



1. RELATIONSHIP OF SPIRITUALITY AT THE WORKPLACE, JOB SATISFACTION AND ORGANISATIONAL COMMITMENT WITH JOB PERFORMANCE

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Introduction

Job performance has been widely studied and has become an established field of research especially in the area of operation management, human resource, as well as industrial and organizational psychology. Job performance is very important for organizations because it is considered as central to organizational effectiveness. In addition, job performance is also a critical factor for both viability of organizations and the well being of their employees (Ilgen & Pulakos, 1999). Considering the importance of job performance for organization, improving employee's job performance is a must for every company.

Many factors have been proposed and shown as factors influencing job performance. Human relationship in the workplace is one example. Research has shown that employee performance will improve as the employment relationship improves (Tepper, 2003). This relationship was explained in social exchange theory proposed by Blau (1964). This theory explains that employees show positive attitudes at work more than what a company expects because of a good social relationship with the employer. Literature in social exchange have proved how social exchange can encourage job satisfaction, commitment and other work-related attitude.

There are many job related attitudes that can enhance performance which have been studied by psychologist. Among job related attitudes, job satisfaction and organizational commitment have been commonly studied by researchers (Aamodt, 2004). According to Judge, Thoresen, Bono, and Patton, (2001), employees who are satisfied and committed are more likely to perform well than the employees who are not satisfied and not committed. In addition, job satisfaction and organizational commitment also lead toward improvement in performance because lack of these attitudes are more related to desire to quit, miss work, and reduce effort which can lead to decrease in job performance (Aamodt, 2004).

Although researchers agreed on the importance of job satisfaction and organizational commitment in enhancing job performance, inconsistent findings still occur on the relationship between these variables. Several researches have noted there is a relationship between job satisfaction and job performance while others found there is no relationship between those variables. Similarly, there are also inconsistent findings in the relationship between organizational commitment and job performance. Whilst several studies have found relationship between organizational commitment and job performance, other studies did not find any relationship between these two variables.

Job satisfaction, organizational commitment and job performance as the three main variables in this research, were studied cross culturally. For example Yousef (2001)



investigates the relationships between organizational commitment and job satisfaction of Muslim employees in several organizations in the United Arab Emirates (UAE). Results suggest that there is a positive and significant relationship between job satisfaction and organizational commitment. In addition Bulent Menguc (1996) conducted a study on the effect of effort on sales performance and job satisfaction in the context of Turkish industrial salespeople. However, there is still lack of cross cultural study in terms of these variables in Malaysia.

Apart from job satisfaction and organizational commitment, there are many assumptions and hypotheses proposing factors that are able to encourage job performance. One emerging factor is spirituality at the workplace. Spirituality at the workplace has become an essential issue discussed in academic literature as well as business magazines. It has also become an important trend in business since the beginning of the 21st century (Kale & Shrivastava, 2003).

Recently reviewed articles found spirituality at the workplace as the antecedent of job performance. It strengthens the position of workplace spirituality as an interesting subject to be discussed and analyzed (Neck, 2002; Mitroff & Denton, 1999; Thompson, 2000). Spirituality at the workplace helps employees to have a more meaningful work and have a better relationship with people at work. All of these factors lead to better performance at work (Mitroff & Denton, 1999). Furthermore, spirituality at the workplace also correlates with job satisfaction and organizational commitment (Milliman et al., 2003; and Neck, 2002).

Although previous studies have identified how job satisfaction and organizational commitment correlate with job performance and many studies have also found a relationship between spirituality at the workplace with job performance, organizational commitment and job satisfaction. There is still lack of study to explain the mechanism how these variables work together in improving job performance. Not only that, there is also a lack of studies investigating the role of spirituality as the mediating variable on the relationship between job satisfaction and organizational commitment with job performance.

This study aims to investigate the relationship between job satisfaction, and organizational commitment with job performance and the role of spirituality at the work place as the mediating variable. In addition, this study will compare these variables in Malay and Chinese employees in Malaysia.

Statement of the problem

The present study will focus on the relationship between spirituality at the workplace, job satisfaction, and organizational commitment with job performance. It further investigates the role of spirituality at the workplace as the mediating variable in the relationship between job satisfaction and organizational commitment with job performance.

In addition, this research investigates the differences on job performance, job satisfaction, organizational commitment, and spirituality at the workplace among employees with different cultural background namely Malays and Chinese in the Malaysian context.





Significance of the Research

This study will contribute toward the knowledge on job satisfaction, organizational commitment and job performance. Since there are inconsistent findings found among these variables, this study can explain what kind of relationship occur in the Malaysian context for both Malays and Chinese employees

The present study also will contribute to the knowledge by adding literature on spirituality at the workplace and how this variable correlates with job satisfaction and organizational commitment which latter can enhance employee performance. This issue is essential to be studied since it can contribute to a more comprehensive understanding on workplace spirituality. As a new field of study, workplace spirituality still needs intensive analysis to provide understandability on how it can apply in business organizations and how it can improve the performance of those organizations.

The present study will contribute to the knowledge by adding literature on the cross cultural studies as well as the cross culture literature on job satisfaction, organizational commitment, spirituality at the workplace and job performance. Since Malaysia is a multicultural country, companies which have multicultural employees will benefit by knowing all the differences between these two cultures in terms of these variables.

Research questions

There are several research questions that will be asked in addressing the problem statement. The research questions are:

- Does job satisfaction correlate with job performance?
- Does organizational commitment correlate with job performance?
- Does spirituality mediate the relationship between job satisfaction and job performance?
- Does spirituality mediate the relationship between organizational commitment and job performance?
- Are there differences between Malay and Chinese employees in terms of job satisfaction, organizational commitment, job performance and spirituality at the workplace?

Conceptual and Operational Definition

Job performance: all behavior at work that can make some contribution to organizational goals (Babin & Boles,1996).

Operational definition: Individual perception on job performance using the self rating scale established by Ng Hiang Kwang (as cited in Wan Rafaei Abdul Rahman & Che Su Mustafa, 2004)

Job satisfaction: A global feeling about the job or as a related constellation of attitudes about various aspects (Sohi, 1996).

Operational definition: Includes both intrinsic and extrinsic job satisfaction that going to be measured by Minnesota Satisfaction Questionnaire short forms which consist of 20 items.





Organizational commitment: Member's identification, involvement and loyalty with respect to the organization (Mowday, Steers, & Porter, (1979).

Operational definition: Affective organizational commitment measured based on Organizational Commitment Questionnaire (OCQ) which consist of 15 items.

