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# Organization Commitment of Public Primary School Senior Head Teachers

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## Abstract

Commitment to organization is important and plays key role in the formation of an integrated human effort in an organization. The importance of organizational commitment has attracted consideration over recent years and has been reflected in many management studies. Specifically, the objective of this study was to identify the significant difference between the selected demographic variables and organizational commitment. A quantitative cross sectional research design with purposive sampling was employed in collecting data. The cross sectional survey design was used to determine the demographic variables of gender and ethnicity. The questionnaires for Organizational Commitment was originated by Mowday et al., (2003). The respondents for this study were senior public primary school head teachers who attended the three years intensive program of Bachelor Degree in Education Management. Two cohorts comprised of 107 students were chosen from 600 students who enrolled for the Head Teacher Degree Program. They were purposively selected because they represented almost equal numbers of respondents based on gender and ethnicity of the ratio of people in Malaysia. The results of the analysis revealed that organizational commitment showed no significant different between male and female. There was significant difference for organizational commitment related to ethnic of Malay, Chinese and Indian. In conclusion, the degree of commitment of the organization among senior teacher has shown the differences between the ethnics but no different between the gender. Therefore, organization need to build up the necessary efforts to encourage and enable the different ethnics to strive their strong commitment to the organization. This will enable the organization to meet future challenges and at the same time maintain employee's attachment to the organization.

**Keywords:** Public school, commitment, organizational commitment, ethnicity.

## 1. Introduction

The success of Malaysian development programmes to a significant extent can be attributed not only to the efficient and effective functioning of the economic system, but also to the stabilizing and integrative functioning of the country's public administration system. The role of public service and administration has significantly changed over the years, in line with the country's economic growth and development. Its mission, objectives and functions have, in fact, undergone various degrees of reform, especially under the explicit and implicit influences of changes in public policies, development strategies and initiatives. These reforms took place in two distinctive phases, namely the period of rapid economic growth in 1960s and 1970s which required development administration and institution building. Whereas the period from 1980 to the present which necessitated the consolidation and qualitative upgrading of the government machinery. However, there were many factors that contributed to the current achievement, among others were employee's commitment. Without commitment there was no achievement as what as happening today. Commitment was rather a key ingredient for improving quality and productivity, reducing defects, increasing profitability and decreasing costs. Besides that, the study of organizational commitment has become an important organizational research in the understanding of employees' behaviour in the workplace in Malaysia due to its diversity of ethnic, religions and cultures.

Commitment is a psychological frame of mind which motivate people to work towards certain goals. Commitment do exist in a person that have a positive attitude, while negative attitude is one of the major reasons for non-committal approach. Committed people commit their total resources, which

include going extra mile for achieving goals assigned to them. The concept of commitment in the workplace has been a phenomenon of ongoing interest and focus which regard to the linkage between the individual and the organization. Building employee commitment to the workplace is one important goal of human resource policies and practices. Research shows commitment has a positive effect on productivity, turnover and employees willingness to help co-workers. In assessing employees' commitment, it is important to determine the focus of their commitment. Different individuals may have different "profiles of commitment"; they may be highly committed to the organization, but not to the team, or committed to both, or committed to neither.

According to Meyer and Allen (1994) organizational commitment is "a psychological state that characterizes the employee's relationships with the organization, and has implications for the decision to continue membership in the organization. According to Hadibah (2009), there were some factors such as organizational culture, leadership style and human resources practices, which could be deliberately manipulated by organizations to influence the levels of organizational commitment in their employee. She further suggested that organizational commitment was a key to increasing public service motivation and recommends more empirical studies of employee commitment. Such studies were warranted for helping to understand the motivational base of public sector employees.

Commitment to organization is important and plays a key role in the formation of an integrated human effort in the organization. The important of organization commitment has attracted consideration over recent years and has been reflected in many management studies. According to Nik Mutasim & Mohd. Hizam (2002) the commitment to organization is compatible with commitment to profession. They indicated that there was no conflict between employees' commitment to their profession and their organizational commitment. Meanwhile, Hapriza *et.al.*, (2005) shows that, there are three variables such as gender, current position and duration show no significant different with organizational commitment, while only level of education is significant different. As conclusions, they states that, the commitment of academicians towards their organization were moderate. Ju *et.al.*, (2008) mentioned that, both mandatory and fringe benefits were having significant and positive relationship with organizational commitment and fringe benefits having higher relationship as compared to mandatory benefits. The finding proposed that when employees received more fringe benefits, their organization commitment tend to be higher. Kadyschuk (1997) stated that, there was no significant difference between organizational commitment of teachers in public schools in Saskatchewan and gender.

