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**EXAMINING THE EFFECTS OF WORKING ENVIRONMENT,
LEADERSHIP STYLE AND JOB SATISFACTION ON
EMPLOYEE PERFORMANCE: ORGANIZATIONAL
COMMITMENT AS A MEDIATOR**

By

USHA RANI DHARMA DASS



UUM
Universiti Utara Malaysia

**Research Paper Submitted to
College of Business
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the
Master of Science (Management)**

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ABSTRACT

North Penang, Malaysia, is renowned as a premier hub for medical device manufacturing in Asia, where employee performance plays a pivotal role in maintaining competitiveness and achieving long-term success in the industry. Employee performance is shaped by several factors, including the working environment, leadership style, job satisfaction, and organizational commitment. This study aims to explore the impact of the working environment, leadership style, and job satisfaction on employee performance, with organizational commitment serving as a mediating factor. The study adopts a quantitative approach, surveying 458 respondents selected through convenience sampling. Data were collected using a survey method via Google Forms and analyzed with the Statistical Package for Social Sciences (SPSS) version 28. The results demonstrate that the working environment, leadership style, and job satisfaction significantly enhance employee performance. Furthermore, it was found that organizational commitment mediates the relationship between these independent variables and employee performance. The findings offer valuable insights for management in formulating strategies to boost employee performance and create a positive working environment conducive to high employee productivity. Effective leadership is essential for fostering employee growth and performance. Additionally, the study suggests that strong organizational commitment greatly enhances employee performance. Given the rapid growth of the medical device manufacturing industry, this research provides crucial insights for employees, management, scholars, and practitioners on the importance of the working environment, job satisfaction, leadership, and organizational commitment in driving employee performance.

Keywords: Job satisfaction, Working Environment, Leadership, Organizational Commitment, Employee Performance

ABSTRAK

Pulau Penang Utara, Malaysia dikenali sebagai pusat pengeluaran peranti perubatan tertinggi di Asia dan prestasi kakitangan memainkan peranan penting dalam mengekalkan daya saing dan kejayaan dalam jangka panjang dalam industri. Prestasi pekerja dipengaruhi oleh banyak faktor seperti kepuasan kerja, persekitaran kerja, kepimpinan, dan komitmen organisasi. Kajian ini bertujuan untuk menentukan kesan persekitaran kerja, kepimpinan dan kepuasan kerja terhadap prestasi pekerja dengan variabel perantara, komitmen organisasi. Kajian ini menggunakan pendekatan kuantitatif dengan 458 responden, sampel menggunakan sampel kemudahan, dan kaedah kajian melalui Google Forms sebagai alat penilaian. Data yang dikumpulkan telah dianalisis menggunakan Statistical Package for Social Science (SPSS) versi 28. Hasilnya menunjukkan bahawa persekitaran kerja, kepimpinan dan kepuasan kerja memberi kesan positif kepada prestasi pekerja. Selain itu, kajian menunjukkan bahawa komitmen organisasi kesan perantara hubungan antara variabel bebas dan variabel bergantung. Temuan ini memberikan wawasan kepada pengurusan untuk menubuhkan strategi untuk meningkatkan kepuasan kerja dan mewujudkan persekitaran kerja yang positif untuk menghasilkan pekerja berprestasi tinggi. Kepimpinan yang berkesan dalam pengurusan adalah penting dalam pertumbuhan prestasi pekerja. Temuan ini juga mencadangkan tahap komitmen organisasi yang tinggi akan meningkatkan prestasi pekerja. Mengikut pertumbuhan penggerak industri pembuatan peranti perubatan, kajian ini memberikan pemahaman kepada pekerja, pengurusan, sarjana, dan pakar-pakar tentang pentingnya persekitaran kerja, kepuasan pekerjaan, kepimpinan, dan komitmen organisasi untuk prestasi pekerja.

Kata Kunci: Kepuasan Kerja, Persekitaran Kerja, Kepimpinan, Komitmen Organisasi, Prestasi Pekerja

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the global era, organizations strive to maintain a competitive edge by continuously improving productivity and enhancing overall performance. As a result, the organization must concentrate on its employees, who are among the most important assets that improve an organization's success. An organization success or failure can be determined by its employee's performance in attaining the organization goals. According to Ly (2023) employee possessing understanding and high performance are crucial resources in backing the organization, enabling it to uphold the competitive power of an organization structure. Performance of employees measures how well an employee or a group within an organization accomplishes tasks and outcomes, which are determined by their duties (Mayasari, 2022). Employee performance could not be enhanced within short period, but it can be determined and grow for an extended duration and affected by a lot of variables. Performance is important in achieving an organization goal and it is supported by the excellence of the individual factors involved in the organization. When the employees in an organization perform with high potential, the productivity and efficiency of organization also increases (Wadia & Bisht, 2023).

Employee performance is referring to evaluating the outcomes produced by employees against established benchmark (Ronny, 2020). The performance of employees is essential for the success of the organization. Employee performance is not just an individual concern; it is a fundamental component of an organization's overall strength and success. This interaction between employee performance with organizational enhances the organization's ability to adapt to changes and challenges in the business

landscape (Soelton, 2023). Consequently, it is essential for each employee to clearly define their primary responsibilities and the specific expertise they must acquire, as to perform well to keep the organization success. An organization and the management plays and important role in employee performance. Employees tend to perform well when there is clear goal setting, transparency in expectation and positive collaboration between management and employees. This may help employees to ceaselessly move forward their performance, distinguish openings for development, and feel esteemed (Santi and Rahim, 2021). Effectiveness of employee's performance is not solely determined by their skills or experience but is deeply connected with employee's readiness and receptiveness to fulfil their responsibilities. In essence, the combination of enthusiasm and motivation within employees will not only enhances employee performance but also contributes to a more vibrant workplace culture.

Throughout and after the COVID-19 pandemic, remote work became a necessity rather than a choice for many employees to perform they task or duties. The shift to remote work during the pandemic led to an enhancement in perceived performance and dedication among employees (Kunze et al.,2020). Challenges posed by the pandemic created a shared experience among employees, encouraging commitment to their organizations. Many employees felt a heightened sense of responsibility to contribute to their organization. Managers believe that employees exhibit increased performance and efficiency in a remote work setting (Adrian et al., 2021). This productivity in employees can still be witnessed after the COVID-19 pandemic become a norm.

Working environment is the main factor influencing efficiency of employee performance. The interaction occur between employees and their surroundings is define as working environment. When there is low cost in terms of absenteeism, attrition, employees' compensation, and medical claims in a work environment, this is

considered healthy and enhancer in employee performance. Working environment is consider positive when there is open communication, collaboration, and mutual respect among employees. When employees feel comfortable sharing ideas and feedback, it leads to greater innovation and problem-solving capabilities. This will enhance employee performance. When working in a nice, safe, and comfortable workplace, people tend to be highly motivated. Employee performance is impacted by their working environment (Mangkunegara, 2020).

The leadership style is an additional factor that impacts the performance of employees as they have ability to influence employees directly or indirectly through their action and motivation. Core values of an organization is practiced through leadership and a strong leadership plays a crucial role in emphasizing the core value into the employees. Effective leadership shows respect for each employee's qualities and build enthusiasm within employees. The enthusiasm directly influences the employee by igniting the spark of essential ability within them and creating an environment where creativity and success flourish in the organization (Bilginoglu and Yozgat, 2021). Leadership style promotes respect, friendship and sincerity relationship among the employees. Effective leadership has the potential to enhance the performance levels of employees (Siti Nur Aishah, 2020).

Job satisfaction plays a crucial role in improving employee happiness and increases the productivity within the employee. The satisfaction of employees with their roles and happiness will ensure they are focused, passionate committed, empowered to achieve their KPI's, which also lead to organization productivity. Job satisfaction influences positive mental health and employee morale as employees tend to perform better and contribute more strengths towards the organization goal. Hee et al., (2019) emphasized

the significance of job satisfaction among employees as a crucial factor contributing to the success of an organization.

Organizational commitment promotes numerous positive outcomes for both employees and the organization (Kurniasari et al., 2018). A strong commitment to employee development is crucial for an organization, as it fosters a dedicated network that enhances overall employee performance. Organizational commitment is a term often used to describe the psychological bond that an employee forms with their workplace. The relationship between an employee and the organization is significant, as it impacts the employee's commitment and enthusiasm in striving to accomplish the organization's goals (Linggiello et al., 2021).

A relationship between organizational commitment and employee performance, indicating that employees who are dedicated to achieving organizational objectives tend to perform at a higher level (Azmy, 2022). Enhancing organizational culture and employee performance can be achieved with a mediator variable which is organizational commitment as there is study has revealed that high organizational commitment mediates a significant impact in improving the employees' performance (Loan, 2020).

The findings of this study suggest that organizational commitment plays a mediating role in the relationship between the working environment, leadership style, job satisfaction, and employee performance. This study examines how organizational commitment affects employee performance in relation to the working environment, leadership style, and job satisfaction within an organization. The goal is to investigate the connection between organizational commitment and its ability to improve employee performance.

1.2 Problem Statement

There is a limited amount of research that examines organizational commitment as a mediating factor that significantly affects the working environment, leadership style, and job satisfaction, ultimately influencing employee performance. Organization consists of a group of members cooperatively performing towards a shared goal and value of the organization. According to Culibrk et al., (2018) organizational commitment represents an employee's dedication to the organization, demonstrating loyalty that contributes to its ongoing success and advancement. Enhancing this characteristic can foster a favourable impact on the working atmosphere, managerial style, and employee satisfaction, ultimately affecting their performance. Human resource management is the driving force of an organization as the employee performance effectiveness and efficiency is managed and support by the management. Employees who recognize their job importance shows intensified levels of commitment and a more optimistic mindset toward the job. This indicates positive relation between organizational commitment and job purpose (Jung & Yoon, 2016). This is most related to what an organization brings to the employee. According to Oetomo and Budiyo (2020) if compensation and benefit for employee is managed poorly by the organization, employee motivation to perform their job will reduce due to decreased job satisfaction. Well organized organization with good working environment enhance employee to have positive and healthy mental condition to perform well in their job. An environment that is consistently providing employee with information required for competent performance and rewarding them for their performance is example of commitment by the organization to towards the employees.

According to Mohammed Inuwa and Abdullahi Muhammad (2016) job satisfaction has impact positively towards employee's performance. Organization commitment in terms

of benefits, company policies and relationships with employees have impact towards job satisfaction within employee. Appreciation and rewards can cultivate right behavior and satisfaction in employees and outcomes towards the organization productivity (Wibowo, 2016)). According to Ezeanyim, Ekene and Ajakpo (2019) managers which is part of an organization should create a favourable working environment to enhance the performance of employees. Whenever there is decrease of satisfaction in job within employee, the employee's performance will be impacted, and they tend to leave the organization. Further research is needed to explore the connection between job satisfaction and organizational commitment, as these factors significantly impact employee performance outcomes. For example, a study by Harrison, Newman, and Roth (2006) indicated that integrating job satisfaction and organizational commitment could provide deeper insights into employee attitudes related to performance.

The employee performance is achievable when there is existence of appropriate action plans by the leaders in the organization. According to Asbari et al., (2020) a leader's performance and understanding of the employee needs will influence employee motivation to perform. An organization is dedicated to ensuring that its leadership is fully informed about the well-being of its employees and is consistently responsive to any necessary planning and development aimed at enhancing employee performance. Research conducted by Elisiana et al., (2016) highlights the organization's commitment to bridging the gap between leaders and employees, acknowledging the significant influence that leadership exerts on employee performance. Transformational leadership style is recognized as the most effective precursor to affective organizational commitment (Islam et al., 2018). Leadership style should aim to boost employee motivation, involvement, and performance, meeting the requirements of both the organization and its workforce (Jiatong et al., 2022).

This study delves into the impact of working environment, leadership style, and job satisfaction on employee performance, building upon previous discussions on limitations. Additionally, it seeks to explore how organizational commitment acts as a mediator in the correlation between these factors and employee performance.

Employee performance refers to the degree to which employee successfully meets their job responsibilities and executes their duties efficiently and effectively. Effective employee performance plays a crucial role in enabling corporations to reach their organizational objectives more efficiently, whereas inadequate employee performance can lead to significant losses for the organization. When employees operate at peak performance, they drive increased productivity, elevate the quality of their work, and boost customer satisfaction.

Penang's medical device industry in Malaysia is undergoing major growth, with improvements of technologies. North Penang is a significant hub for the medical device industry compared to South Penang. Medical device industry may encounter significant obstacles in maintaining accessibility and affordability in their services when there is tremendous growth is on-going. This industry must undergo transformation and enhance their operational efficiency. Therefore, it is essential to explore factors that may enhance employee performance. Thus, employee of medical device companies in North Penang, Malaysia is chosen for this study as considering their performance mainly influences the success of the medical device sector.

1.3 Research Question

This research tried to answer these questions:

1. Does working environment have relationship with employee's performance?

2. Does leadership style have relationship with employee's performance?
3. Does job satisfaction have relationship with employee's performance?
4. Does organizational commitment have relationship with employee's performance?
5. Does organizational commitment a mediating factor in the relationship between working environment and employee performance?
6. Does organizational commitment a mediating factor in the relationship between leadership style and employee performance?
7. Does organizational commitment a mediating factor in the relationship between job satisfaction and employee performance?

1.4 Research Objectives

Primary aim of the study was to investigate how the working environment, leadership style, and job satisfaction impact employee performance. Furthermore, organizational commitment is acknowledged as the mediating variable to investigating the potential relationships between the working environment, leadership style, job satisfaction with employee performance, ultimately resulting in improved employee performance. The specific objectives of this study were:

1. To examine the relationship between working environment and employee performance.
2. To examine the relationship between leadership style and employee performance.
3. To examine the relationship between job satisfaction and employee performance.

4. To examine the relationship between organizational commitment and employee performance.
5. To examine the mediating role of organizational commitment in the relationship between working environment and employee performance.
6. To examine the mediating role of organizational commitment in the relationship between leadership style and employee performance.
7. To examine the mediating role of organizational commitment in the relationship between job satisfaction and employee performance.

1.5 Scope of the Study

According to Anwar & Abdullah (2021), the success of an organization's performance is not achieved autonomously; rather, it is a result of the collective efforts of individuals and the consequences of their actions. Employees performance emphasizes employee satisfaction, whereby how an organizational environment influences the feeling within the employee to perform their task successfully. This study focuses on the relationship between organizational commitment and employee performance, highlighting the significant impact that high employee performance has on an organization's overall success. This research examines four key factors that influence employee performance: working environment, leadership style, job satisfaction, and organizational commitment serving as a mediator. The emphasis was placed on these four constructs as they are recognized as key components influencing employee performance.

The study included employees from different medical device companies in Northern Penang, Malaysia, who were the focus of the study due to their crucial role in the organization's success. The study focuses on analyzing employee performance as the

dependent variable. Previous research has demonstrated that employee performance is significantly influenced by factors such as the working environment, leadership style, job satisfaction, and organizational commitment. The study delved into the significance of the work environment, leadership approach, job satisfaction, and organizational commitment in improving employee performance, as well as the potential direct relationship between these variables and employee performance. The argument was strengthened by introducing organizational commitment as a mediating variable through this study. The study utilized framework to conduct a more in-depth investigation into how employee performance can be improved through presence of working environment, job satisfaction, and leadership style. The research seeks to illustrate the connections between working environment, leadership style, and job satisfaction, and how these factors influence organizational commitment, ultimately enhancing employee performance.