Spirituality at the workplace: The effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency (or alignment) between one's core beliefs and the values of their organization (Mitroff & Denton, 1999).

Operational definition: It will be measured based on three construct of workplace spirituality: Sense of connectedness/community at the workplace, having a meaningful work, and alignment with organizational values (Milliman et al 2003).

Literature Review

This chapter will discuss previous literature in job performance, job satisfaction, organizational commitment, and spirituality at the workplace. In addition it also discusses the relationship among these variables such as job satisfaction with job performance, organizational commitment and job performance as well as spirituality at the workplace with job satisfaction, organizational commitment and job performance.

Job Performance

Job performance has become the focus of organizational study. One main reason why job performance has become important is because it can determine profits and losses of the organization. The better the employee's performance, more profits the company will get. Because of that, many organizations put increasing emphasis in enhancing performance at work

Sohi (1996) defined performance as behavior evaluated in terms of its contributions to the goals and objectives of the organization. Sohi (1996) addressed job performance as all behavior in work that can make some contribution to organizational goals. Sohi (1996) further divided performance into efficiency, production and effectiveness. Efficiency is usually used to evaluate the outcome of an employee's work behaviors, production is generally used to determine the cost of efficiency, and effectiveness is stand for the value of efficiency and production.

Many studies have identified numerous sources of performance measurement, including supervisors, subordinates, peers and self-evaluation (Katsanis, Laurin, & Pitta, 1996). Supervisor performance rating is performance measurement conducted directly by the supervisor on the employees. The most common evaluation method employed by supervisors is management by objectives (MBO). Management by objectives involves the subordinate's input, establishing realistic performance objectives, and monitoring performance as the subordinate progresses toward these goals. Subordinate performance rating is performance measurement conducted by the subordinate. McEvoy (1988) cited in Katsanis, Laurin, & Pitta, (1996) found that 75 percent of subordinate feedbacks on their personal development in the range of definitely and extremely valuable. Peer





performance rating is performance measurement done by employee's peers and their co worker. According to McConnell (1992) peer performance rating usually applied to product managers particularly when they work in parallel with one another and report to the same supervisor, or if they work in teams and the success of any individual is largely depend on the success of the group.

In addition to supervisors, subordinate and peer evaluation performance, there is self evaluation performance which is one way to rate performance by the individuals themselves. Greenberg (1986; 1987) noted self evaluation performance encourages employee's participation and enhances the perceptions of performance appraisal fairness. Burke and Wilcox (1969), Cederblom (1982), Wexley, and Nemeroff (1973) (as cited in Crossman and Cook (2004) mentioned that self evaluation performance will motivate employee to improve their performance, to accept, and to satisfy with the appraisal result. Furthermore, Bernardin and Beatty (1984), Latham and Wexley (1981) stated that this evaluation is praised for its potential to increase the effectiveness of the performance measurement (Katsanis, Laurin, & Pitta, 1996).

Job Satisfaction

When people speak about work attitude, many often refer it to job satisfaction (Robbins, 2003). Job satisfaction is important because it determines how employees love their work, cannot wait to get to work in the morning which latter can lead into a better performance at work and willingness to stay with the organization. In addition to that, job satisfaction may reduce the problems of high turnover, absenteeism, and poor performance at work (Aamodt, 2004).

There are many definitions of job satisfaction as provided by previous studies. Most of them agreed that job satisfaction refers to positive feeling and attitude toward their job which is caused by their perception and adaptability with the organization. Crossman and Abou-Zaki (2003) addressed two opinions about definitions of job satisfaction in their research. First, job satisfaction as a feeling toward the job as well as attitude toward the job that might influence perception about the job itself. On the other hand, job satisfaction define as a positive emotional state resulting from the pleasure a worker derives from the job and as the affective and cognitive attitudes held by an employee about various aspects of their work. Moreover, Smith, Kendall, & Hulin (1969) as cited in Sohi (1996) noted that Job satisfaction refers to the affective feeling that an individual has towards a job or position.

Cranny, Smith and Stone (1992) in Friday and Friday (2003) divide job satisfaction into overall or general job satisfaction and variety of satisfaction facets. The opinion about general job satisfaction strengthened the opinion by Sohi (1996). Those studies considered job satisfaction as a global feeling about the job or as a related constellation of attitudes about various aspects. Sohi (1996) proposed variety of satisfaction facets which are satisfaction with the job itself, fellow workers, supervision, company policies, compensation, customers, and promotion and advancement opportunities.

Many job satisfaction measurements have been developed to support the job satisfaction research. Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss,





Davis, England and Lofquit (1967) is one example. It use seven-point scale and ranging from 1 (strongly dissatisfied) to 7 (strongly satisfied) (Crossman & Abou-Zaki 2003). Another example is Index of Organizational Reactions proposed by Smith (1976). It consists of eight subscales and assessing satisfaction with supervision, company identification, kind of work, amount of work, coworkers, physical work conditions, financial rewards, and career future (Meyer et al. 1989). Job satisfaction can also be assessed by using 15-item job satisfaction scale (JSS) developed by Warr, Cook, and Wall, 1979.

Organizational Commitment

Commitment has been a core variable of interest in management and organizational studies. It can be characterized by at least three related factors; a strong acceptance of the organization's values and goals, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization. As a result, commitment is determined by a range of organizational and individual factors such as personal characteristics, structural characteristics, work experience and role related features (Vakola and Nikolaou (undated). In addition, it has also been demonstrated that it is the affective characteristics which impact greatest on outcome variables such as absenteeism and turnover (Marshall, Jaramilola, & Mul kib, 2003).

There many definitions of organizational commitment. Meyer et al., (1989) conceptualized commitment as a psychological state concerned with how people feel about their organizational engagements. Marshall et al.,(2003) defined organizational commitment as the relative strength of an individual's identification and involvement in a particular organization. Similarly, Mowday et al. (1979) conceptualization of commitment as member's identification, involvement and loyalty with respect to the organization is consistent with this attitudinal perspective. Mowday et al. (1979) conceived commitment as an attitude that reflects the nature and quality of the linkage between an employee and an organization.

Two quite different definitions of commitment have been popular in the empirical literature: one provided by Porter and his associates (Mowday et al. 1979), and the other by Becker (1960). According to Mowday et al., commitment is "the strength of an individual's identification with and involvement in a particular organization". Becker, on the other hand, described commitment as the tendency to engage in "consistent lines of activity" because of the perceived cost of doing otherwise. In the case of commitment to the organization, the activity referred to by Becker involves staying with the organization, and the perceived costs associated with discontinuing the activity. However, Meyer and Allen (1984) used the terms affective commitment and continuance commitment, respectively, to characterize Porters' and Becker's discrepant views of the construct. Affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization. Continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991).





