

# The impact of employee job satisfaction toward organizational performance: A study of private sector employees in Kuching, East Malaysia.

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## Abstract:

*The purpose of this study to explore the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia. Basically, employee behavior is very crucial for the organization. Whilst employees are satisfied to their job then it facilitates them to motivate their job, as a result, organization can get extra-ordinary result from them. Consequently, most of the researcher want to pick out this topic to discover the job satisfaction and its relationship with organizational performance. The focal point in this study is to discover which type of satisfaction (intrinsic or extrinsic) employee more expect from organization. In addition, this research additionally identifies the job satisfaction based on gender, age categories and position of the job sector. Further, this research also spotlights what kind of events*

*satisfy employees on their job and evaluation why employee live or leave from the organization. For the current research, researcher is engaging in precise field survey using questionnaire (primary data) from several group of employees like top level manager, middle manager, supervisor and support stuff and so on. From the detailed analysis showed that there is a strong positive relationship between employee job satisfaction and organizational performance. At the same time, analysis showed that "remuneration" and "promotion" are the two crucial factors of job satisfaction these are closely related with job satisfaction. Consequently, based on overall research findings can say that there is a strong positive relationship between employee job satisfaction and organizational performance.*

## Index Term:

*Job satisfaction, Factor of job satisfaction, intrinsic reward, extrinsic reward, organizational performance*

## Introduction:

Employee job satisfaction is tremendously crucial not only for the employees but also organization as a whole Ostroff (1992). Mitchell, Holtom, & Lee (2001) has been perceived that top-level management must need to realize how an employee will be happy to their job. Because being satisfied employees are usually happy and motivated to their job, as a result, organization can gain amazing performance from them, alternatively, those employees are dissatisfied with their job will now not encouraged and concern towards the routine of work and even they're within job however escaping the responsibilities, furthermore, they might be high level of absence from their work Judge et al (2001). Whilst even they're present in the job however they've much less concern to the issues of organization, which is honestly affect the organization performance negatively. This is because based on employee performance organization made anticipated goal towards following terms.

Employee satisfaction plays a key function on the performance of organization Koys (2001). Consequently, it is

crucial for an organization to understand what employee exactly feel, thing on their job and stage of satisfaction. When organization recognize the dissatisfaction elements of employee, based on the staff perception need to make strategies that how the staff determination and dedication can be improved. By way of this motion business outcome can be improved and the same time productivity is probably increased as well.

## Research objectives:

1. To examine the relationship between employee job satisfaction and organizational performance.
2. To examine the relationship between employee remuneration and organizational performance.
3. To examine the relationship between quality of work life and organizational performance.
4. To examine the relationship between employee promotion and organizational performance.
5. To examine the relationship between employee supervision and organizational performance.
6. To examine the relationship between teamwork and organizational performance.

### *Literature review:*

#### 1. Job satisfaction

Job Satisfaction is one of the basic attitudes that impact human conduct in the work place Newstrom, and Davis (1986). Therefore, hierarchical conduct researchers are keen on accurately measuring job satisfaction and understanding its relationships for people at work. Some of the definitions of job satisfaction provide clear impression of it and they were useful for this research study. Yousef (2017) depicted as how much people feel emphatically or adversely about their jobs. It is an enthusiastic reaction to one's commitments and to the physical and social circumstances of the work place. As a concept, job satisfaction also demonstrates degree of expectations in a person's psychological agreement is fulfilled. Occupation fulfillment is perhaps to be higher for people who comprehend an instigation commitment adjust in their association with the employing organization.

