

ANALYSIS OF THE EFFECT OF ATTITUDE TOWARD WORKS, ORGANIZATIONAL COMMITMENT, AND JOB SATISFACTION, ON EMPLOYEE'S JOB PERFORMANCE

(Case Study in Electronic Company)

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ABSTRACT

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual. Based on this phenomenon, this study is aimed to explain and empirically test the effect of attitude toward work, job satisfaction, and organizational commitment to the employee's job performance at PT.X. Data used in this study was primary data which were collected through closed questionnaires with 1-5 Likert scale. A sample of this study was 200 managerial and non-managerial staff of PT. X. Research carried out by using Structural Equation Modeling (SEM) which was run by AMOS 20.0 program. The results of this study showed that attitude towards work have positive but not significant effect to job satisfaction and employee performance. Different with attitude towards work, the organization's commitment has positive and significant effect on job satisfaction and employee performance at PT. X. It means every improvement in organization's commitment has a positive effect toward job satisfaction and employee performance at PT. X.

Keywords: attitude toward work, organizational commitment, job satisfaction, employee's job performance, Structural Equation Modelling.

1. Introduction

Employee's job performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan et al, 2010). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect firm's performance and ultimately profitability of the firm.

As a result of "pressure to perform", the worth of satisfied employees becomes more indispensable. Job satisfaction describes that how much happy an individual is with his/her job. According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation what's the job supply to an employee (Al-Hussami, 2008). Job satisfaction is a complex phenomenon with multi facets (Xie and Johns, 2000); according to Linz (2002), job satisfaction is influenced by attitudes toward work and organizational commitment. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002).

Attitude is termed as a hypothetical construct that represents an individual's like or dislike for any behavior (Mowday, Porter, and Steers 1982 in Ahmad et al, 2010). Allport (1935) defined an attitude as a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence on the individual's response to all objects and situations to which it is related. A simpler definition of attitude is a mindset or a tendency to act in a particular way due to both an individual's experience and temperament. How people behave at work often depends on how it feels about being there. Therefore, making sense of how people behave depends on understanding their work attitudes.

Organizational commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization (Meyer and Allen, 1988). According to Raju and Srivastava in the year 1994, organizational commitment as the factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level (Sharma and Bajpai, 2010).

Related to the employee's job performance, as one of the electronic company in Indonesia, PT. X wants to know how much the effect given by following factors, i.e. attitude toward work, organizational commitment, and job satisfaction, toward their employee's performance. Curiosity of PT. X was based on the results of an assessment of their employee's performance which was demonstrating a number of employees who still have low performance. Employees who performed very well only 4.00%, employees who performed good only 73.90%, employees who performed enough 20.10%, while the employees who performed poorly was 2.00%. The factor which is having great impact on the employee's performance of PT. X will be become the most important factor to improved seriously by the Human Resource Division.

Based on the condition that was faced by PT. X and the previous theory about the relationship between attitude toward work, organizational commitment, job satisfaction, and employee's performance, specifically this study aim to explain and empirically test the effect of attitude toward work, job satisfaction, and organizational commitment to the employee's job performance at PT. X.

2. Literature Review

The literature shows a positive relationship between attitude towards work, organizational commitment, and job satisfaction. Literature also shows a positive relationship between job satisfaction and employee's job performance. This study refers to the conceptual model of previous research belong to Ahmad et al (2010). Unlike the previous literature from Ahmad et al (2010), this study didn't see the relationship between job

satisfaction and employee's job performance as two factors or variables that have a reciprocal relationship. In this study, job satisfaction only has a positive effect on an employee's job performance and not vice versa. It is because, this study only focused to see some factors or variables that affecting the employee's job performance.

2.1 Attitude Toward Works, Job Satisfaction, and Employee's Job Performance

Attitude towards works are the feelings we have toward different aspects of the work environment (Carpeter et al, 2009). According to him, there are some element which influencing the attitude towards works, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress.

Arguments that support attitude towards works cause performance usually refer to the functions of attitudes as guidelines and facilitators of behavior (see the research that conducted by Fishbein and Ajzen in the year 1974; Eagly and Chaiken in the year 1993; or Judge et al in the year 2001); or refer to the functions of attitudes as the energizing and facilitative effects of positive affect (as one component of satisfaction) at the workplace (see the research that conducted by Staw et al in the year 1994); or refer to the functions of attitudes as the motivational effects of the personal importance or identification with the job or organization (e.g., as a component or consequence of commitment; see the research that conducted by Meyer, Becker, and Vandenberghe in the year 2004) (Riketta, 2008).

