



AENSI Journals

**Australian Journal of Basic and Applied Sciences**

ISSN: 1991-8178

Journal home page: [www.ajbasweb.com](http://www.ajbasweb.com)



## The Influence of Job Satisfaction, Organizational Commitment and Transformational Leadership on Job Performance: A Study on Higher Learning Institutions

<sup>1</sup>Izah Mohd Tahir and <sup>2</sup>Muzalifah Monil

<sup>1</sup>Research Institute for Islamic Product and Civilization (INSPIRE), Universiti Sultan Zainal Abidin, Gong Badak Campus, 21300 Kuala Terengganu, Terengganu, Malaysia.

<sup>2</sup>Phd Candidate, Universiti Sultan Zainal Abidin, Gong Badak Campus, 21300 Kuala Terengganu, Terengganu, Malaysia.

### ARTICLE INFO

#### Article history:

Received 25 January 2014

Received in revised form 12

March 2014

Accepted 14 April 2014

Available online 25 April 2014

#### Keywords:

Job satisfaction, Organizational commitment, Transformational leadership, Job performance

### ABSTRACT

Employees job performance including those working in higher learning institutions are becoming more important as they provide a benchmark for the institutions to excel in terms of the quality of services provided. This paper aims to examine the influence of job satisfaction, organizational commitment and transformational leadership on job performance. A structured questionnaires consisting of job performance (5 items), job satisfaction (6 items), organizational commitment (6 items) and transformational leadership (6 items) were adapted from previous research. 90 respondents from the administrative staff were chosen from selected public higher learning institutions in Malaysia. The results indicate that job satisfaction, organizational commitment and transformational leadership are significant and positively correlated with job performance. These results could be used by the relevant authorities to provide good service quality in the administration category.

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**To Cite This Article:** Izah Mohd Tahir and Muzalifah Monil., The Influence of Job Satisfaction, Organizational Commitment and Transformational Leadership on Job Performance: A Study on Higher Learning Institutions. *Aust. J. Basic & Appl. Sci.*, 8(5): 63-68, 2014

## INTRODUCTION

Higher learning institutions are becoming more important as they provide a benchmark for the institutions to excel in terms of the quality of services provided. A Strategic Plan for Higher Education: Laying the Foundation Beyond 2020 outlines strategies create Malaysia into an international Centre of educational excellence (Ministry of Higher Education). As at June 2012, The higher learning institutions in Malaysia is under Ministry of Higher Education (MOHE) contains of 20 public universities, 32 private universities and four foreign university branch campuses with covered certificate, diploma, undergraduate as well as postgraduate levels.

Job performance is one of the important criterions in enhancement product and services. Over the decades, job performance refers to the expected behaviors in the purpose under control of individual employees in organizational goals (Campbell *et al.*, 1993). Job performance has been identified as the main key in the field of organizational and human resource management practice such as training and development (Silvester, Patterson and Ferguson, 2003; Varela and Landis, 2010). Rudman (1998) on the other hand, stated that job performance is focused purposeful work or behaviors concern to the value of high productivity in the workplace.

The performance of administrative staff is important in order to maintain systematize management. However, the performances of administrative staff have been subjected to various criticisms by the public suggesting ineffectiveness in the local government management included Malaysian public universities (Zaherawati, Zuriawati & Mohd Zool Hilme, 2010). William & Buswell (2003) argued that most of service failure on related service industry is the results of perceptual nature other than communication. In this study, it will aim to examine and explore the effect of job satisfaction, transformational leadership and organizational commitment towards job performance among administrative staff of higher learning institution in Malaysia.

**Corresponding Author:** Izah Mohd Tahir, Research Institute for Islamic Product and Civilization (INSPIRE), Universiti Sultan Zainal Abidin  
E-mail: [izah@unisza.edu.my](mailto:izah@unisza.edu.my)

**Literature Review:****Job performance:**

Swanson (1999) defined performance as accomplishment in productivity of system in the form of goods or services provides subordinate with specific expectations. The behaviours observables of employee are explained in a form of productivity and the results that are expected for adequate job performance.

