Faculty of Cognitive Sciences and Human Development

"JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL COMMITMENT DURING THE PANDEMIC COVID-19"

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Bachelor of Science with Honours

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JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL COMMITMENT DURING THE PANDEMIC COVID-19

RATNAWATI BINTI MOHD RAMLEE

This project is submitted
in partial fulfilment of the requirements for a
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The project entitled 'Job Satisfaction and Perceived Organizational Support Towards Organizational Commitment During The Pandemic Covid-19' was prepared by Ratnawati Binti Mohd Ramlee and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

This research aimed to describe how the pandemic of Covid-19 affected the work of employees in manufacturing industry in Kuching, Sarawak. In total, 53 respondents has filled out an online survey and provided information about their job satisfaction, perceived organizational support and organizational commitment. The employees also emphasised in the finding that the changes in their workload, job performance and the information related to working schedule, salary, social contact and about current working environment. The data is unique as it was collected in a specific situation during the pandemic, when the work of employees was affected by security measures and lockdown introduced by the governments. The results showed that the employees with a positive perception of the organizational support were satisfied with their job, which in turn encourages the creation of a high organizational commitment. The implications and recommendations are also discussed.

Keywords : job satisfaction, perceived organizational support, organizational commitment, pandemic Covid-19, job performance, manufacturing industry.

ABSTRAK

Kajian ini bertujuan untuk menerangkan bagaimana pandemik Covid-19 mempengaruhi pekerja di dalam industri pembuatan di Kuching, Sarawak. Secara keseluruhan, 53 orang responden telah mengisi borang kaji selidik dalam talian dan memberikan maklumat mengenai kepuasan kerja mereka, sokongan organisasi dan komitmen organisasi. Pekerja juga menekankan di dalam tinjauan tentang perubahan kepada beban kerja, prestasi kerja dan maklumat yang berkaitan dengan jadual kerja, gaji, hubungan sosial dan mengenai persekitaran kerja semasa. Data adalah unik kerana ianya dikumpulkan semasa pandemik, ketika pekerja bekerja dipengaruhi oleh langkah-langkah keselamatan, penutupan dan sekatan yang diperkenalkan oleh pihak kerajaan. Hasil kajian menunjukkan bahawa pekerja yang mempunyai persepsi positif terhadap sokongan organisasi akan berpuas hati dengan pekerjaan mereka, yang seterusnya mendorong kepada komitmen organisasi yang tinggi. Implikasi dan cadangan juga ada dibincangkan.

Katakunci : kepuasan kerja, sokongan organisasi, komitment organisasi, pandemic Covid-19, prestasi kerja, industri pembuatan.

CHAPTER 1

INTRODUCTION

This study is attempt to explore the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19. It will focus on the relationship between two factors and the title selected will represent the manufacturing sector in Malaysia. This study will cover background of study, statement of problem, objectives, research questions, research framework, definition of terms, significant of study and limitation of study. The research will be conducted in quantitative approach and the data collected will be using questionnaires as the instrument. The following section is the literature review. The next section will cover research design, which focuses on philosophic approach, methodology approach, the method used for this study, location and respondents, instrumentations, validity and reliability, pilot study, data collection procedure and data analysis procedure. Time frame of this study is present.

1.1   Background of Study

In today's modern world, the manufacturing sector is one of many sectors in Malaysia that our country has invested a lot with recorded a growth of 2.1 per cent in November 2020; stated in the Department of Statistics Malaysia. According to Chin (2018), finding employees who is dedicated to their work is very hard now in the manufacturing companies especially whom working on shifts. In line with that, employers have to spend excess costs and time to find, hire and train new employees. Besides that, current employees also need to be given training for their career development because human capital is the key element for the growth and development of an organization to bring success and rewards (Seong, 2015).

In manufacturing sector, most of the employees are working on shifts in the production line according to the rolling schedule. Similarly, stated by (Fana et al., 2020), this workforce are seen as the most worrying to have unstable emotion due to the workload and working time during the pandemic of Covid-19. All business processes are disrupted, raw material prices are unstable, the distribution of manufactured goods are constrained by Large-scale Social Limitation and this shows a decrease in the sales of production (Sulistiyani & Riyanto, 2020). Therefore, employees need supports in term of motivation, physically and emotionally in coping their work and life during this hard time. Thus, job satisfaction is important to retain employees (Chin, 2018).

The pandemic of Covid-19 phenomenon has brought many negative impacts to our community around the globe. It may not only involving health crisis but also affecting human economic and social sector (Sulistiyani & Riyanto, 2020).   reported as of 12 January 2021 (Ministry of Health, 2021). In normal time changes is ever present in background but this unpredicted crisis has exhibit a fear and alteration of habits among our community.

In this study, both job satisfaction and organisational commitment is possible to be identified as very important for organisations to reach desired objectives during the pandemic. This is because as stated by (Prochazka et al., 2020), the implementation of standard operating procedures (SOPs) as security measures affected sectors such as social, economic and all the organizations. Other than that, it will also affect employees' and work performance due to some difficulties in adapting to the new norm such as no more doing common activities. For example, some employees are compulsory to work from home (WFH), put extra hygiene to oneself, do social distancing and not to mentioned about the employees who lost their income due to the economic factor or disclosure of the company (Andreis et al., 2020). Other than that, the increase of workload and compliance to safety measures, has become more demanding during this time.

1.2   Statement of Problem

In problem statement, the main point that would be describe will focus on theoretical empirical and practical perspectives. The manufacturing sector in Malaysia has shown that the evidence for its contribution to the gross domestic product (GDP), external trade and job opportunities. Manufacturing sectors led Malaysia investment with RM 82.73 billion with 988 projects approved and 78,606 job opportunities, which is referred from Malaysia Investment Development Authority in 2019 report. As mentioned in Monthly Manufacturing Statistics Malaysia on October 2020, the total sales in the manufacturing sector have increase to 2.2%, with the sales valued of RM 122.0 billion. The report shown that the manufacturing sector as one of important sectors that we have in Malaysia. It is important and yet very profitable that caused Malaysia would invest that much of money for manufacturing sectors.

However, for Malaysian businesses; the economy is foreseen to be unfavourable as it is forecasted to decline 1.7 per cent in April and May 2020 (Department of Statistics Malaysia, 2020). Due to the pandemic; key sectors have been affected and supply chains disrupted, while employment and livelihood put at risk (Sulistiyani & Riyanto, 2020). According to Kohler & Hooper (n.d.), the employees are not only adjusting to new ways of working, but also dealing with adapting the new norms and increased need to care for their families. Most organizations took effective action to implement remote work strategies and make a schedule for whom will take turns working in the workplace. This is because the physical working environment are not encourage, to avoid and worried if employees will get infected of this virus during working (International Labour Organisation, 2020).

In line with that, the government took the first step by creating the standard operating procedures (SOPs) for the people, provides them with the knowledge about the danger of Covid-19 and the procedures to conduct their job in the effective way. According to Emmett et al. (2020), the organization need to implement work from home (WFH) approach on

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rotating schedules to reduce physical contacts. On the contrary, employees who are working on shifts in the manufacturing sectors need to go to work as usual. Agyemang et al. (2014) stated that employees on shift work will have lower health compare to non-shift employees. The employees might be in stress, anxiety and depression during the pandemic which may lead to the decrease of their performance and job satisfaction.