2.2 Organizational Commitment, Job Satisfaction, and Employee's Job Performance

Organizational commitment is defined as the emotional bond or attachment between staff and their firm (Meyer and Allen, 1997; O'Reilly and Chatman, 1986). Mowda, Porter, and Steers (1979) defined organizational commitment as the relative strength of an individual's identity within a particular organization. They describe organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization. That can be characterized by three elements: (i) a strong belief in and acceptance of the organization's goals and values, (ii) a willingness to exert considerable effort on behalf of the organization, and (iii) a strong desire to maintain membership in the organization.

Tai et al (1998) observed that Organizational Commitment and Job satisfaction are highly correlated. There are two opinions that related to the relationship between organizational commitment and job satisfaction. The first opinion, job satisfaction is a significant predictor of organizational commitment and the second opinion, organizational commitment is a significant predictor of job satisfaction. LaLopa (1997) and Dienhart and Gregoire (1993) were some of the researcher that supported the first opinion. According to LaLopa (1997), job satisfaction is a significant predictor of organizational commitment. In line with Lalopa, Dienhart and Gregoire (1993) revealed that many studies use different facets of satisfaction to predict employee attributes such as performance, organizational commitment, and service quality. Different with LaLopa (1997) and Dienhart and Gregoire (1993), research that conducted by Markovits et al (2007) suggested that affective organizational commitment was found to be most influential with respect to levels of intrinsic and extrinsic job satisfaction. In line with research that's conducted by Markovits et al (2007), research that conducted by Sharma and Bajpai (2010) and Adeloka (2012) also suggested that organizational commitment is being proven as the catalyst for enhancing the job satisfaction level of employees. So, Markovits et al (2007), Sharma and Bajpai (2010), and Adeloka (2012) were some of the researcher that supported the second opinion.

Beside impact on job satisfaction, many researchers have carried out various studies to examine the relationship between organizational commitment and employee's job performance. The findings of the previous studies have given varied results. Some have found a positive relationship between organizational commitment and performance (e.g. research that conducted by Bashaw and Grant in 1994, Kalleberg and Marden in 1995, Benkhoff in 1997, Suliman and Laws in 2000 and Meyer et al in 2002), while others have

examined very weak, negative or insignificant relationship between the two (e.g. research that conducted by Leong et al in 1994, Wright in 1997, and Mathieu and Zajac, 1990. According to Benkhoff in 1997, this variation in results is due to the way commitment has been conceptualized (Qaisar, et al, 2012).

2.3 Job Satisfaction and Employee's Job Performance

Refers to a study conducted by Ahmad et al (2010), variable of job satisfaction is measured from the level of satisfaction of employees working in the company and the absence of the desire of the employees to leave the company. There were a complex relation between job satisfaction and performance. In 1930's some researchers were emphasized on their relationship and they were studied seriously at the notion that a happy worker is a productive worker. At that time it showed a weak and somehow a negative relationship between them, but Iaffaldano and Muchinsky (1985) were proved that there was a correlation between job performance and job satisfaction and the value of the correlation was about 0.170. In recent year, research was done by Yi in 2008, Zimmerman and Todd in 2009, Chen and Colin in 2008, and Lee, Javalgi, and Olivia in 2010 confirmed a positive relation between job satisfaction and job performance (Dizgah et al, 2012).

According to research that conducted by Wiyadi (2010), there were some element to measure employee's job performance, i.e: able to achieve target of production as set by the company, able to produce high quality product accordance with the company's standard, able to achieve target of production under time constraint, able to show high productivity, always come to the office in accordance with the time specified, always follow the instruction that give by the supervisor, and try to always accurate in completing the work.

2.4 Conceptual Model and Hypothesis

The conceptual model of this study can be seen in Figure 1.

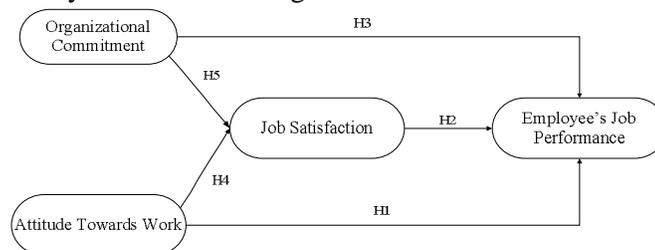


Figure 1. Conceptual model of this study

- Hypothesis 1: Attitudes towards work has a positive significant effect on employee's job performance
- Hypothesis 2: Job satisfaction has a positive significant effect on employee's job performance.
- Hypothesis 3: Organizational commitment has a positive significant effect on employee's job performance.
- Hypothesis 4: Attitudes toward work have a positive significant effect on job satisfaction.
- Hypothesis 5: Organizational commitment has a positive significant effect on job satisfaction

3. Methods

3.1. Sample

Subject of the present research is selected from managerial and non-managerial staff of PT. X. For sampling, simple random sampling was used. Total 200 subjects were randomly selected from managerial and non-managerial staff of PT. X and were given same questionnaire, in which, respondents indicated their opinion about their attitude toward work, they feel about organizational commitment, their job satisfaction, and their performance.

