

Analyzing Issue of Organizational Commitment: Determining Mediating Factor of Islamic Work Ethic

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Received: September 12, 2014

Accepted: November 3, 2014

ABSTRACT

Every employee must give his full commitment to the organization for it is the key to the success of an organization. As a Muslim, the religion factor became the basic guide during work because in Islam, as long as a job is done in a condition whereby that employment that does not contradict with Islam, that job can be regarded as a form of worship (Ibadah). Islam is the comprehensive religious in the world. Islamic cover all the aspects included economics, human behavior (akhlak), management, politic and many more. Islam is the comprehensive religious in the world. Islamic cover all the aspects included economics, human behavior (akhlak), management, politic and many more. One of the named aspect is the Islamic work Ethic. Islamic work ethic is the ethic that is stated in the Quran and Sunnah. The purpose of this research is to find out the influences of Islamic Work Ethic towards various issues of job quality, organizational motivational factors with job commitment among employees in Yayasan Islam Kelantan (YIK). In order to be clear on the issue, Islamic work ethics will be analyzed as a mediator variable. The sampling method used in this study is stratified random sampling in 9 places, including YIK and schools that registered under YIK. Personally-administered questionnaires were distributed randomly among teachers and staff in secondary schools and YIK. This study uses SPSS (Scientific Package for Social Sciences). Overall, those specified in Frequencies Distribution, Descriptive Analysis, Reliability Analysis, T-Test, Anova, Correlation Coefficient (Pearson's) and Regression Analysis. There is a significant difference between the genders and age with the organizational commitment. All the dimensions of independent variables are significantly correlated to the Organizational Commitment. However, the Islamic work ethic is a mediating variable in the relationship between deed and intention and salary with organizational commitment.

KEYWORDS: Organizational Commitment, Islamic Work Ethic.

INTRODUCTION

There are many factors that motivate employees in giving full commitment to the organization. One of those is religion. For a Muslim, religion is always believed to be a basic guide during work. This is because, in Islam, a job that is done with a condition of employment that does not contradict with Islam, can be treated as a form of worship (Ibadah). According to [1, 2, 3, 4], Islam is an Arabic world which literally means submission to the will God in all aspects of life including work.

According to [5], despite the fact that over 80% of people worldwide report that religion constitutes an important part of their daily life. The worker's must have responsibilities (so as the Muslim people) to make sure that they can achieve the job satisfaction and can avoid any problem. The practice of good ethic in doing one's job can serve as good discipline and honesty are two important elements of Muslim worker.

In Yayasan Islam Kelantan (YIK), most of the employees are Muslim. As the routine, before starting their tasks the employees recite the prayer to Allah SWT. Among others the prayer expresses hope the employees will complete their jobs following the Islamic work ethic like principle of 'ubudiyah, mas'uliyah and itqan. In addition, once a fortnight "tazkirah" sessions were being held. In this session, workers are repeated being reminded as their role as a Muslim worker. Therefore, is it important for them to fulfill Islamic work ethic and Syariah compliance among employees in completing their tasks.

"Religion has always provided people with powerful spiritual motivator to achieve objective". The sample of their study is Protestant, Catholic and others. Consequently, the results revealed that Canadian does not have a strong work ethic compared with the American people. Consequently, in [6] suggested that future research should be concentrated on contemporary work ethic and it is important in understanding cross-cultural environment. This study is designed to compare the significant role of Islamic work ethic among

Muslim and to determine the relationship between various dimensions (job quality, deed and intentions, salary and transparency) with organizational commitment.

This development holds great promise and makes it imperative to determine how much the variable of Islamic work ethic mediate the relationship between three factors (deed and intentions, salary and transparency) and organizational commitment.