Affecting from this execution, productivity of the organization can be decreased for example in the manufacturing sectors whereby if the employee gone for a work for that day is lesser; thus the number of outcomes of product might be change than usual (Kokubun & Yasui, 2020). Therefore, it can alter the amount of gross profit of the company. As a result, many workers have been reduced in wages or retrenched as it helps to the organization to recoup with the loss of income. Thus, this will affect their source of income for their future survival. At this point in time, emotional and physical support is needed to give a comfort for these employees in major manufacturing sectors which impacted due to the global outbreak (Cai & Luo, 2020).

The organization has facing a lot of difficulty to evaluate the employee's performance too since the changes of working system. Job satisfaction and perceived organization support might reflects the organization commitment from a view of work experience, effectiveness and wellness (Emmett et al., 2020). The Covid-19 has sweeping through the world putting the humanity, community and societies under an extreme pressure (Frenkel et al., 2020). Therefore, the impact on the new norm in measuring job satisfaction is seen as important factor to gain support and commitment from the organization, which will be identify in this study.

1.3 Research Objectives

In this study, there are two objectives which are general objective and specific objective.

1.3.1 General Objective

Generally, the purpose of this research is to study the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19.

1.3.2 Specific Objective

Specifically, the research aimed to address the following research objectives :

(i) To study the relationship between job satisfaction with organizational commitment.

(ii) To study the relationship between perceived organizational support with organizational commitment.

(iii) To study the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19.

1.4 Research Hypothesis

Ha_1 : There is a significant relationship between job satisfaction with organizational commitment.

Ha_2 : There is a significant relationship between perceived organizational support with organizational commitment.

Ha_3 : There is a significant relationship between job satisfaction and perceived organizational support with organizational commitment during the pandemic Covid-19.

1.5   Research Questions

The research questions are :

(i)   How does job satisfaction influence organizational commitment?

(ii) How does perceived organizational support (POS) influence organizational commitment?

(iii) What are the factors that associate with organizational commitment during the pandemic Covid-19?

1.6   Conceptual Framework

Independent Variable   *Dependent Variable*

➢ Job satisfaction

➢ Perceived organizational support

➢ Organizational commitment during the pandemic Covid-19
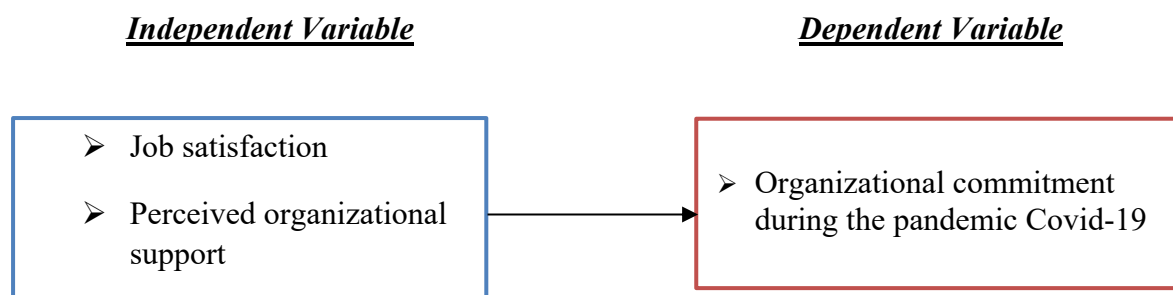
Figure 1.1 : Conceptual framework

The conceptual framework above consists of two sections which are the independent and dependent variable. The independent variable includes of job satisfaction and perceived organizational support (POS), that has direct influences on the dependent variable which is the organizational commitment during the pandemic Covid-19.

1.7   Significance of Study

This study provides insight about the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19 in Malaysia. Today, Lim (2020) in the International Labour Organizations stated; nearly half of 1.6 billion employees stand in immediate danger of having their livelihoods destroyed especially in the informal economy of the global workforce for developing country.

In the manufacturing sector, the business is still running following the strict SOPs and has been a challenge for both employees and the organisation which gives an impact to the well-being and how they adapt to the new norms (Sulistiyani & Riyanto, 2020). Job satisfaction was labelled the most projected value in between distinction of behavioural event that the individual performs in certain standard of level in the organization (Naz et al., 2019). Therefore, the findings in this study will be beneficial for the organization to plan their requirement which leads to increase job satisfaction among the employees, that might lead to a higher organizational commitment.

1.8   Definition of Term

1.8.1 Job Satisfaction

Conceptual : According to Chin (2018), stated that job satisfaction is employee's overall sense of well-being as the result from the working environment, support from the management and positive feelings about their job. From the view of Locke (1976), employees' performance and experiences is a pleasurable or positive emotional behavior that lead to job satisfaction.

Operational : In this study, the satisfaction is based on the employee's wishes, expectations, or needs or the pleasure derived in the employee development.

1.8.2   Perceived Organizational Support

Conceptual : Maan et al. (2020), defined that the organization values the contributions of the employees and gain perceived organizational support in order to take cares on their well-being. It was based on the view by Eisenberger et al. (1986).

Operational : In this study, employee believes that their organization values their

contributions and cares about their well-being. The degree of believes is to fulfil the

socio-emotional needs.

1.8.3   Organizational Commitment

Conceptual : Claudia (2018), defined organizational commitment as an important factor

in understanding the work behaviour of employees in the organizations. According to

Tansky & Cohen (2001), organizational commitment is the strength of an individual's

identification and involvement in a particular organization.

Operational : In this study, the organizational commitment is based on the employee

attachment to the organization.

1.8.4   Pandemic Covid-19

According to World Health Organisation (WHO), the pandemic of Covid-19 is a public

health crisis because it has many negative impacts especially affecting the economy.

Since the first Movement Control Order (MCO) was announced, manufacturing sector

is one of the business entity who has resume their operations for a recovering phase

(National Security Council, 2020). Hence, the government of Malaysia has

implemented the Standard Operating Procedure (SOPs) for security measures and

maintaining its management quality in dealing their day to day businesses.

1.9   Limitation of Study

In this study there is a limitation. First, the focus in this study is limited to the job

satisfaction and perceived organizational support only. There are many other factors that have

classified can be the effect to the organizational commitment such as organizational culture

(Peter Lok John Crawford, 2001). Second, the survey questionnaires are depending on the respondent's self-response with a minimum briefing from the researcher. There are a few of the respondent's understanding in the questionnaires, might be low and limited. Third, the outbreak of Covid-19 may be new and not so many research has been done. For the people, fear and anxiety could potentially be overwhelming and hence heighten the mental stress towards oneself and society, this situation may lead to a negative outcome in lessen the individual performances and limit the organisation's support. Lastly, the research will be focusing on shift-worked employees in the manufacturing sectors only. From the uniqueness of the research, I believed that it might help the employer to be closer to their employees. The reason is that the employer will know how to reduce their employees' turnover.

1.10   Summary

The pandemic Covid-19 has been a though phase for the world, many has affected by this ongoing phenomena especially the individual and community around the world on human life, health and the global economy (Kobbin et al., 2020). Although the impact on Malaysian economy and trade is very felt, it is likely to recover with recent Malaysian government incentives (Department of Statistics Malaysia, 2020). Malaysia government prepared different types of financial aid to help Malaysian affected by the outbreak. However, the effects and aftermath of the Covid-19 pandemic will be felt for a long while. The changes in the working system due to this pandemic Covid-19, have caused many organization facing a dilemma in evaluating the employees. As stated by Lim (2020), it will differ the effectiveness in terms of both employees performance and the organisation support in the manufacturing sector in Malaysia. Thus, this study will determine the relationship between job satisfaction and perceived organizational supports towards the organizational commitment during the pandemic Covid-19.