The most widely used measure of affective commitment is the Organizational Commitment Questionnaire (Meyer, Paunonen, Gellatly, Goffin, and Jackson; 1989). There is some evidence that scores on this measure correlate positively with individual- and group level indexes of performance (e.g., Mowday, Porter, & Dubin, 1974; Steers, 1977). Furthermore, for affective commitment and continuance commitment, commitment is measured with the eight-item affective commitment and continuance commitment scales used in previous research by Meyer et al.,(1989).

Spirituality at the Workplace

The issue of spirituality at work place has been gaining acceptance. Spirituality in general and spirituality in the workplace in particular has become an important topic since last decades. Milliman et al. (2003) mentioned that something spiritual is creeping into the workplace, and it seems to be gearing up to be more than a trend. Moreover, in recent years, spirituality at the workplace reaching the front page of the Wall Street Journal (Neck, 2002). This is because researchers found that spirituality at the workplace correlate with various work related attitudes and bring positive influence on employee performance at work.

Workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency (or alignment) between one's core beliefs and the values of their organization (Mitoff et al. 1999). Accordingly, workplace spirituality can be defined as the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" (Ashmos & Duchon, 2000). In addition, Ashmos and Duchon (2000) operationalized spirituality in the context of workplace as having three components:

- (1) An inner life;
- (2) Meaningful work; and
- (3) Community/connectedness.

Ashmos and Duchon (2000) developed a survey and conducted principal components factor analysis, extracting seven different dimensions of workplace spirituality. In this paper, we choose to focus on only three of these dimensions, they are: the meaningful work, connectedness, and alignment with the organizational values. These construct of workplace spirituality has been used by Milliman (2003) in his study correlation between spirituality at the workplace with the workplace attitudes including job satisfaction, organizational commitment, and turn over, and absenteeism. The three constructs of workplace spirituality are used in this research because of several reasons. First, the three dimensions were chosen because they have been seen as important in prior studies (e.g. Hawley, 1993; Milliman et al., 1999; Milliman et al., 2003; Mitroff and Denton, 1999) and are representative of employees' involvement in spirituality in the workplace at three levels of analysis suggested by Neal and Bennett (2000): individual; group; and organization. In addition to that focusing on three dimensions allows more parsimonious study





Connectedness as dimension of spirituality at the workplace

Cavanagh (1999) defined spirituality as a deeply intuitive sense of relatedness or interconnectedness to the world and the universe in which we live. For connectedness, critical dimension of workplace spirituality involves in having a deep connection to, or relationship with others, which has been articulated as a sense of community ([Ashmos and Duchon, 2000](#)). This dimension of workplace spirituality occurs at the group level of human behavior and concerns interactions between employees and their co-workers. Community connectedness at work is based on the belief that people see themselves as connected to each other. The essence of connectedness involves a deeper sense of connection among people, including support, freedom of expression, and genuinaa(Mitroff & Denton 1999; Neck 2000).

Meaningful work as dimension of spirituality at the workplace

The dimension of meaningful of life in workplace spirituality represents how employees interact with their day-to-day work at the individual level. The expression of spirituality at work involves the assumptions that each person has his/her own inner motivations and truths and desires to be involved in activities that give greater meaning to his/her life and the lives of others ([Ashmos & Duchon, 2000](#); [Hawley, 1993](#)). Spirituality at the workplace helps people to find more meaningful works. Similarly, [Moore \(1992\)](#) as cited in Milliman et al 2003 stated that work is a vocation and a calling as a way to create greater meaning and identity in the workplace.

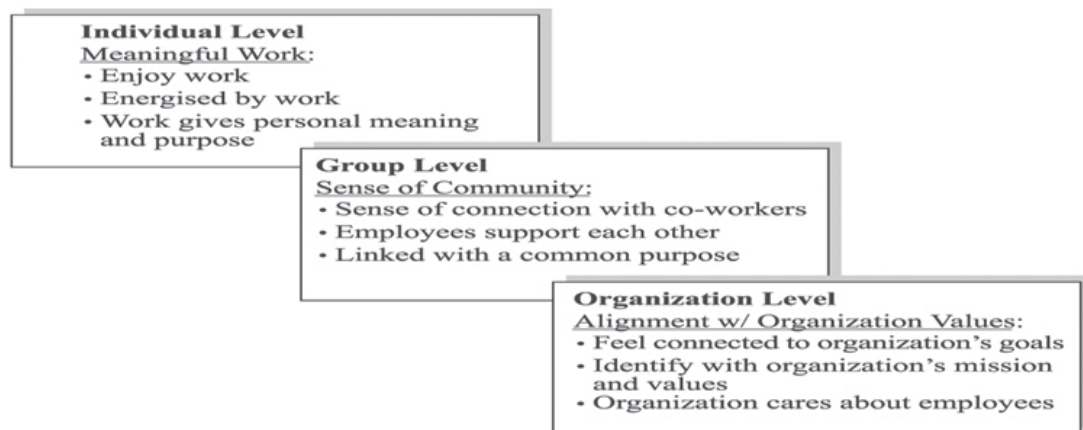
Alignment with organizational values as the dimensions of workplace spirituality

Another dimension of spirituality at the workplace is alignment with organizational values. In which individuals experience a strong sense of alignment between their personal values and their organization's mission and purpose, also considers the dimensions of spirituality at the workplace. This component of workplace spirituality encompasses the interaction of employees with the larger organizational purpose. Alignment also means that individuals believe that managers and employees in their organization have appropriate values, have a strong conscience, and are concerned about the welfare of its employees and community ([Mitroff et al.1999](#)).

In summary the three constructs of spirituality at the workplace include three levels: individual level, group level and organization level (Milliman , Fergusson, and Czaplewski 2003).



Figure 1: Milliman , Fergusson, and Czaplewski (2003) conceptualization of spirituality at the workplace



Job satisfaction and job performance

The relationship between job satisfaction and job performance has been one of the most controversial issues that have evolved from decades of research on employee attitudes (James,2000). Studies found various relationships between job satisfaction and job performance. Some said that performance and job satisfaction are positively correlated; some said negatively correlated, and others said that the relationship between job satisfaction and performance is still open to question.