Problem Statement

Ethic can be defined as a set of rules and abstract principles that govern human behavior and are used as evaluation benchmarks to determine if certain behavior is good or otherwise. As mentioned earlier, religion should be able to provide people with powerful spiritual motivator to achieve certain objectives. Combining both religion and ethics should be able to produce even better results. However, the study done by [6] on followers of Protestant, Catholic and others unable to prove that situation. On top of that, comparison work with Islamic values or followers was very limited. This is due to the fact that management scholars have no ready access to the wealth of literature in Islam pertaining to business and organization [2]. Based on the argument of both situations, we feel the urge to carry out this research.

Research Objectives

This study embarks on the following objectives:

1. To investigate the effect of Islamic work ethic-either as an independent variable, or as a mediator to organizations' motivational factors (deeds and intentions, salary and transparency) toward to the organizational commitment.
2. To evaluate the new model of organizational commitment for Muslims workers.
3. To identify the differences between the demographic profile of employees toward the organizational commitment.

Research Questions

1. Does Islamic work ethic influence the organizational commitment?
2. Does Islamic work ethic mediate the relationship between independent variables (deed and intention, salary and transparency) and organizational commitment?
3. Do the demographic profiles of employees influence the organizational commitment?

LITERATURE REVIEW

Organizational Commitment

A high level of employee commitment is said to be beneficial to the organization he or she serves. High commitment will result in lower absenteeism, higher performance and lower employee turnover [7]. Various ways of organizational commitment have been studied extensively over the last three decades [8]. Tremendous research efforts have been devoted towards understanding the nature, antecedents and consequences of organizational commitment. In [9] has identified three types of organizational commitment; 1) affective commitment describes individual's emotional attachment, identification with and involvement in a particular organization; 2) continuing commitment reflects employee awareness of the costs of leaving an organization and 3) normative commitment reflects an individual sense of obligation to remain in an organization.

Overview Independent Variables

Salary

Salary is an organization reward in term of monetary which is the employees gain from their employment with the organization. In [11] revealed that in western; pay satisfaction prove to have a significant positive relationship with organizational commitment. This finding consistent with the finding of previous study there is a positively related between extrinsic, intrinsic and social rewards with employee commitment [10]. Thus, the salary dimension is one of the contributing factors towards employees' commitment. That leads to the introduction of this hypothesis:

H1: There is a significant relationship between salary and the organization commitment

Deeds and Intentions

These constitute significant pillars in the organizational commitment. "Kind, unselfish and benevolent people are always doing good deeds". Sometimes, these attitudes caused others suspicious with these group attentions. Thus, the element of religion would be considered in the study. In line with that, in Islam, intention is more important than the outcomes [12]. Therefore, the aforementioned effects are hypothesized as follows:

H2: There is a significant relationship between deed and intentions with the organizational commitment

Transparency

Transparency is the principle that must have to build the Islamic work ethic. Transparency is prescribed as a moral responsibility. In [2] states that being transparent is based on mutual understanding that faulty conduct and acts of deception obstruct justice and limit freedom of action in the marketplace. That leads to the introduction of the following hypothesis:

H3: There is a significant relationship between transparency and the organizational commitment

With all the initial factors, the proposed framework (Figure 1) of the study is shown as follows:

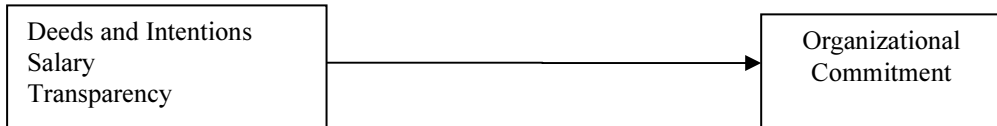


Figure 1: Proposed initial framework

Mediating Effect of Islamic Work Ethic

The whole scenario started with classical work of ethic (known as Protestant Work Ethic, PWE) which was a product of the European middle class that highlighted dedicated and acquiescence. Then, contemporary work ethic (CWE) exists due to the advancement psychological techniques and studies. This ethic requires the greater personal development among employees in terms of economic perspective [14]. In [6] mentions that it should investigate the role of work ethic toward organization with the different culture. In [13] comments that work ethic is hard to define, and it varies across the countries.

