

AN EMPIRICAL RESEARCH ON PERCEIVED ORGANISATIONAL SUPPORT, JOB INVOLVEMENT AND JOB SATISFACTION PREDICTING ORGANISATIONAL COMMITMENT

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ABSTRACT

This research study is conducted to examine the factors influencing organisational commitment among employees of private higher educational institutions in Kuala Lumpur, Malaysia. Many scholarly studies have revealed that job involvement, job satisfaction and perceived organisational support are the predictors of employee job commitment towards their jobs. The organisational commitment eventually moderates the organisational growth and performance. Organisational commitment is a soft approach of behavioural science which is vital for employee productivity. Henceforth, this study takes a landmark from now on in research among employees in higher education institutions as one of Malaysia's successful industries serving all over the world. The study conducted using a quantitative methodology. A cross-sectional method is employed for this research study. There are a total of 168 respondents gathered from few private universities with simple random sampling technique. Various assumptions of the test analysis have been conducted to test the hypotheses such as descriptive analysis, reliability analysis, normality test, pearson correlation coefficient analysis and multiple regression analysis. The study has confirmed that job involvement, job satisfaction and perceived organisational support are significant and positively correlated with organisational commitment. The findings of the study have also established that there is a significant relationship between organisational commitment and job involvement, job satisfaction and perceived organisational support. It is recommended that Human Resource Personnel provide useful workshops and trainings to improve employees' organisational commitment entailing to better organisational reputation and performance.

Keyword: Perceived Organisational Support, Job Involvement, Job Satisfaction
Predicting Organisational Commitment

Introduction

As organisations are facing increasing competition, maintaining organisational commitment is known as the key for organisation survival today. In educational institutions, human resources are said to be the greatest asset. In other words, committed human resources would consider as a competitive advantage of an educational institution. Human capitals in educational

institutions such as academic and management staffs are seen as the key person in the organisation's operation. Given the view of Sidik and Hamid (2017), organisations' leaders have to make an effort to ensure a high level of organisational commitment of subordinates to maintain the organisation performance, especially in the higher educational institution. According to Atan (2007), employees who possessed a higher commitment tend to perform well in teaching and management skills. Subsequently, it leads to an outstanding overall performance in the educational institution.

However, studies have revealed that maintaining an organisational commitment is seen as one of the challenges that are facing by many modern organisations (Nehmeh, 2009). Employees are becoming more demanding in regards to what it takes to keep them truly engaged and committed to the organisation. This indicates the employment landscape is very competitive, the ability to retain talent, therefore, continue to be a challenging reality. In the study of Govindasamy (2009), organisational commitment, especially affective commitment has a significant relationship with employee's turnover intention. A declined in organisational commitment will lead to serious organisational consequences such as poor job performance, increasing intent to leave the organisation and turnover. Willis Tower Watson (2015) has reported that the level organisational commitment of Malaysian employees is still very low at 40%. Employees claimed that they are likely to leave their organisation within 2 years. According to Wong (2016), the average annual turnover rate of Malaysian employees has increased since 2012. The highest average turnover rate in non-manufacturing sectors are communication / IT with 75.27%, hotel, and restaurant services with 33%, and followed by Professional / Educational Training with 29.28% annually.

Similarly, in the study of Ahmad and Bujang (2013) and Salim et al. (2012), researchers claimed that there is a lack of competent and committed employees in the education industry. This has led to many higher educational institutions in Malaysia too incapable to sustain and improve its teaching and service quality over a long-term. The organisational commitment of employees in higher educational institutions has been reduced significantly. According to Chelliah et al. (2015), the major causes are employee dissatisfaction towards their salary, job scope, and working environment.

Numerous studies have been conducted to examine the factors affecting organisational commitment among employees in Malaysian private higher educational institutions. However, the majority of studies are emphasised on the aspects such as organisational culture and psychological empowerment (Aji et al., 2017), human resource management and practices (Yew, 2011; Basir & Long, 2015), and motivation (Hanaysha & Majid, 2018). In addition, the researcher finds that most of the previous studies focus only on academicians such as lecturers as their scope of studies. Given the recent research Hanasya and Majid (2018) it is suggested that by increasing the lecturers' self-confidence through recognition and training (Yew, 2011) will improve job involvement and lead to higher organisational commitment.