This study examined the connections among the working environment, leadership style, and job satisfaction. Additionally, it investigated the correlation between organizational commitment and employee performance. The study highlights the significant role of organizational commitment in mediating the relationships between i) the working environment and employee performance, ii) leadership style and employee performance, and iii) job satisfaction and employee performance. The study is based on quantitative methodology, with surveys being employed as the main approach for gathering data. Questionnaire used for data collection. The study utilized a non-probability sampling strategy, utilizing the convenience sampling method for greater ease and accessibility in selecting participants as it is easy to be access by researcher in conditions where other participants of interest can't be reach (Etikan, Musa and Alkassim, 2016). The focus of this research is individuals employed in the medical

device manufacturing industry, and the questionnaires were issued to employees in North Penang, Malaysia. Studying employee performance enables medical companies to pinpoint strengths and weaknesses among their employees. This insight facilitates the customization of organization efforts towards employee performance and leads to improved patient outcomes.

1.6 Significance of Study

This research has investigated the impact of independent factors, including the working environment, leadership style, and job satisfaction, on employee performance within the private sector. This research also examines how organizational commitment mediates the relationships between the working environment, leadership style, job satisfaction, and employee performance. This study delves into the understanding and clarity obtained by the researcher on how organizational commitment variable can be effective as a fundamental interactive limit shaped by the working environment, leadership style, and job satisfaction, all which impact employee performance. A sense of responsibility to maintain his/her relationship in the organization and be a part of it is what organizational commitment is all about (Darman, 2015).

Beside this study has also provided view of the effectiveness of organizational commitment variable towards performance within employees. The organizational commitment variable is considered to act as complete mediation and partial mediation in this research, as the mediating variable serves to link the independent variables with the dependent variable. According to Purna, Minarsih and Hasiholan (2018) employees' steadfast dedication to the organization's goals and objectives, as well as their enduring loyalty to the organization, exemplify organizational commitment. There are few studies conducted by Ahmad, Othman and Mad Lazim (2014); (Slattery & Rajan

Selvarajan, 2005), that identified organizational commitment significantly contributes to enhancing job satisfaction in a positive way. The study has evaluated the impact of the independent variables: working environment, leadership style, and job satisfaction on the dependent variable, employee performance. Additionally, the effectiveness of the relationships between the independent variables and the dependent variable, in the presence of the mediating variable, organization commitment, has been examined. This study has magnificent worth for an organization as can assist the management team and leaders to design a unified and broad structure system with strong commitment to enhance employee performance.

1.6 Organization of the Study

The Chapter One provides a concise overview of the study's background followed by the problem statement. Furthermore, it outlines the research inquiries, research objectives, the scope, and the significance of the study. The variables of the study were determined and detailed: dependent variable (employee performance), independent variables (working environment, leadership style, job satisfaction) and mediator (organizational commitment). Chapter Two delves into the literature review pertaining to the study's scope. This chapter provides a review of the literature and previous research pertinent to the study's subject matter. Literature review exists related to dependent variable, independent variables and mediating variables. Chapter Three relates about research methodology applied in the study. The components examined in research methodology include the research design, sample size and population, research tools, methods of data collection, and statistical techniques. The results of the investigation into the collected data regarding the research issue at hand are detailed in Chapter Four. The results gained by using analysis technique and finding that support the study were discussed in this chapter. The statistical findings were analyzed, and the

implications of the results were deliberated upon in the concluding section of the chapter. Chapter Five examines the analysis of the research results outlined in Chapter Four. Past investigation and discoveries were compared to the findings concluded in this study. The theoretical and managerial implication is discussed in this chapter. The limitation the researcher observed while doing the study is also discussed in this chapter. The chapter also disclosed various recommendations for additional research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Overview and synthesis of pertinent literature pertaining to all the variables examined in this study were discussed in this chapter. This has been achieved by analyzing previous studies conducted by numerous authors. The first section of the literature is structured based on the dependent variable, which is employee performance. The subsequent stage entailed providing an explanation regarding the independent variables, which include working environment, leadership style, and job satisfaction, as well as the mediating variable, organizational commitment.

2.2 Employee Performance

The employee's impact on the organization is determined by their performance (Schmidt & Jackson, 2005). According to Price, (2001) in his finding, employee performance refers to the essential direction given by an employee when fulfilling their duties as the effectiveness of employee orientation on their performance for better result. Output of the effective employee performance is measured throughout specified timeline against the organization value and goals. Effective achievement of established objectives within a designated period, executed with accuracy is defined as employee performance (Sultana, Afshan & Irum, Sobia & Ahmed, Kamran & Nasir, 2012). There are several circumstances have been researched in the literature regarding their influence on employee performance. Environmental or firm factors which are management reinforce, training values, organizational environment, and environmental vitality influence employee performance (Bapna, Langer, Mehra, Gopal, and Gupta,

2013). This study has concluded management reinforce have positive relationship towards employee commitment and create proactiveness within them. Training in an organization could improve employee knowledge and skills than enhance their job performance. Employees have the capacity to solve problems and overcome challenges related to their job when they have on-going improvement in knowledge and skills through training (Armstrong, 2012). Environment that is dynamic have tendency to develop employees as there is always demand on their jobs that influence their performance (Crant, 2000). Dynamic environments consist of environment that have elements that enhance changes, development and adaptation towards new conditions, opportunities for improvement, and demands for productivity.

Communication is important in an organization as it gives clarity to employees on the organization goal, objective, and values. This communication is considering an important job-related factor that can influence employee performance (Armstrong, 2012). Productivity and efficiency of employees in an organization can be influenced by effective communication. Relationships between employees in similar section or different section in the organization can be strengthen as the working environment has good communication base. Employees with motivation, flexibility for adaptation and committed are more likely to have higher performance. Employees with adaptability towards challenging workplace, job needs and variable situation in organization tend to have positive effect towards their performance (Pulakos, Schmitt, Dorsey, Hedge, & Borman, 2002). Organization plays an important element in strengthening employee motivation as this will increase their employee performance. Employees are likely to show higher emotional commitment to their organization when they perceive that the organization demonstrates positive behavior towards them (Chen & Francesco, 2003). Emotional commitment can lead to increase of performance level.

There are some factors within organization that effect employee performance negatively whereby employees unable to perform their job as required and not able to meet the objective set by the organization. Job satisfaction in low level have become an issue in employee performance. Organization environment can affect job satisfaction within employee. According to Kirilo, Abe, de Lima, Machi Lozano, Nogueira, de Oliveira, & Nakamatsu, (2018) organizational work life quality is related to satisfaction and emotion of employees and have direct relationship with organizational environment. There is study showed that working environment elements like proper workstation and social support can impact job satisfaction directly (Sell and Cleal, 2011), which can influence employee performance. Working environment that does not support employees to perform can be an issue for employee performance and organization productivity. Unhealthy working environment that is not appropriate and favorable for employee to perform their task could create stressful work issue and impact to employee competencies (Anjum et al., 2018). Dissatisfaction of employees towards the working environment could trigger them to turn over from an organization goal, value, and policies (Surinder & Jain, 2014). Leadership style could impact negatively on employee level of performance when it does not foster encouragement and healthy working environment. An organization with poor leadership tends to have adverse effects like increased turnover rates, poor employee retention, and decreased profitability (Abdulrahman & Taqi Addin, 2020).

Medical device retention is very critical globally as medical device industry growth is influenced by the employee with various talents in manufacturing, research, designing, regulatory and procurement. Retaining employees is important to the sector's prosperity and business's needs. Thus, future development of medical device depends on successful development hinges on the performance of the employees. In the absence of

a positive working environment, strong leadership, and job satisfaction within an organization, employee performance is likely to suffer. Performance-turnover relationship is influenced by organizational factors as well.

2.3 Working Environment

2.3.1 Overview and Definition of Working Environment

Working environment is defined as a place whereby an employee performs his or her activity to meet the organization goals and objectives. According to Render and Heizer (2001) working environment is classified as the physical environment that can influence an employee performance, safety, and value. Working environment supports safety and set a limit for employees to perform their job optimally. Thus, working environment can influence the outcome of employee feelings and performance. Working environment correspond to settings of place an employee work and the deliverable of the job functions (Ajala, 2011). Working environment can also defined as immediate surroundings whereby employees perform their daily responsibilities, and it is crucial element to determine the effectiveness of the outcome (Saidi, Nur Shifaa Athirah, Florianna Lendai Michael et al., 2019). According to Marshall, Mottier, & Lewis (2015) working environment could manipulate employee emotion and satisfaction in job. Study initiated by Afrizal (2012) have few elements that influence employee feelings partially or concurrently and working environment is one of the elements. In the other end, a study conducted on teacher performance indicate working environment as enhancer for teacher performance (Novitasari, Wahyudin, & Setiyani, 2012). Every organization has its own value which shape its working environment and usually determines a standard that employees mostly adhere to (Mrudul, 2020). Working

environment has the potential to be helpful not only for employee but also for the organizational.

Employee behavior, physiology, and psychology are all impacted by their working environment. According to Chandrasekar (2011) favorable working environment that is fit, adapting, and positive improves the physical and mental capabilities of employees during the execution of their daily responsibilities. Additionally, study conducted to define that an unfitting and negative working environment could create stress and impact on employees' competencies (Anjum et al., 2010). If the working environment is perceived by employees is depressing, the employees than tend to experience stress. Ergonomics concern in working environment can also be an issue creating stress within employees (Ida Festervoll, 2020). According to Leblebici (2012) talented employees can be recruit and retain in an organization when the working environment is conducive to productivity.

2.3.2 The Relationship Between Working Environment and Employee Performance

Centred on (Sauter, Lim, & Murphy 1996) working environment can be positive when the organization pay attention in increasing employee's well-being and combining it with organization. Working environment can positively or negatively influence employee performance and productivity (Diamantidis and Chatzoglou, 2012). The interaction of employees with their working environment can influence the rate of mistake from their performance, level of revolution and relationship with the other employees (Al Anzi, 2009). Working environment can reduce productivity malfunctions in an organization by cultivating training and development for employee performance. Performance of employees can be low when the demand of productivity

in the organization is high, and the current working environment does not support them in meeting expectations (Foldspang, Mark, Hjorth, Langholz-Carstensen et al., 2014). The organizational performance is influenced by the working environment in which employees operate (Taiko, 2010). The working environment is the environment that is created for employee to work together and achieve results (Donley, 2021). According to Brenner (2004) working environment must be designed to achieve employee needs whereby there is freedom to voice ideas that motivate employee performance. Thus, comfortable working environment improves employees' focus at work, and these settings increase employee performance. Working environment consists of elements such as manager support, healthy working relationship with team, focus on training and development than can enhance employee performance. (Awang & Tahir 2015). According to the argument above, the following hypothesis is proposed:

H1: There is a significant relationship between working environment and employee performance.

2.4 Leadership Style

2.4.1 Overview and Definition of Leadership Style

Daft (2005) defines leadership as the relationship between leaders and the groups that follow them. Both parties influence each other to deliver outcome that reflect shared objectives. Leadership style is characterized by the way leaders engage with their followers, it is not a trait that an individual is born with (Northouse, 2007). When an individual implements a process to influence others to understand, align with the shared value and able to obtain agreement to execute a task appropriately, the process is defined as leadership (Yukl, 2010). Pattern of interaction between leaders and followers is defined as leadership style (Miller, Walker, & Drummond, 2002). The superiors and

managers can extensively affect employee's emotion and motivation through their leadership style (Halepota, 2005). In an organization, employee's effort is vital for a business success, and this is communicated by the leader to them. Based by Walumbwa, Avolio, Gardner, Wernsing, & Peterson (2008) process that is applied by a leader with multiple factors of transparency and internalized moral values, balanced information, self-awareness is defined as effective leadership. There are studies conducted prove an employee tends to engage well with the organization value and goals when the leaders are encouraging studies (Wallace and Trinkka, 2009). There are few types of leadership style is practiced in current era and it is a genuine and encouraging leadership style is believed to enhance employee engagement in their work and enhance their satisfaction and enthusiasm (Schneider, Macey, & Barbera, (2009).

According to Anderson, Plotnikoff, Raine, & Barrett (2005) health-promoting leadership is defined as combination of individual quality and organization traits. Therefore, leadership is not limited to manager or superior but involves the whole organization. Another study also witnesses the same statement as successful leadership should be existent throughout the whole organization as it promotes pace to the work and allows positive workforce (Bennis, 1991). Leadership style is important to drive a sense of direction to their followers, to stimulate teamwork and encourage followers to work as a team and to be able to voice out their ideas and concern (Vallely, 1993). Another study conducted defined transformational leadership style can increase followers' consciousness and inspire them to act and excel by inspiring them to give their utmost effort willingly (Luthans, 2005).

2.4.2 The Relationship between Leadership Style and Employee Performance

When each employee in an organization is influenced by the leader to contribute all the skill, talent, right attitude, and behaviour towards the organization, their performance can be witnessed in higher level. Based on Maharani, Troena, & Noermijati (2013) the transformational leadership approach can impact employee performance by tapping into their emotions. There is a study conducted towards the consequence of leadership style on employee performance, and the t-value obtained in the study is 2.185 with a significance level < 0.05 (Pawirosumarto, Katidjan, & Muchtar, 2016). Therefore, when the level of leadership style guiding and heading is high in an organization it will directly enhance the employee performance to high level too.

The way leadership is exercised profoundly influences employee performance as the focus of the leader on their employee well-being and influences moral values in employees to achieve the organization goals. An organization that is lead by a leader who concerned towards the development of the employees to be a potential source for the success of the organization creates high level of employee performance (Soomro & Shah, 2019). According to Verba (2015) elements such as innovation, teamwork, creativity, and engagement lead to improvement in employee performance and main force for the effectiveness of the elements is leadership. There is research conducted by Sakiru, Enoho, Kareem, & Abdullahi (2013) concluded there is a solid connection between employee performance with leadership style and emotional intelligence.

H2: There is a significant relationship between leadership style and employee performance

2.5 Job Satisfaction

2.5.1 Overview and Definition of Job Satisfaction

Job satisfaction is a feeling of fulfilment, and it can be experienced by employee when he or she have fulfilled the expectation of the task assigned. According to Wijaya, (2019) an effective or emotions of employee towards different parts of task is define as job satisfaction. Job satisfaction can be view as positive element in an organization as the workforce which consists of employees are built with a sense of value in completing their required work. Productivity of employees are enhanced when there is satisfaction within them, and they tend to remain loyal and extend their tenure with the company (Nath Gangai & Agrawal, 2015). Degree to which an employee feels pleased with their work is refer as job satisfaction (Furnham, Eracleou, & Chamorro-Premuzi, 2009). According to Robbins (2006) job satisfaction is act that is common develop within employee when acknowledgement with awards and achievement are given. When an employee achieves targeted result of the work experience, he newly explored or given, the level of satisfaction resulted from this achievement is consider job satisfaction (Colquitt, LePine and Wesson 2017).