Extent of studies was still having a gap without highlight the Islamic work ethic. Eventhough in [15] confirms that the concept of an Islamic work ethic has its origin in the Quran and the teachings of the Prophet Mohamed, the extent of literature indicates the existence of a gap. Most of the study describes what the western world describes as ethic leaving the Islamic virtue all together. In the Holy Quran states, (6:132)

“to all are ranks according to their deeds”. The Quran further instructs the faithful that involvement and commitment to work, rather than dreaming, enables people to realize their goals” (Quran 53:39).

In [16] believes that the Islamic work ethic is built on four primary concepts; namely effort, competition, transparency, and morally responsible conduct. In addition, he suggests that these pillars, if taken collectively, will be able inspire confidence in the market and reinforce social contract, ethical understanding, and motivates market actors to focus on meeting their primary business responsibilities. When the employees have strong faith in these areas, they can do the job with the ethic that builds from the Islamic concept which will thus contribute in molding employees to become more loyal to the organization.

The employee’s loyalty to the organization is the part of the Islamic ethic. Loyal for this situation can be defined as the workers would be secretive regarding their organization’s information. Loyalty and Islamic work ethic is complimentary with other. According to [17], employee loyalty is essential for building a profitable base of faithful customers.

With the additional factor of Islamic work ethic added to the study, the framework (Figure 2) of the study as follows:

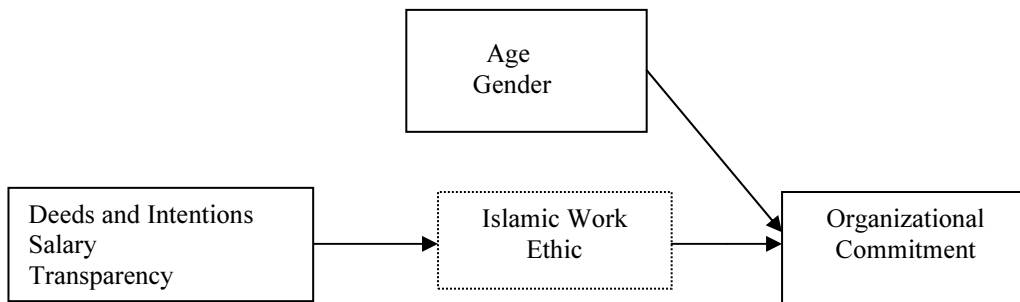


Figure 2: Proposed initial framework with additional mediating and moderating factor

The introduction of Islamic work ethic in the framework (Figure 2) leads to the following hypotheses:

H4: Islamic work ethic significantly mediates the relationship between deeds and intentions with organizational commitment

H5: Islamic work ethic significantly mediates the relationship between salary and organizational commitment

H6: Islamic work ethic significantly mediates the relationship between transparency and organizational commitment

Additional Literature Review: Demographic Profile

Demographic profile is important to reveal the respondents' background in order to gain a new perspective of organizational commitment. Regarding to [6], Protestant work ethic differs across age and sex but work involvement does not differ with organizational variables. Then, another part of this study is to find out is there any different between respondents' demographic profile with organizational commitment. That leads to the introduction of these hypotheses:

H7a: There is a significant difference between gender and organizational commitment

H7b: There is a significant difference between age and organizational commitment

METHODOLOGY

Research Design

Basically, the instrument for this study was a questionnaire that contained various questions regarding the information of the dimensions that influence the organizational commitment among employees. All items were measured on ten-point Likert scale which ranged from (1) "strongly disagree" to (10) "strongly agree" except respondents' demographic profile. The questionnaire was divided into six sections as follow: 8 questions related to profiles of respondents, 11 questions on the Islamic work ethic, 10 questions for each dimension (salary and transparency), 9 questions for deeds and intentions and 10 questions for organizational commitment.

