

UNIVERSITI TEKNOLOGI MARA

**ORGANIZATIONAL CLIMATE, JOB SATISFACTION
AND INTENTION TO LEAVE AMONG ACADEMIC AND
NON-ACADEMIC STAFFS: A CASE OF UNIVERSITI
TEKNOLOGI MARA SARAWAK, SAMARAHAN**

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LETTER OF TRANSMITTAL

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APPLIED BUSINESS REPORT

With great pleasure we would like to submit our research paper entitled "Organizational Climate, Job Satisfaction and Intention to Leave among Academic and Non-Academic Staffs: A Case of Universiti Teknologi Mara Sarawak, Samarahan."

With this submission, we fulfil the requirement for the completion of Master in Business Administration (MBA) program.

We would like to take this opportunity to express our gratitude and appreciation for your guidance and constructive comments rendered to us throughout the preparation of this paper.

Thank you.

Yours faithfully,

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TABLE OF CONTENTS

TITLE PAGE	PAGE
ACKNOWLEDGEMENT	i
TABLE OF CONTENTS	ii
LIST OF TABLES	v
LIST OF FIGURES	vi
ABSTRACT	vii
CHAPTER 1: INTRODUCTION	
1.1 Background of the Organization	2
1.2 Background of the Study	3
1.3 Problem Statement	4
1.4 Objectives of the Study	6
1.5 Scope of the Study	7
1.6 Significance of the Study	8
1.7 Definition of Terms	9
CHAPTER 2: LITERATURE REVIEW	
2.0 Introduction	12
2.1 Organizational Climate	12
2.1.1 Organization Design	14
2.1.2 Communication	15
2.1.3 Leadership	16
2.1.4 Teamwork	17
2.1.5 Decision Making	18
2.1.6 Culture	19
2.1.7 Motivation	20
2.2 Job Satisfaction	21
2.3 Intention to Leave	23
2.4 Relationship Between Organizational Climate and Job Satisfaction	24
2.5 Relationship Between Organizational Climate and Intention to Leave	25
2.6 Research Framework	26

ABSTRACT

The purpose of this study is to determine the level of organizational climate, job satisfaction and intention to leave among academic and non-academic staffs of UiTM Sarawak, Samarahan. The respondents in this study are the staffs of UiTM Sarawak, Samarahan only. The study used the structured questionnaire and divided into components of organizational climate, which are organization design, communication, teamwork, leadership, decision making, culture and motivation. There is also section for job satisfaction and intention to leave, and demographic variables in the questionnaire.

The findings revealed that organizational climate components have a positive relationship with job satisfaction and significantly inverse relationship with all academic staffs' intention to leave. For non-academic staffs, there are positive significant relationship between the organizational climate and job satisfaction, and significant relationship for organizational climate and intention to leave. For independent T-Test by gender, the results show no significant difference for both academic and non-academic with all components of organizational climate, job satisfaction and intention to leave.

This research is very important as it reveals areas that need improvement and attention by the management. As employees are the critical asset of organization, the management should take care the employees not only physically but also mentally and emotionally. The results of this study are useful to better understand of the influence of organizational climate to job satisfaction and intention to leave among the employees. It is suggested for further research should be carried out focusing on relationship with superior and opportunity for promotion.

CHAPTER 1

INTRODUCTION

Organizational climate has been asserted as an important and influential aspect of satisfaction and retention, as well as institutional effectiveness and success in higher education. As stated by Sargeant (1967) "Climate may be pictured as a personality sketch of a school. As personality describes an individual so climate defines the essence of an institution..." (p.3). Owens (2004) related it to such terms as atmosphere, personality, tone, or ethos (p. 178). A positive and healthy organizational climate translates into increased staffs' job satisfaction. The concept of general satisfaction is defined as the extent to which worker feels positively or negatively about his or her job (Locke, 1976; Odom, Boxx, and Dunn, 1990). If the satisfaction level of employees increases, the quality level of higher education institutions will increase. Employees with higher job satisfaction are important since they believe that the organization would have a tremendous future in the long run and the employer gives credits to the quality of their work. Many organizations are having intensive challenge in improving the employee's job satisfaction and thus their organizational commitment to gain competitive advantage and at the same time retention of their employees. This makes job satisfaction an issue of substantial importance for both employers and employees. One approach to procuring such information is the measurement and analysis of employee perceptions that have been shown to influence organizations. Such perceptions are typically captured by the construct of organizational climate. Another aspect that requires attention is to detect the motivation factors which are important to reduce the intention or desire of employee to leave the organization. Intention to leave can be defined as a person's desire to get out of the organization. Tzeng and Huey-Ming (2002) hypothesized that the higher general job satisfaction, higher professional role satisfaction, and higher general job happiness would correlate to lower intention to quit. Hwang and Huei (2006) also explains that someone relatively satisfied against his or her work will remain longer in the organization which lowering employees absenteeism and turnover. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction.