

# Influence of Work Attitudes on Job Performance in Case of Staff at VNK Consultancy Training and Labor Supports Joint Stock Company

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## Abstract

Work attitudes are important to the organization as they determine the behavior of the staffs/workers in the organization. Two types of work attitudes that have especially important implication for organizational behavior are *job satisfaction* and *organizational commitment*. Five factors of *job satisfaction* (namely: salary policy, opportunities and advancement opportunities, coworkers, supervision and work itself) and three factors of *organizational commitment* (namely: affective commitment, continuance commitment and normative commitment) which are investigated in this paper in order to find the impact of these factors on job performance. The research methodology used in the current study are the quantitative methodology by using survey questionnaire and interview staffs of VNK consultancy training and labor supports joint-stock company. The results indicated that there is positive relationship between payment; promotions and training opportunities; coworkers; supervision and work itself; continuance commitment and job performance. The analyzed factor impact on job performance aimed at realistically contributing to the human resource planning at the research sites and creating further performance at work for the VNK consultancy training and labor supports joint-stock company.

**Key words:** work attitudes, job satisfaction, organizational commitment, job performance.

## 1. Objective of the Study

The general objective of this research is to identify the influence of work attitudes (include two main factors: job satisfaction and organizational commitment) on job performance of staffs at VNK's company after understanding the theoretic related to job performance and its effected factors.

## 2. Motive and Background of the Study

Job performance is one of the most concerns of any enterprise. It can be said, a company is performing well or bad depending on performance of their employees. Employee performance affect

directly to the development of the company now and in the future. Thus, improving employee performance is the most important in the development of any enterprises.

In fact, each company has different policies to improve employees' performance: make employees satisfy with their work conditions, motivation, enhance commitment between employees and company... VNK is the company, in which the staffs don't reach the standardized performance, and this problem become the main point of the current research that aims to find the influencing of work attitudes on job performance with the hope to enhance the level of employee performance at VNK.

In over the world, there are many authors do the research on influencing of work attitudes on job performance. In the research of H.A.H Hettiarachchi,

S.M.D.Y Jayarathna (2014) [1] recognized three factors of work related attitudes are job satisfaction, organizational commitment and job involvement have positive effect on job performance. Besides, there are many authors' research only focus on one dimension of work attitudes, like job satisfaction or organizational commitment impact on job performance; factors influencing on job satisfaction; impact of job satisfaction on job performance. Some authors like Alamdar Hussain Khan, Muhamad Musarrat Nawaz, Muhamed Aleem and Wasim Hamad (2012), Weihui Fu (2014) [2]...also did their research on the related problem.

There are some authors do the research on only one dimension: the factor influencing on job satisfaction (Pham Thi Minh Ly, 2011; Le Nguyen Doan Khoi & Nguyen Thi Ngoc Phuong, 2013) [3]; factors influencing organizational commitment (Le An Khang, 2013) [4] and so on.

Through the current research, this gap will be closed by finding the influence of more than one factor: *job satisfaction* and *organizational commitment* to the *job performance*.

### 3. Conceptual Foundation of the Research

#### *Definition of job performance*

Performance defined as the overall expected value from employee's behaviors carried out over the period of time (Motowidlo, Borman, and Schmidt, 1993) [5].

The performance also defined as the ability of an employee to reach the measurable goals, and standards effectively and efficiently. It often related to the company's payment and other benefits that employee can receive from the company. Performance is described that it can be monitored, measured and evaluated as the outcome of employee's job level and linked with organizational's goals.

Following Motowidlo (2003) [6] they divided job performance in terms of task performance and contextual performance. Task performance is obligatory behavior. It means employees need to complete effectively their jobs and contribute to the organization's development. Contextual performance includes the behavior that contribute to overall

effectiveness through supporting the social and psychological climate of the workplace. Thus, contextual performance includes activities such as helping, cooperating with others, volunteering in job.

#### *Work attitudes*

Stephen P. Robbins and Timothy A. Judge (2013) [7] defined attitudes as evaluative statements - either favorable or unfavorable - about objectives, people and events. They reflect how we feel about something. For example, when I say "I like my job" it means "I am expressing my attitude about work".

According to Timothy A. Judge and John D. Kammeyer - Mueller (2012) [8] they identified that work attitudes are evaluations of one's job that express one's feelings toward, beliefs about, and attachment to one's job.