Sampling Technique

The population of the study consisted of all secondary school teachers and staff administered under YIK and the unit analysis was every teacher and staff from YIK. In order to get the whole population being represented stratified random sampling method was applied. The population is first divided into organization that they was employed. All employees listed alphabetically by organization (8 schools and YIK). Once the population has been stratified accordingly, a sample of members from each stratum was drawn using a simple random sampling procedure. Each teacher and staff were given a self-administered questionnaire as they entered their classroom, computer laboratories, teacher's room or canteen.

The sample size was determined based on the nine (9) organizations, including YIK. The sample size is based on [18] which is 274 samples out of 624 populations. Here, the researcher managed to get 277 set of questionnaire that have been answered by the respondent. The sample then would be selected from each school based on disproportionate of the population as shown in Table 1.

Table 1: Number of sample(s)

| Place | Population | Sample size |
|-------------------------|------------|-------------|
| Yayasan Islam Kelantan | 106 | 41 |
| Maahad Amir Indra Petra | 89 | 38 |
| Maahad Muhammadi (L) | 101 | 70 |
| SMU(A) Tarbiah Mardhiah | 53 | 44 |
| Maahad Muhammadi (P) | 117 | 40 |
| Maahad Al-Rahmah Kenali | 50 | 7 |
| SMU(A) Muhammadiyah | 15 | 13 |
| SMU(A) Taqaddum Maarif | 25 | 20 |
| Maahad Pasir Mas | 68 | 4 |
| Total | 624 | 277 |

Source: Yayasan Islam Kelantan, 2012

Questionnaire Design

Data were collected by using a well-structured questionnaire with questions in pre-arranged order. The questionnaire items were developed by the researchers to suit this study. The questionnaire was sectioned into 6 main areas. Section A deals with the demographic profile which included teachers' general information such as gender, race, age, religion, status, education level, working experience and monthly income. Section B represented the dependent variable which was the Organizational commitment. Section C touched on the first independent variable which was Deeds and Intentions. Meanwhile, Section D focused on the Salary. On the other hand, section E highlighted the third independent variable which was Transparency. Lastly, Section

F represented the mediating variable which was Islamic Work Ethic. In section B until F, all the items were measured on a ten-point Likert scale which ranging from 1-strongly disagree to 10-strongly agree.

Data Collection

Each teacher was given a self-administered questionnaire. To ensure sufficient data gathered accordingly, the researchers met with teachers who were in classroom, computer laboratories, teachers’ room and the canteen. The average time taken by each respondent was almost 30 until 45 minutes. A total of 310 questionnaires was distributed and 290 (9%) were returned. However, 13 sets were discarded due to incomplete data, resulting in merely 277 usable responses.

RESULTS AND DISCUSSION

All values yield alpha coefficient surpasses the values of 0.60 suggested by [19]. Basing on the result of Cronbach’s Alpha coefficient value, this questionnaire is allowed and applicable. Reliability estimates (Cronbach’s Alpha) for the construct’s dimension are as follows: Organizational commitment (0.768) consists of 10 items, Islamic work ethic (0.773) made up of 9 items, deed and intentions (0.791) consists 9 items, salary (0.891) with 6 items and transparency (0.872) comprises 10 items, which all suggesting a high degree of reliability.

Frequency Distribution

The summary of the demographic compositions of the respondents is shown in Table 2.