Researcher belief that jobs satisfaction can influence productivity, commitment within employee, turnover and retention (Eslami & Gharakhani, 2012). Employee with higher level of satisfaction generally influence an organization success and low level of job satisfaction could cause destruction (Galup, Klien and Jiang, 2008). According to Rashid, Wani &Kumar (2013) there is two' principles that works together: job satisfaction and motivation and contribute success of any organization and its employees. Therefore, when an employee is encouraged and committed towards his or her job, the employee tends to be more satisfied in the job. Employees put forth their

best efforts and play a crucial role in achieving the organization's objectives and values. Satisfied employees tend to have a positive outlook on their organization, often speaking highly of it, collaborating effectively, and exceeding performance expectations as a team (Robbins, 2011). Job satisfaction is evident both during work hours and outside of work, and it can also be a blend of the two (Hasibuan, 2013).

Each employee will demonstrate different level of satisfaction when a structure of standard is applied to him. The differences occur as the nature of difference in each employee. When the aspect of job applied to the employee fit the employee desire, the level of satisfaction is high and as the job satisfaction is reflected, the employee will go beyond his or her ability to give the best result towards the work. When an organization gives attention towards employee job satisfaction, the productivity of the organization is higher as employees tend to be in full force of productivity (Nawawi, 2008). An appraisal of an employee job and experience gain from the job is a result of positive emotional called job satisfaction (Valentine, Godkin, Fleischman, & Kidwell, R.2011).

2.5.2 The Relationship Between Job Satisfaction and Employee Performance

Referring to Bailey, Madden, Alfes, Shantz, and Soane, (2017) contented employees are inclined to succeed by closely following job requirements, aligning with organizational goals, and increasing their productivity. Employees happiness through job satisfaction influences positive mental health and sustains the employee's performance as there is no room for stress or burnout. There is study explore the direct impact of job satisfaction on performance of employee in a timber processing industry in East Java and reported 0.003(R Square) (Koesmono, 2005). According to Kurniawan, Qomariah, & Winahyu, (2019) job satisfaction of employee at PTPN XII Kebun Glantang, Nusantara demonstrated substantial impact towards employee

performance. Studied executed in PT Sun Star Motor Negara, Bali indicated a clear link between job satisfaction and employee performance (Saputra, Bagia1, & Yulianthini, 2016).

H3: There is a significant relationship between job satisfaction and employee performance.

2.6 Organizational Commitment

2.6.1 Overview and Definition of Organizational Commitment

According to Nobarieidishe, Chamanifard, and Nikpour, (2014) the relation degree of appreciation by the organization and contribution within the organization is outlines as organizational commitment. Attachment, identification, or loyalty of employees towards organization is define as commitment (Singh and Gupta, 2015). Employees acceptance towards work relations and their emotions to be follower of the organization is considered as commitment (Allen & Meyer, 1990). Organizational commitment arises from the interactions between employees and the organization, shaped by the employees' perceptions of their environment. Emotional commitment of the employees presents when the organization their working is effective and high in knowledge sharing is known as organizational commitment (Hoof and Rider, 2004).

Organizational commitment is also vital in leaders or managers in an organization. Leaders tend to be committed and engaged with the organization goals and objective as priority, and not showing more interest in self-achievement (Chong & Eggleton 2007). Leader introducing this positive behaviours and practice may influence employees to follow in their daily job practice and enhance their commitment as well. Employees and organization may achieve favourable outcomes when there is importance given to

organizational commitment (Chiu and Ng, 2015). The outcome occurs from employee recognition with and connection to an organization's goals and importance due to motivation provided by the organization is define as organizational commitment (Srithongrung, 2011).

2.6.2 The Relationship between Organizational Commitment with Employee Performance

Organizational commitment encourages employees to invest in the relationship's growth and development of the organization. It motivates employees to set shared goals, celebrate achievements of the organization, and support each other in respective endeavours (Alkhatib et al., 2022). It has been posited in the research that employees acknowledge their responsibility for the expectations and objectives of the organization in which they are employed, necessitating their commitment to these goals. There is positive and important relationship of employees feeling towards organizational commitment, and the organization commitment effect on the performance of the employees (Purwanto et al., (2022). Employee assurance is essential as part of the organizational commitment because it is often significant in key aspects of how the organization perform (Cuskelly & Boag, 2001). This is aligned with another study whereby the argument is that organizational commitment is a result of how the principles in the organization (Manetje and Martins, 2009).

In an organization, employees with same mindset whereby they have high level of agreements each other, consistency in behaviours and their loyalty leads to high organizational commitment and low turnover (Robbins, 2005). Therefore, a dedicated employee and high level of employee performance is an organizational commitment asset.

H4: There is a significant relationship between organizational commitment and employee performance.

2.6.3 Organizational Commitment as Mediator

According to study conducted by Hemdi and Nasuridin (2006) organizational commitment through employee trust and management of human resource is mediating effect for employee's performance through job satisfaction and fruitful working environment. Employees who demonstrate a strong commitment to the organization are likely to remain with the organization (Mehrez and Bakri, 2019). Working environment that is enhanced with training management by the organizational commitment increase the employee performance (Yoo and Park, 2007) and ability of the organization to be competitive in business (Colbert, 2004). Working environment that makes employees feels compensated fairly through salary and benefits from the organization tend to perform well. One can observe the significant role of organizational commitment in the connection between the working environment and employee performance as the organizational commitment display a mediator function (Rubel & Kee, 2015). According to Hess, Jepsen, and Dries (2012) organizational commitment high when the organization is observed to help in employee's performance through providing working environment with positive benefits in career management.

According to Wells and Peachey (2011) organizational commitment may serve as a mediating factor between employee turnover and leadership style. Turnover rates in an organization are high when there is low job satisfaction and employee does not perform as there is not supporting leaders' commitment. Thus, the researcher proposed that future research should consider organizational commitment as function of mediating variable, to further explore the connection relating leadership style, job satisfaction, and

turnover intentions. The approach to leadership can significantly impact employee behaviour, while organizational commitment plays a crucial role in enhancing employee performance, thereby establishing a link between leadership and employee performance (Ying & Ahmad, 2009). Leadership style and organizational commitment relation can positively influence employee performance (Wang, 2016). According to Yeh & Hong (2012) there is partially influences by organizational commitment in the correlation between leadership style and employee performance. Organization commitment in employee's management is important for employees to be part of the success of the organization as they tend to perform in full force towards the organization strategy (Kotze and Neil, 2020).

According to Wayoi et al., (2021) emphasizing job satisfaction is crucial for enhancing organizational commitment to employee performance. Employees provide better solutions for the organization goals and objective by performance when they feel the organization commitment towards them is efficient (Boshoff & Allen, 2000; Yavas & Karatepe, Avci, & Tekinkus, 2003). According to Sahinidis and Bouris (2008) employees who recognized the potential for job satisfaction and received support from the organization's commitment tend to achieve superior performance levels. There is substantial research evidence indicating that organizational commitment acts as a mediating factor (Cropanzano, Rupp, & Byrne, 2003). When there is job satisfaction and good working environment, employee committed towards the organization and perform with high motivation to produce positive organizational results (Mir & Rainayee, 2015). It can be inferred that organizational commitment serves as a mediator in the relationship between job satisfaction and employee performance. Experimental studies such as Vandenberg & Tremblay, (2008); Rizqi, (2015); Kantor, (2013) & Si & Li, (2012) have confirmed that the connection between job satisfaction, benefits, and

employee performance is influenced by organizational commitment, and tends to decrease employee turnover intention.

H5: Organizational commitment mediates relationships between working environment and employee performance.

H6: Organizational commitment mediates relationships between leadership style and employee performance.

H7: Organizational commitment significantly mediates relationships between job satisfaction and employee performance.

2.7 Research Framework

Elements of working environment, leadership style and job satisfaction influence in employee performance in medical device manufacturing in North Penang, Malaysia were studied in this study. Exploration of relationships between working environment, leadership style and job satisfaction with organizational commitment and in turn how the relations reflect the employee performance in the organization is studied as well.

Independent Variable

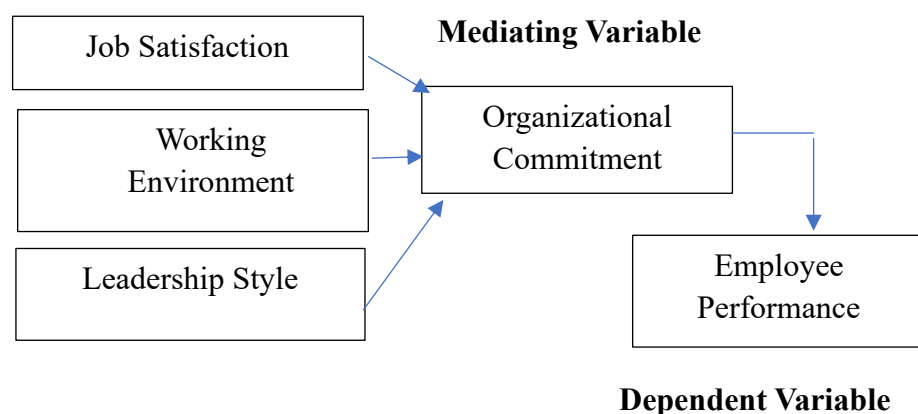


Figure 2.1
Research Framework

2.8 Chapter Summary

The literature review of all the variables, theoretical framework, and the identification of the hypothesis were address in this portion. The literature review of independent variables, dependent variable and the mediator variable further explored to provide more support and information for the intent of this study. Performance of employees within an organization is predominantly affected by main organizational factors: working environment, leadership style and job satisfaction. Organizational commitment acts as a vital connection that can affect employee performance by relating with the organizational factors in summary.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section has outlined the methodology utilized in this study. The aim of this section is to achieve the research objectives and establish a groundwork for addressing the research questions. It covers the research design, population selection, sample size, the target of study, sampling strategy, questionnaire design, and scale used. Furthermore, a detailed explanation of the statistical analysis method employed to test the research hypothesis will be provided.

3.2 Research Design

The research design involves the systematic arrangement of guidelines for gathering data and evaluating information in a way that integrates the research goal with appropriate methodology (Harish, 2021). The research design encompasses the plan, framework, tactics, and analysis utilized to address the research question and manage variables. The purpose of the design of research is to confirm that the evidence acquired supports successfully to tackle the research problem rationally and clearly. A research design may also test a hypothesis whereby the study focuses on investigating the correlation between the variables under examination. The expected association between two or more variables specified in the hypothesis needs to be quantifiable and regulable. The purpose of this study is to pinpoint the elements that influence the performance of employees in medical device manufacturing companies in North Penang, Malaysia. The correlational method is applied in this study as it includes the relationship between dependent variable and independent variables, and it reflects the strength and direction of the relationships. The method of correlation able to define the direction can be either

positive or negative (Esser & Vliegenthart, 2017). The correlation method can ensure the defined five objectives in this study were met.

This research uses hypothesis testing whereby the composition of the identified variables and roles will be tested empirically. The relationship between employee performance, organizational commitment, working environment, leadership style, and job satisfaction is examined through hypothesis testing. Positivism philosophies were emphasized in this study as the empirical evidence through observation and testing were given importance. This study utilizes a quantitative research design to assess the connections between variables and hypotheses. The quantitative approach employed in this research design is rooted in statistical analysis, encompassing hypothesis testing and the use of questionnaires with predetermined response categories (Slevitch, 2011). The primary aim of the quantitative design is accumulating numerical information and categorizing it based on specific segments of the population or to elucidate a particular phenomenon (Babbie, 2010).

The aim of the quantitative design in this study is to construct statistical models of how working environment, leadership style and job satisfaction relates to employee performance while organizational commitment serves as a mediator. This study utilizes descriptive research methods as the objective to answer mainly descriptive questions (Creswell, 2014). This research will employ a descriptive-correlational approach as a hybrid model to address both descriptive inquiries and questions regarding relationships. According to de Vaus (2013) application of survey design can be used in descriptive design. Thus, in this study a survey design applied to response research questions that include explaining and viewing for relationships between variables.

3.3 Population, Sample, and Unit of Analysis

According to Hulley, Cummings, Browner, Grady & Newman, (2013) a complete set of people with identified attributes is defined as population. In research, the entire set of society, phenomena, or targets of significances that the researcher desire to explore is known as population (Sekaran, 2003). Derive from the definition provided above, this study's population is all employee serving in secondary sector (medical device manufacturing) in North Penang, Malaysia. Penang is recognized as house of top global medical device companies. Medical devices manufacturing in Penang consists large concentration of companies in product classes of surgical instruments, disposables, and therapeutics. These companies generate high income job and growth in economics of the state. The role of the employee is vital in attaining productivity and success of an organization or firms. Employees from medical device manufacturing firms/organization in North Penang were selected as the target population.

According to Alreck & Settle (1995) the sample is determined as the subset of the population from which respondents will be selected to participate in the survey. A sizable population sample that is statistically significant and sufficient to address the research inquiry will be considered as a good sample (Browner, Newman, Cumming & Hully, 1988). Referring to Memon et al., (2020) there are few guidelines were suggested for sample size selection and guidelines referred mention a sample size that is less than 500 is suitable for behavioural studies. The variables in this study are components of behavioural studies. Thus, 500 respondents have been set as the size of the sample for obtaining accurate estimates of the targeted population above 100000. The target for the study will be the employee working in medical device manufacturing companies. This indicates that the data from each respondent is examined individually, and the source of data which is the answer of each employee were handled as separately.

3.4 Sampling Size and Technique

According to Elfil and Negida, (2017) sample selected centred on the subjective assessment of the researcher is define as non-probability sampling. Participant of the target population that meet certain reasonable measures whereby there are easy to be assessed, available to participate at a given period, or there is no restriction to participate for the purpose if study is define as convenience sampling (Dörnyei, 2017). Given from above definition, a particular form of non-probability sampling, convenience sampling is employed for this study. Convenience sampling is used in the study, as access to the relevant target populations is easy. This sampling is good fit for the study as hypotheses being tested in detail. Data are collected accessibly from employees from medical device manufacturing companies in Northern Penang, Malaysia.

3.5 Questionnaire Development

The questionnaire comprised six sections question and controlled the targets.

Explanations of six sections is presented in Table 3.1.

Table 3.1

The Questionnaire Structure

Questionnaire Structure	Descriptions
Section A	Information of respondent for elements that include gender. job level, type of medical device company and length of service.
Section B	Contains of five questions assessing independent variable of working environment
Section C	Contains of five questions assessing independent variable of leadership style.

Table 3.1 (continued)

Section D	Contains of five questions assessing independent variable of job satisfaction.
Section E	Contains of three questions assessing mediating variable of organizational commitment.
Section F	Contains of five questions assessing dependent variable of employee performance

Section B till Section F utilized Five -point Likert scale to rate all the details. The aim of applying the Likert scale in the study is to understand about the feelings/awarenesses of respondents related with single ‘dormant’ variable (experience of interest). For the working environment, five items were adapted from Edgar & Geare (2005). Leadership was assessed using three items employed in the study of Hartmann, Naranjo & Perego (2010) and two items engaged in the study of Abun, Magallanes, Acidera, Encarnacion & Domingcil (2021). Job satisfaction was assessed using five items engaged in the study of Siengthai & Pila -Ngarm (2016). Organizational commitment was assessed using three items from Meyer & Alan (1991). For the employee performance, five items were used from the study of Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek & de Vet (2012).

