

RELATIONSHIP BETWEEN SATISFACTION WITH COMMITMENT, MOTIVATION AND PERFORMANCE

Abdullah Sanusi Othman, Ahmad Rafli Che Omar, Ulya Sabirah Binti Mohd Hanafi

Faculty of Economics and Management
Universiti Kebangsaan Malaysia
43600 Bangi, Selangor
MALAYSIA

&

Iftekhar Amin Chowdhury

Labuan Faculty of International Finance
Universiti Malaysia Sabah
asza@ukm.edu.my
ushi70@hotmail.com

ABSTRACT

The purpose of this study is to examine the relationship between job satisfaction with commitment, motivation and work performance elements of job satisfaction consists of salary (*pay*), supervision or oversight (*supervision*), promotion (*promotion*), colleagues (*co-worker*), and the work itself (*the work itself*). However, in this study, all these elements of job satisfaction are combined thoroughly and are not reviewed separately. This study was carried out using the survey form answered by respondents online (*online*) and respondents consisted of public sector employees and the private sector. A total of 85 responses were received from the online survey form but only 80 responses were available to be analysed. Data collected were analysed using the Statistical Packages for Social Science (SPSS) software. The results of the correlation analysis test showed that there was a significant and positive relationship between job satisfaction and work commitment, work motivation and work performance. The findings also showed that job satisfaction plays an important role as an independent variable towards the commitment, motivation and performance of employees in an organization.

1. INTRODUCTION

The working people have different expectations of the working organization and expect the rewards earned are worth the work they do. Among the expectations of employees from the organization are the salaries appropriate to the work done, promotion opportunities, good supervision, good service from colleagues, efficient and fair management and working conditions. However, there is a tendency for workers to compare the benefits gained from the organizations in which they work with benefits offered by other organizations. Workers are an important asset for an organization. Therefore, organizations need to safeguard and value the needs and desires of employees so that the benefits and benefits they receive are no less than what they are supposed to receive. This is because, employees who earn less than what they should receive will result in their level of job satisfaction decline and vice versa.

Job satisfaction is closely related to one's thoughts or feelings toward their work (Spector, 1997). Job satisfaction can also be referred to as emotional orientation of work towards the current situation (Lincoln and Kalleberg, 1996). Spector (1997) defines job satisfaction as "how people feel about their job with different aspects of work and the degree to which the individual likes (dissatisfied) or dislikes (dissatisfied) with their work." Job satisfaction can also be defined as attitude the individual to their job ie the extent to which they feel positive or negative about their intrinsic or extrinsic aspects of their spelling (Bhuiyan and Mengue,

2002; Hunt et al., 1985). (2012) The Two Factor Factors Herzberg (1964) is the most appropriate approach for job satisfaction, distinguishing between Intrinsic Factors (achievement, recognition, the work itself, responsibilities, advancements) and Extrinsic Factors (company policies, supervision, working conditions, salaries, and relationships with colleagues).

Most of the studies have described work satisfaction as independent variables (independent) and organizational commitment as dependent variables (Gaertner, 1999; Jernigan et al., 2002; Lok and Crawford, 2001; Mowday et al., 1982). Mowday et al. (1982) said commitment and job satisfaction can be seen in several ways. Job satisfaction is a response to a particular task or job-related issues; whereas commitment is a more global response to an organization. Consequently, commitment should be more consistent than job satisfaction over time and it will take longer after a person is satisfied with his work (Feinstein and Vondrasek, 2001). From the previous study, Feinstein and Vondrasek (2001) analysed the impact of job satisfaction on organizational commitment among restaurant workers and the result proved that employees' commitment to the organization could be predicted from their level of job satisfaction. Gaertner (1999,) also analyses the determinants of job satisfaction (workload, fairness of promotional opportunities and supervisory support) and organizational commitment. The results of the study show that job satisfaction is the cause of organizational commitment. Jernigan et al. (2002) examines the role of certain aspects in job satisfaction as a predictor to determine the type of organizational commitment. Researchers find that affective commitments differ with one's job satisfaction in terms of working context. Therefore, it is undeniable that the job of an employee is important in an organization as it is a key element in the management stage responsible for bringing the organization towards success.