Wan Rafaeli Abdul Rahman and Che Su Mustafa (2004) found a correlation between job satisfaction and performance among the Malaysian civil servant employees who receive official recognition and those who do not receive. In their study performance means the employee perception on performance and was measured using the subjective approach of the 12 dimension of perception on the performance by Veiga, Lubatkin, Calori & Very, 2000. Job satisfaction in this study was measure trough short form of Minnesota Job Satisfaction Questionnaire. Results show employees who received the quality award showed having high job satisfaction and high performance. This result also indicates there is a significant relationship between job satisfaction and job performance.

Babin and Boles (1996) conduct study on the relationship between job satisfaction and performance. The sample consists of commissioned service employees from full-service restaurants located in a major southern metropolitan area. Nine items from Brayfield and Rothe's (1951) were used to measure job satisfaction. Seven self-report items form the performance measure. These items focus on the respondent's view of their performance relative to their co-workers; comparisons of one's own work quality against others' work provide an important standard for assessing performance provided by Bandura (1986). The result of this study found that the relationship between job satisfaction and job performance is significant and positive.

Moshavi (2002) conducted study on the job satisfaction and performance of contingent and regular customer service representative from the human capital perspective.



The data were collected from 76 call centre employees and 113 customers who have called the call centre. Job satisfaction was measured using the 8 items of index of Organizational Reaction (IOR), while the performance was measured using the gap between customer expectation and customer satisfaction in the three areas of performance including: the knowledge of the call centre, friendliness of call centre, and overall satisfaction with the call center performance. Result indicated that there is a significant relationship between call centre job satisfaction and job performance.

Another study that indicated significant relationship between job satisfaction and job performance was conducted by Scotter (2000). Result indicated there is a significant relationship between job satisfaction with contextual and task performance. Some evidences that tend to favor a positive causal link of job satisfaction with job performance others then researcher mentioned above is Politis (1996). However, other studies have also found there is no correlation between job satisfaction and job performance (Mohr & Puck, 2007; Crossman & Zaki, 2003). Nevertheless, majority researchers have discovered that there is a relationship between job satisfaction and job performance.

Organizational Commitment and Job Performance

Organizational commitment has received substantial attention in past organization behavior research. This organizational behavior variable is significant to a companies overall performance (Chen, Silverthorne & Hung, 2006). In addition, the level of organizational commitment has been found to positively influence job performance (Yousef, 2000).

Chen et. al (2006) conducted a study on organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. The results of independent t-tests for differences between USA and Taiwan show that there was a significant difference between Taiwan and American respondents in their ratings of organizational commitment and job performance. Result also found a significant correlation between organizational commitment and job performance.

Another study that correlates organizational commitment with the job performance has been done by Jaramilloa, Mul kib, and Marshall (2003). Researchers in this study employ meta-analysis to investigate the relationship between organizational commitments. This meta-analysis includes studies conducted over the past 25 years across 14 countries. Findings indicate that the relationship between organizational commitment and job performance is positive at p.0.05 alpha level.

Moreover, a study on the relationships among affective organizational commitment, guest workers status, and two dimensions of individual performance (overall and helping) were explored in a unique international setting. Employees and supervisors (N = 226) at two commercial banks in the United Arab Emirates (U.A.E.) participated in the study. Result indicated the relationship between organizational commitment and performance was strong and positive for U.A.E. nationals, but was much weaker among guest workers (Shawa, Deleryb, & Abdulla, 2003).

In the context of Malaysian sample, Wan Rafaei Abdul Rahman and Che Su Mustafa (2004) found correlation between performance and organizational commitment. In



addition, Saracheck, Abdul Hamid and Zakaria, (1984) as stated in Wan Rafaei and Che Su (2004) also found that organizational commitment correlate with performance. However, literature also found there is no relationship between organizational commitment and job performance (Puig & Marti, 2007).

In summary, there is significant relationship between organizational commitment and job performance.

Relationship of Spirituality at the Workplace, Job Performance, Organizational Commitment and Job Satisfaction

Milliman, Fergusson, and Czaplewski (2003) examined the relationship of spirituality at the workplace with five prevalent job attitudes variables including organizational commitment, individual intention to quit, intrinsic job satisfaction, job involvement and organization based self esteemed. In this study spirituality at the workplace define as the meaningful of work, sense of community/connectedness and alignment with organizational values. These variables were measured by Asmos and Dunchon (2000) questionnaire on those three construct. Job satisfaction in this study was measured by the scale based on the satisfiers or motivators from motivation hygiene theory (Hezberg et al; 1959). Organizational commitment in this study was measured by selected 6 items from Mowdays et al (1979) organizational commitment scale. The structural equation model was run to analyze the data. Result showed that all three constructs of spirituality at the workplace are significantly correlated with five employee job attitudes variables. In addition, this research stated that enhancing spirituality at the workplace will enhance employee positive attitude at work and it lead to a better performance at work.

According to Neck & Milliman (1994), spirituality can positively affect employee and organizational performance. Neck et al (2002) stated that organizations that encourage spirituality to their employees may experience enhanced organizational performance. Furthermore, Mitroff et al. (1999) reveals that organizations that encourage spirituality experiences more profits and success.

According to Thompson (2000) as stated in Giacalone and Jurkiewics (2003), a Harvard Business School examined 10 US companies with strong corporate (spirited workplace) and 10 with weak corporate culture, drawn from a list of 207 leading corporations. In a eleven-years period, the researcher found a dramatic correlation between the strength of an organizational corporate culture and the performance. In addition, researchers in this study also discovered that more spirited companies outperformed the others by 400 to 500 percent in terms of profitability.

Jin Lee, Sirgy, Efraty, and Siegel (2003) conducted a study on the quality of work life, spiritual wellbeing, and job satisfaction as well as overall wellbeing. Results indicated there is a positive relationship between job satisfaction and spirituality ($r=0.138$, $p<0.05$).

Neck and Milliman (1994) stated that organizations which offer spirituality oriented work goals provide opportunities for employees to experience a higher sense of service and greater personal growth and development can significantly increase employee energy and enthusiasm as well as job satisfaction.



In summary studies found a correlative relationship between spirituality at the workplace and organizational commitment as well as the relationship between spirituality with the job performance and job satisfaction. Previous studies indicated that, spirituality at the workplace can be the mediating variable on the relationship between job satisfaction and organizational commitment with job performance because it is found to correlate significantly with these variables. However, none of the previous study used spirituality at the workplace as the mediating variable on the relationship between job satisfaction and organizational commitment with job performance.

