



UNIVERSITI PUTRA MALAYSIA

**ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND
JOB PERFORMANCE AMONG OPERATORS OF SELECTED
ELECTRICAL AND ELECTRONIC INDUSTRIES IN
KLANG VALLEY, MALAYSIA**

MOSES MATTHEW RAY LAHAI

FPP 1997 9

**ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND
JOB PERFORMANCE AMONG OPERATORS OF SELECTED
ELECTRICAL AND ELECTRONIC INDUSTRIES IN
KLANG VALLEY, MALAYSIA**

By

MOSES MATTHEW RAY LAHAI

**Dissertation Submitted in Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy in the Faculty of
Educational Studies
Universiti Putra Malaysia**

April 1997



ACKNOWLEDGEMENTS

First and foremost, I would like to single out the contribution of my chairman Professor Dr. Rahim Md. Sail for his counsel, guidance and encouragement throughout the course of my programme. The committee members: Dr. Bahaman Abu Samah, Dr. Turiman Suandi and Dr. Mazanah Muhamad especially for their inspiring advice on statistics, their patience and thoroughness in checking my data and for always being there when I needed them for their comments and suggestions.

In particular, I would like to recognise the support of Dr. Lee Chong Soon of MARDI, for helping me out with data analysis especially at the initial stages of my work; Dr. Saodah Wok for checking my instrument and data; Dr. Mary Tay for proofreading my script and making several valuable comments and suggestions.

I am especially grateful also, to Dr. Saidin Teh, Dato Dr. Nasir bin Ismail, Dr. Azimi Hj. Hamzah, Dr. Raja Ahmad Tajuddin Shah, Dr. Sulaiman Yassin, Dr. Maimunah Ismail, and Puan Junainah Abd. Manan for their moral encouragement and assistance throughout my study, Puan Musripah Sindin for helping with some of the typing whenever it was necessary and more so the faculty members of the Centre for Extension and Continuing Education at the University. Next, I would like to acknowledge the interaction I had with fellow students, Tippawan Manond, Mei Rochjat, Nuni Mulyahdi, Irwan Nasution, Indra Devi, Linda Lumayang and Batubara. Their encouragements are indeed appreciated.

A lot of thanks also go to the Directors of all the industries where I did my studies



especially for granting me the permission to conduct the survey and especially the staff and workers for their support and cooperation during the interviews and survey.

To friends; Latha Nalila and family for their support and care; Coporal Amarjit, Steven Gangga-Rao, and Supaiah, all the numerous other friends of Serdang; all the nurses and doctors of UPM clinic, and all the Legionaries of the Queen of the World Praesidium at the Holy Family church Kajang without whom life would not have been so interesting.

To my mother, for her constant prayers for my continued success in life; my children Fatmata (Tutu) and Moses Jr. for having the patience and understanding in waiting for daddy; my wife for having taken care of the children during my absence; my family members, my adopted father, Mr Sahr Mansa-Musa and Miss Francess Koroma for their encouragement and constant prayers and also my late adopted mother Madam Marie Kabbia for having given me the will to continue schooling despite family pressures to stop.

Last but not least, I would like to thank my sponsors: The Government and people of Malaysia, the Government of Sierra Leone and Universiti Pertanian Malaysia for providing the financial support for my study.

Finally, this thesis is dedicated to my Late father, Samuel Saidu Lahai, for having had the vision and determination to get me educated.

A face I love is missing. A vision I love remains.
It is for me to treasure forever. For someone very
dear that I have lost.

