

Organizational Commitment and Job Satisfaction in Performance: The Mediating Role of Job Embeddedness

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ABSTRACT

Job embeddedness is a new construct in the Royal Malaysia Police (RMP). This paper aims to investigate the association between organizational commitment (OC) and job satisfaction (JS) among police officers in Royal Malaysia Police (RMP) through the mediating role of job embeddedness (JE). This study used the analysis concept from the survey. The data was collected from 309 traffic police officers currently working in Kuala Lumpur. The results show that JE mediates the relationship between OC and JS. Hence, JE is a crucial factor that is needed to assist OC and JS in improving police officers' performance.

Keywords- Organizational Commitment; Job Satisfaction; Job Embeddedness; Royal Malaysia Police.

1 INTRODUCTION

Today, the service sector such as the Royal Malaysia Police plays a crucial role in the society. The regular function of RMP not only involve law enforcement, order maintenance, and services (Navaretnam, 2011) but it also demands pride in service and ethical workplace behaviors (Ahmad et al., 2019). Service can be defined as a production of services that support organizational goals (Roe, 1991). Service delivery is critical because it reflects a country's image (Selvanathan, 2015). In today's globalization era, the society focuses on the importance of the service provision system, and they want to enjoy the benefits. It has also been noted that the service delivery system in government agencies such as the Royal Malaysia Police (RMP) is of paramount importance (Selvanathan, 2015).

Recently, the public is dissatisfied with the conduct and performance of police personnel which has resulted in high incidences of crime, corruption, and abuse of power in the RMP since 2005 (Rahman and Lee, 2019; Muhammedally, 2014; Kadir and Jusoff, 2009; Royal Commission Police, 2005). It is not surprising that RMP is

among the highest agency to receive complaints from the public from the year 2011 until 2018 (Harian Metro, 2018).

The society's level of confidence towards RMP in preventing crimes was only 53%, and the Safety Perception Index survey also decreased from 47.5% in 2011 to 39% in 2014 (Rashid et al., 2017). Additionally, a survey conducted by Merdeka Centre on Transparency International Malaysia's behalf revealed that civilians perceived RMP as the most corrupted organization among all government agencies (Public Complaints Bureau, 2017). The success of police officers' service performance is based on the perception of service quality and satisfaction of both civilians and police officers (Chen, 2018). The researchers have demonstrated that the level of police officers' commitment is an effective obstacle to diffuse work stress (Kuo, 2015), turnover intention (Ahmad et al., 2019), and burnout (Lambert et al., 2018).

1.1 LITERATURE REVIEW

Organizational Commitment

Several studies have indicated that organizational commitment has a direct impact on the performance of employees in the public sector (Al-Matari & Omira, 2017; Al Zefeiti & Mohamad, 2017; Luna-Arocas et al., 2020; Tran et al., 2020). According to Uraon and Gupta (2020), organizational commitment is a crucial component in increasing performance in the public sector. Organizational commitment can be linked with various forms of the public sector such as police deviance. For example, lack of organizational commitment among police officers has been linked to a variety of undesirable outcomes such as turnover intention (Ahmad et al., 2019; Crow et al., 2012), poor performance (Gelderen & Bik, 2016), and alienation (Hunt & McCadden, 1985). According to Metcalfe and Dick (2002), there is no difference in the level of commitment between gender in the U. K. police department. Yao et al. (2019) noted that work-related variables (i.e., trust and behavioral loyalty) are related to employee commitment. These studies have shown that police officers' characteristics such as age, sex, education, and service, have consistently affected their organisational commitment levels. OC has been strongly correlated with employee characteristics such as their attitudes, behaviors, and perceptions in their performance (Dominic & Salim, 2018; Grego-Planer, 2019; Wainaina et al., 2014).

Research evidence suggests that occupation as a police is a unique culture that fosters low commitment attitudes and behaviors (Beck & Wilson, 1997). In particular, police officers who are less committed in their job were found to be more engaged in avoidance behaviors (such as not responding to calls, arresting minor offenders), and against the department (such as absenteeism, corruption, and misconduct) (Moon & Jonson, 2012). Therefore, it is important to understand the factors that influence organizational commitment among police officers.

