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**THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL
COMMITMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON
JOB PERFORMANCE.**

SIT BOON CHUAN



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**UNIVERSITI UTARA MALAYSIA
2016**

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COMMITMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON
JOB PERFORMANCE.**

By

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Universiti Utara Malaysia

**Thesis Submitted To
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirements for the degree
(Master of Human Resource Management)**



**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

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ABSTRACT

The main aim of this study was to examine the relationship between job satisfaction, organizational commitment, perceived organizational support and job performance. This study was conducted in Machang District council (MDC) and Tanah Merah District Council (TMDC), Kelantan, Malaysia. The sample of this study consisted of 278 administrative staff from the both local government institutions (i.e., MDC and TMDC). Data were collected through questionnaire survey. Data were analysed using various statistical techniques such as reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The regression results indicated that all the independent variables (i.e., job satisfaction, organizational commitment, and perceived organizational support) were positively correlated with the dependent variable (i. e., job performance).

Keywords : *Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Employee Job Performance*



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ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji hubungan diantara kepuasan kerja, komitmen organisasi dan persepsi sokongan organisasi dengan prestasi kerja pekerja. Kajian ini telah dilaksanakan di dua buah institusi kerajaan tempatan negeri Kelantan, Malaysia, iaitu Majlis Daerah Machang (MDM) dan Majlis Daerah Tanah Merah (MDTM). Sampel kajian ini terdiri daripada 278 orang staf yang bekerja di MDM dan MDTM. Data dikumpul melalui soal selidik dan dianalisis dengan beberapa ujian statistik seperti ujian kebolehpercayaan, analisis diskriptif, analisis korelasi dan analisis regrasi. Dapatan kajian menunjukkan semua pembolehubah bebas (kepuasan kerja, komitmen organisasi dan persepsi sokongan organisasi) mempunyai hubungan positif dengan pembolehubah bersandar (prestasi kerja).

Kata Kunci : *Kepuasan Kerja, Komitmen Organisasi, Persepsi Sokongan Organisasi, Prestasi Kerja*



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ACKNOWLEDGEMENT

I would like to present my humble appreciation and gratefulness to all the people who made this journey possible. First and foremost, I would like to express my special appreciation, respect and thanks to my project paper supervisor, Dr. Tan Fee Yean for her help, time, contribution and effort in providing guidance and constructive suggestion throughout the process of completing this study.

I am very grateful and deeply appreciate my parents, my mom Lee Phek Soon and my dad Sit Eng Joo for their sacrifice, help, endless trust, support, love and understanding they have given to me. Furthermore, I would like to express my gratitude to all my family members, Sit Boon Swee, Kerh Lai Heong and Fan Bin for making me realized that I am not alone in this journey. Thank you so much for giving me such a great strength of patience, courage and ability to complete this project. I would also like to offer my appreciation and gratitude to my best friends, Kheng Shia Ying and Kang Pey Ling for their endless encouragement and support to keep me inspired in completing this research. Special thanks to my friends, Yap Luen Her and Mohd Firdaus Zakaria for sharing generous amount of time to guide me in statistical analysis and supporting my efforts to succeed in this project.

Additionally, I would like to express my truly appreciation to all respondents from Machang District Council and Tanah Merah District Council in Kelantan for their time, cooperation and contributions in this study. I am deeply grateful for their willingness to share information by completing the lengthy questionnaires provided.

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LIST OF ABBREVIATIONS

AET	Affective Events Theory
JP	Job Performance
JS	Job Satisfaction
MDC	Machang District Council
OC	Organizational Commitment
POS	Perceived Organizational Support
SPSS	Statistical Package for Social Sciences
TMDC	Tanah Merah District Council



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CHAPTER 1

INTRODUCTION

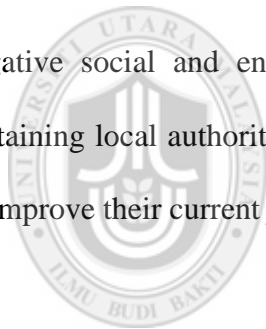
1.1 Background of the Study

Enhancement in employee job performance is the crucial concern of organizations in the current environment. Employees are the basic source of profits and competitive advantage in an organization. In other words, the effectiveness and productivity of an organization is attributed to the effectiveness and efficiency of employee's performances. There are different psychological and environmental factors that may affect employee job performance. Ekemini (2012) mentioned that motivation, anxiety, and stress are the psychological factors that may influence the employee job performance. Besides, working environment factors such as lighting, inappropriate office furniture, insufficient of ventilation and inadequate security measures, communication and noise are said to have significant effects on employee's attitude in which may influence their job efficiency (Nur & Narehan, 2015). This research will focus on the effect of job satisfaction, organizational commitment, and perceived organizational support on their job performance. This will be achieved by providing three detailed of independent variables that will affect the employee job performance.

At the point when an employee reports to work, his or her attitude influences job performance and it may affect the employee morale in the workplace. Generally, employees with positive attitudes have better performance, and employees with negative attitudes exhibit poor performance. Under those circumstances, it is up to

the managers or the supervisors to observe employee's attitudes and point out attitude problems such as laziness and negativity in the workplace.

The local government deal with the general public level directly and their accomplishments are essential in delivering positive public perception towards overall government structure (Siti, 2010). In other words, good governance by the local government institutions is crucial as it is the level of government that is closest to the public and plays a significant role in society. It is vital to improve the job performance of local government since a city or a district that is well managed will be economically supportable (Mariana et al, 2012). On the contrary, poor administration will downgrade a city or a district, which can subsequently lead to negative social and environmental consequences. Therefore, a series of issues pertaining local authority performance has driven a need for further studies in order to improve their current job performance.



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1.2 Problem Statement

Local government in Malaysia has faced widespread criticism regarding their perceived lack of financial discipline, good governance and accountability (Siti, 2010). Local government is one of those public organizations that have been heavily criticized by the Malaysian public. Indeed, this statement is supported by Phang (2008) who asserted that local government in Malaysia faces constant criticisms over delays, poor attitude, weak enforcement and displaying arrogance. The increased education level of population in this country has led to a more vocal and more discerning citizenry that expects a better services and job performance from its local

government. Moreover, the rapid urbanization and industrialization of the country have created a challenging environment for the local government (Mariana et al, 2012). Under those circumstances, it is not surprising that the local councils in Malaysia continue to face criticism.

Furthermore, as discussed by Phang (2008) in her study, she described that the local government in Malaysia has serious difficulties meeting the challenges of a changing global environment and the community that has become more aware of public organization's inability to deliver what it wants. As a consequence, local government's perception of what is being delivered to the public may often not match the perception of the community.

Additionally, The Sun newspaper (2007) reported that when the Malaysian Administrative Modernization and Management Planning Unit (MAMPU) conducted a weekly survey on how to boost the public service delivery system, it received approximately 700 emails of criticisms and suggestions from the public. Besides, New Straits Times (2000) also reported that the Complaints Bureau of the Prime Minister's Department had received complaints regarding imperfections in government administration including slow response and attitude problem in public counter services.

It is critical that local authorities deal with local community in accordance with the principles of courtesy, fairness, openness, and transparency. In such environment, customers or the public have the right to voice out when service standards are not being met or when they have not been treated with courtesy and fairness. According

to Linnell (2016), complaints and dissatisfaction amongst customers have a significant and measurable impact on financial outcomes for the organization. Poor service from the local government can significantly increase costs and sometimes lead to other negative social and community outcomes. Consequently, when employees experience problems and complaints which concern with their job, it can have a serious impact on their job performance.

Employee's job performance is concerned with two main perspectives. Firstly, the employee needs to carry out his or her works in a proper manner that it leads to the achievement of the organizational objective. Secondly, the employee should utilize organizational resources productively by avoiding or minimizing the waste in operating their routine work activities. For this reason, the Ninth Malaysia Plan 2006-2010 emphasizes the urgency of enhancing service quality of local government as it is a constitutional prerequisite to accomplishing the National Mission (Phang, 2008). In short, the Malaysia government appears anxious to bridge the impression gap between the demands from the public and the local government are currently delivering.

1.3 Research Questions

This research systematically and empirically examines the following research questions in the remaining chapters,

1. Does job satisfaction influence employee's job performance?
2. Does organizational commitment influence employee's job performance?

3. Does perceived organizational support influence employee's job performance?

1.4 Research Objectives

The general aim of this study is to examine the associations between the employee's job satisfaction, organizational commitment, perceived organizational support and their job performance in Machang and Tanah Merah District Council, Kelantan, Malaysia. Inspired by debates and empirical results in the extant literature, an alternative view of the associations between job satisfaction, organizational commitment, perceived organizational support and employee job performance are proposed. To put it differently, the study attempted to achieve the following specific objectives.

1. To identify the relationship between job satisfaction and job performance.
2. To identify the relationship between organizational commitment and job performance.
3. To identify the relationship between perceived organizational support and job performance.

1.5 Scope of the Study

Local government is the grass-root in the government hierarchy of Malaysia. The Federal, State and Local are the three main branches of government in Malaysia. The position of local government is stated in Federal Constitution of Malaysia (Phang, 2008). Under the Malaysian Federal Constitution (paragraphs four and five

of the Ninth Schedule), local government is the obligation of the states. However, the federal government based in Kuala Lumpur also practices considerable power and influence over local government, especially in peninsular Malaysia.

Furthermore, local governments in Malaysia are enriched with the authority given by the Local Government Act 1976 to supply various assistances and services to the local people. Looking more closely, local governments provide both obligatory and discretionary services to local community, where the latter responsibility is more towards local advancement issues. In this context, obligatory services of local government can be generally categorised into five main purposes which are (i) public well-being and hygiene, (ii) public amenities, (iii) enforcement and license grant, (iv) social service and lastly (v) environmental issues (Phang, 1989).

This study was conducted in Machang District Council (MDC) and Tanah Merah District Council (TMDC) which located in Kelantan, Malaysia. District Council refers to the local authority in rural area. According to Ministry of Urban Well-Being, Housing and Local Government of Malaysia (2016), the benchmark stipulated for a District Council status in Malaysia is having an aggregate population not exceeding 150,000 people.

Besides, the annual revenue of a district council must be less than RM20 million. Local governments in context of Malaysia are commonly referred to as councils or also known as *Majlis*, managed by a public servant who carries the title *Yang di-Pertua* or the president for rural districts such as Machang District Council and Tanah Merah District Council.

1.5.1 Machang District Council

Machang District Council is a Kelantan state's local authority which established on 1 January 1979 under the Local Government Act 1976 (Act 171). The former Machang District Council was a combination of three Local Council known as *Majlis Tempatan* which consists of Machang Local Council, Pulai Chondong Local Council and Temangan Local Council.

1.5.2 Tanah Merah District Council

Similarly, Tanah Merah District Council was also established on 1 January 1979 under the Local Government Act 1976 (Act 171). Establishment of TMDC is made with reconstitution certain areas to be put under one local institution with a mix of three present Local Superintendent and few others economic development hub in Kelantan. Tanah Merah Local Council, Gual Ipoh Local Council and Kusial Baru Local Council, these three administrative and enforcement entities merged in 1979 and became one independent local government institution known as Tanah Merah District Council under the Local Government Act 1976.