Michael Armstrong (2006) [9] described work attitudes as job satisfaction and organizational commitment has far reaching impact on organizational performance. By Mason Carpenter, Talya Beauer, Berrin Erdogan, and Jeremy Short (2013) [10] they believe how we behave at work often depends on how we feel about being there. Therefore, how people behave depends on how we understanding their work attitudes. They considered attitudes as opinions, beliefs and feelings about aspects of our environment, so attitudes have the greatest potential to influence how we behave. These are *job satisfaction* and *organizational commitment*. Work attitude might change over time.

#### *Job satisfaction*

Job satisfaction has been defined in many different ways. Job satisfaction is one criterion for establishing the health of an organization, rendering effective services largely depends on the human resources (Fitzgerald et.al., 1994) [11]. Following to Jenifer M. George and Gareth R. Jones (2011) [12] job satisfaction is one of the most important and well researched in organizational behavior. It is the collection of feelings and beliefs that people have about their current job.

One of the most widely definition is that of Locke (1976) [13] he defined that job satisfaction as a pleasurable or positive emotional state resulting from

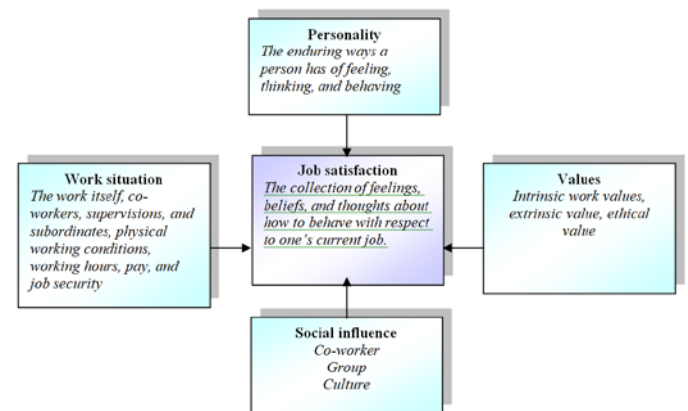
the appraisal of one's job or job experiences. Beside that Hulin and Judge (2003) [14] defined job satisfaction includes multidimensional psychological responses to an individual's job, and these personal response have cognitive affective, behavioral components. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. While cognitive job satisfaction more objective and logical evaluation of various facets of a job.

### *Determinant of job satisfaction*

Job satisfaction is influenced by many factors. According to Frederick Herzberg [15] job satisfaction affected by two main needs are motivated (such as how interesting the work is, autonomy on the job, the responsibility motivation) and hygiene (such as working conditions, the nature of supervision, amount of pay, job security). In this research, the author complies with the definition of Jenifer M.Georgre and Gareth R. Jones (2011) [16]. There are four factors affect to the level of job satisfaction that a person experiences: personality, value, social influence and work situation (see the figure 1).

### *The relationship between job satisfaction and job performance*

There are many researchers showed job satisfaction has positive impact on job performance. According to Christen, Iyer and Soberman (2005) [17] in a paper titled "job satisfaction, job performance and effort" explained how job performance is related to job satisfaction", they found a significant positive effect of job performance on job satisfaction. It was showed that a positive effect of job performance on job satisfaction also has important implications for a firm that wants to motivate and retain talented employees. It implies that actions to increase job performance can also increase the job satisfaction.



*Figure 1: Four factors affect the level of job satisfaction*

### *The measurement of job satisfaction*

The most popular facet measures of job satisfaction were Job Descriptive Index (JDI) by Smith, Kendall, and Hulin (1969) [18] the Job Satisfaction Survey (JSS) of Spector (1985) and the Minnesota Satisfaction Questionnaire (MSQ) of Helena Martins, Teresa Proença [19].

The JDI was created by Smith, Kendall, and Hulin (1969) [20] JDI is a highly specific questionnaire of job satisfaction that has been widely used in the world. JDI measures job satisfaction in five facets (pay, promotion and training opportunities, coworkers, supervision, and the work itself) with 72 items.

An other measuring is Job Satisfaction Survey (JSS) by Spector (1985) [21] in which the author uses 36 items with a 6 point scale in 9 facets, including pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, communication.

The fully measuring of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). The MSQ measures job satisfaction in 20 facets (ability, utilization, achievement, activity, advancement, authority, company policies and practices, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision - human relations, supervision-technical variety, and working conditions) and has a long form with 100 questions.