H1: OC is positively related to performance.

Job Satisfaction

Warr et al. (1979) defined job satisfaction is the degree to which a person reports satisfaction with Warr et al. (1979) defined job satisfaction as the degree to which a person reports satisfaction with extrinsic and intrinsic factors. Job satisfaction is a factor that engenders the employee to work in a long term in a position. The organization is always concerned with increasing the work process's effectiveness and efficiency as the demand for better quality services from customers and clients (Lipiec, 2001). The most valuable assets in any organization today are not its production line, its inventory, nor its branches, but its employees who create the organization (Tooksoon, 2011). Through job satisfaction, organizations can measure achievement goals, commitment, productivity, and performance (Gopinath, 2020; Omar et al., 2020; Sembiring et al., 2020). Besides, job satisfaction helps employees to promote their commitment (Loan, 2020), reduces burnout (Wang et al., 2020), and turnover intention (Rahman, 2020).

Similarly, like many organizations, the police force has always tried to seek effectiveness in retaining talented, hardworking, and dedicated employees. When an employee become dissatisfied with their intrinsic factors (such as memory and motivation) and extrinsic factors (such as pay or reward), the employee might perform their work tasks poorly and result in poor performance, absenteeism, laziness, and low morale (Paoline III & Gau, 2020). Another factor such as work environment also explains well on job satisfaction among police personnel in Western police organizations (Kumar, 2017). For example, data was collected from 500 police personnel ranging from constables to inspectors in India. The results suggested that demographic factors, organizational characteristics, and job characteristics impacted job satisfaction among police personnel (Kumar, 2017). Researchers have also posited that job satisfaction among police officers can be predicted across different countries such as India (Lambert et al., 2018), China (Chen, 2018), Pakistan (Ahmad & Islam, 2019), and Slovenia (Tomažević et al., 2019). Therefore, we propose that:

H2: JS is positively related to performance.

Job Embeddedness

Job embeddedness (JE) is similar constructs such as organizational commitment (OC) and job Job embeddedness (JE) is a similar construct as organizational commitment (OC) and job satisfaction (JS) in some instances, but it is distinct from these constructs in several important ways (Crossley et al., 2007). First, OC and JS focus on feelings that foster continuous citizenship in the organization known as job-related factors. JE also incorporates community-related issues (off-the-job) in addition to job-related issues (Hussain & Deery, 2018; Peltokorpi, 2020; Treuren & Fein, 2018). Half of the JE constructs are covered by community-focused constructs in organizations (Mitchell et al., 2001). Second, job satisfaction and organizational commitment are related to employee retention (Geisler et al., 2019; Redondo et al., 2019), and therefore it is crucial to understand what causes employee turnover. In contrast, job embeddedness describes and assesses the extent to which people feel attached and choose to stay in an

organizational (Coetzer et al., 2019; Martdianty et al., 2020). Third, Dechawatanapaisal (2018) have found a crucial distinction in the turnover model, which suggests that people have several motives for staying or leaving in organizations compared to job satisfaction and organizational commitment. These motives are similar to affective reasons (emotional attachment to an organization), continuance reasons (salary or fringe benefits), alternatives (capability of obtaining an alternative job), and normative reasons (family and friends) such job embeddedness. Additionally, job embeddedness has been found to mediate between features of the job situations and several employee attitudes and behaviors. Thakur and Bhatnagar, (2017) also posited that job embeddedness is a mediating role between HR practices or work-related sources of support and employee turnover.

The present study only focuses on organizational embeddedness (on-the-job) to examine OC and JS, with performance as criterion measure and organization as the focal variable. Additionally, organizational embeddedness also focuses on aspects of the organizational environment that embed the employees in their job. Previous research has shown that organizational embeddedness has a stronger relationship to performance than community embeddedness (off-the-job dimensions) (Bergiel et al., 2009; Ghosh et al., 2017; Tian et al., 2016). Therefore, our hypothesis is:

H3: JE is positively related to performance.

