

Relationship Between Selected Factors of Job Satisfaction and Job Performance Among Workers at Palm Oil Industries

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Abstract

This study aims to identify the relationship between selected factors of job satisfaction and job performance. The factors of job satisfaction that examine in this study are including pay, work itself, promotion, supervision, and co-workers. The research instrument for this study was used questionnaire to collect data from the respondents. This study was conducted at two oil palm industries, which located in Sibul, Sarawak, Malaysia. 100 sets of the questionnaires were distributed to the employees in oil palm industry. However, only 81 sets of the questionnaires were successfully collected. The data that collected were analyzed through Statistical Package for Social Sciences (SPSS) version 17.0. Pearson Correlation Analysis used to identify the relationship between the selected factors of job satisfaction and job performance. The findings in this study indicated that there is significant relationship between selected factors of job satisfaction and job performance. Through the findings, the organization and human resource practitioners were recommended to understand and satisfy employees' needs in order to improve employees' job performance in oil palm industry.

Key Words: Job Satisfaction, Job Performance, Oil Palm Industries, Pay, Promotion, Supervision, Co-Workers.

Introduction

Job performance has always been a hot topic in organizational study. This is because the profits and losses of the organization can be determined by job performance. For instance, when employees are satisfied with their work, it will motivate them to increase their job performance. Indirectly, it will also increase the profits of an organization. Thus, most organizations are emphasizing to enhance and increase the performances of employees at work in order to protect their profit. According to Arham Abdullah, Abdulquadri Ade Bilau, Wallace Imoudu Enegbama, Akintunde Musibau Ajagbe, and Kherun Nita Ali (2011) and Skibba (2002), job satisfaction is important to be studied for many reasons. Firstly, it is important to promote employee satisfaction, which has inherent humanitarian value. People who are satisfied with their work are related to the physical and mental health or overall satisfaction. Secondly, a high level of satisfaction is related with high level of productivity. If employees are happy with their work, their productivity will increase and it will decrease absenteeism and turnover rate. Thirdly, it increased the

life satisfaction because many people believed that the reason for satisfaction as the cause of work related behaviors such as to sustain good working relationship, to work and do a better job.

Statement of Problem

For the theoretical gap, job satisfaction has become a topic of considerable interest among researchers and practitioners in recent years. This is because job satisfaction reflects the employees' attitudes and displays human behavior at the workplace (Schermerhorn, Hunt, & Osborn, 1991). According to Spector (1997), the common assumption is that employees who are happy with their job are productive workers too. A pleasant workplace may lead to satisfaction of employees and can motivate them to perform well in the organization. Hence, job satisfaction has become a major topic for research studies. This is because the relationship between job satisfaction and performance are still highly debated and controversy arises (Schermerhorn et al., 1991; Cranny, Smith, & Stone, 1992; Mullins, 1999). It is difficult to explain the relationship between job satisfactions with job performance in terms of whether job satisfaction causes job performance or job performance causes job satisfaction (Judge, Bono, Thoresen & Patton, 2001). Therefore, there is a need to study which type of relationship is ideal with the current context.

Besides that, job satisfaction is often related with absenteeism, commitment, and turnover (Schermerhorn et al., 1991; Mullins, 1999) and there is limited research that showed the study of direct relationship between job satisfaction and job performance (Mullins, 1999). Therefore, it shows that there is a need to study the relationship of job satisfaction and job performance, and to study whether the relationship is significant. On the other hand, Bennett (1994) stated that inequities pay might discourage the performance of employees in the organization by comparing their outcomes with others. Employees are satisfied with their work if they are treated fairly or there are equitable comparisons between themselves and others. When there is an unfair or inequitable case, they are prone to absenteeism and tend to quit their jobs. Moreover, Certo (2003) mentioned that the quality of supervision is important to determine the satisfaction and performance among employees.

For the empirical gap, some previous research showed that there is no relationship between job satisfaction and job performance (Petty, McGee, & Cavender, 1984; Iaffaldano, & Muchinsky, 1985; Crossman & Bassem Abou-Zaki, 2003). Whereas, other researchers showed that there is a relationship between job satisfaction and job performance (Nimalathan & Brabete, 2010; Arham Abdullah et al., 2011). Therefore, these previous studies showed that the relationship between the job satisfaction and job performance are still open for discussion. On the other hand, there is still limited research, which shows the direct linkage between job satisfaction and job performance. This is because some previous research showed that job satisfaction is linked with turnover intention (Randhawa, 2007; Nazim Ali, 2008; Mudoor & Toksoon, 2011), commitment (Yousef, 2000; Sarminah Samad, 2011), and absenteeism (Chirumbolo & Areni, 2005; Obasan Kehinde, 2011). When employees are dissatisfied with their jobs, they are more likely to quit the organization, become less commitment with peers, and tend to reduce their productivity.

