

Effect of Employee Performance on Organizational Commitment, Transformational Leadership and Job Satisfaction in Banking Sector of Malaysia

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Abstract:- This project focuses around 3 distinctive components of a business that measure employee performance, organizational commitment and transformational leadership. Leadership is vital in any business. Various explores have insisted that numerous now and again employees don't stop jobs but instead quit supervisors or chiefs. As a leader one must seek to be a superior individual both actually and professionally in a way that moves employees to likewise be better individuals. Transformational leaders take control of a circumstance by passing on an unmistakable vision of the gathering's objectives, a checked enthusiasm for the work, and a capacity to influence whatever is left of the gathering to feel revived and invigorated. Organizational responsibility is the measure in which an employee is appended to their Company and of job satisfaction measures how glad a representative is. This study was conducted to check the role of the employee satisfaction which further effect on job outcomes, organization commitment and employee performance. Employees in renowned banks of Malaysia were selected for completing measures of these three variables. Results using SPSS by regression and correlation technique indicated support for significance relationship among transformational leadership and organizational commitment with employee performance play a mediating role in this relationship. This study suggests that emphasis should be on justice so that employees of that organization remain satisfied and do not try to switch somewhere else. The previously mentioned factors are explored in the banking sector of Malaysia. The specialist utilized auxiliary research (books, diaries and so on) and additionally the questionnaire method to decide the impacts of the previously mentioned factors in the banking sector of Malaysia.

Keywords:- Employee Performance, Transformational Leadership, Organizational Commitment, Job Satisfaction.

I. INTRODUCTION

This research stays to form a method, which might exist for the investigation of employee's performance in banking sector of Malaysia. It is imperative to run an association (particularly finance region) simply, adequately and excellently. As indicated by Mosadragh (2017), to accomplish that, the foremost helpful and basic issue an association wants is compelling human resource management. Current amount has brought every kind of quality from varied foundations cooperating below one association that has created the management of employees a significant concern.

To dodge any kind of hassle between the association and therefore the employees, it's very important to possess uncommon leadership, which might decide on the proper alternative promptly. Employees' performance is often characterized, job connected exercises expected of a jack and the way well those exercises were deceased. Transformational leadership are often characterized because the form of leadership during which the leader acknowledges the specified amendment, makes a dream to regulate the amendment through motivation, and executes the amendment with the dedication of the people from the gathering. To retell England and Gagliardi (2017), the management of employees is usually dependent on the character of leadership associations they need the explanation for leadership is to form each one of the employees work below the same umbrella towards the same objective. Organizational responsibility is often characterized as a disposition mirroring employees' unwaveringness to their association and may be a continuous procedure through that structure members specific their anxiety for the association and its proceeded with progress and prosperity.

It is very important to form a positive work in an association to deliver hopeful outcomes from people, gatherings, and while not anyone else's input association. up to date types of leaders grasp a mentality, that makes a friendlier bond with employees giving them a dream, objective and urging them to finish up a lot of ingenious severally and what is more within a gathering. These squares measure a little of the first a part of transformational leadership, that so support up their spirit severally, reinforces them as an association, and increment their job satisfaction. Job satisfaction is an inner fortification for a person to maybe work their greatest ability. As indicated by Saari and judge (2014), since there's a relationship between the accomplishment of an association and its manpower, it's basic to stay the employees consummated and cheerful thus your association will prove to be a lot of profitable and productive. This infers on these lines that, once employee's square measure glad with their jobs, the work finally ends up positive, enhances their performance, and fortifies the association's methods. These strategies build the business turns into an all-embracing effective and cantered association.

At present organizations, measure's inquiring a tricky competition attributable to the rise in levels of data and awareness of the shoppers similarly as quick growth of industry. To realize the competitive advantage over others, the organizations ought to build changes as speedily because the growth of business. to try and do work in line with business want and to realize advantage a high commitment from employees is required.

For over six decades, researchers are being attentive on employee's behaviors and their perspective towards their job on each way that either glad or disgruntled. This behavior is a personal characteristic of every employee that shows that why some employees behave higher than others.

In this research, jobs effects like organizational commitment and transformational leadership intents to measure taken as independent variables whereas employee performance as dependent variable. We tend to use employee satisfaction in a corporation as treated to point out its effects on relationship between transformational leadership and organizational leadership. In this, we tend to say both are directly proportional to employee's performance.