H4: JE mediates the relationship between OC and performance.

H5: JE mediates the relationship between JS and performance.

2.MATERIALS AND METHOD

2.1 Participations

The data was collected through survey involving 309 samples of traffic police officers currently working in Kuala Lumpur. The data collected from July- October 2020. The rank of officers involved are from constables until Assistant superintendent Police. This group is the frontliners who deals with civilians. Table 1 shows the respondents' demographics. The demographic data are as follows: 84.5% were male, 15.5% were female, and the average age was 30 (SD=2.02).

Table 1: Respondent Demographics

Respondents' Characteristics	Frequencies	Percentages
GENDER		
Male	261	84.5
Female	48	15.5
Total	309	100
AGE		
20-30	118	38.2
31-40	113	36.5

41-50	30	9.7
50-60	48	15.6
Total	309	100
MARITAL STATUS		
Married	245	79.29
Single	45	14.57
Widowed	19	6.14
Total	309	100
HIGHEST QUALIFICATION		
Secondary School	231	74.76
Diploma	63	20.39
Degree	11	3.56
Others	4	1.29
Total	309	100
RANK		
Constable	47	15.2
Lance-corporal	86	27.8
Corporal	127	41.1
Sergeant	28	9.1
Sergeant Major	6	1.9
Sub-Inspector	2	0.6
Inspector	10	3.3
Ass. Supt. Police	3	1
Total	309	100

2.2 Measures

Organizational Commitment

Organizational commitment questionnaire (OCQ) developed by Mowday et al. (1982) was employed in the present study. The measurement was measured with a five-point Likert scale, ranging from 1 “Strongly Disagree” to 5 “Strongly Agree”. The Cronbach’s Alpha reported for this measure is 0.70. All items were adapted from the original items.

Job Satisfaction

The measurement items of the Job Satisfaction Scale (JSS) was developed by Warr et al. (1979). JSS is a widely used measure of job satisfaction in industrial or organizational research and practice. The measurement was measured using a seven-point Likert scale, ranging from 1 “Strongly Dissatisfied” to 7 “Strongly Satisfied”. The items were adapted from the original items.

Job Embeddedness

The constructs of job embeddedness were developed by Holtom et al. (2006). The constructs were measured with a seven-point Likert scale, ranging from 1 “Strongly Disagree” to 7 “Strongly Agree”.

Performance

In the present study, performance was measured using seven-items of performance developed by Williams and Anderson, (1991). The measurement was measured by a seven-point Likert scale, ranging from 1 “Strongly Disagree” to 7 “Strongly Agree”. The items were adapted from the original items.

3.RESULTS AND FINDINGS

3.1 Assessment of Structural model

The present study uses the Smart PLS 3.2.9 software to calculate the statistical estimation for the structural and hypothesized framework. This includes inspecting the validity and reliability of the model, followed by path analysis, coefficient of determination, and effect size. Sarstedt et al. (2017) posited that the assessment for the outer and inner two stages is common for relationship checking and model assessment. It is crucial to estimate the validity and reliability, path analysis, coefficient of determination, and the effect size (Sarstedt et al., 2020).

3.2 Measuring Model

The convergent validity, average variance estimate, and indicator loading were the basis for the assessment of reliability and validity. Table 2 shows that the outer loadings are between 0.700 to 0.907. According to Sarstedt et al. (2017), the loading of 0.7 and above is acceptable. The loadings for composite reliability varies between 0.873 to 0.906 and higher than 0.7 as a standard level. The average variance estimates (AVE) reach the minimum standard above 0.5, with loadings between 0.633 to 0.704. The variance inflation factor (VIF) values were also inspected to measure whether an independent variable is highly correlated with other independent variables. If the VIF values are 5 or higher, it indicates a potential collinearity problem (Hair et al., 2019). The VIF values in this study are loaded between 1.135 to 1.189, therefore are acceptable. The measurement for the validity and reliability was achieved. This assessment measurement is vital to link the significance of path coefficients, coefficient of determination, *t*-value, mediation effect, and effect sizes (Sarstedt et al., 2017).

