



ESJ Humanities

Work Satisfaction and Affective Commitment Among State Prison Officers

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[Doi:10.19044/esj.2021.v17n13p78](https://doi.org/10.19044/esj.2021.v17n13p78)

Submitted: 22 February 2021

Accepted: 02 April 2021

Published: 30 April 2021

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Cite As:

Desa N.M., Hassan Asaari M.H.A. & Al-Assad Senafi M.H. (2021). *Work Satisfaction and Affective Commitment Among State Prison Officers*. European Scientific Journal, ESJ, 17(13), 78. <https://doi.org/10.19044/esj.2021.v17n13p78>

Abstract

Job satisfaction and affective commitment have been discussed by the scholar in the field. Moreover, the issues about job satisfaction, namely the job environment, salary, colleagues, promotion, and supervision were also an issue among state prison officers about their affective commitment. Thus, the paper's objectives are to explore the relationship and understand the impact of the job satisfaction components toward affective commitment. Self-administered questionnaires are distributed among 300 state prison officers. A total of 205 usable questionnaires are collected with a response rate of 68.3%. Reliability analysis is conducted before the analysis of the relationship and impact between variables. Furthermore, a new research framework is discovered. The study discovered the work environment, salary, and supervision as components of job satisfaction have an impact on state prison officers' affective commitment. Unfortunately, state prison officers state that colleagues of job satisfaction have no significant impact on their affective commitment.

Keywords: Job satisfaction, affective commitment, state prison officers

Introduction

Every organization needs to focus on its human resource assets by administering employee commitment to the organization (Marsidi & Latip, 2007). The attachment between the employee and his organization for various reasons makes the organizational commitment something interesting (Rumangkit, 2016). According to Allen and Mayer (1990 in Patriani Dewi & Astuti, 2016), organizational commitment is a psychological condition that shows the character relationship between employees and the organization and influences employee loyalty to the organization. Asima and Nilawati (2016) explained that there are two dimensions of organizational commitment, namely rational commitment, and emotional commitment.

Organizational commitment is interesting to study because it is a personal value that drives loyalty and commitment to the organization (Mujiasih, 2017). The higher the organizational commitment of an employee or his involvement with the organization can reduce the negative and bad symptoms of an organization such as absenteeism, high turnover, employee strike, and lack of hard work (Patriani Dewi & Astuti, 2016). Based on the study of Rahman and Muhamad (2001), employees who have affective commitment will continue their work because they want to. According to Mujiasih (2017), the willingness of employees to serve as best they can for the benefit of the organization is an emotional involvement in the organization or better known as affective commitment. An employee who gives the affective commitment that involves emotions tends to contribute more to the organization beyond the expectations of the organization and does not easily give up on completing a job because he considers work to be part of himself (Tajudin, Arshad, Shamsudin, & Yunan, 2019).

On the other hand, the intention to be with or leave an organization is highly likely contributed by job satisfaction (Spector, 1997 in Chin, Wafa, & Hassan, 2017). Job satisfaction and organizational commitment are interrelated in an organization (Meyer & Allen, 1997; Adey & Bahari, 2010). Furthermore, the transfer for an employee is not something new in the era of globalization and the gig economy which is an economy where companies use the services of independent contractors who normally provide services part-time or temporarily (Sualman, 2019). Therefore, the effort to bind or 'shackle' employees who are assets that are constantly increasing in value is important for an organization.

Interestingly, offers from the private sector that are usually more lucrative and attractive to attract assets that are constantly floating for the benefit of its organization is an inevitable competition (Marsidi & Latip, 2007). Apart from that, the reaction of the Deputy Minister of Home Affairs, Datuk Mohd Azis Jamman who suggested that the Malaysian Prisons Department conduct a study on private prisons if necessary to be implemented

to overcome the problem of congestion (BH Online, 2019) proves that future prisons may be challenged by the private sector.