Cross Cultural Study

Job satisfaction, job performance, and organizational commitment have been studied cross culturally such as Turkish culture, Arab culture, Korean culture, Taiwan culture, Japanese culture and United stated culture. For example Yousef (2001) investigates the relationships between organizational commitment and job satisfaction of Muslim employees in several organizations in the United Arab Emirates (UAE). Results suggest that there is a positive and significant relationship between job satisfaction and organizational commitment. In addition Menguc (1996) conducted study on one effect of effort on sales performance and job satisfaction in the context of Turkish industrial salespeople. Not only that, Chen et. al (2006) found significant relationship between job satisfaction and job performance of accounting professionals in two culture namely Taiwan and America. They also indicated that, there is significant different between Taiwan and American employees job satisfaction and job performance.

Some studies argue that it is important to study work related attitudes such as job satisfaction, organizational commitment and job performance cross culturally because different culture may have different indications, different needs, and different level of job satisfaction, organizational commitment, and job performance.

The present study is a cross cultural study. Its aim is to compare between Chinese and Malay employees in term of job satisfaction, organizational commitment, job performance and spirituality at the workplace. This research is also considered as cross cultural research because it uses the test that developed in another country (Frijda & Jahoda 1996 as stated in Wan Rafaei Abdul Rhaman 2004).

In a cross cultural study according to Frijda & Jahoda (1996), cross cultural research problem must be minimize. It includes adequacy and comparability of descriptive categories, functional equivalence of the behavior under study, comparability of investigation procedures, and adequacy and representative ness of sample. In this research, the comparability of descriptive category is ensured by a study on etic or cultural universal among Chinese and Malay employees at the work place. The comparability of investigation procedures also ensures through the equivalence of questionnaire administration across culture which is self administration. Not only that, the test which was developed in another country has been translated into Malay using back translation.



Conceptual framework

Literature review has found relationship between job satisfaction and job performance (Babin & Boles, 1996; Moshavi, 2002; Scotter, 2000) and organizational commitment with job performance (Chen et al 2006; Jaramilloa et al, 2003; Shawa et al, 2003). In addition, literature also found that spirituality at the workplace has relationship with job performance (Thomson, 2000), organizational commitment (Neck, 1994; Milliman et al 2003), and job satisfaction (Jin Lee et al 2003). However, although many studies found relationship among those variables, no studies have explained how job satisfaction, organizational commitment and spirituality at the workplace work together in enhancing job performance.

This study proposes a conceptual framework which examines the relationship between job satisfactions and organizational commitment with job performance. This study will employ spirituality at the workplace as mediating variables between job satisfaction and organizational commitment with job performance. The conceptual framework is shown in figure 2.

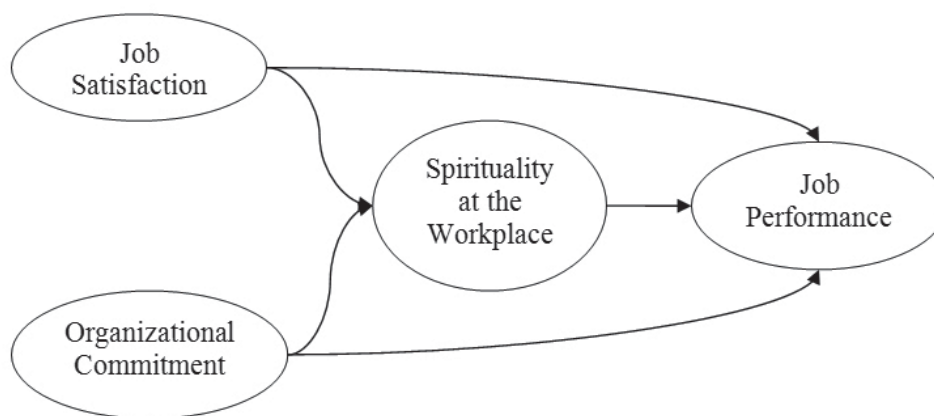


Figure 2: Research Model

Hypotheses

Based on the literature review, the present research investigates the relationship between job satisfaction and organizational commitment with job performance. This research also examines the role of spirituality at the workplace as the mediating variable in these relationships. The differences between Chinese and Malay employees in terms of job satisfaction, organizational commitment, and job performance are used for the purpose of exploratory analysis. The following are the main hypotheses of the present study.

1. Job satisfaction will be positively correlated with job performance
2. Organizational commitment will be positively correlated with job performance.
3. Spirituality will mediate the correlation between job satisfaction and job performance
4. Spirituality will mediate the correlation between organizational commitment and job performance

Method

Sample

A cross-sectional survey design was used to test the proposed hypotheses. This study used the quota sampling method because of time limitation and funding. The samples for this study were sales person who work at the telemarketing companies in Kuala Lumpur. These companies organize even, international conferences as well as international training. Total sample is 60 consisting of 30 Malay employees and 30 Chinese employees.

Job satisfaction

Short form of Minnesota Job satisfaction Questionnaire (MSQ) designed by Weiss et al 1967 was used to measure overall job satisfaction. It consists 20 items. These items measured using the five point likert type scales which range from very dissatisfied to very satisfied. In the Malaysian context, MSQ provides a reliable measure of overall job satisfaction with .80 cronbach alpha (Wan Rafaei Abdul Rahman and Che Su Mustafa 2004).

Examples of MSQ include: "How satisfy are you with the chance to work alone on the job", "How satisfy are you with the pay and the amount of work", and "How satisfy are you with the way your boss handle his men.

Organizational commitment

Organizational commitment is measured using the affective Organizational Commitment Questionnaire (OCQ) by Modway, Porter and Steers, 1979. OCQ was responded by four point likert scale with anchors strongly disagree (=1) to strongly agree (=4). This questionnaire consists of 15 items. Study by Diana (2005) using the Malaysian sample indicated reliable measure of affective organizational commitment using the OCQ which is .93 cronbach alphas for the reliability of the items. Some examples of OCQ are: "I am proud to tell others that I am part of this organization", "This organization really inspires the very best in me in the way of job performance", "I am extremely glad that I chose this organization to work for over others I was considering at the time I joined".

Job performance

Individual perception on job performance was measured by the self rating scale established by Ng Hiang Kwang. This scale has been used by Wan Rafaei Abdul Rahman and Che Su Mustafa (2004). In their study two scales on job performance are used (20 items from Ng Hiang Kwang scale and 23 items from Viega and Lubatkin scale). However in this study only 20 items by Hg Hiang Kwang will be used to measure perception on performance It is because this scale are shorter and showed higher reliability(.74 cronbach alpha). A four point likert scale with anchors strongly disagree (=1) to strongly agree (=4) will be use to measure the performance. Some examples of the questions are:" Always giving 100% to work at hand", "Readiness to increase work ability and competence", Interest and enthusiasm in present job".