TABLE OF CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
LIST OF TABLES	x
LIST OF FIGURES	xii
ABSTRACT	xiii
ABSTRAK	xvi
CHAPTER	
1 INTRODUCTION	1
Background of the Study	1
Statement of the Problem	4
Objectives of the Study	9
Significance of the Study	10
Scope and Limitation of the Study	12
Assumptions	15
II REVIEW OF RELATED LITERATURE	17
Work Related Studies	17
The Concept of Work Performance	19
Individual Performance	20
Organisational Performance	21
Performance Evaluation	22
Motivation	25
Motivation Theories and Job Performance	28
Mechanical or Process Theories of Work Motivation	28
The Substantive or Content Theories of Work Motivation	34
The Concept of Commitment	48
Job performance, Job Satisfaction and Organisational Commitment	49
Summary of the Theories	52



	Page
Past Studies on Motivational Theories and Concepts in Malaysia	54
Factors Related to Job Satisfaction	56
Studies on Intervening Variables in the Job Performance, Organisational Commitment and Job Satisfaction Relationships	65
Current Scenario of Malaysian Electrical and Electronic Industries.....	67
Research Hypotheses	72
III RESEARCH METHODOLOGY	74
Conceptual Framework of the study	74
Operational Model for the Study of the Relationships Between Organisational Commitment, Job Satisfaction and Job Performance	76
Operationalisation of the Research Variables	79
The Dependent Variable - Job Performance	80
The Predictor Variable Organisational Commitment ..	81
The Intervening Variables	82
Job Satisfaction and its Distinction from Facets of job Satisfaction	88
The Research Design	89
Selection of Industries and Rationale	90
Location and Population of the Study	91
The Development and Testing of the Scales for Measuring the Variables in the Study	91
Job Performance	93
Job Satisfaction	96
Organisational Commitment	97
The Questionnaire Format	99
The Procedure for Sample Selection	100
The Development and Testing of the Interview Schedules	103
Procedure for Data Collection	105
Statistical Analysis Procedures	109



	Page
IV FINDINGS AND DISCUSSIONS	112
Profile of the Respondents	112
Age	113
Gender	113
Education	114
Tenure	115
Level of Job performance, Individual Facets of Job Satisfaction	116
Level of Job Performance	116
Level of Organisational Commitment	117
Level of Hygiene Facets of Job Satisfaction	118
Level of Satisfaction with Status	119
Level of Satisfaction with Inter-personal Relationship with Supervisor	120
Level of Satisfaction with Inter-personal Relationship with Peer	120
Level of Satisfaction with Quality of Supervision	121
Level of Satisfaction with Industry Policy and Administration	122
Level of Satisfaction with Job Security	123
Level of Satisfaction with Working Conditions	124
Level of Satisfaction with Pay	125
Level of Satisfaction with the Hygiene Factor Itself ...	126
Motivator Factors	127
Level of Satisfaction with Work Itself	127
Level of Satisfaction with Achievement	128
Level of Satisfaction with Possibility for Growth	129
Level of Satisfaction with Responsibility	130
Level of Satisfaction with Advancement	131
Level of Satisfaction with Recognition for Achievement	132
Level of Satisfaction with the Motivator Factor	133
Level of Job Satisfaction	134
Level of Overall Job Satisfaction (Single Item)	135
The Relationship Between Job Performance and the Research Variables	137

	Page
Job Performance and Operators' Commitment	138
Job Performance and Individual Facets of Job Satisfaction (Hygiene Factors)	140
Job Performance and Individual Facets of Job Satisfaction (Motivational Factors)	148
Job performance and Job Satisfaction	153
Relationship between Organisational Commitment and the Individual Facets of Job satisfaction	157
Organisational Commitment and the Individual Facets of Job Satisfaction	158
Organisational Commitment and Job Satisfaction	160
Organisational Commitment and the Hygiene Factor ..	160
Organisational Commitment and the Motivational Factors	161
Organisational Commitment and Job Satisfaction	162
Job Satisfaction Facets as Predictors of Organisational Commitment	162
The Extent to which Job Satisfaction Mediate and Predict Job Performance	164
V CONCLUSIONS AND RECOMMENDATIONS	176
Conclusions and Discussions	177
Level of Performance, Organisational Commitment and Job Satisfaction	177
Organisational Commitment and Job Performance	179
Hygiene Factors and Job Performance	179
Motivational Factors and Job Performance	180
Job Satisfaction and Job Performance	182
Organisational Commitment, Hygiene and Motivational Factors	182
Hygiene Factors, Motivational Factors and Organisational Commitment	183
Recommendations	186
Recommendations for Organisations	186
Recommendations for Further Studies	191