Besides that, there were some researchers found that there is positive relationship between pay and performance (Du & Zhao, 2010) and a negative relationship between pay and performance (Fiaz Mahmood Qamar & Qadar Bakhsh Baloch, 2011). Therefore, pay should be revised and index in consistency with galloping inflationary trends in order to reduce dissatisfaction of employees in their jobs. Furthermore, Edwards, Bell, Arthur, and Decuir (2008) and Fiaz Mahmood Qamar and Qadar Bakhsh Baloch (2011) concluded that the policy of promotion is important to improve and increase their performance in their jobs. Employees are more satisfied when the opportunities for promotion are based on their level of performance. Work itself that is funnier, interesting, has variety, and challenges will successfully motivate employees to increase their productivity and performance (Edwards et al., 2008; Shokrkon & Naami, 2009; Nimalathan & Brabete, 2010; Arham Abdullah et al., 2011).

For practical gap, according to the January 2010 Employee Job Satisfaction report by the Society for Human Resource Management (SHRM), more employees are satisfied in their jobs. They are more loyal, high productivity, high performance, and tend to stay in the organization. Whereas, when employees who are dissatisfied with their jobs, they are more likely to be absent, has low performance, and with intention to leave the organization. In the Sciences Daily on 20th July 2011 reported by Association for Psychological Science, employees who are satisfied with their basic human needs in the workplace indirectly would achieve higher quality of performance. In the Positive Psychology News Daily on 6th July 2011, Amanda Horne had been mentioned that job performance is highest when employees have high levels of psychological well-being and job satisfaction. She also said that job satisfaction only could predict job performance when employees have high psychological well-being. Hence, the level of psychological well-being and job satisfaction can affect the employees' job performance.

Based on theoretical, empirical, and practical facts discussed at above, obviously showed the importance of this research. Furthermore, Crossman and Bassem Abou – Zaki (2003) stated that there were many studies conducted in the western country regarding job satisfaction and job performance. However, there is limited research in non-western country such as Malaysia. Thus, the purpose of this study is to investigate and explore the relationship between selected factors of job satisfaction and job performance. As a result, this study attempted to find out the answer for the following question:

- a) What is the relationship between pay and job performance?
- b) What is the relationship between work itself and job performance?
- c) What is the relationship between promotion and job performance?
- d) What is the relationship between supervision and job performance?
- e) What is the relationship between co-workers and job performance?

Objectives of the Study and Research Hypotheses

This study was conducted to determine the relationship between selected factors on job satisfaction and job performance. In specific, this study was conducted to:

- a) Determine the relationship between pay and job performance.
- b) Determine the relationship between work itself and job performance.
- c) Determine the relationship between promotion and job performance.
- d) Determine the relationship between supervision and job performance.
- e) Determine the relationship between co-workers and job performance.

The following hypotheses were formulated for this study:

- H₁: There is a significant relationship between pay and job performance.
- H₂: There is a significant relationship between work itself and job performance.
- H₃: There is a significant relationship between promotion and job performance.
- H₄: There is a significant relationship between supervision and job performance.
- H₅: There is a significant relationship between co – workers and job performance.

Significant of the Study

This study was significant for the top management to realize the importance of pay, work itself, promotion, supervision, and co – workers in enhancing job performance. Hence, top management can used this study as guidelines to determine the elements of job satisfaction that should be rewarded to employees in order to enhance their job satisfaction and job performance in the organization. This study also contributed to the body of knowledge as well as the literature in the area of job satisfaction is significant. This was because

the findings of this study will provide the empirical data for literature review. Besides that, this also significant to the existing theories whereby helped to clarify and enhance the importance of job satisfaction to the employees through this study. Thus, it helped to make the job satisfaction theory more complete in terms of relationship between the two variables, which are the independent and dependent variables.

This study was significant to support data and information previous studies that had done by other researchers. This study used survey questionnaire to collect data from respondents. In addition, pilot test was conducted to ensure the questions achieve the minimum standard of validity and reliability analysis, which can lead more accurate findings and outcomes. The validity and reliability test were conducted to test all the instruments that were used in this study. Thus, this study can maximize the level of validity and reliability set and produce a more relevant and accurate study. This study also able further clarifying any ambiguous issues that related to the field of this study that done by previous researchers.

This study was significant to identify the elements of job satisfaction that will affect employees' performance in the private manufacturing industry. The research findings may help to provide the important information for HR practitioners to manage their employees and develop effective human resource management theories by understanding the concept of job satisfaction. When the employees are satisfying by providing their needs from HR practitioners, they are motivated to perform better in their tasks and improve the quality of work.

Besides that, this study also significant to increase the awareness among managers about the importance of employees' satisfaction towards job performance. This is because HR practitioners or managers may obtain new insight about the importance of the job satisfaction and apply it to employees in order to increase and improve their performance. Therefore, this study can assist and give direction to HR practitioners to find the best method to fulfill employees' needs and increase their performance in their task.

This study was significant to the organizations to be concerned about the importance of elements of job satisfaction towards employee's job performance and further set up the new policy to attract and retain the talented employees. Through the findings of this study, organization can identify the ways to enhance the employees' satisfaction and job performance as well as the productivity of the work. Hence, organizations can set up new compensation system including financial and non-financial compensation based on the elements of job satisfaction in this research to implement the suitable compensation system for their employees in the workplace. This is because the new policy can motivate employees to achieve a high level of performance improvement.

