

# The Effect of Job Satisfaction on Organizational Commitment: a Study of Employee's Performance in Malaysian Call Centers

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## Abstract

The purpose of this research paper is to sort out the relationship between employee's performance and organizational commitment and job satisfaction in the call centers of Malaysia. Foremost research objective is to find out the reasons and factors that may influence the employee's performance, dimensions for research are Affective Commitment, Continuance Commitment, Normative Commitment, Extrinsic Job Satisfaction, Intrinsic Job Satisfaction on employees performance. Data has been collected from approximately 100 employees who are currently working in call centers of different companies of telecom sector of Malaysia. On SPSS, all statistical analysis applied to analyze the association and cause and effect relationship. As a conclusion, researcher comes up with the findings that there is a significant relationship between job satisfaction and organizational commitment along dimensions with employee's performance. The most influential factor on employee's performance is extrinsic job satisfaction, which has more influence on performance of employees as compare to the other factors.

**Keywords:** Organizational Commitment (OC), Job Satisfaction (JS), Affective Commitment (AC), Continuance Commitment (CC), Normative Commitment (NC), Extrinsic Job Satisfaction (EXS), Intrinsic Job Satisfaction (IJS)

## 1. Introduction

Extremely self-motivated and satisfied employees are considered the most valuable asset of any organization. The concept of job satisfaction has great importance in the area of Human Resource Management. A lot of researches had been conducted on this topic. Organizations are using different tackles to satisfy the employees and motivated them to enhance their performance on job and being committed with organization. Locke revealed an analysis in 1976, that more than 3300 research articles have been assembled related to this area. The main reason for this deep interest in this specific area is the faith that job satisfaction has great effect on employees' performance, productivity, loyalty, turnover rate, absenteeism and also on organizational performance.

Atmojo M. in 2015 contended on a particular point that organizational design and implementation of reward packages are very helpful to attract and retain employees and enhance their commitment level for work. He also revealed that the main issue which organizations are facing is to predict the employee's behavior individually. Some employees got attraction to some particular awards and some of them attached with other rewards. In Service Industries specifically, where employees have to perform their tasks by dealing directly with customers, are highly enthused and committed with the organization and offer tremendous quality services to their customers and keep their customer happy and satisfied. The satisfied customers always lead high performance of the business on the success chart. The level

of employee satisfaction, commitment, productivity, motivation and job involvement can be determined by Employees performance on job. As per Hackett, [1], Employees with high job involvement are more focused towards their jobs.[2, 11, 12,13] describes Job Satisfaction is conclusively by all means, not the only factor that motivates employees to produce at different rates. According to [3, 8, 9,10], being affected by the level of satisfaction, performance is influenced by a workers capacity and in addition various situational and environmental factors, for example, lack of supply of materials, mechanical breakdowns, low quality materials, accessibility of stock and business sector strengths

Curry, [4] stated a very simple way to recognize and appreciate an employee by saying thanks you for this work. There is a wide range of intrinsic rewards are available which can increase the employee's performance, satisfaction and overall productivity. Some of them came under the head of job involvement, job independency, power for decision making, task significance and recognition.

## 2. Literature Review

The main controller of telecommunication in Malaysia is the "Malaysian Communications and Multimedia Commission (MCMC)". Its duty is to issue permit which comes under the Communication and Multimedia Act 1998, the Digital Signature Act of 1997 and the Postal Services Act of 1991.

5 years back, the telecom business in Malaysia has been driven by only three most noticeable organizations like Maxis, DiGi and

Celcom. The organizations that are offered by the organizations have basically possessed to make their ordinary lives less requesting. The three organizations has been fighting with each other to be at the top and beating the competition.

In any case, the amount of telecom organizations that are working in fulfilling the needs of people to grant in Malaysia is growing. In the past 6 years, the telecom business area has been overpowered by genuine telecom organizations, for instance, Umobile and Tune Talk. In light of the restriction in the telecom market, it is in all probability the telecom business part structure in Malaysia is oligopoly [14,15,16].

