EMPIRICAL EVIDENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENTS

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ABSTRACT: The research objective is to look carefully at the effect of promotions, personal relationships and favorable conditions of work on organizational commitments. The 279 data are gathered from Malaysians workers. This research utilizes a questionnaire for gathering data to examining the hypotheses of the research. In this paper the regression is used for data analysis. The results point out that favorable conditions of work, personal relationships and promotions have a significant and positive effect on Organizational commitments. This study provides empirical evidence about the effect of promotions, personal relationships and favorable conditions of work on organizational commitments. The research issue is significant for academics and practitioners as well.

Keywords: normative commitment, continuance commitment, affective commitment organizational commitment.

1. INTRODUCTION

Previously, organizational commitment has focused on the personals’ productive connection to the company, although it has a mixture of aspects that impact business outcomes. In [1] authors recommend elements of commitment: effective (desire to remain with a company due to the “emotional connection to, recognition with and participation in the form” normative (perceptive an ethical responsibility to stay with a firm) and continuation (“feeling stuck” and remaining due to the fact that it is excessively expensive to exit) can create originating in the way of Human Resource Management methods are known. Commitment is a build that looks to describe the firmness, including behavior values and actions and include behavioral options and indicates a being rejected of possible substitute action courses[2]. Accordingly, this firmness is often understood as behavioral options dedicated to the desire of a typical objective or objectives [2]. Through the growth of the commitment thought, a collaborated crucial literary work has developed [1,3-7].

Organizational commitment is analyzed substance in connection with its elements, antecedents, consequences, and correlates [4]. Others [8] discovered that organizational commitment includes effective, continuation, and normative commitment. Affective commitment reveals that which the personal recognizes with the company. Normative commitment depicts the level to which a worker considers the person must be dedicated to a company and may be affected by standards of social. Continuance commitment explains you need to continue working for the company in accordance with the recognized expenses connected to leaving [8]. These measurements, recommend that individuals remain with their company due to the fact that they want to (affective commitment); due to the fact that they feel they need to (normative commitment); and due to the fact that they need to.

Elsewhere [1], they discovered commitment elements possibly practiced at the same time at different levels. Empirical evidence recommends as suitable that commitment stages can enhance [9] or reduce [10] with the introduction of profession self-centering. In [4], authors recommend that variety in commitment stages can outcome from single variations. To state the matter differently, commitment to the company relies on people and the value they put on business promotions. For instance, profession possibilities provided by companies, like profession growth or opportunity for ongoing enhancement, if respected by people will improve their stages of commitment.

Organizational commitment is essential to maintain and entice competent employees. Recently, organizational commitment in educational institutions has turned into a main preoccupation during numerous nations. This has arrived to a significant enlarge in the number of community guidelines and programs aimed at dealing with the issues in addition to of such empirical studies. Some others [11] revealed that personal aspects such as sex, level of education, age, religion, length of service, and marital status affect impact the organizational commitment of information management employees in Nigerian state colleges. Research performed by Position, others [12,13] pointed out that an important association persisted amid organizational commitment and sex of employees in community industry firms; and also women were more committed to their companies rather than men.

In spite of that, [14] posted that there is no significant correlation between gender and organizational commitment aimed with employees in Malaysia. Individual factors of workers lik egender, education, age, salary, job tenure, job status, marital status and are discovered with significance related to the organizational commitment of employees in commercial companies[15,16]. Job satisfaction of employee is a significant feature for companies that want their employees working in organizations [17]. Job satisfaction is possible to connect with organizational productivity, performance and other problem, such as turnover of employing. Nevertheless, disappointed workers are vulnerable to absenteeism and extreme turnover[18].

The main objective of the research is to analyze the relationship amid job satisfaction and organizational commitment. This research work is structured into five
segments such as the Introduction. The next part is provided
the literary works and arranges the research hypothesis. And
in follow the research methodology explained and analysis
and results. Finally, explain the conclusion of the research.