Adey and Bahari (2010) discovered that to ensure the services of employees in an organization are of better quality, it is necessary to conduct a study to measure organizational commitment and job satisfaction. Therefore, this study aims to measure the organizational commitment and job satisfaction among state prison officers. Thus, the objectives of the study to be studied are, firstly, to identify the relationship between job satisfaction factors, namely job environment, salary, colleagues, and promotion with affective commitment among state prison officers. And secondly, to recognize the impact of job satisfaction factors, namely job environment, salary, colleagues, and promotion with affective commitment among state prison officers.

Literature Review:

Job Satisfaction

Job satisfaction is variously defined by researchers (Ibrahim, Sulaiman, Aziz, & Hafidz, 2017). According to Spector (1997), employees who show a positive attitude are employees who are satisfied with the job. Most studies define job satisfaction as employee feelings related to their job based on the various aspects placed on the individual. Job satisfaction can be divided into two, namely intrinsic and extrinsic job satisfaction, intrinsic job satisfaction is influenced by internal factors while extrinsic job satisfaction is influenced by external factors. However, job satisfaction is something that is not constant and often changes and responds immediately. The study examines job satisfaction on the factors of the work environment, salary, colleagues, promotion, and supervision.

Work Environment

Employees tend to choose jobs that test their minds and give them opportunities to use their skills and abilities. The job should also provide a variety of tasks, freedoms, and feedback on how they perform it (Lumley, Coetzee, Tladinyane, & Ferreira, 2011). Certain job characteristics that lead to positive psychological conditions such as understanding the importance of work will lead to job satisfaction (Judge, Bono & Locke, 2000). According to most motivational theories, there is a close relationship between freedom in doing work and job satisfaction (Kautonen, Hytti, Bögenhold, & Heinonen, 2012).

Salary

Something that is accepted by employees based on job performance and plays a role in maintaining and motivating employees. Remuneration or salary commensurate with the work performed by employees can increase

employee commitment (Yahya, Johari, Adnan, Isa, & Daud, 2008). The Employment Act 1995 defines salary as all cash payments to be paid to employees for work performed in connection with a service contract and also clarifies that salary is a service fee for an employee (Rahman & Moen, 2004).

Colleagues

According to Mustaffa and Ahmad (2002), each member whether a subordinate or superior employee who cooperates in performing the task is a colleague. Conceptually Othman (2011) defines colleagues as a group that introduces social resources in the workplace that help individuals develop and successfully differentiate between work and family interests.

Promotion

Different factors that affect job satisfaction are Herzberg's Two Factor Theory principles that combine satisfaction (high level of need) and dissatisfaction (low level of need). A high level of need that is motivation includes intrinsic aspects such as promotion (Mohamad & Yaacob, 2013). The promotion provides employees with opportunities for personal development, greater responsibility, and improved social status (Lumley et al., 2011).

Supervision

Supervision is an aspect of the low level of need or hygiene in Herzberg's theory. Employee job satisfaction increases when supervisors or managers understand are friendly, give praise to employees when they excel, and accept employee opinions (Lumley et al., 2011). The meaning of supervision is different according to the education expert but if research is done, the difference is in terms of emphasis only. In a sense that is easy to understand is to monitor an activity performed by others (Idrus & Othman, 1987).

Affective Commitment

According to Dian and Hermawan (2013), affective commitment is the emotional bond of employees in the organization, identification in the organization, and involvement in the organization. Affective commitment has been closely linked to the appropriateness of values that results in employees feeling close to the organization and staying within the organization because of their desires (Rumangkit, 2016). Employees who have a strong affective commitment to an organization will continue their work and will try their best in performing tasks, arguably affective commitment represents the overall commitment of the organization (Jalilvand & Nasrolahi Vosta, 2015) and this study focuses on affective commitment.

Individuals who have a high affective commitment to an organization are likely to be more interested in being more active and involved in work-related decision-making (Saha & Kumar, 2018). Meyer and Allen (1997) claim that employees with high affective commitment will be motivated to achieve higher performance and make more meaningful contributions than employees with normative and continuous commitment. Previous studies have shown significant relationships with work outcomes such as performance, absenteeism, and turnover (Meyer & Herscovitch, 2001). Employees with high affective commitment show loyalty (Harrison-Walker, 2001). Most studies describe employees who have emotional attachment as safe from work stress and negative organizational influences (Sharma & Dhar, 2016).

