Job Satisfaction as Determinant of Organizational Commitment in Organizations

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Abstract: The paper focused on the influence of various dimensions of job satisfaction on organisational commitment. Both attitudes are jointly interrelated and interdependent which influence each other however; the role of job satisfaction in defining the organizational commitment is highly significant. This paper proposed a conceptual model of the influence of dimensions of job satisfaction on organizational commitment in organizations. Based on the literature reviewed, it was found that job satisfactions are strong predictor of organizational commitment. Therefore, the paper recommended that the organizations should create an environment that should build up confidence in employees to share their problems within them and the superior one in turn should give attention to their criticism. Also, organizations should give attention to employee who is dissatisfied from their job and should formulate promotion and supportive strategies that could improve the satisfaction level

Keywords: Job autonomy, Pay, Promotion opportunities, Supervisory support, organizational commitment.

Introduction

The success or failure of organizations regardless of their size and nature might highly depend on the commitment of employees toward their job and organization. Therefore, employees could be the most important assets in any organization, and they play a crucial role in terms of development of any kind. The responsibility, in this regard, cascade upon the shoulders of the employees who are the main pillars of the organizations. In the same vein, the commitment of job is vital for the achievement of the aims and goals of an organization. According to Mabasa, Mabasa and Netshidzivhani (2016), employees are among the most important determinants and leading factors that determine the success of an organization and its competitive advantage in a long-run. They further state that, employees have become valuable assets for the continued existence of the organization. Consequently, employees' job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover for a greater success of the organization. On the other hand, employee's low level of satisfaction might lead to less work commitment and high turnover from the organization, as well as physical withdrawal or they may retreat from the organization emotionally or mentally.

Job satisfaction is a vital issue for all organization no matter whether in public or private organizations or working in advanced or underdeveloped countries. One of the purposes for this degree of interest is that satisfied personnel is reported as committed workers and commitment is an indication for organizational output and effectual operations (Robbins & Coulter, 2005). If workers are treated unfairly, they will have a negative approach towards their operational environment and will negatively influence the organization's efficiency (Saif, Nawaz, & Jan 2012). Job satisfaction effects the agreement on continuing in or leaving the organization. If workers are dissatisfied with their jobs, it will result to less commitment and also could be more vulnerable to leave the organization (Mangi, Soomro, Ghumro, Abidi, & Jalbani, 2011).

Therefore, there are various studies on investigating the relationship between the levels of commitment and the levels of job satisfaction (Balassiano & Salles, 2012). As a result, literature proposes a set of variables (operational concepts) to construct a conceptual model or research model that is well grounded on the existing knowledge on the issue. This study was based on qualitative method of research. This is because; data was collected mainly from secondary sources of data such as journal articles, textbooks, magazine and unpublished materials that are relevant to the topic of study.

Job Satisfaction

Job satisfaction is a multidimensional in nature, enduring, important and highly researched concept in the field of organizational behaviour (Mabasa, Mabasa, & Netshidzivhani, 2016). The idea of job satisfaction is an effect of human relations movement which began with the classic Hawthorne studies in the late 1920s by Elton Mayo and his colleagues. Job satisfaction is one of the most studied concepts in industrial and organizational psychology and in the sociology of work and occupations (Mulinge, 2000). As a result, job satisfaction is one of the factors that plays central role in the organization. As such, Akfopure Ikhifa, Imide and Okokoyo, (2006), claim that job satisfaction has been an important topic over the years. This is because, it has the prospective to affect an extensive range of behaviour in organizations and contribute to employees' levels of well-being.

Job satisfaction or dissatisfaction depends upon many factors ranging from the provision of food for the workforce to eat their lunch to the sense of self-fulfilment they may obtain from doing their jobs. Generally, job satisfaction involves a description of those factors that a worker perceives to either promote an encouraging approach about work or an unenthusiastic approach about work (Ghazi, Shahzad, Shahzada & Gillani, 2011). A worker with an elevated degree of job satisfaction holds optimistic approach about his or her job whereas a dissatisfied holds pessimistic emotions.