2. MATERIAL AND METHODS

2.1. Organizational commitment

The build of organizational commitment (OC) is designed in
a wide range of styles. Many of research connected to
organizational commitment possibly considered with regards
to relational compared to behavior conceptualizations. Inn
[19], researchers described organizational commitment as
“the relative durability of your recognition with and
participate in a particular organization [19,20] later utilized
the term Affective Commitment to give an account of a
worker's psychological connection to a company due to a
perception and recognition with the company's objectives.
The idea of OCIs handled as an interesting variety in its own
right and a wide range of explanations and actions is also
suggested [5,21]. The idea has drawn more concentration
lately from business researchers, possibly because of alters
going on in career methods that is developed for the
worldwide career industry and improved solutions for
experienced workers within international economic system
[22]. Organizational commitment has obtained significant
amounts of interest from organizationsbehaviorists[23]. In
advertising and marketing it is regarded asignificant main
build in knowing sales rep actions[24]. By knowing
commitment, experts are in fine condition to predict the
result of a special plan or exercise on the company [8,25].
Organizational commitment is a very personal evaluate that
catches workers’ views of their identification with their
firm’s core values, their purpose to remain with their society,
and their desire to apply more attempt than predicted by
their society. Continued commitment represents the
commitmentworkers' experiences in the direction of the
compny due to the expenses connect to making leave the
company [26,4]. This commitment produces when workers
realize that they are gathered investment strategies they will
shorten if they not remaining the company or due to the fact
that their answers are limited.
The distinction amid effective commitment and continuation
commitment is that workers great in effective commitment
remain with the company due to they want to, when workers
greatly on the continued commitment remain due to they
have to [27]. In [1] authors have recognized a thirdsizing of
organizational commitment that they explain as normative
commitment. This mode of commitment issues with a sense
of responsibility to stay in the company. What these
measurements have in shared is them have a level to which
workers are desired to remain with a company. Organizational commitment is important in
attaining this kind of complicated objectives [28] as these
objectives need more attempt and generally have reduced the
possibilities of prosperity than being comfortably objectives
[29]. Organizational commitment is designed as an attitude
that holds personals to an approach appropriate to one or
more objectives, and a desire to continue to persist in an
approach [30]. Others [19] described commitment as a
powerful perception in and approval of the firm objectives,
the desire to apply significant effort on the part of the
company and a willingness to sustain firms account. Commitment is distinctive from inspiration in that
commitment impacts actions individually of other roles and
conduct, and can arrive to determine to an approach even if
these conflicts with the purposes [31,32]. Commitment
element concern is based with regards to reward-cost notions
that the focus is on the negotiating amid the personal and the
company: the more beneficial the exchange, the greater the
personal commitment to the company [33]. Interest in
organizational commitment is triggered mostly through its
present positive relationship to behavior employee like
low turnover, high creativeness, and job satisfaction [34],
but the region is not performing sufficient research besides
the European nations [35]. Authors in [36] described organizational commitment: the
level that a worker recognizes with the purposes and
principles of the company and is desirous to apply affords
assist it is successful. The problem of organizational
commitment in public and private industry companies is,
obtained consequential research concentrate more than the
past 25 years [8,37]. Organizational commitment is viewed
as a mindset of connection to the company through a worker,
which results in particular job-related actions like turnover
intentions, organizational citizen behaviors, job satisfaction,
work performance, work motivation and workplace
absenteeism.
Organizational commitment is a return contract amid personals and the company [38]. Organizational
commitment is an important factor of workers’ that is
recognized in the inspirational procedures of social exchange
theory and the criterion of reciprocity. OC is significant
interest to specialists due to the fact that it is powerful proof
of hyperlinks amid high stages of commitment and positive
organizational outcomes. It is a path of emotional
understanding, which workers create in reaction to the
advantages offered through the company [39].

2.2. Job satisfaction

The job satisfaction concept is broadly studied in literary
works; because many scientists believe its styles may impact
and affect work efficiency, turnover of employment and
retention of employees. Satisfaction is categorized in:
extrinsic, total, and intrinsic [40]. Elsewhere [41], the
worker is basically pleased if he/she makes no obvious
compensate exclude the activity itself, when external
fulfillment is found as the contrast idea. As the impact of the
value of this idea, it turns out that the primary job
satisfaction antecedents are not ignored. Job satisfaction is an
enjoyable psychological condition as a result of the
evaluation of someone’s job as accomplishing or assisting
the accomplishment of someone’s job principles. Job
satisfaction is discovered to significantly influence
absenteeism, psychological distress, job performance, and
turnover [18,42]. In [43], they exposed that job
discontentment is amid the best turnover predictors.
Elsewhere [44], they discovered that worker benefits
influence their job satisfaction. However, many job