Table 2. Result of the Measurement Model

Constructs	Item	Loading	CA	CR	AVE	VIF	Q ²
OC	OC 1	0.852	0.869	0.906	0.659	1.186	0.486
	OC 2	0.832					
	OC 3	0.828					
	OC4	0.838					
	OC5	0.700					
JS	JS 1	0.807	0.874	0.904	0.704	1.155	0.496
	JS 2	0.755					

	JS 3	0.903					
	JS 4	0.822					
JE	JE 1	0.835	0.822	0.873	0.633	1.135	0.391
	JE 2	0.791					
	JE 3	0.849					
	JE 4	0.701					
PE	TP 1	0.784	0.875	0.906	0.704	1.149	0.499
	TP 2	0.907					
	TP 3	0.855					
	TP 4	0.804					

Response rate (n= 309)

Cronbach Alpha (CA), Composite Reliability (CR), Average Estimates Variance (AVE) Correlation, and Variance Inflation Factor (VIF).

Organizational Commitment= OC; Job Satisfaction Job= JS; Job Embeddedness= JE; Performance= PE

Discriminant validity refers to constructs or measurements that should have no relationship by examining the correlations between the potentially overlapping measures. It is important that the constructs examined are truly different from each other. AVE was used to assess discriminant validity as suggested by previous researchers (Fornell & Larcker, 1981; Hair et al., 2017). Table 3 shows that all bolded diagonal loadings are higher than their vertical counterparts. All the correlations between the construct and the values of the AVE's square root loaded above 0.50, which is significant for all the diagonal values than the correlation among the variables (Fornell & Larcker, 1981; Hair et al., 2017). Additionally, Heterotrait-monotrait ratio correlation (HTMT) was employed to assess discriminant validity, which can create blocks of model evaluation (Henseler et al., 2015). As shown in Table 4, the maximum value of HTMT is 0.376, which is below 0.85. This implies that the hypothesized structural paths are real and discriminant validity is established (Kline, 2011).

Table 3: Discriminant Validity of Constructs

Constructs	OC	JS	JE	PE
Organizational Commitment	0.812	-	-	-
Job Satisfaction	0.326	0.839	-	-
Job Embeddedness	0.301	0.257	0.795	-
Performance	0.249	0.243	0.270	0.839

Table 4: Discriminant Validity Result based on Heterotrait-monotrait (HTMT) Ratio of Correlations

Constructs	OC	JS	JE	TP
Organizational Commitment	-			
Job Satisfaction	0.376	-		
Job Embeddedness	0.349	0.305	-	
Performance	0.283	0.274	0.310	-

3.3 Path Analysis and Hypothesis Testing

In this study, we also used bootstrapping to test the direct effect and indirect effect on the hypothesis. The graphical findings of bootstrapping testing is shown in Figure 1.