Some researchers have also supported that job involvement, job satisfaction and perceived organisational support are the predictors to increase organisational commitment. According to George and Jones (1996), as cited in Govindasamy (2009), employees are more likely to be committed to an organisation which is in return committed to employees that it cares and values them. To develop a higher level of organisational commitment, employers should consider providing organisational support that enabling to build close rapport between employers and employees. In the study of Mohammed and Elsewed (2013), organisations should ensure employees are constantly given equal opportunity to improve themselves through training and development. For instance, attending conferences and workshop. This will not only boost employees' job satisfaction, but also the level of organisational commitment. According to Ayers (2010), job involvement is the predictor of

organisational commitment. Employees who care about their job are more likely to engage and commit to the organisation.

Nonetheless, there is still a dearth of research and lack of empirical study on the impact of job involvement, job satisfaction and perceived organisational support towards organisational commitment among both academic and non-academic employees in Malaysian private higher educational institutions context (Alias et al., 2017).

The main focus of this research is to examine the impact of job involvement, job satisfaction and perceived organisational support toward the organisational commitment among employees in private higher educational institutions rated with The Rating System for Malaysian Higher Education Institutions (SETARA) 5-star in Malaysia, specifically within Kuala Lumpur. Quantitative research using a survey method is used in this study. Approximately 313 copies of the questionnaire will be distributed and employed to collect data from the respective individual respondents. Data analysis will be carried out based on the information received. Since the survey are collected in only Kuala Lumpur, the results cannot be generalised to represent university students in Malaysia.

Literature Review

The hypothesis building is discussed in further sections. The relationship between predictors on organizational commitment is studied.

Relationships between Job Involvement and Organisational Commitment

Several empirical studies have proved that there is a positive link between job involvement and organisational commitment. According to Ayers (2010), job involvement is known as one of the predictors of organisational commitment. Following the study of Salim et al. (2012), Raymond and Mjoli (2013), job involvement has been proven to have a significant relationship with organisational commitment. In the study of Salim et al. (2012), research on organisational commitment among the college lecturers has been conducted. Researchers have found that those college lecturers who are highly involved and engaged in their job are less likely to quit his or her job and leave the organisation. One who is highly involved in his job will develop a greater attachment to the organisation. Job involvement, in this study, is considered as one of the important components that contribute to organisational commitment among the college lecturers. Researchers have also proved that there is a correlation between job involvement and organisational commitment, especially in the health care context. In the study of Uygur and Kilic (2009), researchers have conducted a study on the level of organisation commitment and job involvement of employees at Central Organisation, Ministry of Health in Turkey. The results show a positive correlation between organisational commitment and job involvement ($r = 0.44$, $p < 0.001$). Based on another previous study of Sjoberg and Sverke (2000), the researchers claimed that nurses with a lower level of job involvement tend to absent at work. It reflects a significantly low level of organisational commitment. Whereas, when nurses are highly involved in their job, the absenteeism among nurses is reduced and organisational commitment has significantly improved. According to Moynihan and Pandey (2007), the researcher support that there is only a moderate positive correlation between job involvement and organisational commitment. The organisation turnover rate is significantly influenced by the interplay between organisational commitment and job involvement, regardless of tenure, marital status, and gender. Some previous studies claim that job involvement is positively related to organisational commitment (Mohsan et al., 2011). Employees with a greater level of job involvement tend to appreciate their work and job. Employees who possessed a higher level of job involvement and organisational commitment tend to be more motivated because they

are fascinated by their job and organisation. Hence, it results in a lower rate of absenteeism; employees are more attached to the given organisation (Blau & Boal, 1987, Khan et al., 2011). Based on the above-mentioned studies, the majority has highlighted that job involvement gives a positive impact on organisational commitment. Hence, *Hypothesis 1 (H₁)* is developed as follows:

H₁: There is a significant relationship between job involvement and organisational commitment.