Table 2: Respondents’ demographic profile

| No | Profile | Description | Responses | Percentage |
|----|--------------------|------------------|-----------|------------|
| 1 | Gender | Male | 93 | 33.6 |
| | | Female | 184 | 66.4 |
| 2 | Age | < 20 - 29 years | 73 | 26.4 |
| | | 30 - 39 | 89 | 32.1 |
| | | 40 and above | 115 | 41.5 |
| 3 | Race | Malay | 274 | 98.9 |
| | | Others | 3 | 1.1 |
| 4 | Status | Married | 228 | 82.3 |
| | | Single | 46 | 16.6 |
| | | Divorced | 3 | 1.1 |
| 5 | Religion | Islam | 277 | 100.0 |
| 6 | Education Level | SPM/STPM | 52 | 18.8 |
| | | Diploma | 49 | 17.7 |
| | | Bachelor | 169 | 61.0 |
| | | Master/PhD | 7 | 2.5 |
| 7 | Working Experience | Below 5 years | 93 | 33.6 |
| | | 6 – 10 | 70 | 25.3 |
| | | 11 – 15 | 22 | 7.9 |
| | | 16 – 20 | 39 | 14.1 |
| | | 21 and above | 53 | 19.1 |
| 8 | Monthly Income | Below RM500 | 1 | 0.4 |
| | | RM 500 – RM1499 | 111 | 40.1 |
| | | RM1500 – RM2499 | 98 | 35.4 |
| | | RM2500 - RM3999 | 51 | 18.4 |
| | | RM4000 and above | 16 | 5.7 |

The participants in this study are predominantly females (66.4%) and the majority of the respondents were Malay (98.9%). The respondents mainly aged between 40 years and above (41.5%). Most of the respondents have under 5 years (33.6%) working experience and majority the respondents for this study graduated from higher learning institutions (61.0%). Furthermore, the questionnaires are distributed among Malay (98.3%) and all of the respondents are Muslim. The majority of the respondents are married (82.3%) and most of them have a monthly income around RM500 until RM1499 (40.1%). Full details are shown in Table 2.

Correlation among Variables

Table 3 demonstrates that all the dimensions of independent variables that consist of deeds and intentions, salary, and transparency were significantly correlated. All the relationship interpreted by using [20]. The strong positive correlation, which would be considered a large effect size, was between transparency and organizational commitment, $r(277) = 0.624, p < 0.000$. This means that employees who have relatively high transparency attitude were likely to have high commitment towards organizations’ goals. Next, followed by deed and intentions dimension with a moderate positive relationship with organizational commitment, or $(277) = 0.524, p < 0.000$. Again, the other dimension which is salary show the moderate positive relationship with organizational commitment, $r(277) = 0.457, p < 0.00$.

Table 3: Correlations among variables

| | A | B | C | D |
|--------------------------------------|---------|---------|---------|------|
| Organizational Commitment (A) | 1.00 | | | |
| Deed and Intentions (B) | 0.524** | 1.00 | | |
| Salary (C) | 0.457** | 0.151* | 1.00 | |
| Transparency (D) | 0.624** | 0.720** | 0.196** | 1.00 |

Note: **Correlation is significant at the 0.01 level (two-tailed)

Regression Analysis among Variables

We started of by investigating the scenario by using multiple regression analysis for all relationships between deeds and intentions, salary and transparency with organizational commitment among employees. Since the test is to find out the effect of the relationship between three independent variables (deeds and intentions, salary and transparency) with dependent variable (organizational commitment). Regression was divided into two different stages.

In the first part of regression analysis, multiple regressions were conducted between three independent variables with organizational commitment. When the combination of independent variables to predict organizational commitment included deed and intentions, salary and transparency show the results were statistically significant, $F(3, 273) = 97.103, p = .000$.

The beta coefficients are presented in Table 4. Note that transparency dimension ($\beta = 0.450; p = 0.000$), salary dimension ($\beta = 0.346; p = 0.000$) and deed and intentions dimension ($\beta = 0.147; p = 0.016$) significantly predict organizational commitment when all three independent variables are included at 5% at a significant level. Here, the adjusted R squared value was 0.511. This indicates that 51.1% of the variance in organizational commitment was explained by the model. Meanwhile, there is statistically significant evidence which supports H1, H2 and H3.