In fact, many researchers applied JDI to the real life situations, they adjusted and added more factors on their survey. Although MSQ is fully facets of job satisfaction, 100 questions is too long to make survey or 20 questions are not enough evaluation for one facet. Therefore, in the current research, the author based on measuring of Hulin (1972) [22], Truong Ngoc Hong and Le Nguyen Doan Khoi & Nguyen Thi Ngoc Phuong (2013) [23] includes 5 factors of job satisfaction to survey about job satisfaction with the following model:

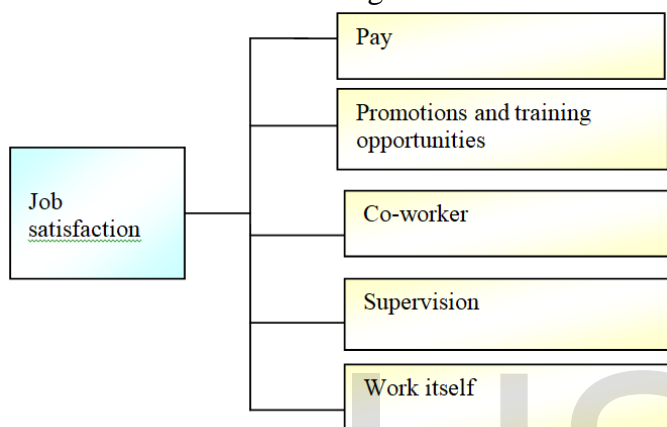


Figure 2: Five factors of job satisfaction  
(Source: Hong, T.N, Khoi,N.D, Phuong, N.T.N)

## Organizational commitment

### Definition of organizational commitment

There are number of different authors that identified the organizational commitment. According to Jennifer M.George and Gareth R. Jones (2011) [24] reported organizational commitment as feelings and beliefs about the employing organization as a whole. They divided organizational commitment into two types: affective commitment and continuance commitment. They also defined that affective commitment is the commitment that exists when employees are happy to be members of an organization, believe in and feel good about the organization and with its stands for, are attached to the organization, and intend to do what is good for organization. In addition, continuance commitment is the commitment that exists when it is very costly for employees to leave an organization.

Meyer and Allen (2007) [25] describes organizational commitment into three distinct

components were affective commitment, continuance commitment and normative commitment.

### Dimensions of organizational commitment

Based on theory of Meyer and Allen (1990) [26] the current research will focus on the dimensions of organizational commitment follow three dimensions are: affective commitment, continuance commitment and normative commitment.

#### Affective commitment

Affective commitment is pointed as the employee's positive attachment to the identification with and involvement in the organization. Employee with a strong affective commitment identifies with the goals of the organization and desires remain a part of the organization.

#### Continuance commitment

Continuance commitment based on the costs that the employees associate with leaving the organization. Continuance commitment exist when employees are committed so much because they want to be but because they have to be - when the costs of leaving the organization (lost of seniority, job security, pensions, medical benefits, and so on) are too great (Jennifer M.George, and Gareth R.Jones, 2011) [27].

#### Normative commitment

Normative commitment reported that the individual commits to and remains with an organization because of feelings of obligation. For example, the organization may have invested resources in training an employee who then feels a "moral" obligation to put effort on the job and stay with the organization to "repay" the debt. The employees stay with organization because they ought to.

### Relationship between organizational commitment and job performance

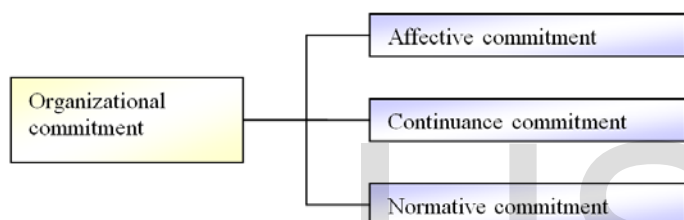
Some research pointed that organizational commitment is critical to organization successful



performance, for it increase job satisfaction, decreases employee turnover and decrease intention to leave. For example, the research of Kuamri Madhuri et al (2014) [28] showed that organizational commitment has more significant effect to job satisfaction and employee's job performance.

### The measurement of organizational commitment

The most popular of measuring organizational commitment is measuring of Allen and Meyer (1990) [29]. It measures three factors of organizational commitment includes affective commitment, continuance commitment and normative commitment by 24 items. The current research based on the survey of Allen and Meyer (1990) [30] to measure organizational commitment, as the following model:



Factors of organizational commitment  
(Source: Allen, N.J., and Meyer, J.P., 1990)

## 4. Research Model and Hypotheses

### 4.1. Research model

Based on the literature review mentioned above, the research model is expressed in the figure 3 which includes: (1) the independent variable is work attitudes, under the two sub variables named job satisfaction and organizational commitment; (2) the dependent variable is job performance to close the gap in the research as mentioned above.

