

Attitude toward Work, Job satisfaction, and Job Performance

(An Empirical Study among Non-Saudi Academic Member of Higher Education Institutions)

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DOI: 10.6007/IJARBSS/v6-i12/2547 URL: <http://dx.doi.org/10.6007/IJARBSS/v6-i12/2547>

Abstract

Over the past decade, it is assumed that positive attitude toward work lead to job satisfaction. Job satisfaction has been considered to be crucial for organizational success. This in turn enhances performance of individual and brings about innovation and development. Based on this phenomenon, the current study is aimed to explain an empirically the effect of attitude toward work, job satisfaction on non Saudi academic members of higher education performance. The data was collected through closed on line questionnaires with 1-5 Likert scale. Questionnaire consists of 24 items, the participants were (360) academic teaching staff employed at higher education institutions .in order to ensure the questionnaire validity, Cranach's alpha coefficient was 0.94, indicating high reliability. The data are analyzed using several statistical techniques to test the stated hypotheses. Descriptive statistical measures are used to describe the study's sample characteristics. Multiple regression analysis is used to find the effect of the independent variables on the dependent variable. About the Originality/Value of this research to our knowledge, no study has empirically explained the effect of attitude toward work, job satisfaction on non Saudi academic members of higher education institutions performance. Result showed all the independent variable has significant effect dependent variables. And recommendation for future research and limitations of this study are proposed.
Key words: Attitude toward Work, Job Satisfaction, Job Performance, Academic Institutions

1. Introduction

In recent years academic researchers involved in employ's attitude and job performance have devoted increasing attention in recent decade to the effect of work attitude, job satisfaction on employs performance. Job satisfaction is without doubt one of the most studied outcome in organization research one of the reason is probably is intuitive link with wide of

important employee behaviors and performance (Joeri, et al, 2013). Robbins and Judge (2007), define job satisfaction as the positive feeling about one's job resulting from an evaluation of its characteristic. And the importance of work attitude has been highlight by many scholars and professionals over the years because of its importance to organizations, work attitude is still an important topic for academic debates and discussions, also it has studied on various categories of employee from different professionals, organizational and culture. Generally the concept attitude is defined as a consistent tendency to re act in a particular way, positively or negatively, favorable or unfavorable, toward a person, group, situation, object or event (Cristina,2015)

Our main objective in this study is to explain, from non Saudi academic members of higher education point of view, the effect of attitude toward work, job satisfaction on performance .Moreover, the results of this study will provide challenging, thought potentially fruitful foundation for future research.

2. Literature review and hypothesis formulation

2.1 attitudes toward work

Attitude towards works are the feelings that the workers have toward different aspects of the work environment.(Aries & Rizqi ,2013) . Bagozzi states that the term attitude is often used as an umbrella expression covering such concepts as preferences, feelings, emotions, beliefs, expectations,

Judgments, appraisals, values, principles, opinions, and intentions (Onzima,2011). In particular literature, attitude towards work has been defined in a different way through individual assigns meaning to work and different aspects correlate with work, (toward a person, group, situation, object or event (Cristina, 2015), as voluntary reporting to the organizational goal and professional achievement, as availability to develop, direct, regulation and maintain the effort in order to overcome obstacles and difficulties and achieve an objective. there are some element which influencing the attitude towards works, namely personality, person-environment, fit, job characteristics, psychological contract

Based on definition of attitude, it makes sense to conclude that how the employee behave in their job (satisfy or not) is depends on the result of a summary evaluation of the condition of their workplace.

2.2 Job satisfaction

Job satisfaction has become an important research topic in both psychological and management. It's commonly conceptualized as an effective variable that result from an assessment of an individual's job experience. The term 'Job Satisfaction' was brought to light by Hoppock (1935) and the oldest definition of job satisfaction was made by him, and he defines satisfaction with work as the emotional reaction that employee exhibit towards their job (Salkavan,etal,2014). Since then, job Satisfaction has been defined in a variety of ways. Job satisfaction is a set of favorable and unfavorable feelings and emotions with which an employee views their work and is a function of the perceived relationship between the amount of rewards employees receive and the amount they believe they should receive.(Sumbul & Sajid,2014).

Job satisfaction is also defined as a pleasurable or positive state of mind resulting from the appraisal of one's job or job experiences (Brown, et al, 2005). Brief & Weiss (2002) define it as job satisfaction as a cognitive and /or affective evaluation of one's job as more or less positive or negative.

Chelladurai has identified the degree of job satisfaction a work experience and has based this on assessments of the emotional, cognitive and behavioral essential toward the given tasks. Job satisfaction is also defined as the feelings concerning or emotional answer to exacting work, which typically are reflecting in six regions: satisfaction with pay, supervision, promotion, people, the work itself and overall satisfaction (Ibrahm, et al, 2013).

As a total of all various definition of job satisfaction the concept can be define in a simple manner as the degree to which people like their job Foroughi, et al, (2014).