Relationships between Job Satisfaction and Organisational Commitment

There are many previous studies conducted on the relationship between job satisfaction and organisational commitment. In the study of Salim et al. (2012) and Chiu Yueh (2000), researchers have found that job satisfaction is one of the important components to predict the organisational commitment of an individual. However, many researchers have also reported that they obtained different results in their studies. According to Lumley et al. (2011), researchers reveal that job satisfaction is positively related to organisational commitment. Researchers point that job satisfaction of an employee is greater when they are mentally challenged and provided with opportunities to use their skills and knowledge to solve work functions. The underlying assumption is that they will perform better and work harder to achieve the organisation's goal. As the employee achieves the organisation's goal, they tend to develop a sense of satisfaction and a strong emotional attachment to the organisation. As per the study by Alsiewi, Gaith and Etlesh (2016), researchers identify that there is a lack of commitment among Libyan teachers in Libyan schools. The study concludes that the commitment of Libyan teachers has been significantly impacted by their job satisfaction. For instance, monetary benefits. The job satisfaction of Libyan teachers reduces when there is a lack of monetary benefits, and this results in a lower level of organisational commitment among Libyan teachers. Despite the studies mentioned above, other previous studies indicate no causal relationship between organisational commitment and job satisfaction. Researchers also further explain that inconsistent outcomes are generally due to different measurements used in job satisfaction and organisational commitment. In the study of Yogesh et al. (2010), research has been conducted among employees in a given organisation. Researchers point out that target respondents with a different background or demographic factors will lead to different perceptions as to the relationship between job satisfaction and organisational commitment. Based on the study of Yogesh et al. (2010), researchers claim that middle-class executives are more educated compared to other employees who involve in manufacturing and construction process (Huang & Hsiao, 2007). Hence, it generates different perceptions on job satisfaction and results in negative outcomes of organisational commitment. Besides that, some research studies have also provided strong evidence to prove that job satisfaction is positively influencing organisational commitment (Donald, et al., 2016, Malik et al., 2010). According to Malik et al. (2010), researchers have verified that job satisfaction among the academicians in Pakistan private universities is positively correlated with organisational commitment. The greater the job satisfaction, the greater the organisational commitment will be generated by employees. As a result, employees will improve their professional teaching skills and practices and more likely to attach and continue to work in the organisation. In the study of Kirkman and Shapiro (2001), job satisfaction and organisational commitment are found to be correlated with positive organisational outcomes such as increasing employees' productivity and retention within an organisation. Feinstein and Vondrasek (2006) on the other hand, support that employees with a higher job satisfaction will contribute to a better organisational commitment in an organisation. Consequently, it generates a positive impact on overall organisational development and reduces the turnover rate among employees.

Based on the studies mentioned above, the majority has highlighted that job satisfaction gives a positive impact on organisational commitment. Hence, *Hypothesis 2 (H₂)* is developed as follows:

H₂: There is a significant relationship between job satisfaction and organisational commitment.

Relationships between Perceived Organisational Support and Organisational Commitment