Some researchers believe that organizational commitment can be independent variables with job satisfaction (Bateman and Strasser, 1984; Vandenberg and Lance, 1992). However, most research studies claim otherwise. Bateman and Strasser (1984) suggest that organizational commitment has an impact on job satisfaction, where organizational commitment will influence the employee's intentions to stop work. The results of this study found that workers who are more committed to the organization will have higher job satisfaction (Lau and Chong, 2002).

The relationship between work motivation and job satisfaction is also being studied and some researchers (Heneman et al., 1988; Igalens and Roussel, 1999; Pool, 1997) have concluded that work motivation and job satisfaction should be investigated separately, so that factors influencing the results of the study is more easily identified and better understood.

Herzberg's Two-Factor Theory (2003) identifying intrinsic factors and hygiene factors that tend to be extrinsic factors. Herzberg argues that this factor leads to job satisfaction as they meet individual needs for self-realization (Maslow, 1954; Tietjen and Myers, 1998).

Meanwhile, Expectancy Theories as developed by Porter and Lawler (1968), argue that the *pay-for-performance system* can affect job satisfaction (Ferris, 1977; Igalens and Roussel, 1999). Supporting this view, Pool (1997) examines the relationship between work motivation and job satisfaction and found a significant positive relationship between work motivation and job satisfaction; whereas when work motivation increases, job satisfaction increases. While arguments that the positive relationship between extrinsic factors and job satisfaction is more dominant, Frey's (1997) opinion is the opposite. Frey argues that intrinsic factors may

increase as a result of the work improvement program contributing to the increased morale of work (Frey, 1997). When the excitement of workers advances their work, instinctive factors can affect extrinsic factors (Frey, 1997). However, the investigated supports self-determination theory argues that the system of pay-for-performance can positively affect intrinsic factor to support and encourage employee autonomy and self-esteem (Deci and Ryan, 2008; Gagne and Deci, 2005). However, this theory does not state whether extrinsic motivation will diminish, if intrinsic factors increase.

Job satisfaction is also linked to performance (Halkos and Bousinakis, 2010) quality (de Menezes, 2012), and performance efforts (Apostle et al., 1985; Muse and Stamper, 2007; Pettijohn et al., 2008). Leach (1998) conducted a survey on job satisfaction and performance among salespeople. Studies have shown that control of motivation and emotional control affecting sales performance. When performance is improved, job satisfaction increases. Job satisfaction is also associated with motivation (Egan et al, 2004). Through research on 245 IT department staff in large companies, studies show that job satisfaction positively affects the motivation for transfer of learning (Egan et al, 2004). In addition, this study also concludes that job satisfaction is related to motivation to share knowledge.

Performance is a term that has some meaning and at present there is no universal consensus on the definition of this concept (Folan and Browne, 2005). Probably, this broad-spectrum definition is due to short or long-term results as well as input, output, performance, satisfaction, efficiency or service quality (Wholey, 1999; Stabler, 1996) making it difficult to determine and measure it accordingly. According to Heskett and Kotter (1992), organizational performance is defined in terms of average return on invested capital, annual growth in net income and appreciation in stock prices. Tangen (2004) supports broader measurements encompassing various strategic measures and measures to stakeholder satisfaction. Work performance also refers to "the behaviour associated with organizational goals and these behaviours under the control of individual workers" (Sony and Mekoth, 2016).

Williams and Vorhies (2002) conducted a study on the self-efficacy of salespeople and their implications on motivation and job satisfaction. They investigate the cognitive social theory (Bandura, 1986) in determining whether self-efficacy plays a major role in the motivation and sales performance of the salesperson. It is found that motivation, performance, and job satisfaction can be positively associated. In fact, previous studies have also identified the individual's impact on motivation toward work performance (Van Knippenberg, 2009). Research in job satisfaction is widely practiced in marketing discipline and its closed nature makes it something that needs to be studied in the context of the organization.

2.0 OBJECTIVES

The purpose of this study is to examine the three main objectives of studying the relationship between job satisfaction and employee commitment. Secondly, to examine the relationship between job satisfaction with employee motivation and ultimately to study the relationship between job satisfaction and employee performance.

3.0 LITERATURE REVIEW

3.1 Study theory Relationship between Job Satisfaction and Work Commitment

Based on recent studies, no human and construction factors affecting the organization more than organizational commitment (Cater and Zabkar, 2009). Due to the high efficacy and coverage of all aspects of organizational commitment, Organisational Theory of Commitment

Allen and Meyer (1990) is a model of development that is appropriate for this study. There are three components of the commitment model of Allen and Meyer which is an *effective commitment* that demonstrates the emotions of employees where they feel that they are owned and identified in an organization or company and they are still working because of their own desires. Normative *commitment* is a belief in which individuals will be bound to an organization after joining the organization because in their opinion it is a proper act of loyalty to the organization. Continuous commitment means the employee's desire to stay within an organization for reasons of awareness of the costs that will be incurred if they leave the organization.

3.1.1 Relationships between Job Satisfaction and Work Commitment

Naser Valaei (2016) has reviewed the relationship between job satisfaction with organizational commitment and the outcome of the study is based on 256 employees from Information and Communication Technology - Small and Medium Enterprises (ICT-SMEs). Since the employee's commitment to work has three different models, the results of the study also show different relationships between job satisfaction and the three types of job commitment models. The salary and the work itself have a positive relationship with the effective commitment and normative commitment. While promotions are positively related to the three components of commitment. Unlike supervisory and co-workers, each of which is only positively related to normative commitments and only effective commitments.

Next in the Ebru Gunlu (2009) study, the relationship between job satisfaction and organizational commitment among hotel managers in Turkey was tested using regression analysis. As a result of this study, there was a significant (positive) relationship between all components of job satisfaction with an effective commitment and normative commitment. However, all components of job satisfaction are negatively associated with the continuing commitment. Regression *coefficients* have positive relationships that show that when the level of job satisfaction increases, organizational commitment also increases. This decision was supported by previous research and research models (Bartol, 1979; Gaertner, 1999; Hrebiniak and Alutto, 1972; Mowday et al., 1982; O'Reilly and Caldwell, 1980; Stumpf and Hartman, 1984).

3.2 The study theory The relationship between Job Satisfaction and Work Motivation

Two theories are used to study the relationship between job satisfaction and work motivation. The first theory is the **Maslow's Hierarchy of Needs** theory. According to Abraham Maslow, human behavior is related to their needs. It is adjusted according to the type of requirement that needs to be met. In a requirement hierarchy, Maslow identifies five types or sets of human needs that are organized according to their interests and priorities namely Psychology, Safety Requirements, Social Needs, Self-Esteem Prerequisites and Self-Realization Needs.

The second theory is **Herzberg's Two-Factor** theory, also known as the '**Herzberg's Motivation-Hygiene**' theory. This theory states that there are several factors in the workplace that cause job satisfaction as well as some factors that cause *dissatisfaction*. Therefore, this two-factor theory distinguishes between motivation factor (motivation *factor*) which is a factor such as recognition and responsibility that comes from within the individual (intrinsic *conditions*) that motivates them to improve performance with hygiene factors (hygiene *factor*) ie factors such as salaries and work safety that do not give them positive satisfaction, though the dissatisfaction results from their own *absence*. This factor is also known as dissatisfied (source of dissatisfaction) and is the lowest level of fulfilment requirement that is qualified in extrinsic factors.

3.2.1 Relationships between Job Satisfaction and Work Motivation

Rena Ali and M.Shakil Ahmed (2009) examined the relationship between job satisfaction and job motivation and the results of the study were based on a survey form that was distributed to 80 workers from UNILEVER. The result of this study shows that all components of job satisfaction have significant correlation between job satisfaction and motivation; where salary and promotion have a high correlation value compared to other components. Whereas supervisory correlation value is the lowest in determining motivation in the workplace.

Furthermore, empirical studies by Rizwan Qaiser Danish (2010) have distributed survey forms to 250 workers from various sectors. The findings find that statistically there is a strong positive relationship between all components of job satisfaction and motivation. The job itself has the highest correlation followed by the promotion. Whereas salaries, colleagues and supervisors show close correlation value to each other.

3.3 The study theory The relationship between Job Satisfaction and Work Performance

According to theories and past studies, job satisfaction is not directly related to achievement, but it must have been an external factor moderator of motivation, emotion and attitude of the workers themselves to produce positive relationships between these two components.

This hypothesis is evidenced by Thompson & Phua (20 01) in a theory called '*Affective Event Theory*'. This theory explains how the emotions and feelings of an employee influence job satisfaction. This theory also describes the relationship between internal influences of employees such as cognitive, emotional and mental states and their responses to events occurring in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, Van Dick, Fisher, West & Dawson, 2006). The next theory suggests that a behavioural behavior is explained by employees' mood and emotions, while cognitive-based behavior is the best predictor of job satisfaction. In addition, this theory also emphasizes that positive and negative emotional incidents which are at work can be distinguished and have significant psychological effects on employee satisfaction. This results in prolonged internal and external affective responses through job performance, job satisfaction and organizational commitment. This theory is supported by the basic principle in AK Korman's (1970, 1971) Theory of **Motivation Consistency of Work** where Korman hypothesized that work performance was related to job satisfaction for high self-confidence, self-control and motivational staff and vice versa.

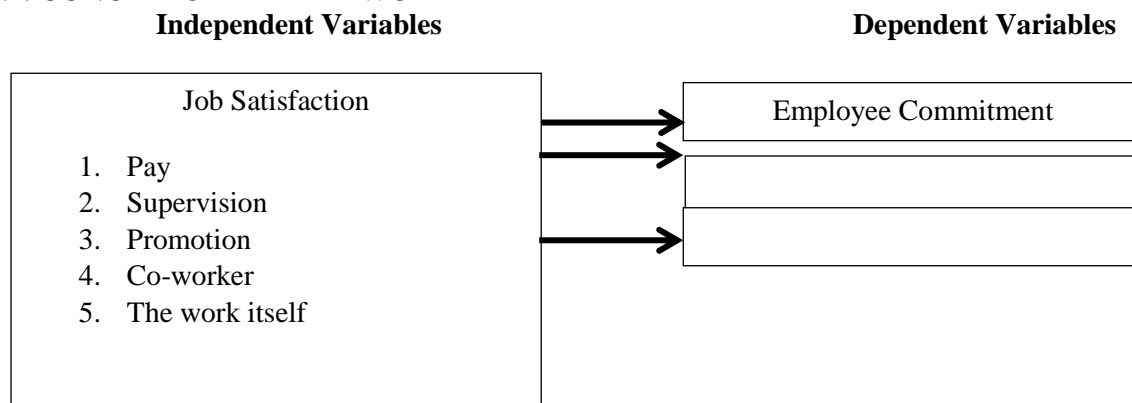
3.3.1 Relationships between Job Satisfaction and Work Performance

In the study of Naser Valaei and Shokouh Jiroudi (2016), a total of 220 survey forms were distributed to workers in the media industry in Malaysia to study the relationship between job satisfaction and the worker's performance. The findings show that all aspects of job satisfaction are positively correlated with work performance where salary, promotion, supervision, co-workers and work itself are conducive to work performance. It was found colleagues have the coefficients (*coefficient*) was the highest, followed by salaries and promotions. The results of this study were supported by G. Strauss (1968) and Fishbein (1973) models in previous studies.

In Mohammed Inuwa's (2016) study, 256 non-academic staff from Bauchi State University, Gadau Nigeria (BASUG) have received a survey form to study the relationship between job satisfaction and work performance. Of the 98% received responses show that job satisfaction components have a positive and significant relationship with employee performance which clearly shows an improvement in the level of job satisfaction of BASUG non-academic staff leading to improved performance. The results of this survey are similar to those of the

previous research by Al-Ahmadi (2009), Vermeeren, Kuipers and Steijn, (2014), Kumar and Pak, (2011) & Aziri (2011) directly with work performance.

3.4. CONCEPTUAL FRAMEWORK



3.5. HYPOTHETICAL STUDIES

The hypotheses studied in this study are:

H1: There is a significant and positive relationship between job satisfaction and employee commitment.

H2: There is a significant and positive relationship between job satisfaction and employee motivation.

H3: There is a significant and positive relationship between job satisfaction and employee performance through moderators such as motivation, emotion and behavior.

4.0 METHODOLOGY

4.1 Research design

This study is descriptive and aims to analyse the level of employee satisfaction from the public and private sectors and to study whether there is a relationship between job satisfaction with work commitment, work motivation and job performance. According to Ary and Jacobs (1990), descriptive research is designed to get information about a current study position. It is specific to determine the circumstances of the situation at the time of the research and to explain what exists in relation to the variables in that particular situation.

The main method in the data collection process for this study is a questionnaire survey. According to Ackroyd and Hughes (1981) survey questionnaire is divided into four categories based on the nature of the respondents, the factual, attitudinal, psychological, and explanatory. The method selected in this study is that this method is easier to obtain the respondent's data, helping to collect accurate data and save time. Structured questionnaire form based on literature review of relationship between job satisfaction with work commitment, work motivation and work performance.

