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**THE RELATIONSHIP OF JOB
SATISFACTION AND ORGANIZATIONAL
COMMITMENT AMONG THE EXECUTIVES
OF THE PUBLIC SECTOR IN SABAH**

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**Dissertation submitted in partial fulfillment
of the requirements for the degree of
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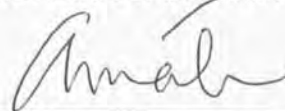
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DECLARATION

The materials in this thesis are original except for quotations, excerpts, summaries and references, which have been duly acknowledged.

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ABSTRACT

This study argues the need for the managers and head of department in the public sector to know the relationship between facets of job satisfaction and the organizational commitment among their employees. By knowing this relationship, hopefully the managers and head of department in the public sector can improve their human resource management by motivating the employees to be more efficient, productive, transparent and accountable in carrying out its responsibilities with excellence. This study investigate the relationship between overall Job Satisfaction, Satisfaction of Pay, Promotion, Supervision, Nature of Work and Coworkers as the independent variables; Organizational Commitment as dependent variable; and Age, Gender, Education level and Length of Service as the moderating variables. In this study, data were collected from a sample of 115 executives in Kota Kinabalu. The finding showed the overall Job Satisfaction has direct positive relationship with Organizational Commitment of the executive in the public sector; The satisfaction of Pay, Promotion, Supervision, Nature of work and Coworkers also have direct positive relationship with Organizational Commitment; The finding also showed that all the relationships between Pay, Promotion, Supervision, Nature of work and Coworkers with Organizational Commitment was not moderated by age, gender, education level and length of service; except the relationship between Pay and Organizational commitment was moderated by the education level.



ABSTRAK**HUBUNGAN ANTARA KEPUASAN KERJA DAN KOMITMEN KEPADA ORGANISASI DIKALANGAN EKSEKUTIF SEKTOR AWAM DI SABAH**

Kajian ini merencanakan keperluan bagi pengurus-pengurus dan ketua-ketua jabatan dalam sektor awam untuk mengetahui hubungan antara kepuasan kerja dan komitmen organisasi dikalangan pekerja. Dengan mengetahui hubungan tersebut, adalah diharapkan agar pengurus-pengurus dan ketua-ketua jabatan dalam sektor awam boleh menaiktaraf pengurusan sumber manusia masing-masing dengan memberi motivasi supaya bekerja dengan lebih efisien, produktif, telus dan bertanggungjawab dalam melaksanakan tanggungjawab dan amanah yang diberikan dengan cemerlang. Kajian ini menyelidik hubungan antara kepuasan kerja, kepuasan terhadap Gaji, Peluang Kenaikan Pangkat, Penyeliaan, Keadaan Kerja and Rakan Sekerja sebagai pembolehubah bebas; komitmen organisasi sebagai pembolehubah bersandar; dan Umur, Jantina, Tahap Pendidikan, Tempoh Perkhidmatan selaku pembolehubah penyederhana. Dalam kajian ini data dikumpulkan dari sampel seramai 115 pegawai eksekutif di sekitar Kota Kinabalu. Keputusan kajian mendapati bahawa kepuasan kerja mempunyai hubungan terus secara positif dengan komitmen organisasi; kepuasan terhadap Gaji, Peluang Kenaikan Pangkat, Penyeliaan, Keadaan Kerja and Rakan Sekerja juga mempunyai hubungan terus secara positif dengan komitmen organisasi. Keputusan kajian juga mendapati bahawa dalam setiap hubungan antara Gaji, Peluang Kenaikan Pangkat, Penyeliaan, Keadaan Kerja and Rakan Sekerja dengan komitmen organisasi, kesemuanya tidak disederhanakan oleh Umur, Jantina, Tahap Pendidikan dan Tempoh Perkhidmatan; kecuali hubungan antara Gaji dengan komitmen organisasi disederhanakan oleh Tahap Pendidikan.