The Relationship between Work Environment and Affective Commitment

Most work-related studies show that incidents of bullying in the workplace result from negative and stressful work environments (O'Moore & Lynch, 2007). A high incidence of bullying is reported to occur among employees who lack the opportunity to socialize with colleagues resulting in marginalization and time constraints in resolving conflicts (Zapf, Knorz & Kulla, 1996). Also, a study by Politis (2005) explains that to create creative employees, the work environment must be appropriate in supporting the creative process because creativity and innovation are important factors for organizations to compete in the new economic era. Employees who have a positive perception of the work environment and have good relationships with colleagues and managers are believed to have a high level of job satisfaction (Westover & Taylor, 2010) The findings of Markey et al. (2012) stated that a poor quality work environment is important to increase the affective commitment of talented employees in an organization; and this was supported by Rooney (2011) who argues that if employers want the best employees, provide a good workplace.

The Relationship between Salary and Affective Commitment

Employee salary has been one of the factors driving change in motivation and job satisfaction in developing countries and is supported by Tang et al. (2004) who explained that when employees love money, they are more appreciative and satisfied when the salary or reward offered is better. Low employee wages have proven to have caused serious upheaval in discussions about job satisfaction (Amzat & Idris, 2012). Salary is a determinant of job satisfaction and attractive rewards for employees triggering better job satisfaction and improving performance (Saba, 2011). Mahmood, Akhtar, Talat, Shuai, and Hyatt (2019) found that at some point, salary is the easiest solution but only temporary to motivate employees to stand out.

Salaries are the economic needs of workers exchanged for job performance. Mahmood et al. (2019) discovered the feeling of having a secured job affects the commitment to stay with the organization and work hard and pay. Pillay (2009) stated that employees are attracted to financial benefits and are a significant component in assessing the level of satisfaction and choice to leave the organization.

The Relationship between Colleagues and Affective Commitment

According to DeVaney and Chen (2003), they indicated positive relationships with colleagues can increase and provide accurate expectations of job satisfaction in an organization. However, Oshagbemi (2000) claimed few studies were conducted on the influence of colleagues on job satisfaction; and studies conducted on teaching staff at UK universities found that there is a relationship between the influence of colleagues and teaching staff in the UK but not the cause and effect relationship. Okpara, (2004) found that ICT managers in Nigeria are satisfied with their duties and colleagues but are not satisfied with salaries, promotion opportunities, and control. Babin and Boles (1998) found that involvement with colleagues can reduce stress and increase job satisfaction. Moreover, trust between members of the organization is a key to the organization to face the challenges and uncertainties of today (Bachmann & Zaheer, 2006). Employees who receive emotional support from colleagues experience less work stress and experience better job satisfaction than employees who lack understanding or do not receive social support with workgroups (Miner et al., 2012). Previous studies related to job satisfaction found that cooperation between colleagues will increase commitment and performance in the workplace (Ashraf, 2019); and the study of McCormack, Casimir, Djurkovic, and Yang (2006) found that coworker factors have a positive and significant relationship with affective commitment.

The Relationship between Promotion and Affective Commitment

Rank refers to the position or status in an organization. Rank describes seniority or seniority in some job classifications. Bowen & Cattell (2008) discovered the effects of rank and job satisfaction among UK academic staff indicated an increase in their job satisfaction according to their rank. The results of Kostea's (2010) study show that academic staff is satisfied when there is an opportunity for promotion while Saba (2011) study found that there are several teachers who are dissatisfied with the promotion process in their organization.