CHAPTER 2

LITERATURE REVIEW

Today, globalisation makes the world smaller and tasks become simpler. Organization urged to enhance the capabilities of the people to ensure the career development are clear and superiorly on the right path. Any business entities are attempted to develop and improve operating system and policies that seize the new working culture, regardless the differences of the workforce (Esa et al., 2020). As an established organization, they are believed to measure their success through the performance and commitment from the people of all levels in the workplace and their valued customers.

Although this study is not a new phenomenon but with the pandemic of Covid-19 continues, the organization must acknowledge the current circumstances, provide support solutions and make it convenient for the employees. As stated by Davidescu et al. (2020), by providing support for employees can contribute to the development and well-being through any platform. Hence, the employees will feel motivated and appreciated especially when they are working on 12-hours shift even on weekend in the manufacturing sector (Perez et al., 2019). When they are engaged on a higher level, it supports both employees and the organization to build a strong and healthy work environment.

2.1   Concept Related to the Study

The employers need to understand the importance of employee's engagement in order to lower the absenteeism rate and finding ways to increase their involvement to meet organizational goals and performances. Job satisfaction and perceived organizational support are the major job attitudes that can lead to the effectiveness, employee engagement and well-being which are driven by a set of employee experience factors (Linda & Yonita, 2018).

Thus, organization should also observe employee attitudes, increase job satisfaction and generate positive job attitudes. In doing so, as stated by Mostafa (2017), they need to focus on the intrinsic part of the job, to make the work more challenging and interesting; which may lead to a reduces cost by lowering turnover, absenteeism, tardiness and increasing organizational citizenship behaviors .

2.1.1   Job Satisfaction

In individual, job satisfaction is affective orientations from work roles and employee experiences. Job satisfaction is also representing a combination of positive or negative feeling that workers feel in their work (Maan et al., 2020). According to Linda & Yonita (2018), an employee would perform at their best and committed to their job when they are satisfied with the working environment and management; comparing to those who did not. As stated by Ismail (2012), it is important to increase job satisfaction, gain support from the organization and to put organizational commitment into practice.

It is important for employer to know the factor that affect the job satisfaction level of employees since it would intrude the performance of the organization as well (Cherif, 2020). Job satisfaction had been defined in many approaches by different authors. Hung Kee et al. (2019), defined that job satisfaction is an employee's feeling towards his or her job. It is a combination of belief and feeling of their current job that led to an extreme satisfaction and dissatisfaction. In addition, this feeling of passion in work is based on their attitudes about their job in numerous aspect such as type of work they do, their colleague and remuneration that they get as benefits.

2.1.2   Perceived Organizational Support

Employees' perceived of organizational support and their job satisfaction is the most important effective factors on organizational commitment (Saadati et al., 2016). Organizations are seen as supportive when rewards are fair and employees are involved in decision-making. Theoretically, employee with strong level of POS will be in more positive attitudes and behaviours that in turn will benefit to the organization in order to exchange organizational treatment (Eisenberger et al., 1986).

In term of human capital, it is crucial for organizations to recognize employees as a valuable source for the employees and organization benefits. According to Mostafa (2017), organizational achievement and growth are highly depending on the employee's engagement and performance. For instances, research has found that employee possessed high in POS experienced less stress at work and tend to return to work sooner after encounter an injury (Maan et al., 2020). Therefore, organizations must develop a good policies and strategies for all level of employees thus it can contribute to a positive employee beliefs and attitudes towards organizations.

2.1.3   Organizational Commitment During The Pandemic Covid-19

There are many definitions on organizational commitment in the literature. The definition has been important empirical evidence in the future study. According to Linda & Yonita (2018), the organization need to identify and clarify the factors that can increase the commitment of the employees. An individual with high organization commitment will be work harder, contribute to organization commitment and remain with the organization. In other perspective, it is seen that when employees are satisfied, they will be more committed to the organization and will perceived more organizational support compares to employees who are not satisfied (Tansky & Cohen, 2001).

Theoretically, according to Mohammed et al. (2018), manufacturing sectors faced many challenges in helping businesses plan strategies and need a lot of improvement involving skills and quality control; even improving the commitment among the employees to make the organizations become more efficient and effective. Organization need to strengthen the trust and keep on monitoring the well-being during the pandemic Covid-19, because emotional and physical support is needed to give a comfort for these employees (Emmett et al., 2020). Other than that, many individuals may suffer from a psychological disease such as depression because they feel that they are lost in battling for their own future.

2.2   Theory Related to the Concept

In the research by Sanjeev & Surya (2016), stated that Herzberg Two-Factor Theory emphasized employees' satisfaction depends on two sets of issues, which are the hygiene and motivator factors. The motivators create satisfaction among employees, once the hygiene factors have been addressed. Herzberg classified the motivating factors as intrinsic factors which is within the employment such as achievement for another level of success, while the hygiene factors is from the outside and controlled by other people or organization, for example; pay, bonus or commission (Sanjeev & Surya, 2016).
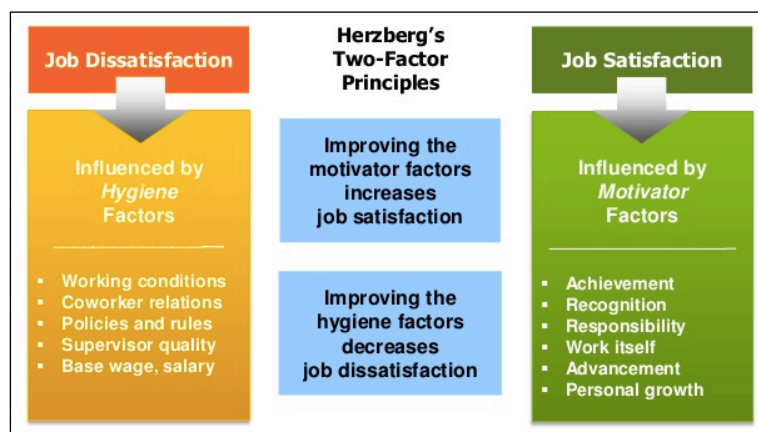
Figure 2.1 : The Herzberg Two-Factor Theory
(Source - https://www.courses.lumenlearning.com)

In the manufacturing sector, employees work 12-hours per shift, in 3 or 4 days in a week. Off days are considered in the remaining of the week. For example, if working 3 days and the off day will be 4 days. On the contrary, if working 4 days and the off day will be 3 days. The working schedule is rotating between 2 months working on day-shift and another 2 months on night-shift with the schedule will interchangeably. The extrinsic reward decrease the intrinsic motivation for a self-motivated person, while if a not self-motivated person, the extrinsic is very important to gain the supports (Perez et al., 2019). Therefore, the working environment are very challenging, need to provide appropriate feedback and focus on what they doing; especially during this pandemic of Covid-19.

Perceived organizational support (POS) can boost employees' trust and beliefs that their organization struggles to accomplish superior performance (Maan et al., 2020). The higher POS, employees will stick with the job and maintain their performances (Linda & Yonita, 2018). During the pandemic, the management and administrative department are working from home (WFH); only the production line are still coming to work as usual. This leaving the gaps between the working conditions, sustainability and assuredness. Likewise, the organization need to provide supports such as building trust and values employees' contributions, give appreciation for the employees' extra effort and concerned about the welfare of the employees; which may lead to the organizational commitment success.