Occupation fulfillment is the measure of delight or satisfaction identified with a job. However, individuals could have extreme job fulfillment after they have effective attitudes nearer to such occupation factors comprising of the work itself, notoriety and probability for promotion. As indicated by Smith, Kendall and Hulin (2017) work fulfillment is the volume to which somebody is delighted or satisfied by his or her work. Significant research on work fulfillment demonstrates that components including a person's objectives and goals decide this outlook, together with organization and organizational components, for example, relationships with colleagues, directors, working conditions, work clues, and remuneration. Work fulfillment is noticed a person's standard state of mind toward his or her work. Nhuta, and Nhuta (2017) said that somebody with a high level of job satisfaction holds compelling attitudes nearer to the job; somebody who's baffled alongside his or her job holds negative attitudes about the job. According to Niemiec, and Spence (2017) work fulfillment is a charming or fantastic passionate kingdom as a result of the appraisal of one's job or method studies.

In addition, Job satisfaction has been perceived principal factor which is closely link with organizational productivity. Job Satisfaction is the degree which is measuring those employees resemble their job and those are most certainly not. Judge et al (2017) said that when employee is satisfied to their job than it creates charming pressure within organization, motivate employee to job well and organization can get excellent achievement from them. On the other hand, dissatisfied employee willingly tries to escape duty, high level of absents, when even they are in the job but try to hide away from the job and do not thing about issues of organization which is affect negatively organizational productivity. Therefore, most of the organization try to understand employees feeling, opinion about their job. For example, IBM is one of the organizations which is conduct detailed field survey to know the feeling of employee about their job. Boamah, Read, & Laschinger (2017) said that job satisfaction is a kind of committed factor which is related with business effectiveness. Laschinger (2017) also said that the elevated level of job satisfaction

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contributing low level of employee turnover that help organization become profitable and get outstanding reputation.

#### 2. Defining the job satisfaction factors

##### 2.1 Remuneration

Remuneration constitutes one of the factors that affecting job satisfaction. However, its significance may fluctuate, contingent upon the external factors (e.g. national culture) and the employees' characteristics (e.g. age or held position). Furthermore, the impact of pay on job satisfaction may rely upon employees' subjective appraisal of the entirety of compensation Rees (1993).

Remuneration given by an employer to its employees for administrations rendered. This consolidates both fixed and variable pay attached to execution levels. Swanepoel et al (2014) expressed that compensation as money related and non-monetary outward rewards given by a employer for the time, skills and endeavors made open by the employees in fulfilling job necessities pointed at achieving organizational targets. Agreeing to Absar et al (2010) detailed that employee's compensation is one of the broad limits of HR administration. Compensation is indispensable for the both managers and employees as for attracting, holding and propelling employees. Bakan and Buyukbese (2013) regarded compensation as crucial for employees since it is one of the essential reasons people work. Qasim et al (2012) described that money related rewards have significant impact in choosing work satisfaction.

Pay is one of the principal components of work satisfaction since it has a proficient effect in choosing work satisfaction. The growing needs of people with high living costs drive employees searching for higher pay that can guarantee their future and life satisfaction. Also, in the occasion that people acknowledge they are not repaid well henceforth a condition of enthusiastic disillusionment will be made. These energetic mistakes will create and gather after some time subsequently make employees gloomy and unsatisfied working for the organization. Greenberg and Aristocrat (2008) demonstrated that a seen low pay prompts work disillusionment and a noteworthy supporter to employee turnover. Khan et al (2014) set that academic staff duty can be enhanced and their level of satisfaction could be gained ground by perceiving the effect pay. Mangi et al (2011) revealed that compensation has cheerful relationship with job satisfaction. Regardless, reward is the significant forecaster of work satisfaction. It is the whole of monetary reward that is expected by pros in relationship with the services given to the organizations. The study led by Noordin and Jusoff and Mustapha (2009) detailed that pay critically affect teacher's level of job satisfaction which is excessively balanced with a study by Yang et al (2008) described that remuneration increase basically advanced the work satisfaction for Chinese junior military officers. Nawab and Bhatti (2011) itemized that remuneration affects employees in their job satisfaction, them consider help revealed that pay has a strong centrality effect on employee satisfaction among academic employees. The study led by Mafini and Dlodlo (2014), in higher guideline instruction in South Africa revealed that there is an immediate positive connection between pay/compensation and work satisfaction. In

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addition, the investigation by Strydom found that pay has a noteworthy influence in work satisfaction and disillusionment of staff people in higher guideline organizations. Ismail and Abd Razak (2016) disclosures concur that pay is viewed as one of the unpredictable and multidimensional factors of work satisfaction in higher guideline teach. Shoaib et al (2009) communicated that appealing remuneration package is one of the outstandingly basic factors that impact work satisfaction.