Table 3.2

Questionnaire for Working Environment

Variable: Working Environment

Questionnaire

1. My working conditions here are good
2. I always feel safe working here in these conditions
3. My employer supports employees with the balancing of work and family responsibilities
4. My health has not suffered because of working for this organization
5. This organization does what it can to ensure the wellbeing of its employees

Source: Edgar & Geare (2005)

Table 3.3

Questionnaire for Leadership Style

Variable: Leadership Style

-
1. Your direct superior take care that everyone works at her/his best.
 2. Your direct superior expresses her/his appreciation in case her/his people have worked well.
 3. I understand fully which of my work objectives are more important than others; I have a clear sense of priorities on these goals.
 4. The management recognizes the good effort of the employees to help the institution.
 5. When making decisions, the management always considers the effect of the decision on the employees.

Source: Hartmann, Naranjo & Perego (2010)
Abun, Magallanes, Acidera, Encarnacion & Domingcil (2021)

Table 3.4

Questionnaire for Job Satisfaction

Variable: Job Satisfaction

-
1. How satisfied are you with your personal job's achievement?
 2. How satisfied are you with the recognition and the feeling of worthwhile accomplishment you got from doing your job?
 3. How satisfied are you with your job that receives to assign?
 4. How satisfied are you with working environment?
 5. Do you understand your career path and your advancement well?

Source: Siengthai & Pila -Ngarm (2016)

Table 3.5

Questionnaire for Organizational Commitment

Variable: Organizational Commitment

-
1. I feel like I'm a part of the organization's family.
 2. I feel a strong sense of belonging to the organization.
 3. The organization has a great deal of personal meaning for me.

Source: Meyer & Alan (1991).

Table 3.6

Questionnaire for Employee Performance

Variable: Employee Performance

1. I manage to plan my work so that it was done on time.
2. I kept in mind the results that I must achieve in my work.
3. I knew how to set the right priorities.
4. I was able to perform my work well with minimal time and effort.
5. I was able to separate main issues from side issues at work.

Source: Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek & de Vet (2012).

3.6 Pilot Study

According to Polit, Beck, and Hungler (2001) a key step to ensure actual study can be carried out effectively is by applying a preliminary study. Preliminary study is a known as a pilot study. When target population is defined to be large and relatively easy to be reach for the study, a pilot study using questionnaire-based survey may be feasible to be applied (Memon et al., 2020). This study also applied pilot study and questionnaire were distributed for employees in one of a medical device company in Taiping, Perak. The number of respondents is 42 and from quality assurance department. The questionnaire was set with few sections, which is demographic, working environment, leadership style, job satisfaction, organizational commitment and employee performance.

Table 3.7 shows the summary of reliability coefficients result for pilot study.

Table 3.7

Reliability Coefficients (Cronbach Alpha) of the scales

Variable	No Items	Alpha N=42
Working Environment	5	0.950
Leadership Style	5	0.994
Job Satisfaction	5	0.965
Organizational Commitment	3	0.941
Employee Performance	5	0.978

A pilot study has been carried out addressing all aspects related to the working environment, leadership style, job satisfaction, organizational commitment, and employee performance. Reliability coefficients for all variables from the study were measured applying Cronbach's Alpha to ensure that the measures used were consistent and dependable. The Cronbach's Alpha values displayed in Table 3.7 of the study display a extreme degree of reliability, varying starting 0.941 to 0.994. Cronbach Alpha coefficient for the working environment is 0.950, signifying an excellent evaluation. Therefore, five details within the questionnaire can be integrated to assess the working environment of medical device companies located in North Penang, Malaysia. Subsequently, the Alpha value of the leadership style is 0.994, indicating an exceptional level of effectiveness. Therefore, a total of five questionnaire items can be amalgamated to assess the leadership style of medical device companies in North Penang, Malaysia.

The job satisfaction's Alpha value is 0.965, indicating good result. Consequently, five items from the questionnaire can be aggregated to assess job satisfaction among employees in medical device manufacturing firms located in North Penang, Malaysia. Subsequently, the Alpha coefficient for organizational commitment stands at 0.941, indicating a high level of commitment. Consequently, the three questionnaire items can be amalgamated to assess the organizational commitment within medical device manufacturing firms. Alpha value of 0.978 from employee performance, indicating a very good categorization. Therefore, the five details in the questionnaire able to be amalgamated to assess performance of the employees working at medical device manufacturing companies in North Penang, Malaysia.

After confirming stability across the variables from the pilot study, the actual study with targeted respondents was commenced.

3.7 Data Collection Procedure

According to Ajayi, (2016) the unprocessed substance used to gather information is define as data. Primary and secondary data are two different methods applied in research to gather information (Douglas, 2015). Real-time information is known as primary data and information which connects to the past is define as secondary data (Mesly, 2015). Problem on hand that need to be address utilize primary data collection while data collected for purpose other than the problem is normally is secondary data. In this study, quantitative primary data collection is applied using structured questions with stage of agreement (start with strongly disagree to strongly agree) to select from. Resource of the principal data group in this study is questionnaires as it is a tool used in research to collect data through a set of inquiries from employees in medical device manufacturing companies. The information collected serve the intent of the study on the interested variables. Online databases, journals, digital libraries, and conference papers have been studied broadly and serve as secondary data.

3.8 Data Analysis Method

Descriptive analysis is applied in this study whereby the researcher able to retrieve demographic characteristics of participants in the study. Demographic characteristics of respondents is gender, job title, type of medical device company and duration of service. To enable interpretation of outcome of this study, a Pearson correlation coefficient is applied in this study. According to Wackerly, Medenhall & Scheaffer (2008) correlation coefficient is a dimensionless assessment of the variation between

two variables. This is also called as covariance and it is scaled in the ranges from -1 to $+1$. The common symbol utilize for Pearson correlation is r (Rodgers & Nicewander, 1988).

Stability across the parts of a measuring instrument/ or variable in research is tested through reliability (Huck, 2007). In this study, Likert scales is applied as the components of a scale and assess the opinions/observations of respondents related with the variable of interest. According to Robinson, (2009) high internal consistency reliability is observed in a scale. In this study, Cronbach Alpha coefficient is applied as the internal consistency measure as the most suitable reliability measure when Likert scales are used (Whitley, 2002, Robinson, 2009). When response values for each respondent across a set of questions are consistent the Cronbach's alpha values will be high. Corresponding to Hair, Anderson, Tatham & Black (1998) 0.6 is the lowest adequate point for Cronbach alpha, and the factors that have a strong consistency show value that is higher than 0.8. Therefore, in this study acceptable point for Cronbach alpha (coefficient) is 0.60 or higher.

In this study, hierarchical regression analysis is utilized to evaluate the extent of the association among the dependent variable, the independent variables, and the mediating variable. Hierarchical regression analysis can also provide the importance of each of the predictor's variable (independent and mediating) to the relationship towards the dependent variable. According to Baron and Kenny (1986), the process can be initiated by performing a hierarchical regression analysis for mediator. Mediating effects were tested with a two-step hierarchical regression analysis application.

The initial step involved the dependent variable was regressed on the independent variables, such as working environment, leadership style, and job satisfaction, in a regression analysis. Hierarchical analyses been utilized to examine the mediating variable of organizational commitment as predicted by hypotheses. Initially, the study identified an important correlation involving the independent variables and the dependent variable. Exploration of connections between the variables and the mediating variable have been demonstrated to be significant. Subsequently, the connections involving the mediating variable and the dependent variable were demonstrated statistically significant. Collection of information in the study were examined utilizing the Statistical Package for Social Sciences (SPSS) for the purposes of data testing and hypothesis testing.

3.9 Chapter Summary

Comprehensive overview of the research methodology, detailing the research design, sample size and population, research methods, data gathering techniques, and statistical procedures employed discussed in this chapter. This research focuses on examining the correlations between the variables under investigation. The main point of examination for the scope of study is the employee as the target. A questionnaire was created specifically for this research to collect data. This research incorporated five constructs, namely working environment, leadership style, job satisfaction, organizational commitment, and employee performance. Pilot test outcome, reliability, the questionnaires validity, and value of the Cronbach Alpha were discussed in this chapter.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

Findings of the study were discussed in this chapter. It begins from emphasizing the survey completion rate and subsequently provides the details of the respondent's demographic. Outcome of the variables descriptive statistics was examined. This chapter further explores reliability analysis utilizing Cronbach Alpha. Subsequently, application of inferential analysis techniques, Pearson correlation and linear regression, was executed to evaluate primary hypothesis. Conclusion were given to summarize the chapter.

4.2 Response Rate

Scope of the study involved medical device companies in North Penang, Malaysia. Type of medical device companies identified in North Penang are cardiovascular device, orthopaedic implant, precision tool, electrotherapeutic equipment, and others. The researcher distributed 500 questionnaires analysis to the employees working in the various medical device companies. The response rate was calculated as 91.6% (458 respondent over 500) of respondents giving feedback, thus it can be considered for the study the response rate is excellent and adequate.

4.3 Profile of the respondents

Demographic information of the participants in the research outline in this part. It includes details such as gender, job level, the of medical device firm, and length of service in North Penang, Malaysia. Presentation of data from Table 4.1 and SPSS analysis, male employees make up 273 respondents, which is 59.6%, whereas female

employees account for 185 respondents, or 40.4%. This can be also referred in Figure 4.1 below.

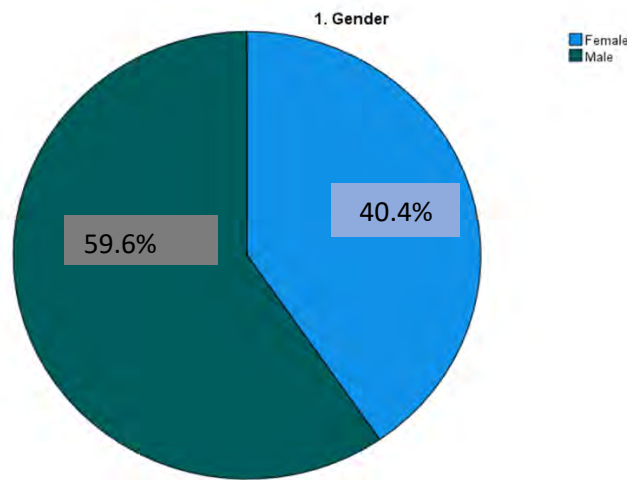


Figure 4.1
Gender Respondents' Chart

The data reveals that the highest job level observed was senior executive, with 101 respondents making up 22.1% of the sample. Following that, junior executive positions had 98 respondents, accounting for 21.4% of the sample. Non-executive roles totaled 84 respondents, representing 18.3%, while management level had 83 respondents, making up 18.1% of the total. The manager group consisted of 81 respondents, accounting for 17.7%, and senior manager positions were represented by 11 respondents, which is 2.4% of the sample. The figure 4.2 summarized the respondent's percentage for job level.

As for the type of medical device companies of the respondents, the highest respondents are from precision tools type of company represents 186 respondents or 40.6% and following by orthopaedic implant represents 97 respondents or 21.2%. Meanwhile, electrotherapeutic equipment has 94 respondents or 20.5% and cardiovascular device has 81 respondents or 17.7%. Based on Table 4.1, most respondents in the medical device industry have varying lengths of service. Specifically, 40.6% or 186 respondents

fall within the 3 to 5 years' group. The next largest group consists of 38.2% or 175 respondents who have been in the industry for 5 to 10 years. 21.2% or 97 respondents are represented by the next group in the service length of 0 to 2 years. The respondent's percentage in term of length of service is summarized in Figure 4.3.

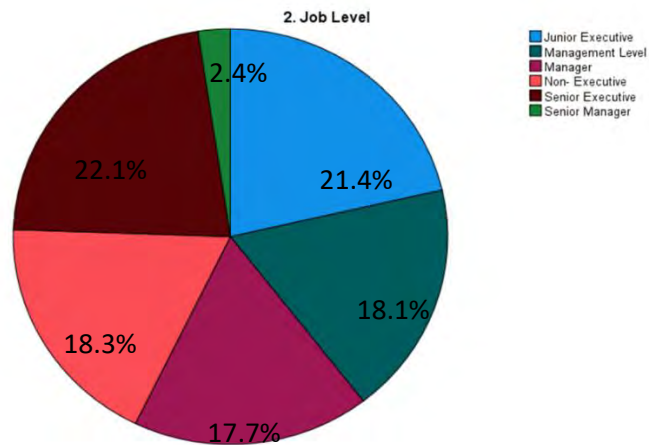


Figure 4.2
Job Level Respondents' Chart

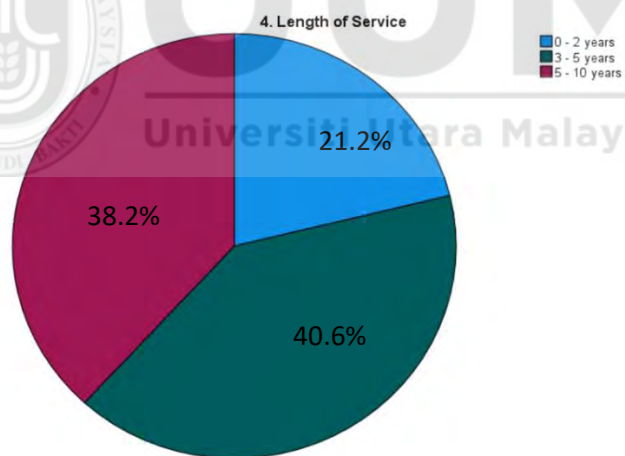


Figure 4.3
Length of Service Respondents' Chart

Table 4.1
Demographic Analysis (N=458)

Variable	Frequency	Percentage%
Gender		
Male	273	59.6
Female	185	40.4

Table 4.1 (continued)

Variable	Frequency	Percentage%
Job Level		
Junior Executive	98	21.4
Management Level	83	18.1
Manager	81	17.7
Non-Executive	84	18.3
Senior Executive	101	22.1
Senior Manager	11	2.4
Type of Medical Device		
Cardiovascular Device	81	17.7
Electrotherapeutic Equipment	94	20.5
Orthopedic Implant	97	21.2
Precision Tool	186	40.6
Length of Service		
0 – 2 years	97	21.2
3 – 5 years	186	40.6
5 – 10 years	175	38.2
Total	458	

4.4 Reliability of Test

According to Huck, (2007) reliability test is initiated to test stability across the parts of a measuring instrument/ or variable in research. In this study, acceptable point for Cronbach alpha (coefficient) were referred to Hair, Anderson, Tatham & Black (1998) whereby the lowest acceptable point for Cronbach alpha is 0.6, and the factors that show value that is higher than 0.8 is consider as have a strong consistency. The reliability test was applied for all the questions for the variables from working environment to leadership style and then job satisfaction, following employee performance and organizational commitment in the real study. Summary of the reliability measurements from the actual study is presented in Table 4.2. The SPSS output pertaining to the reliability analyses is available in Appendix 7.

Table 4.2***Reliability Coefficients (Cronbach Alpha) of the scales for study***

Variable	No Items	Alpha N=458
Working Environment	5	0.898
Job Satisfaction	5	0.930
Leadership	5	0.925
Organizational Commitment	3	0.845
Employee Performance	5	0.919

Overall, the questionnaire's reliability coefficients are above 0.6. Presented from Table 4.3, for the working environment, Cronbach's alpha was calculated to be 0.898. Leadership style and job satisfaction Cronbach's alpha each shows values of 0.925 and 0.930, respectively. Meanwhile, employee performance, showed value of 0.919. The mediating variable in this analysis has been quantified at a value of 0.845, indicating a strong level of influence or effect within the context of the study. In summary, coupled with the reliability coefficients exceeding 0.60 for all variables, provides a robust foundation for assumptions in addition supports ongoing discussion of the literature regarding relationships among the variables under investigation.