Table 4: Summary of regression analysis

| Summary | | ANOVA | | Dimensions | | | |
|--------------|--------------|--------|-------|---------------------|-------|-------|-------|
| R | ΔR^2 | F | Sig. | | B | t | P |
| 0.718 | 0.511 | 97.103 | 0.000 | Deed and Intentions | 0.147 | 2.423 | 0.016 |
| | | | | Salary | 0.346 | 8.062 | 0.000 |
| | | | | Transparency | 0.450 | 7.366 | 0.000 |

Note: predictors (constant) deed and intentions, salary and transparency

Then, we run another set of regression test to gauge the mediating effect of Islamic work ethic on organizational commitment. Here, the purpose of the analysis is to determine whether Islamic work ethic as independent variable or mediating variables toward the organizational commitment. The summary of the result is as shown in Table 5 and Table 6.

Table 5: The influence of Islamic work ethic as mediating variable between independent variables and organizational commitment

| Summary | | ANOVA | | Dimensions | | | |
|--------------|--------------|--------|-------|---------------------|-------|-------|-------|
| R | ΔR^2 | F | Sig. | | B | t | P |
| 0.674 | 0.448 | 75.661 | 0.000 | Deed and Intentions | 0.003 | 0.024 | 0.981 |
| | | | | Salary | 0.342 | 6.943 | 0.000 |
| | | | | Transparency | 0.453 | 4.079 | 0.000 |

Table 6: Comparison results before and after Islamic work ethic in regression analysis

| Organizational Commitment | Regression Analysis | | | | Changes |
|-------------------------------|---------------------|-------|----------|-------|--|
| | Stage 1 | | Stage 2 | | |
| | Without IWE | | With IWE | | |
| Independent Variables | β | Sig. | β | Sig. | |
| Deed and Intentions | 0.147 | 0.016 | 0.003 | 0.981 | Decreased in β value and not significant |
| Salary | 0.346 | 0.000 | 0.342 | 0.000 | Decreased in β value and significant |
| Transparency | 0.450 | 0.000 | 0.453 | 0.000 | Increased in β value and significant |
| Adjusted R² | 51.1 | | 44.8 | | |

In analyzing the function of Islamic work ethic (IWE) in the relationship between independent variables (deed and intentions, salary and transparency) on organizational commitment, it is interesting to note the decrease in beta value (from 0.147 to 0.003; 0.346 to 0.342 respectively). The decrease in beta value indicates that IWE is a mediator in the relationship between two independent variables, namely; deed and intentions and salary with organizational commitment. However, the increase in beta value from 0.450 to 0.453 indicates that IWE dimension is not a mediator in the relationship between transparency and organizational commitment.

In the relationship between salary, its clearly show that IWE dimension is a moderating variable toward organizational commitment. Furthermore, for deed and intentions dimension is not significant, somehow or rather it shows the moderating role relationship toward organizational commitment. Even though, for transparency dimension is significant, but IWE dimension is not moderating variable toward organizational commitment. As the conclusion, there is a statistical evidence to support hypotheses H4 and H5. Consequently, there is no statistical evidence to support H6.

Analysis of Differences

Based on the distribution of samples collected, the analysis of differences is conducted by using several techniques that satisfy the basic statistical requirement. Among the techniques used are: T-test and ANOVA.

Table 7: T-test testing

| Variable | M | SD | t | df | P |
|----------------------------------|------|------|-------|---------|-------|
| Organizational Commitment | | | 7.281 | 262.198 | 0.000 |
| Male | 9.06 | 0.68 | | | |
| Female | 8.29 | 1.08 | | | |

Table 7 shows that male employees were significantly different from female employees on the organizational commitment, ($p = .000$). Inspection of the two group means indicates that the average organizational commitment level for females (8.29) is significantly lower than the level for males (9.06). Therefore, there is a statistical significance to support hypothesis H7a.