Review of Related Studies

In this study, there are several related empirical studies supporting the relationship between job satisfaction and job performance as well as related findings with job satisfaction and other issues. Arham Abdullah et al. (2011) conducted a study about relationship between job satisfaction and job performance with a sample of 150 respondents who worked in small and medium sized construction firms in Nigeria. The result showed that there was a relationship between job satisfaction and job performance. In this study, they conducted that job satisfaction was significantly related to employees' job performance.

Haslina Binti Bujang (2011) investigated a study of factors affect job satisfaction at workplace with a sample of 150 employees who worked in the various private universities or college in Kuching, Malaysia. The result showed that there all factors (pay, work itself, promotion, supervision, and co-workers) were significant with the job satisfaction in the workplace. Nimalathan and Brabete (2010) conducted a study of job satisfaction and employees' work performance from the branches of people's bank operating within Jaffna peninsula, Sri Lanka with a sample of 60 respondents. The result showed that there was relationship

between job satisfaction and job performance, which was high level of fair promotion, reasonable pay system, and appropriate work itself that leads to high level of employees' performance.

There are numerous previous studies that highlighted the relationship between elements of job satisfaction (pay, work itself, promotion, supervision, and co-worker) and job performance, as well as other related findings. Edwards et al. (2008) investigated a study of relationship between facets of job satisfaction and task and contextual performance with a sample of 444 respondents who held a variety of jobs in a large manufacturing plant in southeastern Texas in the United States. The result showed that there was positive relationship between work itself and the job performance. In addition, the result showed that there was significant between promotion and job performance. In this study, they conducted that satisfaction with work itself and promotion was significant related to employees' performance.

Du and Zhao (2010) investigated a study of the relationship between pay satisfaction and job performance for employees in enterprises with a sample of 126 respondents and found that there was significant relationship between pay and performance. In the study, the satisfaction of pay reflected the linear changes of job performance. Shokrkon and Naami (2009) investigated a study of the relationship of job satisfaction with organizational citizenship behaviour and job performance in Ahvaz factory workers with a sample of 400 factory workers and found that there was a significant between satisfaction with supervision and job performance. Moreover, the result showed that there was significant between work itself and job performance. In this study, they conducted satisfaction with supervision and work itself was significant related to employees' performance.

Fiaz Mahmood Qamar and Qadar Bakhsh Baloch (2011) investigated a comparative study of the job satisfaction and performance between private and public sector hospital of Peshawar with a sample size of 113 doctors, with 59 doctors working in the public hospital and 54 doctors working in the private hospitals. The result showed that there was significance between promotion and performance. Most of the doctors responded that policy of promotion played a positive role on the performance of duty and satisfaction from the job.

Hanan Al-Ahmadi (2009) conducted a study about the factors affecting performance of hospital nurses in Riyadh Region, Saudi Arabia. Fifteen randomly selected Ministry of Health hospitals with a sample of 923 nurses and found that there was a relationship between co-workers and job performance. Besides that, the result showed that there was a positive relationship between work itself and job performance, which indicated that satisfaction with the amount of variety and challenge could influence the nurses' job performance. Hence, job satisfaction is related with job performance because it can realize an individual's competence.

Diab Al-Badayneh and Sonad (1993) conducted a study about an analysis of the job performance and job satisfaction relationship among nurses in Jordanian Hospitals with a sample of 303 registered nurses who volunteered to participate in the study. The results showed that there were positive relationship between pay and performance. Besides that, they also found that there was positive relationship between co-workers and performance. On the other hand, the study also showed that the relationship between supervision and promotion was positive relationship with job performance.

Oshagbemi (1998) conducted a study of the impact of age on job satisfaction of university teacher in the United Kingdom with a sample of 1102 respondents and found that there was significance between co-workers and performance. When the employees were satisfied with their co-workers in an organization, it increases their job performance. Bibi Anak Ensu (2010) investigated a study of job satisfaction and effective commitment of employees at one port authority in the northern region of Sarawak, Malaysia with a sample of 120 respondents and found that there was a relationship between pay and affective commitment among the employees. In addition, the study also showed that the relationship between promotion and work itself was positive relationship with the affective commitment among the employee. Sumathi A/P Ganesen

(2010) conducted a study of job satisfaction and turnover intention among private sector employees in Kedah, Malaysia with a sample of 100 employees and found that there was a significant relationship between job satisfaction factors with turnover intention. The researcher also found that promotion was a dominant factor in influencing turnover intention of the private sector employees in Kedah.

Research Design

There are two main philosophies, which include positivistic and phenomenological in the research philosophies. According to Rusli Ahmad and Hasbee Usop (2011), in the research design, there are two methodologies, which are qualitative and quantitative. Both methodologies have their own strengths and weakness. Quantitative approach was used for this study and it was more focus on structural matters rather than on the more complex issues of the process. In this study, quantitative approach was used to examine the relationship between independent variables and dependent variable. A cross-sectional survey research was used to collect data from different groups at one time and compare the findings from data analysis between these groups. Questionnaire is commonly used by researchers in the data collection. Through this method, a larger amount of sample can be obtained.