4.5 Descriptive Statistics of Variable of Study

This section provides an outline of statistical data correlated with variables under study. Five primary variables encompass in the study, namely the working environment, leadership style, job satisfaction, employee performance, and organizational commitment. Table 4.3 below indicates the descriptive statistics analysis of variables in the study. The results of the analyses can be found in Appendix 3 of the SPSS output.

Table 4.3

Descriptive Statistics of Working Environment, Job Satisfaction, Leadership, Employee Performance, and Organizational Commitment (N=458)

Variable	Min	Max	Mean	Deviation	Skewness	Kurtosis
Working Environment	1.60	4.60	3.7611	0.9323	-1.388	0.108
Leadership Style	1.60	4.60	3.7424	1.0366	-1.226	-0.166
Job Satisfaction	1.60	4.80	3.8306	1.0761	-1.257	-0.088
Organizational Commitment	1.67	4.67	3.6769	1.0373	-1.359	0.019
Employee Performance	1.60	4.80	3.7712	1.0589	-1.156	-0.166

According to the results from the study utilizing five-point Likert scale, it is apparent that job satisfaction showed a higher mean value ($M=3.8306$) when contrasted with the other variable. On the contrary, organizational commitment exhibited a lower mean value ($M=3.6769$). In statistical analysis, standard deviation is used to measure the dispersion or variability of a dataset from its mean. The data distribution closely clustered around the mean results in a smaller standard deviation value. The results indicate working environment indicate value of standard deviation lowest ($SD=0.9332$), whereas job satisfaction standard deviation value ($SD=1.0761$) the highest. The study shows data normally distributed in ranges ± 2 for the skewness and kurtosis values, George & Mallery (2010).

4.6 Correlation Analysis - Pearson Correlation Analysis

Magnitude of a linear association between the variables in this study is determined by the Pearson correlation coefficient (r). Linear relationship between the variables provides a simple insight to the researcher and correlation study also execute as one of the conditions before the multiple regression analysis is run. Data that clearly fit a linear relationship is indicated by correlation coefficient. The research utilized the Pearson correlation coefficient (r) to analyze the relationships and alignments between the

independent variables, working environment (WE), leadership style (L), job satisfaction (JS), with dependent variable (EP) employee performance, while considering mediating variable, organizational commitment (OC). Correlation between all the variables is presented in Table 4.4 below.

Table 4.4

Correlations among Work Environment, Leadership, Job Satisfaction, Employee Organizational Commitment and Employee Performance

		1(WE)	2(JS)	3(L)	4(EP)	5(OC)
1	Working Environment	1				
2	Leadership	.978**	.987**	1	.936**	.972**
3	Job Satisfaction	.970**	1	.987**	.906**	.989**
4	Organizational Commitment	.980**	.989**	.972**	.927**	1
5	Employee Performance	.978**	.906**	.936**	1	.927**

** Correlation significant at 0.01 level (2-tailed)

Table 4.4 presented, dependent variable, employee performance, linked with working environment, $r = .978$, $p < .01$; leadership style, $r = .936$, $p < .01$; ($r = .906$, $p < .01$) for job satisfaction. Therefore, this provides initial support for hypotheses 1, 2, and 3. The dependent variable, employee performance, linked with organizational commitment, $r = .927$, $p < .01$. Thus, this provides initial support for hypotheses 4. The organizational commitment as variable, correlated with working environment, $r = .980$, $p < .01$; leadership style, $r = .972$, $p < .01$; job satisfaction, $r = .989$, $p < .01$; The correlation coefficients indicated robust positive relationships among the variables examined. Formulated hypothesis to investigate relationships between employee performance and working environment, leadership style, and job satisfaction are total three. Overall correlation analysis provides initial support for hypotheses defined below:

H1: There is a significant relationship between working environment and employee performance.

H2: There is a significant relationship between leadership style and employee performance.

H3: There is a significant relationship between job satisfaction and employee performance.

There was one hypothesis suggested to test interaction relating employee performance and mediating variable (organizational commitment). Thus, correlation analysis provides initial support for hypothesis four.

H4: There is a significant relationship between organizational commitment and employee performance.

Contributions of predictors beyond those previously entered were weighed using hierarchical regression as a method of statistical control and evaluating incremental strength. Hierarchical regression is applied to analyze the effect of a constant (predictors) variable after controlling for dependent variable in this study.

4.7 Hierarchical Regression

According to Lewis (2007) the degrees of freedom properly expose the quantity of statistical tests that have been made to appear at the developing model by hierarchical regression. Hypotheses were examined using hierarchical regression analysis, which delves into correlation involving independent and dependent variables. Appendix 5 demonstrate SPSS output.

4.7.1 Relationship between Working Environment and Employee Performance

Table 4.5

Results of the Linear Regression Analysis with Working Environment as Predictors of Employee Performance (N=458)

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Working Environment	1.109	0.011	0.978	99.029	0.000

$R^2 = .956$, Adjusted $R^2 = .955$, $F = 9806.674$, $p < 0.05$

The regression result showed R square value of .956, as shown in Table 4.5. This reveals that the working environment, the independent variable, accounted for 95.6% from variance that explained employee performance, the dependent variable, including value of F: 9806.67 at $p < 0.05$. Furthermore, the predictor variable (working environment) with β coefficient of .978 and $p < 0.05$ as significance level, indicate significant determinant for employee performance. Referring Figure 4.1, the plot points follow roughly line that is straight whereby residuals are normally distributed, and linearity is met. Correlation between the working environment and employee performance in medical device manufacturing companies in North Penang, Malaysia is significant as the study finding. Thus, the above findings support the hypotheses H1.

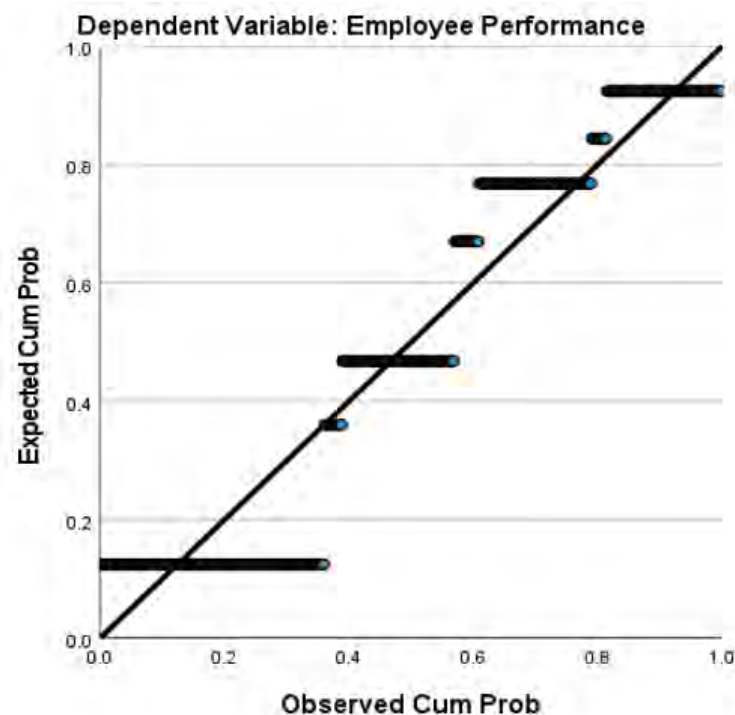


Figure 4.4

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Employee Performance; Predictor: Working Environmet

4.7.2 Relationship between Leadership Style and Employee Performance

Table 4.6

Results of the Linear Regression Analysis with Leadership Style as Predictors of Employee Performance (N=458)

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Leadership Style	.956	0.017	0.936	56.792	0.000

$R^2 = .876$, Adjusted $R^2 = .876$, $F = 3225.29$, $p < 0.05$

Table 4.6 presented result indicating R-squared value from the regression analysis was .876, explaining 87.6% of the variability in employee performance, as the dependent variable, can be attributed to the leadership style, which serves as independent variable. Value of F was found to be 3225.29 at $p < 0.05$. Additionally, when considered independently, the leadership style, demonstrated strong predictive capability for employee performance, with β of .936 and a p-value of less than 0.05. Referring Figure 4.2, data points displayed on the graph exhibit a nearly linear trend whereby residuals

are normally distributed, and linearity is met. Prominent correlation relating leadership style and employee performance within the medical device manufacturing firms located in North Penang, Malaysia were indicated as finding. Thus, the above findings support the hypotheses H2.



Figure 4.5
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance; Predictor: Leadership Style

4.7.3 Relationship between Job Satisfaction and Employee Performance

The regression summary is tabulated in Table 4.7.

Table 4.7
Results of the Linear Regression Analysis with Job Satisfaction as Predictors of Employee Performance (N=458)

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Job Satisfaction	.891	0.020	0.906	46.634	0.000

$R^2 = .820$, Adjusted $R^2 = .820$, $F = 2082.43$, $p < 0.05$

Table 4.7 displayed result demonstrating the regression analysis showed an R-squared value of .820. Job satisfaction, as the independent variable, explains 82.0% of variance in employee performance, the dependent variable, with value of F, 2082.43; $p < 0.05$. Furthermore, predictor of employee performance, the independent variable (job satisfaction) with a β of .906 and $p < 0.05$ significant level, deemed to possess statistical significance. Substantial correlation involving job satisfaction and employee performance within medical device manufacturing firms located in North Penang, Malaysia indicated as finding. Referring Figure 4.3, data points displayed on the graph exhibit a nearly linear trend whereby residuals are normally distributed, and linearity is met. Thus, the above findings support the hypotheses H3.

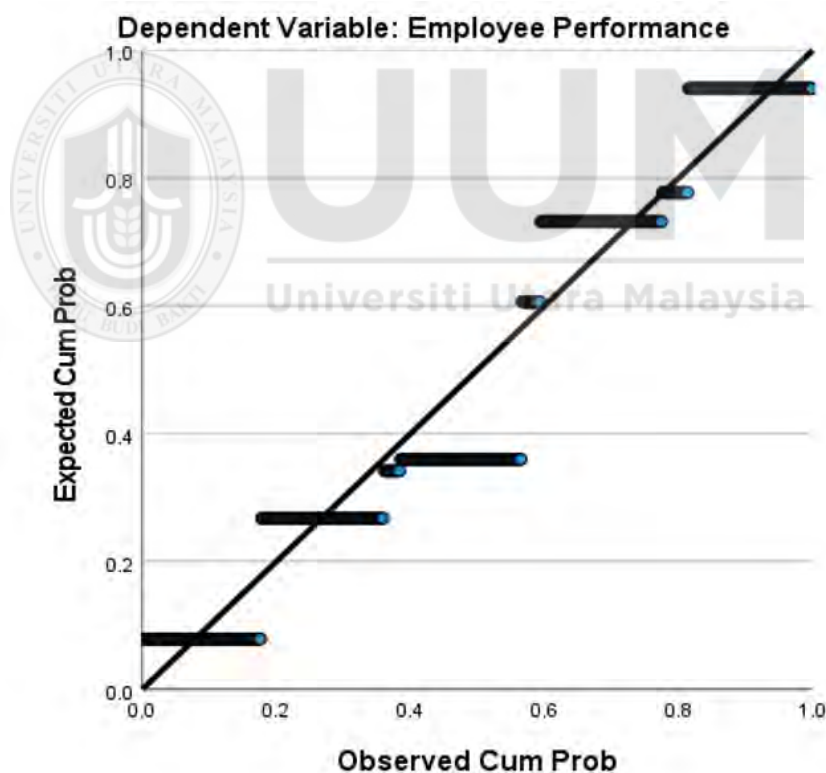


Figure 4.6
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Employee Performance; Predictor: Job Satisfaction

4.7.4 Relationship between Organizational Commitment and Employee Performance

Table 4.8***Results of the Linear Regression Analysis with Organizational Commitment of Employee Performance (N=458)***

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	β	t	Sig.
Organizational Commitment	0.946	0.018	0.927	52.626	0.000

$R^2 = .859$, Adjusted $R^2 = .858$, $F = 2769.51$, $p < 0.05$

Table 4.8 above displays the findings of the regression tests conducted to assess these hypotheses. The evaluation was directed to examine how the mediating factor (organizational commitment) affects the dependent factors (employee performance). As indicated in Table 4.8, an R square value of .859 for employee performance were display as finding of regression. The findings suggest that 85.9% of the variability in the outcome variable (employee performance) is accounted for by organizational commitment with employee performance showing a significant value (F) of 2769.51; $p < 0.05$. Furthermore, mediating variable (organizational dedication) with a coefficient of .927 and a significance level of $p < 0.05$, proved to be a significant determinant for employee performance. Established findings as above support hypotheses H4.

Referring Figure 4.4, data points displayed on the graph exhibit a nearly linear trend whereby residuals are normally distributed, and linearity is met.

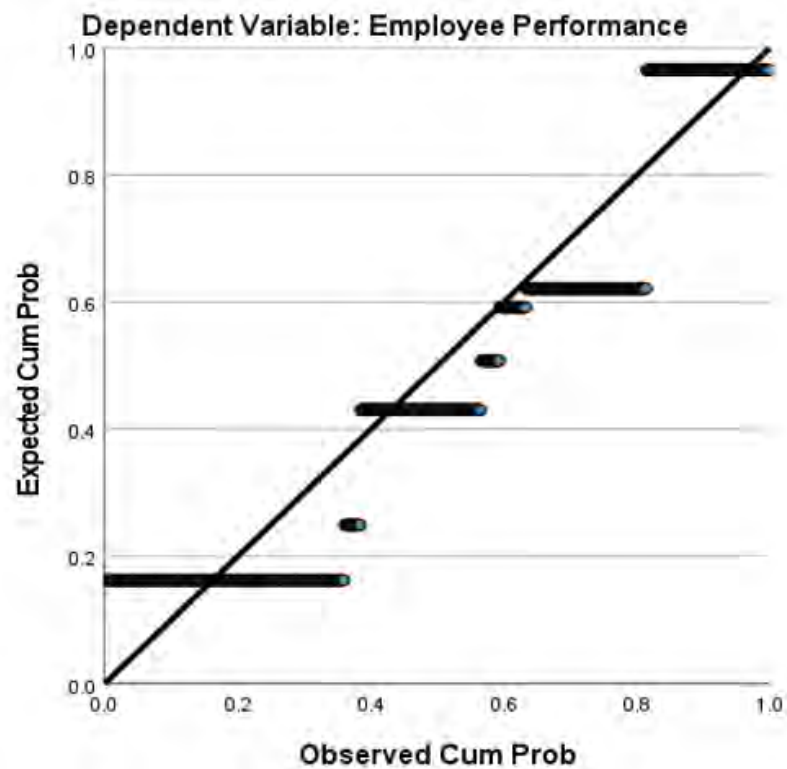


Figure 4.7
Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Employee Performance; Predictor: Organizational Commitment

4.8 Test for Mediation

Mediating impact of organizational commitment towards connection concerning independent variables (working environment, leadership style, and job satisfaction) and dependent variable (employee performance) assessed with the four-step process proposed by Baron and Kenny (1986). A series of steps is involved in analyzing a mediator variable through regression analysis. In the initial step, it is crucial that there exists a connection connecting independent variables and dependent variables. Subsequently, second step emphasizes the importance of establishing a connection connecting independent variables and mediator variable. This phase, essentially the mediator act as a dependent variable. Following with Step 3, describes how the mediator effects the dependent variable and how to use the dependent variable in a

regression equation as condition variable and predictors (independent and mediator). Finally, in step 4, the influences that independent variable can contribute to dependent variable is elucidated while mediator is considered. At this phase, path should be zero to demonstrate that mediator completely facilitates the relationship concerning the independent variable and the dependent variable. Each comparison's coefficients should be assessed and tested separately.

