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Raja Aina Farhaini Raja Fauzi, Aishah Nadirah Mohamed Alauddin,
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Job Satisfaction and Organizational Commitment During Covid-19 among Malaysia's Employees

Raja Aina Farhaini Raja Fauzi¹, Aishah Nadirah Mohamed
Alauddin¹, Norhidayah Ismail², Ja'izah Abdul Jabar²

¹Faculty of Sports Science and Recreation, Universiti Teknologi MARA (UiTM), Negeri
Sembilan Branch, Seremban Campus, ²Faculty of Accountancy, Universiti Teknologi MARA
(UiTM), Negeri Sembilan Branch, Seremban Campus
Corresponding Author's Email: norhi0527@uitm.edu.my

Abstract

Employee satisfaction towards their jobs is an important element in maintaining a good productivity and loyalty to the organization. Employees who receive good incentives from their job by the organization will lead to high job satisfaction and increases the organizational commitment. The present study investigated the relationships between job satisfaction and organizational commitment during Covid-19 among Malaysia's employees. Quantitative analysis was used based on an online questionnaire through Google Form conducted with randomly selected among employees in Malaysia (N=206). The questionnaire was constructed to measure the job satisfaction items was developed by Taylor and Bowers (1972) and the organizational commitment items developed by Allen and Meyer (1990). The data obtained were analyzed using SPSS and the findings were described based on descriptive analysis and correlation. It is shown that job satisfaction and organizational commitment have a significant relationship when Pearson's $r(206) = .724, p < 0.05$. The results obtained from the study shows that there are significant relationships between job satisfaction and organizational commitment which means that both influence the employees. If job satisfaction increases, organizational commitment will increase too. Therefore, this research proves that the two variables must be achieved to produce better employees.

Keywords: Job Satisfaction, Organizational Commitment, Employees Commitment, Behavioral, Employees Satisfaction

Introduction

Job satisfaction can be interpreted as a positive emotional response towards their job (Schneider & Snyder, 1975; Locke, 1976 cited in Culibrk et al., 2018). It can be obtained through high salary, other financial and non-financial incentives, pleasant working conditions as well as the opportunity to get promoted to a higher position. The satisfaction is crucial as positive attachment between employees and their job leads to high commitment in achieving organization's goals. As such, job satisfaction has always been associated with the organizational commitment as it determines whether they stay in the organization, or they leave (Culibrk et al., 2018).

Nevertheless, due to the changes of the world's condition where Covid-19 pandemic strikes, it somehow changes the whole perspectives of employees towards their organizations. The virus has been spread globally including national and local places in Malaysia. Such circumstances affect both job satisfaction and organizational commitment among employees since their working conditions are not in a good state. The unfavorable working environment may be one of the causes that employees would feel dissatisfied while performing their jobs. This is because employees might have to work from home and the changes from being physically present in the office to a virtual working environment reduces job satisfaction due to difficulties in communication. Shiddiqi (2021) posits that low level of organization commitment and low satisfaction of employees cause high turnover. Such situations worsen the survival of the organization as they still need to maintain their efficiency to achieve their goals or objectives.

According to Mercer's Covid-19 pulse survey, dissatisfaction among employees is mainly caused by the low payment. It depicts that the low revenue during the pandemic contributed to this finding. In addition, 65% of organizations that are involved in the tourism industry face difficulties to retain their employees' job satisfaction and commitment due to the financial crisis because of the Covid-19 (Bajrami et al., 2021). From this, it has been shown that the payment to employees is not being paid very well, which might affect their organizational commitment because employees somehow feel like they might have to leave the organization. Therefore, this study aims to investigate whether a significant relationship exists between job satisfaction and organizational commitment among Malaysia's employees, specifically during the Covid-19 battle term.

Literature Review

Job Satisfaction

Employees who are satisfied with their jobs are more likely to be involved in pro-social conduct, which involves being helpful to customers, colleagues, and managers that is beneficial for the employees and the company (Thomas, 2010; Fatima et al., 2011 cited in Candelario et al., 2020). Job satisfaction can be defined as a positive emotional response towards one's job (Schneider & Snyder, 1975; Locke, 1976 cited in Culibrk et al., 2018). Culibrk et al (2018) also stated that job satisfaction is a basic indicator of how a person behaves in an organization. Hence, all the definitions had mentioned an individual's feeling about their job which shows that it is important in affecting someone's feeling that they had towards their work.

High job satisfaction may influence employees to do the work of their own volition instead of forcing themselves to work that leads to a low motivation. Past research has proven that employees who are satisfied will complain less and are able to focus more on the task that has been given to them (Farrukh, Kalimuthu, Farrukh, & Khan, 2020). Therefore, employees should achieve their maximum level of satisfaction for the job that they are currently doing will have a positive impact on themselves and their organization.

Job satisfaction has a relation with Maslow's Hierarchy of Needs when self-perfection is reached, the Maslow's Hierarchy of Needs becomes predictors of human satisfaction whether they are met or not (Amin et al., 2021). In Maslow's Hierarchy of Needs, there are five stages ascending from the lowest to the highest. It starts from the bottom with the physiological needs, safety needs, social needs, esteem needs and self-actualization needs.