Moreover, both Machang and Tanah Merah District Council consist of ten main departments which are administration and human resource department, information technology department, enforcement department, finance department, property management and valuation department, development planning department, licensing and public well-being department, development and engineering department, public relation department, lastly is legal and prosecution department.

1.6 Significance of the Study

This study offers several potential contributions to readers understanding of the interconnection between employee's job satisfaction, organizational commitment, perceived organizational support and their job performance. Importantly, this research is relevant for four main reasons. Firstly, this research provides insight into the impact of job satisfaction, organizational commitment and perceived organizational support toward their job performance in the organization. In this context, people are considered the most important asset in an organization. For this reason, the effectiveness of an organization relies heavily on their employee's performances and this is important especially for Kelantan's local government institution itself in order to ensure the organization has the capability to motivate and guide their employees to achieve the objectives and goals of the company.

Secondly, this study focuses on employee's work-related attitudes that are imperative for association and their representatives. In other words, work attitude refers to individual's feelings and beliefs about their work. Therefore, employee's work attitudes are very crucial because the job itself matters to individual's characters, well-being and to their interpretation of their lives. The current research concentrates on examining the effects of two employee's work attitudes : job satisfaction and organizational commitment on employee's performance of Machang and Tanah Merah District Council.

Thirdly, this study provides a comprehensive review of previous literature regarding the relationships between job satisfaction, organizational commitment, perceived

organizational support and their job performance. Additionally, this research also provides a better understanding of Affective Events Theory and ABC Model of attitude that explains the linkage between independent variables and dependent variable of the study. Both theories include a set of assumptions, propositions or accepted facts that attempt to provide a plausible or rational explanation of cause and effect relationship between job satisfaction, organizational commitment, perceived organizational support, and job performance.

1.7 Definition of Key Terms

Table 1.1
Definition of Key Terms

Key Terms	Definitions
Job Satisfaction	Locke (1976) defined job satisfaction as a pleasurable, emotional state resulting from the self-appraisal of individual's job or job experiences.
Organizational Commitment	Allen and Meyer (1996) defined organizational commitment as a psychological state that is representative of an employee's relationship with the organization.
Perceived Organizational Support	Eisenberger et al (1986) defined perceived organizational support as employees in a company from global belief concerning the extent to which the company values their contributions and concerns about their well-being.
Job Performance	Pugno and Depedri (2009) explained that job performance refers to the level to which an employee successfully fulfills the factors included in their organization job description.

1.8 Structure of the Thesis

To accomplish the objective of the research, this thesis is divided into five chapters. This research paper is standardized as follows. In Chapter Two, the researcher review previous literature that addresses the concept of job satisfaction, organizational commitment, perceived organizational support and the causal mechanisms through which it affects employee job performance. This chapter also enumerates the research framework which includes independent variable and dependent variable. Despite than this, based on the review of the literature, research hypotheses are presented.

Furthermore, Chapter Three outline the methodology used to gather and interpret the information for exploring the research hypothesis. The fundamental objective of this chapter is to link the conceptual framework developed for this research with the empirical results presented in Chapter Four and Chapter Five. This chapter is sorted out around six main topics of methodology which are research design, research measurement, questionnaire design, pilot test analysis, data collection procedures and data analysis techniques.

Moreover, Chapter Four presents the results of the descriptive data analysis. It presents a general picture of the demographic profile of the survey respondents and provides the results of the descriptive analysis of responses to the questionnaire items. This chapter also assess the validity and the reliability of the data.

Chapter Five is the final chapter of the current study. This chapter provides an overall discussion of the findings of the study. The discussions are based on three research objectives of the study as presented in Chapter One. This chapter also provides a discussion of the practical and theoretical implications and the contributions of the present research. In addition, limitations of this research as well as recommendations for future research are provided.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides an overview of the definitions for each variable that are relevant to the current study. Specifically, this chapter discusses literature related to employee's job satisfaction, organizational commitment, perceived organizational support, and their job performance. Furthermore, this chapter also enumerates the gaps in the literature and underpinning theory in this research. Besides, research frameworks of the study and hypothesis development are also presented.

2.2 Definition and Conceptualization of Variables

2.2.1 Job Satisfaction

Job satisfaction is among the crucial attitudes that affect the way employees behave in their workplace. Consequently, organizational behavior researchers are interested in precisely investigating job satisfaction and exploring its consequences towards the employees. According to Locke (1976), job satisfaction is an extent to which individuals feel positively or negatively regarding their job. In short, it refers to employee's emotional reaction and response towards their work as well as to the physical and social conditions of their workplace. Spector (1997) explained that job satisfaction is a degree to which employee like or dislike their jobs. This definition enumerates that job satisfaction is a common or global affective response that people hold about their career.

Job satisfaction explained how content an individual is with his or her work. It is assumed that employees would be more satisfied with their job if they were found to be pleased and enjoyable in doing their job (Noah & Steve, 2012). Similarly, Robbins and Judge (2013) also explained that job satisfaction portrays a positive perception towards a particular job, resulting by assessment of its characteristic. In other words, employees who sustain high level of job satisfaction hold positive perception towards his or her job. On the contrary, employees with low level of job satisfaction tend to have negative perception toward their job.

Furthermore, job satisfaction is the extent to which employee's contentment or enjoyment associated with a specific job. In this context, employees tends to have high job satisfaction when they possess a positive perception toward such job components which is work itself, appreciation and space for improvement, pay, co-workers and etc. Hagedorn (2000) emphasized that at the point when an employee feels a high level of accomplishment is intensely involved and is appropriately rewarded by salary increment, recognition, power and trust, job satisfaction is upgraded.

Besides, extensive investigation on job satisfaction also indicates that personal factors (personal needs) along with group and organizational factors (associations with other colleagues, managers, work conditions, company policies, and reward). It is expected that positive work attitude and higher organizational commitment will boost job satisfaction among the employee which in return it may enhance their productivity in workplace.

Additionally, job satisfaction is one of the most reviewed variables in the literature because of its significance in organizational behavior. Therefore, there are various theories (e.g. Affect Theory, Dispositional Theory, Job characteristics Model, Motivator-Hygiene Theory) and arguments of job satisfaction can be found in literature. For instance, motivator - hygiene factors sought to explain satisfaction and motivation in the organization. The theory focuses on outcomes of satisfaction and dissatisfaction. According to Herzberg (2003), job satisfaction and dissatisfaction is a product of different factors – motivation and hygiene respectively. Motivational factor is those aspects of the job that make employees want to perform and provide them with satisfaction. On the other hand, hygiene factors include aspects of the working environment such as working conditions, interpersonal matters and organizational policies.

As indicated by Nelson (2006), he underlined that satisfaction of an employee is extremely valuable whereby the frustrated or depressed employees negatively affect the eagerness to work. In other words, the unsatisfied employees are less devoted to the company which influences their long-term productivity and eventually the achievement of the organization.

2.2.2 Organizational Commitment

According to Wang (2008), organizational commitment is a critical component in analyzing and explaining the employee's behaviors in their organization. Moreover, organizational commitment is a feeling of dedication, willingness to put efforts and

intention to keep employed in a particular company for a long period of time (Fan et al, 2007).

As discussed by Nafei (2014), he described organizational commitment as the emotional attachment individuals have toward the company they work for. In this context, a highly committed employee is referring to those who supports and believes in the organization's values, enthusiastic to contribute in order to achieve organization's objectives and has a strong intention to remain with the company. Organizational commitment also refers to employee's devotion and desire to stay with the company, besides individual interest towards their job. It is the extent to which an employee feels faithful to a particular association.

A concept introduced by Meyer and Allen (1997) is the most recognized among organizational commitment theories. Meyer and Allen (1997) clarified organizational commitment as a psychological portrays the worker's emotional connection with the company and has implications for the determination to sustain sense of belonging to a group in the organization. In this approach, organizational commitment has three multi-dimensional components namely affective commitment (emotional attachments toward organization), continuance commitment (costs of leaving such as losing interests and seniority) and normative commitment (personal ethical qualities).

The three components conceptualization of organizational commitment indicated by Meyer and Allen (1997) are as follows : (i) affective commitment can be generally defined as the feelings of attachment towards the company and been linked with the

personal job experiences, characters, and organizational design. Furthermore, (ii) continuance commitment refers to awareness among the employees regarding costs of leaving a particular job or the company.

In other words, the employees that sustain to have elevated level of continuance commitment tend to remain with the company because they are conscious of the risks, sacrifices and uncertainty options associated with leaving. Additionally, (iii) normative commitment is a sense of obligation within the employee to continue their employment in the company. In that case, employees that possess high level of normative commitment believed that they must remain and continue contribute to the company or their job.

Moreover, organizational commitment reflects the extent to which a working individual identifies with an institution and is devoted to its objectives. Hence, highly committed individuals are expected to show their willingness to work harder and display strong intention to stay employed with the organization. To put it differently, organizational commitment often reflects the employee's belief in company missions, eagerness to extend their effort in organizational accomplishment and have intentions to stay working in the organization.

In this context, it is assumed that those employees who are highly committed to their job will most likely to see himself or herself as part of the company. They choose to ignore the inconsequential sources of negativity in their work environment and see him or herself remaining as a true member of the company. On the other hand,

employees that are less committed to their job are more likely to perceive themselves as an outsider and not belong to the company.

Organizational commitment is considered as one of the most important elements that promote and endorse the attachment of the employee toward their organization. In this context, employees are regarded as committed to an association if they are pleased, enthusiastic to continue their relationship with the company and devote considerable effort to attain their company goals. By all means, employee with greater level of organizational commitment and along with greater levels of hard work exerted by the employee can contribute to greater levels of both personal and organizational performance effectiveness (Noah & Steve, 2012).

2.2.3 Perceived Organizational Support

Perceived organizational support (POS) generally refers to the employee's impression, consciousness or judgment concerning the extent to which the company appreciates their contribution and concerns about the well-being of the employees. According to Colakoglu, Culha and Atay (2010), perceived organizational support also defined as how much the company recognizes their employee's achievements and portrays concern to them. In this context, POS is constructed by consideration of work conditions and a few human resource practices provide formation positive behaviour among employees. Unbiased treatment, compensation, favourable working circumstances and supervisory support exhibit a strong interconnection with POS. Besides, perceived organizational support enhance employee's

accomplishments which result a greater efforts to fulfil the objectives of the organization.

Consistent with the perspective that employees develop a common assumption about the company's commitment to them, Eisenberger et al (1986) emphasized that employees demonstrated a persistent pattern of agreement with statements concerning whether the association appreciated their hard work, contributions and would compensate, treat them positively or unfavourably in various circumstances. POS is established by meeting employee's socio-emotional needs and demonstrating willingness to compensate employees extra contributions and to offer assistance that would be necessary for the employees to complete their duty better. Besides, Rhoades and Eisenberger (2002) also mentioned that employees seemingly believe that their association has a typically positive or negative orientation that encompasses both their contributions and their welfare.