On the other hand, Affective Event Theory (AET) of personality and working environment influences on job satisfaction. According to Naz et al. (2019), the manufacturers were urged to increase their employees' potential in order to implement innovative techniques in delivering their job. According to AET, the work-related outcomes is determined by employees' affective or emotional responses to the workplace (Cropanzano, 1996). Hence, both theories emphasized the employee influences by a motivational factor to gain organizational support which lead to commitment for the organization.
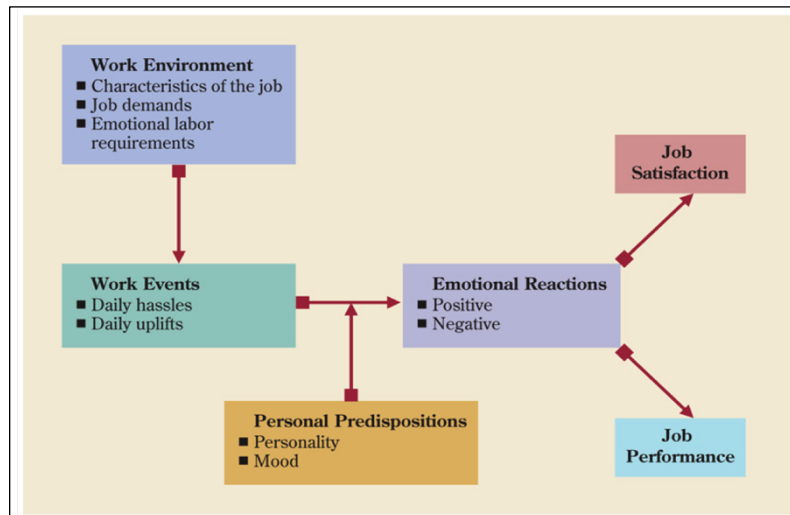
Figure 2.2 : The Affective Events Theory
(Copyright © 2007 Pearson Education Canada)

2.3   Past Similar Findings

2.3.1   Job Satisfaction and Organizational Commitment

A research conducted by Naz et al. (2019), found out that job satisfaction mediates between employee involvement and engagement. It is believed to have a strong mediator to organizational commitment for the manufacturing employees in Pakistan. The result indicates that the satisfaction driven from the job can make employees perform better with high employee involvement.

Another research done by Hung Kee et al. (2019), proved that job satisfaction is the main factor which will motivate employees to further increase their commitment to the organization and their work productivity. The research surveyed 164 employees in different manufacturing sectors in Penang, Malaysia and also found out the results were differed on generational workforce in main predictors such as the work values, job satisfaction and outcomes from the organization.

2.3.2 Perceived Organizational Support and Organizational Commitment

According to Claudia (2018), perceived organizational support is affected by types of social exchanges between employees and the management. The research was conducted towards 130 lecturers from Universitas Lambung Mangkurat, Indonesia. The findings are persistent with the organizational support theory which will result in positive outcomes and increasing employee perception for employee well-being. Similar research conducted by Linda & Yonita (2018), has a positive and significant impact on organizational commitment of 100 banks' employees in Padang. It is identified that employee commitment is derived from organizational support, can boost employees motivation which may lead to job performance and organization success.

2.4 Summary

In Man et al. (2020), stated that World Health Organization has identified the pandemic is not a new thing because we have faced crises situations like this in the past, however it was a challenged for the organizations to do the practice despite all the risks and stress. Showing up the care and support for the employees leads to a good action in creating a healthy and safe working environment because we believe that people are the most valuable asset. Thus, it is important to raise awareness among the population and healthcare providers about its clinical manifestations to ensure the coping strategies are at the utmost level (Chew et al., 2020). Hence, this chapter highlighted the important issues for this research. Literatures had also revealed several factors that influence job satisfaction and perceived organizational support, such as the current working environment which might change the employees' emotions and reactions (Prasetio et al., 2020). Then, some of the theory and model were discussed regarding the research interest. Finally, the past similar findings were reviewed based on the previous researches.

CHAPTER 3

METHODOLOGY

This chapter explains the methodology used to collect the data for the study, which describes and explains the type of research design, the location, population and sample of the respondents and research instrument. It also explains the analysis followed by the data collection procedures, the validity process and data analysis procedure that will be carry out to identify the relationship between job satisfaction and POS towards organizational commitment during pandemic Covid-19.

3.1 Research Design

A research design provides the framework to be used as a guide in collecting and analysing data. The research proposed in this study is correlational study, which is quantitative in nature. The purpose of this research is to study the relation between independent variables and dependent variable, as well as to find out the predictors for the dependent variable.

3.2 Location, Population and Sample

The target population of this study is the employees from a manufacturing sector in Kuching, Sarawak. The sample size will represent the whole population of the employees. In selecting the sample, a purposive random sampling technique will be apply to select an appropriate sample of individuals who hold the position from the management level till the operator in the production line. This is because the purpose of this study is to see the employee's commitment to the organization. Thus, there is a need to collect data from the top to bottom positions.

3.3 Research Instrument

The research instrument is using a set of questionnaires. Questionnaire is a predetermined set of questions designed to capture data from respondents and the advantage of using questionnaire in the research is it can increase the generality of the data and making the respondents more confident in providing truthful answer. The questionnaire are divided into five parts as follow :

(i) Section A explained about the demographic of the respondent such as age, gender, marital status, job position and the information related to working schedule; inclusive of the assigned department, shift and salary.

(ii) Section B will explain about the job satisfaction in the job context.

(iii) Section C will explain about perceived organizational supports.

(iv) Section D will explain about the dimensions of organizational commitment.

(v) Section E will explain about current working environment and coping strategies in the pandemic of Covid-19.

Table 3.1 : The Instruments

No.	Section	Variables	Item	Sources
1.	A	Demographic	8	-
2.	B	Job Satisfaction	9	Nanjundeswaraswamy (2019)
3.	C	Perceived Organizational Supports	10	Eisenberger, Huntington, Huchison and Sowa (1986)
4.	D	Organizational Commitment	10	Mowday, Steers and Porter (1979)
5.	E	Current Working Environment	3	United Nations Development Program (2020)

The respondents need to respond to the items in this section using the 5-point Likert scales and choose scale that reflected their answer. Likert Scale questions are most widely used tools as a form of closed question (Beglar & Nemoto, 2014).

The respondents must answer the questionnaire based on their degree of agreement. In this research, the five behaviors scales are ranging on (1 = "Strongly disagree", 2 = "Disagree", 3 = "Neutral", 4 = "Agree", 5 = "Strongly agree").

3.4   Pilot Study

In this study, a pilot test is use to test the reliability and validity of items in the questionnaire. After receiving the feedback from the pilot test, the actual questionnaires will be distributed to the respondents. All feedbacks will be taken into consideration for improvement in term of content and validity. After the pilot study is completed, the actual study is conducted by distributing the questionnaires to the selected manufacturing sector in Kuching, Sarawak. An authorization letter from the faculty were given to the chosen companies for the pilot and actual study. The employees who participated in this research will give their responses and complete the questionnaire within the time given. Thus, there are 53 respondents for the actual study.