Furthermore, Al-Ajmi (2006) stressed that, the relationship between gender and organizational commitment has also remained unclear. Mixed results have been reported on the relationship between gender and organizational commitment in previous studies. Besides that, he also mentioned that most of the studies in this area showed no significant differences between males and females with regard to organizational commitment (Aven, Parker & McEvoy (1993), Marsden, Kalleberg, & Cook (1993), Savicki, Cooly, & Gjesvold (2003) & Velde, Bossink, & Jansen (2003). Furthermore, he noticed that, the employee's gender has no significant effect on her/his perception of organizational commitment. Therefore, male and female employees in Kuwait have the same level of commitment. To Andrews-Little (2007), ethnicity was significantly related to normative organizational commitment but not to affective or continuance organizational commitment. He also stated that, similar findings were reported by Taylor (2003) and Milliken and Martins (1996) concerning ethnicity within organizations.

Since, the majority of research studies of commitment have done with technical and professional personnel in occupational settings other than education, it was important for researcher to examine how the study of commitment could be also relevant to teaching profession. Therefore, the study was to examine the commitment of Malaysia employees towards the organization that they work within the context of public primary school. The basic questions that have provided direction for this study was that: "Do the public primary school teachers' commitment are influenced by various personal demographic variables?"

### 1.1 Objective

The purpose of this study was to determine the organizational commitment of public primary school in Malaysia. Specifically, the objective was to identified the significant difference between the selected demographic variables and organizational commitment.

## 2. Methodology

The research design used in this study was a quantitative and cross sectional research design with the purposive sampling. This research design was chosen for because it allowed predictions in a large sample with limited resources. A cross sectional survey design was used to determine the demographic variables of gender and ethnicity.

The questionnaires consisted of two sections. Section One was designed to identify the demographic variables of respondents. Section Two was designed to measure the Primary Public School Principals perception of organizational commitment. The questionnaire for Organizational Commitment was obtained by using the fifteen question organizational commitment measure which was developed by Mowday *et al.* (1979). This was a widely accepted measure with strong predictive and discriminate validity, as well as internal consistency and reliability (Maathieu & Zajac, 1990). Respondents were asked to choose from a 6 point Likert scale that ranges from strongly disagree to strongly agree. Both the English and translated version were given to the respondent.

The respondents were requested to complete and return the questionnaire after one hour session given to them to complete the questionnaire. Out of 107 questionnaires given, 100 were fully completed, accepted and analyzed. The Statistical Package for the Social Sciences (SPSS) version 17.0 was used in the process of data analysis. Descriptive statistics such as frequencies, mean and standard deviation provide the information on the demographic variables. For inferential statistics, data was analysed using Analysis of Variance (ANOVA) to determine the significant different between organizational commitment and demographic variables.

## 3. Findings

A demographic summary of the sample was presented in Table 1, 2 and 3.

The sample profile in Table I shows the proportion of respondents according to the gender. Out of the total 100 respondents, 60 respondents were male comprises of 60% and 40 respondents were female comprises of 40% of the sample study. The demographic ethnicity was shown in table 2.

Table 2 shows the ethnicity of the respondents. Data revealed that there were 19 (19%) are Indian, 18 (18%) are Chinese and 63 (63%) are Malay. The demographic ethnicity and gender was shown in table 3.

Table 3 showed the respondents profile based on ethnicity and gender. Data revealed that ethnic Indian 10 (52.6%) were male and 9 (47.4%) were female. For ethnic Chinese there were 8 (44.4%) male and 10 (55.6%) female and to ethnic Malay, there were 42 (66.7%) male and 21 (33.3%) female.

Based on the objective of this study which was to identify the significant different between the organizational commitment and selected demographical variables, table 3, 4, 5 and 6 shown below demonstrated the results. The results revealed that for organizational commitment and demographic variable of gender showed there was no significant different between male and female ( $t = 0.076$ ,  $p = 0.940 > 0.05$ ). The results revealed that there is no significant different for organizational commitment and Indian ethnic gender ( $t = -0.298$ ,  $p = 0.769 > 0.05$ ). The results revealed that there was no significant difference for organizational commitment and Chinese ethnic gender ( $t = -0.812$ ,  $p = 0.429 > 0.05$ ). The results revealed that there is no significant different for organizational commitment and Malay ethnic gender ( $t = 0.627$ ,  $p = 0.533 > 0.05$ ). The results revealed that there is significant different for organizational commitment and ethnic ( $F = 3.829$ ,  $p = 0.025 < 0.05$ ). The results revealed that there is no significant different for organizational commitment and ethnic male ( $F = 2.098$ ,  $p = 0.132 > 0.05$ ). The results revealed that there was no significant different for organizational commitment and ethnic female ( $F = 2.225$ ,  $p = 0.122 > 0.05$ ).