Smith (1996) said that high job fulfillment is dependably increment the profitability of an organization, thus the expanding organizational performance too. However, remuneration is a kind of major element which plays a vital role on the level of job satisfaction. Walters (2010) has been perceived that low salary leads one of the major contributors that makes employee unhappy and dissatisfaction toward their job latter on which is converted to escaping duties, high level of absents, low commitment and employee turnover. Kim, Leong, & Lee (2005) stated that employee commitment can be upgraded, and their degree of satisfaction could be raising by exploring the influence of remuneration.

## 2.2 Quality of work life

The term quality of work life was to begin with presented in 1972 amid International Labor Relations Conference. Quality of work life is a comprehensive concept which is comprised of physical and psychological health, monetary circumstances, individual conviction and connection with environment. In contemporary management, the idea of quality of work life has been changed to a social issue, while in the previous decades just the personal life was emphasized. The importance of quality of work life is subjective creative ability and the view of association personal about the physical and mental allure of workplace and their work circumstances Dhamija, & Singla (2017). Singla (2017) also characterized the quality of work life as the staff response to work; particularly its fundamental result in connection to work needs fulfillment and mental wellbeing. Agreeing to this definition, quality of work life emphasizes on individual results, work encounters and how to make strides the work in arrange to assembly the individual needs.

Sethi (2017) displayed a hypothetical demonstrate for clarifying the quality of work life that is comprised of satisfactory and reasonable emolument, secure and solid environment, constitutionalism in organization, planning the opportunity for proceeded development and security, social pertinence of work life, social integration, advancement of human capabilities and the add up to life space. Hence, the quality of work life of a person is characterized by the individual's full of feeling responses to both objective and experienced characteristics inside the SME working environment. In the administration teach in common, earlier investigates regularly connect quality of work life to job-related results such as representative work exertion, efficiency, and organizational execution.

## 2.3 Promotion

Promotion is a Shifting of employee for work of higher significance and higher compensation. The

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development of a worker upward in the hierarchy of the association, commonly that prompts upgrade of obligation and rank and an enhanced pay bundle is a promotion. Another meaning of Promotion is "the reassignment of an employee to a higher-rank of job.

A number of researchers give their supposition that job satisfaction is firmly related with promotion opportunities and there is an immediate and positive relationship between promotion opportunities and employment satisfaction. The dependence of the positive relationship between promotion and employment fulfillment is on seen equity by workers.

Promotion is a kind of encouragement tool that using to reward the employees for meeting organizational goal hence it delivers as a mean of integrating organizational goals and personal goals. Pandey, & Asthana (2017) stated that promotion is a kind of advancement of an employee which is providing for a better job performance, better job performance related with such thing like in terms of minced responsibility, status, minced skills and experience. Pandey (2017) has been perceived that the deciding factor for the position of an employee in the hierarchy depends on the level of talent, skill and experience.

Promotion is one of the fundamental elements which is carries committed changes to fulfill the package of an employee. Ghaffari et al (2017) stated that increment of salary demonstrated the value of promotion. Promotion pursues a set of patterns that defined in the employment bond. In the modem business world, promotion is one of incentive that makes employee productive participant in the organization which is definitely influence on the organizational performance. However, promotion focuses an employee in external environment and that is accomplished his worth in the internal environment. Therefore, the effect of promotion is found that more committed other than fixed income on job satisfaction. Shah et al (2017) those employees are dissatisfied with opportunity of position in hierarchy they have more intention to leave the organization. Yousef (2017) stated that when employee perceive that there are significant chances of opportunity of promotion, they are being satisfied to their job and more concern about issue of organization.