Figure 1: Maslow Hierarchy of Needs

It is crucial to achieve the satisfaction in every level of Maslow's Hierarchy of Needs since it requires to fulfill the needs first before moving to the next stage. As one's basic needs are met, the individual attempts to meet higher-level requirements (Manap, 2017). Overall, Maslow Hierarchy of Needs has become fundamental to recognize if the employees' satisfaction towards the jobs are being achieved.

Organizational Commitment

Organizational commitment is crucial for the organization's success. The organization will find difficulties to encounter internal and external pressure if the employees refuse to give full commitment and effort (Candelario et al., 2020). In order to sustain employees' commitment to their jobs, they must feel that they belong to their company, as their willingness to give their all has been developed. A high level of organizational commitment employees may identify the goals of the organization as well as showing loyalty and the willingness to maintain in the organization.

The Pennsylvania State University (2010) cited in Ogunbanjo (2021), the degree to which employees feel loyal to their employer is referred to as organizational commitment while Dogan and Kilic (2007) cited in Yunarti et al (2020) described organizational commitment described as employees' desire to stay with the company and their devotion to the company's standards and goals. When employees are committed or more dedicated to their employers, they are less likely to quit from the current organization (Culibrk et al., 2018). Organizational commitment can take three distinct forms which are affective commitment, continuance commitment and normative commitment (Meyer and Allen, 1991 cited in Yousef, 2017). These three dimensions of organizational commitment explain its presence in the variety of motivations, which can be thought of as forces that drive the related behavior.

Overall, organizational commitment is essential since it recognizes the linkages that are formed between individuals and the organization, which create a desire for the organization's top performance according to Emma et al (2017) cited in (Mustafa et al., 2020). Hence, it is important for the organizations to take care of the employee's wellbeing to increase the level of organizational commitment among the employees.

The Relationship between Job Satisfaction and Organizational Commitment

Generally, most of the studies prove that job satisfaction and organizational commitment has a positive relationship which they have attained from the results of the study. There is a significant and positive relationship between job satisfaction and organizational commitment (Prasetio et al., 2017). Previous study's findings demonstrated that job satisfaction has a positive and significant impact on employees' organizational commitment and job performance (Werang et al., 2017).

According to Farrukh et al (2020), the results of the study prove that job satisfaction and organizational commitment as well as employee loyalty are meant to have a significant relationship. Ogunbanjo (2021) also stated that significant relationships between job satisfaction and organizational commitment are found to exist from the results that he obtained. Furthermore, a study conducted by Yunarti et al (2020) has discovered a positive and significant correlation between the two factors studied.

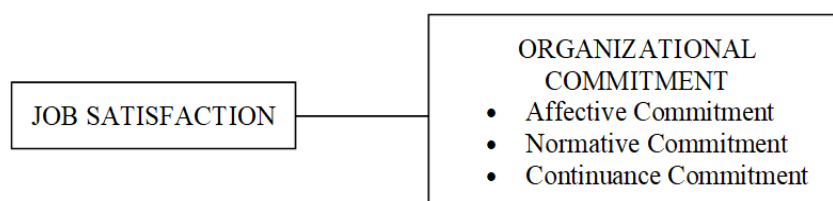


Figure 2: Conceptual Framework

Methods

Data were collected using a questionnaire survey that was distributed by mail to 308 employees in National Sports Institute of Malaysia. The return received was 206, which represents 67%. The questionnaire contains three sections. Section A includes the demographic info; gender, age, race, marital status, educational levels, monthly income and length of service. Section B seeks to measure the job satisfaction of the employees that consist of a seven items scale developed by Taylor and Bowers (1972), while Section C seeks to measure the organizational commitment that consists of a 20 items scale developed by (Allen and Meyer, 1990).

There are three dimensions included in this section which are 7 items of Affective Commitment, 7 items of Normative Commitment and 6 items of Continuance Commitment. The Cronbach's alpha for the 20 items is 0.89. Moreover, a five-point Likert scale also is used, that ranges from 1 (Strongly Disagree) to 5 (Strongly Agree).

Prior to the data collection, pilot study was conducted to ensure the reliability of the data. 30 respondents were selected to answer the questionnaire. Based on the results, the Cronbach alpha for both Job Satisfaction and Organizational Commitment was consistent and reliable to use in this research with 0.85 and 0.89.

Finding

A total of 206 respondents (N = 206) involved in this research are Malaysia's employees. There were 116 male and 90 female respondents involved in the study and it shows that male dominated the study with 56.3% (N = 116) than female with 43.7% (N = 90).

Table 1

Employee satisfaction perceived by Malaysia's employees.

	Mean	Std. Deviation	No. of Item
Job Satisfaction	4.65	0.43	7

From the table above, the total mean of employee's satisfaction perceived by Malaysia's employees indicates 4.65 (SD = 0.43).

Table 2

Organizational commitment among Malaysia's employees.