	Page
BIBLIOGRAPHY	195
APPENDICES	
A Questionnaire in English	213
B Questionnaire in Bahasa Malaysia	214
C Sample of Introduction Letter to the Selected Industries from Chairman of Supervisory Committee	215
BIOGRAPHICAL SKETCH	216



LIST OF TABLES

Table	Page
1 Sample Distribution of Respondents by Section in Six Selected Industries	104
2 Reliability Coefficients (Cronbach's Alpha) of the Study Instrument	106
3 Percentage Distribution of Respondents by Age and Gender ..	113
4 Percentage Distribution of Respondents by Years and Level of Education	114
5 Percentage Distribution of Respondents by Tenure	115
6 Level of Operators'	117
7 Level of Operators'	118
8 Level of Satisfaction with Status	119
9 Level of Satisfaction with Inter-personal Relationship with Supervisor	120
10 Level of Satisfaction with Inter-personal Relationship with Peer Group	121
11 Level of Satisfaction with Quality of Supervision	122
12 Level of Satisfaction with Industry Policy and Administration	123
13 Level of Satisfaction with Job Security	124
14 Level of Satisfaction with Working Conditions	124
15 Level of Satisfaction with Salary/Pay	125



	Page
16 Level of Satisfaction with the Hygiene Factor Itself	126
17 Level of Satisfaction with Work Itself	128
18 Level of Satisfaction with Achievement	129
19 Level of Satisfaction with Possibility for Growth	130
20 Level of Satisfaction with Responsibility	131
21 Level of Satisfaction with Advancement	132
22 Level of Satisfaction with Recognition for Achievement	133
23 Level of Satisfaction with the Motivational Factor	134
24 Level of Job Satisfaction	135
25 Level of Overall Job Satisfaction (single item)	136
26 Correlation Coefficient between Operators' Job Performance and the Variables of the Study	139
27 Correlation Coefficient between Operators' Organisational Commitment and the Variables of the Study ..	159
28 Stepwise Multiple Regression Between and the Operators' Organisational Commitment and Variables of the Study	163
29 Hierarchical Multiple Regression Analysis Predicting Operators' Job performance (Hygiene factors)	169
30 Hierarchical Multiple Regression Analysis Predicting Operators' Job Performance (Motivational Factors)	171



LIST OF FIGURES

Figure		Page
1	Herzberg's Two-Factor Motivation Model	43
2	Herzberg's Maintenance and Motivational Factors	45
3	Herzberg's Classification of Maintenance and Motivational Factors	47
4	Operational Research Framework: Intervening Variables in the Organisational Commitment and job Performance Relationship	78
5	Map of the State of Selangor and Part of Negeri Sembilan Showing Location of the Industries Studied	92
6	An Interaction Model for Enhancing Job Performance in Large Scale Electrical and Electronic Industries	188

Abstract of dissertation submitted to the Senate of Universiti Putra Malaysia in partial fulfilment of the requirements for the degree of Doctor of Philosophy.

ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND JOB PERFORMANCE AMONG OPERATORS OF SELECTED ELECTRICAL AND ELECTRONIC INDUSTRIES IN KLANG VALLEY, MALAYSIA

By

MOSES MATTHEW RAY LAHAI

April 1997

Chairman: Professor Dr. Rahim Md. Sail

Faculty: of Educational Studies

The study was carried out in the industrial areas of Nilai, Ulu Klang and Bangi in Malaysia amongst 426 randomly selected operators in six electronics and electrical industries. The impact of the differential relationships between operators organisational commitment and their job performance was explored using job satisfaction variables in the Herzberg's Two-Factor Motivation theory as intervening variables.

Specifically, the objectives of the study were to determine:

- a) the operators' level of job performance, organisational commitment, satisfaction with the individual facets of job satisfaction,
- b) the nature of the relationship between the individual facets of job satisfaction (Hygiene and Motivational Factors) and job performance,
- c) the nature of the relationship between organisational commitment and the individual facets of job satisfaction (Hygiene and Motivator Factors) and the extent to which they can predict organisational commitment.