Moreover, Wendel (1994) as cited in Mathumbu (2010) defined perceived organizational support as organization support in terms of matter regarding assistance and connection amongst colleagues and working partners in an association, which involve the sense of need between top level supervisors or managers with their subordinates. Alternatively, Steers and Sayles (1990) mentioned there are three important components that should be part of POS. To be more specific, the first component is assembling a sentiment of approval by enhancing the overall quality of supervisor's attitudes and trust towards the employees. Secondly, supervisors are necessary to establish personal relationships with their subordinates and assist them to solve their problems during work. Thirdly, it is very crucial for the organization to

provide fair, unbiased and reasonable treatment by making every employee is aware of what is expected from them.

Perceived organizational support covers the extent to which the employees hold the perception that their company will fairly compensate and reasonably reward them with the exchange of their achievement at work. Employees also expecting their company will make their job as interesting as possible and at the same time provide them with comfortable working conditions (Ucar & Otken, 2010). According to Mathumbu (2010), POS can be viewed as a process of enhancing the connections amongst employees, which involve the feeling of helping each other and feeling of need between top management and their subordinates. As indicated by Emerson (2013), POS has its own foundation in organizational support theory. It depends on how employees personify the association they work for and their expectation to attain favourable rewards from that particular organization.

Elevated levels of Perceived organizational support develop a sense of obligation to employees and as well as the employers which make them feel that they need to repay both commitments by engaging behaviours that link to organizational goals. In other words, employee that concern about their workplace and feel supported by their organization are more likely to participate in any activities that would benefit the organization (Zainal & Zeinab, 2010). Similarly, Apodaca (2010) also explained that employees that experiencing high POS may differ from employees that experiencing low POS to the extent that he or she incorporates organizational membership as well as role status into individual's self-identity. Because of this phenomenon, employees

who possess greater levels of POS are believed to promote an effective bond to the given organization.

2.2.4 Job Performance

According to Khan et al (2011), employee's job performance can be characterized as service achievement in terms of amount and quality anticipated from each employee. Certain areas of attitudes that a person in the workplace is concerned with are their employer, subordinates, colleagues, peers, benefits, compensation, advancements or anything that leads to trigger positive or negative responses. Under those circumstances, these attitudes can reflect how a particular individual will give response and behave towards another person, accident or activities that exist in their work environment.

Moreover, Pugno and Depedri (2009) explained that job performance refers to the level to which an employee effectively satisfies the components incorporated into their organization expected set of responsibilities. However, the content of job performance for each occupation may contrast. Evaluation or assessment of job performance may include several elements such as quality and amount of task completed by the employee, speed and accuracy of the job performed and the overall effectiveness of the person accomplish the job. Many organizations either in public sector or private sector, job performance commonly determines whether a person is promoted, compensated with salary increment, given additional obligations or get fired from his or her current job. For this reason, employers or the supervisors often observe and track their subordinate's job performance. Assessment of employee job

performance can be done by keeping track of information regarding the amount of mistakes found in the employee's output and the total amount of customers or sales that managed to get by the employee. Additionally, numbers of complaints or compliments received also take into account to measure their services quality. However, these kind of information may not be accessible in some jobs. Under those circumstances, the evaluation of job performance of that particular employee will be assessed and evaluate by their managers, co-workers or their clients.

Borman and Motowidlo (1993) presented a model of job performance that suggested performance can be sorted into two sections which are "task performance" and "contextual performance". Borman and Motowidlo (1993) explained that task performance involves the capability or the efficiency of an employee which the individual engaged in activities that are formally aspect of their responsibility. At the same time, he or she contribute to the organization's technical core and interpret that relevant performance referred to those attitudes that maintained the vast social environment in which the technical core must function. Additionally, it comprised more unrestricted forms of attitudes that helped the organization to run their work. On the other hand, contextual performance comprises of various organizational practices that are volitional. In that case, these activities are not required by the job. Helping or cooperating with other colleagues in the workplace is one of the best examples to illustrates volitional practices in contextual performance. Even though it does not contribute directly to the technical core but it can be influential for all jobs.

Work-related attitudes can be reflected through many dimensions such as psychological contract, organizational commitment, social value, job satisfaction,

turnover intention, and much more. Consequently, attitudes exhibited by employees can directly affect the atmosphere and productivity within organizations (Wang, 2008). In other words, employee attitudes have a tendency to influence the productivity and effectiveness of an association. Every employee working within the organization is expected to perform and complete his or her job in a dependable way (Hettiararchchi & Jayarathna, 2014). According to the general company policies, he or she is entitled and responsible for successful performance of tasks and duties that involved in their job. To put it differently, this attitude may influence an employee's response to others including their colleagues, managers, and clients. It also will affect the employee's impression of their job and their value to the company (Farouk, 2014).

2.3 Gaps in the Literature

In general, literature gaps are referring to the missing piece or pieces in the research literature that has not yet been explored or is under-explored. In this particular instance, there is limited literature or research that really focuses on the local government institutions in Malaysia. Public from all around the world has high expectation on the job performance and the service delivery of their local government authorities. As discussed by Ringold et al (2013) in his study, he explained that people care about public services. This is because local government services offer the most widely recognized interface between the local community and the state, and their job performance shapes public's sense of trust in government.

Phang (2008) also emphasized that the local government system in Malaysia experiences issue meeting the difficulties of a changing worldwide environment and high expectation from the community. The public nowadays become more aware of the inability of the local government to deliver what it wants. There is an inconsistency between demand and supply both in service delivery and in perceptions of local government's performance in Malaysia.

However, there has been little research on factors such as job satisfaction, organizational commitment, perceived organizational support that may influence the job performance of local government's employees in the context of Malaysia. For this reason, this study concentrates on investigating the relationship between employee's job satisfaction, organizational commitment, perceived organizational support and its effect on their work performance in local government. Correspondingly, this study composed of employees from Kelantan's local government which is Machang District Council and Tanah Merah District Council.

2.4 Underpinning Theory

2.4.1 ABC Model of Attitude

According to Jain (2014), ABC model of attitude is one of the most cited models of attitude. ABC model suggests that attitude has three elements which are Affect, Behavior and Cognition. This trichotomy of Affect (feeling), Behavior (intention) and Cognition (belief) can be linked to the framework and the relationship between independent and dependent variables in this study. In this particular instance, Affect denotes the individual's feeling about an attitude object. Furthermore, Behavior

denotes the individual's intention towards to an attitude object and lastly Cognitive denotes the beliefs an individual has about an attitude object. In the context of this study, Affect and Cognitive elements are referring to work-related attitudes (job satisfaction, organizational commitment, and perceived organizational support) and Behavior elements are referring to employee job performance.

To put it differently, the affective component of the attitude refers to how the people feel about certain attitude objects. In other words, it refers to individual's emotional reactions towards the job satisfaction, organizational commitment, and perceived organizational support within the employees. Thus, the affective component of an attitude reflects how much the person like or dislikes an attitude object.

The behavioral component of attitude is referring to people behavioral intention or how they act according to the attitude that they have. In that case, this component includes individual's behavioral tendency towards an attitude object. Basically, it refers to how the employees will act and respond towards their job performance based on work attitudes they have. On the other hand, the last components of attitude, cognitive component refer to people knowledge of the attitude object. In other words, the cognitive component of an attitude includes the employee's thoughts and ideas about their job satisfaction, organizational commitment, and perceived organizational support in the organization.

Solomon (1996) conceptualized ABC components as a simultaneous event, as illustrated in Figure 2.1 below. His model is developed based on Albert Ellis's

model in order to explain the connections between the environment occurrence with emotional and behavioral responses.

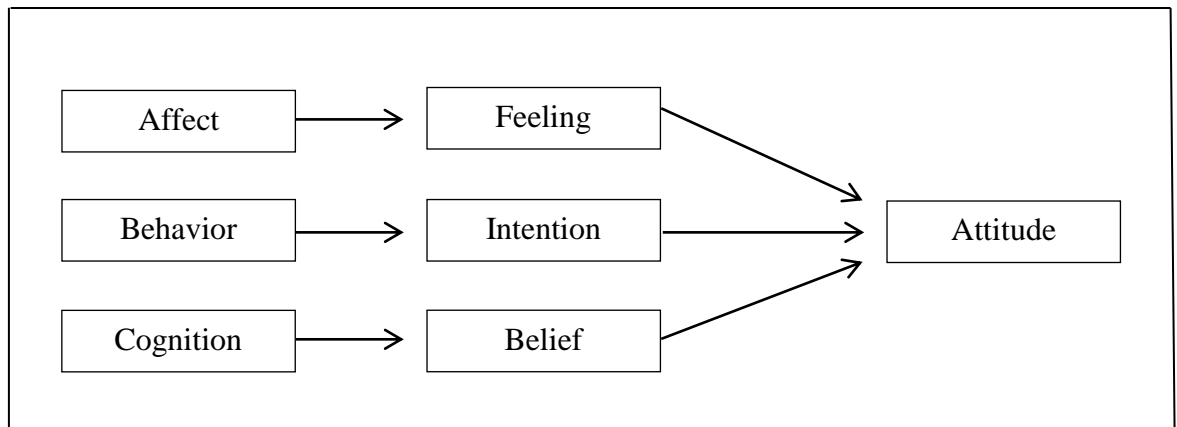


Figure 2.1
ABC Model of Attitudes
Source : Solomon (1996)

Moreover, the ABC model of attitudes is a multidimensional point of view expressing that attitudes are jointly defined by affect, behavior, and cognition (Solomon et al, 2010). This model also emphasized that there is an interrelation between A, B and C which people will change their perception, feeling or behavior in order to sustain harmony in their life.

Under those circumstances, this shows the principle of consistency that comes from the cognitive dissonance theory that explained individuals have an internal to keep attitudes and beliefs in harmony. Additionally, this theory clarifies that conflicting thoughts create an internal discomfort for the individuals which motivate their behavior to restore balance.

2.4.2 Affective Events Theory

Affective Events Theory (AET) is proposed by Weiss and Cropanzano (1996) that underlined the impact in the investigation of job attitudes. Judge and Kammeyer (2012) defined AET as an integrative model emphasizing the connections between work events and work influence and at the same time hypothesizing the connections between work influence and work behaviors that are unique to affect and affective events. Specifically, the central proposition of AET theory focuses on the links between work influence and short-term practices (job withdrawal and organizational citizenship practices) rather than the more reasoned long-term practices (turnover) that have been linked to job satisfaction.

As discussed by Weiss and Cropanzano (1996), the theory postulates that emotions are basically influential to how the employees dealing with their workplace situations. AET theory of attitudes indicates there is a connection between the employee's internal influences and their responses to events that happen during their working period that may have an impact on their job performance, as well as organizational commitment, and long-term job satisfaction.

According to Lombardo (2003), this theory mentioned that there are both positive and negative situations that occur during the workday which can affect an individual's feelings and their job satisfaction. In other words, Affective Events Theory illustrates how the work conditions in the organization emotionally influence employees.

All parts of the job can influence employee emotions such as the administration style, working peers behaviors, actual job tasks and job pressures. In this context, positive and negative occurrences at work would develop a long-term emotional response that directly impact job satisfaction, organizational commitment, and perceived organizational support within the employees. Therefore, this theory supports the link between independent variables and dependent variable.