Majority of empirical studies reveal that there is a positive relationship between perceived organisational support (POS) and organisational commitment. According to Noordin et al. (2010), researchers claim there is a correlation between perceived organisational support (POS) and three dimensions of organisational commitment, namely, affective commitment, continuance commitment, and normative commitment. Researchers have also further reported that findings show affective commitment with the highest score followed by continuance commitment and normative commitment. According to Ayers (2010), employees who obtained a sufficient level of perceived organisational support tend to embrace himself as a part of the organisational team member. As such, employees develop a sense of belongingness in the organisation. This finding is also confirmed with the result of the early study of Rhoades and Eisenberger (2002). The result demonstrates that the increasing perceived organisational support (POS) leads to an increase of personal attachment to the organisation. In the recent study of Mohammadpanah (2016), findings show that there is a significant relationship between perceived organisational support (POS) and organisational commitment. This recent study is conducted based on the social transmission theory on the relationship between perceived organisational support (POS) and affective commitment. The researcher claims that when an employee understands and appreciates the organisation takes care of their well-being, the employee is more likely to experience an emotional attachment to the organisation. However, the result also shows that employees develop a negative attitude towards their work when they sense that the organisation does not show appreciation on their contribution or takes care of their employee benefits. In the event, if the employee has a better occupational opportunity, they tend to leave the organisation. Whereas, in the situation where staying in the organisation is mandatory than optional. It means that the employee continues to work only for the benefits they receive from an organisation, or due to the high cost of leaving the organisation. The result indicates that the employee is not loyal or has a lower emotional attachment to the organisation. According to Salim et al. (2012), perceived organizational support (POS) is identified as one of the significant factors that influence the organisational commitment. The result has indicated a moderately significant relationship between the two variables. In this study, researchers have conducted a study among academicians in MARA Professional Colleges. Findings demonstrate that perceived organisational support (POS) plays an important role in enhancing organisational commitment. When the organisation recognises the employees' contribution and takes care of their well-being. The employees tend to deliver high quality of teaching skills to achieve the organisation goals. The findings are also found to be in line with the study of Tek (2009) where the researcher has found that perceived organisational support (POS) has a positive impact on organisational commitment based on the study among 134 academicians in four private universities in Malaysia. The researcher concludes that the higher the practice of perceived organisational support (POS) within an organisation, the higher the personal commitment towards the job will be generated by the employee.

Based on the studies mentioned above, the majority has highlighted that perceived organisational support gives a positive impact on organisational commitment. Hence, *Hypothesis 3 (H₃)* is developed as follows:

H₃: There is a significant relationship between perceived organisational support and organisational commitment.