The study shows three dimensions of organizational citizenship behaviors are taken for the study of following dimensions' altruism, courtesy, sportsmanship, conscientiousness and civic virtue to get a clear idea about OCB and its relations because Organizational behavior has been linked to overall organizational effectiveness. All kinds of employee's behaviors take necessary significances within the work and its necessary to review all those concerns. Flip over the intentions are that alternative variable quantity during this analysis as a result of knowledge about and dependable employees of a corporation square measure the most assets of that corporation if they thought to depart the organization whereas functioning at their best. Third variables are employee's performance in a corporation, to take care of great efficiency by the employee's corporations should maintain a watch on these factors which are often achieved through varied methods that specialize in self-esteem and satisfaction of employees.

On the opposite hand, we tend to took a transformational leadership as a variable quantity and we used attributes of organizational commitment, during this analysis which has moral stability, accurateness, illustration by the stake holders in a corporation, partiality free corporation, fault's alteration and constancy.

Employees satisfaction is taken as treater as a result of several measures conclude that the employee's satisfaction is very major consider motivation of employee, goal action and positive morale at work, they are going to be more important debate during this project analysis in the relationship of procedural justice and job outcomes.

II. OBJECTIVES

This Study says an underlying rule to elective analysts to research the effect of employee performance on the organizational commitment and leadership. It conjointly portrays the significance of Employee's satisfaction on job satisfaction. It also explains that a huge part for association nearby job satisfaction because of if employee will be happy they will be a ton of faithful to their association and this conjointly indicates effect on their performance. This research additionally will encourage to envision the results of transformational leadership on job results in a company. This means that if justice in banking sector of Malaysia exists than what would be its effects on employee performance at job place. Impacts of transformational leadership, organizational

duty and job satisfaction on employees' performance in the banking sector of Malaysia.

- To check whether transformational leadership have any impact on employee performance.
- To find out whether job satisfaction have any impact on employee performance.
- To explore the effect of organizational commitment on the relationship of employee performance

III. LITERATURE REVIEW

A. Introduction

This bit of investigation contains of reviews of information concerning the effect of transformational leadership, organizational commitment and job satisfaction on employees inside the banking sector of Malaysia. This data has been assembled from books, journals, articles, studies and surveys. The key segments (Transformational leadership, employees, organizational commitment measure's basic to comprehend regardless of whether we must handle the effects of transformational leadership on employees in managing of banking sector of Malaysia. Hypothesis will be begun obvious of the alliance between the reliant factors and free factors besides impact of employee's performance.

Leadership might be a supporter among the preeminent by and large inquired about subjects by the analysts over the world. Kuchler (2008) and to boot Jong and Hartog (2007) describe in leadership as an approach to control individuals (for this case representatives) to ask the favored results. Lok and Crawford (2004) declare that authority might be an essential obligation in choosing the fate of the firm. regardless of whether or not, the association can lose or to be productive relies on the Company's leadership vogue. Gill (2006) found that leadership rouses and encourage employees to be higher individuals each professionally and before long. There are a range measure an extensive differ of ways to deal with lead: absolutist, official, financial framework, attractive, quality basically based, participative, situational, esteem based, and transformational leadership.

Becker (1960) idea of responsibility speaks to a segment of attitudinal duty since he stressed the consciousness of the expenses related with leaving the association. Nonetheless, their contention is untenable. Becker characterized duty as a reliable line of action (i.e., keeping up participation in the association) and endeavored to clarify what causes this irregularity. Subsequently, Becker's perspective of responsibility is by all accounts more consistent with the behavioral as opposed to attitudinal approach of Porter and his associates. Alutto, Hrebiniak and Alonso (1973) Commitment, as per their investigation, was estimated by assessing the reasons making a man leave his association. The attitudinal approach progressed by Porter and his partners endeavored to portray responsibility as an engaged attitude, uncontaminated by different develops, for example, behavioral expectations. As needs be, responsibility was characterized by Porter and his supporters as the relative quality of a person's recognizable proof in an association".

Mowday, Steers and Porter (1979) Considered duty as an elective build to job satisfaction and contended that dedication

can once in a while anticipate turnover superior to job satisfaction. Responsibility was portrayed by three related elements: (1) a solid confidence in an acknowledgment of the association's objectives and qualities; (2) an eagerness to apply significant exertion for the association; and (3) a powerful urge to keep up enrollment in the association". Mowday, Porter and Steers (1982) contends that the readiness to perform activities in help of the association reflects all the more an approach instead of behavioral expectations.