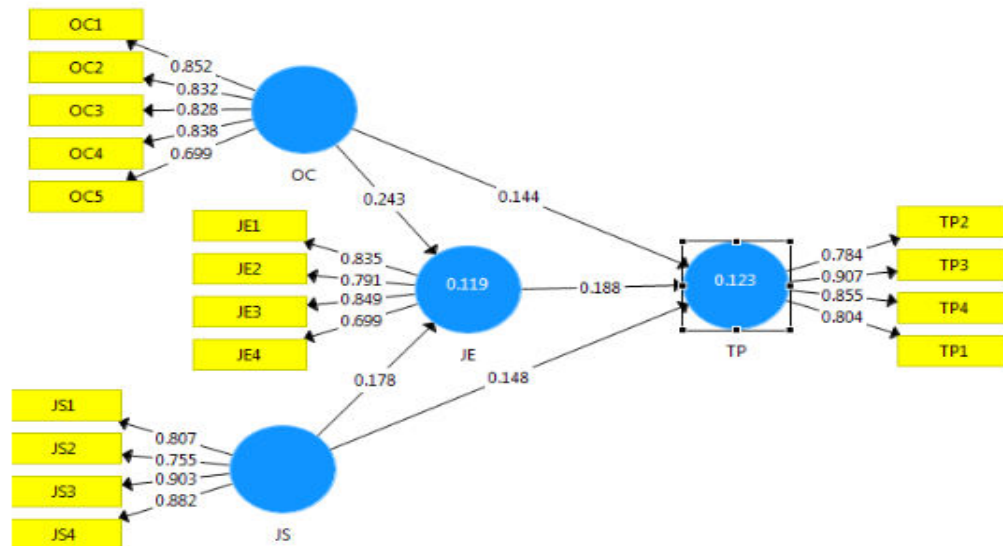


Figure 1: Results from the PLS-SEM (5000) bootstrapping

We performed bootstrapping, which involved 5000 samples whilst our actual sample of the study stand at 309. First, we examined the relationship between independent and dependent variable performance (X to Y). Second, we tested the multilevel relationship between the independent and dependent variables, including job embeddedness (mediator) in the model (X to M to Y). Third, we also tested the coefficient of determination (R^2) through bootstrapping and predictive relevance (Q^2) through blindfolding procedure in the Smart PLS software.

As displayed in Table 5 below, the results show that OC and TP directly affect the performance of police officers. First, Hypothesis 1 shows that OC directly affects performance and is positive and significant ($\beta=0.192$, $SE=0.055$, $p<.001$), with a significant t value at 3.459. on Hypothesis 1 is supported. Second, there is a direct effect on JS to performance ($\beta=0.182$, $SE=0.051$, $p<0.01$) and t value is 3.534. Hypothesis 2 is supported. Third, JE directly affects performance ($\beta=0.188$, $SE=0.064$, $p<0.01$) and t value is 2.935. Hypothesis 3 is also supported.

Table 5 shows the results coefficient of determination (R^2) and predictive relevance (Q^2). The effect size of dependent variable performance R^2 is 0.123 and Q^2 values is 0.081, which is considered small. Meanwhile, job embeddedness R^2 is 0.123 with Q^2 values 0.072, which is also considered small. Cohen, (1988) noted that R^2 of 2% is

deemed to be small, R^2 of 13% is considered medium, and R^2 of 26% is considered large. Although the finding for R^2 and Q^2 is small in this study, the model's value is significantly above zero, which supports the model's predictive relevance for endogenous construct (Hair et al., 2017).

Table 5: Path analysis structural model results.

Path	Beta	SE	<i>t</i> value	<i>p</i> value	F2	LLCI 5%	ULLI 95%	R^2	Q^2	Result
OC->TP	0.192	0.055	3.459**	0.001		0.100	0.278			Accepted
JS->TP	0.182	0.051	3.534**	0.000		0.094	0.263			Accepted
OC->JE	0.243	0.054	4.535**	0.000	0.036	0.152	0.328	0.119	0.072	Accepted
JS->JE	0.178	0.047	3.805**	0.000		0.098	0.250			Accepted
JE->TP	0.188	0.064	2.935**	0.003	0.022	0.084	0.296	0.123	0.081	Accepted

Note: ** $P < 0.01$, * $P < 0.05$

Note: Predictive relevance (Q^2) effect sizes are namely; 0.02 for small, 0.015 for medium, and 0.35 for large.

Table 6 shows a positive and significant indirect effect relationship of JE between OC and performance ($\beta = 0.033$, $p < 0.01$, LLCI = 0.013, ULCI = 0.059). Thus, hypothesis 4 is a mediator. The indirect effect of JE between JS and performance ($\beta = 0.046$, $p < 0.01$, LLCI = 0.019, ULCI = 0.078) also indicates a positive and significant indirect relationship. Therefore, hypothesis 5 is also accepted as a mediator.