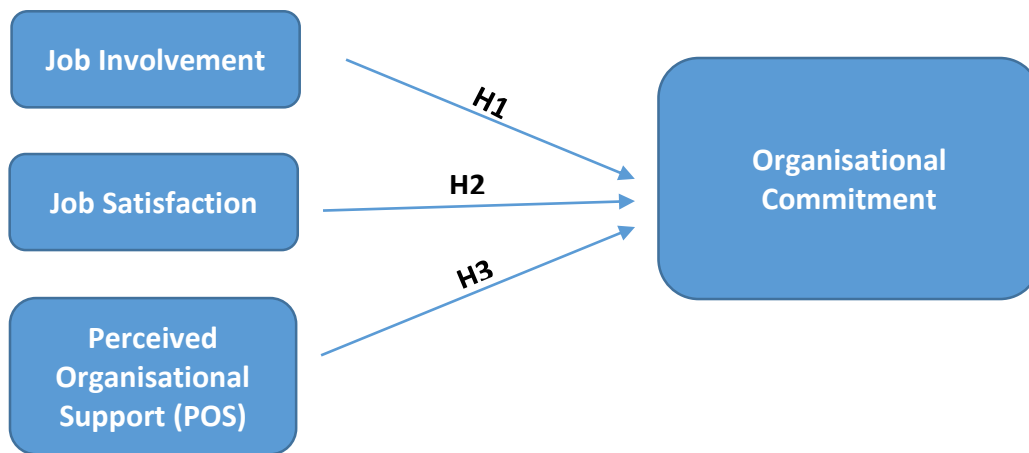


Figure 1: The Research Framework

Methodology

Sampling refers to a selection of the number of units to analyse from a population that the researcher is interested in. A researcher should select a sample to do research as it is impracticable for a researcher to collect data from the entire population. Sampling is a process to determine an appropriate amount of units from the population of interest to provide accurate information from the entire population (Hair et al., 2015). Sampling techniques can be categorised into probability sampling and non-probability sampling. According to Creswell (2009), the sample size should be determined by the time allocated, availability of resources and purpose of the study. This research employs a probability sampling technique. The probability sampling technique is referred to the units that are selected from a population at random using probabilistic methods (Creswell, 2009). In this study, simple random sampling is used to select a group of subject for study from a population. This sampling technique ensures that each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample. In other words, it means that every possible sample of a given size has the same chance of selection. Besides that, this technique is associated with a minimum amount of sampling bias compared to other sampling technique. Research findings can simply be generalised due to the representativeness of this sampling technique (Easton & McColl, 1997). For this research study, employees who are working in private higher educational institutions located in Kuala Lumpur, Malaysia are targeted as the overall population. The target population in this study focuses on employees who are working in private universities in city centre. A total number of 1665 qualified respondents are to be selected from both 5-star rated private university in Kuala Lumpur. Considering a 5% margin

of error, and a 95% confidence level for the sample size in this research, Raosoft sample size calculator suggests a minimum sample size of 313 is considered to be sufficient. Hence, the sample size for this research study is 313 respondents who are working in Private higher education institutions.

Analysis and Results

Pearson Correlations Coefficient

Generally, the Pearson Correlations Coefficient analysis is adapted to describe the strength and direction of the linear relationship between two or more variables (Hauke & Kossowski, 2011). This correlation analysis is applied in this research study to measure the degree of the linear relationship between the dependent variable and independent variables.

Table 1: Pearson Correlations Coefficient Analysis Results

Correlations		Organisational Commitment	Job Involvement	Job Satisfaction	Perceived Organisation Support
Organisational Commitment	Pearson Correlation	1	.839**	.854**	.873**
	Sig. (2-tailed)		.000	.000	.000
	N	186	186	186	186
Job Involvement	Pearson Correlation	.839**	1	.799**	.811**
	Sig. (2-tailed)	.000		.000	.000
	N	186	186	186	186
Job Satisfaction	Pearson Correlation	.854**	.799**	1	.897**
	Sig. (2-tailed)	.000	.000		.000
	N	186	186	186	186
Perceived Organisational Support	Pearson Correlation	.873**	.811**	.897**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	186	186	186	186

** . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows the correlation coefficient between the dependent variable which is organisational commitment and independent variables such as Job Involvement, Job Satisfaction and Perceived Organisational Support. Based on the correlation results, Job Involvement, Job Satisfaction and Perceived Organisational Support obtained a coefficient correlation value (r) of 0.839, 0.853 and 0.873 respectively. The results indicate that all independent variables in this research study have a positive and strong relationship with the dependent variable. As mentioned in Chapter 3, Hauke and Kossowski (2011) claim that a coefficient correlation value (r) in the range of 0.8 to 1.0 indicates a very strong relationship between variables. Based on table 12, it can conclude that perceived organisational support has the strongest relationship with organisational commitment, followed by job satisfaction and lastly job involvement. Besides that, table 1 also indicates that there is a positive and significant relationship between the independent variables in this research study. For instance, job involvement has significant relationships between job satisfaction at (r) value of 0.799 and perceived organisational support at (r) value of 0.811. The results also show that perceived

organisational support has positive relationships with job involvement at (r) value of 0.811 and job satisfaction (r) value of 0.897.

Multiple Linear Regression

Multiple Linear Regression analysis is commonly used to model the relationship between two or more independent variables and a dependent variable by fitting a linear equation to observed data. In this section, multi linear regression analysis is applied to test the hypotheses of this research study. In simple terms, this analysis can be carried to help the researcher measures how the independent variables (Job Involvement, Job Satisfaction and Perceived Organisational Support) will influence the dependent variable (Organisational Commitment) in this research study. Through multiple linear regression, the researcher will be able to provide an accurate explanation and answer with regards to research questions as laid out in Chapter one. The regression analysis results are tabulated as model summary, analysis of variance (ANOVA) and coefficient table as follow. The regression results are shown below.