Organizational Commitment

Çetin (2006), outlines that organizational commitment means one's devotion to his/her occupation, it requires the purpose of the occupation, belief in the values of the occupation and acceptance of them; and showing an effort to survive in his/her occupation and membership. Herrbach (2006), found that organizational commitment can lead to persistence in a course of action even in the face of conflicting motives or attitudes, and may even lead individuals to

behave in ways that, from the perspective of neutral observers, might seem contrary to their own self-interest. Therefore, organizational commitment entails the intention of the employees to make longer to work in an institution or not agreed to work. The psychological condition that forms employee's behaviours in the institution can also be defined as the organizational commitment (Muhammad, Irfanullah, Ghulam, Farhatullah & Naseem, 2014). For instance, mostly it is very important for the organizations to have competent employees and there must be certain rules and regulations sufficient enough to sustain their social and academic life for the enhancement of their commitment level with the corresponding organization. Therefore, the commitment level of the experienced employees can be considered to be decisive for an institution to get competitive benefit and to enhance their performances (Salami, 2008). The 'organizational commitment' amounts to the common normative forces that are consign on the workers to achieve their institutional tasks, the maximum concentration towards the institution and the psychological condition that compels the worker to stay in the institution for a longer period. To enhance the employee's degree of organizational commitment and its manifestation, the administrator should be reasonable in their actions and decisions towards their workforce (Turgut, Tokmak & Gucel, 2012).

Job satisfaction and organizational commitment

Adequate salary structure is linked with job satisfaction (Bajpai & Srivastava, 2002; Marginson, 2003). Pay is the most important predictor of job satisfaction. It is the amount of monetary compensation that is expected by the workers in relationship with the services provided to the organization (Saif *et al*, 2012). Researchers are of the view that a dynamic association exists between salary and satisfaction of job. Increase in one must enhance the other (Sabri, Ilyas & Amjad, 2011). The development in job satisfaction depends upon whether the rewards match the prospects, desires, and requirements of the employee. If improved performance leads to elevated rewards and if those rewards are seen to be reasonable and fair, improved satisfaction results (Khan, Nawaz & Khan, 2011). Compensation systems have impacts on the job satisfaction in both the public and private sector workers (Getahun, Sims & Hummer, 2008).Various theoretical models such as Lawler (1971) and Deckop (1992), are usually based on the concept that pay satisfaction has a direct influence over organisational commitment. For instance, Williams and Hazer (1986), found that organisational commitment positively linked to pay satisfaction. A sense of pay equity can increase job which then contribute to a higher level of organisational commitment (Alexander and Ruderman, 1987; Ronen, 1986). In fact, according to Cox (2000), a favourable view regarding the allocation process has been found to have significant impact on organisational commitment. Scandura and Lankau (1997), also demonstrated that perceived equity in pay resulted in higher commitment to the organisation.

Equally, supervision which is the process of surveillance and directing what a person does or how something is done is very significant in influencing organizational commitment. If 'vision' implies seeing, the word 'supervision' can be read as over-seeing, looking over someone's shoulder to check on them; and 'super' in the sense of outstanding or special, helping someone to extend their professional skills and understanding. Both of these aspects will be relevant to varying degrees in supervision, depending on the context. It can be helpful to think about supervision both in terms of development and performance (Multi-professional Faculty Development, 2012).

Therefore, supervision is one of another significant factor of job satisfaction which can lead to commitment of employees to achieve and attain the predetermined goals and objectives. A supervisor guides their subordinates so that they produce the desired amount and excellence of work within the stipulated time period (Saif *et al,* 2012). Supervision is the authoritative direction of the work of one's subordinates. It is the function of leading, coordinating and directing the work of others to achieve the selected objectives (Khan *et al,* 2011). Similarly, Meyer, Allen and Smith (1993), affirm that job enrichment provides employees more autonomy and advancement in their job placement and results in commitment enhancement and reduced turnover and absenteeism. Additionally, as employee's job scope increases through enlargement or varies through job rotation, one's degree of commitment would eventually increases accordingly. Autonomous jobs allow individuals to make more decisions on their own, control the speed of their work, and have more freedom (Schwepker, 1999). Similarly, challenging and non-routine work may be associated with occupational roles in which individuals possess greater self-directedness, power, and control (Kohn & Carmi, 1973).