In addition, the advantage of using questionnaire method is the participants are selected randomly from a sample that can represent the characteristics of studied population (Rusli Ahmad & Hasbee Usop, 2011). Same set of questionnaire will be distributed to the respondents in purposing to avoid bias. The questionnaires allow the researcher to collect the data from the respondents in a given period of time. Closed questions and Likert scale form were used in the research questionnaires.

Research Location, Population, and Sample

This study was conducted in the oil palm industry located in Sibu, Sarawak. In Malaysia, the oil palm industry plays an important role in the economy of the country. This industry was chosen because of the increasing problems of turnover and absenteeism. Therefore, this population is crucial in this study to identify whether their employees satisfied with their work and find solutions to increase high productivity and performance of the oil palm industry. There were two oil palm company at Sibu chosen to carry out this study because the researcher aimed to get 100 respondents from those two oil palm companies. The researcher obtained permissions from the management of those companies, and explained that this research was for academic purpose, before distributing questionnaires to the office staffs.

The population of this study consisted of all level of office staffs who worked at two selected oil palm companies at Sibu. There were a total of 167 office staffs who worked in those two oil palm companies. The sample used for this study was calculated from the population of employees in the two oil palm companies. In this research, the researcher targeted 100 employees from different department or session of the company was chose as the sample of this study. Convenience sampling technique was used in this study. It is the most common of all sampling techniques. The purpose for used this type of sampling was due to the difficulty to obtain the entire employees name lists in the particular organization. The samples were drawn from that part of the population that is close to hand. In other word, the samples were selected because they were accessible and available for the research. Therefore, the researcher gave 100 questionnaires to Human Resource (HR) manager or manager of each department and distributed to employees who report to the particular manager in order to prepare for any consequences. The employees based on voluntary basis have to answer the questionnaires. The main advantage of convenience sampling technique is that makes data collection easier obtaining data from respondents in a short time and inexpensive to gather the research information (Rusli Ahmad & Hasbee Usop, 2011).

The questionnaire consists of seven sections namely Section A, Section B, Section C, Section D, Section E, Section F, and Section G. The questionnaire involved close – ended questions that provided a greater

uniformity of responses and more easily to analysis. The questionnaire was consisted of two languages, which were English and Malay languages in order to ensure respondents understand and answer the entire questions. There were total of forty-eight (48) close – ended questions and five-point Likert – Type Rating Scale used to measure in the Section B, Section C, Section D, Section E, Section F, and Section G. For the six sections, there were five (5) statements in each part and based on a five-point Likert-Type Rating Scale: ‘1’ for strongly disagree, ‘2’ for disagree, ‘3’ for neutral, ‘4’ for agree and ‘5’ for strongly agree. The respondents were requested to tick (✓) at the most clearly indicated their agreement or disagreement with the element.

Reliability and Validity of the Research Instrument

Cronbach Alpha test and factor analysis were performed to determine the reliability and validity of the questionnaire employed in this study. According to Rusli Ahmad and Hasbee Usop (2011), reliability referred to a measurement is consistent or reliable if the measurement can produce the same result when repeated or in the same circumstances. Reliability is a necessary precondition for the validity. In this study, the reliability of the questionnaire was tested by used Cronbach’s Alpha through the computer programme, Statistical Package for Social Science (SPSS) version 17.0 to show the consistency of the questionnaire. According to Fraenkal and Wallen (1993), the alpha value to measure the reliability should be at least 0.70. However, Vaus (1991) points out that the scale is reliable if the alpha value at least 0.7 and above. The reliability of the instrument is considered high if the alpha value is nearer to + 1 (Fraenkel & Wallen, 1993).

Validity referred to the appropriateness and perfect representation of the variables that the researcher intends to measure (Fraenkel & Wallen, 1993). The validity is important to determine whether the items in the research instrument are valid to be used or not. Therefore, Exploratory Factor Analysis (EFA) in the SPSS version 17.0 was employed to measure the validity of the research instrument. Factor analysis can be defined as a way of summarizing or reducing data which to examine the correlation between variables in large sets of data to see if a small set of underlying variables or factors can explain the variation in the original set of variables (Hinton, Brownlow, McMurray, & Cozens, 2004).

Table 1 Goodness of Data

Measure	Item	Factor Loadings	Kaiser-Meyer-Olkin Test (KMO)	Bartlett’s Test of Sphericity	Eigen Value	Variance Explained	Cronbach Alpha
Pay	8	0.648 – 0.911	0.707	235.689 $\rho = 0.000$	5.650	70.625	0.936
Work Itself	8	0.641 – 0.885	0.643	142.239 $\rho = 0.000$	4.174	71.810	0.825
Promotion	8	0.815 – 0.947	0.907	281.073 $\rho = 0.000$	6.568	82.096	0.968
supervision	8	0.879 – 0.960	0.915	312.811 $\rho = 0.000$	6.819	85.233	0.975
Co- workers	8	0.824 – 0.957	0.880	254.895 $\rho = 0.000$	6.275	78.440	0.960
Job Performance	8	0.687 – 0.905	0.722	125.079 $\rho = 0.000$	4.115	81.269	0.852