Table 8: Means and standard deviations comparing respondents' age

| Age (years) | Organizational Learning | | |
|-----------------|-------------------------|------|------|
| | N | M | SD |
| < 20 - 29 years | 73 | 8.33 | 1.08 |
| 30 - 39 | 89 | 8.41 | 1.01 |
| 40 and above | 115 | 8.78 | 0.97 |
| Total | 277 | 8.55 | 1.03 |

Table 9: One-way analysis of variance table comparing ages on organizational commitment

| Source | Df | SS | MS | F | P |
|----------------------------------|-----|--------|-------|-------|------|
| Organizational Commitment | | | | 5.512 | .004 |
| Between Groups | 2 | 11.28 | 5.638 | | |
| Within Groups | 274 | 280.29 | 1.023 | | |
| Total | 276 | 291.57 | | | |

A statistically significant difference was found among the three groups of respondents' age on organizational commitment, $F(2,274) = 5.512$, $p = 0.004$. Table 8 shows that the mean respondents' age between 40 years and above (8.78) is the highest compared with mean for respondents' age between 30 until 39 years (8.41) and below 20 until 29 years (8.33).

Post hoc Turkey HSD test indicates that there were significant mean differences on organizational commitment between respondents' age group 40 years and above with age group below 20 until 29 years ($p = 0.009$) and 30 years until 39 years ($p = 0.030$) respectively. As conclusion, there is a statistical evidence to support hypothesis H7b.

From the foregoing therefore, the following of hypothesis testing is displayed in Table 10.

Table 10: Summary of hypothesis testing

| | Hypotheses | Result |
|------------|--|----------------|
| H1 | There is a significant relationship between deed and intentions with the organizational commitment. | Supported |
| H2 | There is a significant relationship between salary and the organizational commitment. | Supported |
| H3 | There is a significant relationship between transparency and the organizational commitment | Supported |
| H4 | Islamic work ethic significantly mediates the relationship between deed and intentions with the organizational commitment. | Supported |
| H5 | Islamic work ethic significantly mediates the relationship between salary and the organizational commitment. | Supported |
| H6 | Islamic work ethic significantly mediates the relationship between transparency and the organizational commitment. | Not to Support |
| H7a | There is a significant difference between the gender with the organizational commitment. | Supported |
| H7b | There is a significant difference between the age groups and the organizational commitment. | Supported |

CONCLUSION AND RECOMMENDATION

The objective of this study to identify the dimensions that influence organizational commitment among employees. Based on the literature review that have been identified earlier, the researchers identified three dimensions that contribute to this study such as deed and intentions, salary and transparency. The results show that there were moderate positive significant relationships between organizational commitments with all three dimensions. A moderate positive significant relationship also exists between transparency and salary. However, there is a very weak relationship between transparency with deed and intentions.

Based on the hypothesis testing, it showed that deed and intentions, salary and transparency are significantly related to the organizational commitment. Note that the adjusted R square is lower than the unadjusted R square (0.511). This is, in part, related to the number of variables in the equation. From Table 4, transparency becomes the most important dimension influence towards organizational learning, followed by salary and deed and intentions. It's consistent with the findings of earlier research which state that rewards (monetary and nonmonetary) were the most effective practices to reinforce organizational commitment [10]. However in contra, the work ethic dimension seemed does not significantly important among Canadian [21]. For third objectives, Table 5 and 6 show that IWE has a significant moderating role between two independent variables (namely deed and intentions and salary) toward the organizational commitment. However, IWE dimension is not mediator variable between transparency and organizational commitment.

The fourth objective of this research is to identify the differences between the demographic profile of respondents namely; (genders and age group) toward the organizational commitment. There was significance different between the genders and respondents' age with the organizational commitment. It supported finding by [22] that male tends to have higher scores on organizational commitment compared to female.

Direction for Future Investigation

There are limitations that should be considered with this research. Firstly, future studies should be considering the several elements of employees' background such as religion, race, culture or occupation. Secondly, the longitudinal studies should be practiced in order to gain the better avenue toward the organizational commitment with the different study setting. The finding might be different if the scope is to include more companies might pose different variable such as affective, continuance, normative, training, performance evaluation, retribution, promotion, tasks oriented values and people oriented. As there are relationships between variables, it is highly recommended that factor analysis is applied.

ACKNOWLEDGEMENT

The authors would like to thank Mr Zairi Ismael Rizman for his guidance and assistance in getting this paper published.

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