Spirituality at the Workplace

21 items from Asmos and Dunchon spirituality at the workplace scale was used to measure three constructs of workplace spirituality consisting of: meaningful work, sense of connectedness, and alignment with organizational values. This scale had been used in Milliman et al (2003). The questions in this scale will respond by seven point likert scale with anchors strongly disagree (=1) to strongly agree (=7). The meaningful work items have .88 reliability alpha level, senses of connectedness items have .91 reliability alpha level, and alignment with organization value items have .94 reliability alpha levels (Milliman et al (2003). Some examples of spirituality at the workplace questions are:” I understand what give my work personal meaning,” I believe other experiences joy as result of my work”,” This organization has a conscience”.

Procedure

The questionnaire was self administered by the respondents at their work place. The duration for questionnaire completion is 7 to 10 minutes. Since the questionnaire was developed in the west, researchers have to minimize the possibility of cross cultural problem by translating the questionnaire into Malay language by using the back translation technique. According to Brislin (1970), in back translation, the questions are translated into the target language and then re translated back into the original language. OCQ and Minnesota job satisfaction questionnaires have already translated into Malay language and administered in Malaysian sample (OCQ by Diana (2005) and MSQ by Wan Rafaei Abdul Rahman and Che Su Mustafa (2004)). This research will only do the back translation for Asmos and Dunchon spirituality at the workplace questionnaire. All questionnaires will be presented in both languages, Malay and English. Since the present research is a cross cultural study, the researcher must be aware of the rival hypotheses or the list of potential reasons that could explain the data in addition to the preferred hypothesis that actually being tested. This alternative or plausible hypothesis might be due to the sampling problems, translations in adequacies or another cultural difference beside the researchers preferred interpretation (Wan Rafaei Abdul Rahman, 2002). To minimize these problems, the researcher used the back translation techniques for translation and prepare bilingual questionnaire for all instruments. To minimize sampling problem, the sample for this research are all sales people in the same industry from the same age group 25 to 35 years old.

Data Analysis

Simple regression analysis will be used to test the significance of the relationship between job satisfaction with job performance and organizational commitment with job performance. Multiply regression analysis will be used to test mediating effect of spirituality at the workplace in relationship between job satisfaction with job performance and organizational commitment with job performance. In addition the t-test analysis will be used to examine the differences between Malay and Chinese employees on the variables studied.

Results

This chapter presents the results of various analyses in the study. These include the descriptive analyses, the t-test analyses between Malay and Chinese employees, and regression analyses.

Demographic Characteristics of the Sample

The target participants in this study are the sales people who work as the telemarketing for training and conferences. Total sample is 60 participants. It consists of 30 Malay employees and 30 Chinese employees. Out of 60 respondents, there are 40 female participants and 18 male participants, two of the respondents disclose the gender information.

Most of the participants are newly employed with tenure less than one year (68.9%). The second highest participants are employees with 2-5 years tenure (24.6%). There are only 3.3% of employees with tenure more than 5 years.

Table 1: Participant Characteristic (N=60)

	Variable	Frequency	Percentage
Race	Malay	30	49.2%
	Chinese	30	49.2%
Gender	Male	18	29.5%
	Female	40	65.6%
Tenure	Less than 1 year	42	68.9%
	2-5 years	15	24.6%
	More than 5 years	2	3.3%

Descriptive Analyses

The mean score for job satisfaction as measured by Minnesota Job Satisfaction is 61.23 (S.D. =9.36). This score indicates that most of the participants in this study are moderately satisfied with their current job.

Respectively, the analysis of Organizational Commitment Questionnaire response for all participants indicates that the mean score of organizational commitment is 39.05 (S.D=8.13). This indicates that participants tended to rate their commitment toward the organization is low.

The mean score for job performance as measured by 19 questions of perception on performance is 58.80 (S.D=10.61). This score indicates that participant's perception on job performance is moderate.

In term of spirituality at the workplace, the mean score as measured by Asmos and Dunchon questionnaire is 100.38 (S.D=23.04). This score can be classified as moderate high level of spirituality at the workplace.

Table 2: Mean and Standard Deviation among the variables

Variable	Mean	SD
Job Satisfaction	61.23	9.36
Organizational Commitment	39.05	8.13
Job Performance	58.80	10.61
Spirituality at the Workplace	100.38	23.04

T-test Analyses

This study presents the t-test analyses between Malay and Chinese participants in term of job satisfaction, organizational commitment, job performance and spirituality at the workplace.

Job Satisfaction and Race

Table below shows the mean and SD values of Malay and Chinese participants. It was indicated that the differences between Malay and Chinese employees in term of job satisfaction were not significant ($t = .24, p > 0.05$).

Table 3: Mean of Job Satisfaction, SD, t and p values by Race ($N=60$)

Race	N	M	SD	T	P
Malay	30	59.13	10.91	.24	.81
Chinese	30	58.47	10.48		

Organizational Commitment and Race

Table below shows the mean and SD values of Malay and Chinese participants. It was indicated that the differences between Malay and Chinese employees in term of organizational commitment were not significant ($t = -.58, p > 0.05$).

Table 3: Mean of Organizational Commitment, SD, t and p values by Race ($N=60$)

Race	N	M	SD	T	P
Malay	30	38.43	8.54	-.58	.56
Chinese	30	39.67	7.80		

Job Performance and Race

Table below shows the mean and SD values of Malay and Chinese participants. It was indicated that the differences between Malay and Chinese employees in term of organizational commitment were not significant ($t = -.32, p > 0.05$).

Table 4: Mean of Job Performance, SD, *t* and *p* values by Race (N=60)

Race	N	M	SD	T	P
Malay	30	60.83	11.40	-.32	.74
Chinese	30	61.63	6.93		

Spirituality at the workplace and Race

Table below shows the mean and SD values of Malay and Chinese participants. It was indicated that the differences between Malay and Chinese employees in term of organizational commitment were not significant ($t = -.67, p > 0.05$).

Table 5: Mean of spirituality at the workplace, SD, *t* and *p* values by Race (N=60)

Race	N	M	SD	T	P
Malay	30	103.47	23.98	.67	.30
Chinese	30	97.30	22.03		

Regression Analysis

This study presents the simple regression analysis to indicate that job satisfaction and organizational commitment as the predictor for job performance. The present study also use hierarchical regression analysis to investigate the role of spirituality at the world place as the mediating variable for the relationship between job satisfaction and job performance as well as the relationship between organizational commitment and job performance.