The factor analysis with the Principal Component Analysis extraction and Varimax rotation were used to analyze each of the variables. Hair et al. (1998) stated that the value for factor analysis of valid analysis finding is 0.4 or greater. According to Field (2005), factor loading should be more than 0.4 in order for the

output to be different and help in interpretation. Kaiser – Meyer – Olkin (KMO) and Bartlett's test of Sphericity were conducted to measure adequacy for each variable. The purpose of conducting the KMO test was to identify either the variables utilized in this research were grouped into smaller group. According to Field (2005) stated that KMO measures on the sampling adequacy for the study in which the value of KMO should be greater than 0.5. Besides that, Bartlett's test of Sphericity used to test the hypotheses to ensure the correlation matrix is an identify matrix that the variables p – value is significant and large (Field, 2005). On the other hand, Field (2005) also stated that the Eigen values should ne greater than 1 for each factors of the variance. The Cronbach alpha value that more than 0.7 will be considered reliable. Therefore, through the Table 1, it could be seen that the data of this study was valid and reliable.

Findings and Discussions

Pearson Correlation Analysis was used to identify the predetermined alternative hypotheses H_1 , H_2 , H_3 , H_4 , and H_5 . The function of this statistical analysis was to identify the relationship between the independent variables (pay, work itself, promotion, supervision, and co – workers) that affect the dependent variable (job performance).

Relationship between Pay and Job Performance

In the objective number one, the research aimed to investigate on the relationship between pay and job performance. Thus, the hypothesis for objective number one was there is a relationship between pay and job performance. Based on the hypothesis given, Pearson Correlation Coefficient used to test the relationship between the two variables.

H_1 : There is a significant relationship between pay and job performance.

Table 2: Correlation between Pay and Job Performance

Variables	Mean	Std. Deviation	R	p
Pay	3.190	0.831	0.275*	0.013
Job Performance	3.570	0.644		

*. Correlation is significant at the 0.05 level (2 – tailed).

From the Pearson Correlation Analysis conducted, the results indicated that the hypothesis, H_1 was failed to be rejected. The table showed that the mean of pay was 3.190 and standard deviation was 0.831, while mean of job performance was 3.570 and standard deviation was 0.644. Based on the Table 2, the value of coefficient, $r = 0.275$ while value of significant, $p = 0.013$. Hence, there was a significant relationship between the pay and job performance because the value of significant, $p = 0.013$ at $p < 0.05$. Although there was a significant relationship between the two variables, but the relationship was weak because the r – value was in the range of 0.20 until 0.39, which was in the weak category. Thus, there was a significant weak positive relationship between the pay and job performance.

This finding was in coherent with previous study done by previous researchers which revealed that there was positive relationship between pay and job performance (Arham et al., 2011; Haslina Binti Bujang, 2011; Nimalathasan & Brabete, 2010; Diab Al-Badayneh & Sonad, 1993). The finding of this study also consistent with this research done by Du and Zhao (2010), these studies conclude that the pay was weak significant to the job performance. The employees perceived pay is an important criterion to ensure that they become more willing to do the job well in order to increase job performance. Therefore, organizations need to develop good compensation system that is able to satisfy their employees in order to increase their job performance in the organization. Although the findings of this study showed that, there was a weak

positive relationship between the pay and job performance but the organization still cannot ignore that the pay is the most important motivational factor to increase the employees' job performance.

Moreover, the result of this hypothesis testing was also consistent with the equity theory. Equity theory emphasizes on the desire of a person to be treated fairly in comparison with the treatment receive from others (Moorhead and Griffin, 2010). Consequently, fair treatment in pay distribution will make employees feel be more satisfy and motivate them to do job well in their tasks. This is because when they are treated fairly, they will more satisfy and indirectly will influence their attitude or behaviour in motivating them to increase their performance and productivity in the organization.

Relationship between Work Itself and Job Performance

The research for objective number two aimed to investigate on the relationship between work itself and job performance. Thus, the second hypothesis was there is a relationship between work itself and job performance. Based on the hypothesis given, Pearson Correlation Coefficient used to test the relationship between the two variables.

H₂: There is a significant relationship between work itself and job performance.

Table 3: Correlation between Work Itself and Job Performance

Variables	Mean	Std. Deviation	<i>R</i>	<i>p</i>
Work Itself	3.441	0.716	0.703**	0.000
Job Performance	3.570	0.644		

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

From the Pearson Correlation Analysis conducted, the results indicated that the hypothesis, H₂ was failed to be rejected. The table showed that mean of work itself was 3.441 and standard deviation was 0.716, while mean of job performance was 3.570 and standard deviation was 0.644. Based on the Table 3, the value of coefficient, $r = 0.703$ while value of significant, $p = 0.000$. Hence, there was a significant relationship between the work itself and job performance because the value of significant, $p = 0.000$ at $p < 0.01$. Based on the value of coefficient, $r = 0.703$, this implied that the relationship between work itself and job performance was a positive relationship. The strength of the relationship between work itself and job performance was a strong relationship because the r – value was in the range of 0.60 until 0.79, which was the strong category.