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CHAPTER 1

INTRODUCTION

1.1 Overview

The Malaysian Public Service is an important institution within the national administrative system and the government is the biggest employer in the country. To indicate the size of Public Service Personnel, statistical record up to 30 June 2005, from Malaysia Public Service Department shows that there are 1,337,413 total posts created in the public sector, of which 1,090,737 posts or 81.56% have been filled or occupied. Out of the total number of posts filled or occupied, 855,714 (78.5%) are the federal posts; 82,104(7.5%) are the state posts, 94,142(8.6%) are federal agencies posts, 16,721(1.5%) are the state agencies posts and 42,056(3.9%) are the local authorities posts.

The public personnel are divided and classified into 19 schemes of services; namely Transportation(A), Talent & Arts(B), Science(C), Education(D), Economic (E), Information System (F), Agriculture (G), Engineering (J), Security (K), Law (L), Diplomatic(M), Administration(N), Research(Q), Specialist (R), Social(S), Medical(U), Finance(W), Police(Y) and Army(Z).

The State of Sabah Public Service is responsible for the administration of state list functions and activities under the Federal Constitution. According to the Sabah Public Service Department record in year 2005, there are 22,928 employees working in the state public service. Out of that number, 907 employees are working at various ministries, 17,527 employees at various departments, 1,019 employees working at district offices and 3,745 employees working at local authorities. Of all those employees, 1,319 of them are under the category of executive.

Malaysia is a developing country which charting her path to become a developed nation by the year 2020. Rapid developments environment in the country



bring changes in the public service sector, where the responsibility of the Public Service is continuously increasing. As a service provider and the approving authority, the Public Service must be able to adapt to the demands derived from the changing environment and the needs of its clients. To realized that, the Malaysian and State Public Service must not only carry out its responsibilities with excellence, but must also continue to increase its capability to function effectively.

Malaysian society has constructed an image of public servants as untrustworthy and bumbling bureaucrats, entangled in red tape and not committed to their work (Razali, 1996). To address these issues, The Honourable Prime Minister Datuk Seri Abdullah Badawi has repeatedly stressed the need to continuously seek ways and means to improve the efficiency and performance of the public sector. In his speech during the opening ceremony of The 4th Regional Anti-Corruption For Asia and The Pacific 2003, he stated that Malaysia are continuously looking at ways and means to enhance the pillars of integrity in order to work towards a corruption-free society. He strongly believes that there is a need to promote good governance and to improve the public service delivery system to make it more efficient, transparent and accountable.

The challenge of human resource management in the public sector is on how to motivate the employees to be more efficient, productive, transparent and accountable. To address this challenge, it is felt that the organizational commitment and job satisfaction are among the areas of concern that need to be studied in the public sector. Herzberg *et al.* (1959) developed two distinct lists of factors for job satisfaction. One set of factors cause happy feelings or a good attitude within the worker, which are task-related. The other set of factors cause the feelings of unhappiness or bad attitude, and these factors claimed to be not directly related to the job itself, but related to the conditions that surrounded doing that job. According to Herzberg *et al.* (1959), the motivators or the job factors for job satisfaction are recognition, achievement, and the possibility of growth, advancement, responsibility



and the work itself. The hygiene factors (extra-job factors) include such as salary, interpersonal relations with supervisor, interpersonal relations with subordinates, interpersonal relations with peers, supervision, organizational policy and administration, working conditions, factors in personal life, status, and job security.

Tietjen & Myers(1988) suggest that motivators refer to factors intrinsic within the work itself, such as the recognition to a completed task. Conversely, hygiene factors tend to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's actual job. Locke (1976) determined that an event or a condition is that which causes an employee to feel satisfied and an agent refers to that which causes an event to occur. Robbins (2001) suggests an organization is productive if it achieves its goal and does so by transferring inputs to outputs at the lowest cost. As such, productivity implies a concern for both effectiveness and efficiency. While Souza-Poza & Souza-Poza (2000) found out that job security significantly increases the individual's job satisfaction. Therefore, the greater the levels of satisfaction, the longer workers want to remain in the jobs, the more they become productive and efficient and the more committed they are with their organization.