## 2.4 Supervision

Supervision is one of the principal factors which can impact employee on the level of job satisfaction. Vannucci et al (2017) expressed that supervision connect with technical knowledge, human relation, skill and coordination of work activity. In organization, the style of supervisory conduct driving the key part to accomplish organizational objective. Supervisory conduct extends massively imperious where all choice made at top level and to a great degree just way choice made by employee or subordinate in lowest level.

Stress has been perceived that is a vital topic because of mentally or physically affecting it toward individual. In workplace, job stress is one of the most serious occupational threat in our time. Stress in workplace always giving negative influence on the job satisfaction and for this reason employee commitment become poor, and high turnover intention is increased among workers. Job

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satisfaction is an attitude that determines the contentment, enjoyment and motive felt on the job. Nichols et al (2017) replied that supervisory behavior is one of the techniques that make employee happy or dissatisfied on the level of job satisfaction. According to Hakanen, Peeters, & Schaufeli (2017) the more satisfied worker become motivated worker on the level of job satisfaction.

Jia, Cheng, & Hale (2017) has been perceived that employee rated their communication with their supervisor 80% positive and 20% negatively affecting toward them, and 20% negative communication affect another five times more toward employee's mood which is more than positive communication. He also said that in organization, supervisory behavior can be creating a healthy workplace for the employee.

According to Wang, Demerouti, & Blanc (2017) supervisor high transformational leadership with employee plays a positive emotion to become happier and motivate them to concern willingly issues of organization. On the other hand, low transformational or abusive supervision has been found that lower level of job satisfaction which influence employee psychological distress to their job.

## 2.5 Teamwork

The expression team usually alludes to a small group wherein the people have a typical reason, associated parts and integral competencies Sohm (2013). Teams are playing a more noteworthy part in business as organizations are searching for to "level" their structures and drive required alterations of their business forms and organizational culture. Effective teams likewise encourage organizations to let free more creativity throughout their workforce than they might if they trusted "great driving forces" to concoct brighter considerations and solutions than people can.

Teamwork requires a significant comprehension of group dynamics and the approaches wherein a group's specific "personality" turns out as the people gather a record of cooperating. An inordinate execution work environment has practical experience in developing individuals' impact at the business and also the impact of strategies, methodologies, the surrounding and age and instruments that improve their jobs. A high-performance workplace invests in its human resources and supports their technical and innovation competencies. However, the changing requirements of production activities require the organizations to shape particular groups each time a new challenge is embraced. "thus, any approaches and practices that are done with the guide of the organizations for you to enhance teamwork activities may have impacts on the execution in their drives." For a couple, the subject of collaboration in organizations is of best fringe concern.

Many cases had been made in current years by researchers, control experts, and columnists about the powerful focal points of labor teams for organizations. All the more particularly, groups are expressed to add to higher impacts for business associations because of enhanced general execution of work force, and profitability.

## 3. Organizational performance

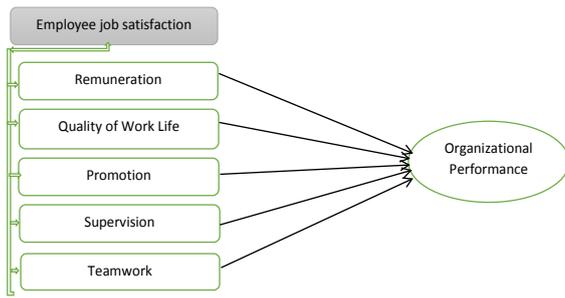
Job satisfaction plays one of the significant parts to accomplish extra ordinary organizational performance. However, organizational productiveness and execution are achieved by fulfilling employees and being sensitive to both their physiological and socio-passionate needs comprehensively. Alessandri, Borgogni, and Latham (2017) reports that there is an eminent connection between the job attitudes of individuals and their execution. They likewise found a compelling connection between singular employee fulfillment and factors, for example, motivation, activity involvement, organizational citizenship and activity execution. Judge et al (2017) was found that there is a gigantic connection between worker fulfillment and profitability, benefit, turnover and consumer loyalty.

