



Faculty of Cognitive Sciences and Human Development

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

Ratnawati Binti Mohd Ramlee

Bachelor of Science with Honours
(Human Resource Development)

2020/2021

UNIVERSITI MALAYSIA SARAWAK

Grade : A

Please tick (✓)

Final Year Project Report

Masters

PhD

DECLARATION OF ORIGINAL WORK

This declaration is made on the 7th day of July 2021.

Student's Declaration :

I, RATNAWATI BINTI MOHD RAMLEE, 68349, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT, hereby declare that the work entitled, JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL COMMITMENT DURING THE PANDEMIC COVID-19 is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

30 June 2021



RATNAWATI BINTI MOHD RAMLEE (68349)

Supervisor's Declaration :

I, ABANG IZHAR BIN ABANG AHMAD hereby certifies that the work entitled, JOB SATISFACTION AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL COMMITMENT DURING THE PANDEMIC COVID-19 was prepared by the above-named student, and was submitted to the "FACULTY" as a * partial/full fulfillment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work.

Received for examination by :



(ABANG IZHAR BIN ABANG AHMAD)

Date : 30 June 2021

I declare this Project/Thesis is classified as (Please tick (√)) :

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
- RESTRICTED** (Contains restricted information as specified by the organisation where research was done) *
- OPEN ACCESS**

Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student's signature : 
Date : 30 June 2021

Supervisor's signature : 
Date : 30 June 2021

Current Address :

University Malaysia Sarawak

Jalan Datuk Mohammad Musa, 94300 Kota Samarahan, Sarawak, Malaysia

Notes : * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]

**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
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2021)

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)

Received for examination by :



(Mr. Abang Izhar Bin Abang Ahmad)

Date :

30 June 2021

Grade

A

ACKNOWLEDGEMENTS

I would like to take this opportunities in expressing my sincere gratitude to all parties, directly or indirectly participating in making this research a reality. All praise be to Allah SWT for all the blessing and ease in completing this report from day one until now.

I sincerely thank my supervisor, Mr. Abang Izhar Bin Abang Ahmad and my evaluator, Mrs. Nik Norsyamimi Binti Md Nor for their patience in giving me great supervision. All the time, effort, advices and motivation have deeply inspired me. It was a great privilege and honor to work and study under their guidance.

I am extending my thanks to the Malaysian Public Service Department for giving me the golden opportunity to further my study. As the main sponsor in pursuing my dream, this study leave has become one of the most memorable journey. A big thank you to X-FAB Sarawak Sdn. Bhd. for the permission to conduct this study. To the employees in Shift D, thank you for your help.

To my beloved husband, Abang Haszeman Bin Abang Joini, my children and all family members; thank you for the moral support and encouragement during the hardest point as it is one of my biggest strength in completing this research. Finally, Al-Fatihah for my late parents, Haji Mohd Ramlee Bin Anggas and HjH Siti Hasiah Binti Ahmat; who were an inspiration for me to be a good person and succeed in my life. May Allah SWT bless all of you. Thank you.

TABLE OF CONTENTS

LIST OF TABLES	vi
LIST OF FIGURES	vii
ABSTRACT	viii
CHAPTER 1 : INTRODUCTION	
1.1 Background of Study	1
1.2 Statement of Problem	3
1.3 Research Objectives	5
1.3.1 General Objectives	5
1.3.2 Specific Objectives	5
1.4 Research Hypothesis	5
1.5 Research Questions	6
1.6 Conceptual Framework	6
1.7 Significant of Study	6
1.8 Definition of Terms	7
1.8.1 Job Satisfaction	7
1.8.2 Perceived Organizational Support	7
1.8.3 Organizational Commitment	8
1.8.4 Pandemic Covid-19	8
1.9 Limitation of Study	8
1.10 Summary	9
CHAPTER 2 : LITERATURE REVIEW	
2.1 Concept Related to the Study	10
2.1.1 Job Satisfaction	11
2.1.2 Perceived Organizational Support	12
2.1.3 Organizational Commitment	12
2.2 Theory Related to the Concept	13
2.3 Past Similar Findings	15
2.3.1 Job Satisfaction and Organizational Commitment ...	15
2.3.2 Perceived Organizational Support and Organizational Commitment	16
2.4 Summary	16
CHAPTER 3 : METHODOLOGY	
3.1 Research Design	17
3.2 Location, Population and Sample	17
3.3 Research Instrument	18
3.3.1 Section A : Demographic	18
3.3.2 Section B : Job Satisfaction	18
3.3.3 Section C : Perceived Organizational Supports	18
3.3.4 Section D : Organizational Commitment	18
3.3.5 Section E : Current Working Environment	18