Promotion is one of the factors of job satisfaction that provides opportunities for individual development, better social position, and more responsibility in an organization (Valaei & Rezaei, 2016). Mosadeghrad et al. (2008) found that there is a positive relationship between promotion and

organizational commitment between hospital employees and the study Lemons and Jones (2001) also found that there is a positive relationship between promotion and organizational commitment among students working in the United States. Managers should be aware that employees often compare promotion opportunities with other organizations, therefore employees may feel they can be promoted as soon as possible in other organizations and employees should be satisfied with their promotion opportunities (Valaei & Rezaei, 2016).

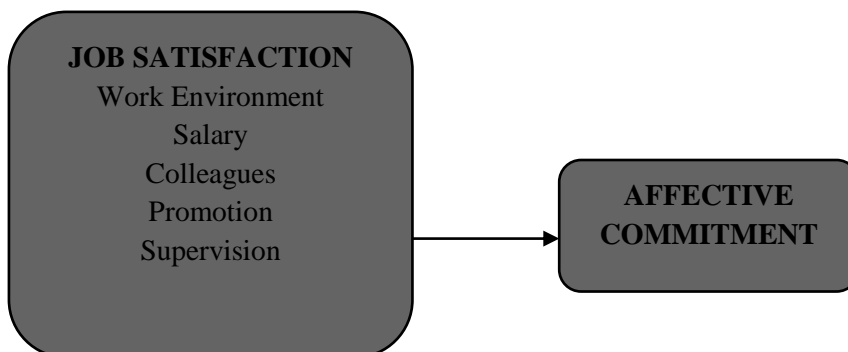
The Relationship between Supervision and Affective Commitment

According to Hall (1972), Likert has developed a management system that explains the relationship, involvement, and role between management and subordinates in the industry environment. Pezeshki et al. (2008) claim that there is a significant and positive relationship between job satisfaction with management or managerial leadership style in terms of motivation, communication, and decision making. Supervisors can reduce the impact of desire to quit and stress by monitoring workloads and maintaining good relationships with employees while increasing job satisfaction and employee commitment to the organization (Firth, Mellor, Moore, & Loquet, 2004) because support and encouragement from supervisors are critical to satisfaction work (Awad & Alhashemi, 2012). The study of Munn et al. (1996) found that lack of support from supervisors caused job dissatisfaction and the intention to leave the organization arose. This opinion is supported by Hatton and Emerson (1998) employee absenteeism is due to weak support from superiors.

Research Framework

Figure 1 depicts the study's research framework that associates job satisfaction, namely work environment, salary, colleagues, promotion, and supervision toward affective commitment.

Figure 1: Research Framework



Hypotheses

Based on the research framework, the following hypotheses have been developed:

H₁: There is a significant relationship between job satisfaction and affective commitment among state prison officers.

H_{1a}: There is a significant relationship between work environment of job satisfaction and affective commitment among state prison officers.

H_{1b}: There is a significant relationship between the salary of job satisfaction and affective commitment among state prison officers.

H_{1c}: There is a significant relationship between colleagues of job satisfaction and affective commitment among state prison officers.

H_{1d}: There is a significant relationship between the promotion of job satisfaction and affective commitment among state prison officers.

H_{1e}: There is a significant relationship between supervision of job satisfaction and affective commitment among state prison officers.

Methodology:

This study employs questionnaires as the method of getting the data from state prison officers. A total of 427 state prison officers were identified. A simple random sampling was used in the distribution of 300 questionnaires. The questionnaires as depicted in Table 1 consisted of several parts, namely Part A – Demography, Part B – Job Satisfaction (Smith et al., 1975) with 22 questions, namely five questions on the work environment, three questions on salary, five questions on colleagues, five questions on promotion, and four questions on supervision. Meanwhile, affective commitment (Allen & Meyer, 1990) had 8 questions.