Table 2: Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.823	.820	5.91974

a. Predictors: (Constant), Perceived Organisational Support, Job Involvement, Job Satisfaction

b. Dependent Variable: Organisational Commitment

Generally,
a model
summary

Analysis of Variance (ANOVA)

Table 3: The Results of Analysis of Variance (ANOVA)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29696.763	3	9898.921	282.477	.000 ^b
	Residual	6377.882	182	35.043		
	Total	36074.645	185			

a. Dependent Variable: Organisational Commitment

b. Predictors: (Constant), Job Involvement, Job Satisfaction, Perceived Organisational Support

is used to measure the goodness of fit between variables. The R value in the summary model represents the simple correlation (Pallant, 2016). The R value for the research study is 0.907. The value indicates a good degree of correlation and it is an excellent fit for the research model and research prediction. R square value of 0.823, on the other hand, indicates that the independent variables can predict 82.3 percent of changes in the dependent variable of the research study. It also implies that independent variables including job involvement, job satisfaction and perceived organisational support have contributed 82.3 percent of variance

towards organisational commitment among the employees of private higher educational institutions in Kuala Lumpur, Malaysia. Whereas, the remaining 17.7 percent indicates elastic factors in the extent of organisational commitment among employees of private higher educational institutions in Kuala Lumpur are uncontrollable or might be contributed by some other variables that are not covered in this research study. The analysis of variance (ANOVA) is a common statistical technique to measure the mean difference or interaction between two or more independent variables. The analysis of variance (ANOVA) is also indicating whether the model of the study is significant or not. Based on table 3, the results show that there is a significant difference between the variables. The F value of 282.477 is significant at the Sig. value of 0.000 ($p < 0.05$). According to Sawyer (2009), the significant p-value if lesser than 0.05 will reflect a significant statistical interaction between independent variables and the dependent variable. Based on the results, it implies that there is a significant statistical interaction between variables of the research study. Thus, the variation of the dependent variable (Organisational Commitment) can be explained by the overall regression model with the independent variables of the research study (Job Involvement, Job Satisfaction and Perceived Organisational Support).

Table 4: Regression Coefficients Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.599	1.312		9.600	.000
	Job Involvement	.800	.133	.333	6.012	.000
	Job Satisfaction	.528	.163	.238	3.247	.001
	Perceived Organisational Support	.790	.153	.389	5.154	.000

a. Dependent Variable: Organisational Commitment

The regression coefficient table is used to identify the increment in the dependent variable of the study (Organisational Commitment) when the predictors of the study (Job Involvement, Job Satisfaction and Perceived Organisational Commitment) has increased by one unit, while holding all other predictors constant. Based on the regression coefficient table, the regression equation for the dependent and the independent variables has been formed as below:

$$Y = a + b_n X_n$$

- **Y** = Dependent Variable
- **a** = Constant
- **bn** = B values for in independent variables (predictors)
- **Xn** = The independent variables

$$\text{Organisational commitment} = 12.599 + 0.800 (\text{Job Involvement}) + 0.528 (\text{Job Satisfaction}) + 0.790 (\text{Perceived Organisational Support})$$

The purpose of forming the regression equation is to determine whether there is a statistical significance between independent variables and the dependent variable of the study. From the linear equation above, it has shown that the independent variables (Job Involvement, Job Satisfaction and Perceived Organisational Support) have a significant positive relationship with Organisational Commitment as the p value is 0.000 which is lesser than 0.05 ($p < 0.05$).

From the Beta value (β) shown in Table 4, Perceived Organisational Support ($\beta=0.389$, $p=0.000$) has the greatest influence on Organisational Commitment. This can be explained as every unit increase in Perceived Organisational Support, it will cause the Organisational Commitment to increase 0.389 units, as holding other variables constant. Subsequently, Job Involvement ($\beta=0.333$, $p=0.000$) has the second strongest influence, followed by Job Satisfaction ($\beta=0.238$, $p=0.001$). Thus, it can be concluded that, the hypotheses developed earlier are accepted as shown in Table 5.