- d) whether the Herzberg's Model is a useful framework for the study of intervening factors in the relationship between organisational commitment and job performance.

Hypothesised relationships were tested using structured survey responses from the industry workers.

hierarchical moderated multiple regression analysis were used to analyse the data.

of job performance was measured using performance evaluation scores.

organisational commitment was measured using the definition of commitment after Mowday *et al* (1982), while their levels of satisfaction with the individual facets of Herzberg's job satisfaction variables were measured using the items derived from the long form of the Minnesota Satisfaction Questionnaire.

Findings of the study revealed that:

- 1) levels of job performance of the operators was high,
- 2) the operators level of commitment and overall job satisfaction were related to their job performance,
- 3) five variables, and administration, inter-personal relationship with supervisor and work itself in the Herzberg's model significantly contributed 27 percent of the variation in organisational commitment.
percent of the variance in organisational commitment,
- 4) the influence of organisational commitment on job performance was mediated by overall job satisfaction.
significant interaction effect in the organisational commitment and job performance relationship.
advancement and recognition for achievement.
- 5) the two work related attitudes, organisational commitment and job satisfaction did not appear to be distinct work attitudes.
job performance.

The joint effect of organisational commitment and job satisfaction facets on job performance was also explored despite the difficulties inherent in detecting interaction effects in non-experimental studies. Many studies had concluded that variables accounting for as little as 1% of the variance should be considered important. Organisational commitment and overall job satisfaction did have an interaction effect on job performance. Specific individual variables in the model such as satisfaction with work itself, achievement, possibility for growth, advancement and recognition for achievement were found to have significant interaction effects on job performance.

The results suggest that managers who want to acquire high level of job performance from committed operators or workers should motivate them by emphasising improvements in five job satisfaction facets namely, work itself, achievement, possibility for growth, advancement and recognition for achievement. If the level of satisfaction with the five identified intervening variables are improved upon, the performance of the workers may be considerably enhanced. Furthermore, this finding also revealed that the Herzberg Two-Factor Model could be considered a unique intervening model in the relationship between organisational commitment and job performance.

Abstrak disertasi yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi sabahagian keperluan Ijazah Kedoktoran Falsafah

**Komitmen Kepada Organisasi, Kepuasan Kerja dan Prestasi Kerja Di Antara
Operator Pengeluaran Industri Elektrik dan Elektronik
Lembah Kelang, Malaysia**

Oleh

MOSES M.R. LAHAI

April, 1997

Pengerusi: Professor Dr. Rahim Md. Sail

Fakulti: Pengajian Pendidikan

Kajian ini telah dijalankan di kawasan perindustrian Nilai, Ulu Klang dan Bangi, Malaysia. Responden terdiri daripada 426 operator pengeluaran yang dipilih secara rawak di enam buah kilang elektronik dan elektrik. Kesan hubungan yang berbeza di antara komitmen operator pengeluaran dengan prestasi kerja mereka dikaji dengan menggunakan angkubah kepuasan pekerjaan mengikut Teori Motivasi Dua-Faktor Herzberg sebagai angkubah penentu.

Objektif khusus kajian adalah untuk menentukan:

- a) tahap prestasi kerja, komitmen keseluruhan, kepuasan dengan aspek kepuasan pekerjaan individu dan kepuasan pekerjaan keseluruhan,
- b) bentuk perhubungan di antara komitmen, aspek kepuasan pekerjaan individu, kepuasan pekerjaan keseluruhan dan pelaksanaan kerja,
- c) sejauh manakah angkubah kajian dan dua faktor utama (persekitaran kerja dan motivasi) dapat meramalkan pelaksanaan kerja,
- d) sama ada model Herzberg merupakan rangka kerja yang sesuai di dalam penentuan hubungan antara komitmen organisasi dan pelaksanaan kerja.