Employees are additionally motivated and enthusiastic to carry out a job and also further satisfied if promotion opportunities are available to them which can equally lead to commitment. If the organizations enhanced their pay structure and provide promotion opportunities for their employees then the employees will show more commitment towards their job (Mumtaz, Khan, Aslam & Ahmad, 2011). Promotion possibilities involve the accessibility of progressive opportunities. Reasonable probability of promotion according to the employee's skill and ability to make employee more faithful to their work become a foundation of pertinent workability for the employee (Ghafoor, 2012).

Several studies revealed that job satisfaction has positive significant influences on organizational commitment. For instance, Malik, Nawab, Naeem, and Danish (2010), investigated the impact of teachers' satisfaction with job dimensions on organizational commitment of public sector universities in Pakistan. They used survey-based descriptive study with the use of questionnaire as an instrument of data collection. The hypotheses were tested using stepwise regression analysis and one sample t-test. The findings revealed that the satisfaction with work itself, quality of supervision, and pay satisfaction has significant positive influence on organizational commitment of faculty members. They had high degree of organizational commitment with work itself, supervision, salary, co-workers, and opportunities for promotion. However, the reliability of the instrument was not tested. Also, the study is limited to be generalized because the total population was not ascertained and the determination of sample size was not statistically explored.

Also, Akanbi and Itiola (2013), examine the relationship between job satisfaction and commitment among health workers in Ekiti State, Nigeria. The study used survey research design and simple random sampling method to sample 330 respondents. The hypotheses formulated for their study was tested using regression, correlation, t-test, ANOVA. Though the researchers failed to states the total population, they found that the joint effect of independents variables (reward system, job related stress, job meaningfulness, training and supervisory role) jointly and independently predicted organizational commitment. They further reported that there was

significant relationship between reward system and organizational commitment. It can therefore, deduced from their study that job satisfaction serves as important positive predictors of organizational commitment.

Similarly, Sisay (2017), in his 314 respondents using case study research design, stratified sampling techniques and descriptive statistics, Pearson correlation, independent t-test and regression analysis, found a positive but moderate relationship between job satisfaction and organizational commitment of academic and supportive staff of Wollege University, Nekemte Campus. However, the total population of the study was not stated and it is wrong to determine sample size using stratified sampling techniques without mentioning the total population according to the strata.

In addition, Munir, Hahim, and Ali (2014), investigated the relationship between job satisfaction and organisational commitment at health tourism hospital in Malaysia. In a cross-sectional survey of 197 sampled employees selected using stratified random sampling, found that job satisfaction variables of work, payment and promotion, showed significant relationship with affective commitment with the value of (β= 0.255, $p < 0.05$; $\beta = 0.259$, $p < 0.05$ and $\beta = 0.167$, $p < 0.05$) respectively; job satisfaction variables of work and payment has significant and positive correlation with normative commitment ($\beta = 0.339$, $p< 0.05$) and ($\beta = 0.189$, $p < 0.05$) respectively and job satisfaction variables of work and promotion has a significant and positive correlation with continuance commitment ($\beta = 0.278$, $p < 0.05$) and ($\beta = 0.213$, $p <0.05$) respectively. This implies that the dimension of job satisfaction highly determines the organisational commitment. The more the employees are satisfy, the high his/her commitment to the organization as indicated above. This result is contrary to the findings of Kaplan, Ogut, Kaplan and Aksay (2012), who found mixed result in their investigation of the relationship between job satisfaction and organizational commitment of employees in pay hospital Konya, city of Turkey. The population of the study was hypothetical estimated to 1,394. Questionnaire was used to collect data from the respondents with an overall reliability coefficient alpha of 0.70. The study used means, standard deviation, regression, and correlation analysis to analyse their data collected. Their study findings indicated that job satisfaction was positively and significantly correlated with affective commitment ($r = 0.341$, $p < 0.01$) and normative commitment ($r = 0.271$, $p< 0.01$) and on the other hand found no relationship with continuance commitment ($r =-0.034$, $p < 0.01$). However, their study did not mention the total population and the determination of the sample size were not explained. Kaplan and his colleagues suggested for further investigation on the job satisfaction among different industries or organisation in different locations. However, the total population was precisely stated, it was theoretical in nature and sampling technique was explained.