Job Satisfaction and Job Performance

The regression analysis shows that, job performance is significantly predicted by job satisfaction, $\beta = .64, S_{\beta} = .72, t = 8.01, p < .01$. The data indicated that employees who are satisfied with the job were likely to have a better perception on job performance. So, this finding support the first hypothesis in this study which is there is significant positive relationship between job satisfaction and job performance.

Table 7: Standardized Beta Coefficients, Standard Error and *t* for Paths from Job Satisfaction with Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.
Dependent Variable	Predictor Variable	<i>B</i>	Std.Error	<i>B</i>		
Job Satisfaction	Job Performance	0.64	0.08	0.72	8.01	0.00

Organizational Commitment and Job Performance

The second hypothesis in this study is that there is significant positive relationship

between organizational commitment and job performance. The finding is supported the hypothesis in which, job performance significantly predicted by organizational commitment, $\beta = .59$, $S_{\beta} = .51$, $t = 4.51$, $p < .01$. Result indicated that employees who are committed more likely to have a better perception on job performance.

Table 8: Standardized Beta Coefficients, Standard Error and t for Paths from Organizational Commitment with Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Dependent Variable	Predictor Variable	B	Std.Error	B		
Job Satisfaction	Job Performance	0.59	0.13	0.51	4.51	0.00

Mediation Analysis

To test hypothesis that spirituality at the work place mediates the relationship between job satisfaction and job performance as well as the relationship between organizational commitment and job performance a series of hierarchical regression analyses were performed following procedures suggested by Baron and Kenny (1986). (1) The predictor variable must be related to the outcome variable, (2) the hypothesized predictor variable must be related to the hypothesized mediator, (3) the hypothesized mediator variable must be related to the outcome variable when entered into the regression equation with the predictor variable, (4) when the mediator is statically controlled, a previously significant relationship between the predictor and outcome must no longer be significant.

Spirituality at the Workplace mediate the Relationship between Job Satisfaction and Job Performance

A hierarchical regression analysis was run to investigate the role of spirituality at the workplace as the mediating variable between job satisfaction and job performance. In the first regression analysis, it is found that job performance was significantly predicted by job satisfaction, $\beta = .64$, $S_{\beta} = .72$, $t = 8.01$, $p < .01$. In the second regression analysis job satisfaction also found to be significantly related with spirituality at the workplace as the hypothesized mediator, $\beta = 1.71$, $S_{\beta} = 0.17$, $t = 9.83$, $p < .01$. The third regression analysis was to test the hypothesized mediator (spirituality at the workplace) variable is related to outcome variable (job performance). This regression was significant $\beta = .22$, $S_{\beta} = .53$, $t = 4.75$, $p < .01$, indicated that high level of spirituality at the workplace was likely to have higher score of perception on job performance. The last regression analysis was to test significant relationship between job satisfaction and job performance and add the spirituality at the workplace as the predictor variable. Result showed that after spirituality at the workplace was entered, the relationship between job satisfaction and job performance decreased. According to Howel (2002), to test the mediating effects, the relationship between predictor and outcome variable should be decreased when a

mediator variable was added as a predictor variable. After all of the requirement fulfill, the next step was to estimate the standard error of the indirect effect by using formula by Sobel (1960) cited from Wuensch (2006). The result was -.08. Then calculate a t statistic= -.77. This finding indicated that the indirect effect of spirituality at the workplace for the relationship between job satisfaction and job performance was not significant ($p > .05$). Therefore, the third hypothesis in this study is not supported, in which there is no mediating effect of spirituality at the workplace on the relationship between job satisfaction and job performance.

Spirituality at the Workplace mediate the Relationship between Organizational Commitment and Job Performance

The first step to investigate the role of spirituality at the workplace as the mediating variable between organizational commitment and job performance is to measure the relationship between predictor and outcome variable. The regression analysis found that job performance was significantly predicted by organizational commitment, $\beta = .59$, $S_{\beta} = .51$, $t = 4.51$, $p < .01$. The second step is to investigate the relationship between predictor and hypothesized mediator variable. The regression analysis found that organizational commitment significantly related with spirituality at the workplace as the hypothesized mediator, $\beta = 1.35$, $S_{\beta} = .48$, $t = 4.13$, $p < .01$. The third step is to run the regression analysis to test the relationship between hypothesized mediator (spirituality at the workplace) variable with outcome variable (job performance). This regression was significant $\beta = .22$, $S_{\beta} = .53$, $t = 4.75$, $p < .01$, indicated that high level of spirituality at the workplace was likely to have higher score of perception on job performance.

The last regression analysis was to test significant relationship between organizational commitment and job performance and add the spirituality at the workplace as the predictor variable. Result showed that after spirituality at the workplace was entered, the relationship between organizational commitment and job performance decreased. According to Howel (2002), to test the mediating effects, the relationship between predictor and outcome variable should be decreased when a mediator variable was added as a predictor variable. After all of the requirement fulfill, the next step was to estimate the standard error of the indirect effect by using formula by Aroian's (1960) cited from Wuensch (2006). The result was 0.04. Then calculate a t statistic= 5.03. This finding indicated that the indirect effect of spirituality at the workplace for the relationship between organizational commitment and job performance was significant ($p < .05$). Therefore, the fourth hypothesis in this study was supported, in which there is mediating effect of spirituality at the workplace on the relationship between job organizational commitment and job performance.

Discussion

The purposes of the present research were to explore the relationship between job satisfaction and organizational commitment with job performance. Not only that, the role of spirituality at the workplace as the mediating variable for the relationship between job satisfaction and job performance as well as the relationship between organizational

commitment and job performance also investigated in this study.

Hypothesis 1 states that job satisfaction would positively correlate with job performance was supported by the finding. The result indicated that those who high in job satisfaction reported to have higher job performance.

This finding is in line with pervious study done by Babin and Boles (1996) that conducted study among the restaurant employee using the self rating questionnaires and found that the relationship between job satisfaction and job performance is significant and positive.

This finding also support the argument by Wan Rafaei Abdul Rahman and Che Su Mustafa (2004) that employees who are satisfied with their job are likely to have a better perception on performance in compare to dissatisfied employees. In addition to that, the result in this study is also in line with previous findings by Moshavi (2002) and Scotter (2000).