Hipotesis perkaitan diuji menggunakan kajian maklum balas berstruktur daripada pekerja industri. Penganalisan data menggunakan reliabiliti, frekuensi, korelasi *Pearson's Product Moment* dan regresi *Hierarchical Moderated Multiple*. Tahap pelaksanaan kerja diukur menggunakan skor penilaian prestasi. Tahap komitmen terhadap organisasi diukur menggunakan definisi komitmen mengikut Mowday et al. (1982) manakala tahap kepuasan individu tertentu Herzberg diukur dengan menggunakan item-item daripada *Minnesota Satisfaction. Questionnaire*.

Hasil daripada kajian ini menunjukkan bahawa:

- 1) tahap pelaksanaan kerja juru operator pengeluaran adalah tinggi,
- 2) tahap komitmen operator pengeluaran dan kepuasan kerja keseluruhan adalah berkait dengan prestasi kerja mereka,
- 3) lima angkubah di dalam model Herzberg yang dikenal pasti iaitu kepuasan dengan kemajuan, pencapaian polisi dan pentadbiran industri, perhubungan antara perseorangan dengan penyelia dan pekerjaan itu sendiri secara signifikan menyumbang 27% daripada perbezaan komitmen terhadap organisasi. Kepuasan dengan kemajuan sahaja menyumbangkan 19% daripada perbezaan tersebut.
- 4) pengaruh komitmen terhadap organisasi keatas pelaksanaan kerja ditentukan oleh kepuasan kerja secara keseluruhan. Dua-belas variabel didalam model Herzberg yang menentukan hubungan yang bererti adalah; kepuasan dengan: status, hubungan antara perseorangan dengan penyelia dan rakan sebaya, kualiti penyeliaan, polisi industri dan pentadbiran, gaji, pekerjaan itu sendiri, pencapaian, kemungkinan untuk maju, tanggungjawab, kemajuan dan pengiktirafan terhadap pencapaian,
- 5) dua sikap kerja yang berkait, komitmen terhadap organisasi dan kepuasan kerja didapati tidak berbeza didalam perkaitannya dengan prestasi kerja. Ia menunjukkan varian yang sama terhadap prestasi kerja.

Kesan gabungan komitmen organisasi dan kepuasan kerja tertentu dan atau kepuasan kerja keseluruhan terhadap pelaksanaan kerja juga diselidik walaupun terdapat

kesukaran didalam mengenalpasti kesan interaksi kajian bukan berasaskan eksperimen. Kebanyakan kajian membuat kesimpulan bahawa angkubah yang menyumbang sebanyak 1% sahaja daripada variasi sepatutnya dianggap penting. Komitmen dan kepuasan kerja keseluruhan tidak mempunyai kesan perkaitan terhadap pelaksanaan pekerjaan. dengan pekerjaan itu sendiri, pencapaian, kemungkinan untuk maju dan pengiktirafan terhadap pencapaian pekerjaan di dapat menunjukkan kesan interaksi yang signifikan terhadap pelaksanaan pekerjaan yang variannya lebih daripada satu peratus.

Keputusan kajian ini juga menunjukkan bahawa pengurus yang ingin meningkatkan prestasi kerja operator pengeluarannya boleh berbuat demikian dengan memberi lebih perhatian kepada perkara-perkara seperti pekerja itu sendiri, pencapaian, kemungkinan untuk maju dan penghargaan terhadap pencapaian.

yang dikenalpasti dan variabel-variabel interaksi dapat dipertingkatkan, prestasi pekerja juga akan meningkat.

Herzberg boleh diterima sebagai model perantara yang unik di dalam konteks penyelidikan ini.

CHAPTER I

INTRODUCTION

Background of the Study

Interest in the performance of both the public and private sectors gained momentum with the proclamation of vision 2020 when Malaysia is expected to transform its economy from that of agriculture-based to one that is fully industrialised as spelled out in vision 2020 (Mahathir Mohammad, 1991). Both the public and the private sectors, particularly the private industrial sector is expected to be the main machinery of growth in the next decade. This is manifested in the sixth Malaysia plan. In that plan, the government introduced policies to facilitate the growth and development of the two sectors. Also, in the global fight for survival, the Prime Minister of Malaysia, chief executive officers and managing directors of organisations and industries have all become aware of the importance of total quality production if they are to survive in the competitive world market and to meet the rising expectations of their customers.