Dekoulou (2017) affirm that there's a compelling relationship between essential worker fulfillment with the organization's financial and marketplace performance. He also played out a worker fulfillment overview of more than 40% of the organizations which are listed inside the main 100 of Fortune 500 organizations. The observe inferred that employee fulfillment, conduct and turnover foreseen the subsequent years profitability, and that those are much more noteworthy unequivocally corresponded with customer fulfillment. Which included various multinational organizations maintain that employee fulfillment and in addition diminished turnover are significant patrons of long-haul investor returns. Then again, worker disappointment in view of unpleasant working environment conditions can likewise prompt a lower in efficiency prompting poor organizational performance.

In addition, it is fundamental for management in organizations to make a workplace that encourages higher worker charm levels that is on account of employee fulfillment has a stimulus effect on the reliability and confidence of personal, enhances the remarkable of yields and will build productiveness. Satisfied employees for the most part have a tendency to perceive that the employer might be more fulfilling at last, they care about the quality of their jobs and are additional dedicated to the organization, fundamental to a sign of organizational citizenship practices likewise of the assessment that fulfilled workers have higher standards for dependability and are more effective. while workers are disappointed, their physical and emotional health is negatively affected. Thus, organizational performance may even turn out to be more terrible as more production time could be lost in light of the fact that disappointed employees are probably to take more leave, therefore, if steps are taken to enhance employee delight, average satisfaction of the company is better, and the results might be mulled over through more joyful employees, enhanced body of workers profitability, decreased workdays and higher profits. This additionally embodies the essentials of people in organizations, in light of the fact that people are the promoters of excellent organizational performance.

Therefore, satisfied employees will make fulfilled and faithful customers, so that you can bring about higher organizational performance. It is important then for service organizations to coordinate adequate resources towards employee fulfillment programs.

### **Research Methodology:**



Research design

Basically, this study is conducting based on quantitative data that will performed to gain information or data through studies led with respondents. Other than that, by the utilization of quantitative data, it can help this research to find and acquire an exact data about job satisfaction and its relationship with organizational performance.

This is likewise clearly demonstrating that quantitative strategies are the technique that utilization a rundown of inquiries to get information and data from respondents who's are participating in this research. Furthermore, quantitative data can be measured through the system of measurement tools and estimation devices including questionnaire and sample size.

Population

For this research, population are targeted those who are working in several private companies in Kuching, Sarawak. For getting real data and information, we are giving questionnaire those who are working in private company at a time at top-bottom level employee to analyze the different perception and lacking job satisfaction these they are feel and identify which kind of satisfaction thing that they are appreciate from the organization. Besides that, from the several type of private company 160 people is targeted in this research.

Research finding

Elements	Total Questionnaires
Number of questionnaire distributed	160
Number of questionnaire collected	160
Number of questionnaire incomplete and missing	05
Number of questionnaire used in data processing	155

Frequency Distribution of Questionnaire

Respondent Demographic Profile

Variables	Characteristic	Frequency	Percentage
Gender	Male	107	69.0
	Female	48	31.0
Marital Status	Single	76	49.0
	Married	79	51.0
Age categories	20-29	79	51.0
	30-39	64	41.3
	40-49	12	7.7
	50-60	0	0
Education level	High School	6	3.9
	Diploma	25	16.1
	Bachelor degree	73	47.1
	Post Graduate	49	31.6
	Other	2	1.3
Monthly household income	Less than RM1000	4	2.6
	RM 1000- RM 2000	39	25.2
	RM 2001- RM 3000	60	38.7
	RM 3001- RM 4000	40	25.8
	RM 4001 And above	12	7.7
Experience	0 - 1 year	36	23.2
	2 - 6 year	105	67.7
	7- 11 year	10	6.5
	12- 20 year	4	2.6
Position	Top level Manager	18	11.6
	Middle Manager	45	29.0
	Supervisor	70	45.2
	Fresh/Entry level	22	14.2
	Other	0	0
Service	Accounting	15	9.7
	HR Manager	22	14.2
	Financial Advisor	23	14.8
	Risk Manager	19	12.3
	Quality Control Coordinator	15	9.7
	Business analyst	8	5.2
	Office Management	23	14.8
	Administrative Manager	15	9.7
	IT specialist	15	9.7
	Other	0	0
	Nationality	Malaysian	139
Non-Malaysian		16	10.3