3.5   Validity and Reliability

The validity of the translated and modified instruments will be analysed through content validity. The analysis of these validations is crucial in prior of the implementation of the study to ensure the accuracy and connection between the items and the variables / subscales measured. Reliability is the degree to which a measurement tool creates stable and consistent results (Phelan & Wren, 2007). The reliability of this research is tested using the analysis of Cronbach's Alpha which shows excellent consistency. This will ensure the data and information taken from respondents is valid and reliable.

Table 3.2 : The Results of Cronbach's Alpha for Pilot Study

Sections	a	No. of items
Section B : Job Satisfaction	.879	9
Section C : Perceived Organization Supports	.869	10
Section D : Organizational Commitment	.919	10

Note : Overall Cronbach Alpha = 0.894

Table 3.2 shows the results of Cronbach's Alpha for sections B, C and D in the questionnaire. The reliability of these instruments from the pilot study are all considered as acceptable. The overall Cronbach's Alpha for the pilot study and the actual study are 0.894 and 0.964 respectively. Table 3.3 below shows the results of Cronbach's Alpha for the actual study. Both items in the questionnaire were the same for both studies, to maintain the validity and consistency of the results.

Table 3.3 : The Results of Cronbach's Alpha for Actual Study

Sections	a	No. of items
Section B : Job Satisfaction	.925	9
Section C : Perceived Organization Supports	.937	10
Section D : Organizational Commitment	.956	10

Note : Overall Cronbach Alpha = 0.964

3.6　　Data Collection Procedure

Questionnaire was the tool used for collecting the data. It was distributed online to the respondents via social messaging services (WhatsApp). The respondents will be given several days to fill and complete the questionnaire. Additional time also allocated for the respondents, for any questionnaires that were not complete. Table 3.4 below shows the data collection procedures :

Table 3.4 : Data Collection Procedures of Questionnaire

No.	Procedures	Date
1.	Preparation of Questionnaires	1 April 2021
2.	Obtaining Approval	1 April 2021
3.	Validation of Questionnaires	3 April 2021
4.	Distribution of Questionnaires	18 April 2021
5.	First Follow-up	23 April 2021
6.	Second Follow-up	28 April 2021
7.	Collection of Questionnaires	1 May 2021

3.7 Data Analysis Procedure

In the data analysis procedure, SPSS was used to analyse the data collected from the questionnaires in the survey. Besides that, descriptive analysis and inferential analysis also used to analyse the data. Descriptive statistics was utilized to summarize the sample of the study as well as to describe the basic features of data. While inferential analysis was employed to make inferences from the analysis.

3.8 Ethics of The Study

This research is confidential and private. The respondent's personal information will not be appear in the research report and is use for academic purpose only.

3.9 Summary

This chapter discuss about all the methods that will be used in this research. The quantitative method is utilized in the present study to investigate the relationship between the job satisfaction and perceived organizational supports towards organizational commitment in current working environment in the pandemic of Covid-19.

CHAPTER 4

FINDINGS

This chapter will discuss on the descriptive data of respondents' demographic background and quantitative results of the study. Besides, this chapter will also discuss the findings in the aspects of descriptive statistics and statistical inference.

4.1   Research Overview

The present study is conducted to investigate the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic of Covid-19. A sample size of 53 respondents participated in this study. All analyses were conducted using the SPSS computing program which includes the results of Pearson Coefficient Correlation and Multiple Regression.

4.2   Respondents Background

This section is the demographic information of the respondents which consists of gender, age, marital status, race, education background, length of employment, current position and income. A total of 53 employees had participated in the present study. The respondents were all the employees from X-FAB Sarawak Sdn. Bhd. The descriptive information of respondents is denoted in Table 4.1.

Table 4.1 : Respondents Background

Descriptive Information	Frequency	Percent
1. Gender		
Male	38	71.7
Female	15	28.3
2. Age		
Less than 25 years old	1	1.9
25-40 years old	25	47.2
41-55 years old	25	47.2
More than 55 years old	2	3.8
3. Marital Status		
Married	33	62.3
Single	20	37.7
Divorced	-	-
4. Race		
Malay	30	56.6
Chinese	10	18.9
India	-	-
Others	13	24.5
5. Education Background		
SPM	8	15.1
STPM	10	18.9
Diploma	26	49.1
Bachelor Degree	9	17.0
Master	-	-
Others	-	-
6. Length of Employment		
Less than 5 years	6	11.3
5-10 years	11	20.8
More than 10 years	36	67.9
7. Current Position		
Associate Engineer	18	34.0
Engineer	11	20.8
Line Leader	5	9.4
Production Engineer	3	5.7
Supervisor	6	11.3
Technician	10	18.9
8. Income		
RM1,201 - RM2,500	4	7.5
RM2,501 - RM4,000	23	43.4
RM4,001 and above	26	49.1

As indicated in the table 4.1, the sample consists of 71.7% of male and 28.3% of female respondents. It can be conclude that the total number of males outstanding the females, whom participated in this study due to more males working in the manufacturing sector.

Majority respondents were aged 25-40 and 41-55 year old, which made up of 47.2% each for both categories. Only 3.8% of the respondents were aged more than 55 years old, whereas 1.9% of the respondents were aged less than 25 years old respectively. This shows that the majority are the middle-aged employees which are concerned to be the age for the welfare of future generations and to contribute to the world through family and work.

There are 62.3% of married respondents, while 37.7% are single. As for the race, there are 56.6% are Malay, followed by the Chinese with 18.9% while the others are 24.5%; consist of Iban, Bidayuh and Kedayan respectively.

In terms of the education background, majority of them were having a diploma, which is 49.1%. Followed by 18.9% of STPM holders, 17.0% of Bachelor Degree holders and 15.1% were the SPM holders. Among the total of 53 respondents, 67.9% have served for more than 10 years, 20.8% with 5-10 years of employment, while 11.3% were employed for less than 5 years. The majority has been working for more than 10 years, shows that they have a good support and commitment towards their organization.

As for the current position, 34.0% were the Associate Engineer, followed by the Engineer with 20.8%, Technician is 18.9%, Supervisor position of 11.3%, while the Line Leader and Production Engineer are both 9.4% and 5.7% respectively.

Only 7.5% of the respondents having the income of RM1,201 - RM2,500; whereas 43.4% of the respondents were having RM2,501 – RM4,000 income. Likewise, the most were 49.1% having more than RM4,001 and above of income. The total shows the longer they employed, the higher source of their income.

4.3   Descriptive Statistics

Table 4.2 indicated the descriptive statistics each of the subscales for both independent variables and dependent variable, which are job satisfaction, perceived organizational support and organizational commitment.

Table 4.2 : Description on Means and Standard Deviation of The Variables

	N	Mean	Std. Deviation
Job Satisfaction	53	4.4507	.57464
Perceived Organizational Support	53	4.3943	.59498
Organizational Commitment	53	4.3434	.62435

The descriptive statistics are as followed : M = 4.4507 and SD = .57464 for Job Satisfaction; M = 4.3943 and SD= .59498 for Perceived Organizational Support; and M = 4.3434 and SD = .62435 for Organizational Commitment. The results showed that the employees stated the job satisfaction is the highest factor contribute to the organizational commitment. According to Hung Kee et al. (2019), the employees will have higher organizational commitment when they feel the belongings and find the values to be in the company. Besides, in the light of the pandemic crisis; more efforts should be initiate and prepare for the employees, in order to make them feel appreciated and needed by the company (Chanana & Sangeeta, 2020).