B. Transformational Leadership

Since the late 1980s, speculations of transformational and appealing authority are ascendant inside the initiative field (e.g. Bass, 1985; Conger and Kanungo, 1987; House, 1977; Shamir, House, and Arthur, 1993; Tichy and Devanna, 1986). As basic the sound procedures underscored in before hypotheses, the new speculations accentuate feelings and qualities, that square measure important to understand pacesetter will impact adherents to shape selflessness, work in ideological targets, extensively finished they at first accepted was potential. The new hypotheses in like manner recognize the significance of average conduct and the part of the pioneer in making occasions huge for supporters. It's apparent that the new hypotheses offer important bits of information concerning the character of powerful authority. notwithstanding, defenders of those hypotheses have overstated their peculiarity and capacity to illustrate powerful leadership. As a balance to the ballyhoo concerning the new speculations, I'll blessing and a considerable measure of essential investigation. The center will be a considerable measure of on transformational initiative than on beguiling authority. My examination can take into record numerous shortcomings inside the conceptualization of initiative procedures. I'll analyze the rejection of significant pioneer practices, the disregard of social occasion forms, Andover-dependence on frail investigation methodologies.

Burns (1978) was the primary person who started the idea of transformational authority. He communicated that transformational leadership is best incontestable transformational leadership when leaders require devotees to work at the best of their ability and lift up their level of assurance, inspiration, convictions, recognition, and coalition with mission of their association. Bass and Avolio (1995) to boot progressed created by Burns and disconnected transformational leadership into four essential halves'; tempting part showing, customized thought, awakening motivation, and insightful induction. Schepers et al. (2005) announced that transformational pioneers asked employees to see every single new prospect, creatively, recognize the issue, poor down the issue from differed focuses and be of shifted of musings and higher game plans of the issue by using development. Gill et al. (2006) announced that affiliations may reduce the errand stress and devour by inserting transformational authority into each piece of their affiliation.

C. Organizational Commitment

Luthans (2007) announced that structure duty is "a state of mind mirroring employees' devotion to their association and may be a progressing procedure through that organizational members specific their anxiety for the association and its proceeded with progress and prosperity". Henkin AND Marchiori (2003) delineated organizational duty as a sentiment

employees that urges or disheartens them to be the piece of their cluster in an association and acknowledge the objectives, qualities, standards and ethical principles of its business. Shaw (2003) recognized three components of organizational duty: packed with feeling, continuation and regularizing responsibility. Hopeful, liableness and most extreme support of representative in its association is characterized as packed with feeling responsibility.

Progressing guarantee are often seen once individual is dedicated to his/her association in light-weight of some specific benefits like rente, protection, restorative and alternative incidental benefits. Employees' Commitment with the association visible of the ethical gauges or social standards is named regularizing duty. As indicated by Tella et al. (2007) structure duty is that the handiest spark, that improbably influences people's goals to perform well, enhances his effectiveness, and grows his aptitudes. Associations provides a high got to organizational responsibility since it provides signs of objectives, profit and non-attendance.

D. Job Satisfaction

As demonstrated by Lu et al (2005), job satisfaction might be a fortress that has grabbed excitement of organizational employees comparably as of specialists. Job satisfaction is that the gleaming supposition a person towards their job from their perspective. It is frequently the refinement between being a productive employee or get discarding. Luthans (2007) portrayed job satisfaction as "an agreeable or positive wild state occurring because of the examination of one's job or job inclusion". but Spector (2003) fathoms that job satisfaction is particularly associated with the undertaking performance and being an ardent structure representative WHO tries to achieve its destinations for structure activity.

To describe the errand satisfaction in extra detail, understand that it doesn't totally rely on the characteristics of the undertaking to be satisfied; it's to additionally of the individual way towards the assignment as well. this is regularly planned up by, Churchill et al. (1976), Staw and Ross (1985) and also southern style and Ferris (1987). Okpara (2004) perceived five dimensions of job satisfaction: pay, headway, overseeing, works itself and colleagues. Oshagbemi (2003) built up the individual acknowledges that set up for job satisfaction inside the United Kingdom schools. He found that situating, length of organization, age and in this manner the individual's ability to require the required advances, implies that the satisfaction level of employees as well. Okpara (2004) analyzed that regardless of whether the individual characteristics of the IT boss square measure responsible of job satisfaction or not. The individual characteristics taken were understanding, age, training and sexual orientation.

Employee's satisfaction might be a term use to explain regardless of whether they are glad at their work and completing their desires and wants at work. a few measures reason that employee satisfaction is a critical think about inspiration of specialist, objective activity and positive confidence at work.

