

**ORGANIZATIONAL CLIMATE, COMMITMENT AND SATISFACTION:
A CASE OF UNIVERSITI TEKNOLOGI MARA**



**RESEARCH MANAGEMENT INSTITUTE (RMI)
UNIVERSITI TEKNOLOGI MARA
40450 SHAH ALAM, SELANGOR
MALAYSIA**

BY

**FAUZIAH NOORDIN
ZAINI ABDULLAH
NORMALA DAUD
NORHAYATI MOHAMED
AZIZAN ABDULLAH
KHAIRUL ANUAR HJ. A. RAHIM
RAJA MOHAMAD FIKRI RAJA AZMAN
ZURITA AKHMA ABD JALIL
ZAIDAR RUHAIN MOHAMED JAN
KAMAL MUSTAQIM KAMARUDDIN**

DECEMBER 2011

Contents

- 1. Letter of Report Submission..... iii
- 2. Letter of Offer (Research Grant) v
- 3. Acknowledgements..... viiii
- 4. Enhanced Research Title and Objectives viii
- 5. Report..... 1
 - 5.1 Proposed Executive Summary.....2
 - 5.2 Enhanced Executive Summary.....3
 - 5.3 Introduction.....4
 - 5.4 Brief Literature Review.....5
 - 5.5 Methodology.....9
 - 5.6 Results and Discussion.....12
 - 5.7 Conclusions and Recommendations.....21
 - 5.8 References/Bibliography.....24
- 6.0 Research Outcomes.....27
- 7.0 Appendix.....28

2. Acknowledgements

Our heartfelt gratitude is extended to everyone who had contributed in the completion of this research project. Specifically, we are indebted to the following individuals and groups:

All the participating faculties/academic centres/branch campuses, especially the deans of faculties and the rectors of branch campuses, without whose support, contributions, and cooperation this research project would not be possible;

All the staff who had participated in this research project – your participation and responses to the survey have helped us in understanding the issue of creativity as it exists in UiTM;

Research Management Institute, UiTM for the fund provided for this research project, for your guidance and patience, and not forgetting, for the approval on the extended date of completion of this research project; and

Muna Kameelah and Yuhanis, our dedicated and committed Research Assistants.

Thank you from the bottom of our hearts.

Research Project Team

Fauziah Noordin
Zaini Abdullah
Abdul Shukor Hashim
Hajibah Osman
Azida Azmi

30th. December 2011

3. Enhanced Research Title and Objectives

Original Title as Proposed:

Organizational Climate, Commitment And Satisfaction: A Case Of Universiti
Teknologi MARA

Improved/Enhanced Title:

Not applicable.

Original Objectives as Proposed:

1. To examine the level of each component of the organizational climate among the staff of Universiti Teknologi MARA UiTM).
2. To assess the level of commitment of the staff of Universiti Teknologi MARA.
3. To assess the level of job satisfaction of the staff of Universiti Teknologi MARA.
4. To determine the influence of selected demographic variables on each component of organizational climate on the commitment, and job satisfaction of the staff of UiTM.
4. To provide data to the administrators of UiTM that can be used for informed decision making.
5. To begin the on-going process of self-assessment and critical evaluation in order to continue to improve the university climate, staff commitment and job satisfaction.
6. To establish a baseline from which future university climate, commitment, and satisfaction assessments can be compared to.

Improved/Enhanced Objectives:

Not applicable.

1.3 Introduction

Organizational climate (Field and Abelson, 1982; Guion, 1973; Joyce and Slocum, 1982), organizational commitment (Meyer and Allen, 1997; Steers, 1975; Whitener, 2001) and job satisfaction (Spector, 1988; Lambert, Hogan and Barton, 2001) have been regarded as important constructs in organizational research for many years. Research has directly associated organizational climate with organizational commitment (e.g., Brown and Leigh, 1996; Welsch and LaVan, 1981). The findings of these studies are of significant to employers. For example, a study by Watson (1999) has shown that organizations with highly committed employees experienced greater 3-year returns to shareholders than organizations with low employee commitment (Watson Wyatt, 1999). Another study (c.f. Welsh and LaVan, 1981) found that lack of employees' commitment is related to employer high costs and poor performance. In terms of satisfaction, Lambert, Hogan and Barton (2001) found that job satisfaction acts as a mediating variable between work setting and intention to leave an institution.

Literature is proliferated with studies on organizational climate, organizational commitment, and job satisfaction. In spite of the numerous climate, commitment, and satisfaction studies, there appear to be a vacuum in these studies that explain how organizational climate, organizational commitment, and job satisfaction constructs relate (Grant, 2002; McNabb & Sepic, 1995). More specifically, no research exists that examines these constructs in a university environment in countries other than in America or its closest neighbour, Canada.

To address this lack of knowledge and to provide viable information to decision-makers within the local universities to make informed decisions, the focus of this study is on university personnel (full-time academics, administrative staff, and supporting staff) perceptions of their organizational climate. Because existing research indicates discrepancies between perceptions of climate by employees at different levels of the organization (James & Jones, 1974; Moran & Volkwein, 1988; Putti, Aryee, & Phua, 1990), administrative, faculty, and staff perceptions will be surveyed in order to examine the university as whole as well as possible sub-climates that might exist in the university environment.

Based on the above discussion, the following objectives were formulated: