

The Organizational Commitment towards Employee's Performance: A Case Study at Elektro Serve (M) Sdn Bhd

Nik Noor Afizah Azlan, Nasiha Abdullah, Ain Fadhilah, Ahmad Suffian Mohd Zahari

Faculty of Business and Management, Universiti Teknologi MARA, 23000 Dungun, Terengganu, Malaysia

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ABSTRACT

The organization should know and realize the importance of commitment from employees and as well as organization in order to provide the best service to their customers. An organization needs to nurture and cultivate compassion of every employee towards enhancing organization effectiveness. Therefore, the organization should emphasize the factors that can influence commitment in the organization. Thus, the main objective of this paper is to measure the organizational commitment towards job satisfaction at Elektro Serve (M) Sdn Bhd (ESMSB). This study uses primary data of 80 employees of Elektro Serve (M) Sdn Bhd, located in Paka, Terengganu, Malaysia. Simple random technique was utilized for data collection which is then analysed using the descriptive, correlation and regression analysis in order to achieve the objectives of the study. The findings showed that only affective commitment has significant relationship with job satisfaction at ESMSB. This study provides clear implications related to the theory as well as contributions to the literature related to research in the private sector. The study also provides invaluable insightfulness to various stakeholders including policy makers, institutional support about the importance of organization commitment in determining the job satisfaction of employees.

KEYWORDS: Job Satisfaction, Employee Performance, Affective Commitment, Continuance Commitment, Normative Commitment.

INTRODUCTION

Nowadays, it is important for every organization to improve employees' performance in order to have an outstanding commitment for long term basis. Hence, employees are the important element of organization to ensure the achievement of goals and performance. The organization has developed many strategies to compete with competitors in terms of competitive markets and increase the performance in order to achieve the goals and objectives of the organization. Higher level of employee performance in the organizational either individual or business can be the main reason that leads to organizational success [1]. Due to that, the organization needs to monitor and do the checklist of employees from time to time to ensure the organization can improve their management. Commitment was acting and linked closely with the employee to ensure the level of performance can match and compete with others. Organization commitment is generally considered as the loyalty [2]. When the operation has begun, the organization needs to take over and know the entire problem external and internal.

Organization's commitment is directly related to the employees' performance. The performance of employees is affected by different factors at work place. In [3] indicated that when employees feel happy about the work, then their performance is increased and perform tasks in a better way. Hence, every employee should enjoy their work in coming the positive things and good environment around them. Moreover, when the organization provides opportunities or give commitment to the employees, it might be able to increase the performance. At the same time, the employees also can reduce the risk of safety and environment at workplace in order to maintain the performance.

Good communication in organization is also an important element and the employees must participate to ensure that the information can be transferred accurately and effectively. The organizational commitment can be measured if their performance of employees or output meet or pass their expectations. It shows that the employees have great strengths, skills and abilities to perform the tasks. The employees' performance is not only judged by the organizational commitment that had been produced, but also the way that they had performed the task to complete it. Another criterion to judge the organizational commitment is their ability to maintain the employees' performance, even though they have completed the task and the employees should not split up due to misunderstanding.

All organizations want to be successful from time to time, even in the current environment where it is highly competitive and unstable economically. The organization should encourage employees to give more attention at once to increase performance to be better. Lack of organization commitment gives the negative effects on employee productivity, which maybe extent contribute to failure of organization by not achieving their goals [4].

Organization's commitment to employee can be achieved through various motivation incentives. However, they cannot easily be achieved due to some problems based on the facts.

Based on observation for almost every day, organizations faced a variety of issues, including their own workers. In [5] classified workplace conflict into two broad types: informal and formal workplace conflicts. According to him, conflict at work-relations are informal when it is not based on any systematic organizational problem but results directly from a source of grievance and supposedly is wholly expressive in nature. Employee issues that directly can be seen like a workplace conflict, supervisor issues, communication and company structure oriented. From several problems in the organization, communication is suspected as the major problem. Communication problems are inevitable in workplace environments where humans interact with other humans [6]. Communication problems happen when people are not telling and talk to each other. It obviously can be seen when the organization faced two-way communication among the employees. Two-ways communication of the employees become a common issue where the employees do not inform anything about their tasks or jobs that make it to be a slow communication or create misunderstandings, where they are not cooperating and discuss together to do the tasks at once can make communication ineffective in these organizations. This organization still has employees that cannot manage their time very well when they are coming late to work. At the certain time, the employees pushed each other because they want to finish all the related tasks although is not yet time for submitting. This happened because their tasks are interrelated with one department to another department. Moreover, there is lack of cooperation among them and they start blaming each other for any problem. It is not good for the organization since can it affect the productivity at the workplace.

Working in teams is important in every organization to lead the organization and achieve its goal. If these problems continue to happen in this company, it might give a poor reputation for the company. This is not good for the company because it gives a bad impact to the production process itself. It could decrease the quality of the work life and the products, delay the delivery of goods, decrease sales of output and also reduce the company's profit. Due to this problem, the researcher wants to discover this study in detail related to the organization and employee. In order to overcome this problem, the organizations should create a positive and strong relationship among all of the employees and direct them towards task fulfilment. Therefore, the purpose of this research is the effect of organizational commitment namely affective commitment, continuance commitment and normative commitment towards job satisfaction.

LITERATURE REVIEW

The organization should know and realize the importance of the commitment from the employees and their own organization in order to provide the best service to their customers. An organization needs to nurture and cultivate compassion of every employee towards the organization. Therefore, the organization should know the factors that can influence commitment in the organization.

Job Satisfaction

Anybody who is working in the organization and those who are studying will be interested with the job satisfaction and make it as the topics of the study for them to ensure they can do the work with convenient. The researcher has identified various elements of job satisfaction where can find the importance of every element of job satisfaction and determine what affects the entire element towards an employee productivity [7]. Job Satisfaction refers to how individuals perceive and work in their own work life in different ways [8]. According to [9], they are endorsing this term where they identify job satisfaction as seem like the employee happy with their work. Moreover, in [10] found that job satisfaction can be as the effective or emotional response towards aspects of employees to work. Job satisfaction can be considered as the factor that causes a feeling of satisfaction. Thus, job satisfaction refers to any blend of psychological conditions, physiological and environmental factors that make a person sincerely to state that 'I am satisfied with my job' [11].

In addition, job satisfaction also represents a positive and negative feeling that the employees have towards their work. Furthermore, employees who work in the organization of the business bringing the need for it, if they wish, and that the expectations of the experience are established [12]. According to [13], individual's behaviour at workplace is closely related to job satisfaction. Work fulfilment can be as the primary key that prompts advancement, acknowledgment, wage and the accomplishment of different objectives that manual for a sentiment satisfaction [14]. It can be a collection of feeling and belief that people have about their current job. According to [12], the main factors are job satisfaction in terms of effectiveness and efficiency in business organizations.

According to [15], they found that the connections of administration and friendly staff can add to the level of job satisfaction. According to [16], it also said that if the employee is not satisfied, no satisfactory complaints about the work environment often lead to a decline in organizational performance and staff performance will decrease. According to [17], the relationship between job satisfaction and affective commitment within them will only considered the aspects of employment fulfilment as associate support, supervisor support reasonable treatment and job qualities.

Affective Commitment

Organizations commitment has linked to the employees' performance for the high turnover in the organization. To identify the organizational commitment, there are three elements of commitment namely affective, continuance and normative that had been developed and as the model line to commit to specific work outcomes [18]. Every component of commitment has different of outcomes. In [19] indicated that an organization with a strong commitment can cause the employees to work harder in order to achieve the objectives of the association. This statement was supported by [20] when the previous study has proven that affective commitment could be influenced by a many factors. Affective commitment can refer to the emotional attachment of individuals that is connection with finding and participating in an organization [21]. Individuals who are staying for a longer in an organization came from the strong affective commitment [22].

Employees that have a strong affective commitment can keep on doing the work with the organization. Thus, affective commitment can be seen by the employees' desire to stay with the employer [23]. Many researches have shown that affective commitment is positively correlated with employee engagement [24-26]. In [27] also found out that the result where there is a positive relationship the work linked to well-being and affective commitment. Moreover, absenteeism and job turnover intentions give further negative effects which are influenced by affective commitment [20]. The firm also can boost the affective commitment through the satisfaction of every employee [28]. Affective commitment created by work experience of employees that considered as the most effective in order to fulfil the employee needs to feel comfortable [29]. Hence, the employee feels happy to determine with such as an organization, form self-esteem, develop effective, full of loyalty and improve the performance to be better and at the same time give the advantage to the organization [30].

Various researchers had been reported and analysed the relationship between quality of life of employee and effective organization commitment [31-32]. In [32] said that affective commitment was predicted and happened in three groups which are work experience, organization characters and personal characters. By having the affective commitment where concerning with employees' feeling of possession and individual psychological that are include the attitude of senior management, reputation of the organization and management goals and vision [33]. In [31] also reported that "the stronger predictor of 'exit' to leave the organization was effective commitment". From this statement, it shows that having the affective commitment based on the individual request to stay in the organization and will be more valuable employee with strong affective commitment rather than those with weak commitment. Besides that, the employee and the client more prefer any organization with strong reputation which was also having higher levels of commitment and loyalty [34].

Continuance Commitment

The awareness about the costs that link to leave an organization was described by the continuance commitment [22]. Hence, the person that related to the organization based on trust that they need to do so. According to [35], continuance commitment can be grow as a result of any situation that can raise the costs have been incurred. To get better continuance commitment, it is suggesting the employees should to stay to ensure that they still have options [36]. According to [37], they found there is a positive connection between the stress and continuance commitment. In [38] also have consistently demonstrated the insignificant relationship between the stress at work and involvement. According [39] found that continuance commitment was negatively related to network performance proposes that the relationship amongst commitment and performance inside system is unquestionably not clear. Continuance commitment can be considered as the critical connection towards organization, where employees are linked in accordance with an assessment of the economic benefits received [40].

Continuance commitment also has valuation of personal investment that is related with current business and accessibility [41]. According to [42] indicates that "continuance organizational commitment will therefore be the strongest when availability of alternative are few and the number of investments are high". Employees with strong continuance commitment keep up their present business since it gives them attractive individual results that they are unwilling to forego or in light of the fact that they see an absence of business openings somewhere else [43]. According [19] also maintain that "accrued investments and poor employment alternatives tend to force individuals maintain their line of action and are responsible for these individuals being committed because they need to".

Normative Commitment

Normative commitment is one of the elements of commitment where all organizations can implement to make the improvement to be better. Normative commitment can be identified as the sentiment moral commitment of employees to proceed with the work for an association [19]. Normative commitment is related to maintaining the employees in the organization [44]. Therefore, there are several things that give impact towards employee performance, such as work load and less compensation. The employees who stay with the organization have a high level of normative commitment since they were ought to keep remain it. Thus, the experience of individuals either before or after entering the organization also can influence the normative commitment. Besides that, from the previous research prove that normative commitment also for the customer and people. According to [45], it investigated that marketing activities was established the feelings of responsibility as an act of the

customer and bring ahead the psychological state of normative commitment. According to [19], “employees with a normative commitment feel that they ought to remain with the organization”. That is why the employees need to stay because they should do so in terms of normative commitment. This is because the employees have a feeling where the organizations care and treat them well [46].

According to [47], normative commitment has shown that the increasingly important tasks during the work and staff to stay with the organization. Moreover, normative commitment is as the new period of commitment towards association where telling the employees of work or mission at workplace and their genuineness and dedication to the organization [48]. According to [49], he found that the feeling and actions of employees were charged by the commitment. A person who has a high degree of organization attachment will be more willing to work towards the organization and continue as a member of an organization, where they have the highest level of productivity in the organization [50]. Normative commitment also is generally of faithfulness and responsibility [51]. Normative commitment can expand when the organization gives the rewards in advance to the employees and the cost to hire and train the employees that bearded by the organization [19]. Normative commitment has been suggested as the best indicator where the employees can align themselves with the organizational aims and a measure of how employees in the same directions as the employer [52].

In [53] had recognized that normative commitment are negatively correlated with years of education and the possibility is increased that less educated employees are loyal to the organization. Normative commitment is one of the advancements that have been made through the work experience as well as the organizational justice and organization support with a positive appreciation and participation in work on the whole work at a workplace [54]. In [51] found that normative commitment as “the work behaviour of an individual, guided by a sense of duty, obligation and loyalty towards the organization”. Accepted rules about the responsibility between employee and organization were influenced by the normative commitment to give more strength [55]. Normative commitment is a responsibility where the employees can improve work by having a well behaved and loyal to the organization [56]. In other words, if the employees get a job, it will put themselves or the organization under the ethical commitment to react in kindness. Therefore, an organization should take care of employees to pay attention properly in order to give complete consideration and support of good employees.

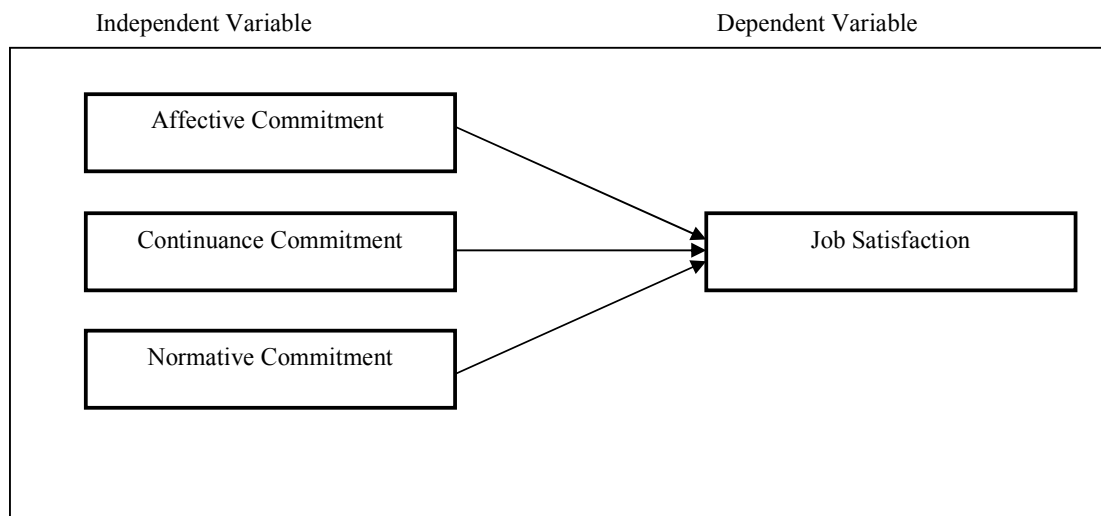


Figure 1: Proposed conceptual framework

Hypothesis

Hypothesis 1

H1: There is positive relationship between affective commitment and job satisfaction at ESMSB.

Hypothesis 2

H2: There is positive relationship between continuance commitment and job satisfaction at ESMSB.

Hypothesis 3

H3: There is positive relationship between normative commitment and job satisfaction at ESMSB.

METHODOLOGY

This study is intended to the purpose of this research is the effect of organizational commitment namely affective commitment, continuance commitment and normative commitment towards job satisfaction. Within this

chapter also, there are questions to ponder upon the methodology used and how the research will be done upon completion. There are several points to be discussed in this chapter such as research design, unit of analysis, sample size, sampling techniques, measurement, data collection and also data analysis.

Unit of analysis underlines the core study of this research. This will identify the end user or personnel that will involve in this research. This research identifies the employees that work in ESMSB as a unit of analysis. By identifying the unit of analysis, the researcher then will gather required information throughout questionnaires given to random employees within ESMSB. According to [60], a large sample size are required to perform higher precision standard; based on the variable of the populations itself. In [57] stated that a suitable number of sample size should consist more than 30 or less than 500. Since the population of ESMSB is 100, the sample size selected was 80 respondents according to [58].

The researcher used probability sampling technique in which it is stratified random sampling in order select the sample to answer the questionnaire because the population was known in the organization. Moreover, this technique give benefits and helps the researcher to save time, cost and error in gathering data when involving the huge number of elements in this research. [57].

Table 1: Sampling technique using proportionate stratified random sampling

Department	Population Frame	Probability Sampling	Sampling Frame
Administration	7	7%	6
Account	3	3%	2
Procurement	3	3%	2
Contract	6	6%	5
Operations	81	81%	65
Total	100	100%	80

First of all, the researcher gathered the actual number of total employees from each department from the Human Resources Department. After the researcher managed to get the exact number of population as shown in Table 1, the researcher decided to use the stratified random sampling in order to distribute the questionnaire. The stratified random sampling technique is which grouping the elements within a population and then proceed with random selection of subjects from each stratum (group). Once the researcher knows the number of samples for each department, the researcher needs to distribute and collect the questionnaire for each department according to its sample size.

The questionnaire will be used for the main instrument use of this study. In [57] define questionnaires as the best tool to replicate the information needed from the respondents. Questionnaires also indicate the strong fundamental in organizing the structure of variables measured. All data and information gathered from the questionnaire then will be evaluated and processed through Statistical Package for Social Science (SPSS) system.

RESULTS AND DISCUSSION

Hypothesis Testing

The purpose of implementing the hypothesis testing is to identify and to figure out the outcome of the problem statement within this research. The hypothesis testing been done then will evaluate the raw data collected by the questionnaires and then the researcher will use the SPSS system to compute the data given by the respondents. From the SPSS system, the researcher will use some of the tools available in the system and assess the data based on the respondent's questionnaire answered. For this research, the most suitable techniques are Reliability Analysis and Pearson Correlations.

Frequency Distribution

Frequency Distribution is one of the main tools that been used by the researcher in conquest to validated the raw data into the SPSS system. Frequency can be understood as how frequently things happen while distribution signals the pattern of these frequencies. To make things simple, frequency distribution can be a summary of repetitive scores that occur within a sample of values. The variables that been listed out in the questionnaires then been computed to the SPSS system is described as gender, age, race, job category, working experience, educational level and computer literacy as shown in the table below. The demographic profile of the respondents consists of gender, age, status, education level, years of services and department. The summary of the demographic profile is shown in Table 2.

Table 2: Demographic profile

No	Profile	Description	Frequency	Percentage (%)
1	Gender	Male	63	78.8
		Female	17	21.3
2	Age	20-29	51	63.8
		30-39	19	23.8
		40-49	7	8.8
		50-59	3	3.8
3	Status	Single	33	41.3
		Married	47	58.8
4	Educational Level	SPM	15	18.8
		Sijil Kemahiran	19	23.8
		Diploma	28	35.0
		Bachelor Degree	18	22.5
5	Years of Service	Less 1 years	19	23.8
		1-5 years	35	43.8
		6-10 years	10	12.5
		11 years and above	16	20.0
6	Department	Administration	6	7.5
		Account	2	2.5
		Contract	5	6.3
		Procurement	2	2.5
		Operation	65	81.3

Based on Table 2, it shows that the majority of the employees at ESMSB is male employees as it indicates 63 number of male respondents. The balance of 17 respondents is from female respondents. This means that the male respondents have the highest percentage with 78.8% while the percentage for female respondents is only 21.3%. For the age category, it showed that, majority of the respondents is 20 to 29 years old with the highest percentage of 63.8% and with the number of 51 respondents. It is followed by the respondents that age between 30 to 39 years old with the percentage 23.8% and with number of 19 respondents. The result for the age between 40 to 49 years old is 8.8%. The minority of the respondents comes from age between 50 to 59, as it has 3 respondents with the percentage of 3.8%. We can see that, many young people from age 20 to 29 years old are domain at ESMSB as compared with the employee's age 50 to 59 years old. The results also showed that majority of the respondent are married as it indicates the highest percentage which is 58.8% that is equivalent to 47 numbers of respondents. Then, it is followed by the respondents which are single with number 33 with 41.3%.

For educational level, majority of the respondent choose diploma as it indicates the higher percentage which is 35% with 28 numbers of respondents. Then, it is followed by the Skills Certificate, Bachelor Degree and SPM with the number of 19 (23.8%), 18 (22.5%) and 15 (18.8%) respondent respectively. Meanwhile, for the amount of years of service, majority of the respondents have 1 to 5 years of service experience as it indicates the higher percentage which is 43.8% with the number of 35 respondents. This is followed by 16 employees who have served at this organization for 11 years and above (20%, 19 of them have served for less 1 years with 23.8%). However, the minority of the respondents is from 6 to 10 years of service with number of 10 respondents that is equivalent to 12.5%. The next result is the department of respondent in the organization. The domain of department section in organization is Operation Department which has the higher respondent, which is 65 with 81.3% as compared with Account and Procurement Department considered as the lowest results with 2 respondents and 2.5%.

Descriptive Analysis

Descriptive analysis in this study covers for Part B. Descriptive analysis shows the value of the mean for each item. Besides that, descriptive analysis also shows the frequency of answers given by the respondents whether they agree or disagree with the statement given.

Table 3 shows the results for descriptive analysis where the values for mean, median, mode, standard deviation and skewness on variables for affective commitment, continuance commitment, normative commitment, employee performance and job satisfaction. The total number of questionnaire in the data set is recorded under column labelled N. It shows that there is no missing questionnaire. The average answer is recorded in the mean column. The value of the mean for the job satisfaction is 3.60, followed by affective commitment with 3.28, continuance commitment with 3.36, and normative commitment with 3.36 and employee performance with 3.59. It can be concluded that for all those variables, most of the respondents are inclined to agree with the questions.

The average answer is recorded in the mean column. The value of the mean for the job satisfaction is 3.60, followed by affective commitment with 3.28, continuance commitment with 3.36, and normative commitment with 3.36 and employee performance with 3.59. It can be concluded that for all those variables, most of the respondents are inclined to agree with the questions. The median column refers to the respondent who is in the centre of the group. The value for job satisfaction is 3.56, affective commitment 3.25, continuance commitment 3.50, normative commitment 3.25 and employee performance 3.68. The mode column indicates the value which received the most

number of counts from the respondent. The value of mode for job satisfaction is 3.13, affective commitment is 2.88, continuance commitment is 3.00, normative commitment 4.00 and employee performance 3.88. Variability can be assessed by examining the standard deviation. The standard deviation measures the amount of variability in the distribution of the variable. Thus, the more the individual data points differ from each other, the larger the standard deviation will be. The standard deviation describes how much the standard amount variables differ from the mean. The standard deviation for job satisfaction is 0.547, followed by affective commitment with 0.565, continuance commitment with 0.623, normative commitment 0.664 and employee performance with 0.588. It can be concluded that the highest standard deviation value is for normative commitment where the answer is vary from each other.

Table 3: Descriptive analysis

	N		Mean	Median	Mode	Standard Deviation	Skewness
	Valid	Missing					
Job Satisfaction	80	0	3.60	3.56	3.13	0.547	0.447
Affective Commitment	80	0	3.28	3.25	2.88 ^a	0.565	0.111
Continuance Commitment	80	0	3.36	3.50	3.00 ^a	0.623	-0.305
Normative Commitment	80	0	3.36	3.25	4.00	0.664	0.003
Employee Performance	80	0	3.59	3.68	3.88	0.588	0.192

Reliability Analysis

In [57] explained that reliability is a degree of consistent result made within repeated measurement of the selected characteristic. Coefficient meanwhile is used to access the reliability. In [60] describe the main rules for Cronbach's Alpha coefficient range as table below:

Table 4: Cronbach's alpha coefficient range

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Table 5: Cronbach's alpha result

Variable	Cronbach Alpha	No. of Items	Strength of Association
Job Satisfaction	0.855	8	Very Good
Affective Commitment	0.826	8	Very Good
Continuance Commitment	0.829	8	Very Good
Normative Commitment	0.859	8	Very Good

Reliability Analysis SPSS Output

Based on the table above, Cronbach's Alpha showed that overall positively correlated to each other and is internally consistent. N of items refers to the number of questions been asked to the respondents within each variable section that has been responded and then keyed in the SPSS system. The variable asked in the questionnaire is based on independent variable (IV) and dependent variable (DV) made before the questionnaire been handed out. Table 5 shows the reliability statistics result for the study of the organizational commitment towards employee performance at ESMSB where cronbach's alpha is obtained from each variables. The researcher received 80 questionnaires based on the sample of the employees. For the first variables, Job Satisfaction shows a very good strength with cronbach's alpha of 0.855 and it consists of 8 questions. As for Affective Commitment with 8 questions show good strength where the result showing cronbach's alpha is 0.826. Thus, it is proven that the questions are reliable.

In measuring the Continuance Commitment, a total of 8 questions are used. The cronbach's alpha result shows a very good strength with cronbach's alpha is 0.829. For Normative Commitment, 8 questions have been used and from the table show 0.859 cronbach's alpha with a very good strength of association. The strength of all the variables has high strength of association after the results are analyzed. This has proven the reliability of the questions being asked respectively. This questionnaire was adopted and adapted from the previous research and there also has good correlation with other variables.

Pearson Correlations

In [59] describe that the range of correlation coefficient represents how strong the degree of the correlation. The correlation then will measure the relationship between 2 sets of data. The range will be somewhere in between -1 and 1. To test the Pearson Correlation, the researcher will use every significant IV and pair it to the respective DV to resolve any correlation between them. The below table represent De Vaus correlation coefficient range. After the questionnaires been keyed in through SPSS system, the Pearson Correlation tools had

been used to analyse the IV and DV to prove their relationship towards hypothesis made by the proposal research before. The table below shows the Pearson correlation matrix.

Table 6: Pearson correlations coefficient range

Coefficient of Correlation	Interpretation
0.8 and 1.0	Very strong correlation
0.6 and 0.8	Strong Correlation
0.4 and 0.6	Moderate correlation
0.2 and 0.4	Weak correlation
0 and 0.2	Very weak correlation

Association between all of the variables needs to be tested in order to ensure that all of the independent variables are related to the dependent variables. Pearson correlation was used to test the association between all of the variables. The table below shows that there are relationships between job satisfaction and affective commitment, continuance commitment, normative commitment and the outcome which is employee performance.

Table 7: Pearson correlation

		A	B	C	D
Job Satisfaction (A)	Pearson Correlation	1			
	Sig. (1-tailed)				
	N	80			
Affective Commitment (B)	Pearson Correlation	0.685**	1		
	Sig. (1-tailed)	0.000			
	N	80	80		
Continuance Commitment (C)	Pearson Correlation	0.536**	0.557**	1	
	Sig. (1-tailed)	0.000	0.000		
	N	80	80	80	
Normative Commitment (D)	Pearson Correlation	0.637**	0.698**	0.690**	1
	Sig. (1-tailed)	0.000	0.000	0.000	
	N	80	80	80	80

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

Table 7 shows the correlation matrix with five numbers for each correlation. Values that are closer to the absolute value indicate that there is a strong relationship between the variables and there is correlation between them. Whereas, values closer to 0 indicate that there is little or no linear relationship. The r value for the correlation between each variable and itself equal 1. This is because the correlation of any variable with itself is perfect.

The above table shows that all of the values have a positive correlation coefficient, which indicates that there is a positive linear relationship between the variables. In other words, as one variable increase in value, so does the other. The correlation between affective commitment and job satisfaction in this study is $r = 0.685$, $p < 0.000$ which represents a strong relationship. The relationships between the continuance commitment and the job satisfaction has moderate positive relationship where $r = 0.536$. The relationship is significant where p -value is 0.000 ($p > 0.05$) at 0.01 significant level and has a positive relationship. From the table, we can see that the correlation between normative commitment and job satisfaction is 0.637. This means there is strong positive correlation between the two variables. The one-tailed significance test is 0.000 ($p > 0.05$) at 0.01 significant level indicates that there is a positive relationship.

Multiple Regressions

Regression analysis was used to test the data. The data was tested by using SPSS and it was simultaneously run together with the coefficient of the data. From the regression analysis result, we can formulate the regression functions.

Table 8: Summary of regression analysis between dependent variable and independent variables

Summary		ANOVA		Dimension	B	t	Sig.	Collinearity Statistics	
R	R-Square	F	Sig.					Tolerance	VIF
0.725 ^a	0.526	28.115	0.000 ^b	Affective Commitment	0.452	4.057	0.000	0.502	1.990
				Continuance Commitment	0.120	1.091	0.279	0.513	1.951
				Normative Commitment	0.238	1.864	0.066	0.381	2.622

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment

Regression analysis is employed in order to test the influence of three important variables consists of affective, continuance and normative commitment. The r -square statistic in the Table 8 is 0.526 or 52.6%. It implies that 52.6% of the variation or a change in the dependent variable is explained by the independent variables in the model.

However, the remaining 47.4% is unknown and need further investigation. The R-square is also called the coefficient of determination. The r value in the table is the multiple correlation coefficients between all of the predictor variables and the dependent variable. In this model, the value is 72.5%. It indicates that there is a deal of variance shared by the independent variables and dependent variables. F-value in the table is 28.115 and its marginal significant (Sig. $V = 0.000$). The sig-value which is associated with this F value is very small (0.000). If the sig-value is greater than 0.05, we would say that the group of independent variables does not reliably predict the dependent variable. The significant level produced by the ANOVA table showed that the p-value is less than 0.05, implying that the model is valid and the result of the relationship is not by chance.

Further analysis through regression, produce standardizes measures (beta weight) of the strength for each dimension's association with job satisfaction. B is the values for the regression equation for predicting the dependent variable from the independent variables. Finally, it can be seen that, out of the three independent variables, continuance commitment and normative commitment do not provide enough evidence to influence the dependent variables which is continuance commitment ($B\ 0.120$, $p < 0.279$) and normative commitment ($B\ 0.238$, $p < 0.66$). Among the three independent variables, only one remaining independent variables where the affective commitment ($B\ 0.452$, $p < 0.000$) have the influence towards the job satisfaction at ESMSB after all those three variable were tested accordingly.

Table 8 also shows the collinearity statistic result. It consists of tolerance value and VIF value. The tolerance value that is more than 0.2 means that there is no duplication for each variable in which the respondents did not feel confused between the variables. There is no similarity between the variables which enable the respondents to clearly distinguish them. A tolerance under 0.2 usually means that the variables have the correlation with their independent variables and should not be included. It can be concluded that the tolerance value for this study is more than 0.2 which is affective commitment is 0.502, continuance commitment is 0.513 and normative commitment is 0.381.

CONCLUSION

As things stand, the overall result had proved that all the hypotheses and also problem statement had been answered well. From the findings, the researcher found out that there is a relationship between the independent and dependent variable towards employee performance at ESMSB. This can be proven by the previous chapter where the researcher uses the correlations analysis. The result of the Pearson's correlation test showed that there is a relationship between the independent variables; affective commitment, continuance commitment, normative commitment with the dependent variable; job satisfaction.

The relationship between affective commitment and job satisfaction is positively and showed 0.658. Continuance commitment as well has the relationship with the job satisfaction as the moderate correlation with 0.536 coefficient range. The independent variable of the normative commitment, the result showed a positively relationship with a strong correlation at 0.637 coefficient range. The relationship between employee performance and job satisfaction shows a moderate relationship where the value of correlation is 0.546.

From the analysis using regression analysis for the summary between the dependent variables and independent variables, only 52.6% of the independent variables explains the dependent variable and another 47.4% explains the dependent variable with unknown factors and needed a further investigation ahead. While for summary between dependent variable and outcome, only 29.9% of the job satisfaction explains the employee performance and the remaining is 70.1% explains dependent variable with others factors. From the ANOVA table, it is proven where the independent variable of affective commitment gives the most influence factor towards job satisfaction at ESMSB with the highest beta as compared with other variables which is 0.452, $p < 0.00$. Moreover, the beta value of employee performance and job satisfaction is 0.546, $p < 0.000$. It indicates that job satisfaction can lead to the employee performance.

RECOMMENDATION

There are some recommendations that the researcher find might be helpful for the future later. First, the organization should set a clear objective in order to ensure that the employees know their objective as team members. Establishing clear objective will lead the employees to perform well in their task. Moreover, having clear objective will be useful as it gives guidance to the employees in completing their task. Thus, having clear objective is also important to ensure team effectiveness in organizations. Besides that, the opportunity to speak is also important in order to create team effectiveness. This is because the employee could share their opinions or interest with their team members. At the same time, the team member must accept the input from other members in order to become a successful team. When other people appreciate other's opinion, the employee will feel appreciated and they will be happy to perform their tasks.

Cooperation among team members can also contribute to team effectiveness. When team members work together, they could work happily without much conflict. The cooperation would allow the tasks to be completed on time with fewer defects. Other than that, they would share the skills and abilities when cooperating with each

other. Lastly, sharing information with team members can also lead to team effectiveness. This is because the information will allow the employees to prepare early before performing the tasks.

Lastly, as a recommendation for future researcher, the researcher must ensure the respondents understand the questions before they answer it. Researcher needs to assist them appropriately by finding the suitable time for the respondents to answer the questionnaire. Moreover, the variables that future researcher can use to investigate the factors that can influence the job satisfaction are motivation and training. It is because there are many literature reviews about that variable based on previous research. Moreover, it is quite interesting to identify how the variables influence the job satisfaction and employees' performance.

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