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satisfaction antecedents have analyzed over the years such as compensation, work environment, opportunity for advancement, leadership style, climate and organizational structure [45] job satisfaction in a filter perspective may be approved as: a general mind-set or feelings of the workers in regards to their jobs and the job elements like the workplace, working status, reasonable benefits, and interaction with the co-workers [46]. In [47], researchers described job satisfaction and discontentment as job satisfaction is the enjoyable psychological condition as a result of the evaluation of someone’s job as achieving or assisting someone’s job principles [48]. Job discontentment is “the un-enjoyable psychological condition as a result of the evaluation of someone’s job as annoying or preventing the achievement of someone’s values". Job satisfaction is determined as “the level to which individuals such as satisfaction or hate dissatisfaction their jobs" [42]. This meaning indicates that Job satisfaction is a common or international productive response that personals keep about their occupation. However, others [47] described Job satisfaction as a beneficial psychological sensation, a consequence of someone’s assessment in the direction of his job encounter through evaluating amid what he desires from his job and what he practically receives from it. In the past is recommended that an individual's job satisfaction comes from how he/she seems is more essential than the satisfaction or un-satisfaction of his/her needs [49]. Many factors of job satisfaction are recognized in previous studies, like power distribution, self esteem, organizational reward systems, individual differences, control locus etc.[50]. When workers are not pleased, they usually move and seek fulfillment somewhere else.

2.3. Organizational commitment and Job satisfaction

Some authors [51] analysed the job satisfaction effects on organizational commitment amid the cafe workers and the results shown that fulfillment level would estimate their commitment to the company. [52] analyzed the job satisfaction and organizational commitment determinants such as supervisory support, distributive justice, pay workload, promotional opportunities, etc. There are many researches that handled job satisfaction as an independent variable and organizational commitment as a dependent variable [5,52,53,54]. As in [5], they recommend job satisfaction and loyalty can often be shown in many other ways. Job satisfaction is a type of reaction to a particular project or job-related problems; where, commitment is a more international reaction to a company. Hence, commitment must be more reliable than job satisfaction eventually and requires an extended period following one is pleased with his job [51]. Researchers elsewhere [51], examined the issues of job satisfaction on organizational commitment in the cafe workers and the results indicated that satisfaction stage would estimate their commitment to the company. In [52], authors examined the job satisfaction and organizational commitment factors as well.

Therefore, the following hypotheses are held:

**H1.** The job satisfaction is significantly and positively associated with organizational commitment components.

**H2.** The prosperous condition of employment is significantly and positively associated with organizational commitment components.

**H3.** The promotion is significantly and positively associated with organizational commitment components.

**H4.** The personal relations significantly and positively associated with organizational commitment components.

3. RESEARCH METHODOLOGY

3.1. Data collection and sample

The research utilizes questionnaires research strategy for collecting data for examining the hypotheses of the research. Dependent and independent variables need five-point Likert style reactions, which range from “strongly disagree” to “strongly agree”. A research is performed on 279 Malaysians Workers in a Service company.

Data are analyzed utilizing major elements survey and associations are examined using linear regression.

3.2 Assessing reliability

The measurement of the reliability of the study was examining utilizing Cronbach’s alpha (α). [55] indicate that 0.70 values and greater have been frequently “considered the requirements for inner reliable recognized elements. The Cronbach’s alpha coefficients in parentheses showing measures the inner consistency, reliability in the six elements are the recommended 0.70 values[55].