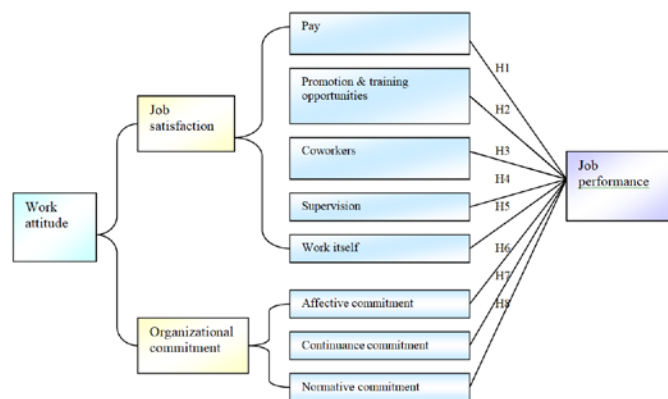


Figure 3: Research model

### 4.2. Hypotheses

**H1:** There is a positive relationship between pay and job performance of staffs at VNK's company.

**H2:** There is a positive relationship between promotion as well as training opportunities and job performance of staffs a VNK's company.

**H3:** There is a positive relationship between coworkers and job performance of staffs at a VNK's company.

**H4:** There is a positive relationship between supervision and job performance of staffs at VNK's company.

**H5:** There is a positive relationship between work itself and job performance of staffs at VNK's company.

**H6:** There is a positive relationship between affective commitment and job performance of staffs at VNK's company.

**H7:** There is a positive relationship between continuance commitment and job performance of staffs at VNK's company.

**H8:** There is a positive relationship between normative commitment and job performance of staffs at VNK's company.

## 5. Research methodology

To conduct the research, the author applies the quantitative method. Model assumption includes dependent variable is *job performance* and 8 factors as independent variables. This model is showed in the following regression model:

$$JP = \alpha + \beta_1PAY + \beta_2PTO + \beta_3CW + \beta_4SV + \beta_5WI + \beta_6ac + \beta_7cc + \beta_8nc$$

Where: dependent variable JP (job performance)

Independent variable.

PAY (pay); PTO (promotion and training); CW (coworker); SV (supervision); WI (work itself); AC (affective commitment); CC (continuance commitment); NC (normative commitment).

To test the hypotheses, the author design the survey questionnaire, sending to all the staffs of VNK and solving collected data by SPSS 20.0. The content of the survey questionnaire shows how we measure the 8 elements of the 2 independent variables in the research model as well as the dependent variable. Base on this survey questionnaire, the respondents will check and evaluate their opinions on the list of delivered questions.

By doing survey through questionnaire, the author wants to collect the evaluations of the VNK's staffs, especially wants to realize the trend of their opinions toward positive or negative based on the law of large number. Say in an other words, the author need to investigate the impacted levels of the 2 independent variables to the VNK's staffs on their job performance.

In the current research, the number of survey questionnaire were delivered is 40 and the collected clean answers is also 40. The sample size is rather small, but there is no choice as the total number of the VNK's staffs is about 40 people.

To avoid the bias results as the small sample size, the author made the in-depth interview with 11 staffs. Among 11 staffs, 3 of them belong to accounting section, 4 of them belong to human resource section, 2 of them belong to customer service section and 2 remain members belong to business section. The reasons made author to conduct in-depth interview as the survey questionnaires may not include all the detail information and without listening directly, the author may not fully understand their detail situations.

## 6. Data analysis

### *Reliability statistics*

Cronbach's alpha is the most common measurement of internal consistency and to determine

whether the scale is reliable. Based on the results of Cronbach's alpha, it can see clearly that scale of work itself, affective commitment and normative commitment has Cronbach's alpha less than 0.6, therefore, they are excluded. Other factor include pay, promotion and training, opportunities, coworkers, supervisions are satisfied. Thus, factors namely pay, promotion, training opportunities, coworkers and supervision continue to be analyzed through Exploratory Factor Analysis (EFA).