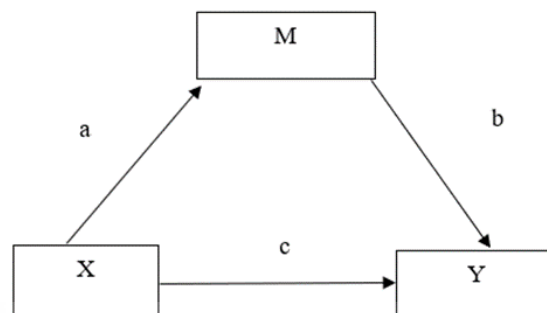


Figure 4.8
The mediation models
 Source: Baron and Kenny (1986)

4.8.1 Mediating Effect of Organizational Commitment on the Relationship between Working Environment, Job Satisfaction, Leadership and Employee Performance.

Three hypotheses were developed to explore the independent variables of working environment, leadership style, and job satisfaction can relate with mediating variable: organizational commitment.

H6: Organizational commitment significantly mediates relationships between working environment and employee performance.

H7: Organizational commitment significantly mediates relationships between leadership style and employee performance.

H8: Organizational commitment significantly mediates relationships between job satisfaction and employee performance.

Table 4.9
Mediation Analysis Path A and Path B for Working Environment, Leadership Style, Job Satisfaction and Organizational Commitment

Path A	Unstandardized Coefficients		Standardized Coefficients		
Variable	B	Std. Error	β	t	Sig.
Working Environment	1.089	.010	.980	105.036	0.000
Leadership Style	.973	.011	.972	88.347	0.000
Job Satisfaction	.953	.007	.989	140.597	0.000

Dependent Variable: Organizational Commitment

Path B	Unstandardized Coefficients		Standardized Coefficients		
Variable	B	Std. Error	β	t	Sig.
Organizational Commitment	.946	.018	.927	52.626	0.000

Dependent Variable: Employee Performance

Based on data Table 4.9, Sobel Test was executed to assess the statistical significance of the mediation effect with the independent variables with mediator.

Table 4.10
Sobel Test Result

Relation Independent Variable with Mediator				Test Statistic	Std. Error	p-value
Working Environment	→	Organizational Commitment		47.3319	0.0218	0.000
Leadership Style	→	Organizational Commitment		45.1821	0.0203	0.000
Job Satisfaction	→	Organizational Commitment		49.0292	0.0183	0.000

The calculation results of the Sobel test indicate that the working environment, in relation to organizational commitment, yielded a t value of 47.3319. Calculated t value of 47.3319 > t table is 2.0122 which is higher than 1.96. It can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of working environment on employee performance. Further, the leadership style, in relation to organizational commitment, yielded a t value of 45.1821. Calculated t value of 45.1821 > t table is 2.0146 which is higher than 1.96. It can be concluded that the organizational commitment variable is able to mediate the relationship of the influence

of leadership style on employee performance. Lastly, the job satisfaction, in relation to organizational commitment, yielded a t value of 49.0292. Calculated t value of 49.0292 > t table is 2.0101 which is higher than 1.96. It can be concluded that the organizational commitment variable is able to mediate the relationship of the influence of job satisfaction on employee performance. Overall, it can be concluded that organizational commitment partial mediates between working environment, leadership style, job satisfaction and employee performance.

Table 4.11

Testing of Organizational Commitment as mediator for Working Environment, Leadership Style and Job Satisfaction on Employee Performance (N=458)

Independent Variables	Dependent Variable Employee Performance (beta)		Result
	Model 1 (without mediator)	Model 2 (with mediator)	
Step 1: IVs			
WE	1.541**	1.557**	Strong
JS	-0.934**	-0.905**	Weak
L	0.350**	0.334**	Weak
Step 2: MV		-0.028**	
OC			
F Change	12419.73**	9299.56**	

Note: Significance levels *p<.05, **p<.01.

Table 4.11 is outcomes from hierarchical regression analysis that reveal the working environment, leadership style, and job satisfaction have fulfilled prerequisites for mediation effects. Appendix 6 contains the complete SPSS results for the mediation analysis. Table 4.9 presented, WE ($\beta=1.557$, $p < .01$) with mediator indicating the organizational commitment is playing a more substantial role in explaining the relationship between working environment and employee performance. The increase of β , suggests that organizational commitment is a stronger mediator, transmitting more of the effect from working environment to employee performance.

The beta value exhibited a decrease when organizational commitment was considered in relation to leadership style and job satisfaction, suggesting weak mediation. Outline of the organizational commitment as mediator reduces but does not eliminate the control effect independent variable (leadership style and job satisfaction) has on dependent variable (employee performance). It is suggested while organizational commitment explains some variance in employee performance, few direct influences on employee performance can be cause by leadership style and job satisfaction. In summary, the organizational commitment completely accounts for the connection concerning working environment with employee performance, while for leadership style and job satisfaction there is suppression (where organizational commitment suppresses the direct effect) or enhancement (where organizational commitment strengthens the direct effect). The support for Hypotheses 5, 6 and 7 was confirmed

4.9 Summary of Hypotheses Results

The findings of the hypothesis testing can be found in Table 4.10 displayed below.

Table 4.10
Summary of the Hypotheses

Hypotheses	Statement	Analysis
Hypothesis 1	There is a significant relationship between working environment and employee performance.	Supported
Hypothesis 2	There is a significant relationship between leadership style and employee performance.	Supported
Hypothesis 3	There is a significant relationship between job satisfaction and employee performance.	Supported
Hypothesis 4	There is a significant relationship between organizational commitment and employee performance.	Supported
Hypothesis 5	Organizational commitment significantly mediates relationships between working environment and employee performance.	Supported

Table 4.10 (continued)

Hypothesis 6	Organizational commitment significantly mediates relationships between leadership style and employee performance	Supported
Hypothesis 7	Organizational commitment significantly mediates relationships between job satisfaction style and employee performance	Supported

4.10 Chapter Summary

Overall outcomes reveal strong and substantial correlation involving the working environment and effectiveness of employee performance. Evidence demonstrates that a high-quality working environment has positively impacted the performance of employees in medical device manufacturing firms. The outcome of the research shows leadership has also shown significant correlation to the effectiveness of employee performance among medical device manufacturing companies. The study indicates strong correlation connecting job satisfaction with employee performance, indicating that higher job satisfaction it enhances employee performance. Subsequent, there is significant correlation from job satisfaction with effectiveness of employee performance among medical device manufacturing companies. Substantial job satisfaction support can greatly enhance employees to perform in medical device manufacturing companies.

Substantial mediation effect of organizational commitment on the relationship between the working environment and employee performance in medical device manufacturing companies were indicate as finding. The research also suggests organizational commitment does have important character mediating the correlation connecting job satisfaction and employee performance within medical device manufacturing firms. Leadership style and employee performance relation proven to be mediated by organizational commitment. By this, it rationalizes that working environment,

leadership style, and job satisfaction are given confident control towards employee performance by organizational commitment that model up as mediating variable in research framework.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

Study outcomes were outlined in this section, ultimately leading to the study decision. Scope of the study was meant for assessing relationship involving employee performance and working environment, job satisfaction, leadership among employees in medical device manufacturing companies as survey participants with the presence of organizational commitment as mediator. This part also includes the research thesis, study limitation, study impact, and future research recommendation.

5.2 Summary of Research

Study aimed to investigate organizational commitment mediating the connections among working environment, leadership style, job satisfaction and employee performance. Findings from research are important for medical device manufacturing companies to recognize what can enhance employee performance and organizational commitment importance in employee performance. There are seven objectives developed whereby:

- i. To examine the relationship between working environment and employee performance
- ii. To examine the relationship between leadership style and employee performance
- iii. To examine the relationship between job satisfaction and employee performance.
- iv. To examine the relationship between organizational commitment and employee performance.

- v. To examine the role of organizational commitment in mediating the connection between working environment and employee performance.
- vi. To examine the role of organizational commitment in mediating the connection between leadership style and employee performance.
- vii. To examine the role of organizational commitment in mediating the connection between job satisfaction and employee performance.

Results for each of the objective in relative with literature study were discussed.

5.2.1 Relationship between Working Environment and Employee Performance

Findings derived from a regression analysis examining the connection concerning the working environment and employee performance, shows significant positive relationship concerning the working environment with performance of employees in medical device manufacturing firms. This outcome is consistent with the outcomes of Bushiri, (2014) and Shammout, (2021). According to Bushiri, (2014) working environment broadly react as a function that improves employee's performance level in every organization. There are study shows that working environment contributes to a significant level of employee performance in a real estate company in Turkey (Shammout, 2021). According to Novitasari et.al., (2012) in their finding explain that conducive working environment contribute 10.82% to teacher performance in high school in Kendal district, Indonesia. The way employees delegate tasks and fulfill their duties is significantly impacted by the working environment. The present research demonstrates that working environment plays important factor influencing employee performance working in medical device sectors. Therefore, first objective established is met.

5.2.2 Relationship between Leadership Style and Employee Performance

Second goal were to investigate correlation involving leadership style and employee performance of medical device manufacturing companies in North Penang, Malaysia. The regression analysis was executed concerning independent variable (leadership style) with dependent variable (employee performance) in this study and indicate significant positive connection concerning leadership style and employee performance within medical device manufacturing industry. Based on study from Pawirosumarto et al., (2016) performance of employee in hotel industry in Indonesia is influenced with the leadership style in that organization. These indicates leadership style enhance employee performance. Sabastian and Rigan Ahmad, (2021) conducted study to explore leadership effect towards employee performance in a management service Bandung, Indonesia. The findings suggest that significant impact on employee performance from correlation coefficient variables of leadership style were witnessed. Nuryanto et al., (2021) indicate that there is evident leadership style exerts significant effect towards employee performance within a chemical manufacturing organization. The study provides evident that leadership style has strong effects on performance of employee. Therefore, following second objective effectively achieved.

5.2.3 Relationship between Job Satisfaction and Employee Performance

Third goal investigated correlation concerning job satisfaction and employee performance within medical device manufacturing firms located in North Penang, Malaysia. The research findings indicated a direct correlation connecting job satisfaction with employee performance. Finding displays reliable with findings of Balasundaram and Nimalathan (2011); Platis et al., (2015); and Sadiq and Mohsin, (2019). Balasundaram and Nimalathan, (2011) conducted a study in a bank in the Jaffna Peninsula, Sri Lanka.

Platis et al., (2015) explored correlation concerning job satisfaction with performance of nurses within healthcare facilities at the national centre in Greece, ultimately determining that job satisfaction emerges as the most influential factor associated with nurse performance. Sadiq and Mohsin, (2019) examined the job satisfaction impact towards employee performance in a manufacturing company in Kurdistan region, Iraq and conclude job satisfaction positively effect on the performance of employees. Outcome from study indicate that substantial relationship is observed connecting employees' job satisfaction with their level of performance. According to Naeem & Khanzada (2018) study, employee performance improves when there is satisfaction within employees in their job. The scope focused on employees working in telecom sector of Pakistan and the study executed using quantitative survey methodology. The proposition of this finding is that when employees satisfy with their job, the employees will give their best in their performance. The higher employee satisfaction, the performance of the employee will also be in a higher level. Defined third objective has been achieved.

5.2.4 Relationship between Organizational Commitment and Employee Performance

Fourth aim is to investigate connection relating organizational commitment and employee performance within medical device manufacturing firms located in North Penang, Malaysia. Direct relationship concerning organizational commitment with employee performance were revealed in study. Outcome is reliable with study conducted by Hettiarachchi and Jayaeathua (2014) whereby high level of organizational commitment within employee will give the best in his or her performance. The study was conducted on employees working in area in Sri Lanka in tertiary and vocational education. Outcome revealed relationship connecting organizational commitment and

performance is positive. Demirel and Goc (2013) support outcome of progress study, indicating that strong organizational commitment is associated with employee performance in high level. The employees dedicated to their organizations and loyal to their job. Study involved employees working in two private textile companies. The organizational commitment highlighted in this study was employee's emotional commitment. Employee performance is high when they are emotionally committed towards the organization. This indicates that employees are motivated to serve the organization as the relationship with organization is the focus. This eventually provide advantage for the success of the organization.

5.2.5 Mediating Effect of Organizational Commitment

Study principal goal was investigating how organizational commitment can mediate connection connecting the working environment, leadership style, job satisfaction, and employee performance. Outcome of study indicates, in North Penang, Malaysian medical device manufacturing companies, organizational commitment important as partially mediating connection relating job satisfaction with employee performance. Outcome is supported with research from Astuti et al., (2021), indicating organizational commitment may act as a mediating variable in correlation connecting employee performance with job satisfaction.

Latest research discovered organizational commitment partly mediates connection relating leadership style with employee performance. Donkor et al., (2021) conducted study on state-owned enterprises in Ghana and define the relationship concerning employee performance with leadership style is impacted by extent organizational commitment. There is study conducted by Ennis et al., (2018) whereby notable encouraging correlation connecting leadership style with organizational commitment, leading to a subsequent impact on employee performance were observed. Moreover,

organizational commitment behaves as mediator for correlation connecting leadership with employee performance. Outcomes indicate as mediator; organizational commitment does serves in the relationship concerning the working environment with employee performance. According to Naz et al., (2020), intermediary function of organizational commitment in the association connecting supportive working environment and the retention of employees were studied. Outcomes indicate that strong and progressive connection connecting the working environment with employee retention, organizational commitment playing a crucial role as a mediator in this relationship. When there is high performance within employee in an organization, employee retention is high. Thus, the previous study does give positive insight of organizational commitment as mediators. Consequently, the fifth aim has been attained

5.3 Implications of the Study

Study outcomes exert an impact on theoretical and practical characteristics.

5.3.1 Theoretical Implications

Purpose of studies was to provide theoretical understanding on the working environment, leadership style, job satisfaction impact towards employee performance in medical device manufacturing companies. The study disclosed that working environment, leadership style and job satisfaction and organizational commitment has significant relationship with performance of employee serving in medical device companies in North Penang, Malaysia. This is aligning with a study conducted by Babatunde (2015) whereby discovery of substantial correlation relating leadership style, organizational commitment, with employee performance. Mediation analysis executed shown that when employees working perceive that there is high organizational commitment from the top management and the leadership style, their performance

increases as they willing to improve their behaviour towards the organization goal and work as a team (Organ, 1988).

