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**The Relationship Between Motivation and Job Satisfaction and
Organizational Commitment among the Non-Commissioned Officers of the
Police Force: A Preliminary Study in Melaka**

by

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Abstract

This study was conducted to examine the relationship between demographic constructs of the police NCO's, their motivation and job satisfaction and organizational commitment with data obtained from 80 personnel from the state of Melaka. The study has found out that all demographic constructs were insignificantly correlated to all of the ten Kovach motivational factors. It was found that different forms of job satisfiers (positive listed items) and dissatisfiers (negative listed items) are significant at $P < 0.00$, implying that the police personnel was generally satisfied with their job. Contingency coefficients revealed that a few of the demographic variables were correlated with the organizational commitment attributes at $P < 0.05$. The result implies that in general, the police personnel are highly committed to their profession. Two model equations of organizational commitment (positive) and non-organizational commitment (negative) of the police personnel proved that while the police personnel is highly committed and satisfied with their job, better wages and chances of being promoted are the two factors that can contribute to job dissatisfaction especially among younger personnel.

Key words : Motivation, Job Satisfaction and Commitment

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1.1 Introduction

Organizational commitment, motivation and job satisfaction are important elements in an organization. Without these elements, organizations would not be able to function effectively because they are strongly related to each other as explained by Sims and Kroeck (1994). This finding was similar to other studies such as the one conducted by Kovach (1977), which stated that job satisfaction has been recognized as a component of organizational commitment. Feinsten (2000) and Lalopa (1977) conclude that job satisfaction is a significant predictor of organizational commitment. A study by Baven (1994) found out that a significantly positive relationship exists between job satisfaction and commitment. Job satisfaction is defined as the degree to which an individual feels positively or negatively about the various facts of the job tasks, the work setting and the relationships with co-workers (Bailey, Schumerhorn, Hunt and Osborn, 1986) while organizational commitment is thought as one's loyalty to an employing organization and one's commitment to vocation and profession (Mc Commick, 2000).

According to Mowday (1982), affective organizational commitment is defined as the strong belief and acceptance of organizational goals and values, willingness to exert considerable effort on behalf of organization and strong desire to maintain membership in