Table 1: Research Tools Reliability Value

Variables		n	α	Sources
Job Satisfaction	Work environment	5	0.83	Smith et al. (1975)
	Salary	3	0.70	
	Colleagues	5	0.70	
	Promotion	5	0.73	
	Supervision	4	0.65	
Affective Commitment		8	0.91	Allen and Mayer (1990)

Data Analysis:

Reliability Analysis

Table 2 depicts the result of the research tools reliability analysis. All of the job satisfaction components were above the 0.70 value of Cronbach Alpha. Four components from five of job satisfaction, namely work environment, salary, colleagues, and supervision had the Cronbach Alpha above 0.70. Moreover, one item of salary had been dropped to increase the

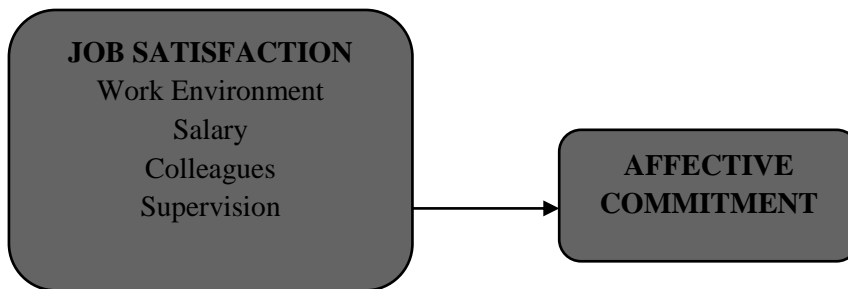
Cronbach Alpha value. Unfortunately, all items of promotion had to be dropped as they were not having an acceptable value of Cronbach Alpha. In summary, the job satisfaction components were revised to 4, namely work environment, salary, colleagues, and supervision. On the other hand, affective commitment remained with 8 items.

Table 2: Reliability Analysis

Variables		Total n	Item Dropped	Used n	α
Job Satisfaction	Work Environment	5	0	5	0.71
	Salary	3	1	2	0.85
	Colleagues	5	0	5	0.90
	Promotion	5	5	0	< 0.70
	Supervision	4	0	4	0.89
Affective Commitment		8	0	22	0.88

Thus, the reliability analysis had revised the research framework as featured in Figure 2.

Figure 2: Revised Research Framework



Furthermore, the above-revised research framework had generated the new list of hypotheses as listed below:

- H₁: There is a significant relationship between job satisfaction and affective commitment among state prison officers.
- H_{1a}: There is a significant relationship between work environment of job satisfaction and affective commitment among state prison officers.
- H_{1b}: There is a significant relationship between the salary of job satisfaction and affective commitment among state prison officers.
- H_{1c}: There is a significant relationship between colleagues of job satisfaction and affective commitment among state prison officers.
- H_{1e}: There is a significant relationship between supervision of job satisfaction and affective commitment among state prison officers.

Frequency Analysis

Table 3 depicts the demographic analysis of respondents among state prison officers. Male state prison officers (n=116) were almost 60% as compared to female state prison officers (n=89, 43.4%). Most of the state prison officers were married (n=182, 88.8%) as compared to single (n=21, 10.2%) and divorced (n=2, 1%) state prison officers. Ethnicity, majority of the state prison officers were Malays (n=193, 94.1%) as compared to Indians (n=1, 0.5%) and others (n=11, 5.4%). Interestingly, there were no Chinese state prison officers among respondents.

Aged among state prison officers, majority of them were in the range between 30 to 39 years old (n=116, 56.6%). This was followed by state prison officers with the aged ranges from 40 to 49 years old (n=50, 24.4%), aged above 49 years old (n=22, 10.7%), and aged ranges between 20 to 29 years old (n=17, 8.3%). Academically among state prison officers were having diploma (n=96, 46.8%). Subsequently, the academic levels were followed by SPM (n=65, 31.7%), first degree (n=24, 11.7%), certificates (n=19, 9.3%), and master (n=1, 0.5%). State prison officers were asked on their length of service, majority of them had between 11 to 15 years (n=74, 36.1%); and followed by 1 to 5 years (n=45, 22%), 6 to 10 years (n=29, 14.1%), above 20 years (n=22, 10.7%), 16 to 20 years (n=21, 10.2%), and less than 1 year (n=4, 6.8%).