1.2 Rationale Of This Study

The increasing of global competition is among the fundamental issues faced by Malaysia. To ensure the country remains competitive, our human resource development must be enhanced. As the government machinery, the public sector plays an important role as an enabler and facilitator to private sector initiatives by providing a more efficient delivery system and customer-friendly service. Delay in implementation of any developments projects often caused by inefficient public service delivery system. Although an employee can increase productivity with technologically advanced equipment it does not necessarily mean that overall the organization is more productive.



This research argues the need for the managers and head of department in the public sector to know the relationship between job satisfaction and the organizational commitment among their employees. By knowing this relationship, hopefully the managers and head of department in the public sector can improve their human resource management by motivating the employees to be more efficient, productive, transparent and accountable in carrying out their responsibilities with excellence.

This research will be conducted among the executives of public service in Kota Kinabalu. It is noted that the state ministries and the state department headquarters mostly located in the city of Kota Kinabalu. The findings from this research will benefit the government in understanding the relationships between job satisfaction and organizational commitment among their employees. Perhaps through the understanding of these relationships among public sector executives in Kota Kinabalu Sabah, it could lead to the improvements in the work place that would encourage them to be more committed and remain satisfied with their jobs and subsequently will lead to the improvement in efficiency, effectiveness and productivity of public service in the State of Sabah.

1.3 Problem Statement

Malaysia competitiveness index position has dropped from 16th position in 2004 to 28th in 2005, in the IMD World Competitiveness of 49 countries. The Honourable Prime Minister Datuk Seri Abdullah Badawi has warned that, first-world infrastructure with third-world mentality will not produce the desired results. Investments in education, training and skill development will determine the capacity of a nation to change with changing times. It is companies, not countries that compete in the market place. By the same token, it is human capital, not physical capital that is crucial to the competitiveness of these enterprises (Ariff, 2004). To improve the competitiveness of the enterprises, the public service must be able to adapt to the



demands of the environment and needs of its clients. Thus, the Malaysian Public Service must not only discharge its responsibilities with excellence, but must continue to increase its capability to function effectively (Razali, 1996).

The issues of staff retention and job motivation have continued to plague organisations in Malaysia. Annual surveys by Malaysian Employers Federation (MEF 2004, 2005) reported that the annual labour turnover rates for 2003 and 2004 were high, approximately 17 per cent and 16 per cent respectively (Chew, 2005). The study by Sarker *et al.*, (2003) suggest that the satisfied workers will be more productive and remain within the organization longer, whereas dissatisfied workers will be less productive and more incline to quit.

Survey by the Malaysian Employee Federation in 2002 and National Productivity Centre in 2001 has indicated that many organizations face skilled employee's shortages, due to the willingness of employees to change employers, resulting from low organizational commitment (Muthuveloo & Raduan, 2005). Job satisfaction is a significant contributor to the organizational commitment, and employees who are satisfied with their jobs are more likely to exert extra effort and make positive contributions to the organization (Nasurdin & Ramayah, 2003).

The increasing pressure from the general public for efficient public service delivery and in response to the Honourable Prime Minister called for the Malaysian to be glory, shine or excel and distinction, it is important for the managers and head of departments in the public service in Malaysia to understand the relationship between job satisfaction and organizational commitment among their executives. For that reasons, this study was conducted to determine the relationship between job satisfaction and the organizational commitment among the executives of the public sector in Sabah.



1.4 Scope and Objectives

Kota Kinabalu is the capital of Sabah, where most of the government administration offices are located. Kota Kinabalu known as a business city for the State of Sabah, where most of the private sectors established their offices and premises. Executives in the public sector defined as the employees holding post Grade 41 and above. Therefore, this research is conducted among the executive of the public sector only the professional and managerial category (grade 41 and above) in Kota Kinabalu.

According to the Sabah Public Service Department record in year 2005, there are 22,928 employees working in the state public service. Out of that number, there are 1,319 employees under the category of executive (Grade 41 and above).