3.2. Instruments and Measures

Fifty one items were selected to test the relationship between attitude toward work, organizational commitment, job satisfaction, the employee's job performance. Out of these fifty one items, twenty five items were used to measure attitude toward work, fourteen items were used to measure organizational commitment, five items were used to measure job satisfaction, and seven items were used to measure employee's job performance.

In a measure of attitude towards work, organizational commitment, and job satisfaction, this study use 5-level Likert scale, whereas 1= strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, and 5= strongly agree. Although using a 5-Likert scale to measure employee's job performance, the meaning of each value in this scale was different from the previous measurement. In measure employee's job performance, 1=much worse than others, 2=worse than others, 3= similar to others, 4=better than others, 5=much better than others.

3.3. Data Analysis Tools

Research carried out by using Structural Equation Modeling (SEM) which was run by AMOS Program. SEM permits complicated variable relationships to be expressed through hierarchical or non-hierarchical, recursive or non-recursive structural equations, to present a more complete picture of the entire model (Bullock et al., 1994). Thus, in SEM, factor analysis and hypotheses are tested in the same analysis. SEM techniques also provide fuller information about the extent to which the research model is supported by the data than in regression techniques (Gefen, 2000).

4. Results and Discussion

4.1. Basic SEM Assumptions

There are some assumptions regarding SEM:

- Sample size: because SEM has the ability to model complex relationships between multivariate data, sample size is an important (but unfortunately underemphasized) issue. Two popular assumptions are that you need more than 200 observations, or at least 50 more than 8 times the number of variables in the model. A larger sample size is always desired for SEM (Ghozali, 2011). Since this study use 200 participants were randomly selected from managerial and non-managerial staff of PT. X, this study has been fulfilled the assumptions regarding to sample size
- Normal distribution: this study also has been fulfilled the assumption about normal distribution of data which was used. The data used in this study have normal distributed as indicated by the value of CR Kurtosis and CR Skewness which were in the range between -2.58 until 2.58 (Ghozali, 2011).
- Outliers/data extreme: there were no outliers or data extreme in this study. Evaluation of outliers can be seen in the value of Mahalanobis distance which was smaller than the value of Chi-Square with a number $v = \text{number of indicators}$ and $p < 0.001$.

4.2. Confirmatory Factor Analysis

Confirmatory Factor Analysis is used to test whether measures of a construct are consistent with a researcher's understanding of the nature of that construct (or factor). Four criteria in this study are used as summarized in Table 2. The first criteria is RMSEA (root mean square error of approximation). The RMSEA is acceptable or good when the value is less than 0.080 (Lee, Lee and Wu, 2010). The second criteria is GFI (goodness-of-fit index). The GFI is acceptable or good when the value greater than 0.900. In this study, GFI less than 0.900. It does not necessarily mean that the model has a poor fit because the GFI is scaled between 0 and 1; higher values indicating a better model fit (Shevlin and Miles, 1998). The third criteria is RMR (root mean square residual). RMR is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices. It is used to compare the fit of two different models with the same data. The RMR is acceptable or good when the value less than 0.050 (Fadlelmula, 2011). The last criteria is CMIN/DF (chi-square fit index divided by degrees of freedom). The value of CMIN/DF in the range of 2 to 1 or 3 to 1 indicates acceptable fit between the hypothetical model and the sample data (Carmines and McIver, 1981).

Table 1. Result of confirmatory analysis

Criteria	Cut of value	Exogenous model		Endogenous model		Full model	
		Value	Result	Value	Result	Value	Result
RMSEA	≤ 0.08	0.073	Good	0,036	Good	0,065	Good
GFI	≥ 0.90	0.736	Marginal	0,954	Good	0,710	Marginal
RMR	≤ 0.05	0.024	Good	0,011	Good	0,022	Good
CMIN/DF	$1 \leq x \leq 2$; or $1 \leq x \leq 3$	2.069	Good	1,261	Good	1,839	Good

4.3. Validity and Reliability Test

As stated by Linn in 2000 and Stewart in 2009, Validity is the measure of the accuracy of an instrument used (questionnaire items) in a study (Said et al, 2011). To test the validity of questionnaire items, this study used standardized loading factor which is > 0.400 (Hair et al. 2010). The result showed that: (i) two items from twenty five items which belongs to attitude toward work were not valid; (ii) all items which belong to organizational commitment and job satisfaction were valid; and (iv) only one item from seven items which belong to the employee's job performance was not valid.