This finding was supported with previous study done by previous researchers which revealed that there was positive relationship between work itself and job performance (Arham et al., 2011; Haslina Binti Bujang, 2011; Nimalathasan & Brabete, 2010; Shokrkon & Naami, 2009). A study done by Edwards et al (2008) who also found out that there was a positive relationship between work itself and job performance. Those researchers stated that the interests and challenges of work itself were related to increase the employees' job performance. The finding of this research also consistent with the study done by Hana Al – Ahmadi (2009), the significant positive relationship found between work itself and job performance can be due to the amount of variety and challenges that is related to the work content. Therefore, the job characteristic was significant in affecting the overall of job satisfaction. The meaningfulness of job, autonomy of job, and the job challenges are likely to lead or influence the employees to contribute or perform well in their job. When they are satisfied in their job characteristic, they will become more productive and will increase their job performance in the organization.

On the other hand, the finding of this study was also consistent with Herzberg's two-factor theory. This theory is important for managers in understanding the job satisfaction and related job performance issues

(Schermerhorn, 1993). Herzberg's theories on the motivator factors or growth factors are related to the job content of the work itself. Therefore, employer can focus on rearranging work such as job enrichment, job rotation, and job enlargement to increase the satisfaction of employees and to avoid the feel of bored, dull, and unchallenging in their tasks. The work rearrangement will motivate employees to perform well in order to increase their job performance in the organization.

Relationship between Promotion and Job Performance

In the objective number three, the research aimed to investigate on the relationship between promotion and job performance. Thus, the hypothesis for objective number three was there is a relationship between promotion and job performance. Based on the hypothesis given, Pearson Correlation Coefficient used to test the relationship between the two variables.

H₃: There is a significant relationship between promotion and job performance.

Table 4: Correlation between Promotion and Job Performance

Variables	Mean	Std. Deviation	R	P
Promotion	3.272	0.836	0.309**	0.005
Job Performance	3.570	0.644		

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

From the Pearson Correlation Analysis conducted, the results indicated that the hypothesis, H₃ was failed to be rejected. The table showed that the mean of promotion was 3.272 and standard deviation was 0.836, while mean of job performance was 3.570 and standard deviation was 0.644. Based on Table 4, the value of coefficient, $r = 0.309$ while value of significant, $p = 0.005$. Hence, there was a significant relationship between the promotion and job performance because the value of significant, $p = 0.005$ at $p < 0.01$. Although there was a significant relationship between the two variables, but the relationship was weak because the r – value was in the range of 0.20 until 0.39, which was the weak category. Thus, there was a significant weak positive relationship between the promotion and job performance.

This finding was supported with previous study done by previous researchers which revealed that there was positive relationship between promotion and job performance (Haslina Binti Bujang, 2011; Fiaz Mahmood Qamar & Qadar Bakhsh Baloch, 2011; Diab Al-Badayneh & Sonad, 1993). This finding was consistent with previous study done by Arham et al. (2011) and Edwards et al. (2008) found out that the promotion has significant positive relationship between promotion and job performance. In the study, the policy of promotion played a positive role on the performance of the duty.

A study done by Nimalathasan and Brabete (2010) found out that the significant positive relationship found between promotion and job performance can be due to the high level of fair promotion that is provided by the banks. When the opportunities for advancement and growth of the employees are high at their current workplace, this will increase their performance and become more productive in the organization.

Besides that, the finding of this study was also consistent with the equity theory. This theory is based on the exchange theory which the social relationships in exchange of activity, tangible, and intangible (Mullins, 1999). Employees seek employment at a particular firm because of the career advancement potential. Those employees who have received advancement of promotion are more motivated to perform better in their daily tasks. Therefore, this will increase their job performance and loyalty in the organization because they feel that they are recognized by their employer. This also will reduce the employees' lateness to work, absenteeism, and turnover rates when they are satisfied with their promotion policy in the organization.

Relationship between Supervision and Job Performance

The research for objective number four aimed to investigate on the relationship between supervision and job performance. Thus, the fourth hypothesis was there is a relationship between supervision and job performance. Based on the hypothesis given, Pearson Correlation Coefficient used to test the relationship between the two variables.

H₄: There is a significant relationship between supervision and job performance.

Table 5: Correlation between Supervision and Job Performance

Variables	Mean	Std. Deviation	R	P
Supervision	3.478	0.933	0.441**	0.000
Job Performance	3.570	0.644		

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

From the Pearson Correlation Analysis conducted, the results indicated that the hypothesis, H₄ was failed to be rejected. The table showed that the mean of supervision was 3.478 and standard deviation was 0.933, while the mean of job performance was 3.570 and standard deviation was 0.644. Based on Table 5, the value of coefficient, $r = 0.441$ while value of significant, $p = 0.000$. Hence, there was a significant relationship between the supervision and job performance because the value of significant, $p = 0.000$ at $p < 0.01$. Although there was a significant relationship between the two variables, but the relationship was moderate because the r – value was in the range of 0.40 until 0.59, which was the moderate category. Thus, there was a significant moderate positive relationship between the supervision and job performance.

