

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL  
COMMITMENT AND JOB PERFORMANCE: A STUDY ON  
JABATAN PENERANGAN MALAYSIA NEGERI SARAWAK  
(JPEN SARAWAK)**

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## **ABSTRACT**

The purpose of this correlational research was to study the relationship between Organizational Commitment and Job Performance by adopting Meyer & Allen (1997) and Borman & Motowidlo (1993) theory models. Meyer & Allen (1997) model described OC through three key components namely affective commitment, continuance commitment, and normative commitment. Meanwhile, Borman & Motowidlo (1993) model was focused on two influential factors, task performance and contextual performance. In general, the two objectives of this study were to identify the levels of OC and to investigate the relationship between OC and job performance among employees at Jabatan Penerangan Malaysia Negeri Sarawak (JPEN Sarawak). Hence, descriptive and correlation analyses were conducted in explaining the research findings. Apart from that, pilot study was conducted at Jabatan Kebajikan Masyarakat Negeri Sarawak (JKMNS) to test the reliability of data. On the other hand, the actual study covered 110 JPEN Sarawak staff including executive and non-executive staff as population while 86 of them were taken as sample size using Krejcie and Morgan (1970) table. Data collecting was done using quantitative method specifically questionnaire instrument which then analyzed using IBM Statistic Packages for Science Social (SPSS) version 19.0. Last but not least, the researcher hoped that these research findings will be useful and able to provide valuable information in future.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **Background of Study**

Recent times have witnessed a growing awareness that for an organization to ensure high quality of job performance requires its employees to possess the commitment and loyalty toward their job as well as the place they are working for (Hislop, 2015). Steve (2014) reported that only 13% of employees worldwide are engaged at work as according to Gallup's new 142-country study on the State of the Global Workplace. In other words, about one in eight workers which are roughly 180 million employees in the countries studies are psychologically committed to their jobs and likely to be making positive contributions to their organizations.

Organizational commitment was considered to be one of the foremost important and crucial outcomes of the human resource strategies (Madhuri, Srivastava, & Srivastava, 2014). Nevertheless, organizations noticed that it was important to improve their employees' job performance in order to sustain competitive workforce in the organization and it is supported by Hislop (2015) stated that an effective organization consist of employees with high-level of commitment.

Organizational commitment (OC) was one of the basic concepts describing the relationship between an employee and an organization (Wolowska, 2014). Meyer and