CHAPTER 3 : METHODOLOGY	
3.4	Pilot Study 19
3.5	Validity and Reliability 19
3.6	Data Collection Procedure 20
3.7	Data Analysis Procedure 21
3.8	Ethics of The Study 21
3.9	Summary 21
CHAPTER 4 : FINDINGS	
4.1	Research Overview 22
4.2	Respondent Background 22
4.3	Descriptive Statistics 25
4.4	The Research Findings 25
4.4.1	Relationship between job satisfaction with organizational commitment 26
4.4.2	Relationship between perceived organization support with organizational commitment 27
4.4.3	Relationship between job satisfaction and perceived organizational support with organizational commitment during the pandemic Covid-19 28
4.5	Discussions 30
4.5.1	Job Satisfaction on The Workplace 30
4.5.2	Perceived Organization Support 30
4.5.3	Organizational Commitment 31
4.6	Summary 31
CHAPTER 5 : CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS	
5.1	Research Summary 32
5.2	Conclusions 33
5.3	Implications 33
5.3.1	Theoretical Implication 33
5.3.2	Policy Implication 34
5.3.3	Practical Implication 34
5.4	Recommendations 35
5.5	Limitations 36
5.6	Summary 36
REFERENCES 37
APPENDIX A : SURVEY QUESTIONNAIRE 43
APPENDIX B : APPROVAL LETTER 49

LIST OF TABLES

Table 3.1 : The Instruments	18
Table 3.2 : The Results of Cronbach's Alpha for Pilot Study	20
Table 3.3 : The Results of Cronbach's Alpha for Actual Study	20
Table 3.4 : Data Collection Procedures of Questionnaire	21
Table 4.1 : Respondents Background	23
Table 4.2 : Description on Means and Standard Deviation of The Variables	25
Table 4.3 : Correlation between Job Satisfaction and Organizational Commitment	26
Table 4.4 : Correlation between Perceived Organizational Support and Organizational Commitment	27
Table 4.5 : Model Summary for Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19	28
Table 4.6 : ANOVA for Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19	29
Table 4.7 : Coefficients For Multiple Regression between Job Satisfaction and Perceived Organizational Support with Organizational Commitment during The Pandemic Covid-19	29

LIST OF FIGURES

Figure 1.1 :	Conceptual Framework	6
Figure 2.1 :	The Herzberg Two-Factor Theory	13
Figure 2.2 :	The Affective Events Theory	15

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, komitmen 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

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

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

Ha₂ : There is a significant relationship between perceived organizational support with organizational commitment.

Ha₃ : 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

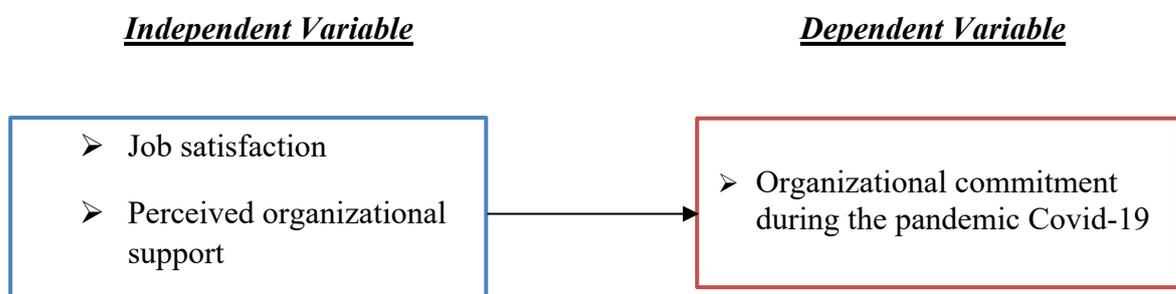


Figure 1.1 : Conceptual framework

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 tough 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).