4. RESULTS AND DISCUSSION

The research is an effort to grasp the significance of the connections between organizational commitments and job satisfaction. Table-1 shows the Standard Deviations and Means of job satisfaction and organizational commitment elements, Table-2 show the correlations of job satisfaction and organizational commitment elements. Table-3 provides regression analysis results regarding as well. Therefore, the outcomes reasonably support H1 is indicating that all elements of job satisfaction such as personal relationships, favorable conditions of work and promotions have significant and positiverelationship on all components of organizational commitment such as the affective commitment, normative commitment and continuance commitment (p<0.05, p<0.01 and p<0.05 respectively). The result point out that employee may obtain a normative commitment to a higher level if the arrangement is increased in quality favorable conditions of employment, promotions and personal relationships. And, also, the results state that Workers would obtain an advanced level of normative commitment if the house is well-enhanced personal relationships, promotions and favorable conditions of employment. And the results point out that worker would get an advanced affective commitment level as well. Hence, the outcomes somewhat supports H2, is arguing that the favorable conditions of work have a significant and positive relationship on affective commitment, normative commitment and continuance commitment, which are components of organizational commitments (p<0.01, p<0.01, and p<0.01, respectively). These outcomes states that workers may obtain an advanced stage of Continuance commitment if the organization is
well-improved promotions, personal relationships and favorable conditions of employment. Thus, the findings support the Hypotheses. Hence, the finding somewhat supports H3is indicating that the job satisfaction element (promotion) has a significant and positive relationship on organizational commitment elements. And also the H4 is indicating that the job satisfaction element (personal relationship) has a significant and positive relationship on organizational commitment elements. In conclusion, the affective commitment, normative commitment and continuance commitment are predicted signs and are significant effects on organizational commitment as well. Hence, the outcomes support all four Hypotheses.

<table>
<thead>
<tr>
<th>Variables</th>
<th>S.D.</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Favorable conditions of work</td>
<td>1.09</td>
<td>4.39</td>
</tr>
<tr>
<td>2 Promotions</td>
<td>0.89</td>
<td>4.27</td>
</tr>
<tr>
<td>3 Personal relationships</td>
<td>0.78</td>
<td>4.78</td>
</tr>
<tr>
<td>4 Affective commitment</td>
<td>0.58</td>
<td>5.09</td>
</tr>
<tr>
<td>5 Normative commitment</td>
<td>0.67</td>
<td>4.26</td>
</tr>
<tr>
<td>6 Continuance commitment</td>
<td>0.79</td>
<td>5.26</td>
</tr>
</tbody>
</table>

### Table-2 Correlations of job satisfaction and organizational commitment elements

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Favorable conditions of work</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Personal relationships</td>
<td>0.23*</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Promotions</td>
<td>0.26*</td>
<td>0.18*</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Affective commitment</td>
<td>0.55**</td>
<td>0.54**</td>
<td>0.21*</td>
<td>1.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Normative commitment</td>
<td>0.46**</td>
<td>0.53**</td>
<td>0.44**</td>
<td>0.17*</td>
<td>1.00</td>
<td></td>
</tr>
<tr>
<td>6 Continuance commitment</td>
<td>0.20*</td>
<td>0.20*</td>
<td>0.55**</td>
<td>0.23*</td>
<td>0.39**</td>
<td>1.00</td>
</tr>
</tbody>
</table>

** p < 0.01; * p < 0.05

### Table-3 Results of regression analyses of organizational commitments

<table>
<thead>
<tr>
<th>Variables</th>
<th>Organizational commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Normative commitment</td>
</tr>
<tr>
<td>Favorable conditions of work</td>
<td>0.22*</td>
</tr>
<tr>
<td>Promotions</td>
<td>0.19*</td>
</tr>
<tr>
<td>Personal relationships</td>
<td>0.46**</td>
</tr>
<tr>
<td>F</td>
<td>11.20**</td>
</tr>
<tr>
<td>R²</td>
<td>0.46</td>
</tr>
</tbody>
</table>

Standardized coefficients are reported. ** p<0.01; * p<0.05 (Two-tailed test).

### 5. CONCLUSION

In this research investigates the job satisfaction role on organizational commitments. The results point out that amid job satisfaction and organizational commitments there are significant and positive effects. This result underscores the critical component roles of job satisfaction in organizational commitments. And outcomes also suggest that supervisors required to definitely develop their company's job satisfaction for workers can obtain an advanced level of organizational commitments. In addition to, studies recommend suitable investment strategies in job satisfaction may increase organizational commitments.

In this analysis, there are limitations. The first one is the responses variety acquired in the study is small. May be more responses can generate a more precise result, upcoming study can use for this analysis, which may be more workers have applied organizational commitments. On top of that, this analysis only researches Malaysians workers, hence, the conclusions and findings attracted from this study are associate of the Malaysians workers, and the results would not make generalizations to other geographical areas or societies. Future research can analyze the proposed relationships in other countries as well.

### 6. Limitation and future indication

Job satisfaction and organizational commitment are considered as important factors in the performance of the organization. Researchers can analyze these factors in other sectors to obtain more accurate results. The effects of time and bias of the respondents are the main limitations of this study.

### REFERENCE