Table 5: Summary for Hypotheses Test

Developed Hypotheses	Correlation Coefficient Value (r) ¹	Significance Value ²	Result
H₁ : There is a significant relationship between job involvement and organisational commitment.	.839**	.000	Accepted
H₂ : There is a significant relationship between job satisfaction and organisational commitment.	.854**	.001	Accepted
H₃ : There is a significant relationship between perceived organisational support and organisational commitment.	.873**	.000	Accepted

Notes:

¹Correlation Coefficient Value (r) based on the correlation analysis.

²Significance value based on the regression analysis.

Discussion and conclusion

Objective 1: To examine the relationship of job involvement and organisational commitment among employees of private higher educational institutions in Kuala Lumpur, Malaysia.

The research objective here is to determine the potential relationship between job involvement and organisational commitment of employees in private higher educational institutions in Kuala Lumpur, Malaysia. The first proposed research question is centred on the level of job involvement among employees. It is also defined as the degree of job involvement of one to meet own needs within an organisation. Based on the results derived from the Pearson correlation coefficient and multiple regression analysis, the researcher has identified that there is a positive relationship between job involvement and organisational commitment. In chapter 4, the result of Pearson correlation has recorded a value of ($r = 0.839$, with $\text{sig} = 0.000 < p$ of 0.01). Similarly, the regression analysis has also recorded a beta value of ($\beta = 0.333$; $\text{sig} = 0.000$ at $p < 0.05$). Both analyses' results have supported the developed hypothesis whereby there is a significant impact between job involvement and organisational commitment. These findings imply that the respondents who have a higher level of job involvement tend to develop a greater level of commitment within an organisation. In other words, it means that a higher level of job involvement enables employees to highly participate and engage in their job and it increases the organisational commitment. The results and findings above are consistent with the study of Uygur and Kilic (2009), Moynihan and Pandey (2007) and Mohsan et al., (2011). According to Uygur and Kilic (2009), job involvement of employees in the Turkey healthcare organisation has indicated a positive correlation with organisational commitment. The employees with lower involvement and engagement at work tend to show higher absenteeism, they are more likely to quit their job and leave the organisation. Moynihan and Pandey (2007) have also further confirmed that the turnover rate has significantly impacted by the interplay between organisational commitment and job involvement. Referring to Mohsan et al., (2011) job involvement can be described as to how the employees fascinated by their job and organisation. Employees with a greater sense of fascination about their job will be highly engaged at work and develop an appreciation towards their job scope. Employees are therefore more attached to the organisation. Based on the statistical results, job involvement has obtained the least score among other predictors. It shows that job involvement plays a role influencing employee's organisational commitment. However, it is not the major concern in this research study compared to other predictors such as job satisfaction and perceived organisational control (POS). Anyhow, it is recommended that organisation should take note on employees' job involvement as the findings are compatible with the past studies and statistical analyses above.

Objective 2: To determine the relationship of job satisfaction and organisational commitment among employees of private higher educational institutions in Kuala Lumpur, Malaysia.

The research objective here is to examine the potential relationship between job satisfaction and organisational commitment of employees in private higher educational institutions in Kuala Lumpur, Malaysia. The second proposed question is centred on the level of job satisfaction among employees. It is also referred as the employees' satisfaction with the organisation, supervisor, job scope, peers and remuneration. Based on the results derived from the Pearson correlation coefficient and multiple regression analysis, the researcher has identified that there is a positive relationship between job satisfaction and organisational commitment. In chapter 4, the result of Pearson correlation has recorded a value of ($r = 0.854$, with $\text{sig} = 0.001 < p$ of 0.01). Similarly, the regression analysis has also recorded a beta value of ($\beta = 0.238$; $\text{sig} = 0.001$ at $p < 0.05$). Both analyses' results have supported the developed