Organizational Commitment	Mean	Std. Deviation	No. of Item
Affective	4.49	0.60	7
Continuance	4.54	0.54	7
Normative	4.38	0.69	6

Table 2 shows the three dimensions of organizational commitment, with the highest among three of its Continuous Commitment 4.54 (SD = 0.54), followed by Affective Commitment 4.49 (SD = 0.60) and lastly is Normative Commitment 4.39 (SD = 0.69).

Table 3

Relationship between job satisfaction and organizational commitment. Among Malaysia's Employees

		Organizational Commitment	
Job Satisfaction	Pearson Correlation	1	.724
	Sig. (2-tailed)		.000
	N	206	206

****Correlation is significant at $p < 0.05$**

Pearson Correlation was applied in this study to identify the connection between job satisfaction and organizational commitment among Malaysia's employees. It is shown that job satisfaction and organizational commitment have a significant relationship when Pearson's $r(206) = .724$, $p < 0.05$. According to Guilford's Rule of Thumb, with the results of Pearson correlation .724, there is a high and strong relationship between job satisfaction and organizational commitment.

Discussion

Employee satisfaction perceived among Malaysia's employees

Based on the results, employees are very satisfied with the job as the mean score for employee satisfaction is high. It is natural for employees to feel satisfied with their work since they get paid by salary and receive respect from their colleagues. When employees feel

complete with what they need, surely satisfaction will be obtained. It shows how consistent it was with the previous study where the satisfaction can be obtained through their payment of salary or wages and the environment of the work (Lumley et al., 2011). It clearly stated that when employees are being paid well and they are surrounded with a peaceful nature of work, they will show satisfaction towards their job. Therefore, employees are satisfied with their work when they can fulfill their needs in terms of working in their organization.

Organizational Commitment perceived among Malaysia's employees

Results indicate that all the organizational commitment dimensions show that the employees are very committed to their organization as the results are high. Affective commitment shows that they are happy with their job, thus they commit well in their organization. Continuance commitment proves that Malaysia's employees tend to stay in the organization because they feel like if they leave the organization, they might not have the same benefit as they have in their current organization. Meanwhile, normative commitment shows that the employees have the sense of obligation to stay and contribute to their organization because being loyal is what they stand for. In line with the past research (Mohammed & Eleswed, 2013), organizational commitment perceived by employees is high when all three dimensions which are affective, continuous, and normative commitment showed consistent results. It means that employees value their job as they willingly commit their hard work and contributions. Therefore, it shows that the employees choose to stay loyal to the organization.

Relationship between Job Satisfaction and Organizational Commitment during Covid-19 among Malaysia's Employees

Based on the findings, it shows that job satisfaction and organizational commitment are positively related. It is proven that there is a significant relationship between the two variables. Moreover, job satisfaction and organizational commitment have high correlation and strong relationships. Consistent with the previous research by Mohammed & Eleswed (2013) found a positive relationship exists between job satisfaction and organizational commitment. Additionally, employees would feel the sense of belonging when they have the thought of staying in the organization rather than leave for a different work. Therefore, full commitment from the employees can be obtained when they feel satisfied with their work.

Conclusion

In conclusion, both job satisfaction and organizational commitment really have a strong connection between each other that would have an impact on employees. It has been proven that job satisfaction influences the commitment of employees when they are working in a certain organization. Moreover, job satisfaction is important as it will affect employees' performance whether good or bad as well as crucial to avoid turnover among them. Meanwhile, organizational commitment also plays an important role in making sure employees' efficiencies towards the work and their connection with the organization. Based on the findings of this study, it helps organizations to maintain good productivity among employees when both job satisfaction and organizational commitment become the main factor for the organization to ensure employees have stability in contributing more to achievements and performance. Therefore, results obtained can provide valuable information and acknowledgement to organizations to be aware of their employees' satisfaction.

Significant of the Study

According to this study, there are a lot of benefits that private and public sector organizations as well as the employees can obtain. Furthermore, organizations are needed to aware of job satisfaction and organizational commitment as it helps them to achieve their organization's goals or objectives. This way, organizations can take precautions about how employees feel and behave when they perform their work. In addition, employees also can recognize the importance of job satisfaction to maintain productivity. It has been said that the happier employees, the more achievements are obtained. Likewise, organizational commitment also plays an important role in helping the employees keep the feeling of belonging to the organization. Furthermore, it also may help employees in terms of their psychological thinking whether they feel a sense of allegiance or not with their organization that will lead them to decide to stay or to leave.

Further Research

Overall, the findings and the discussions obtained from the study surely have some recommendations for future studies to be completed, especially in this area. Future study can consider various organizations as their sample as they can compare the similarities and differences among the employees of each organization to give a wider view of how jobs affect people nowadays. The questionnaire can be performed via an online platform only as it is easier and more compatible than handing out a hard copy of questionnaires to the respondents. The results obtained from the study show that there are significant relationships between job satisfaction and organizational commitment which means that both influence the employees. If job satisfaction increases, organizational commitment will increase too. Therefore, this research proves that the two variables must be achieved to produce better employees.

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