Additionally, AET theory of attitudes is in line within the framework of this study which attempts to examine the associations between the job satisfaction, organizational commitment, perceived organizational support, and employee job performance. Figure 2.2 below illustrated the components in Affective Events Theory.

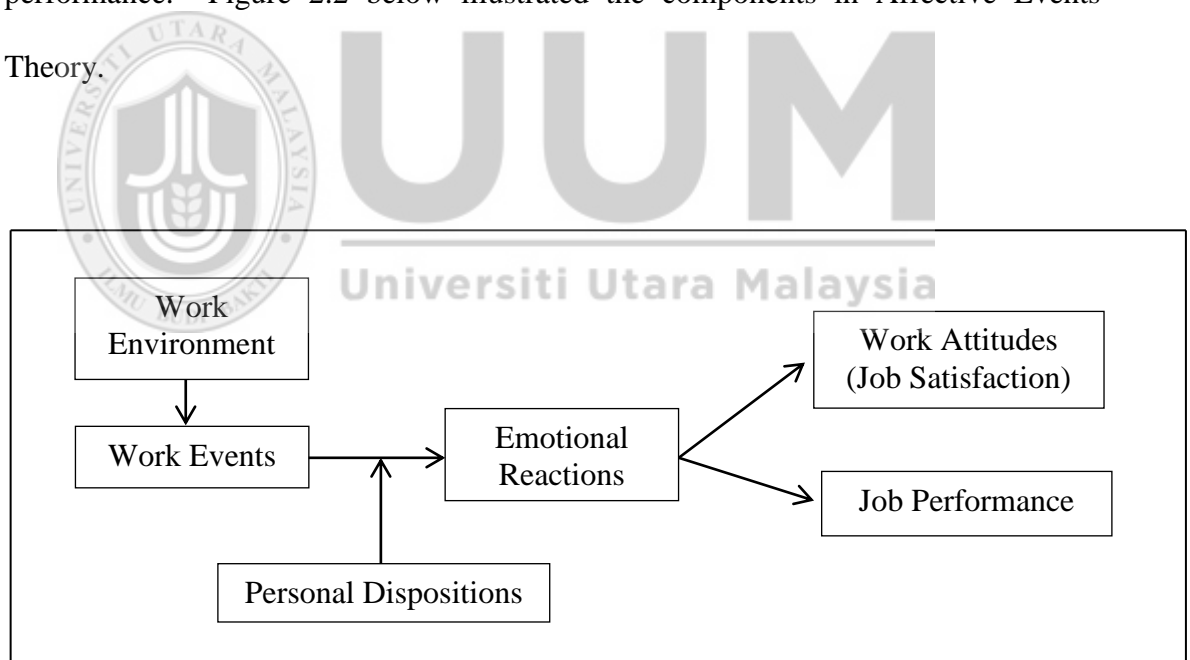


Figure 2.2
Affective Event Theory
Source : Ashkanasy and Daus (2002)

Based on Figure 2.2, the model explains the linkage between employee's internal influences (cognitions, emotions, and mental states) and their reactions that occur in employee's work environment that directly affect their job satisfaction, organizational commitment, and job performance. According to Wegge et al (2006), the theory proposed that affective work behavior is explained by the mood and emotions of the employees while cognitive-based behaviors are the predictors of work-related attitudes such as job satisfaction.

Moreover, AET enumerates that positive-inducing (uplifts) as well as negative-inducing (hassles) emotionally incidents at work are distinguishable and have a significant psychological impact on employee's job satisfaction. In that case, this results in lasting internal (cognition, emotions, and mental states) and external affective reactions exhibited through job satisfaction, organizational commitment and employee job performance (Wegge et al, 2006). Under those circumstances, Weiss and Cropanzano (1996) clarified that people often react emotionally to events that happen in their work settings and these emotions are correlated with factors such as job satisfaction, organizational commitment and intention to quit which can directly have impacts on their job performance.

2.5 Research Framework

The conceptual model of this research describes the nature of the hypotheses of this study.

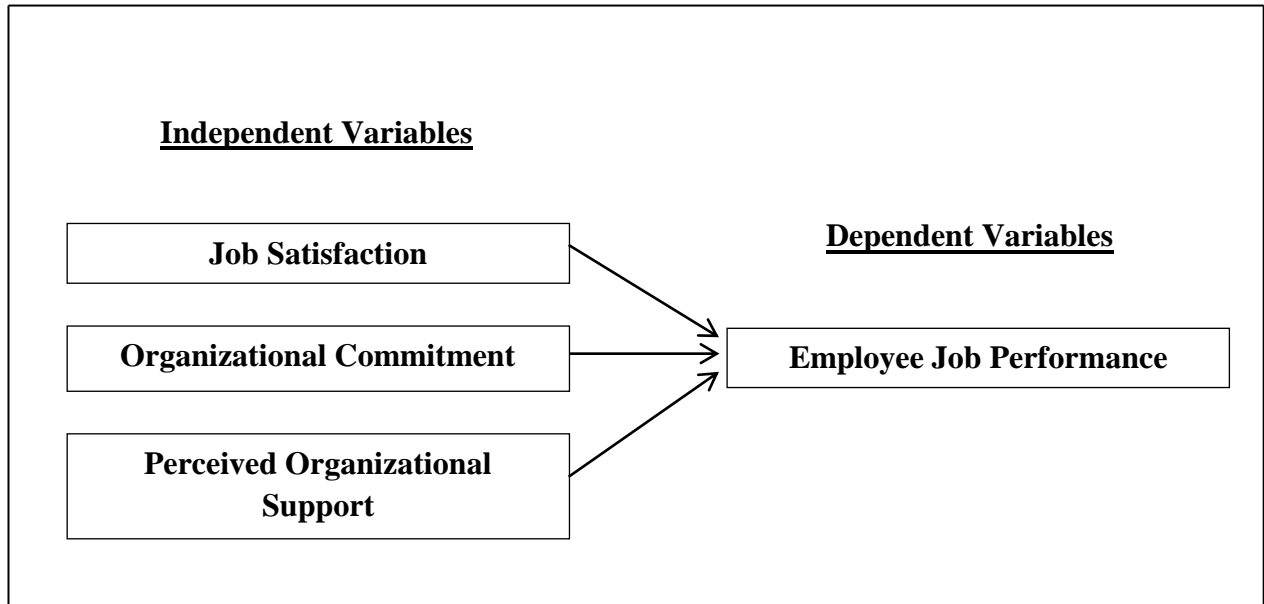


Figure 2.3
Research Framework of the Study

Figure 2.3 shows the conceptual framework of the study, which indicates the relationship between job satisfaction, organizational commitment, perceived organizational support and how it influences staff performance of local government institutions in Kelantan, Malaysia. In this research, job satisfaction, organizational commitment, and perceived organizational support are the independent variables. On the other hand, employee job performance is the dependent variable in this study.

2.6 Hypothesis Development

A hypothesis can be generally defined as a tentative argument of the research issues, a possible result of the study or an educated assumption about the research outcome. According to Shalini et al (2001), hypothesis is a reasonable articulation of what is proposed to be investigated. Before a research is conducted, the hypothesis needs to

be specific and transparently described in reporting the research outcomes. Specifically, it allows the researcher to identify the research objectives, theoretical ideas required in the research and distinguish its associations between the problem statement and the literature review.

2.6.1 Job Satisfaction and Job Performance

Many of the studies have found that a positive association existed between job satisfaction and job performance. According to Pugno and Depedri (2009), the relationship between job satisfaction and job performance is not new in the current literature and it was investigated extensively a long time ago. Their research shows that job satisfaction found to be positively correlated with employee job performance.

A study conducted by Iaffaldano and Muchinsky (1985) were proved that there was a correlation between job satisfaction and job performance. Judge et al (2001) pointed out that the positive correlation between job satisfaction and job performance can be explained because performance on the job affects self-esteem. Furthermore, Katzell et al (1952) demonstrated that job satisfaction was associated neither turnover nor with job performance. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between job satisfaction and job performance in industrial sector.

Moreover, the finding by Carroll, Keflas and Watson (1964) indicated that job satisfaction and productivity are crucial relationships in which each affects the other. They emphasize that performance leads to more effort because of high perceived

expectancy. The effort contributes to effective performance which again leads to satisfaction in crucial relationship. In the meanwhile, Porter and Lowler (1969) suggested that job satisfaction may affect a worker's effort, arguing that increased satisfaction from their job performance possibility helps to increase expectations of performance leading to rewards.

In addition, more recent research (e.g. Chen & Colin, 2008 ; Yi, 2008; Zimmerman, Ryan, Darnold & Todd, 2009 ; Lee et al, 2010) was confirmed to have a positive relationship between job satisfaction and employee job performance. In this particular instance, the finding by Lee et al (2010) indicated that job satisfaction can be linked to employee's performance of East Asian hospital. Similarly, Chen and Colin (2008) found that job satisfaction plays an important role in the overall effectiveness of accountants in Taiwan.

As discussed by Coomber and Barriball (2007), employees with high job satisfaction will work in better mood and willing to learn more skills which can lead to promotion in their job performance. This opinion is supported by Stir and Porter (1991) which also explained the higher motivation and positive attitude toward their job, the higher performance employees will have. Therefore, based on above discussion, the first hypothesis proposed in this study are as follow:

Hypothesis 1: Job satisfaction is positively related to job performance.

2.6.2 Organizational Commitment and Job Performance

According to Sutanto (1999), he mentioned that there is a significant and strong relationship between organizational commitment and job performance. In this context, he explained that committed employees give a big contribution to organizations because they behave and perform on achieving organizational goals. Additionally, Sutanto (1999) also emphasise that organizational commitment is a key factor and equally important because it can have powerful effects on employee job performance.

Besides, the finding of Fink (1992) revealed employee that possess high commitment toward job, working peers and their working organization will persistent to have excellent performance at the workplace. As the basis of his research, Fink (1992) develops an interactive model which consists of three assumptions. First, it is assumed that favourable administration practices in workplace result in an effective compensation structure and organizational commitment. Second, Fink (1992) assumed that an effective compensation structure will boost organizational commitment and competencies among the employees. Third, it is assumed that organizational commitment strengthens the efficiency of the employees. The research findings from both companies revealed that there was a significant correlation between employee performance ratings and commitment score in all categories.

Moreover, Benkhoff (1997) conducted a study to link between organizational commitment and organizational performances in terms of sales targets met and

change in profits in the branch network of a bank. As a result, she noticed that organizational commitment is significantly related to the financial success of the bank. Similarly, Mgugulwa (2008) also found out there is significant relationship between organizational commitment and employee job performance in an agricultural company in South Africa.

Furthermore, Negin, Omid and Ahmad (2013) examined the impact of organizational commitment on employee job performance among the Malik bank staff. The result revealed that organizational commitment dimensions (affective, normative, and continual) have positive and significant relationship with job performance.