One among the underlying and biggest investigations related with the employee satisfaction was Nathaniel Hawthorne think about (1924-1933). in this examination, it totally was resolved that inferable from correction inside the

working conditions representatives' performance amplified. however anon it completely was resolved that people work for a couple of elective capacities rather than pay that reason satisfaction.

Past examinations demonstrate that satisfaction and prosperity of laborer square measure related with their performance in accordance with Likert (1961), dressing (1933), and McGregor (1960). after Randal (1987) and Salancik (1977) considered that expanded duty of laborer could prompts obviously better performance nearby lessened turnover goals.

As indicated by cry (1964) in his hypothesis of Need/Valve satisfaction he demonstrates that job satisfaction incorporates a negative connection with the inconsistency of individual needs and job satisfaction. On the contrary hand Porter and Lawler (1968) gathered the impact inward and outer factors on job satisfaction. in accordance with them the inside variables square measure related with the work and outside don't appear to be related with the work.

G. Strauss (1968) composed that the high resolve will cause high efficiency. hence this demonstrates if the resolve is high it'll upgrade the performance. A few people are of the read that the hypothesis of Maslow set the establishments for the assignment satisfaction hypothesis. the Job Descriptive Index (JDI) was made by the Smith Kendall and Hulin in 1969. They built up a frame to experience the job satisfaction.

There is an effective relationship exist between job satisfaction and job performance which was ponders a lot of times by March and Simons (1958), Edward Estlin Cummings (1970). There are couple of concentrates that got by and Seigal &Brown (1971) and Bagozzi (1980) likewise direct a comparative outcome between job satisfaction and performance.

E. Employee Performance

Current structure of organization regularly uses "performance" to recognize the undertakings of agent productivities in achieving a standard goal or goals. Content vogue (2002) outlined performance in term of efficiency, sufficiency and economy to boot alluded to as 3Es in some particular events or activities that a representative is encased. The association between these 3Es is frequently elucidated in term of thundering and unimportant value (economy), benefit and value (capability), strength and result got (ampleness). Figure 1, shows a clearer symbol of those 3Es associations.

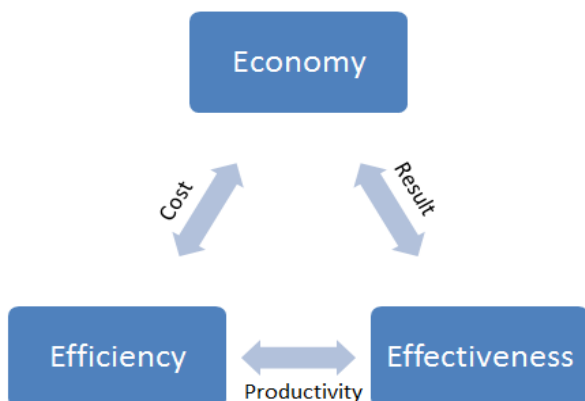


Fig 1:- Performance Structure

Rafik and Shuib (2005) describes agent performance in structure setting as what amount authorities completely identified with accomplishing structure mission statement, dreams, destinations and goals. The procedures, frameworks and techniques in achieving structure targets through employee's performance as portrayed by Ibrahim (2004) while at the contrary hand, Al-Edaily (1995) encased that the affiliation objective is regularly measurable on the grounds that the genuine results performance with a given measures. Researched by Barrick and Mount, (1993); Barrick et al. (2002); pick et al. (2002); Erdhein et al. (2006); Hogan and Shelton (2006) contemplated that agent performance will principally upgrade through the cognizance of the enormous 5 personality characteristics (Neutroticism, extroversion, Openness to comprehension, Conscientiousness and Agreeableness) which can prompts higher performance in structure yield.

Specialist's performance accepts an expansive essential half as demonstrated by Viswesvaran (2001) perceived subjective credit to quantify an agent performance level at the work environment. The subjective components highlighted performance markers as a technique for assessing delegate job genuine performance. On the contrary hand, the yield demonstrate in the midst of work performance are frequently measurable through utilization of relevant checks, techniques and methodologies.

Performance are frequently one thing taking care of be finished or one thing that is going ahead at the present or these are regularly exercises that excite new needs. Profitability of employee relies upon few variables. Starting one is that the time issue that however long or for the way a considerable measure of time an individual remains blessing physically at his job. Second issue is that the psychological nearness which recommends that degree to that an individual works quickly at his job. to deal with high profitability by representative's organizations should keep a watch on these components which are frequently accomplished through shifted strategies that have some expertise in spirit and satisfaction of specialist.