## 4. Discussion, Conclusion and Implications

The results revealed that organizational commitment showed no significant different between male and female. This was consistent with previous findings as mentioned by Kadyschuk (1997) and Hapriza *et al.*, (2005) there was no significant difference between organizational commitment and gender. This also in line with Al-Ajmi (2006), who stated that, the relationship between gender and organizational commitment has also remained unclear. Mixed results have been reported on the relationship between gender and organizational commitment in previous studies.

The results proved that there were no different commitment to organization among the senior head teacher in the public primary school with gender although in different ethnic. Man and woman can

work together to achieve the mission, objectives and functions that have undergone various degrees of reform, especially under the explicit and implicit influences of changes in public policies, development strategies and initiatives.

There was significant different for organizational commitment related to ethnic of Malay, Chinese and Indian. The results showed in line Andrews-Little (2007), ethnicity was significantly related to normative organizational commitment but not to affective or continuance organizational commitment. Based on the differences of employees in public sector, Hadibah (2009) noticed that, more empirical studies of employee commitment were warranted to help understand the motivational base of public sector employees.

In conclusion, the degree of commitment of the organization among senior head teacher has shown the differences between the ethnicity but no different between the gender. Therefore, organization need to build up the necessary efforts to encourage and enable the different ethnic to put their commitment strongly to the organization. This will the enable organizations to meet future challenges and at the same time maintain employee's attachment to the organization.

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Table 1: Respondents Profile based on gender

Gender	Frequency (n)	Percentage (%)
Male	60	60.0
Female	40	40.0
<b>Total</b>	N=100	100%

Table 2: Respondents Profile based on ethnicity

Ethnic	Frequency (n)	Percentage (%)
Indian	19	19.0
Chinese	18	18.0
Malay	63	63.0
<b>Total</b>	N=100	100%

Table 3: Respondents Profile based on ethnicity and gender.

Ethnic	Male		Female		Total
	(n)	Peratus	(n)	Peratus	
Indian	10	52.6%	9	47.4%	n=19
Chinese	8	44.4%	10	55.6%	n=18
Malay	42	66.7%	21	33.3%	n=63
<b>Total</b>	60	60.0%	40	40.0%	N=100

**Table 4:** T-test analysis of significant different between organizational Commitment and gender

Gender	N	Min	S.d	dk	t	Sig. (2-tailed)
Male	60	4.036	0.352	98	0.076	0.940
Female	40	4.041	0.353			

**Table 5:** T-test analysis of significant different between organizational Commitment and Indian ethnic gender

Indian ethnic gender	N	Min	S.d	dk	t	Sig. (2-tailed)
Male	10	4.240	0.288	17	-0.298	0.769
Female	9	4.000	0.296			

**Table 6:** T-test analysis of significant different between organizational Commitment and Chinese ethnic gender

Chinese ethnic gender	N	Min	S.d	dk	t	Sig. (2-tailed)
Male	8	4.000	0.254	16	-0.812	0.429
Female	10	3.871	0.387			

**Table 7:** T-test analysis of significant different between organizational Commitment and Malay ethnic gender

Malay ethnic gender	N	Min	S. d	dk	t	Sig. (2-tailed)
Male	42	3.994	0.370	61	0.627	0.533
Female	21	4.054	0.338			

**Table 8:** ANOVA analysis of significant difference between organizational Commitment and ethnic

Ethnic	N	Min	S. d	F	Sig. (2-tailed)
Indian	19	4.221	0.285	3.829	0.025
Chinese	18	3.928	0.332		
Malay	63	4.014	0.358		

**Table 9:** ANOVA analysis of significant different between organizational Commitment and ethnic male

Ethnic male	N	Min	S.d	F	Sig. (2-tailed)
Indian	10	4.240	0.288	2.098	0.132
Chinese	8	4.000	0.254		
Malay	42	3.994	0.370		

**Table 10:** ANOVA analysis of significant different between organizational Commitment and ethnic female

Ethnic female	N	Min	S.d	F	Sig. (2-tailed)
Indian	9	4.200	0.296	2.225	0.122
Chinese	10	3.871	0.387		
Malay	21	4.054	0.338		