### *Exploratory factor analysis (EFA)*

From the results of KMO and Bartlett's test, the author found that  $1 > KMO = 0.534 > 0.5$ , so EFA appropriate with data and Bartlett equal 315.372 with sig value = 0.000, thus, observed variables are correlated with each other in overall.

### *Linear regression model analysis*

By using SPSS version 20.0, the result analysis of linear regression model with remained 5 factors (pay, promotion and training opportunities, co-worker, supervision, work itself) has p value bigger than 0.05, therefore, all the hypotheses are rejected.

All the hypotheses are rejected may be because of the 2 reasons: (1) most of the staffs are not satisfy with the pay, propmotion, training opportunities, co-worker, supervision and work itself as well as organizational commitment situation of VNK at present; (2) the author need the sample size equal to 5 times of items scale in survey. It means, in this research, actually we need to deliver the survey questionnaire to about 230 people, unfortunately, VNK has only 40 employees, so this method may isn't true in the case of VNK?

To supplement this result, the author make the descriptive statistics and in-depth interview to investigate more detail for this research.

### *Descriptive statistic*

In descriptive statistic, mean of each item: pay, promotions and training opportunities, coworkers, supervision, work itself, affective commitment, continuance commitment, normative commitment and job performance is used to determine the level of job satisfaction, organizational commitment and job performance of staffs at VNK. To interpret the average score on each dimension on the job satisfaction, organizational commitment and job

performance by using Statistical Package for Social Science (SPSS 20.0), the following norms were used:

Table 1: Descriptive interpretation

Range of score	Descriptive interpretation
1.00-1.80	Strongly disagree
1.81-2.60	Disagree
2.61-3.40	Neither disagree nor agree
3.41-4.20	Agree
4.21-5.00	Quite agree

And the results of the descriptive statistics about the level of satisfaction of the independent variables, in case of staffs at VNK, as following:

Table 2: The results of the descriptive statistics

Level of job satisfaction	Average mean	Ranking	Interpret
Pay (PAY)	2.8148	5	Normal
Promotions and training opportunities (PTO)	3.0972	4	Normal
Coworkers (CW)	4.0093	1	Satisfied
Supervision (SV)	3.6736	2	Fairly satisfied
Work itself (WI)	3.3611	3	Normal
Level of organizational commitment	Mean		Interpret
Affective commitment (AC)	2.7698	7	Normal
Continuance commitment (CC)	2.5972	8	Weak
Normative commitment (NC)	2.7951	6	Weak
Level of job performance	Mean		Interpret
Job performance	3.5694		Good

Based on this results, we can conclude that among 8 independent factors, the ranking of the impacted factor make the staffs most satisfied from the highest to the lowest as flowing: *coworker* (1), *supervision* (2), *work itself* (3), *promotion and training* (4), *pay* (5), *normative commitment* (6), *affective commitment* (7), *continuance commitment* (8). And the result also shows that although there are some factors did not make the staffs really satisfied, but the staffs still did the job performance good (point average is 3.569/5).

The in-depth interview has similar results with the descriptive statistic's results. Especially, during the in-depth interview process, some staffs complaint that they tried to do their good performance but the income is not enough and they need more extra work to enhance their income for ensuring their living condition.

## 7. Conclusion and Recommendation

From the results of descriptive statistic and in depth interview, it is concluded that there is positive relationship between the independent variables like pay, promotions and training opportunities, coworkers, supervision and work itself, continuance commitment and job performance with the different level. It means increasing level satisfaction of facets namely pay, promotions and training opportunities, coworkers, supervision, work itself and organizational commitment will increase job performance of staffs at VNK. Especially, VNK should strongly focus on the weak factor, such as supervision and work itself for the staff.

If compare the level between job satisfaction and the level of organizational commitment, we can see the level of job satisfaction is higher than organizational commitment in influencing to job performance. Therefore, VNK should pay attention on continuance commitment and normative commitment as well as affective commitment in order to raise the VNK staffs' satisfaction and hence increase their job performance.

Besides the above results, the interest finding of this research is all the hypotheses of the research model are rejected based on the quantitative method's results. It showed that most of the staffs of VNK do not satisfy with the current job and their organizational commitment. This point is very urgently to the leader of VNK if they do not have the good policy for their staffs.

Doing this research, the author faced with the limitation of small sample size as the total staffs of VNK is small, thus, the result of quantitative methodology may be bias?

Selecting the bigger sample size for the more exact result and exploring an other factors effect to

job performance is the significant direction for the future research.

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