Table 1.2: Respondent Demographic Profile

There are nine questions on demographic that been utilized to test the descriptive analysis for 155 respondents. The primary question is on gender. From the analysis, male includes a higher rate of 69.0% (107 respondents). Female as it were score almost 31.0% (48 respondents).

Next question is approximately marital status. From the analysis, it is appearing that married has higher percentage of 51.0% (79 respondents) and single score around 49.0% (76 respondents).

The third question is about age categories. From the analysis, it is appearing that 20 – 29 years old has higher rate which is 51.0% (79 respondents), 30-39-years old score almost 41.0% (67 respondents), 40-49-years old score almost 7.7% (12 respondents), and 50-60 age categories, there are no one response under this age.

The forth demographic that been analyze is the education level. In this question, it shows that respondent comes from different education level. The highest rate is bachelor degree which is 47.1% (73 respondents), second highest is post graduate with 31.6% (49 respondents), diploma is 16.1% (25 respondents), high school is 3.9% (6 respondents), and other is 1.3% (2 respondents).

The fifth demographic that been analyze is the monthly household income. In this question, it appears that respondent have distinctive level of income. The highest rate is RM 2001- RM 3000 which is 38.7% (60 respondents), second highest is RM 3001- RM 4000 with 25.8% (40 respondents), RM 1000- RM 2000 is 25.2% (39 respondents), RM 4001 and over is 7.7% (12 respondents), and Less than RM 1000 is 2.6% (4 respondents).

The sixth demographic that been analyze is the experience level. In this question, it appears that respondent

have different level of experience. The highest percentage is 2-6 years which is 67.7% (105 respondents), second highest is 0-1 years with 23.2% (36 respondents), 7-11 years is 6.5% (4 respondents), and 12-20 years is 2.6% (4 respondents).

The seventh demographic that been analyze is the representative position within the company. In this question, it appears that respondent have different level of position within the company. The highest rate is supervisor position which is 45.2% (70 respondents), second highest is middle manager with 22.9% (45 respondents), fresh/entry level is 14.2% (22 respondents), and top-level management is 11.6% (18 respondents).

Then, another demographic that been test in this research is service of respondent. From the analysis, financial adviser includes a highest percentage with 14.8% (23 respondents), seconds is the same level of financial adviser which is office management with 14.8% (23 respondents), HR manager with 14.2% (22 respondents), risk manager with 12.3% (19 respondents), (accounting, quality control coordinator, administrative manager, IT specialist) are the same rate which is 9.7% (15 respondents) and finally is business analyst with 5.2% (8 respondents).

Lastly is about the nationality of the respondents. There are Malaysian nationality of employee is higher rate with 89.7% (139 respondents). On the other hand, Non-Malaysian is 10.3% and respondents are only 16.

**Reliability test**

Variables	Number of Item	Cronbach Alpha
i. Independent Variable		
Remuneration	5	.796
Quality of Work life	5	.710
Promotion	5	.749
Teamwork	5	.724
Supervision	5	.777
ii. Dependent Variable		
Organizational Performance	11	.824

Table 1.3: Reliability Test

Reliability test is one of the traditional way researcher test their primary research variable. In this test measuring the consistency between data collected. In addition, Reliability test providing clear statement that which variable reliable and which one is not and based on the test researcher proceed the research.