Consistent with hypothesis 2, organizational commitment positively correlate with job performance. This indicated that, high committed employee were reported to have higher performance at the work place. As Scoter 2000 stated that employee with high organizational commitment is more work oriented then less committed employees, they will have a better performance at work. The present study also support the theory on affective commitment by Meyer and Allen (1997), in which employees remain with the organization because they believe that his or her efforts in job will result in better job performance as well as organizational performance.

Chen et. al (2006) found a significant correlation between organizational commitment and job performance among accounting professionals in Taiwan and America. In addition, this finding in line with other arguments by Jaramilloa, Mulkib, and Marshall (2003) who conducted meta analysis on the relationship between organizational commitment and job performance over the past 25 year. Similarly, Shawa, Deleryb, & Abdulla (2003) stated that the relationship between organizational commitment and performance was strong and positive.

Hypothesis 3 in this research was not supported, because there is no mediating effect of spirituality at the workplace on the relationship between job satisfaction and job performance. The plausible explanation for the inability of the present study to demonstrate mediating effect spirituality at the workplace in that, might be because of there is other potential mediator variables that are more significant to the relationship between job satisfaction and job performance such as organizational citizenship behavior (Wan Rafaei Abdul Rahman & Che Su Mustafa,2004).

However, hypothesis 4 in the present study was supported, in which there is mediating effect of spirituality at the work place on the relationship between organizational commitment and job performance. It is because the measurement on the indirect effect of spirituality at the workplace on the relationship between organizational commitment and job performance was significant in which the t test higher than t table (Aroian (1960) as cited in Wuensch (2006).

Despite these findings, the study also conducted the explanatory analysis on the cultural



difference in term of job satisfaction, organizational commitment, spirituality at the workplace and job performance between Chinese and Malay employees. T test result indicated that, there is no significant difference between Malay and Chinese employee in these variables. This because might be because the sample size is too small to identify the mean difference.

Implication of this study

This study presents empirical findings on positive relationship between job satisfaction, organizational commitment, and spirituality with job performance. There are several implications for this study. The first is, because job satisfaction and organizational commitment significantly contribute to job performance, organization should do more activities to enhance these two work attitudes on their employees. Conducting periodical employee survey and measure the index of employee satisfaction can help organization to investigate how satisfied the employee and to identify the weakness of the organization as well as to explore employees' needs and problems with regard to the workplace. With regard to the employee commitment, organization also can conduct employees' engagement programs to increase employees' commitment toward the organization. In addition, it is worth for the organization to allocate budget for employer brand awareness such as sponsoring events and advertising company profile to establish a good company image and reputation which can lead the employee to feel proud as being apart of that organization.

The second implication is, as spirituality at the workplace directly influences job performance and it also mediates the relationship between organizational commitment and job performance, it is good for organization to encourage spirituality at the workplace culture by encouraging employees to a have a meaningful work, having good relationship with people associated with work. Not only that several spirituality at the workplace program should take place such as spirituality training, include the spirituality at the workplace that consistent with the values in company vision and mission. Furthermore, the implementation of spirituality at the workplace must be in line with the organization goals and values because if it can not work accordingly, conflict of interest in the organization management may occur.

Limitations and Recommendation

There are several recommendations as well limitations to this study. First, is the limited number of participants. It is suggested for future research to increase the sample size and include another major race in Malaysia which is Indian. Employees with Indian race excluded from the sample in this study because of no convenient sample available for the present study. In addition to that the sample of the present study only include Malay and Chinese employees who work as the telemarketing to sale international training, events and conferences, so that the finding of this present study can not be generalized into other group of employees who work in the non marketing areas. For future study it is recommended to include employees from various backgrounds such as non marketing, management and technical staffs.





Second, the measurement technique in this study was only self-rated questionnaires. Although this technique considered the best way to obtain data, however, the subjectivity, bias issues as well as tendency of social desirability is very high. With respect to this, using multiple approaches of job performance appraisal, 360-degree feedback of the employee attitudes would be helpful for the future research in a way to obtain more comprehensive information's.

Third, there is strong evidence that job performance were predicted by job satisfaction and organizational commitment. However, in this study the job performance measured is only the subjective performance which is employee perception toward performance. For future study, it would be good if we included another job performance measurement which is objective performance measurement. This is a vital recommendation to have a better understanding on the impact of job satisfaction and organizational commitment with overall job performance at the workplace.

Fourth, since there is evidence of spirituality at the workplace as the mediating variable between organizational commitment and job performance. It is essential to study more on the issues of spirituality at the workplace. One way to understand more about spirituality at the workplace on the relation to job performance is through provide the intervention on spirituality at the workplace such as attending the spirituality training, then investigate the effect of intervention in enhancing employees work-related attitude including job satisfaction and organizational commitment, which latter on can enhance performance at the workplace. Through this investigation the role of spirituality at the workplace in relation to employee's performance can be clearly explained.

Conclusion

In conclusion, the present study investigated the relationship between job satisfaction and organizational commitment with job performance. The role of spirituality at the workplace as mediating variable in these relationships also investigated. The present study had showed that job satisfaction significantly predicted job performance. Therefore it is important for every company to ensure that their employees are satisfied. Understanding the employees' needs and several facets that might contribute to the employee's satisfaction is important to enhance job performance.

Moreover, organizational commitment also found to be a significant predictor for job performance. High committed employees are more likely to have a better perception on job performance. Therefore several interventions that can enhance employee commitment should take place to enhance employee's performance at work.

In this study, spirituality at the workplace found to be a mediating variable on the relationship between organizational commitment and job performance. It means that encouraging spirituality at the workplace through search for a meaningful work, having a good relationship with people associated with work, and having similar values with the organization, may enhance job performance. Employees are committed because they are practicing spirituality at the workplace which latter on can enhance performance at work. Although the mediating effect on the relationship between job satisfaction and job



performance was not significant, however, spirituality at the workplace was significant predictor for job performance and also significantly correlated with job satisfaction, therefore it is worth to encourage spirituality at the workplace for a better organizational performance

This study also conducted the cross cultural comparison between Malay and Chinese employees in term of job satisfaction, organizational commitment, spirituality at the workplace and job performance as the exploratory analysis. The result indicated that there is no significant different between Malay and Chinese employees in these variable.

Taking all of this finding together, it is important for the company to ensure their employees are satisfied and committed at the first place, therefore the intervention to enhance performance could be easier. One important aspect to be considered in enhancing job performance is spirituality at the workplace. Encouraging employees to engage in spirituality at the workplace provides spirituality at the workplace interventions may help employees to have a better performance at work.

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