Working environment is important for organizational commitment. Furthermore, this study signify working environment and effective organizational commitment can affect employee's performance. Reciprocal positive relations between working environment, leadership style, job satisfaction, organization and employees could bring beneficial connections in the structure of the framework in this study. When an organization give's importance for their employee's emotional well-being, and working environment is positive, this can cultivate strong correlation relating organizational commitment with employee performance. According to Hanaysha (2016) working environment has strong relationship and effect satisfaction and commitment among employees.

Organizational commitment can also be witness by the availability of facilities, technology and processes prepared by the organization for the employees to perform and achieve business targets. According to Azmy (2022) organizational commitment has implications towards employee performance in his study by 50.4%. The finding of the study support that the ability and capacity a company to provide for employees may help employee performance. Therefore, employee performance is significantly impacted by working environment and job satisfaction. This study shows that leaders in medical device manufacturing companies more motivated towards achievement of organizational goals and provide employees with direction for the future which is evident for any profit-oriented organization. This is beneficial for competitive medical device business as it can fosters an environment where innovation and new ideas can be thriven.

5.3.2 Managerial Implications

In practical view, the outcome of the study can support the manufacturing sector in medical device to produce committed employees by highlighting working environment, leadership style, job satisfaction and organizational commitment. In addition, studies will benefit medical device manufacturing sectors in implementing high degrees of commitment from organization to produce high level performing employees. In scope of managerial implications, study aimed to provide top management influential guide. At first, it is concluded that working environment exhibit employee performance, influences how management perceives their responsibilities and subsequently impacts their work outcomes positively and working environment. The management of medical device manufacturing sector must establish effective strategy to encourage healthy working environment and satisfaction within employees to produce productivity employees. The top management and employees from medical device sectors can benefit from the study.

Second, many studies explained many influences that might foster employee performance; this study effort concentrated clearly on leadership style that could support employee's performance. Effective leadership style development can able organization to demonstrate noteworthy outcomes as high-achieving employees. Furthermore, effective leadership in management is important in formation of organizational commitment to enhance employee performance.

Third, results revealed job satisfaction is crucial to support employee to perform. So, it is a requirement to ensure employee is satisfied with his or her job that upholds employee performance. Specifically, medical device management could contribute to build an encouraging and inclusive office culture to foster job satisfaction within employees. Next, organizational commitment has been correlated with one of the most

desirable organizational outcomes which is employee performance. A robust connection between an employee and the organization is that there is a strong correlation between job satisfaction and both organizational commitment and employee performance. Essential implementation in the medical device manufacturing companies is that organizational commitment is primary driving force for all employees will perpetually be their motivation in performing duties.

Findings of this research indicates organizational commitment is found to be important mediating part in facilitating connection between working environment, leadership style, job satisfaction, and employee performance. This requires organizations to cultivate a positive working environment, implement an effective leadership style, and foster a high level of job satisfaction to enhance employee performance. Particularly, medical device organization could cultivate beneficial working environment for the supports, belief, and respect of their employee. Furthermore, organizations could build resources in the form of leaders where emotional, moral and knowledge could be advanced towards employee performance. Generosity medical device managers could be beneficial for the organizations as it fosters value in employees. Enhancing employee performance can be achieved through investment in employee development by organizational leaders. Besides, this research provides advantages to employees within the medical device industry by presenting them with improved opportunities. understanding of the working environment, job satisfaction, leadership and the organizational commitment that may be acquired from the organization.

5.4 Limitation of the Study

Limitations can be witnessed through the study that can be focused on for future research. This study focused on medical device manufacturing industry in North Penang, Malaysia. The outcome of the present research cannot be generalized to other

sector organizations. Study was established on cross sectional methodology whereby numerous individuals at a single point of time provide data. Thus, study was not easy to determine cause-and-effect correlations and cannot determine direction of connection.

This research examines organizational commitment as mediating factor among working environment, job satisfaction, leadership style, and employee performance. Nevertheless, limited research has been undertaken to investigate organizational commitment function as mediator in the correlation concerning employee performance with various influencing factors. Consequently, this scarcity of studies presents challenges during literature analysis and breakdown from existing investigation evidence that supports context connecting organizational commitment with employee performance.

5.5 Recommendation for Future Research

Considering from above-described limitation, the following suggestions for future studies are put forward. Upcoming research should look over the same kind of relationships between dependent, independent and mediator across different sectors. This will be beneficial for all kind of organization to identifies reasons for weak influence of management and indicates ways to strengthen it. This can lead to enhanced overall performance of employees and business. Longitudinal study can be applied for future research using the same variables. This type of study is an experimental design that contains repeated measurements of the same subjects for some period. By this design, the assessment is more dynamic as the shift in thoughts and emotions of employees of an organization throughout a certain time frame can be examined. This study focuses in four variables that may affect employee performance, but there are many other approaches which are related with the job that can direct and indirect

affecting employee performance. Thus, in future other attitudes that can influence employee performance can be explored.

Furthermore, to determine influences of both direct and indirect factors on employee performance, future research may study influences of mediating variable (organizational commitment) in other variables such as employee engagement, customer satisfaction, employee commitment, etc. Researchers could investigate how variable such as corporate social responsibility (CSR) functions and affect the dependent variable that this study has evaluated. Corporate social responsibility can be witnessed as organizational commitment which can foster a strong bond between the company and its employees. Employees are more motivated and perform in higher level when they work for socially responsible organization.

5.6 Conclusion

In this chapter 5, the interplay among the working environment, leadership style, job satisfaction, and employee performance within medical device manufacturing firms has been examined. It illustrates how job satisfaction, leadership style, and working conditions all positively and significantly support employee performance. Furthermore, for the companies that manufacture medical devices, the presence of organizational commitment does have importance mediating the correlation relating working environment, leadership style, job satisfaction, so does employee performance. Hence, advantageous impact of the four positions identified in employees' performance validates the positive correlation between employee performance. Outcomes of the assessment of these factors is expected to provide management of the manufacturing companies an insight of strategies and action plan to improve employee performance in the organization.

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APPENDICES

APPENDIX 1

The Questionnaire



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA



Tel: 604-628 7130/7122/7119/7121/7124/7156
Laman web (Web): <http://psucob.uum.edu.my/>

UUM/COB/P-40

9 June 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

DATA COLLECTION

COURSE : RESEARCH PAPER
COURSE CODE : BPMZ69912
LECTURER : PROF. DR. ABDUL HALIM BIN ABDUL MAJID

This is to certify that the following is a postgraduate student from UUM College of Business, Universiti Utara Malaysia. She is pursuing the above-mentioned course which requires her to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	USHA RANI A/P DHARMA DASS	830453

In this regard, I hope that you could kindly provide her with assistance and cooperation so that she can successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance are very much appreciated.

Thank you.

"MALAYSIA MADANI"
"BERKHIDMAT UNTUK NEGARA"
"KEDAH SEJAHTERA - NIKMAT UNTUK SEMUA"
"ILMU BUDI BAKTI"

Upholding the principles of trust and integrity

NURUL NADIAH RUSLE
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c.- Student's File (830453)

Section A: Demographic Information

Please choose the suitable preferences about you

1. Gender

Male
Female

2. Job Level

Non- Executive
Junior Executive
Senior Executive
Manager
Senior Manager
Management Level

3. Type of Medical Device Company

Cardiovascular Devices
Orthopedic Implants
Precision Tools
Electrotherapeutic Equipment
Others

4. Length of Service

0 – 2 years
3 – 5 years
5 – 10 years

Section B: Working Environment

Please choose the suitable preferences using the scale shown below relate to working environment.

Scale:

1= Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

	Please tick the most suitable preference	1	2	3	4	5
1	My working conditions here are good.					
2	I always feel safe working here in these conditions.					
3	My employer supports employees with the balancing of work and family responsibilities.					
4	My health has not suffered because of working for this organization.					
5	This organization does what it can to ensure the wellbeing of its employees.					

Section C: Leadership

Please choose the suitable preferences using the scale shown below relate leadership.

	Please tick the most suitable preference	1	2	3	4	5
1	Your direct superior take care that everyone works at her/his best.					
2	Your direct superior expresses her/his appreciation in case her/his people have worked well.					
3	I understand fully which of my work objectives are more important than others; I have a clear sense of priorities on these goals.					
4	The management recognizes the good effort of the employees to help the institution.					
5	When making decisions, the management always considers the effect of the decision on the employees.					

Section D: Job Satisfaction

Please choose the suitable preferences using the scale shown below relate to job satisfaction.

	Please tick the most suitable preference	1	2	3	4	5
1	How satisfied are you with your personal job's achievement?					

2	How satisfied are you with the recognition and the feeling of worthwhile accomplishment you got from doing your job?					
3	How satisfied are you with your job that receives to assign?					
4	How satisfied are you with working environment?					
5	Do you understand your career path and your advancement well?					

Part E: Organizational Commitment

Please choose the suitable preferences using the scale shown below relate organizational commitment.

	Please tick the most suitable preference	1	2	3	4	5
3	I do not feel like “part of the family” at the organization.					
4	I feel a strong sense of belonging to the organization.					
5	The organization has a great deal of personal meaning for me.					

Part F: Employee Performance

Please choose the suitable preferences using the scale shown below relate employee performance.

	Please tick the most suitable preference	1	2	3	4	5
1	I manage to plan my work so that it was done on time.					
2	I kept in mind the results that I must achieve in my work.					
3	I knew how to set the right priorities.					
4	I was able to perform my work well with minimal time and effort.					
5	I was able to separate main issues from side issues at work.					

Source: Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek & de Vet (2012).

APPENDIX 2

PROFILE OF RESPONDENTS

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	185	40.4	40.4	40.4
	Male	273	59.6	59.6	100.0
	Total	458	100.0	100.0	

2. Job Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Executive	98	21.4	21.4	21.4
	Management Level	83	18.1	18.1	39.5
	Manager	81	17.7	17.7	57.2
	Non-Executive	84	18.3	18.3	75.5
	Senior Executive	101	22.1	22.1	97.6
	Senior Manager	11	2.4	2.4	100.0
	Total	458	100.0	100.0	

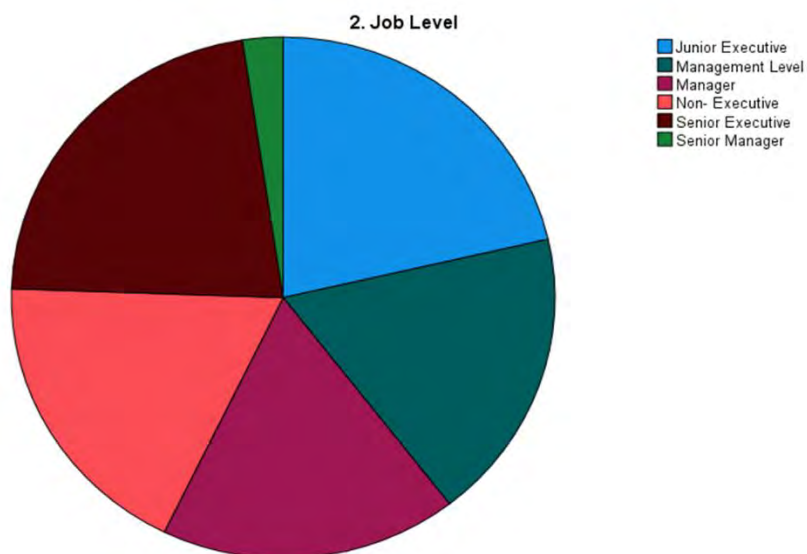
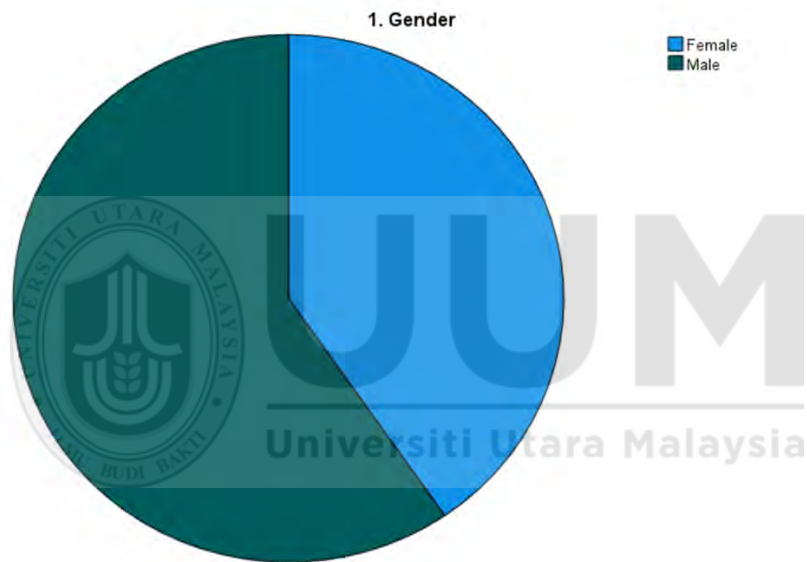
3. Type of Medical Device Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cardiovascular Device	81	17.7	17.7	17.7
	Electrotherapeutic Equipment	94	20.5	20.5	38.2
	Orthopedic Implant	97	21.2	21.2	59.4
	Precision Tool	186	40.6	40.6	100.0
	Total	458	100.0	100.0	

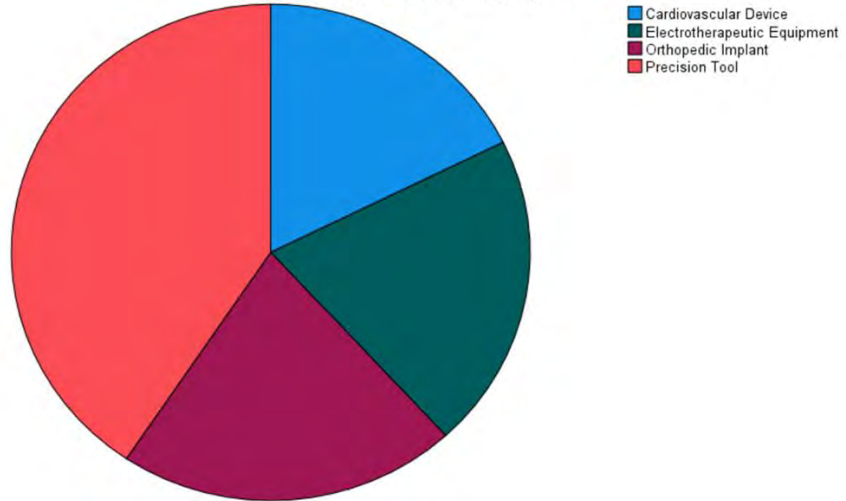
4. Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 2 years	97	21.2	21.2	21.2
	3 - 5 years	186	40.6	40.6	61.8
	5 - 10 years	175	38.2	38.2	100.0
	Total	458	100.0	100.0	