As according to the demographic table above, in this research total data are collected from 155 respondents. For data, there are five items utilizing in each independent variable and at the same time 11 things utilizing in dependent variable. In any case, in reliability test the least passing esteem is 0.700. Therefore, the Cronbach's Alpha esteem must be 0.700 and over to be reliable. The first independent variable in this research is remuneration. For the remuneration, the Cronbach's Alpha esteem is 0.796 which is more than 0.700. Subsequently, Remuneration is exceptionally reliable for this research.

The second independent variable is quality of work life. For quality of work of life, the Cronbach's Alpha 0.710 which is

more than 0.700. Therefore, Quality of work life also reliable in this research.

The third free variable is promotion. For promotion, the Cronbach's alpha is 0.749 which is more than 0.700. Consequently, Promotion is exceptionally reliable in this research.

The fourth independent variable is teamwork. For the teamwork, the Cronbach's Alpha is 0.724 which is more than 0.700. Subsequently, teamwork is still reliable in this research.

The final independent variable is Supervision. For supervision, Cronbach's Alpha is 0.777 which is more than 0.700. Subsequently, Supervision is exceptionally reliable in this research.

All these five independent factors will be tested with organizational performance. For organizational performance, there are 11 items and all these items by reliability test and Cronbach's Alpha is 0.824 which is more than 0.700. In this manner, organizational performance is exceptionally reliable in this research.

**Correlation test**

		Correlations					
		Remuneration	Quality of work life	Promotion	Teamwork	Supervision	Organizational performance
Remuneration	Pearson Correlation	1	.354**	.534**	.453**	.421**	.580**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
Quality of work life	Pearson Correlation	.354**	1	.467**	.582**	.521**	.460**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
Promotion	Pearson Correlation	.534**	.467**	1	.465**	.498**	.696**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
Teamwork	Pearson Correlation	.453**	.582**	.465**	1	.503**	.492**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
Supervision	Pearson Correlation	.421**	.521**	.498**	.503**	1	.552**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
Organizational performance	Pearson Correlation	.580**	.460**	.696**	.492**	.552**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 1.4 Pearson correlation Test

Based on table 1.4, Remuneration have the strong positive association with organizational performance whereby remuneration correlation is (r=0.580, p<0.000). Then, it was followed by quality of work life (r=0.460, p<0.000), promotion (r=0.696, P<0.000), teamwork (r=0.492, p<0.000)

and supervision ( $r=0.552, p<0.000$ ). In the table it shows that every variable are significant because P value are not more than 0.05.

Hypothesis testing:

**H1: There is a significant relationship between employee remuneration and organizational performance**

The table 9 has two valuable indicators. One is the Pearson Relationship or also known as R value. The R value demonstrates the sort and quality of the relationship. There's a strong positive relationship between employee remuneration and organizational performance with the R value of 0.580. The second valuable indicator is the significance value or the P value. For the relationship to be noteworthy, the P value needs to be 0.05 or less. The table had appeared the P value of 0.000. Thus, the relationship between employee work satisfaction and organizational performance is significant. In other words, the hypothesis 1 that stated there is a noteworthy relationship between employee remuneration and organizational performance is upheld.

**H2: There is a significant relationship between employee quality of work life and organizational performance**

The second hypothesis expressed that there is a noteworthy relationship between employee quality of work life and organizational performance. Generally, there's a reasonably strong positive relationship between employee quality of work life and organizational performance with the R value of 0.460. At that point, this result is encourage backed by the P value of 0.000 which is less than 0.05. Thus, the relationship between quality of work life and organizational performance is significant. In this manner, hypothesis 2 is upheld.

**H3: There is a significant relationship between employee promotion and organizational performance**

The third hypothesis stated that there is a noteworthy relationship between employee promotion and organizational performance. In general, there is a strong positive relationship between employee promotion and organizational performance with the R value of 0.696. At that point, this result is assist bolstered by the P value of 0.000 which is less than 0.05. Thus, the relationship between employee promotion and organizational performance is noteworthy. In this manner, hypothesis 3 is upheld.