This finding was supported with previous study done by previous researchers which revealed that there was positive relationship between supervision and job performance (Arham et al., 2011; Haslina Binti Bujang, 2011; Fiaz Mahmood Qamar & Qadar Bakhsh Baloch, 2011; Edwards et al., 2008). A study done by Shokron and Naami (2009) found out that there was a positive relationship between supervision and job performance. Those researchers stated that the employees could perform better and be more satisfied with their tasks when they received clear guidance from their supervisor. The finding of this research also consistent with the study done by Diab Al – Badayneh and Sonad (1993), the significant positive relationship found between supervision and job performance can be due to the quality of supervisor to guide the related task work by providing technical and social support. Therefore, leadership styles or supervision was significant in influencing job satisfaction and job performance.

Apart from that, the finding of this study was also consistent with the Herzberg's theory. Herzberg's theory indicated that the hygiene factors or maintenance factors that are related to the job content or condition surrounding the job such as the quality of supervision (Moorhead & Griffin, 2010). A good supervisor should be able to identify the needs of employees, assists employees to achieve those needs and inspire them to achieve high performance in the organization. Supervisor and their employees need to develop a role of relationship based on mutual dependencies within assigned and accepted roles. Therefore, when the tasks given to the employees are boring, ambiguous, or stressful, supervisor need to be supportive and considerate in order to boost their employees' satisfaction. This increases the employees interest to accomplish their task and increase their job performance.

Relationship between Co – workers and Job Performance

In the objective number five, the research aimed to investigate on the relationship between co – workers and job performance. Thus, the hypothesis for objective number five was there is a relationship between co

– workers and job performance. Based on the hypothesis given, Pearson Correlation Coefficient used to test the relationship between the two variables.

H₅: There is a significant relationship between co – workers and job performance.

Table 6: Correlation between Co – workers and Job Performance

Variables	Mean	Std. Deviation	<i>R</i>	ρ
Co – workers	3.813	0.713	0.676**	0.000
Job Performance	3.570	0.644		

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

From the Pearson Correlation Analysis conducted, the results indicated that the hypothesis, H₅ was failed to be rejected. The table showed that the mean of co – workers was 3.813 and standard deviation was 0.713, while the mean of job performance was 3.570 and standard deviation was 0.644. Based on Table 6, the value of coefficient, $r = 0.676$ while value of significant, $\rho = 0.000$. Hence, there is a significant relationship between the co – workers and job performance because the value of significant, $\rho = 0.000$ at $\rho < 0.01$. Based on the value of coefficient, $r = 0.676$, this implied that the relationship between co – workers and job performance as a positive relationship. The strength of the relationship between co – workers and job performance was a strong relationship because the r – value was in the range of 0.60 until 0.79, which was the strong category.

A study done by previous researchers which revealed that there was positive relationship between co – workers and job performance (Hanan Al – Ahmadi, 2009; Diab Al – Badayneh & Sonad, 1993). This finding was consistent with previous studied done by Arham et al. (2011) and Oshagbemi (1998) who found out that there was strong significant relationship between co – workers and job performance. Those researchers indicated that employees who are concerned about other employees' feeling, feel happy when their co – workers accept them and willing to interact with people with different personally could increase their satisfaction on their tasks and increase their job performance. Therefore, employers should create a working environment that can give their employees an opportunity for interpersonal relationship with their colleagues in the organization. In addition, the finding of this study was also consistent with the Maslow's hierarchy of needs theory. Through this theory, employers are able to know that every employee needed social support from peers or colleagues to increase employees' job performance.

Implication of Research

There were four implications of this research, which included implication to the body of knowledge, human resource practitioners, organization, methodology, and knowledge. The findings of this research justified the relationship between selected factors of job satisfaction and job performance. This research can provide better insight and clarify greater understanding of the notion of the job satisfaction in the oil palm industry. Therefore, it is important for the management to reward their employees by implementing the elements of job satisfaction in order to increase their job satisfaction and job performance in the organization. Besides that, this study also contributed to the body of knowledge as well as the literature in the area of job satisfaction. The existing theories helped to clarify the importance of job satisfaction to the employees in this study. Hence, this study assisted to make the job satisfaction theory more complete in terms of relationship between the two variables, which are the independent and dependent variables.

This study will assist the human resource practitioners because the findings can be use as guideline to improve the employees' job performance and redesign the job that can increase employees' job satisfaction. Hence, this study can help practitioners to manage effective human resources. Moreover, this study also will increase the awareness among manager about the importance of employees' satisfaction towards job

performance. The supervisor plays an important role that can help employees to achieve higher job satisfaction and job performance. For example, the supervisor should be more concern and give greater supervision to their employees in order to increase their job satisfaction and job performance. Therefore, training is important for supervisor in order to perform a good supervisory job to the employees.

The findings of this study revealed that selected factors of job satisfaction have significant relationship with job performance. The research can be used by organization to realize the importance of pay, work itself, promotion, supervision, and co – workers of job satisfaction in the organization. The findings can help the organization to identify the type of job satisfaction that influences the employees' job performance in the organization. This is because employees are always looking for better ways to do their tasks and love to challenge the current situation.