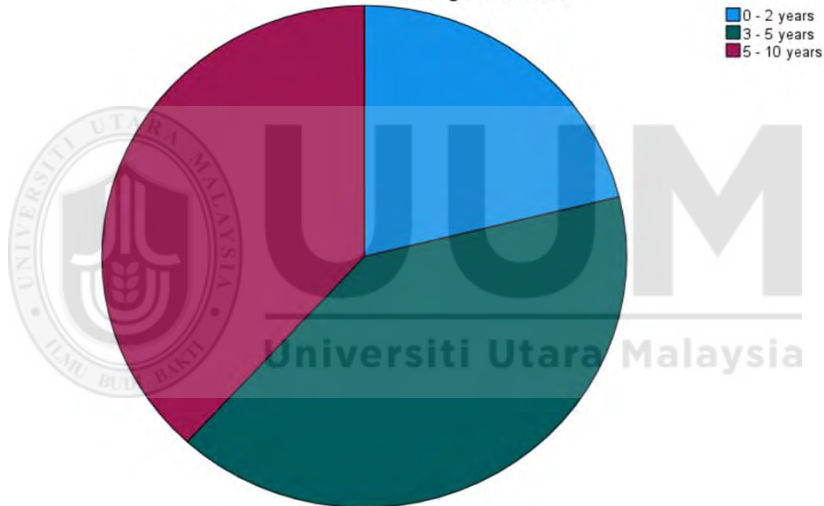
PIE CHART



3. Type of Medical Device Company



4. Length of Service



APPENDIX 3

DESCRIPTIVE ANALYSIS

Working Environment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. My working conditions here are good.	458	2.00	5.00	3.8428	0.82981
2. I always feel safe working here in these conditions.	458	1.00	5.00	3.2424	0.87776
3. My employer supports employees with the balancing of work and family responsibilities.	458	1.00	5.00	3.7620	1.45167
4. My health has not suffered because of working for this organization.	458	2.00	5.00	3.9913	1.10694
5. This organization does what it can to ensure the wellbeing of its employees.	458	1.00	5.00	3.9672	1.15959
Valid N (listwise)	458				

Leadership

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. Your direct superior take care that everyone works at her/his best.	458	1.00	5.00	3.4520	1.35531
2. Your direct superior expresses her/his appreciation in case her/his people have worked well.	458	1.00	5.00	3.3472	1.04369

3. I understand fully which of my work objectives are more important than others; I have a clear sense of priorities on these goals.	458	2.00	5.00	4.1725	0.80666
4. The management recognises the good effort of the employees to help the institution.	458	1.00	5.00	3.8122	1.44925
5. When making decisions, the management always considers the effect of the decision on the employees.	458	1.00	5.00	3.9279	1.14068
Valid N (listwise)	458				

Job Satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. How satisfied are you with your personal job's achievement?	458	1.00	5.00	3.9672	1.15959
2. How satisfied are you with the recognition and the feeling of worthwhile accomplishment you got from doing your job?	458	1.00	5.00	3.6157	1.46764
3. How satisfied are you with your job that receives to assign?	458	1.00	5.00	3.8013	1.44401
4. How satisfied are you with working environment?	458	2.00	5.00	4.1725	0.80666
5. Do you understand your career path and your advancement well?	458	1.00	5.00	3.5961	1.08730
Valid N (listwise)	458				

Organizational Commitment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. I feel like I'm a part of the organization's family.	458	1.00	5.00	3.4520	1.35531
2. I feel a strong sense of belonging to the organization.	458	1.00	5.00	3.5852	1.07811
3. The organization has a great deal of personal meaning for me	458	2.00	5.00	3.9934	1.10794
Valid N (listwise)	458				

Employee Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. I manage to plan my work so that it was done on time.	458	1.00	5.00	3.4301	1.09731
2. I kept in mind the results that I must achieve in my work.	458	1.00	5.00	3.7991	1.44295
3. I knew how to set the right priorities.	458	2.00	5.00	3.8472	0.82799
4. I was able to perform my work well with minimal time and effort.	458	1.00	5.00	3.9694	1.16060
5. I was able to separate main issues from side issues at work.	458	1.00	5.00	3.8100	1.44821
Valid N (listwise)	458				

APPENDIX 4

Correlation

		Correlations				
		Working Environment	Job Satisfaction	Leadership	Employee Performance	Organizational Commitment
Working Environment	Pearson Correlation	1	.970**	.978**	.978**	.980**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	458	458	458	458	458
Job Satisfaction	Pearson Correlation	.970**	1	.987**	.906**	.989**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	458	458	458	458	458
Leadership	Pearson Correlation	.978**	.987**	1	.936**	.972**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	458	458	458	458	458
Employee Performance	Pearson Correlation	.978**	.906**	.936**	1	.927**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	458	458	458	458	458
Organizational Commitment	Pearson Correlation	.980**	.989**	.972**	.927**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	458	458	458	458	458

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

APPENDIX 5

Linear Regression

Working Environment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson		df1	df2	Sig. F Change	
					R Square Change	F Change					
1	.978 ^a	0.956	0.955	0.22345	0.956	9806.674		1	456	0.000	1.116

a. Predictors: (Constant), Working Environment

b. Dependent Variable: Employee Performance



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	489.651	1	489.651	9806.674	.000 ^b
	Residual	22.768	456	0.050		
	Total	512.420	457			

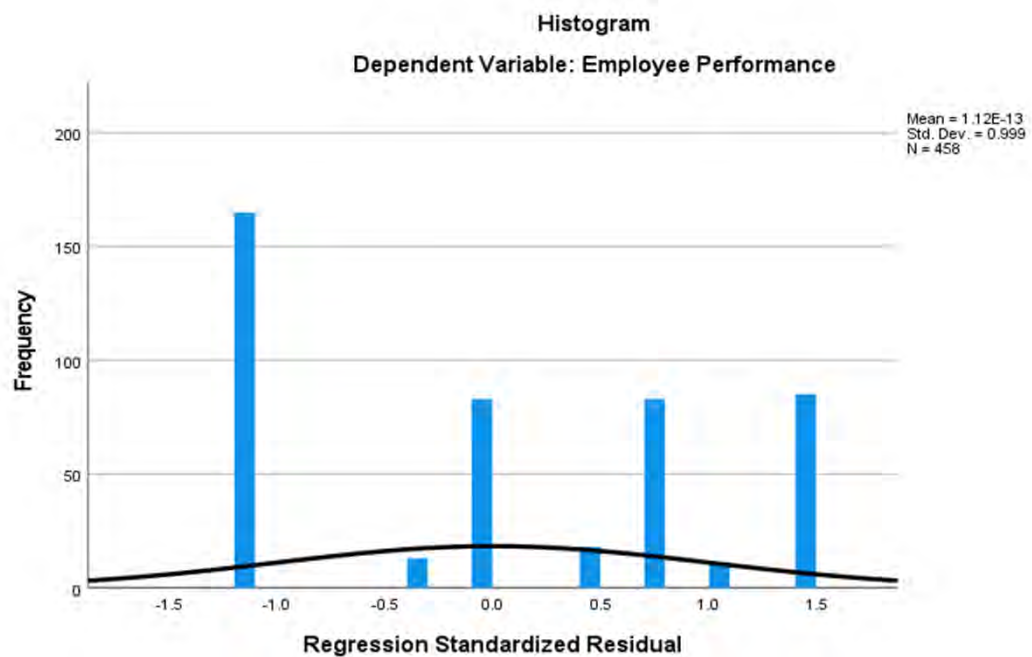
a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Working Environment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.401	0.043		-9.231	0.000		
	Working Environment	1.109	0.011	0.978	99.029	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Bar Chart:



Leadership Style

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2	
1		.936 ^a	0.876	0.876	0.37309	0.876	3225.293	1	456

a. Predictors: (Constant), Leadership

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	448.946	1	448.946	3225.293	.000 ^b
	Residual	63.473	456	0.139		
	Total	512.420	457			

a. Dependent Variable: Employee Performance

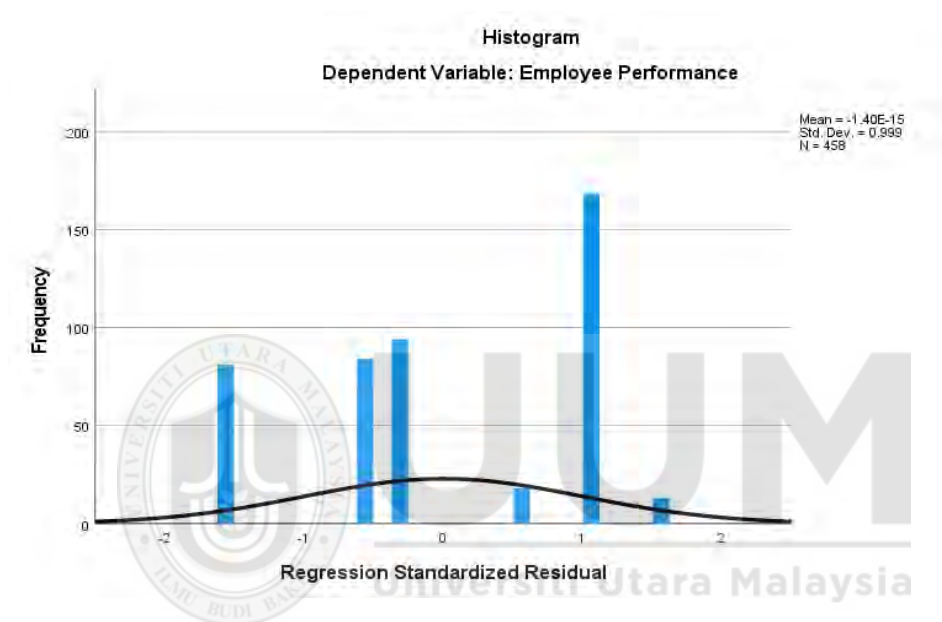
b. Predictors: (Constant), Leadership

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.193	0.065		2.954	0.003		
Leadership	0.956	0.017	0.936	56.792	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Bar Chart



Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson	df1	df2	Sig. F Change	
					R Square Change	F Change					
1	.906 ^a	0.820	0.820	0.44929	0.820	2082.427		1	456	0.000	1.058

a. Predictors: (Constant), Job Satisfaction b. Dependent Variable: Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	420.369	1	420.369	2082.427	.000 ^b
	Residual	92.050	456	0.202		
	Total	512.420	457			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.357	0.078		4.595	0.000		
	Job Satisfaction	0.891	0.020	0.906	45.634	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Organizational Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.927 ^a	0.859	0.858	0.39858	0.859	2769.508	1	456	0.000	1.076

a. Predictors: (Constant), Organizational Commitment

b. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	439.977	1	439.977	2769.508	.000 ^b
	Residual	72.442	456	0.159		
	Total	512.420	457			

a. Dependent Variable: Employee Performance

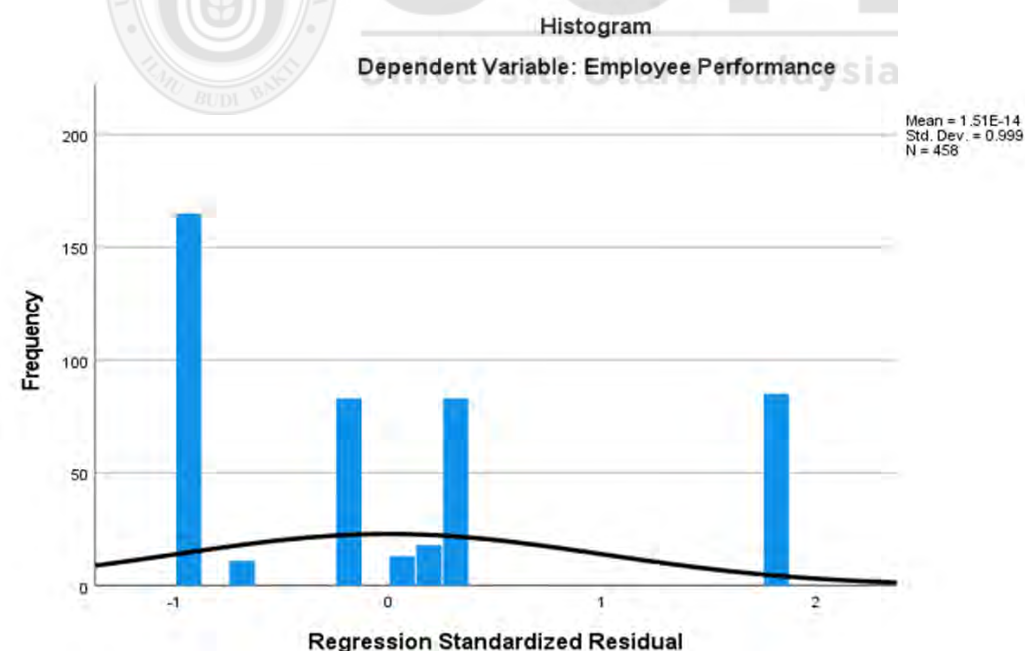
b. Predictors: (Constant), Organizational Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.293	0.069		4.270	0.000		
	Organizational Commitment	0.946	0.018	0.927	52.626	0.000	1.000	1.000

a. Dependent Variable: Employee Performance

Bar Chart



APPENDIX 6

MEDIATION ANALYSIS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Leadership, Working Environment, Job Satisfaction ^b		Enter
2	Organizational Commitment ^b		Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Sig. F Change	Durbin-Watson
						F Change	df1	df2			
1	.994 ^a	0.988	0.988	0.11656	0.988	12419.729	3	454		0.000	
2	.994 ^b	0.988	0.988	0.11666	0.000	0.254	1	453		0.614	0.936

a. Predictors: (Constant), Leadership, Working Environment, Job Satisfaction

b. Predictors: (Constant), Leadership, Working Environment, Job Satisfaction, Organizational Commitment

c. Dependent Variable: Employee Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	506.251	3	168.750	12419.729	.000 ^b
	Residual	6.169	454	0.014		
	Total	512.420	457			
2	Regression	506.254	4	126.564	9299.560	.000 ^c
	Residual	6.165	453	0.014		
	Total	512.420	457			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Working Environment, Job Satisfaction

c. Predictors: (Constant), Leadership, Working Environment, Job Satisfaction, Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	-0.622	0.024		-25.564	0.000		
	Working Environment	1.748	0.028	1.541	61.455	0.000	0.042	23.707
	Job Satisfaction	-0.919	0.031	-0.934	-29.360	0.000	0.026	38.133
	Leadership	0.357	0.038	0.350	9.355	0.000	0.019	52.706
2	(Constant)	-0.630	0.028		-22.280	0.000		
	Working Environment	1.766	0.045	1.557	38.848	0.000	0.017	60.450
	Job Satisfaction	-0.891	0.063	-0.905	-14.059	0.000	0.006	156.147
	Leadership	0.341	0.050	0.334	6.773	0.000	0.011	91.312
	Organizational Commitment	-0.028	0.056	-0.028	-0.504	0.614	0.009	115.220

APPENDIX 7

RELIABILITY ANALYSIS REAL STUDY

Working Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.898	0.904	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.761	3.242	3.991	0.749	1.231	0.093	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.8057	21.772	4.66602	5

Leadership

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.925	0.939	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.742	3.347	4.172	0.825	1.247	0.116	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.7118	26.866	5.18328	5

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.930	0.942	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.831	3.596	4.172	0.576	1.160	0.059	5

Organizational Commitment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.845	0.854	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.677	3.452	3.993	0.541	1.157	0.080	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.0306	9.684	3.11191	3

Employee Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.919	0.924	5

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.771	3.430	3.969	0.539	1.157	0.041	5

APPENDIX 8

RELIABILITY STUDY PILOT STUDY

Working Environment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.950	5

Leadership Style

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.994	5

Job Satisfaction

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.965	5

Organizational Commitment

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.941	3

Employee Performance

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	42	100.0
	Excluded ^a	0	.0
	Total	42	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.978	5



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