**H4: There is a significant relationship between supervision of employee and organizational performance**

The forth hypothesis stated that there is a noteworthy relationship between supervision of employee and organizational performance. Generally, there is a strong positive relationship between supervision of employee and organizational performance with the R esteem of 0.552. At that point, this result is further bolstered by the P value of 0.000 which is less than 0.05. Consequently, the relationship between supervision of employee and organizational performance is significant. Hence, hypothesis 4 is upheld.

**H5: There is a significant relationship between employee teamwork and organizational performance**

The fifth hypothesis stated that there is a noteworthy relationship between employee teamwork and organizational performance. In general, there is a strong positive relationship between employee teamwork and organizational performance with the R value of 0.492. At that point, this result is encourage backed by the P value of 0.000 which is less than 0.05. Thus, the relationship between employee teamwork and organizational performance is noteworthy. Subsequently, hypothesis 5 is upheld.

**Multiple regression**

Multiple regressions test few independent variables at once with the dependent variable to decide the conceivable linear relationship.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 <sup>a</sup>	.586	.572	2.68177

a. Predictors: (Constant), Remuneration, Quality of work life, Promotion, Supervision, Teamwork

Table 1.5: Regression model Summary

The table appear that r-square with 0.586 and this implies that there is strong positive significant relationship between independent variable (remuneration, quality of work life, promotion, teamwork and supervision) and dependent variable (organizational performance).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1518.446	5	303.689	42.227	.000 <sup>b</sup>
	Residual	1071.593	149	7.192		
	Total	2590.039	154			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Remuneration, Quality of work life, Promotion, Supervision, Teamwork

Table 1.6: ANOVA

The table above demonstrated there are independent variables that significantly have linear relationship with the organizational performance. To determine the exact variables, the next table will be assessed.

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.812	3.071		2.543	.012
	Remuneration	.417	.122	.223	3.418	.001
	Quality of work life	.084	.147	.040	.574	.567
	Promotion	.836	.134	.431	6.246	.000
	Supervision	.320	.117	.185	2.728	.007
	Teamwork	.154	.145	.075	1.063	.289

a. Dependent Variable: Organizational performance

Table 1.7: Coefficients

Concurring to the table above, all the P values are below 0.05 except quality of work life. This appeared that all independent variables are significantly positive related to organizational performance except quality of work life in a linear form. The B value is the portion of the variable within the overall relationship. As we can see, Promotion has the most noteworthy portion that is 0.431. Subsequently, Advancement is the strongest independent variable. On the other hand, quality of work life is the weakest independent variable since the portion of this variable is 0.040.

### Conclusion

Although there is a certain limitation included in this study, the following conclusion will be providing some insights to manager to improve the level of employee job satisfaction in the private limited company in Kuching. Based on the analysis about employee job satisfaction researcher find the strong positive relationship with organizational performance. In addition, from the research we found that employees who are in higher levels tendency to more satisfy from intrinsic job satisfaction where employees who are working in lower position tendency to more satisfaction with extrinsic job satisfaction. At the same time, those employees are working in competitive industries they are more satisfied their job compare those employees working in less competitive industries. From this study we also found that professionals or managers are willing to provide more effort to the job than non-managers. Furthermore, we found that those employees are older in company they are more satisfy compare to younger employees. Another thing, high experienced employees are satisfying in the private limited company in the Kuching compare to less experience employees. In addition, we found that sex is not significantly effect on the job satisfaction, satisfy employee has less absenteeism in work, less turnover from the company. At the same time, we found that there are two factor that mostly satisfy as an employee in organization which are remuneration and promotion. From the coefficient table we found that remuneration p value is 0.01 and promotion is 0.000. Therefore, we can say remuneration and promotion have highly strong factor of job satisfaction that can help employees to motivate their job in the companies. Finally, we found that satisfied employees have highly commitment to the companies than dissatisfied employees.

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