4.4   The Research Findings

All the research hypotheses were tested by using the SPSS statistical tests, which is the Pearson Correlation and Multiple Regression Linear. It is used to measure the strength of the variables and the relationship between the variables.

4.4.1 Relationship between job satisfaction and organizational commitment

- **Research objective 1** : To study the relationship between job satisfaction with organizational commitment.

- **Ha₁ :** There is a significant relationship between job satisfaction with organizational commitment.

Table 4.3 : Correlation between Job Satisfaction and Organizational Commitment

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	53	53
Organizational Commitment	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	53	53

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

The result of correlation analysis between job satisfaction and organizational commitment are presented in Table 4.3. There are highly significant correlation between the two variables (r = .907, n = 53, $p < .001$). Since the p-value is .000 which is smaller than 0.05, the alternate hypothesis is accepted. Therefore, there is significant relationship between job satisfaction and organizational commitment. Thus, when employees have satisfaction in their job, it will lead to the organizational commitment.

4.4.2 Relationship between perceived organizational support and organizational commitment

- **Research objective 2** : To study the relationship between perceived organizational support with organizational commitment.

- **Ha$_2$:** There is a significant relationship between perceived organizational support with organizational commitment.

Table 4.4 : Correlation between Perceived Organizational Support and Organizational Commitment

		Perceived Organizational Support	Organizational Commitment
Perceived Organizational Support	Pearson Correlation	1	.880**
	Sig. (2-tailed)		.000
	N	53	53
Organizational Commitment	Pearson Correlation	.880**	1
	Sig. (2-tailed)	.000	
	N	53	53

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

Based on table 4.4, shows the correlation results between perceived organizational support with organizational commitment. There is a strong positive relationship between the two variables (r = .808, n = 53, $p < .001$). Since the p-value is .000 which is smaller than 0.05, it indicates the acceptation of alternate hypothesis. Hence, there is significant relationship between perceived organizational support with organizational commitment. From the results, it can be seen that the employees will develop less stress if their organisation provide them with full support, which leads to higher job satisfaction (Prasetio et al., 2020).

4.4.3 Relationship between job satisfaction and perceived organizational support with organizational commitment during the pandemic Covid-19

In this study, the hypotheses were tested by using Pearson Correlation to find the relationships between independent variables and dependent variable. In this part, the most dominant independent variable will be figured out. Thus, to test the relationship between these variables, Multiple Regression test procedure was used.

- **Research objective 3** : To study the relationship between job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19.

- **Ha₃** : There is a significant relationship between job satisfaction and perceived organizational support with organizational commitment during the pandemic Covid-19.

Table 4.5 : Model Summary for Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907[a]	.824	.820	.265

a. Predictors: (Constant), Job Satisfaction

The Model Summary table shows the R = .907, while R Square = .824. Thus, out of the two variables, job satisfaction can be predicted to the organizational commitment. Job satisfaction explained 82.4% of the variance in organizational commitment during the pandemic of Covid-19.

Table 4.6 : ANOVA for Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.693	1	16.693	237.959	.000^b
	Residual	3.578	51	.070		
	Total	20.270	52			

a. Dependent Variable: Organizational Commitment
b. Predictors: (Constant), Job Satisfaction

The F-ratio in ANOVA table is to test whether the overall regression model was a good fit for the data. Job satisfaction and perceived organizational support were the variable used to predict on organizational commitment. P-value < .001 shows that the model could be used. The ANOVA table shows that F = 237.959 is significant. The independent variables statistically significant predict the dependent variable, $F(1, 51) = 237.959$, $p < .001$ and it prove that the combination of the predictors significantly predict the organizational commitment during the pandemic Covid-19.

Table 4.7 : Coefficients For Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.045	.287		-.157	.876
	Job Satisfaction	.986	.064	.907	15.426	.000

a. Dependent Variable: Organizational Commitment

Based on table 4.7, the beta value will be used to determine the most dominant independent variables that will affect the dependent variable. It was found that job satisfaction act as a dominant factor in predicting organizational commitment as ($\beta = .907$, $p < .001$). While, perceived organization support was rejected as the P-value = .053. When p-value is more than 0.05 it means that, it was not significant.

4.5   Discussions

In this study, job satisfaction and perceived organizational support had significant relationship towards organizational commitment during the pandemic of Covid-19.

4.5.1   Job Satisfaction

This study has proven that job satisfaction is dominantly influence the organizational commitment during the pandemic Covid-19. Increasing satisfaction is directly and strongly determined by the organizational commitment. Therefore, H_1 is validated. This result is verified with the literature by Claudia (2018), stated that the employees will work with a greater performance if their job satisfaction and a sense of commitment to their organization encouraging them. On the other hand, manufacturing sector has a secured planning on their value systems and employees' perceptions with the uncertainty and new normal work processes (Prasetio et al., 2020). Thus, it had no significant impact on the job satisfaction, employee's supports and commitment during the pandemic Covid-19. Also from the results, the employees are seen to have moderate stress and acknowledged the initiatives given by the company.

4.5.2   Perceived Organizational Support

The positive influence of perceived organizational support on organizational commitment was emphasized within various types of departments in the factory. For instance, to make it sustainable and effective; a lot of improvements need to be done such as enhancing the employee skills, control the service and product quality and improves the commitment among the employees (Mohammed et al., 2018). Similar results were obtained from research by Maan et al. (2020), where individuals will started a social exchange process when they feel liable to support the organization in accomplishing its goals, which leads to a greater rewards.

4.5.3   Organizational Commitment

According to Prasetio et al. (2020), since the correlation between job satisfaction and organizational commitment was strong, the organisation should focus on how to give support to their employees in terms of doing their job. For example, employees' positive perceptions about the human resource practice increase their job satisfaction and commitment to their organization (Cherif, 2020). Likewise, employee involvement increases morale by creating feeling of belonging to the organization, employees are better able to accept change because they control the work environment especially during the pandemic crisis.

4.6   Summary

This chapter has discussed on the main findings from this research. All the findings were analyzed and tabulated by comparing the means for each section in the questionnaire and two tests using SPSS software were done. These findings will be discussed in the following chapter.

CHAPTER 5

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

This chapter presents the summary of this research from the first chapter until the last chapter. This chapter is important as it will conclude the whole research according to the objectives, hypotheses and the main findings. The results from previous chapter is discussed with the supportive literature reviews. In addition, the implications and limitations of this study will be included, followed by the recommendations and summary.

5.1   Research Summary

Based on the results and data collection from the respondents, the objectives of this research are achieved as the findings reflect the job satisfaction and perceived organizational support towards organizational commitment in a manufacturing industry in Kuching, Sarawak. According to the results from Pearson Correlations of the SPSS, there is a significant relationship in job satisfaction and perceived organizational support based on the their backgrounds in the organization. For instance, as the greater length of employment in the company, shows that the employees has high job satisfaction and perceived organizational support and it will lead to the greater organizational commitment by the employers.

On the other hand, all the results from section A for Job Satisfaction, B for Perceived Organizational Support and C for Organizational Commitment are all significant relationship too. Besides, job satisfaction is seen the most dominant factor towards the organizational commitment during the pandemic Covid-19. Thus, the research objectives and hypotheses had been achieved and answered from the data analysis and findings in this research.