In the private sector, policies such as total quality management and improvement, improved qualities of work life programmes, joint consultative councils and quality control circles are all programmes that have been introduced since the early 1990s to increase the productivity and enhance performance of the private sector. The Malaysian government



machinery on the other hand has also made great efforts towards achieving one of its cherished goals of establishing a highly productive and efficient public sector through the introduction of policies that would lead to its improvement. All these actions are testimony to the fact that the government places high premiums on attaining a very effective and efficient economy. The government believes that these policies and techniques have many potential benefits such as improved morale, increased performance, quality production among others. These efforts could assist in creating a satisfied and highly committed workforce (Anthony, 1978; Erez, Earley, and Hulin, 1985; Lawler, 1986).

The emphasis on quality production in most private sector organisations and industries seems to focus on the individuals' performance, output and achievement. Therefore, if Malaysia is to develop into an industrial nation, she would have to depend on the performance of the operative employees who form the majority of the work force in the industries. The survival of the industries in many ways depends on the retention and performance of this category of workers. As a result, the goal of the public sector and in particular the private sector in Malaysia should be to encourage individual organisational members to engage in a kind of behaviour that will produce optimum performance for the organisation. Since the behaviour of the employees is the primary course of management, it is essential that managers have an understanding of the factors that influence the behaviour of the individuals they manage at the work place. It is therefore, logical that interest in the study of the operators' job performance, their job satisfaction and their organisational commitment be of great concern

to managers because it is critical for the productivity of organisations, the industries and the country as a whole.

The Prime Minister, Dato Sri Dr. Mahathir Mohammad in recognising that people are going to be the country's ultimate resource has stressed in vision 2020 that Malaysia must place its fullest emphasis on human resources development (HRD). The same theme is strongly emphasised in the Second Perspective Plan 1991 - 2000 (OPP2). As a result, the Ministry of Human Resources in Malaysia in trying to improve the human resources of the country conducted studies to identify factors that influence human productivity and performance. Elsewhere also, researchers are still working on ways of developing a better understanding of work performance (Cherrington, 1987, 1991; Davis and Newstrom, 1989; Luthans, 1989; Robbins, 1989).

Many researchers have propounded various theories on work motivation. A few of them differ in what they implicitly suggest managers should do to obtain the most effective performance from their employees. The literature on organizational effectiveness has shown that the achievement of an organisational goal would depend to a large extent on its human resources (employees). It would also depend on the emphasis on the behavioural requirements of the organisation in pursuing its goal. Thus several factors have been identified in organisational literature that are related to behaviour at work. Some of these factors are personal in nature, organizational, job and role related. It is also recognised that various

aspects of human behaviour exist at work that an organisation has to deal with in order to achieve organisational goals.

A good amount of research work has focused on the field of motivation to seek possible connections between job attitudes, particularly organisational commitment, job satisfaction and various job outcomes. Researchers, industrial psychologists and labour economists have emphasised the relationship between job satisfaction and other work outcomes. But how an employee's level of satisfaction influences job performance has also been a major task for researchers to work on. Since Malaysia is a newly industrialised country with many multinational companies, the researcher carried out the study in six of the industries to investigate some of the questions that still remain unanswered. These questions were: a) how does organisational commitment influence job performance? b) how can job performance be increased beyond normal compliance levels? c) under which influence of the job would employees perform well? and d) does organisational commitment influence job performance through its interaction with the facets of job satisfaction as intervening variables?

Statement of the Problem

Job performance and organisational commitment have been subjects of great interest to investigators of organisational theories, business executives and practising managers. This is because committed employees are normally high performers and are therefore highly productive (Porter, Steers, Mowday and Boulian, 1974; Steer, 1977; Hunt, Chonko and Wood,

1985). As a result, practising business executives and managers are making every effort to find employees who are committed and therefore likely to perform better. The importance of job performance to organisations is manifested in the fact that management spend millions of dollars each year in an attempt to improve performance in their organization. Moreover, most published management books and journals stress the need for effective performance (Davis and Newstrom, 1989).