A study conducted by Qaisar, Rehman and Suffyan (2012) also explored the effects of organizational commitment on employee job performance among Pakistan Police Officer. In that case, the results of the statistical analysis indicated that organizational commitment dimensions were jointly and independently predict officer's job performance. Thus, it is hypothesized that:

Hypothesis 2: Organizational commitment is positively related to job performance.

2.6.3 Perceived Organizational Support and Job Performance

According to Ahmad, Amir and Loghman (2014), there is limited research focused on the correlation between perceived organizational support and employee job performance. However, a study conducted by Randall et al (1999) revealed that perceptions of perceived organizational support are related to job performance. Similarly, the finding of Ahmad, Amir and Loghman (2014) also shows that

perceived organizational support positively influenced the job performance of Iranian's bank employees.

Furthermore, Armeli et al (1998) found out that there is a positive correlation between perceived organizational support and employee job performance in the study of police patrol officers of an eastern U. S. state police department. Besides, Eisenberger et al (2001) enumerate that perceived organizational support was related to extra-role performance. In the meanwhile, Rhoades and Eisenberger (2002) meta-analysis also found a positive relationship between perceived organizational support and employee job performance and a moderate relationship between perceived organizational support and extra-role behaviours.

The finding from 167 studies in the meta-analysis indicates that perceived organizational support has a positive and moderate effect on both task and contextual performance (Shanock & Eisenberger, 2006). Additionally, supervisor's perceptions that the company valued their contribution and concern about their well-being were found positively related to subordinate's perceptions of support by the supervisor, which in turn in-role performance and extra-role performance (Riggle et al, 2009). Hence, based on the above discussion, it is hypothesized that:

Hypothesis 3: Perceived organizational support is positively related to job performance.

2.7 Summary

This chapter began by describing the definition and conceptualization of each variable in this research. Looking more closely, this chapter focused on the theoretical aspects of the concept of job satisfaction, organizational commitment, perceived organizational support and employee job performance. Besides, the relationship between each independent variable (job satisfaction, organizational commitment, and perceived organizational support) and the dependent variable (employee job performance) was described. In the next chapter, the methodology was used in this study will be discussed.



CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter outline the methodology used to collect and analyse the data for exploring the research hypothesis. The objective of this chapter is to link the conceptual framework developed for this research with the empirical results presented in the next chapters. This chapter is organized through five main topics of methodology which are research design, population and sample, research measurement, data collection procedures and data analysis techniques.

3.2 Research Design

Ahmed (2013) explained that research design refers to the general plan for linking the conceptual research problem to relevant and achievable empirical research. It is the framework for a research that guides the researcher in data collection and investigation. Despite that, the strategic option of the research design needs to come along with an approach which allows the researcher to answer the research problem within the constraints put on the researcher such as time and cost.

According to Brian (2014), research designs can be the overall plan for connecting the conceptual research problems to the pertinent. In other words, the research design explained what kind of data is required, what type of methods are used to collect and analyse all data in order to answer the research question.

In this context, this research is a cross-sectional and exploratory study research which tries to find out the influence of employee's job satisfaction, organizational support and perceived organizational support toward employee work performance in Machang District Council and Tanah Merah District Council. Cross-sectional study design allows the researcher to compare different variables or different groups of population at the same time.

Besides, a quantitative research approach will be applied in this study. This study emphasizes on the correlation of the study variables by testing the hypothesis proposed. Even though findings contain the description but the focus of the study is the correlation of the variables. In this particular instance, the independent variables of this study are job satisfaction, organizational commitment, and perceived organizational support while the dependent variable is the employee work performance in the company.

Primary data is done by distributing a questionnaire consisting a number of written statements and questions in order to get feedback from respondent regarding their job satisfaction, organizational commitment, perceived organizational support and as well as their job performance in local government institution of Kelantan.

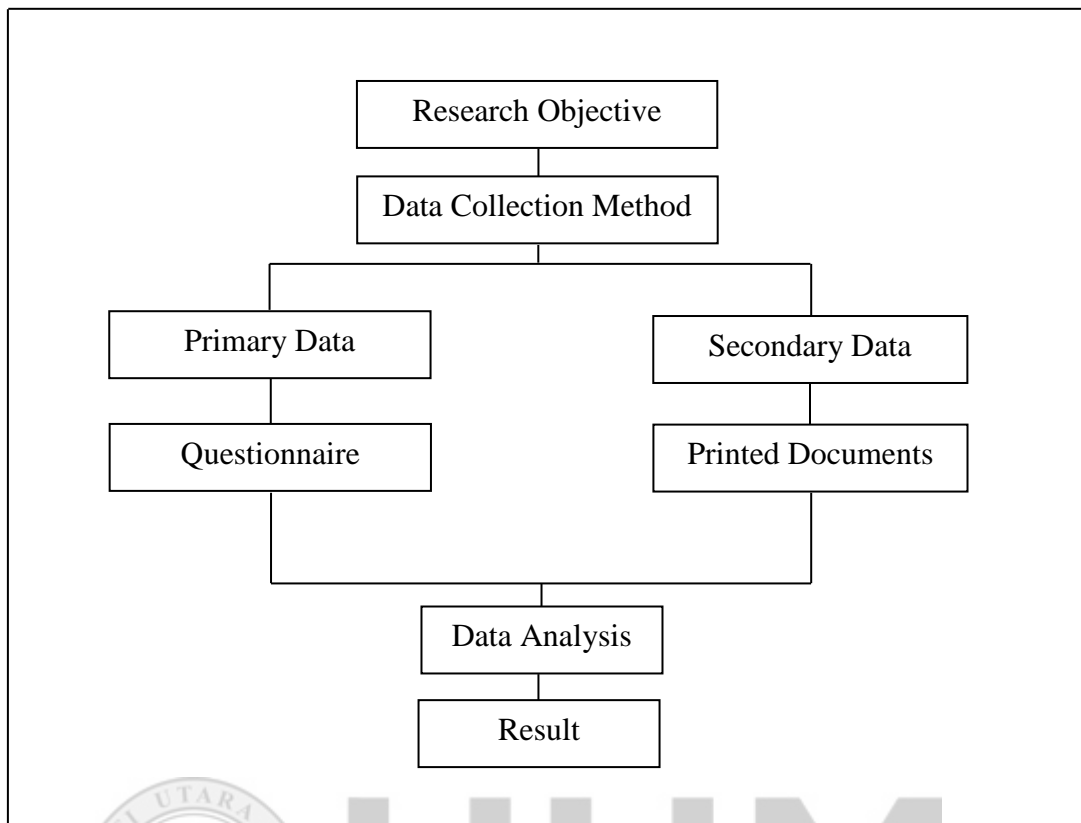


Figure 3.1
Data Collection Method

3.3 Population and Sample

The population of this study is composed of the employees that worked in Kelantan's local government institutions, which are Machang District Council (MDC) and Tanah Merah District Council (TMDC). The total number of employees of these two district council were approximately 300.

According to sample determination table provided by Krejcie and Morgan (1970), the relevant sample size for the population of 300 is 169 respondents. To take care of the non-responses and to ensure the returned responses meet the minimum required sample size, 300 samples were determined to serve as the respondents for

this study. In that case, these 300 sample size would represent the entire population of MDC and TMDC. The sample includes all categories of employees, including both male, female, junior staffs and senior staffs from various departments of MDC and TMDC.

Sampling techniques adopted in this study was convenience sampling. Convenience sampling, as the name implies is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently to participate in the study (Farrokhi & Asgar, 2012). Convenience sampling is a type of sampling where the first available primary data source will be used for the research without additional requirements (Suen, Huang & Lee, 2014). In other words, samples more readily accessible to the researcher are more likely to be included.

As per information gathered from the representatives of TMDC and MDC, TMDC has a larger amount of employees (i.e., 180) than MDC (i.e., 120). There are ten main departments in both district council. Therefore, 18 samples will be selected from each department (18 x 10 departments = 180) from TMDC. Meanwhile, 12 samples will be selected from each departments (12 x 10 departments = 120) of MDC.

3.4 Measurement

Table 3.1
Measurement of Items : Job Satisfaction

Variable / Dimension	Operational Definition	Items	Sources
Job Satisfaction	Job Satisfaction is the level of contentment employees feel about their work, which can affect performance.	<p>(1) Compared to what you think it should be, how satisfied are you with the type of work you currently do?</p> <p>(2) How satisfied are you with the amount of work that you currently do?</p> <p>(3) How satisfied are you with the amount of pay that you receive?</p> <p>(4) How satisfied are you with the number of opportunities for promotion?</p> <p>(5) My work gives me a feeling of personal accomplishment.</p> <p>(6) My job makes good use of my skills and abilities.</p> <p>(7) Do you get at much enjoyment from your work?</p> <p>(8) In general, my job measures up to the sort of job I wanted when I took it.</p> <p>(9) If a good friend of mine told me that he / she was interested in working a job like mine, I would strongly recommend it.</p> <p>(10) Overall I am very satisfied with my current job.</p>	Emerson, D. (2013). Organizational Culture, Job Satisfaction and Turn Over Intention : The Mediating Role of Perceived Organizational Support. Virginia Commonwealth University.



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Table 3.2

Measurement of Items : Organizational Commitment

Variable / Dimension	Operational Definition	Items	Sources
Organizational Commitment	Organizational Commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organization.	<p>(1) I feel a strong sense of belonging to my organization.</p> <p>(2) I feel emotionally attached to my organization.</p> <p>(3) I am proud to tell others I work at my organization.</p> <p>(4) I would be happy to work at my organization until I retire.</p> <p>(5) I really feel that problems found by my organization are also my problems.</p> <p>(6) I really care about the fate of this company.</p> <p>(7) Working at my organization has a great deal of personal meaning to me.</p> <p>(8) I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.</p> <p>(9) I would accept almost any type of job assignment in order to keep working for this organization.</p> <p>(10) I am extremely glad that I choose this organization to work for over others I was considering at the time I joined.</p>	Mowday, R., Steers, R., & Porter, L. (1979). The Measurement of Organizational Commitment. <i>Journal of Vocational Behaviour</i> . Vol. 14, 224-247. University of Oregon.

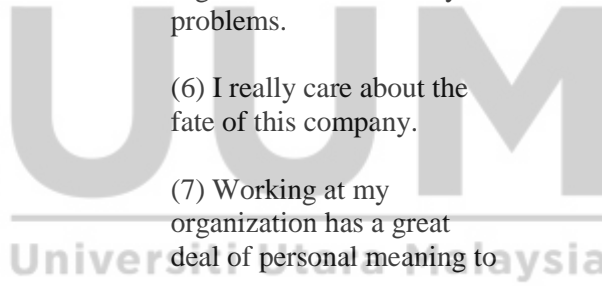


Table 3.3

Measurement of Items : Perceived Organizational Support

Variable / Dimension	Operational Definition	Items	Sources
Perceived Organizational Support (POS)	Perceived Organizational Support (POS) refers to employee's perception concerning the extent to which the organization values their contribution and cares about their well-being.	<p>(1) My organization strongly considers my goals.</p> <p>(2) My organization strongly considers my values.</p> <p>(3) My organization really cares about my opinion.</p> <p>(4) My organization really cares about my well-being.</p> <p>(5) Help is available from my organization when I have a problem.</p> <p>(6) My organization values my contribution to its well-being.</p> <p>(7) My organization takes pride in my accomplishment at work.</p> <p>(8) My organization tries to make my job as interesting as possible.</p> <p>(9) My organization would understand if I were unable to finish a task on time.</p> <p>(10) My organization is willing to extend itself in order to help me perform my job to the best of my ability.</p>	Eisenberger, R., & Huntington, R. (1986). Perceived Organizational Support. <i>Journal of Applied Psychology</i> . Vol. 71, No.3 500-507. University of Delaware.