5.2   Conclusions

Job satisfaction has a significant relationship towards organizational commitment. This reveals that the higher the job satisfaction, employees are more likely to stay loyal in the current company. It is seems to be the most influential factor which leads to higher organizational commitment. When the satisfaction of work itself such as pay, benefits and reward systems are well given, employees tend to stay in the current working environment.

Hence, perceived organizational support is also high. Owing to the higher impact of perceived organizational support, an organisation should improve the existing organisation's policies to satisfy most of the employees, including the stakeholders.

Since the pandemic of Covid-19 continues, organisations need to keep in mind that employees are not only adjusting to new ways of working, but also dealing with adapting the new norms and increased need to care for their families. Organization must ensure an effective communication in strengthening the relation in the workplace and encourage employee to adapt goal setting practice. It is important to share updated information on Covid-19 symptoms and preventions to ensure the workplace is safe for all and following the SOPs with the right procedures.

5.3   Implications

5.3.1   Theoretical Implication

It was important to enrich the existing knowledge and discover new knowledge in research. Since this study was specifically focused on manufacturing industry in Malaysia only whereby it is a very restricted and specific scope of study. These companies have learnt practically that investing in welfare and employees is beneficial, because supported employees are dedicated and satisfied. Likewise, employees retention is important for the company to improve the performance and help it reach its objectives.

5.3.2 Policy Implication

Organization like manufacturing industry also stand in immediate danger because as the essential business entity, they need to go to work following their rotating schedules. It has been a challenge for both employees and the organisation which gives an impact to the well-being and how they adapt to the new norms. Although the Malaysian government has provided many incentives and prepared different types of financial aid to help Malaysian who is affected to recover from the economy and trade, manufacturing industry seen to provides their employees with the knowledge about the danger of Covid-19 and the procedures to conduct their job in more effective ways. The creation and use of SOPs are very important and must be strongly follow by everyone in the organization.

5.3.3 Practical Implication

The finding of this study would be useful for the employers or Human Resource practitioners particularly. The result can influence employer in order to examine employee's satisfaction or attraction to stay or leave the organization. In addition, from this study it showed that how the intention from the perspective of organizational commitment. The implication from this study also give a knowledge about what has been encountered by employees in the organization.

This study has proven that job satisfaction and perceived organizational support was both contributed to the organizational commitment during the pandemic Covid-19 on X-FAB Sarawak Sdn. Bhd. employees. Hence, Human Resource practitioners need to be more alert on many factors that contributes to both variables. They need to take a step ahead to create a healthy work environment, provide relevant incentives and various career opportunity to the employees. Most of the respondent is working more than 10 years in the company. This is the period where employees are seen as comfortable and knew their purpose in the organization.

5.4   Recommendations

In manufacturing industry, the respondents were working on rotating shift schedules. They need to go to work even during the pandemic crisis risen with high cases in Kuching, Sarawak. In the organization, the employers should manage the working schedules effectively, provides equal time for their employee's well-being. This research is useful to serve as a guideline for the employer and management side of organization in manufacturing industry, in order to understand the human resource functions.

One the other hand, it is recommended that the Human Resource practitioners should focus more on the training and development programs, as well as chances for their employees' career development. The training should be conducted effectively and can develop the interest in their employees, so that the employees can participate and transfer what they have learned in their job. For example, on the job technical training is crucial due to the widely use of machines in their factory which demanded them to have full technical and maintenance skills in order to ensure all the equipment functioned well.

This research was using a quantitative approach. It is recommended that in future there is a need to conduct mix method, as well to go deeply into the scope of the study. This is because some of the information is subjective. By doing mix method research, the respondents can express their thought further about the different perceptions and its impact on organizational commitment. Other factors such as organizational culture can be studied in the future.

This study need to be improved in term of sample size too. A larger scale and sample size can be used for future study. By increasing on the sample size, the accuracy of the study will increase. This research focused on employees' who is working on shift only, due to the time constraint. In future research, other position such as managerial position or non-technical employees to determine their job satisfaction and perceived organizational support.

5.5   Limitations

There are some limitations that have been discovered in this study. Firstly, the collection of questionnaire in this research only in one of the manufacturing industry in Kuching, Sarawak only. The results may not represent all levels of employees in manufacturing industry as it is only based on the shift employees. Therefore, this may also affect the results insufficient reflecting on the employee's perception toward job satisfaction and perceived organizational support.

Secondly, the questionnaire distribution process is using the online platform only which is via Google Form and *Whatsapp* application. This is because the limited movement and cannot face to face during the pandemic Covid-19. Besides, some respondents has refused to answer the questionnaire. This is due to employees stated that the questionnaire has many questions and due to their high workload.

5.6   Summary

In conclusion, this research was aimed to determine the significant relationship between job satisfaction and perceived organizational support in manufacturing industry. It had been found out that both factors have positive relationship towards organizational commitment. It had been supported by past research as well. Therefore, manufacturing industry particularly in Kuching, Sarawak can improve the efficiency of their employees. The results showed that factor of job satisfaction contribute most to organizational commitment during the pandemic Covid-19.

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FACULTY OF COGNITIVE SCIENCE AND HUMAN DEVELOPMENT/ *FAKULTI SAINS KOGNITIF DAN PEMBANGUNAN SUMBER MANUSIA*

Job Satisfaction And Perceived Organizational Support Towards Organizational Commitment During The Pandemic Covid-19

This survey focuses on employees' responses in job satisfaction and perceived organizational support towards organizational commitment during the pandemic Covid-19.

SECTION A : DEMOGRAPHIC INFORMATION
SEKSYEN A : MAKLUMAT DEMOGRAFIK

Each statement is followed by a choice of responses. Please (√) in the column provided. *Setiap pernyataan diikuti oleh pilihan jawapan. Sila tandakan (√) pada ruang yang disediakan.*

1. Gender / *Jantina :*

	Male / *Lelaki*
	Female / *Perempuan*

2. Age / *Umur :*

	Less than 25 years old / *Kurang daripada 25 tahun*
	25-40 years old / *25-40 tahun*
	40-55 years old / *40-55 tahun*
	More than 55 years old / *Lebih dari 55 tahun*

3. Marital Status / *Status Perkhawinan :*

	Married / *Berkahwin*
	Single / *Bujang*
	Divorced / *Bercerai*

4. Race /*Bangsa :*

	Malay / *Melayu*
	Chinese / *Cina*
	India / *India*

Others. Please indicate / *Sila nyatakan* : _____

5. Education Background / *Latarbelakang Pendidikan* :

	SPM / *SPM*		Bachelor Degree / *Ijazah Sarjana Muda*
	STPM / *STPM*		Master / *Ijazah Sarjana*
	Diploma / *Diploma*		Others / *Lain-lain*

Please indicate / *Sila nyatakan :* _____

6. Length of Employment / *Tempoh Pekerjaan:*

	Less than 5 years / Kurang dari 5 tahun
	5-10 years / 5-10 tahun
	More than 10 years / Lebih dari 10 tahun

7. Current Position / *Jawatan :*

_____

8. Income / *Pendapatan :*

	RM1,201 - RM2,500 / *RM1,201- RM2,500*
	RM2,501 - RM4,000 / *RM2,501- RM4,000*
	RM4,001 and above / *RM4,001 dan ke atas*

SECTION B : JOB SATISFACTION
SEKSYEN B : KEPUASAN KERJA

Each statement is followed by a choice of responses. Please tick **(√)** in the column provided.
Setiap pernyataan diikuti oleh pilihan jawapan. Sila tandakan (√) pada ruangan yang disediakan.