Table 3: Demographic Analysis

Details	n	%
Gender		
- Male	116	56.6
- Female	89	43.4
Marital Status		
- Single	21	10.2
- Married	182	88.8
- Others	2	1.0
Ethnicity		
- Malays	193	94.1
- Indian	1	0.5
- Others	11	5.4
Age		
- 20 to 29 years old	17	8.3
- 30 to 39 years old	116	56.6
- 40 to 49 years old	50	24.4
- Above 49 years old	22	10.7
Education Level	19	9.3
- Certificate		
- SPM	65	31.7
- Diploma	96	46.8
- First Degree	24	11.7

- Master Service	1	0.5
- Less than 1 year	4	6.8
- 1 to 5 years	45	22.0
- 6 to 10 years	29	14.1
- 11 to 15 years	74	36.1
- 16 to 20 years	21	10.2
- More than 20 years	22	10.7

Correlations Analysis

Table 4 depicts the correlations analysis between components of job satisfaction, namely work environment, salary, colleagues, and supervision; against affective commitment among state prison officers. Overall, job satisfaction had been discovered of having a high relationship ($r=0.53$) with affective commitment. Subsequently, the components of job satisfaction, namely work environment had a high relationship ($r=0.51$) with affective commitment. Followed by a medium relationship between colleagues ($r=0.42$), supervision ($r=0.37$), and salary ($r=0.32$), with affective commitment.

Table 4: Correlations Analysis

Variables	2	3	4	5	6
1. Work Environment	0.406 *	0.613 *	0.447 *	0.789 *	0.506 *
2. Salary	1	0.295 *	0.239 *	0.655 *	0.324 *
3. Colleagues		1	0.622 *	0.832 *	0.416 *
4. Supervision			1	0.762 *	0.372 *
5. Job Satisfaction				1	0.527 *
6. Affective Commitment					1

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

Simple Regression Analysis

Table 5 depicts the simple regression analysis between job satisfaction and affective commitment. The respondent of state prison officers had the R^2 value showed 27.8% for the dependent variable of affective commitment, which was explained by the job satisfaction ($\beta=0.76$, $p<0.00$). The regression analysis indicated that 72.2% of the variance for affective commitment was explained by other unknown additional variables that have not been explored. Furthermore, the simple regression model ($F=78.13$, $p<0.00$) was proven to be a significant model due to the F ratio being significant in predicting affective commitment. In conclusion, job satisfaction was significant in predicting affective commitment among respondents of state prison officers. Thus, hypothesis H_1 was supported in explaining the respondents on their job satisfaction toward affective commitment.

Table 5: Simple Reliability Analysis

	Affective Commitment	
	β	Sig.
Job Satisfaction	0.760	0.000
R ²	0.278	
Adj. R ²	0.274	
F-Change	78.127	
Sig. F-Change	0.000	

Multiple Regression Analysis

Table 6 depicts the multiple regression analysis between components of job satisfaction, namely work environment, salary, colleagues, and supervision toward affective commitment. The respondent of state prison officers had the R² value showed 30% for the dependent variable of affective commitment, which was explained by the components of job satisfaction, namely work environment ($\beta=0.10$, $p<0.00$), salary ($\beta=0.07$, $p<0.05$), and supervision ($\beta=0.08$, $p<0.10$). The regression analysis indicated that 70% of the variance for affective commitment was explained by other unknown additional variables that have not been explored. Furthermore, the multiple regression model ($F=21.44$, $p<0.00$) was proven to be a significant model due to the F ratio being significant on ($\beta=0.10$, $p<0.00$) of job satisfaction in predicting affective commitment. In conclusion, the components of job satisfaction, namely work environment, salary, and supervision were significant in predicting affective commitment among respondents of state prison officers. Unfortunately, colleagues ($\beta=0.09$, $p>0.10$) of job satisfaction was not significant in predicting affective commitment among state prison officers. Thus, hypotheses H_{1a}, H_{1b}, and H_{1e} were supported in explaining the respondents of state prison officers on their job satisfaction components of the work environment, salary, and supervision toward affective commitment. Hypothesis H_{1c} was not supported in explaining the respondents of state prison officers on their job satisfaction components of colleagues toward affective commitment.