After removing the items from the questionnaire were not valid, the internal reliability of the items was verified by computing the Cronbach's alpha (Nunnally, 1978). Nunnally (1978) suggested that a minimum alpha of 0.600 sufficed for early stage of research. The Cronbach alpha estimated for attitude towards work scale was 0.994, organizational commitment scale was 0.899, job satisfaction scale was 0.812, and employee's job performance scale was 0.789. As the Cronbach's alpha in this study were all much higher than 0.600, the constructs were therefore deemed to have adequate reliability.

4.4. Hypothesis Test

The results of testing the hypothesis are presented in the Table 2: (i) an attitude toward waork had a positive effect on the employee's job performance, but not significant ($\beta = 0.068$, $p > 0.05$), so hypothesis 1 was not supported; (ii) job performance had a significant positive effect on the employee's job performance the employee's job performance ($\beta = 0.724$, $p < 0.05$), so hyphotesis 2 was supported; (iii) organizational commitment had a significant positive effect on the employee's job performance ($\beta = 0.262$, $p < 0.05$), so hypothesis 3 was supported; (iv) an attitude towards work had a significant positive effect on job satisfaction, but not significant ($\beta = 0.204$, $p > 0.05$); so hypothesis 4 was not supported; and (v) organizational commitment had a significant positive effect on job satisfaction ($\beta = 0.649$, $p < 0.05$); so hypothesis 5 was supported.

Table 2. Result of hypothesis test

Hypothesis	Standardized regression weight	CR	P	Result
An attitude towards work → employee's job performance (H1)	0.068	0.924	0.356	Not accepted
Job satisfaction → employee's job performance (H2)	0.724	5.929	0.000	Accepted
Organizational commitment → employee's job performance (H3)	0.262	2.524	0.012	Accepted
An attitude towards work → job satisfaction (H4)	0.132	1.390	0.165	Not accepted
Organizational commitment → job satisfaction (H5).	0.649	5.629	0.000	Accepted

In the meantime, this study failed to prove that attitude towards work has a positive significant effect on an employee's job performance and job satisfaction. Because attitude toward work are the feelings we have toward different aspects of the work environment, no significant relationship between attitude towards work and employee's job performance and job satisfaction could be happening because the employee has little interest in their work. They want to increase their productivity not because they like their job but they want to get more money and this condition eventually can make them stressful and bitter. Since they little interest in the work, satisfaction is hard for them to achieve. This is another form of motivation but is not sufficient to make the worker satisfy enough. Besides this issue, there are other issues that affect worker attitude and job satisfaction either in a negative or positive way. These issues include the management, employee, sociology, communication, culture, and work environment.

The study revealed that organizational commitment was the positive significant factor to increase employee's job performance and job satisfaction at PT. X. This result of the study supported the opinion that organizational was the most influential factor for job satisfaction and job performance and not vice versa. These results are in line with some of previous studies (e.g. LaLopa, 1997; Dienhart and Gregoire, 1993; Markovits et al, 2007; Sharma and Bajpai, 2010; and Adeloka, 2012) who found positive impact of organizational commitment to performance of personnel in different work settings. As a factor that give significant effect to increase employee's job performance and job satisfaction at PT.X, organizational commitment becomes the important aspect to get more attention from the management of the company. Most of the executives and managerial employees always try to recognize and implement such strategies which helps to increase organizational commitment of the employees. Managers can instill organizational commitment in employees by stimulating employees and rewarding both quality performance and company loyalty, and creating a desirable corporate goal, values, and culture. Employees tend to have higher levels of commitment when there is a strong match between their personal values and goals and those of the organization. An employee who believes in, accepts, and internalizes the company goals is more likely to be committed to the organization than someone with conflicting values or goals.

The significant positive effect of organizational commitment to job satisfaction and employee's job performance at PT. X can't be separated from the role of leadership. Leaders become a good example in implementing the organization's values and rules, and always encourage employees to achieve more organizational goals.

5. Conclusion

Since employee's job performance is one of the important factors for a business to compete in this global market, the purpose of present study is to explain and empirically test the effect of attitude towards work, job satisfaction, and organizational commitment to the employee's job performance. The results of this study suggest that managers should focus on the factor that have a significant effect on employee job satisfaction, if they want to enhance their businesses. Based on the results for the standardized values, this study able to revealed that organizational commitment has a more significant effect to job satisfaction and employee's job performance at PT. X than attitude towards work.

The current study presented exhibit limitations that should be considered. The limitations are as follows:

- The sample size of the current study is 200. Although this sample size meets the minimum requirement but this sample study only comes from one company. The researcher may use others company from a different sector as a sample to to find out more about the relationship between attitude towards work, job satisfaction, and organizational commitment to the employee's job performance.
- This study didn't include demographic variables like gender, income, age, department, and education of the respondents as a predictor variable which can give different effects on attitude towards work, job satisfaction, organizational commitment, and employee's job performance.
- Furthermore, future researchers can include the other important variables like compensation, performance appraisal, promotion practices, etc to determine their effect on employees' performance

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