

ORGANIZATIONAL COMMITMENT IN PUBLIC  
SECTOR : A FOCUS ON THE EAST COAST  
STATE OF MALAYSIA

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**ORGANIZATIONAL COMMITMENT IN PUBLIC SECTOR:  
A FOCUS ON THE EAST COAST STATE OF MALAYSIA**

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May 2009

Chairperson : Associate Professor Mohd Shahrudin Mada, Ph.D.  
Members : Associate Professor Fauziah Abu Hasan, Ph.D.  
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**SHARIFAH NORAIIDA BINTI SYED ZAINAL ABIDIN**

**May 2009**

**Chairperson : Associate Professor Mohd Shaladdin Muda, Ph.D.**

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This study is conducted with the aim to examine the level of civil servants' organizational commitment and the factors associated with it. Empowerment, job characteristics and organizational communication variables were predicted to have significant relationship with this organizational commitment variable (affective, continuance and normative commitment). Involving civil servants from Terengganu, Pahang and Kelantan state sectors, the selection of the respondents was carried out based on a multi stage sampling technique. All of them were first clustered based on their departments. Seven departments representing local administration, statutory body and local authority from each state sector were then randomly selected. Lastly, the civil servants from these departments were randomly selected according to their service group of Management and Professional, Support I and Support II. Out of 271 sets of

returned questionnaires that met the specification of this service group, only 250 sets of questionnaires were useful for data analysis.

The instruments of measurement for organizational commitment, empowerment, job characteristics and organizational communication were adapted from Allen *et al.* (1990) Three Dimensional Model of Organizational Commitment, Spreitzer's Psychological Empowerment Scale (1995), Hackman *et al.* (1975) Job Diagnostic Survey and Down *et al.* (1977) Communication Satisfaction Questionnaire. The demographic variables were self constructed for the present of the study.

The results demonstrated that civil servants appeared to have higher level of affective commitment (mean = 3.88) as compared to continuance (mean = 3.58) and normative commitment (mean = 2.92). Given these results, civil servants were found to be committed because of the factor they felt emotionally attached to the current department rather than they were attached because of the high switching cost factor associated with leaving the department or due to the feeling of moral obligation to remain in the department. Additionally, civil servants were also found to be psychologically empowered in the department (mean = 3.71), had experienced a variable opportunity in job (mean = 3.51) and were reported to be satisfied with the communication existed in the department (mean = 3.68).

The findings from independent sample t-test and One-Way ANOVA on the other hand revealed significant mean differences between organizational commitment and gender factor, affective commitment with gender and age level, empowerment and service group, and job characteristics with state sector and service group. Contrary to that, no indication of significant mean differences was shown by continuance commitment, normative commitment and organizational communication with all demographic factors.

From correlation analysis, the results showed significant relationships between organizational commitment (affective, continuance and normative commitment) with empowerment, job characteristics and organizational communication variables. Meanwhile through partial correlation analysis, the inclusion of gender, state sector, organizational tenure, age level and service group had diminished the variation of organizational commitment (affective, continuance and normative commitment) explained by empowerment, job characteristics and organizational communication variables. The lower value of partial correlation as compared to bivariate correlation when each of the demographic factors separately controlled showed that these factors had moderated the relationships between organizational commitment (affective, continuance and normative commitment) with empowerment, job characteristics and organizational communication variables.

The last analysis done namely stepwise regression analysis on the other hand, showed empowerment variable and impact subscale as the most dominant predictors of civil servants' organizational commitment. Meanwhile, organizational communication variable and communication climate subscale appeared to be the most significant factors to influence civil servants' affective commitment. Civil servants' continuance commitment on the other hand was found to be best predicted by empowerment variable and meaning subscale. Finally, civil servants' normative commitment tends to be mostly influenced by job characteristics variable and impact subscale.

Referring to the results, it is suggested state sectors may promote civil servants' commitment to the workplace by implementing different approaches based on different level of organizational commitment (affective, continuance and normative commitment) as reported in the present findings, designed a work that can increase their intrinsic motivation of feeling meaningful performing their work and having impact in their work outcomes as well as providing them with the information needed for work without any barriers.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk Ijazah Sarjana Sains

**KOMITMEN ORGANISASI DALAM SEKTOR AWAM:  
FOKUS DI NEGERI PANTAI TIMUR MALAYSIA**

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Kajian ini dijalankan bertujuan untuk menentukan tahap komitmen organisasi penjawat awam dan faktor-faktor yang berkaitan dengannya. Pembolehubah pemberian kuasa, ciri-ciri kerja dan komunikasi dalam organisasi dijangka mempunyai hubungan yang signifikan dengan pembolehubah komitmen organisasi ini (komitmen afektif, berterusan dan normatif). Melibatkan penjawat awam dari sektor awam Negeri Terengganu, Pahang dan Kelantan, pemilihan responden kajian dilakukan berdasarkan teknik persampelan pelbagai peringkat. Peringkat pertama adalah kesemua responden dikelompokkan mengikut jabatan masing-masing. Tujuh jabatan mewakili perkhidmatan awam negeri, badan berkanun dan pihak berkuasa tempatan dari setiap sektor awam negeri kemudiannya dipilih secara rawak. Akhir sekali, penjawat awam di setiap jabatan terpilih ini dipilih secara rawak mengikut kumpulan jawatan iaitu pengurusan dan



profesional, sokongan I dan sokongan II. Daripada 271 set borang soal selidik yang dipulangkan dan memenuhi spesifikasi mengikut kumpulan jawatan ini, hanya 250 set borang soal selidik dapat digunakan untuk tujuan analisis data.