The executives grade 41 and above was chosen because they are under the category of managerial and professional who are given the duties and responsibilities as the leaders and middle managers. They are holding the posts such as the permanent secretaries of the ministries, deputy permanent secretaries, mayor, president and chairman of the local authorities, head of departments, district officers, head of divisions and head of sections.

Table 1.1 : The Number of Employees According To Employment Classification And Grade in Various Ministries, Departments and Local Authorities

The Number of Employees According To Employment Classification And Grade in Various Ministries, Departments and Local Authorities																			
Grade	Classification																Total		
	JUSA	A	B	C	DG	E	F	G	J	KP	L	M	N	Q	R	S		U	W
JUSA	13																		13
Grade 54		1				1	1	5	5		3		25	3		3			47
Grade 53																			0
Grade 52													3						3
Grade 51																			0
Grade 50																			0
Grade 49																			0
Grade 48				1	2	6	7	33	55		8		118	35	7		14		286
Grade 47																			0
Grade 46																			0
Grade 45																			0
Grade 44													2						2
Grade 43																			0
Grade 42																			0
Grade 41		5		15	37	14	36	159	238		26		284	34		73		47	968
<i>Total Number of Executive Grade 41 and above</i>																		1319	

Source: Sabah State Public Service Department, 2005



The intention of this research is to identify the relationship between job satisfaction with the organizational commitment among the executives in the public sector in Sabah. The main objectives of this research are;

1. To determine the relationship between job satisfaction and organizational commitment.
2. To determine the relationship between pay and organizational commitment.
3. To determine the relationship of promotion and organizational commitment.
4. To determine the relationship of supervision and organizational commitment.
5. To determine the relationship of nature of work and organizational commitment.
6. To determine the relationship of coworkers and organizational commitment.

1.5 Significance of the Research

The result of this research can be a reference for further investigations on the relationship between job satisfaction and organizational commitment among the employees at any organization in Kota Kinabalu or anywhere in Malaysia. Apart from that, this research also will help Sabah State Public Service Department or any Organization in Malaysia to determine the relationship of the job satisfaction facets and the organizational commitments of their employees. By knowing the relationship between job satisfaction and organizational commitment among their executives, hopefully the Sabah State Public Service will be able to improve its quality services to meet the increased demand by the society.

1.6 Definition of Key Variables Used In This Research

1.6.1 Job Satisfaction

For the purpose in this research, job satisfaction defined as an positive emotional feeling as a result of one's evaluation towards his job or his job experience by



comparing between what he expected from his job and what he actually gets (Locke,1969).

1.6.2 Pay

For the purpose in this research, pay defined as compensation for executives personal services, including bonuses and commissions, or otherwise, and includes payments pursuant to a pension or retirement program or deferred compensation plan.

1.6.3 Promotion

Promotion means as promoting the executives from the current post or grade to the next higher post or grade. The promotion of public service executives are base on the result of Competency Level Evaluation, which is a method of evaluating whether public service employees have attained a level of excellence as set by the Government. The evaluation done in terms of knowledge and skills attained as well as personal values. Government employees are tested in two areas namely general competence and specialized competence.

1.6.4 Supervision

Supervision is defined as the act, process, or function of supervising the executives. In other words, supervision is the act of someone watches a person or activity and makes certain that everything is done correctly.

1.6.5 Coworkers

Coworkers defined as fellow workers or a person somebody works with especially in a professional or skilled job, or a person working with another worker, especially as a partner or helper.



1.6.6 Nature of work

Nature of work refers to physical surroundings on the job which include office environment, good or bad facilities, too much or too little work. In the previous research, working condition found to be one of the affecting factors for the job satisfaction.

1.6.7. Organizational Commitment

Organizational commitment defined as an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization (Allen & Meyer, 1990).