Table 6: Multiple Regression Analysis

	Affective Commitment	
	β	Sig.
Work Environment	0.100	0.000
Salary	0.065	0.051
Colleagues	0.090	0.328
Supervision	0.082	0.075
R ²	0.300	
Adj. R ²	0.286	
F-Change	21.442	
Sig. F-Change	0.000	

In summary, the argued hypotheses had the following results as depicted in Table 7. Hypotheses H₁, H_{1a}, H_{1b}, H_{1e} are supported. Unfortunately, hypothesis H_{1c} is not supported.

Table 7: Hypotheses Results

Hypothesis	Result
H ₁ : There is a significant relationship between job satisfaction and affective commitment among state prison officers.	Supported
H _{1a} : There is a significant relationship between work environment of job satisfaction and affective commitment among state prison officers.	Supported
H _{1b} : There is a significant relationship between the salary of job satisfaction and affective commitment among state prison officers.	Supported
H _{1c} : There is a significant relationship between colleagues of job satisfaction and affective commitment among state prison officers.	Not Supported
H _{1e} : There is a significant relationship between supervision of job satisfaction and affective commitment among state prison officers.	Supported

Discussions & Conclusion

The objective is to identify whether there is a relationship between job satisfaction and its components, namely, work environment, salary, colleagues, and supervision had a relationship and impact toward affective commitment among state prison officers.

The results of this study clearly show the components of the work environment, salary, and supervision of job satisfaction had an impact on affective commitment. Thus the information gathered could be used by the prison management in promoting their state prison officers in boosting his/her affective commitment to them in carrying out their duties as state prison officers. Specifically, the workloads among state prison officers should be monitored and reviewed as ways of promoting their affective commitment to the organization. Another manpower consideration by the prison management, they should also consider the issues on the staff shortages in carrying out the workload as state prison officers. Moreover, this consideration would promote work motivation among state prison officers in carrying out their noble duties. This is in line with Lumley et al. (2011) where satisfaction with the work environment is one of the reasons that influence employee commitment to the organization. Moreover, Westlund and Hannon (2008) also explain that satisfaction with the work environment is having a significant relationship with employee commitment to the organization.

Although salary has been considered important to state prison officers, the prison management had no way of adjusting or increase the amount on their salary. The appreciation of the life of state prison officers could be translated into the individuals' performance evaluation report (LPP, *Laporan Penilaian Prestasi*) of them in appreciation by the organization and the

government. Moreover, the relevant bonuses given by the government had also made a significant impact on the state prison officers' monetary rewards. Indeed, Terera and Ngirande (2014) discovered where salaries are used by employers as an important strategy in increasing employee commitment and maintaining them. These findings are also supported by Mahmood et al. (2019) which explains the salary variable has a positive relationship with commitment.

Supervision has been an important factor among state prison officers relating to their superiors. The state prison officers' perception of the positive and acceptable supervision by their superiors would lead to a better and clear understanding toward cooperation between them. This had been contributed by the state prison officers' perception that also leads to their affective commitment to the organization. Moreover, the state prison officers' superiors should also portray a good example as they are providing guidance. On the other hand, the failure of the superiors' supervision would impact the state prison officers' affective commitment toward their organization. This is in line with Mohamad and Abiddin (2011) where the role of a leader is important in the effort to retain employees in an organization. David (2010) through his study also explained that employees who are dissatisfied with the work environment and the work have the potential to quit or move.

The results of this study are expected to provide useful information to management to be used as a reference or source for future research as well as help formulate departmental planning in increasing the affective commitment of organizational staff. Increasing the level of affective commitment of employees to the organization is very important in shaping the policy and determining the direction of the organization to remain relevant in ensuring not to lose valuable assets that are employees.

Acknowledgment

The authors would like to say thank you to the Universiti Sains Malaysia for the research funding that made it possible for the article to be published. Ref. no. 1001/PJJAUH/8016077.

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