Researchers found job performance basically consist of task (in-role) and contextual performance (extra-role) (Motowidlo and Scotter, 1996). Riketta (2005) defined Task performance identifies the behaviour to the job description and contextual performance defines behaviour goes beyond formal requirement that beneficial to the organization.

Performance management are essential in order to job performance work successfully. Performance management defined as the use of performance measurement information to effect optimistic change in organizational culture and processes, to set agreed performance goals, informing managers to either confirm or change current policy or program directions to meet these sharing results of performance in pursuing goals (Procurement Executives' Association, 1999). Hence, to distinguish performance management from performance measurement involves the improvement of metrics that quantify the work effectiveness (Neely *et al.*, 1995).

**Transformational leadership:**

Mastrangelo and Eddy (2004) define the professional leadership as providing direction for the purpose of attaining the organization's goals to the organization members. It encompasses the "formal" part of leadership – setting the vision and mission for the organization, creating and aligning processes and procedures to achieve organizational goals. Personal leadership as the personal behaviour of leaders in performing the responsibilities of professional leadership, including demonstrating expertise, building trust, and sharing for people in a moral way.

Leadership has namely one of important factor because it has strong relationship with job performance. Steinhaus and Perry (1996) emphasize that the employee who satisfied with their leader tends to committed in their organization in return to demonstrate the higher performance. Its support by Carson *et al.*, (1993), they believe the consistent support from referent power such as leader being positively relying to performance on job. Shamir *et al.*, (1993) stated in their study, charismatic leadership association to the joint identity, potency, and performance.

Transformational leadership is one of the establish paradigms in job performance consist of three important roles (1) to increase employees self-efficacy (2) facilitating social recognition of employees among peers or organization and (3) linking the organization and work value (Shamir, House and Arthur 1993).

Relationship between transformational leadership and job performance has been consistently for extended time. Recent studies reported transformational leadership consistently positive result with job performance for instance Mackenzie and Podsakoff, 2011 having positive correlation on job performance comprised sales agents working for a huge insurance company. In the other hand Kelloway *et al.*, 2002 and Ozaralli, 2002 also found between transformational leadership and job performance the positive result in their studies.

**Organizational Commitment:**

Steers (1977) views the organizational commitment as the employees' willingness to exert the effort on the organization. Porter *et al.*, (1974) indicate that concept of organizational commitment is definite behavioural intention to remain in the organization the belief, the willingness in and acceptance of organizational goals.

Mathieu and Zajac (1990) showing individual performance impact on stress with varying degrees of commitment initiate that individual who has higher commitment will experience the greater stress. It's supported by Cropanzano, Rupp and Bryne (2003) determine stress given the positive impact on job performance such as high level of stress can lead to lower organization commitment. While Baugh and Roberts (1994) found the positive relationship between organizational commitment and job performance in which those employees who were committed to both their organization had high level of performance and productivity. Meyer *et al.*, (2002) support the relationship between organizational commitment and job performance in their study by pointed out that organizational commitment has become an important issues to increase the job performance where higher commitment will reduces employee turnover along with job performance (Guthrie, 2001)

Mowday *et al.*, 1979 examined the organizational commitment refers to the interest remaining in the organization goal. Affective commitment defined as employee emotional attachment involvement in the organization. Meanwhile, continuance commitment defined as compliance to remain in an organization because of personal investment such as close working relationships with co-workers, and other benefits that make costly for seek employment somewhere else.

**Job Satisfaction:**

Locke (1969) defined job satisfaction is the pleasant emotional state resulting from the appraisal of the job as achieving or facilitating values. Job dissatisfaction is the unpleasant emotional state resulting from the appraisal of job as frustrating or blocking the attainment (Schwepker, 2001).

Herzberg *et al.* (1959) defined the theory of job satisfaction suggests that employees have mainly two types of needs with is hygiene and motivation. Hygiene factors are the needs that may be satisfied by certain conditions such as supervision, interpersonal relations, physical working conditions and salary. The theory suggests the circumstances where hygiene factors do not exist in working environment will lead to job dissatisfaction. In contrast, hygiene not necessarily results in full satisfaction (Furnham *et al.*, 2002).