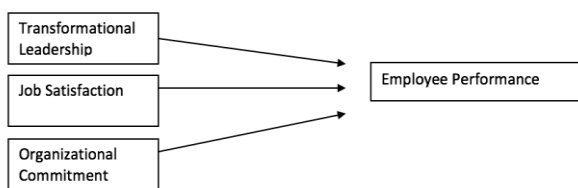
At first Benjamin Schneider completed a study of satisfaction levels in 1980 which endeavor to demonstrate a quantifiable connection between satisfaction of specialist and satisfaction of customer nearby cash performance and efficiency.

An article was composed by Edward Kazemek, wedded lady Glime (July 1989) amid which they examine performance leadership close by increment in efficiency. in accordance with them there's part of viable performance leadership framework inside the achievement of structure capacities. therefore, if it's utilized adequately it's the best and most effective issue to stretch out profitability to understand the structure objectives.

A research by griffin (1989) on 1000 tellers from thirty-eight banks of a curiously large organization found from the undertaking style mediation that employees comprehend noteworthy changes and tend to recognize those progressions after some time. In accordance with Adler (1991) once he found that frameworks amid which employees are concurring higher view of ability determination, errand importance, independence, and criticism agreeing more elevated amounts of satisfaction and interior work inspiration.

Champoux (1991) hypothesized the connections that development need quality conservatives between the center job attributes and along these lines the fundamental mental states and emotive reactions. Additionally, Dodd and Ganster (1996) inspected the intelligent connection between criticisms, once take a shot at performance leadership, town Reichheld (1996) and James Heskett, W. Early Sasser, and Elmore Leonard. Schlesinger (1997) completed two isolate thinks about. Their research return to a conclusion that an on the spot and quantitative relationship exist between factors of customer benefit that are reliability, satisfaction and employee factors like devotion, satisfaction of specialist, excitement, ability and duty nearby interior leadership quality. laborer performance leadership framework will encourage in making it a reality in your association performance.

F. Research Framework



G. Research Questions

- What is the relation between transformational leadership and employee's performance?
- What is the relation between job satisfaction and employee's performance?
- What is the Relation between organizational commitment and employee's performance?

H. Hypothesis

H1: There is significant relationship with the transformational leadership with employee's performance.

H2: There is significant relationship with the job satisfaction with employee's performance.

H3: There is significant relationship with the organizational commitment with employee's performance.

IV. METHODOLOGY

A. Brief Explanation of Questionnaire

This may be a quantitative study and in term of its application, it's a causal) study. A mixture of (150) respondent are going to be chosen during this study. The methodology utilized is that the form method.

Sekaran (2003) characterizes a questionnaire as an arrangement of predefined questions that a researcher submits to respondents to reply as a method for gathering their feelings on a branch of knowledge. Questionnaire is appropriate for this examination given that from the writing hunt and audit, the researcher comprehended the information required for the effective finish of the research. Inquiries are predefined along these lines making questionnaire exceptionally objective instead of other research methods, for example, meeting and centre gatherings. Having said this, the researcher could without much of a stretch break down questionnaire comes about instead of other certainty discovering methods, for

example, centre gatherings. Another significant preferred standpoint of questionnaire that made it fitting for this examination is its capacity to connect with numerous respondents at the same time. One principle highlight that refines the questionnaire from different certainties discovering strategies is that it is less meddling; respondents could react to questionnaires at their own available time. This additionally helped the researcher in getting legit reactions.

B. Sampling Frame

Taking a gander at the examining outline, every one of the employees working in the banking sector in Malaysia were incorporated into the inspecting outline. In the meantime, just those employees working in the capital city in Kuala Lumpur, Malaysia would be chosen as the potential respondents.

For check determination, this study had utilized (Quota inspecting) methodology of dominant the gender (2 cells) and age gathering (2 cells) issue. A sum of a hundred and fifty respondents was chosen visible of proportion 50:50 that spoke to category classification of gender (male and female) is equally isolated into age amass class ("beneath twenty-four years" and age twenty-five or above". In points of interest, a mixture of seventy-five feminine respondents and seventy-five male respondents from age amass "beneath twenty-four years" and age twenty-five or higher than are going to be chosen during this study.

A pilot trial of the inquiries was before gathering the real info for this study. the explanation for the check was to differentiate any things which may be laborious to grasp and re-examined them preceding directional this review. A pilot trial of the inquiries was to boot valuable to envision for the unwavering quality of the inquiries and evaluated time needed to complete the summary queries. The pre-test was directed among ten respondents that had been determined for the real example.