Table 6. Coefficients for Mediating Effect (Indirect Effect)

Construct	Beta	SE	<i>t</i> Value	<i>p</i> Value	LLCI 5%	ULCI 95%	Decision
OC – JE- TP	0.033	0.014	2.437**	0.021	0.013	0.059	Mediation
JS – JE -TP	0.046	0.019	2.344**	0.019	0.019	0.078	Mediation

Note: ** $P < 0.01$, * $P < 0.05$

4. DISCUSSION

In this study, we find out that OC and JS have a significant positive relationship with police officers' performance in the traffic department, Kuala Lumpur. Police officers who have a high level of job satisfaction are able to perform well compared to police officers who have the same high level of organizational commitment. This explains that JS is linked with the level of police officers' performance when their organization can meet and satisfy their requirements.

The study also found that job embeddedness can influence a police officer's behavior to perform. This finding is one of the most critical issues faced by the Royal Malaysia

Police (RMP). Even though many types of research have been carried out on job embeddedness with performance worldwide (Dechawatanapaisal, 2018; Lamprinakis, 2019; Yu et al., 2020), in Malaysia especially the RMP, this subject is still lacking. The results have pointed out the significance of further research on job embeddedness on police performance.

The positive relation of OC, JS, and JE has given more knowledge on police officers' performance. This leads to police officers having a high level of job satisfaction and commitment and willing to adapt to the organizational changes and challenging police duties. According to this study's statistics, majority of the respondents were between 20-30 years of age (38.2%), which led researchers to believe that young police officers are interested in having better job satisfaction (such as salary and pay) from the RMP, subsequently, generating a better job embeddedness, as compared to other groups. Thus, the top management of RMP should adopt job embeddedness in the future.

5. THEORETICAL AND PRACTICAL IMPLICATION

This study's current findings have shown a direct relationship that connects OC and JS to performance. This has given a clear image to the top management of RMP to investigate police officers' performance through a questionnaire survey. It is important to the top management to obtain the data regarding performance of police officers at various times. Conducting this survey at different locations may lead to discovering a consistent connection between OC, JS and performance. Besides, the top management would be able to evaluate the current performance of police officers to satisfy the society's requirements.

The top management of RMP can plan strategies that will increase the performance of those police officers who have been identified to have lower commitment and satisfaction. Among the strategies that can be implemented are increased salary, reward, career, and welfare. These strategies will increase police officers' motivation in performing their daily tasks.

Besides, HRM practices such as training, reward, career recognition, and promotions can increase employees' job satisfaction, commitment, and embeddedness, which will influence performance. Previous studies (Ghosh & Gurunathan, 2015; Luna-Arocas et al., 2020; Tian et al., 2016; Torlak et al., 2018; Uddin et al., 2019) have demonstrated that HRM practices have a strong relationship with JS, OC, and JE.

6. IMPLICATIONS, LIMITATIONS AND FUTURE SUGGESTION

There are limitations in this current research. First, the constraint in the gauge of police officers' performance. The questionnaire of this study relies on a single respondent, which is subjected to bias. The data collected may be not accurate. It is impossible to develop a survey research that is absolutely free from common bias (MacKenzie & Podsakoff, 2012).

Second, the data was only collected from police officers who were working in Kuala Lumpur. Future researchers should expand data collection to include other states to increase the generalizability of the findings.

Third, future studies should investigate other possible independent variables and mediating roles in the correlations linking organizational commitment and job satisfaction with performance. Employee behavior and attitude always change based on requirements in their life and work environment. Future researches should focus on employee extra-role behavior (Cohen & McKay, 1984).

Finally, this study is a cross-sectional study and may have some constraints because data was collected at the same point in time (Sekaran & Bougie, 2016). Normally, a cross-sectional study is a direction of causality. Bias may occur because the study investigates the independent and dependent variables at the same time.

7. CONCLUSION

The current research investigated a limited correlation linking job embeddedness with law enforcement (Buzawa, 1984). The results revealed that job satisfaction and organizational commitment directly link to performance, and mediated by job embeddedness. Besides, this study has shown that it is an essential requirement to enhance the levels of job satisfaction and organizational commitment. The current result provides a clear insight for the top management of the RMP to focus on planning and adopting new strategies to improve job satisfaction and commitment among police officers.

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