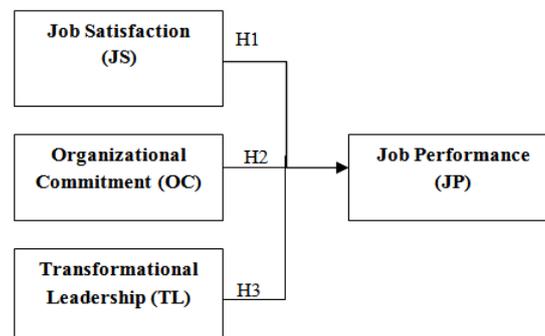
In order to evaluate intrinsic of job satisfaction, there is an important key factor to be addressed such as ability utilization, social service, social status, and variety. For extrinsic job satisfaction, the factors such as recognition, supervision-human relations, and supervision-technical need to be measured. In addition, general job satisfaction including extrinsic and intrinsic factors facet in which there are two more factors such as working conditions and subordinates. Therefore:

H1: There is a relationship between job satisfaction and job performance.

H2: There is a relationship between organizational commitment and job performance.

H3: There is a relationship between transformational leadership and job performance

This is presented as in Fig.1 below.



**Fig. 1:** Conceptual Framework.

**Methodology:**

This research will be focussed on the public higher learning institutions in Malaysia. **Primary data** will be used based on the previous work. Until June 2012, there are 20 public higher learning institutions under Ministry of Higher Education (MOHE) (The National Higher Education System). The unit of analysis in this study is individual level of administrative staff and probability sampling is use as a sampling technique in which simple random sampling is chosen. The purpose is to get information and it has the least bias and offer the most generalize method (Sekaran, 2003). In term of sample size, the sample size is 90. The rule of thumb by roscoe is that a sample size bigger than 30 and less than 500 appropriate for most research. The actual number of subject chosen as a sample to represent the population characteristic (Sekaran, 2003). Statistical Package for Social Science (SPSS) 19<sup>th</sup> used to analyse reliability, correlations and multiple regression of the data set to test the hypothesised relationship among dependent and independent variables.

**Research Instrument:**

Churchill & Iacobucci (2005) suggests that the content of individual questions should be guided by theoretical concept is defined. All of the theoretical constructs proposed in this research have been well established and tested in previous research. Likert Scale is a measure of attitude designed to allow respondent to indicate how strongly they agree or disagree towards an attitudinal object which 7-point Likert Scales format will be implemented. The specific measures are given in Table 1.

**Table 1:** Measurement Scales and Reference.

Scale	Adapted from	Number of Items
Role Based Performance	Welbourne <i>et al.</i> (1998)	5
Job Satisfaction	Weiss <i>et al.</i> (1967)	6
Affective Commitment	Meyer & Allen (1997)	6
Multifactor Leadership Questionnaire (MLQ)	Avalio <i>et al.</i> , (2004)	6

The Job Performance Scale by Welbourne *et al.* (1998) is used to measure the job performance which contains 5 items. The Job Satisfaction Scale by Weiss *et al.* (1967) which contains 6 items will be used to

measure job satisfaction variable. We will adapt Meyer and Allan (1997) to develop the Organization Commitment Questionnaire by using the affective commitment which contains 6 items. It is important to determine the organization commitment in this research. The study will adapt the Multifactor Leadership Questionnaire by Avilio *et al.*, (2004) to measure transformational leadership styles. The Multifactor Leadership Questionnaire contains 6 items.

### Results:

Tables 2-4 show analysis of reliability, correlation and multiple regression for the independent and dependent variable of the model. It can be seen the significant result of each variables of the model.

**Table 2:** Reliability test.

Variables	Chronbach Alphas	No. of Items
Job performance	.850	5
Job Satisfaction	.765	6
Organizational Commitment	.783	6
Transformational Leadership	.751	6

From the table above, there are four variable in this study which include job performance, job satisfaction, organizational commitment and transformational leadership. The chronbach alpha of job performance is 0.850. Thus, according to Sekaran (2003) the reliability test for individual job performance is considered good and accepted as the alpha value is 0.850. Job satisfaction chronbach alpha is 0.765 showing the reliability test is accepted. On the other hand, organizational commitment with chronbach alpha is 0.783 is also good. The last variable is transformational leadership also accepted where the chronbach alpha is 0.751.