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Table 3.4
Measurement of Items : Job Performance

Variable / Dimension	Operational Definition	Items	Sources
Job Performance	Job performance has been defined as the overall expected value from employee's behaviours carried out over the course of a set period of time.	(1) I understand my job and how to carry it out. (2) I maintain good record of attendance in this organization. (3) I can carry out assigned duties effectively and efficiently. (4) I take appropriate actions on problem as necessary. (5) I make good use of time and resources in this organization.	Inuwa, M. (2015). Impact of Job Satisfaction, Job Attitude and Equity on the Performance of Non-academic Staff of Bauchi State University Nigeria : The Moderating Role of Physical Working Environment.

3.5 Questionnaire Design

Questionnaire was one of most frequent research instrument used in collecting data and information from targeted respondents. Besides, questionnaires are also the common research tools in acquiring data needed within the managerial and behavioural sciences. According to Bird (2009), the questionnaire is a well establish instrument in research to obtain responses from respondent's social characteristic, their standards of behaviours, current and past behaviour, their beliefs and purposes behind their action with respect to the subject under investigation. In questionnaire development process for this study, researcher followed step-by-step the "*Nine Questionnaire Development Procedure*" as proposed by Churchill and Iacobucci (2002) in their writing on "*Methodological Foundations*", illustrated in figure 3.2.

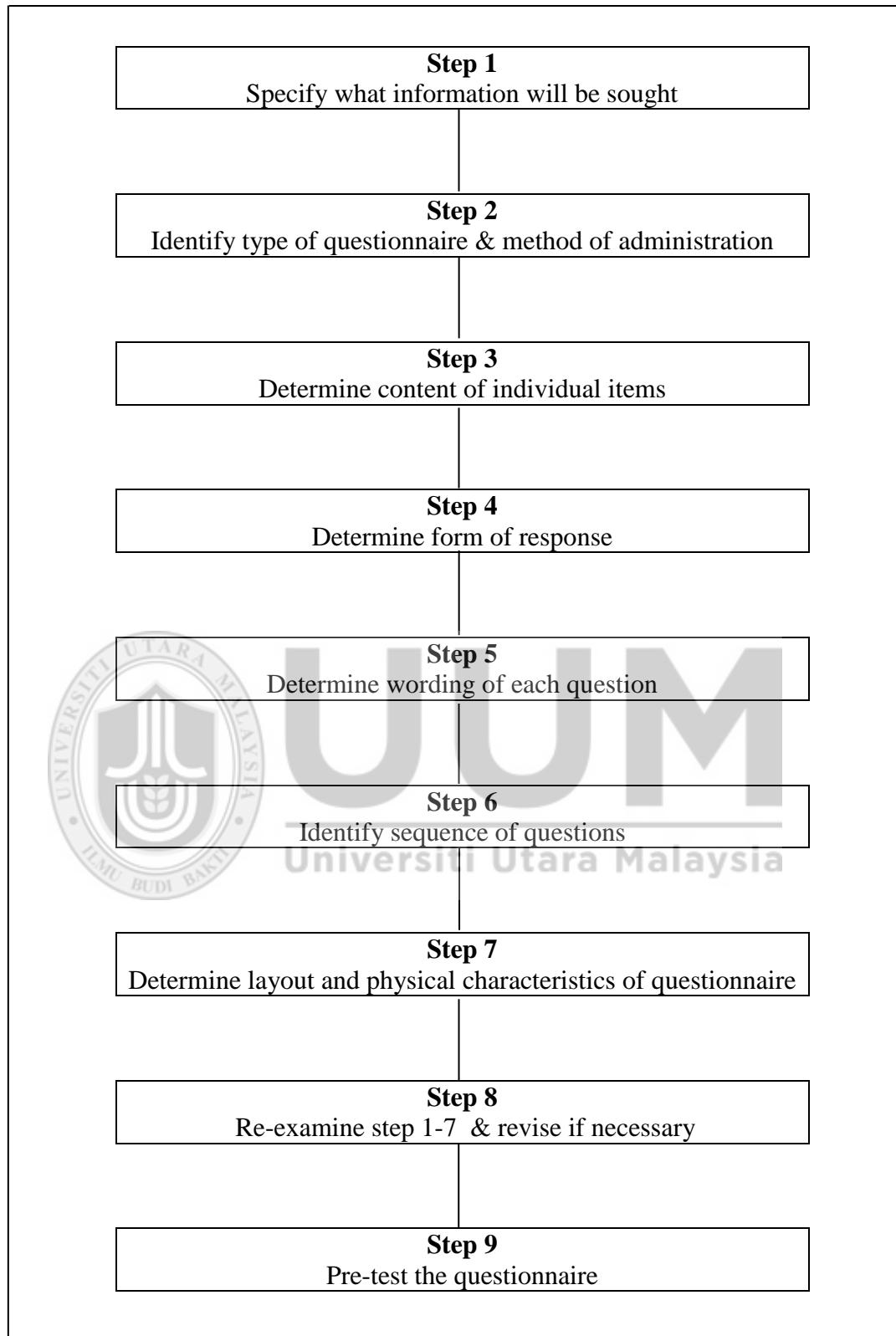


Figure 3.2
Questionnaire Development Process
Source : Churchill & Iacobucci (2002, pp. 315)

Each of the respondents is given the similar set of questionnaire whereby the employee need to indicate their opinion about their attitude toward their job, how they feel about job satisfaction, organizational commitment, perceived organizational support and their performance in the company.

Table 3.5
Layout of the Questionnaire

Section	Items
A	This section comprises of demographical background of the respondents. (7 Questions)
B	Comprises of 10 questions to measure job satisfaction.
C	Comprises of 10 questions to measure organizational commitment.
D	Comprises of 10 questions to measure perceived organizational support.
E	Comprises of 5 questions to measure job performance.

The survey instrument consists of six pages of questionnaire with a total of 42 questions and it is written in English. The layout of the questionnaire is showed as in Table 3.1 above. 35 items were selected to test the relationship between job satisfaction, organizational commitment, perceived organizational support and employee job performance in MDC and TMDC.

Correspondingly, in a measure of job satisfaction, organizational commitment and perceived organizational support, this study used the five-point Likert Scale, as illustrated as follow:

Table 3.6
Five-point Likert Scale for Section B : Job Satisfaction

Scale	Level of Satisfaction
1	Not at all Satisfied
2	Slightly Satisfied
3	Moderately Satisfied
4	Very Satisfied
5	Extremely Satisfied

Table 3.7
Five-point Likert Scale for Section C : Organizational Commitment, Section D : Perceived Organizational Support and Section E : Job Performance

Scale	Level of Agreeableness
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

According to Bertram (2015), Likert Scale can be referred to a psychometric response scale essentially practice in surveys and questionnaires to obtain respondent's preferences or their level of agreement on a certain set of statements. Likert Scale is a non-comparative scaling approach whereby the participants were asked to give response by indicates their level of agreement or satisfaction toward descriptions provided which involve ordinal scale.

Moreover, Likert Scale frequently is seen as a five-point scale. In this particular instance, the range of five-point scale starting from "strongly disagree" to "strongly agree" and "neither agree nor disagree" in the middle. However, rather than utilizing the five point scale, some practitioners choose to advocate the use of seven and nine

point scales with additional granularity. In that case, each level on the range is given a numeric value or coding and commonly begins with ascending order of numbers.

To put it differently, based on overall positive descriptions inside the questionnaire, it is assumed that the greater number is selected (scale from 4 to 5), the greater will be the level of employee attitudes toward their work as well as their job performance in the association. On the other hand, if more descending numbers are selected (scale from 1 to 3) the lesser will be the level of above said variables.

3.6 Pilot Test

Pilot test is defined as an investigation conducted by a researcher that is aimed at assessing the viability, duration as well as the cost expected to be incurred in order to estimate an suitable sampling size for the study and at the same time to improve the format of the study before undertaking the major research (Hulley, 2007). Therefore, a pilot test is conducted before the actual survey forms are distributed. For the purpose of this study, a pilot test was conducted with a sample of 30 staffs at COSWAY headquarters Kuala Lumpur in order to evaluate the suitability of the questionnaire. This pilot test is intended to ensure the validity of the items posed to respondents, get some feedback from them and enabled the researcher to identify any mistakes or errors in the instrument.

Furthermore, reliability analyse were carried out on items for each of the variables in this pilot study. In this context, the reliability coefficients as indicated by the cronbach alpha values reflect the reliability of the independent and dependent

variables. As explained by Sekaran (2003), cronbach alpha values that lower than 0.60 indicates the reliability of the result is poor, those in the range from 0.70 are considered acceptable and the value above 0.80 are considered good and reliable. The table below shows the reliability of the variables after running the pilot test.

Table 3.8
Research Variables Reliability Statistics (Pilot Test)

Variables	Number of Items	Cronbach Alpha
Job Satisfaction	10	0.862
Organizational Commitment	10	0.746
Perceived organizational Support	10	0.780
Employee Job Performance	5	0.781

Based on the results presented in the table 3.8 above, it shows that all the variables are able to attain a high test of reliability coefficient that ranges from 0.746 to 0.862 which is considered acceptable and reliable. In other words, the instrument is valid and can be proceed to the actual data collection process.

3.7 Data Collection Procedures

A total of 300 copies of questionnaires were distributed to employees of Machang District Council and Tanah Merah District council comprises of all division of staffs, including both male and female employees, junior and senior staffs from the various departments of the association. The participants were asked to tick the column that best express their feeling about each statement and urged to respond as honestly as

possible. At the same time, they were assured of the confidentiality of their responses. All the questionnaires were distributed personally at both company and delivered to the employee's office mailboxes.

Besides that, the questionnaires also came along with a letter describing the general objective of the research and assuring the respondents that their participation was entirely voluntary and at the same time their responses would be treated in confidential. Despite than this, there was also information regarding the return of the questionnaires whereby they were asked to put in sealed envelopes included in the mailing and dropped off in a box that already provided in the administration office of each organization within three days.

3.8 Data Analysis Techniques

A cross-sectional research design is implemented in this study in order to achieve the research objectives. The data collected from this research were analysed using various statistical techniques: reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). This process is carried out in Statistical Package for Social Science 22.0 version for windows.