Scale / *Skala*

1	2	3	4	5
Strongly disagree / *Sangat tidak setuju*	Disagree / *Tidak setuju*	Neutral / *Neutral*	Agree / *Setuju*	Strongly Agree / *Sangat setuju*

Indicate the job satisfaction in your job context.
Nyatakan kepuasan kerja dari bidang tugas anda.

No.	Questions/ *Soalan*	1	2	3	4	5
9.	I am excited working in the organization. *Saya berasa teruja bekerja di organisasi ini.*					
10.	I feel I am being paid a fair salary for the work I do. *Saya merasakan saya telah dibayar gaji setimpal dengan kerja saya.*					
11.	I am satisfied with my chances for promotion. *Saya berpuashati dengan peluang kenaikan pangkat.*					
12.	The benefits I receive are as good as other organizations offer. *Saya menerima faedah yang sama seperti yang ditawarkan oleh organisasi lain.*					
13.	When I do a good job, I receive the recognition from my company. *Saya mendapat penghargaan apabila melakukan kerja dengan baik.*					
14.	I enjoy working with my colleague. *Saya senang bekerja dengan rakan sekerja saya.*					
15.	Communication seems good within the organization. *Komunikasi adalah baik di dalam organisasi.*					
16.	I am satisfied with the working conditions. *Saya berpuashati dengan terma dan syarat kerja.*					
17.	The training and development programs is sufficient in the organisation. *Pembangunan dan latihan adalah mencukupi di organisasi.*					

SECTION C : PERCEIVED ORGANIZATIONAL SUPPORTS
SEKSYEN C : SOKONGAN ORGANISASI

Each statement is followed by a choice of responses. Please tick (√) in the column provided.
Setiap pernyataan diikuti oleh pilihan jawapan. Sila tandakan (√) pada ruangan yang disediakan.

For each statement, rate the perceived organizational supports for the employees.
Untuk setiap pernyataan, tandakan kesan sokongan organisasi terhadap pekerja.

No.	Questions/ Soalan	1	2	3	4	5
18.	The organization values my contribution. *Organisasi menilai sumbangan saya.*					
19.	The organization strongly considers my goals and values. *Organisasi sangat mempertimbangkan tujuan dan nilai saya.*					
20.	Help is available from the organization when I have a problem. *Apabila saya ada masalah, organisasi sedia membantu.*					
21.	My superior believed that development of subordinates is an important part of the job. *Ketua saya percaya bahawa pembangunan anggota bawahan adalah penting di dalam kerjaya.*					
22.	The organization cares about my general satisfaction at work. *Organisasi prihatin terhadap kepuasan kerja saya secara umum.*					
23.	My supervisor treat me well with consideration and respect. *Penyelia saya melayan saya dengan baik secara bertimbang rasa dan hormat.*					
24.	The organization feels that hiring me was good. *Organisasi merasakan mengambil saya bekerja adalah baik.*					
25.	If the organization earned a greater profit, it would consider increasing my salary. *Jika organisasi memperolehi keuntungan, kenaikan gaji anggota akan dipertimbangkan.*					
26.	The organization wishes to give me the best possible job for which I am qualified. *Organisasi berhasrat memberi pekerjaan terbaik atas kelayakan saya.*					
27.	The organization tries to make my job as interesting as possible. *Organisasi berusaha menjadikan pekerjaan saya amat menarik.*					

SECTION D : ORGANIZATIONAL COMMITMENT
SEKSYEN D : KOMITMEN ORGANISASI

Each statement is followed by a choice of responses. Please tick (√) in the column provided.
Setiap pernyataan diikuti oleh pilihan jawapan. Sila tandakan (√) pada ruangan yang disediakan.

For each statement, rate the employee's organizational commitment.
Untuk setiap pernyataan, tandakan kesan komitmen terhadap organisasi.

No.	Questions/ Soalan	1	2	3	4	5
28.	I would be very happy to spend the rest of my career with this organization. *Saya akan berasa gembira untuk menghabiskan karier saya di organisasi ini.*					
29.	I enjoy discussing my organization with people outside it. *Saya senang membincangkan organisasi saya dengan orang lain.*					
30.	This organization has a great deal of personal meaning for me. *Organisasi ini mempunyai makna peribadi kepada saya.*					
31.	I do feel a strong sense of belonging to my organization. *Saya merasakan dimiliki oleh organisasi saya.*					
32.	This organization really inspires the very best in me in the way of job performance. *Organisasi ini memberi inspirasi terbaiki kepada prestasi kerja saya.*					
33.	To work in this organization is always my first option. *Bekerja di dalam organisasi ini adalah pilihan pertama saya.*					
34.	I really care about this organization. *Saya sangat mengambil berat tentang organisasi ini.*					
35.	For me this is the best of all possible organizations for which to work. *Saya berpendapat, organisasi ini adalah yang terbaik untuk bekerja.*					
36.	I am proud to be part of this organization. *Saya bangga kerana menjadi sebahagian daripada organisasi ini.*					
37.	I feel very loyal to this organization. *Saya berasa setia kepada organisasi.*					

SECTION E : CURRENT WORKING ENVIRONMENT
SEKSYEN E : PERSEKITARAN KERJA SEMASA

Each statement is followed by a choice of responses. Please tick (√) in the column provided. *Setiap pernyataan diikuti oleh pilihan jawapan. Sila tandakan (√) pada ruangan yang disediakan.*

For each statement, rate the current working environment.
Untuk setiap pernyataan, tandakan kesan persekitaran kerja semasa.

38. What are the impacts of pandemic Covid-19 on you? /*Apakah impak dari pandemik Covid-19 ini terhadap anda?*

	Work from home / *Kerja dari rumah*
	Lost jobs / *Kehilangan pekerjaan*
	Half paid leave / *Cuti separuh gaji*
	Unpaid leave / *Cuti tanpa gaji*
	Number of working hours increased / *Bilangan waktu kerja meningkat*
	Number of working hours reduces / *Bilangan waktu kerja berkurang*
	No impact / *Tiada kesan*

39. To what extent does the production and operations of your company has been affected by this pandemic? *Apakah kesan pengurusan dan produksi akibat daripada pandemik ini?*

	Very serious, leading to disrupted of operation and bankruptcy / *Sangat serius, menyebabkan gangguan operasi dan bankrupsi*
	Small impact, some difficulties but overall stability / *Impak kecil dan masih stabil*
	Positive impact, providing new opportunities for development / *Impak positif, menyediakan peluang kepada pembangunan organisasi*

40. Level of your stress caused by Covid-19 pandemic? *Tahap tekanan anda akibat pandemik Covid-19?*

	Low / *Rendah*
	Moderate / *Sederhana*
	High / *Tinggi*

Thank you for your participation.
Terima kasih atas penglibatan anda.

APPENDIX B

UNIMAS/NC-16.03/04-13/01 Jld.24 (51)

5 April 2021

Puan Kristina Sim Nyong Chai
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Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Ratnawati Binti Mohamad Ramlee (68349)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut :

Tajuk Kajian	:	*"Job Satisfaction And Perceived Organizational Support Towards Organizational Commitment During The Pandemic Covid-19"*
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Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,

Dr Victoria Jonathan
Penyelaras Program
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MSC-Status