4.2 Measurement

Instrument used in this study is a questionnaire survey. Questionnaire forms are given online to obtain the data needed for this study. The study is divided into three parts. The first part contains questions concerning respondents' background such as gender, age, status, education level, salary, position, and duration of work respondents. The second part relates to the satisfaction of the current job done by the respondent and the third part is the questions about how the respondent's attitude towards work.

All items in the survey form are measured using the Likert scale where five answers are given. Options start from "strongly disagree" (1), "disagree" (2) followed by "uncertain" (3), "agree" (4) and "strongly agree" (5). The results of the study were from the difference in the value of each respondent for each question in the questionnaire where they would choose from the highest score of 5 to the lowest score of 1.

4.3 Sample

The method used is simple method of printing. In this study, a questionnaire is answered online by the respondent. Out of the 85 questionnaires that were answered by respondents, only 80 questionnaires that were answered completely in accordance with the specifications and can be accepted for processing. This online questionnaire form is randomly answered by staff from the public sector and the private sector is not in line with the posts and departments. This is because the researcher did not get any information regarding the respondents who responded to this survey because the research was only done online.

4.4 Analysis Data

In this study, the software used is 'Statistical Package for the Social Science' or better known as 'SPSS'. All data obtained from the survey form were analysed using SPSS software.

5.0 FINDINGS

5.1 Respondents' characteristics

The number of respondents after the data cleanup showed that only 80 respondents were selected for analysis from 90 respondents who answered the questionnaire. Table 1 shows that the majority of the respondents who attended the questionnaire were females of 51 persons (63.8 %) compared to men with only 29 (36.3%).

Most respondents were aged between 18 - 29 years old with 54 (67.55%) and the least respondents were in the age group 50 ta hun and above ie 2 persons (2.5 %). 57 people (71.3 %) of the respondents were still raining and 23 people (28.8 %) were married.

Educational level of 80 respondents varies from where the majority of respondents have Bachelors Degree of 35 persons (43.8 %). The majority of respondents received R M 1001 - RM 3000 salary of 36 people (45%) and most of them responded with Support I area of 34 people (42.5 %). The longest serving defenders are for 1 - 5 years which is 31 people (38.8 %).

FEATURES	CATEGORY	FREQUENCY	PERCENT (%)
Sex	Man	29	36.3
	Women	51	63.8
	TOTAL	80	100
Age	18 – 29 years old	54	67.5
	30 – 39 years old	16	20.0
	40 – 49 years old	8	10.0
	50 years old and above	2	2.5
	TOTAL	80	100
Status	Single	57	71.3
	Married	23	28.8

	TOTAL	80	100
Level of education	SPM	11	13.8
	Certificate	3	3.8
	Diploma or Matriculation	24	30.0
	Degree	35	43.8
	Masters	6	7.5
	Doctor of Philosophy	1	1.3
	TOTAL	80	100
Salary	Below RM 1000	16	20.0
	RM 1001 - RM 3000	36	45.0
	RM 3001 - RM 5000	18	22.5
	RM 5001 - RM 7000	5	6.3
	RM 7001 - RM 9000	4	5.0
	RM 9001 and above	1	1.3
	TOTAL	80	100
Position	Top Management	3	3.8
	Management and	23	28.8
	Professional	34	42.5
	Support I	20	25.0
	Support II		
TOTAL	80	100	
Working period	Less than 1 year	24	30.0
	1 - 5 years	31	38.8
	6 - 10 years	16	20.0
	10 years and above	9	11.3
	TOTAL	80	100

5.2 Test of Validity and Reliability of Instruments

Table 2 shows the questionnaire in this study has 33 items that relate to the four variables namely job satisfaction, which includes salaries, supervision, colleagues, promotion and the work itself (15 items), commitment (6 items), motivation (6 items) and achievements (6 items). According to Pallant (2001), in terms of the reliability of the most important number is the Alpha value. Hair, Black, Babin and Anderson (2009) also noted that the Cronbach's Alpha, which is generally accepted and agreed upon by many experts is 0.7, however, the alpha value of 0.6 is still acceptable and applicable in the study of exploratory (*exploratory research*). The Alpha value (<0.60) is weak and (> 0.90) is excellent.