The important function of the hypothesis is to recommend relevant variables to be covered in the research design. The analysis in this study was done by using Pearson Correlation Coefficient. Pearson Correlation Coefficient is a statistical methodology for investigating the associative connection between one or more independent

variables with a metric dependent variable. The scale model suggested by Pupim et al (2013) used to describe the relationship between the independent variables and the dependent variable, are as shown below :

Table 3.9
Pearson Correlation Coefficient Interpretation Table

Value	Strength of the relationship
0.70 and above	Very strong relationship
0.50 to 0.69	Strong relationship
0.30 to 0.49	Moderate relationship
0.10 to 0.29	Low relationship
0.01 to 0.09	Very low relationship

Source : Pupim et al (2013)

3.9 Summary

This chapter focused on the methodology aspects of the research which included detailed explanations of research design, population and sample, pilot test results, and measurement of the study. Furthermore, the chapter concluded by providing detailed explanations regarding the data collection procedures and data analysis technique that have been used in this study. In the following chapter, the findings of this study will be further explained.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter outlines the results of data analysis obtained from data collected from respondents. The response rate, screening process and demographic of respondents are presented in this part of the study. Besides, reliability results, descriptive analysis, the outcome of correlation analysis and regression analysis also included.

4.2 Response Rate

In this study, 300 set of questionnaires were printed and hand out to the employees of Machang District Council and Tanah Merah in Kelantan, Malaysia. As a result, the researcher manages to collect and gathered a total of 278 sets of questionnaires that were completed by 278 respondents in MDC and TMDC. In that case, the data revealed that there are 92.67% of response rate from the respondents. Table 4.1 below illustrates the summary of the response rate in this research.

Table 4.1
Summary of Response Rate

Total of Questionnaires Distributed	Total of Questionnaires Collected	Percentage (%)
300	278	92.67%

4.3 Screening Process

In general, data screening or data cleaning is an imperative procedure in reviewing information in the research and ensure this data have been entered accurately. Besides, data screening also used for checking purpose such as check for missing values and deciding the necessary actions to deal with the missing values.

Basically, there are five main purposes of data screening in research. Firstly, data screening is used to detect and correct data errors. Secondly, detect and treat missing data. Thirdly, detect and handle insufficiently sampled variables. Besides, conduct transformations and standardizations. Lastly, data screening is implemented to detect and handle outliers.

In other words, data screening is the procedure of ensuring the information in the research is free from any errors or mistakes before researcher conduct further statistical analyses. For this reason, all data in the research is necessary to be screened in order to ensure the information entered in the study is applicable, reliable and valid for testing causal theory.

Table 4.2
Data Screening Results

Variables	Valid		Missing		Total	
	(N)	(Percent)	(N)	(Percent)	(N)	(Percent)
Job Satisfaction	278	100.0%	0	0.0%	278	100.0%
Organizational Commitment	278	100.0%	0	0.0%	278	100.0%
Perceived Organizational Support	278	100.0%	0	0.0%	278	100.0%
Job Performance	278	100.0%	0	0.0%	278	100.0%

Under those circumstances, a frequency test has been carried out for every variable in this study in order to detect any missing responses in the questionnaire. The result of the test indicates that 278 set of returned questionnaire were found to be no missing value or missing responses.

In this particular instance, six pages of questionnaire with a total of 42 questions which consists of Section A : Respondents Demographic Information (comprises of 7 questions), Section B : Job Satisfaction, Section C : Organizational Commitment and Section D : Perceived Organizational Commitment (each section comprises of 10 questions) and followed by Section E : Job Performance (5 questions) were fully completed by 278 respondents in Machang District Council and Tanah Merah District Council.

4.4 Demographic of Respondents

Table 4.3
Respondents Demographic Information

Demographic Characteristics		Frequency	Percentage (%)
Gender	Male	163	58.6
	Female	115	41.4
Age	20-29 years old	114	41.0
	30-39 years old	97	34.9
	40-49 years old	52	18.7
	50 years old & above	15	5.4
Race	Malay	277	99.6
	Indian	1	0.4
Highest Educational Qualification	SPM	61	21.9
	STPM	23	8.3
	Diploma	110	39.6
	Bachelor Degree	84	30.2
Marital Status	Single	64	23.0
	Married	212	76.3
	Divorced	2	0.7
Type of Employment	Permanent	186	66.9
	Contract	92	33.1
Length of the Services in the Current Organization	Below 1 year	18	6.5
	1-3 years	74	26.6
	4-6 years	95	34.2
	7-9 years	65	23.4
	10 years and above	26	9.4

Based on Table 4.3 above, the male respondents are largely involved in this study whereby they accounted as 163 people (58.6%) while remaining of 41.4% were female respondents. Furthermore, the results also indicates that the dominant age category involved in this study are between age 20-29 years old with frequency of

114 people (41.0%), followed by age between 30-39 years old (34.9%), age between 40-49 years old (18.7%) and lastly respondent age 50 years old and above are the least amount of participation in this research as the frequency only shows 15 employees (5.4%).

Besides, there are only two races that contributed and participated in this study as the data revealed that majority of the respondents were Malay (99.6%) and the remaining of 0.4% were Indian. Moreover, the results also show that 39.6% of respondents have a diploma, followed by 30.2% of them is bachelor degree graduated, 61 persons with SPM qualification and the remaining of 8.3% respondent were graduated from STPM qualification.

In the category of marital status, Table 4.3 indicates a large amount of respondents already married with the frequency of 212 persons (76.3%). On the other hand, there are 64 persons were still single while remaining of 0.7% is divorced. Besides, majority of the employees that involved and gave responses to this research are permanent employees (66.9%) while the remaining of 33.1% respondents is contract-based employment.

Lastly, the data also shows that respondents with working length of 4-6 years are the dominant respondents involved in this study with a total of 95 persons (34.2%), followed by respondents with working length of 1-3 years in the organization (26.6%), 7-9 years (23.4%), 10 years and above (9.4%) and the remaining of 6.5% is respondents with working length of below 1 year.

4.5 Reliability Test

Table 4.4
Reliability Analysis

Variables	Number of Items	Cronbach Alpha
INDEPENDENT VARIABLES		
Job Satisfaction	10	0.909
Organizational Commitment	10	0.903
Perceived organizational Support	10	0.776
DEPENDENT VARIABLE		
Employee Job Performance	5	0.800

Cronbach's coefficient alphas were computed for each dimension to determine the internal consistency reliability of the instruments used in the study. Table 4.4 above illustrates the cronbach's alpha values for the variables under study.

According to Nunnally and Bernstein (1994), the value of 0.06 is considered as in the lowest limit of acceptability for cronbach's alpha. As depicted in Table 4.4, the cronbach alpha value of independent variables and dependent variable attained a high test of reliability coefficient that ranges from 0.776 to 0.909 which were all above 0.06, which is the acceptable cut off point.

4.6 Descriptive Analysis (Mean and Standard Deviation)

Descriptive statistic is used to summarize information or to display a quantitative data that related to a population or research sample. Descriptive statistics clearly clarify the outcomes that obtained from the questionnaires. Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.5.

Table 4.5
Descriptive Statistics of Variables

Variables	Mean	Standard Deviation
Job Satisfaction	4.259	0.339
Organizational Commitment	4.403	0.400
Perceived organizational Support	3.870	0.275
Employee Job Performance	4.434	0.420

Based on Table 4.5, it indicates that the mean score for all variables is between 3.8701 until 4.4338. To put it differently, employee job performance as the dependent variable in this study is recorded to have the highest mean score which is 4.4338, followed by the independent variables, organizational commitment (4.4029) and job satisfaction with mean score of 4.2586. In that case, it shows that the majority of respondents are agreed on the items that listed in Section B, Section C and Section E from the questionnaire. In the meanwhile, the results show that perceived organizational support obtain the lowest mean score (3.8701) which indicates the respondents mostly are being passive, neither agreed or disagreed on the

items that listed in Section D from the questionnaire. Moreover, the table above also displays the standard deviation for each variable which consists of job satisfaction (0.33890), organization commitment with standard deviation of 0.39972, followed by perceived organizational support (0.27496) and employee job performance (0.41957).

4.7 Correlation Analysis

This section explained the correlation analysis results of the relationship between job satisfaction, organizational commitment, and perceived organizational support with employee job performance. The results were shown in Table 4.6.

The general purpose of correlation analysis is to examine two or more variables that depend on their connection either in positive or negative correlation. Besides, correlation analysis used to measure the interrelationship between two variables which are mutually inclusive of dependent variable and independent variables (Pupim et al, 2013).

Therefore, the correlation between two variables represents the degree which those particular variables are related to each other. In this context, Pearson Product Moment Correlation or the Pearson's Correlation is the most frequent type of measurement used to analyze the correlation between variables. The Pearson Correlation coefficient, r can take a range of value from +1 to -1. In shorts, value 1 represents a positive correlation, value 0 reflects no correlation between the variables and value -1 represents a negative correlation.

Table 4.6
Pearson Correlation Analysis

Variables	JS	OC	POS	JP
Job Satisfaction (JS)	1			
Organizational Commitment (OC)	0.207**	1		
Perceived Organizational Support (POS)	-0.003	0.003	1	
Job Performance (JP)	0.205**	0.219**	0.319**	1

** Correlation is significant at the 0.01 level (1-tailed).

The finding in Table 4.6 indicates the correlation of job satisfaction as the independent variable is positively significant at 0.01 levels (1 tailed) with correlation coefficient of 0.205 towards job performance as the dependent variable. Correspondingly, this analysis shows that there is a low correlation between the independent and dependent variable.

Furthermore, Pearson Correlation for organizational commitment and job performance was 0.219 at significant level 0.01 (1 tailed). This finding reveals that organizational commitment was positively correlated with job performance and the level of correlation shows that there is a low correlation between the independent and dependent variable.

Moreover, the findings in Table 4.6 indicates that there was a positive correlation between perceived organizational support and job performance with $r = 0.319$ at significant level of 0.01 (1 tailed). Correspondingly, this analysis shows that there is a moderate correlation between the independent and dependent variable.

4.8 Regression Analysis

Multiple regression is an extension of simple linear regression. This type of regression will be applied when the researchers intend to make assumption on the value of a variable that relies on the value of two or more other variables in a research. In other words, the common function of multiple regression is to allow the researchers to examine and investigate further about the relationship between certain independent variables (predictor variables) and a dependent variable (criterion variable).

Table 4.7
Multiple Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t - value	
(Constant)	0.817	0.478		1.711	0.088
Job Satisfaction	0.208	0.069	0.168**	3.005	0.003
Organizational Commitment	0.193	0.059	0.183**	3.273	0.001
Perceived Organizational Support	0.486	0.084	0.319**	5.809	0.000
R Square =	0.176				
F =	19.549				
R =	0.420				

Note : ** P < 0.01

Table 4.7 illustrates the multiple regression results and presents the influence of job satisfaction, organizational commitment and perceived organizational support toward employee job performance.

As depicted in Table 4.7, the three variables examined in this study : job satisfaction ($\beta = 0.168, p < 0.05$), organizational commitment ($\beta = 0.183, p < 0.05$) and perceived organizational support ($\beta = 0.319, p < 0.05$) were found to be significant in predicting employee job performance. Besides, the regression results revealed the R-Square value of 0.176. Therefore, H1, H2 and H3 are accepted.

