample sizes used were 159. Instruments that have been used for this research was questionnaire. The items that have been obtained to include into the questionnaires based on past research and some changes has been made and certain section and item were added into the questionnaires. In conducting this research, all items were valued and measured by using Likert scale as suggested by Sekaran (2003).

The answer chosen determined the respondent satisfaction or dissatisfaction about the statements. Reliability of the questionnaires was taken into prior consideration to ensure the efficiency and rectification of the instrument used. Since the questionnaires were obtained from previous researchers, the reliability of the questionnaires was undeniable.

5. Findings and discussions

The researchers have distributed 159 questionnaires and managed to collect back 148 questionnaires from the respondents. However, 8 of the questionnaires need to be discarded and considered broken and only 140 of the questionnaires were valid. Results for respondents' profile showed that 47 (33.6%) of the respondents were male and 93 (66.4%) of the respondents were female. Most respondents were between 31 to 40 years old which were 63 (45.0%) and the least number of respondents were below 20 years old which represent 2 (1.4%). For the marital status, 12 (8.6%) respondents were single, 122 (87.1%) respondents were married and 6 (4.3%) of the respondents were divorced. Meanwhile, the result of descriptive statistics showed that continuance commitment represents the highest mean score (3.9173), followed by normative (3.9083) and affective (3.8582). It can be concluded that most of the respondent did has continuance commitment towards their organization and they likely stay with the organization because they realize about cost and benefits, they have while staying in their current workplace with the highest mean (M=3.9173, SD=.57016) compared to affective and normative commitment. Overall, all of the variable showed high scores as been supported by the best principle by Thaoprom (2004) that value of mean greater than 3.68 considered as high score. Furthermore, the results of reliability analysis concluded that all the items of this instrument of the research is considered as good and valid since all of the items showed the value more than 0.8 Crobach's alpha.

Table 1: Result of Reliability Analysis

Variables	Cronbach's Alpha (n=140)	N of items
Affective Commitment	.887	4
Continuance Commitment	.846	4
Normative Commitment	.812	5
Job Satisfaction	.894	7

As for the multiple regression, the result for this study showed that R^2=.367 or 36.7 percent has been explained by the job satisfaction. For the Durbin Watson value, the result was 1.635 which has been considered as acceptable. This is because the acceptable result for the Durbin Watson must be between 1.5 to 2.5. Other than that, according to the result of ANOVA, the result showed that F=25.783, p<0.01 which concluded that overall model is significant. The beta results value for affective commitment (β=.358, p<0.01), continuance commitment (β=.116, p<0.01) and normative commitment (β=.201, p<0.01). Beta coefficient explained which variables that contributed and important to the model by looking at the largest value. Thus, it can be concluded that the beta value for affective commitment showed the largest value and highest significance value compared to the continuance and normative commitment. Thus, affective commitment is the organizational commitment components that mostly influence job satisfaction among selected government agencies.

Table 2: Results of Multiple Regression Analysis

Variables	Beta	Sig.
Affective Commitment	.358	.001
Continuance Commitment	.116	.020
Normative Commitment	.201	.037
R^2		.362
F		25.783
Durbin Watson		1.635

Based on the result above, affective commitment was the organizational commitment components that influence the job satisfaction among selected government agency the most. The

study from Ebru and Elif (2015) among academic staff in Turkey also showed the same result in which affective commitment showed the most influenced components of organizational commitment towards job satisfaction which (β=541, <0.05) compared to normative and continuance commitment. Other than this, it also can be supported by the study conducted by Norizan (2013), which proof affective commitment was the highest commitment components that influence job satisfaction among staff in Higher Learning Institution in Kelantan with the highest β value (β.059) compared to continuance and normative commitment. It showed that most of the staffs in higher learning institution were satisfied with their job as they were having a strong emotional attachment toward the organization compared to their feeling of responsibility or the benefits that organization provided. The finding for this study has revealed that there is significant relationship between organizational commitment and job satisfaction among selected government agencies in Kelantan. Thus, the result showed all of the three components of organizational commitment which were affective, continuance and normative commitment did have a significant relationship toward the dependent variable. As conclusion, organizational commitment has a moderate, positive and significant relationship towards job satisfaction (r=598, p<0.01). Therefore, all hypotheses were accepted. The finding has clearly stated that affective commitment was the organization commitment components that mostly influences the job satisfaction among selected government agencies in Kelantan (β=.358, p<0.01). Thus, it can be summarized that, most of the staff in selected government agencies in Kelantan used to have affective commitment towards the organization where they are remain members and part of the organization because they "want to" and no force from the organization at all in which it turns to influence the satisfaction towards their jobs. It is highly recommended that the future research to conduct the research with larger sample size and scale compared to this study to determine the accuracy of the finding for this study. Future research may also conduct this study using qualitative research design (interview method). Having a direct conversation may be able to gain more accurate information.

6.   References

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