TABLE 2

RECEIVABLES	ITEM	CRONBACH'S VALUE ALPHA
Job satisfaction	15	0.821
1. I agree with current job placement 2. I feel comfortable with my work now 3. I am satisfied with the assignment given to me as a whole 4. Assignments are appropriate to my level of education 5. I receive a salary that is consistent with the duties and responsibilities assigned to me 6. I received my salary just in time 7. The instructions I received from the supervisor are clear and easy to understand 8. The supervisor always gives me guidance in every assignment 9. I have a good relationship with my supervisor 10. I have a good relationship with my colleagues 11. Co-workers are kind and respectful to me 12. Co-workers often assist me in completing assignments 13. Co-workers often ignore my abilities 14. I have the opportunity to be promoted 15. I have never been given a chance to participate in seminars / training		
Commitment	6	0.877
1. The culture applied in the company can increase my commitment 2. I will spend my career in this company 3. I feel sorry for my work and will continue to work hard in this company 4. I will give maximum commitment to this company's success 5. I will work hard to keep the company good 6. I will recommend my friends to work in this company		
Motivation	6	0.808
1. The suggestions and criticisms provided by the superior make me feel more advanced 2. I am more motivated to work if received a compliment from the superior 3. The bonuses and intentions provided by the company will assist me in securing the future 4. I engage in activities organized by the company 5. The equipment and equipment provided by the company is always sufficient to use 6. Motivation received from the superiors makes me more disciplined in working		
Performance	6	0.448
1. I will look for various solutions to the problems faced		

by the workplace 2. I can complete the assignment within the stipulated time 3. Communication with other colleagues leads to the desired work 4. I was able to deal with unexpected situations at work well 5. My client / client is satisfied with my work 6. I will not tell you about negative things about the company to outsiders		
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5.3 Constructing Level of Constructs

Table 3 illustrates the results of the construct-level analysis of the constructs. The mean value of each variable was between 6.06 and 8.15 showed the level of job satisfaction, work commitment, work motivation and work performance were high. The n test was developed to determine the level of items that affected respondents and items that were less influential to respondents. The mean count is the ratio of 80 respondents.

TABLE 3

RECEIVABLES	N	MIN	DECLARATION OF STANDARDS
Job satisfaction	80	6.59	1.33
Work Commitment	80	7.65	1.54
Work motivation	80	8.15	1.20
Work performance	80	6.06	0.83

5.4 Hypothesis Testing

Table 4 shows that all independent dimensions of job commitment, motivation and job performance has a significant relationship with job satisfaction (salary, supervision or oversight, promotion, colleagues and work itself). Results of testing found that there is a positive and significant between work commitment ($r = 0.299$, $P > 0.01$), motivation ($r = 0.237$, $P > 0.05$) and performance ($r = 0.264$, $P > 0.05$), with satisfaction work .

TABLE 4

Variable	Component			
	1	2	3	4
Job satisfaction	1			
Work Commitment	0.299 **	1		
Work motivation	0.237 *	0.629 **	1	
Work performance	0.264 *	0.027	0.079	1

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

* Correlation is significant at the 0.05 level (2-tailed)

6.0 DISCUSSION AND IMPLICATION OF STUDY

The findings show that all job satisfaction variables, such as salary, supervision, promotion opportunity, colleagues and work itself act as one of the major determinants in influencing

the commitment, motivation and performance of an employee in an organization. Therefore, in the context of random online studies on some of these organizations, organizations in the public and private sectors should take action in providing wages and areas of work appropriate to the work and level of employee education, providing promotional opportunities, ensuring that management is in good relationship and supervision is fair to all employees by providing opportunities bilateral communication between supervisors and employees and creating a comfortable, effective and conducive workplace environment so that commitment, motivation and employee performance can be enhanced.

The study also has implications and contributions in three aspects, namely theoretical support, research and organization. In terms of contribution to the theory, this study has shown a significant role by proving that there is only a relationship between job satisfaction (salaries, supervision, promotion opportunities, colleagues and workmanship) with workers' motives and commitment. This study also proves that there is a two-way relationship between job satisfaction and employee performance where the emotions, behaviours and motivations of workers are important moderators in determining both.

The results of this study have supported the study by Allen and Meyer (1990), Cater and Zabkar (2009), Gaertner (1999), Jernigan et al. (2002), Lok and Crawford (2001), Mowday et al. (1982), B Artola (1979), Hrebiniak and A lutto (1972), O'Reilly and Caldwell (1980), Stumpf and Hartman (1984), Naser Valaei (2016) and Ebrugun (2009) in the relationship between satisfaction work with commitment.