Also, during the last two decades, a great deal of time and energy by way of research has been devoted to the analysis of organisational commitment and other work related behaviours. The popularity of the organisational commitment concept stems from its linkage with several employee behaviours. For instance, past research suggested that organisational commitment might have an impact on several work related attributes like performance (Mowday, Porter and Dublin, 1974; Van Maanen, 1975; Porter, Cramptom and Smith, 1976; Steers, 1977; Larson and Fukami, 1984), absenteeism (Smith, 1977; Steers, 1977; Koch and Steers, 1978; Larson and Fukami, 1984) and turnover (Porter, Crampton, and Smith, 1976; Koch and Steers, 1978; Hom, Katerberg and Hulin, 1979; Angle and Perry, 1981; Price and Mveller, 1981; Larson and Fukami, 1984). Although past emphasis have actually been on turnover and absenteeism, it has however been recognised that employee performance is arguably as or more important than for example, turnover (Meyer, Pamnonen, Gellatly, Goffin and Jackson, 1989). The findings of all these studies have resulted in a greater need for more research to examine the relationship between variables that influence job performance.

Several organisational commitment studies have identified some variables that influence or have relationships with job performance in organisations. However, the result of the strength of the organisational commitment and job performance relationship in particular has been less than encouraging (Ingram, Lee and Skinner 1989, Sager and Johnson, 1989). The relationship between organisational commitment and job performance found in the organisational behaviour literature (Mathieu and Zajac, 1990; Randell, 1990; Meyer et. al., 1989; Shore and Martin, 1989; Lee and Mowday, 1987; Larson and Fukami, 1984; Stumpf and Hartman, 1984; Mowday, Porter and Steers, 1982; Wiener and Vardi, 1980; Steers, 1977; Van Maanen, 1975; Mowday, Porter and Dubin, 1974) was weak and the value of correlation coefficient (r) has been between .09 and .14. Mattieu and Zajac (1990) have reiterated that one explanation for the lack of a relationship between organisational commitment and job performance is that the linkage may be intervened by other factors.

There have also been few reports on variables mediating the relationship between organisational commitment and job performance. One published study encountered however, was done by Leong, Randall and Cote, (1994), who tried to explore the relationship between organisational commitment and salesmen's job performance using effort (working hard and working smart) as mediating variables.

The position statement of the present study therefore, is that firstly, the seemingly vague and unclear knowledge about the relationship between organisational commitment and job performance suggests that there is still a gap in our understanding of the relationship between the two variables. Secondly, the need for a critical examination of

organisational commitment and motivation as antecedent variables influencing performance is long overdue. The researcher believes that the two concepts are mutually inclusive in enhancing job performance but often theorists treat the two concepts as separate without sufficient evidence of this distinctiveness. The understanding of either concept as a precursor of the other or as perhaps carrying the same meaning is important as a tool for enhancing increased performance. Thirdly, very few studies have been done on intervening variables that might influence the relationship between organisational commitment and job performance. It is therefore, the researcher's belief that intervening variables do play an important role in establishing a strengthened and significant relationship between organisational commitment and job performance. In other words, it is not adequate to just determine whether or not there is a significant relationship between organisational commitment and job performance. It is also, equally important to find out which variable(s) would interact with organisational commitment to influence job performance in organisations. Lastly, intervening variables having greater influence on job performance need in-depth research.

Writers on organisational commitment have suggested that before individuals become committed, at least their basic necessities must first be satisfied. That is, they should be satisfied with their present situation (although employees are known to have a pre-entry level of organisational commitment to an organisation before they decide to apply for work in that particular organisation). The Herzberg's Two-Factor motivation theory seems to provide the best illustration of current theory and research formulation with the view that satisfaction leads to performance. The theory also established the prime difference between two kinds of motivational influences which seems to relate differently