C. Data Analysis

The Statistical Package for the Social Sciences (SPSS 19) was utilized to dissect the data. The first measurable investigation was mesmeric measurements, i.e., recurrence, rate, mean and standard deviation were computed to portray respondents' expertise. Thing's mean esteem and standard deviation were registered for the hours daily utilize the net, to what extent had been on the net and to what extent are looking on the net. Free example t-test was performed to decide the noteworthy distinction in transformational leadership, job satisfaction and organizational responsibility amongst male and female. In the interim, Pearson Moment Product Correlation was used to evaluate the connection between autonomous variable (transformational leadership, job satisfaction, organizational duty) and ward variable (representative's performance).

D. Findings

This study covers an example of 150 employees selected haphazardly out of employees operating within the banking sector, within the capital of Malaysia, Kuala Lumpur significantly. All employees selected haphazardly and each one among them spoke to the office/and the branch there at once show in below Information examination half are going to be isolated in to two areas. Initial phrase can convey to

interrupt down and show general and datum knowledge. Second half can send to dissect employee reaction,

This phrase speaks to the amount of years of representative leadership with the organization. Twenty-nine of employees have worked one year or less; they spoke to nineteen of the instance. The employees, who are utilizing a lot of noteworthy than one year and below two years, were thirty-seven of the sample and spoken to twenty fifth of the mixture example. Forty-five of employees, who worked two to four years, were spoken to half-hour of the instance. Thirty-nine of employees have an area with higher leadership category. That’s the category past four years. They spoke to twenty sixth of the mixture example.

As indicated by our example forty first of the respondents replied with exceptionally concurs and another twenty first with consent to the concomitant inquiry "I am proud of the leaders in my operating surroundings as positive smart examples"; we tend to determine this to be associated with the time of employment. As an oversized portion of respondents who consented to the announcement were operating for not the maximum amount as a year.

Employees seem to urge a good deal of satisfaction from finishing an "entire" little bit of work. this is often likely to happen once the task has clear begin and finish that is clearly noticeable to the employee and to the others kind of like the case within the banking sector; it's essential that employees see the ultimate product of the work they need delivered either on their own work or as a chunk of a bunch or a gathering. By exploitation the task depiction it's less demanding and speedier to urge in or primarily coordinate the gathering or the organization. Employees got to feel conscious of their work. They need the check to be a chunk of the organization. By perusal their assignments, they'll signally observe the objectives of the day and therefore the undertakings that they have to realize. employees got to comprehend the first objective for the organization. Withal understanding the objectives of the organization, the satisfaction for employees are going to be to be a chunk of the action.

E. Factor Analysis

Factor examination was utilized to diminish an expansive variety of things into fewer quantities of variables. Issue investigation separated most extreme regular amendment from all factors and places them into a typical score. As an inventory of all factors, this score was utilized for facilitate examination. Necessary half investigation: this is often the foremost well-known methodology utilized by researchers. PCA begins separating the foremost extreme amendment and places them into the first issue. From that time onward, it expels that distinction processed by the principal issues and after begins separating most extreme amendment for the second factor. This procedure goes to the last issue. issue division was done and it's processed through the affiliation esteems got from the communalities table.

F. Cronbach's Alpha Coefficient

Before the researcher test the hypothesis for this study, the researcher used Cronbach's alpha method for measuring the

stability of the questionnaire, and the results were as shown in the table

No.		Cronbach's alpha coefficient
1.	Employee performance	0.869
2.	Organizational commitment	0.871
3.	Transformational leadership	0.865
4.	Job satisfaction	0.870
	Total	0.904

The results shown in the table that the value of Cronbach's alpha coefficient was high for each area , ranging from (0.869 - 0.871) for each area of the questionnaire . As well as the value of the coefficient alpha for all the paragraphs of the questionnaire was (0.904).

The Cronbach's alpha coefficient for first independent variable named as transformational leadership = 0.865, followed by the Cronbach's alpha coefficient for second independent variable named organizational commitment= 0.871. next the Cronbach's alpha coefficient for third independent variable named job satisfaction = 0.870.

Finally the Cronbach's alpha coefficient for the dependent variable named employees performance = 0.869.

Thus, the researcher may be sure of the reliability and validity of the study questionnaire , which makes it confident health questionnaire and validity of the analysis of the results and to answer questions of the study and testing of hypotheses.

G. Descriptive Analysis

The purpose of descriptive analysis is to show features of the data in a research study statistic description. It measure the sample for every quantitative data analysis.

In the current study, mean (M) and Std. Deviation (SD) in descriptive statistic the research study variables shown in table the result indicate between score range M = 3.49 - 3.64 and Std. Deviation score range 0.71 - 0.73).