In examining the relationship between job satisfaction and performance, the results of the study also supports the theory that made by Halkos dan Bousinakis (2010), de Menezes (2012), Apostle et al. (1985), Muse and Stamper (2007) Pettijohn et al. (2008) and Leach (1998). In addition, hypotheses and theories dike found by Thompson and Pua (2001), Wegge, Van Dick, Fisher, West and Dawson (2006), the basic principles of AK Korman's (1970.1971) and cognitive theory Bandura (1986) is relevant in this study.

While research in identifying the relationship between job satisfaction and motivation supports the theory created by Egan et al (2004), William and Vorhies (2002), Abraham Maslow, Herzberg, a study based on Rena Ali and M. Shakil Ahmed (2009) and the empirical study of Rizwan Kaiser Danish (2010).

After this study, the implication of work satisfaction on commitment, motivation and performance will be through the assessment process in which the organization will be the appraisal panel to see the effects and effects before and after the improvement process in the organization in several elements of job satisfaction to determine the effectiveness of the dependent variable among employees.

On the other hand, in terms of contribution to the research method, a questionnaire was designed based on the relevant literature review which was modified and adapted to the organization and work culture of Malaysia which confirmed that the variables in this study had high level of reliability and validity. At the same time it helps to produce accurate and credible research findings.

From the organizational point of view, the findings of this study can be helpful and can be applied by the management to empower and improve the elements of job satisfaction set out

in this study so that employees' performance, commitment and motivation can be enhanced to the extent that the organization hopes.

7.0 CONCLUSION

The purpose of this study is to find the job satisfaction relationship in considering the salary, supervisory, promotion, colleague and work itself on the commitment, motivation and performance of an organization. This study aims to identify independent variables that can have a high impact on employee commitment, motivation and performance.

The H1 hypothesis states that there is a significant and positive relationship between job satisfaction and employee commitment. This means that high job satisfaction can indirectly increase the employee's commitment in which the worker will work harder in his work and will always keep the company's good name and will be more likely to work within a longer period of time within an organization.

H2 hypothesis states that there is a significant and positive relationship between job satisfaction and employee motivation. This hypothesis suggests that high job satisfaction in the elements of colleagues, supervision, wages and rewards and conducive working environment can improve discipline at work and motivate employees to stay on track in their work.

Whereas H3 hypothesis presents a significant and positive relationship between job satisfaction and employee achievement through moderators such as motivation, emotion and behavior. Although this hypothesis suggests that there is a positive correlation between job satisfaction and employee performance, the emotion, behaviour and motivation moderator is the measure in determining the effectiveness of this hypothesis. This hypothesis also suggests that the relationship between job satisfaction and performance is a two-way relationship, where performance can also be a major measure of the satisfaction of a person's work in his work. High job satisfaction especially in supervisory, co-workers and work elements (*work itself*) can improve the emotions and behaviour of workers at work, as well as motivate workers to be more committed in giving better results. Whereas, the two-way relationship between work and performance is the opposite; performance levels that high are able to increase employee motivation and emotion, while increasing employee satisfaction in their work.

Throughout the process of gathering information and writing of this scientific papers, there are some limitations of the study and limits that have been identified. Among them is that this study does not focus on one organization only, but online surveys involve employees from various levels of staff either from support staff or management levels in both public and private sectors. In this context, the findings are more general and not specific in assessing the level of job satisfaction in an organization.

The second limitation is that the respondents' participation in this study is from different staff members of the organization and the field of work and work environment. Therefore, there is a difficulty in comparing the satisfaction of each respondent as the field involved is different from different companies where the environment and culture inherent in an organization are different.

This study will also be more effective and have high level of reliability if all respondents answer the questionnaire honestly and more thoroughly. However, time constraints and

workload are among the factors that cause respondents not to answer this questionnaire more transparently and thoroughly.

This study proposes a conceptual framework based on literature review based on public and private sector organizations identified through reading and journal studies. The high level of reliability and reliability of the research instrument can be identified after conducting factor validation analysis. In conclusion, hypothesis test results show three important findings, three of which have positive and significant. This decision supports the study of job satisfaction literature on the commitment, motivation and performance of the organization involved. Therefore, larger sample size should be taken into account in the coming studies to get more accurate results. Additionally, multiplying variables in decision making should also be considered in the study model.

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