**Table 3:** Correlations Between Variables.

Variables	Job Performance	Job Satisfaction	Organizational Commitment	Transformational Leadership
Job performance	1	0.808** 0.000	0.894** 0.000	0.798** 0.000
Job Satisfaction		1	0.615** 0.000	0.612** 0.000
Organizational Commitment			1	0.939** 0.000
Transformational Leadership				1

Pearson Correlation Coefficient is used to determine the relationship between dependent variables and independent variables. The  $p$  value which is less than 0.05 was considered as significance. The table above shows all variables of job satisfaction, organizational commitment and transformational leadership have positive relationship with individual job performance. The results of job satisfaction, organizational commitment and transformational leadership are significant where the job satisfaction ( $r = 0.808$ ,  $p < 0.1$ ), organizational commitment ( $r = 0.894$ ,  $p < 0.1$ ), and transformational leadership ( $r = 0.798$ ,  $p < 0.1$ ). Hence the result of correlation analysis initial support hypothesis 1,2,3.

**Table 3:** Multiple Regression Analysis.

Unstandardized $\beta$ Coefficient	$\beta$	Sig.
Job Satisfaction	0.443	0.00
Organizational Commitment	1.007	0.00
Transformational Leadership	-.485	0.00
Coefficient of Determination		Model 1
R	0.966	
R <sup>2</sup>	0.934	
Adjusted R <sup>2</sup>	0.931	

Based on the result show in the Table 3 above, coefficient show R-squared is 0.934 and adjusted R-squared is 0.931. In brief, its mean 93.1 variation on the individual job performance can explain by the variation of the independent variable (job satisfaction, organization commitment and transformational leadership). The  $\beta$  values indicate the relative influence of the variables that is, job satisfaction has the influence on job satisfaction ( $\beta = 0.443$ ,  $p < 0.05$ ), followed by organizational commitment ( $\beta = 1.007$ ,  $p < 0.05$ ) and then transformational leadership ( $\beta = -.485$ ,  $p < 0.05$ ). The direction of influence for two variables which are job satisfaction and organization commitment is positive. But variable of transformational leadership was not influenced to the direction because of negative value. Since the 3 variables is significant  $p < 0.05$ , therefore the entire variables are supported.

### Discussion and Conclusion:

Employees job performance including those working in higher learning institutions are becoming more important as they provide a benchmark for the institutions to excel in terms of the quality of services provided. This paper aims to examine the influence of job satisfaction, organizational commitment and transformational leadership on job performance. A structured questionnaires consisting of job performance (5 items), job satisfaction (6 items), organizational commitment (6 items) and transformational leadership (6 items) were adapted from previous research. 90 respondents from the administrative staff were chosen from selected public higher learning institutions in Malaysia.

The results indicate that job satisfaction, organizational commitment and transformational leadership are significant and positively correlated with job performance. All of variables considered as reliable and accepted with cronbach alpha approximately 0.75 to 0.85. The correlation is supported to all hypothesis which the result where job satisfaction ( $r = 0.808, p < 0.1$ ), organizational commitment ( $r = 0.894, p < 0.1$ ), and transformational leadership ( $r = 0.798, p < 0.1$ ). The coefficient show R-squared of overall model is 0.934 and adjusted R-squared is 0.931. In brief, its mean 93.1 variation on the individual job performance can explain by the variation of the independent variable (job satisfaction, organization commitment and transformational leadership). The  $\beta$  values indicate the relative influence of the variables that is, job performance has the influence on job satisfaction ( $\beta = 0.443, p < 0.05$ ), followed by organizational commitment ( $\beta = 1.007, p < 0.05$ ) and then transformational leadership ( $\beta = -0.485, p < 0.05$ ). The direction of influence for two variables which are job satisfaction and organization commitment is positive. However, the variable of transformational leadership was not influenced to the direction because of negative value. Since the 3 variables are significant at 5 percent, therefore the used of the three variables are valid.

These results could be used by the relevant authorities to provide good service quality in the administration. The dependent variable is supported by independent variables supporting the three hypothesis. The mediator or moderator can be an added value on the future research to enhance the model.

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