For the Organizational Commitment (iv) with Mean value of 3.48 and 0.73 Std. Deviation, then Transformational leadership (iv) variable with Value of Mean 3.64 and with 0.75 Std. Deviation, then Job satisfaction (IV) variable with Mean Value 3.49 and with 0.67 Std. Deviation, for the last variable which is employees performance (DV) Decision as a DV, it shows Mean of 3.59 with 0.71 Std. Deviation.

Items	N	M	Std.
Organizational Commitment(IV)	145	3.48	0.73
Transformational leadership(IV)	145	3.64	0.75
Job satisfaction(IV)	145	3.49	0.67
Employees performance(DV)	145	3.59	0.71

H. Correlation Matrix

Correlation is often used to explore the relationship among a group of variables, rather than just two as described above. In this case, it would be awkward to report all the individual correlation coefficients in a paragraph; it would be better to present them in a table also referred to as correlation matrix. SPSS results provide the table that can be made part of the thesis. (See table). In order to produce a correlation matrix showing relationships between more than two variables, you need to add more than two variables on which the relationships are intended to be studied.

	IV1	IV2	IV3	DV
Pearson Correlation	.678**	.638**	0.628**	.721**
IV1 Sig. (2-tailed)		.000	.000	.000
N	145	145	145	145
Pearson Correlation	.604**	1	0.638	.597**
IV2 Sig. (2-tailed)	.000		.000	.000
N	145	145	145	145
Pearson Correlation	.597**	.638**	1	.721**
IV3 Sig. (2-tailed)	.000	.000	0.00	.000
N	145	145	145	145
Pearson Correlation	.628**	.597**		1
DV Sig. (2-tailed)	.000	.000	.000	.000
N	145	145	145	145

The main purpose of spearman correlation coefficient test is to show the relations between the (project relevance, project sustainability, project effectiveness and project efficiency) and Project evaluation developments in social organizations in Malaysia. The results of matrix correlation are shown through above table.

In each cell of the correlation matrix, we get Pearson’s correlation coefficient that shows the strengths of the relationship, which could be evaluated using the table described earlier, the significance is shown through asterisks right next to the correlation coefficient. A Single * shows that

correlation is significant at .05 (5%) while ** shows that correlation is significant at .01 (1%).

I. Multiple Regression Testing

The multiple regression analysis (MRT) is used to measure the effect of a number of independent variable on one dependent variable. It will obtain the validity of the research hypothesis, with stepwise to determine which variables can predict with statistically significance level. The significance of "R" The strength of correlation among the independent variables and dependent variable. While R2 explain the goodness of fit of a model, it gives statistical information measure of how well the regression line approximates the actual data points.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F	df1	df2	Sig. F Change
1	.756a	.572	.564	.34801	.572	73.427	3	165	.000

Predictor: (Constant), IV3, IV2,

Table ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.679	3	8.893	23.427	.000b
Residual	19.984	165	.121		
Total	46.662	168			

Dependent Variable: DV

Predictors: (Constant), IV3, IV2, IV1,

Coefficients

Model	Standardized Coefficients Beta	t	Sig.	Result
(Constant)		1.592	.113	
IV1	.202	2.777	.001	Significant
IV2	.172	2.485	.012	Significant
IV3	.274	2.811	.000	Significant

The purpose of the multiple regression test R2 = 0.572 and Adjusted R2= 0.564 It means there is a good correlation between the dependent variable “employee performance” and the in dependent variables “organizational commitment, transformational leadership, and job satisfaction”. "F" score significant of the model show that (F =23.427), it means there is a significant correlation at the significance level (0.05 = α) between (organizational commitment, transformational leadership, and job satisfaction) on customer satisfaction in banking sector of Malaysia.

The first variable is employee performance demonstrate there is a positive correlation on employee performance (B = 0.474, T value = 6.29 and sig. level .00) followed by, variable organizational commitment demonstrates there is a positive correlation on employee performance (B = 0.202, T value = 2.77 and sig. level .001) next is variable transformational leadership demonstrate there is a positive correlation on employee performance (Beta = 0.172, T value = 2.86 and sig. level.012) next is variable job satisfaction there is a positive correlation on employee performance (Beta = 0.274, T value = 2.81 and sig. level.00). See table coefficient.