Alat pengukuran bagi komitmen organisasi, pemberian kuasa, ciri-ciri pekerjaan dan komunikasi dalam organisasi telah diadaptasi daripada 'Allen *et al.* (1990) Three Dimensional Model of Organizational Commitment, Spreitzer's Psychological Empowerment Scale (1995), Hackman *et al.* (1975) Job Diagnostic Survey dan Down *et al.* (1977) Communication Satisfaction Questionnaire'. Pembolehubah demografi pula diolah sendiri untuk tujuan kajian ini.

Dapatan kajian menunjukkan penjawat awam memiliki komitmen afektif yang lebih tinggi (min = 3.88) berbanding komitmen berterusan (min = 3.58) dan normatif (min = 2.92). Berdasarkan hasil dapatan ini, penjawat awam didapati komited adalah kerana faktor mereka berasa terikat secara emosi terhadap jabatan sekarang berbanding terikat kerana faktor pertukaran kos yang tinggi jika ingin meninggalkan jabatan atau kerana perasaan bertanggungjawab secara moral untuk terus kekal di jabatan. Selain itu, mereka juga didapati secara psikologinya telah diberikan kuasa dalam jabatan (min = 3.71), pernah merasai pelbagai peluang dalam pekerjaan (min = 3.51) dan dilaporkan berpuas hati dengan komunikasi yang wujud dalam jabatan tersebut (min = 3.68).

Penemuan hasil ujian sampel t tidak bersandar dan One-Way ANOVA pula menunjukkan terdapat perbezaan min yang signifikan di antara komitmen organisasi dengan faktor jantina, komitmen afektif dengan jantina dan peringkat umur, pemberian kuasa dengan kumpulan jawatan, dan ciri-ciri pekerjaan dengan sektor awam negeri dan kumpulan jawatan. Sebaliknya, tidak terdapat perbezaan min yang signifikan ditunjukkan oleh komitmen berterusan dan komitmen normatif dengan kesemua faktor demografi.

Dari analisis kolerasi, dapatan kajian menunjukkan terdapat hubungan yang signifikan di antara komitmen organisasi (komitmen afektif, berterusan dan normatif) dengan pemberian kuasa, ciri-ciri pekerjaan dan komunikasi dalam organisasi. Melalui analisis korelasi separa pula, kemasukan faktor jantina, sektor awam negeri, tempoh bekerja, peringkat umur dan kumpulan jawatan telah mengurangkan variasi dalam komitmen organisasi (komitmen afektif, berterusan dan normatif) yang dapat diterangkan oleh pembolehubah pemberian kuasa, ciri-ciri pekerjaan dan komunikasi dalam organisasi. Nilai kolerasi separa yang lebih rendah jika dibandingkan dengan kolerasi bivariat apabila setiap faktor demografi dikawal secara berasingan menunjukkan bahawa hubungan di antara komitmen organisasi (komitmen afektif, berterusan dan normatif) dengan pembolehubah pemberian kuasa, ciri-ciri pekerjaan dan komunikasi telah disederhanakan oleh faktor-faktor demografi ini.

Analisis terakhir yang dijalankan iaitu analisis regresi 'stepwise' memperlihatkan pembolehubah pemberian kuasa dan subskala kesan sebagai faktor paling dominan dalam meramalkan komitmen organisasi penjawat awam. Sementara itu, pembolehubah komunikasi dalam organisasi dan subskala iklim komunikasi merupakan faktor yang paling penting dalam mempengaruhi komitmen afektif penjawat awam. Seterusnya, peramal terbaik komitmen berterusan penjawat awam adalah pembolehubah pemberian kuasa dan subskala makna. Akhir sekali, komitmen normatif penjawat awam paling cenderung dipengaruhi oleh pembolehubah ciri-ciri pekerjaan dan subskala kesan.

Merujuk kepada hasil dapatan kajian yang diperolehi, adalah dicadangkan bahawa pelaksanaan pelbagai pendekatan berlainan mengikut tingkat komitmen organisasi yang berbeza (komitmen afektif, berterusan dan normatif), pembentukan corak kerja yang dapat meningkatkan motivasi dalaman seperti dapat memberi perasaan bermakna dalam kerja serta mempunyai impak terhadap hasil kerja mereka sendiri dan juga penyediaan maklumat yang diperlukan dalam kerja tanpa sebarang halangan akan dapat menggalakkan komitmen organisasi penjawat awam terhadap tempat kerja mereka.