Regarding coaching level, 49 percent of the individuals who are working in call centers of Malaysia have just secondary training level. In assessment of the outcomes of the Asian Contact Center (ACC) Industry Benchmarking Report 2016, the results were that fifty six percent of the Asian contact emphases stay put up as client administration focuses, fifteen percent are devoted to external deals, fourteen percent for particular bolster, twelve percent to arriving deals and two percent to enlargements.

In research directed by [5] on employee performance referred to that directors ought to truly offer significance to the representative execution change by giving individualized guideline and direction. This is additionally bolstered by [6] research that focused on that supervisor must deal with their groups as well as mentor the individual employees for the progression. The nearby trend of the administrator is revitalizing and the portrayed initiative styles are recognized by the employees in which they have a propensity to adopt after advices or strategies given by their seniors without any additional option. [7].

### 3. Research Methodology

This research is considered as Quantitative research. Because of this research approach will collect data by questionnaire, not by analyzing or by exploring the facts. The broad population for this research is the telecom sector of Malaysia. The targeted companies are from major telecommunications service providers namely, Axiata, Maxis, TM, DiGi and TIME. And the targeted population is the call centers of all these companies. Sample size to collect data from all the call centers of these companies are 100 employees.

#### 3.1. Descriptive Analysis

In the below table-2 mean and standard deviation, mean and normality is calculated for each variable, which is asked by the employees of call centers and they answered from a range of answers, which started from 1 to 5. Strongly disagree to strongly agree.

### 3.2. Regression Analysis

Researcher performed regression analysis on employee's performance as dependent variable and rest dimensions as independent variable. In below given table, R- Square value showed ratio of the effect of dependent variable on independent variable. In this analysis, for JSE the r-square value is higher than other dimensions.

## 4. Results and Discussions

The purpose of this research paper is to reveal the relationship of employee's performance with their commitment and job satisfaction through the organization in the telecom sector of Malaysia. And to observe the influence or effect of the organizational commitment and job satisfaction on employee's performance. The telecom sector of Malaysia and their employees depending upon the opinions and thoughts of the employees who are working in call centers, that how they are performing the tasks and handling the customers. Customers are getting satisfy from them or not. The purpose of this research is to analyze the employees who are working in call centers, that if they are emotionally attach with the organization and are fully satisfied with their jobs, and then either they are performing well or not. If by this research, researcher found any effect ion among organizational commitment and job satisfaction with employees' performance, then which are the factors, that influence more on employees performance.

The findings acquired from the telecom companies employees have revealed that employees' performance can be enhanced by raising their commitment level with the organization, with their jobs and satisfaction of employees play a very big and main role to enlighten the employee's performance. Ultimately the good employee's performance will directly uplift the organizational chart.

By all the gathered data and analysis, researcher analyzed the significant positive relationship between organizational commitment and employee's performance and job satisfaction and employee's performance. There is a cause and effect relationship among these variables. Researcher performed analysis on individual dimension basis. All the dimensions of organizational commitment and job satisfaction have association and significant relationship and effect on employee's performance. The most effective factor is extrinsic job satisfaction. By the consequences, Satisfaction of employees is the most prominent factor to gain their commitment for their organizations.

**Table1:** Demographics Analysis

Gender	Male	45%
	Female	56%
Companies	Umobile	37%
	DiGi	43%
	Celcom	17%
	Others	3%

**Table2:** Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AC	101	1.00	5.00	3.5248	1.05446	-.249	.240	-.964	.476
CC	101	1.00	5.00	3.1386	1.16645	-.237	.240	-.828	.476
NC	101	1.00	5.00	3.5149	1.15424	-.475	.240	-.697	.476
JSI	101	1.00	5.00	3.4455	1.04379	-.229	.240	.795	.476
JSE	101	1.00	5.00	3.2178	1.26968	-.331	.240	-1.042	.476

**Table-3:** Regression Analysis

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
CC	.384 <sup>a</sup>	.347	.244	.62361	1.759
AC	.507 <sup>a</sup>	.794	.690	.64416	1.788
NC	.609 <sup>a</sup>	.695	.621	.64792	1.643
JSI	.418 <sup>a</sup>	.475	.371	.61094	1.784
JSE	.625 <sup>a</sup>	.876	.773	.57348	1.807

Note: Dependent Variable: EP

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