hypothesis whereby there is a significant impact between job satisfaction and organisational commitment. These findings also imply that the respondents who have a higher level of job satisfaction tend to develop a greater level of commitment within an organisation. In simple terms, it means that the extent of organisational commitment often depends on the degree to which an individual is satisfied or dissatisfied with the job and the organisation. If the employee has a positive level of job satisfaction in terms of emotional and physical feelings of an individual towards the job, working environment and the organisation. The employee will exert better effort and commitment in the organisation. The results and findings above are in line with the study of Salim et al. (2012), Malik et al. (2010), and Alsiewi, Gaith and Etlesh (2016). According to Salim et al. (2012), it is reported that job satisfaction is one of the most crucial components in predicting organisational commitment of employees. In the study of Alsiewi, Gaith and Etlesh (2016), the organisational commitment is significantly impacted by job satisfaction in terms of monetary benefits. The commitment among teachers in Libyan school has been reduced significantly when there is a lack of monetary rewards and benefits. It has therefore resulted in a lower level of organisational commitment. Malik et al. (2010) have verified that job satisfaction, especially in the employer-employee relationship has a significant correlation with organisational commitment. When there is a greater sense of job satisfaction in a workplace, employees tend to improve their skills and practices at work. As a result, employees generate a higher commitment and attachment to their job and organisation. Based on the statistical results, job satisfaction has obtained the second highest score among other predictors. It indicates that job satisfaction in terms of salary, working environment, peers and superior relationship is one of the concern existing in the organisation today. Hence, it is important for the organisation to take note on the employee's job satisfaction as the findings above shows that an increase in job satisfaction at the workplace will lead to an increasing level of organisational commitment.

Objective 3: To identify the relationship of between perceived organisational support and organisational commitment among employees of private higher educational institutions in Kuala Lumpur, Malaysia.

The research objective here is to identify the potential relationship between perceived organisational support (POS) and organisational commitment of employees in private higher educational institutions in Kuala Lumpur, Malaysia. The third proposed question is centred on the level of organisational support of an organisation. It is referred to the extent of the employees' contribution and well-being are being appreciated and valued by the organisation. Based on the results derived from the Pearson correlation coefficient and multiple regression analysis, the researcher has identified that there is a positive relationship between perceived organisational support (POS) and organisational commitment. In chapter 4, the result of Pearson correlation has recorded a value of ($r = 0.873$, with $\text{sig} = 0.000 < p$ of 0.01). Similarly, the regression analysis has also recorded a beta value of ($\beta = 0.389$; $\text{sig} = 0.000$ at $p < 0.05$). Both analyses' results have supported the developed hypothesis whereby there is a significant impact between perceived organisational support (POS) and organisational commitment. These findings imply that when the organisation demonstrates appreciation and care towards employee's well-being as well as their contribution to the organisation, the employee will be motivated to strive hard to achieve the organisational goals and objectives. As a result, it generates a higher commitment within the organisation. The results and findings above are consistent with the study of Mohammadpanah (2016), Salim et al. (2012), and Ayers (2010). According to Salim et al. (2012), perceived organisational support (POS) has been identified as one of the significant factors that impact organisational commitment. The employees tend to deliver a good quality of job skills to achieve the organisational goals when there is a practice of perceived organisational support (POS) within an organisation. Thus, it results in a higher

personal commitment to the organisation. In the study of Ayers (2010), the perceived organisational support (POS) is known as a supporting mechanism in an organisation. Employees who received an optimum level of immediate organisational support such as manpower support will embrace themselves as part of the family in the organisation. The perceived organisational support (POS) plays a crucial role in the formation of personal attachment and a sense of belongingness to the organisation. Meanwhile, Mohammadpanah (2016) revealed that there is a significant correlation between perceived organisational support (POS) and organisational commitment, especially the affective commitment. When an organisation demonstrates that they care about the employee's well-being, the employee is more likely to develop an emotional attachment to the organisation. On the contrary, if the organisation does not take care of the employee's well-being, the employee tends to leave the organisation for better occupational opportunity. In the situation where working in the organisation is a mandatory as the cost of leaving the organisation is too high, this only indicates that the employee is no longer loyal to the organisation. Thus, it results in a lower commitment among employees within the organisation. Therefore, it can be concluded that the results and findings obtained from the statistical analyses above have supported the research objective, the third proposed research question as well as the previous literature on the same. This also suggests that organisation should pay most of the attention in improving their organisation support to achieve a long lasting organisational commitment.

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