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This Chapter begins with the definition of the public service, the public sector in Sabah, followed by the discussion on the definition of job satisfaction and organizational commitment by previous researchers. The Herzberg's Two-Factor Theory is discussed in attempt to explain the influencing factors for job satisfaction. It also discussed the previous study on commitment to the organization. Apart from those; this chapter also highlights the findings by the earlier researchers on the relationship of the independent variable (job satisfaction) with the affective organizational commitment (the dependent variable).

2.2 Definition of Public Service in Sabah

Article 132 of the Malaysia Federal Constitution stipulates that the Public Service consists of the General Public Service of the Federation, the State Public Services, the Joint Public Services, the Education Service, the Judiciary and the Legal Service and the Armed Forces. For all intents and purpose, Statutory Bodies and the Local Authorities are also considered as part of the Public Services. For the purpose of this research, the public service executive is defined as any executives employed by the government holding Grade 41 and above that serve to fulfill the demands and the needs of a society.

2.3 Definition of Public Sector

Public sector is a general term used to refer to all agencies that undertake activities considered to be the responsibility of the government or are financed by the government. It encompasses the Public Service as well as special institutions paid for by public money. It is characterized as non-profit making, service oriented, though irregular and perhaps bureaucratic, unsatisfactory and slow.

2.4 Job Satisfaction

Yew (2004) in his study on the determinants of job satisfaction among employees of a leading bank in Malaysia cited that the term job satisfaction was first defined by Hoppock (1935) as a combination of psychological, physical and environmental circumstances that cause a person to say, "I am satisfied with my job". Job satisfaction refers to an affective reaction of individuals to specific aspects of their job or positive emotional status (Weiss, 1967). Locke (1969) defined job satisfaction as a positive emotional feeling as a result of one's evaluation towards his job or his job experience by comparing between what he expected from his job and what he actually gets.

Smith *et al.* (1969) defined that job satisfaction is the feeling or emotional reaction of an individual towards certain aspects of the working environment. While, Churchill *et al.* (1974) defined job satisfaction according to all the characteristics of the job itself and of the work environment in which employees may find rewards, fulfillment and satisfaction, or conversely, sentiments of frustration and/or dissatisfaction. In contrast, Locke (1976) conceptualizes job satisfaction as the emotional state resulting from the appraisal of one's job. Subsequently, Price & Muller (1986) identified job satisfaction by the degree to which individuals like their job.

Spector (1997), Judge & Hulin (1993) and Judge & Watanabe (1993) present job satisfaction as the degree to which a person feels satisfied by their job, which has



an impact on personal wellbeing and even on the life satisfaction of the employee. Spector (1997) defined job satisfaction as an attitudinal state reflecting all the affective feelings that a person has about their job. Job satisfaction has been described as being related to individual values and their feelings of satisfaction in their work.

Aksu & Akta (2005) in their research on job satisfaction of the tourism managers in the Antalya region of Turkey cited that under the social-dimension aspect, job satisfaction can also be defined as resulting in positive feelings at the end of the job. Chiu & Francesco (2003) defined job satisfaction as how people feel about their jobs and job components. Aksu & Akta (2005) cited the study by Kutanis & Bayraktaroglu (2002) that management types and communication possibilities with superiors are important for job satisfaction. Job satisfaction has three dimensions: (1) job satisfaction is an emotional response to the job; this cannot be observed, just stated; (2) job satisfaction is explaining how expectations are met; and (3) job satisfaction represents contradictory behaviours. Aksu & Akta (2005) also mentioned that according to Simsek (1995), the examples of contradictory behaviours are such as the job, salary, promotion, management style, and colleagues. They also cited that Forsyth (1995) has suggested that the important factors that are conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and helpful colleagues.

Nasurdin & Ramayah (2003) cited the work of O'Reilly & Caldwell (1980) that intrinsic rewards and extrinsic rewards contribute to job satisfaction. Intrinsic rewards are in the form of task rewards which directly associated with the job such as interesting and challenging work, variety and opportunities to use one's skills. Organizational rewards are the tangible rewards that are visible to others such as pay, promotions and comfortable working conditions. Job satisfaction is the result of the interaction of the employees' values and his perception towards his job and environment (Yew, 2004).



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