Summary of study hypothesis testing results:

Hypothesis	Result
H1: There is significant relationship with the transformational leadership with employee's performance.	Accept
H2: There is significant relationship with the job satisfaction with employee's performance.	Accept
H3: There is significant relationship with the organizational commitment with employee's performance.	Accept

V. DISCUSSION

Our target of this investigation was to examine the association of employee performance, organizational commitment, job satisfaction and transformational leadership. At the present circumstance, rivalry inside the market has radically developed resultantly associations require their employees to remain to a great degree beneficial in their work and stay with the association for long stretches of your chance. Along these lines, for this we have a tendency to pick natural inspiration as an arbitrator to envision regardless of whether characteristic inspiration will totally expand the job satisfaction and scale back plan to stop that change those employees to be a great deal of gainful and happy from their job.

These examinations exhibit the advantages of organizational commitment and job satisfaction and have terrible results of employee performance. Immediately, this examination exhibits essentially positive relationship exist between organizational commitment, job commitment with job satisfaction and negative with employee performance after we tend to advance a protection for the relationship of normal motivation with every free (organizational commitment and job consideration) and ward factors (job satisfaction and employee performance) and this examination can energize directors, employees and understudies to higher see the structure condition and material possession the employees to be an impressive measure of upbeat which can redesign their performance and in the end the affiliation moreover will get.

➤ *Limitations*

The research is for transformational authority and structure obligation connection to employee's satisfaction and

performance inside the banking sector of Malaysia, representatives' dedication was to think and was led at entirely unexpected banks in Malaysia. These factors limit the peril of summation from the examination revelations. The eventual outcomes of the research ought to be summed up to all or any employees used in Malaysia banks. In this manner, the revelations must be constrained to be deciphered with alarm since the individuals addresses all or any bank employees inside the country.

Regardless of the very reality that this examination received a chose methodology in learning investigation speculations and analyzing its data, it's however basic to require note of that their square measure some confinement amid this examination. As effectively saw, this examination used a quantitative on account of impact activity and examination on these lines constrictive the investigation from plunging significant into the point using the advantages of each subjective and quantitative methodologies in transformational leadership and organizational commitment effect on job satisfaction. Plus, notwithstanding the very certainty that the endorsement for the work of quantitative systems amid this investigation is exceptionally exact and self-inducing, it might be battled that the work of combined procedures could provoke additional investigation ascending from a hunt data examination, Hinkin (1995).

Each investigation goes through a few troubles that man of science see all through a pursuit. The limitations conceal each space of intrigue. Resulting were the limitations of research.

- Well-known outcome amid this research square measure summed up. Information amid this research was exclusively gathered from 2 banks and along these lines the discoveries that would not speak to the contrary banks. This was the essential limitation in this research, more investigates are regularly done by expanding the amount of associations.
- We completed research to accomplish the decision because of time oblige however a longitudinal investigation are regularly done to coordinate the outcomes or as a shiny new action contemplate.
- Adding-on of a considerable measure of factors will encourage in clarifying the key factors and gives quality to the connections among the ideal, the present develop of job results won't not catch all parts of result. Our investigation can urge future examination to take a gander at the effect of those further factors and improvement of solid connections.
- Part of distributive equity wasn't estimated amid this investigation. Past inquiries about demonstrates that there's exclusively to a little degree part for distributive equity in association with OCB while our value show for practical equity needn't bother with any connection to distributive equity. Future looks into are regularly done by acquiring and examination the part of every kind of equity.

VI. CONCLUSION

All inside and out, comes concerning revealed that Job Satisfaction is reliant on boss direct, teammate lead, pay and headway, occupation and managing condition and structure sees. The examination destinations; is to pick regardless of whether the self-sufficient factors and ward factors are associated and on adjust the examination completed, it exhibits that they're essentially related. a huge responsibility of this examination is that it shed on the issue of Malaysian banks employees. They showed comes concerning exhibit that instruments with high unflinching quality and authenticity beginning inside the Malaysian banks are regularly gotten and used as an area of most Private Banks. Regardless, there's up to this point A sincere got the chance to develop a scale that measures the one among shape singular characteristics of employees.

The eventual outcomes of this investigation might be used to empty occupation discontent and enhance employees' performance in managing an account part. It is obvious that the rhythmic movement think about sets the piece of scientists to have the ability to absolutely group the moving parts on job satisfaction of bank employees. Though this investigation has concentrated on the effect of transformational leadership and organizational commitment on employee's performance, the model used for the examination shows that this relationship is that the most imperative security for bank employees' satisfaction. Yet, promote examination must be constrained to be coordinated to recognize very surprising segments that would raise the general employees' performance and relationship with forerunners in Malaysian banks. The moving factors on employees' level of job performance must be constrained to be assessed in future examinations.

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