It is believed that a satisfied worker is more likely to be creative, flexible, innovative, and loyal. More job satisfaction benefits include reduction in complaints and grievances, absenteeism, turnover and termination, as well as improvement in punctuality and morale. It is also linked to a healthier workforce (Robbins, 2001). Moreover, job satisfaction has the potential to affect a wide range of behaviors in organizations and contribution to employee level of welling. (George lan, et al 2012).

2.3 Job performance

With increase in competition, organizations have recognized the vital role of employees' job performance because as the performance of the employee increase, it will effect organizations performance.. A conceptualization of individual job performance of job performance was provided by Katz (1964), who defined it as a consisting, of two components: routine activities, which represent (the performance of mandatory job- related task, duties and responsibilities) and innovation job performance which is based on discretion. According to the definition made by Ivancevich, and Matteson(2005) ,it is a function of the capacity, opportunity and desire to perform a task. Also job performance can be defined as the level of productivity of individual employee's work-related behaviors (Sahira Zaman,etal,2014). parallel Definition was made by Pugh (1991),where performance was defined as sum total of goods, services or thoughts obtained via the completion of task assigned to employ towards the realization of the organization goal in line with pre-determined criteria and the personal qualification of the employee.(1991),.previous literature has emphasized more on the liner relationship between job satisfaction and job performance.

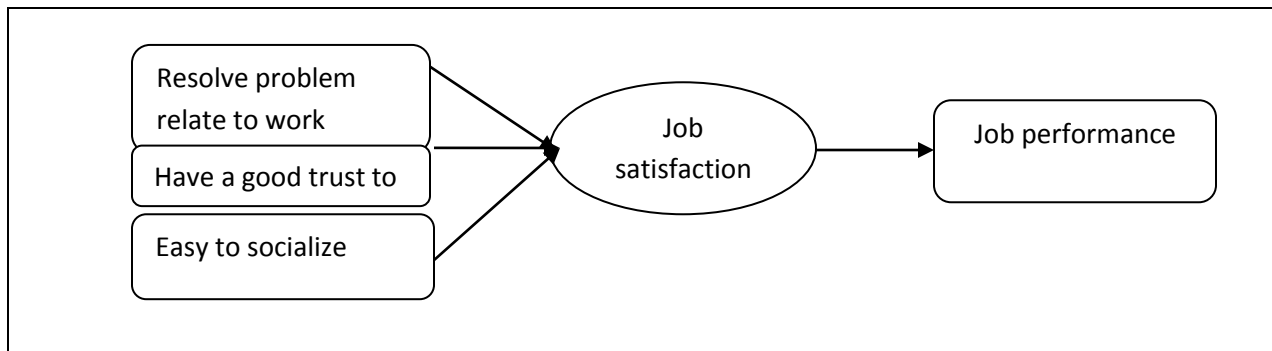
2.4 hypothesis formulation

The main intention of this study is to investigate empirically the effect of attitudes toward work, job satisfaction on job performance, so five hypotheses were advanced from the analysis and investigation of the existing, to accomplish the objectives of the study as following.

_ there is no significant statistical effects of Resolve problem relate to work on job performance.

_ there is no significant statistical effect of having a good trust to colleagues to on job performance.

_ there is no significant statistical effect of Easy to socialize on job performance.



2. Method

2.1 Sample and procedure

Survey data were collected from (360) non Saudi academic staff employed at higher education institutions .the majority of the participant (88.3%) were males and their mean age was (41). (82. % possessed PhD degree (7% professor, 15 associate professor, 60 assistant professor,)), 18% possessed master degree the population of this research is made-up of all non Saudi academic staff employed at higher education institute in KSA.

Prior to send the on line questionnaires to the respondents, number of stages were followed, firstly the questionnaire was handed to three academic reviewers from reputable business schools with years of experience to assess the content validity of the designed questionnaire; some items were changed, reformulated and added based on their precious feedback. Correlation matrices were calculated for the items and Cronbach alpha was measured to determine if the items in the constructed questionnaire were measuring the same underlying concept .Secondly, pretest of the resulting instrument was conduct with (36) respondents who were randomly selected from academic member of higher education institutions, the respondent were asked to answer the questionnaire to determine whether they could understand the verbiage, the feedback of the pretest participants suggested that the most of the items under each constructed were understandable, un ambiguous and categorized appropriately. Then electronic letters were sent to the deans explaining briefly the intend of the study, this was followed by E-mail with link for the questionnaire, the conducted questionnaire had three part based on a 5 point Likert-type response scale ranging from 1(strongly disagree) to 5(strongly agree),(table.2) which has been accepted by various scholars, The reasons for choosing a Likert scale as the interval scale in this research., this type of scale has been found to communicate interval properties to the respondent, and therefore produce data that can be assumed to be interval (Rahman,et.al,2015) , and (42) questions were developed, the participants were anonymous and research ethics were respected .this process resulted in a total of (342) questionnaire from (360) questionnaire ((raw response rate, 95 %);.However, (18) questionnaire were eliminated due to missing data and were thus rejected (adjusted

response rate 90%). The electronic distribution and collection process took about four weeks; data had conducted at the beginning of the first semester of the academic year (2015/2016). It is significant to state that the questions were translated into Arabic languages considering convenience of respondents who are not sufficiently versed in English languages.