The importance of this study towards the research methodology is that the finding of this study is able to support data and information gained from past studies. This study used survey questionnaire to collect data from respondents. In addition, pilot test was conducted to ensure the questions were achieved of minimum standard of validity and reliability analysis, which can lead to the collection of more accurate findings.

Limitation of the Study

There have been several limitations encountered by the researcher when interpreting the results of this study. Firstly, this study focused on the employees in two oil palm companies, which was located in Sibu, Sarawak. Therefore, the accuracy of the results was less and cannot be applied on employees in other industry because of the business nature. It would be more reliable and valid when diverse group of respondents were included in this research. Secondly, the data collected from self-administered questionnaire may not be accurate because it depended on the integrity, co – operation, and willingness of employees to answer the questionnaire. Besides that, time or duration in collecting data from the respondents was the biggest challenge faced by researchers because some respondents did not answer the questionnaires completely when the study was conducted. Another limitation was the factors affecting job satisfaction that only focused on five factors, which were pay, work, promotion, supervision, and co – workers. This study however, did not involve all the types of job satisfaction. There are various type of factors that affect job satisfaction such as job challenges, working environment, recognition, job security, work hours, and so on. Different type of job satisfaction will produce different perception from the employees.

Recommendation

The recommendation can be divided for human resource practitioners, organization, and future researcher. This research can give a clear view for the human resource practitioners in the organization to understand that each elements of job satisfaction can motivate the employees to increase their job performance. Therefore, they should explore more on the employees' needs satisfaction. This is because when the needs satisfaction of employees is satisfied, employees will feel motivated to do their jobs and directly will increase their job performance. Besides that, human resource practitioners should ensure that the compensation system within an organization is designed fairly and accurately in order to gain the satisfaction and confidence from the employees towards the management of the organization and more willing to contribute to the organization. Good compensation systems will not only increase their job performance but also retain them in the organization for a long period. Therefore, human resources practitioners should give more effort to improve the existing pay system by considering the fundamental factors of organizational justice.

Nowadays, employees become an important asset for the organization. Therefore, employees' job performance should be a concern for organization, as it is an important criterion to achieve organizational

goals. Although the results obtained in this study showed that there was a weak positive relationship between pay and job performance. However, the organization cannot ignore that pay is the most important motivational factor to increase the employees' job performance. Hence, organizations are recommended to provide appropriate compensation systems that will enable them to retain the current potential employees and to attract the new talented employees. On the other hand, organization should encouraged the top management to empower their employees so that they are able to perform better. The findings in this study indicated that there was strong positive relationship between work itself and job performance. For example, the supervisor can give freedom to their employees to be creative on the job. Therefore, employees will feel their work is enjoyable, challenging, interesting, not burdensome, and it will increase their job performance in the organization.

It is recommended for future researchers to conduct the related study at a larger sample size of the oil palm organization as this study was conducted at two oil palm organizations. The sample size used in this study was small and it was unable to represent the population of employees in oil palm industry. Therefore, future researcher can expand the study by comparing the job satisfaction of employees in private sectors and public sectors toward their job performance. Apart from that, the methodology of this study used quantitative research.

Hence, future researchers are encouraged to use qualitative data collection tools. This is because the qualitative method can help the researchers to gain more information and feedback from the respondents. Therefore, qualitative method may help the researcher to have a better understanding of their study. Moreover, future researcher can use triangulation method (qualitative and quantitative) to test the hypotheses and provide a reflective insight into the study.

Besides that, future researchers are recommended to conduct similar research in other industry such as petroleum industry, construction industry, banking industry and service industry. This is because this research only focused on oil palm industry. Hence, future researchers should take challenge to study employees' job satisfaction toward job performance from the other sectors. Moreover, similar research can also be conducted in different setting such as in Kuala Lumpur where there is larger size of oil palm industry.

As this study was conducted in only two organizations in Sibul, Sarawak so the results obtained were unable to be generalized to other oil palm industry in Malaysia and the results can only be specified to the studied organization. This is due to the differences in terms of organizational culture, environment as well as geographical context. On the other hand, future researchers are recommended to investigate on other job satisfaction factors and types that can influence employees' job satisfaction such as job challenges, recognition, working environment, companies' policies and administrative, advancement and growth, relationship with management, and so on. This is because some of the factors of job satisfaction had showed there was a weak positive relationship between job performances. Therefore, future researchers should take the challenge on the other factors of job satisfaction to in depth the study. Moreover, demographic characteristic factor such as length of service, gender, age, income and race should be studied more in order to identify the employees' job performance in depth. At the same time, future researchers are recommended to investigate the dominant factor of job satisfaction that most influence the job performance in the study.

Summary

Nowadays, job satisfaction and job performance related research is needed in a rapidly developing non-western country like Malaysia. This is because the topic of job satisfaction is important due to its relationship with cost reduction by reducing absences and turnover. Hence, organizations are looking for ways to implement effective business strategies in order to compete in the fast and global environment.

Companies focused on better methods to efficiently utilize their employees and job satisfaction is closely related with wider approaches to improve and increase employee's performance and productivity. Therefore, job satisfaction in the work force is an ongoing topic of social interest.

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