4.9 Summary Hypothesis

Table 4.8
Summary Findings

	Hypothesis	Decision
H1	Job satisfaction is positively related to employee's job performance.	Supported
H2	Organizational commitment is positively related to employee's job performance.	Supported
H3	Perceived organizational support is positively related to employee's job performance.	Supported

4.10 Summary

Based on the discussion above, three objectives of the research have been accomplished through three hypothesis testing. Consequently, there was clear indication that all independent variables were positively correlated with the dependent variable. In other words, job satisfaction, organizational commitment, and perceived organizational support have a significant relationship with job performance. The next chapter will discuss the findings, implication of the study, limitation of the study, recommendation for future research and conclusion of the study.



CHAPTER 5

DISCUSSION

5.1 Introduction

In this final part of the research, the findings of the study will be further discussed. The researcher provides the summary of data analysis that has been completed in the previous chapter and the discussion was based on three research objectives as presented in Chapter One. Furthermore, researcher also makes a comparison between the result obtained from this study and the literature from the previous study. Besides, this chapter also consists of the implication of the study, limitation of the study, and recommendation for future research.

5.2 Discussion of Findings

The aim of this study is to examine the associations between job satisfaction, organizational commitment, perceived organizational support and employee job performance in Kelantan local government institution, District Council of Machang and Tanah Merah. Correspondingly, job satisfaction, organizational commitment, and perceived organizational support are the independent variables for this study while employee job performance is the dependent variable which makes a total of four variables for this research.

Therefore, three hypothesis were developed and the study attempted to achieve the following specific objectives : (i) to identify the relationship between job satisfaction

and job performance employees of Machang and Tanah Merah District Council in Kelantan, (ii) to identify the relationship between organizational commitment and job performance employees of Machang and Tanah Merah District Council in Kelantan and lastly (iii) to identify the relationship between perceived organizational support and job performance employees of Machang and Tanah Merah District Council in Kelantan. In the following discussion, results of each objective are reviewed and compared with previous literature.

5.2.1 Relationship between job satisfaction and employee performance.

It was found that there was a positive relationship between job satisfaction and job performance. Previous research (e.g. Iaffaldano & Muchinsky, 1985 ; Judge et al, 2001) suggested that job satisfaction might have an impact on several work-related outcomes. This finding is parallel to the research conducted by Chen and Colin in year 2008, Yi (2008), Zimmerman et al in year 2009 and Lee et al in year 2010 confirmed a positive relationship between job satisfaction and employee job performance.

Job satisfaction plays an extensive role in enhancing the company's profits, improve the quality of good, services, and operational performance of an organization. Based on the outcomes from this research, large amount of employees of MDC and TMDC is very satisfied with their job. Employees that enjoy their daily jobs tend to work harder and are more excited about their job that leading to higher productivity. In this particular instance, employees of MDC and TMDC very satisfied with the amount of work and amount of pay that they received in their current job. Besides,

the employees of MDC and TMDC indicated that their current job makes good use of their skills and abilities. They also get much enjoyment from their work. Satisfied employees sustain more positive and carefree mindset about their job. This positive perspective generally spreads to other colleagues and may lead to a positive exposure on others performance in the same organization.

5.2.2 Relationship between organizational commitment and employee performance.

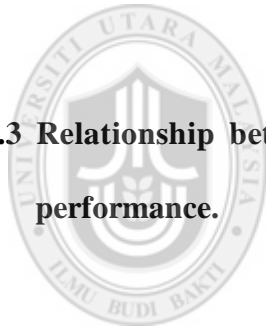
As indicated in the empirical data, there was a positive relationship between organizational commitment and employee job performance. As a result, there was statically evidence to claim that organizational commitment is positively related to employee outcomes. The result of this study is in line with the study of Benkhoff in year 1997. Besides, Jaramillo, Mulki and Marshall (2005) conducted a meta-analysis comprising of 51 empirical studies and found a positive relationship between organizational commitment and employee job performance. Additionally, study result by Negin, Omid and Ahmad (2013) revealed that organizational commitment has a positive and significant relationship with job performance in Malik Bank.

When employees perceived the organization as a supportive institute which satisfies their socio-emotional needs and provides favorable job conditions for them, they will obligate to reciprocate the organization care by forming a psychological attachment relationship with it. Based on the outcomes from this research, large amount of the employees of MDC and TMDC have a substantial sense of belonging to their organization. In this particular instance, employees of MDC and TMDC is

emotionally attached to their organization, care about the fate of the company and they are willing to put in a great deal of accomplishment beyond that normally expected in order to ensure their organization is outstanding and successful.

Employees are assuming to have higher levels of organizational commitment when there is a strong match between their personal values and objectives. An employee who believes in accepts and supports the company objectives is more likely to be devoted to their company and have the tendency to promote their level of job performance. Moreover, the employees of MDC and TMDC indicated that they would be happy to work until retire and they are enthusiastic to accept almost any kind of tasks in order to keep employed in their organization.

5.2.3 Relationship between perceived organizational support and employee performance.



Moreover, the result of the third hypothesis analysis shows that perceived organizational support also positively related to employee job performance. Besides, previous studies (e.g. Miao & Kim, 2010 ; Guan et al, 2014) have demonstrated that perceived organizational support is positively related to employee outcomes. In that case, their research provides evidence that perceived organizational support is correlated with job performance.

If employees perceived that the institution positively supports and concern about their well-being, they would be encouraged to reciprocate by engaging in higher job performance. In other words, if employees feel supported by the organization, they

will be more committed to their organization's welfare and enthusiastic to put effort to support the institution to accomplish its objectives. Based on the outcomes from this research, large amount of the employees of MDC and TMDC are being passive, neither agree nor disagree on the items of perceived organizational support within their organization. Overall, the employees of MDC and TMDC believed that their organizational considers their goals, values, and cares about their opinion and well-being.

Nevertheless, the results of the analysis revealed that majority of the employees from MDC and TMDC are totally agreed on the statement regarding their company is enthusiastic to extend itself in order to assist them carry out duties effectively and efficiently. Consequently, when an organization provides supportive climate and cares about their employee's rights and needs, they are more likely to compensate the organization by increasing job performance and positive behaviors while carry out their duties.

5.3 Implication of Study

In general, research implication can be categorized into practical implication and theoretical implication. In this context, the practical implication of a research improving or solving a particular issue as relates to area of the study. On the other hand, theoretical implication emphasized the importance and contribution a study brought to an existing theory any field of human endeavors.

5.3.1 Practical Implication

This study would be valuable for individuals working in government sector especially for those working in local government institutions. In other words, at the individual level, this study would be ready to lend a hand in improving individual performance and thereby to gain higher benefits and rewards to individuals. The findings of this research clearly revealed that employee's job satisfaction, organizational commitment and perceived organizational support can influence their job performance. Employees with positive work attitudes tend to take more interest in what they do and what they deliver. At the same time, employees foster a sense of enjoyments and enthusiasm earnest accomplishments constantly. This is the manner by which the employees can contribute their part towards the shared objectives of an institution by achieving overall organizational improvement and proficiency. Therefore, it is important for the individual as an employee to maintain positive attitudes in the workplace in order to help them accomplish task faster and in a better manner.

Furthermore, organizations in government sector also would benefit from this study. This study planned to investigate the associations between job satisfaction, organizational commitment and perceived organizational support toward their work and employee job performance in Kelantan local government institution, District Council of Machang and Tanah Merah. Thus, this implies that the research will provide relevant information regarding their employee's feedback on job satisfaction, organizational commitment, and perceived organizational support toward their organization.

Organizations in government sector can use this research to enhance the performance of the entire organization through the new insight that provides in the research to shape the employee attitudes towards more positive. Besides, it was seen that this study would accommodate organization, especially in local government institutions to build a workforce with right set of work attitudes.

5.3.2 Theoretical Implication

In line with theoretical contribution, this research is believed further contribute attitude theories. This simply implies that the research has contributed in the expansion on this theory as well as their applicability to the study variables which will help in understanding the ways to enhance employee job performance by adopting proper ways that will improve positive job attitude in the workplace.

The findings of this research supported the Affective Events Theory that established by Weiss and Cropanzano (1996) and the ABC Model of Attitude. AET theory of attitude emphasizes the link between job satisfaction, organizational commitment, perceived organizational support and job performance. This theory clarifies the linkage between employee's internal influences such as cognitions, emotions and mental state with their responses that exists in their work environment which may directly have impact on their job performance, job satisfaction and organizational commitment. Correspondingly, there was a clear indication that independent variables (job satisfaction, organizational commitment, and perceived organizational support) were positively correlated with the dependent variable (employee job

performance) which is in line with the discussion that has been proposed in Affective Events Theory.

Similarly, the trichotomy of Affect (feeling), Behavior (intention) and Cognition (belief) in the ABC Model of Attitude can be linked with the results of this study. The Affective component of attitude refers to employee's emotional reactions towards the job satisfaction, organizational commitment, and perceived organizational support in Kelantan's local government institutions. In the meanwhile, the Behavioral component of attitude referring to how employees of the local government will act and respond towards their job performance based on work attitudes they have. Moreover, the last components of attitude, Cognitive component include the employee's thoughts and ideas about their job satisfaction, organizational commitment, and perceived organizational support in the organization.

5.4 Limitation of Study

The current research presented exhibit limitations that should be considered. Firstly, the sample size of the current research is 278 respondents. In spite of the fact that this sample size meets the basic requirement, it only comes from two organizations to represent the entire population of Kelantan's local government institution.

Furthermore, this research only focused on the Kelantan's local government institution which limits the rate of responses. In that case, this study is limited to only two district council of Machang and Tanah Merah despite the fact that there are ten more districts in Kelantan states such as the district of Kota Bharu, Bachock,

Kuala Krai, Gua Musang, Tumpat, Pasir Puteh, Jeli, Ketereh, Dabong and Pasir Mas. Besides, there are only three variables were selected and two variables identified under the work-related attitudes has been discussed in this study. Under those circumstances, two variables of work-related attitudes consists of job satisfaction and organizational commitment are considered as limitation of this study since there are more attitudes that can be studied and examine their interconnection with the job performance of local government employees.

5.5 Recommendation for Further Research

Based on the above limitations, further studies are therefore recommended to test the variables on other institutions within or inside Kelantan, Malaysia. The researcher may use other organization or change to the private sector as a sample to find out more about the relationship between job satisfaction, organizational commitment and perceived organizational support on employee's job performance. Consequently, expanding the population or change to other industries may enhance the consistency of the result for future research. Additionally, this research may be replicated in a wider sample of organizations or to be conducted in more than two district council of Kelantan which would strengthen the generalization of the present findings. Future researcher may also include the other important variables of job attitude such as job involvement, employee engagement, psychological empowerment and so on to determine these variables effect on employee's job performance.

5.6 Conclusion

As a conclusion, three objectives in this study have been achieved and accomplished through various analysis as discussed earlier. Therefore, there was a clear indication that all independent variables were positively correlated with the dependent variable. By all means, this suggests that job satisfaction, organizational commitment and perceived organizational support as the independent variables have a significant relationship with job performance. The findings of this research also supported the Affective Events Theory and ABC Model of Attitude which is in line with the discussion that has been proposed in both theories.



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