3. Data Analysis Technique procedure

Different statistical techniques were used to test the study's hypotheses using SPSS software; these techniques are Cronbach's alpha (α): used to test the reliability of the scale as seen in(table.1), and according to(table 1) Cronbach's alpha the total value was 0.828, which means that the reliability results of the current study are acceptable. Descriptive statistical measure used to describe the study sample characteristics, which represent the level of agreement with the statement is high ,more than 3.5 as in(table .2) below. Skewness Test to measure the normality of the data ,and Multiple regression analysis used to find the effect of the independent variables on the dependent variable

Table.1
Reliability statistics for all items in the instruments

Cronbach alpha alpha based on standardized item	Cronbach	No of items
0.825	0.828	42

3-1. Descriptive Statistics

In order to explore the existence and importance of every variable according to the sample of the study, means and standard deviations for the independent variables were calculated. (Table.2) and the instrument of the study was scaled as follows (Table.3).

Table. 2
Means and standard deviations for independent variables

Independent Variables	N	Mean	Standard deviations
PROW	342	4.06	.86
HGTC	342	3.82	.55
ETS	342	4.30	.54

(Table.3): View of the sample examined, according to a 5 Likert scale and corresponding degree

Opinion	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
Degree	5	4	3	2	1

3.3 Hypotheses Testing

To test the hypothesis it was deemed suitable to use multiple regression estimations for testing the designed hypotheses (Hair et al, 1998), and to assess whether the collected data violate some key assumptions of regression models. From the (table. 4), we can see that the variables are normally distributed, having skewness value between (-1 to 1). From the table we can see the all of these variables have skewness ranged from (-0.244) to (-0.626), which means that the variable are normal distribution.

(Table.4)

Independent Variables	Tolerance	VIF	Skewness
PROW	0.881	1.135	-0.626
HGTC	0.854	1.171	-0.244
ETS	0.794	1.260	-0.383

To test the hypothesis multiple Regression analysis is used to know if there is an impact of independent variables on the dependent variable. According to the decision rule: accept null hypothesis (H0) if the significance level (α) of the variable is greater than (0.05) significance level, and reject (H0) if the significance (α) level equal or less than (0.05) (Sekaran, 2004).

Table.5. Results of Multiple Regression Analysis

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig
1(constant)	1.041	.196		5.140	.000
PROW	.214	.039	.202	4.428	.000
HGTC	.223	.032	.177	4.622	.000
ETS	.282	.044	.223	5.310	.000

According to the previous decision rule, the researcher has tested the proposed hypotheses and found the following results. Results showed that there is a statistically significant impact for all independent variables (Resolve problem relate to work, Have a good

trust to colleagues, easy to socialize) on the dependent variable. Accordingly, the above results revealed the following as summarized in table (6).

Table.6

Summary of the Results of Hypotheses Testing

Hypothesis	Accepted/Rejected
H01 :always trying to resolve problem related to work have no significant statistical effect on job satisfaction	Rejected
H02: always having a good trust to the colleagues have no significant statistical effect on job satisfaction	Rejected
H03: easy to socialize have no significant statistical effect on job satisfaction	Rejected

Limitation and Future Research

While this empirical study helps us better to understand the effect of attitude toward work, job satisfaction, and job performance among non Saudi academic member of higher education .it has some limitation associate with this study, must be recognized ,first is that of generalizability. The sample of this empirical study consist of high percentage of (89%) males participant versus (11%) of female participants, there for more is needed to increase female participant to determine if the result could be generalized. Second, the lack of enthusiasm of faculty member participate in the survey who think that so many researches was conducted by teaching stuff particular about job satisfaction, yet non of their managerial implementation were fulfilled. There are several potential areas for future research, the level of job satisfaction depend little on soci-economic factor such as gender or weather the stuff resides in north or south of KSA, so a future research can be carried taking in consideration the soci-economical factors as other moderating variables. As we expect that soci-economic factors might influence the finding. The scope of this empirical study were non Saudi teaching stuff of higher education, there for a future research could be conducted including all stuff members (Saudi or non Saudi). Furthermore, we could learn more from studies comparing attitude toward work, job satisfaction and job performance among KSA universities stuff with other regional academic stuff, so a future research could address this gap. Also, linkage between employee behaviors emotional work, organization commitment and job performance is an important avenue for future research .hopefully our research has provide an important stepping stone in that direction.

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