Furthermore, Kim, Twombly and Wolf-Wendel (2008), utilised survey data from the National Study of Post-Secondary Faculty 2004 compiled by the National Centre for Education studies, USA. In a study of 4664 faculty members, they found that academics who were more satisfied with their salary ($\beta = .035$, $p < 0.01$), fringe benefits ($\beta = .046$, $p < 0.001$) and teaching support ($\beta = .090$, $p < 0.001$) were more satisfied with their instructional autonomy. Additional, academics who believed that teaching was rewarded at their institutions were more satisfied with their instructional autonomy. Furthermore, Kim and his colleagues concluded that policy makers and universities should guard the creativity and autonomy of their members.

Therefore, based on extant literatures, it is hypothesized that job satisfaction positively and significantly influences organisational commitment.

Conceptual Model and Proposition
The purpose of this study is to develop a model to demonstrate job satisfaction as a determinant of organisational commitment in organizations. As discussed above the antecedents of job satisfaction include: pay, supervision and promotion Based on the reviewed of related literatures, it is therefore, rational to hypothesize that job satisfaction is a strong and positive predictor of organizational commitment in organizations, as shown in figure 1 below:
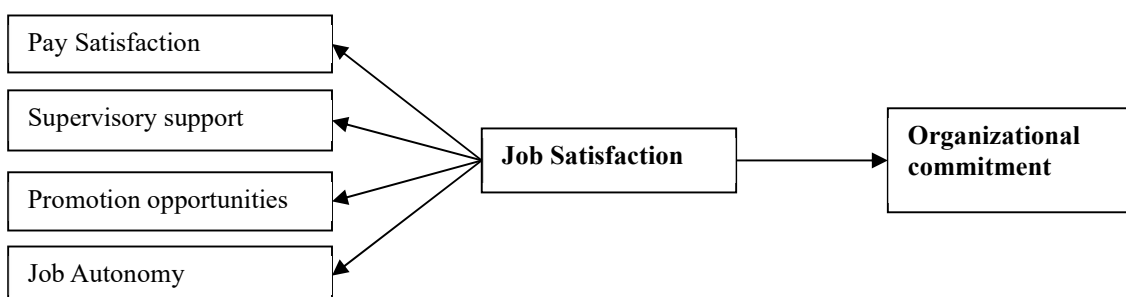
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┌─────────────────────────┐
│  Pay Satisfaction       │◄─┐
└─────────────────────────┘  │
┌─────────────────────────┐  │   ┌──────────────────┐         ┌──────────────────┐
│  Supervisory support    │◄─┤   │ Job Satisfaction │────────►│  Organizational  │
└─────────────────────────┘  │   └──────────────────┘         │  commitment      │
┌─────────────────────────┐  │                                └──────────────────┘
│  Promotion opportunities│◄─┤
└─────────────────────────┘  │
┌─────────────────────────┐  │
│  Job Autonomy           │◄─┘
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Figure 1: Schematic Diagram of Conceptual Model of job satisfaction as predictor of Organizational Commitment (Researchers' Design).

Proposition 1: There is positive and significant relationship between pay and organizational commitment
Proposition 2: There is positive and significant relationship between supervision and organizational commitment
Proposition 3: There is positive and significant relationship between Promotional opportunities and organizational commitment
Proposition 4: There is positive and significant relationship between job autonomy and organizational commitment.

Proposed Model Specification
Based on the reviewed of the extant literatures, the model is expressed as:
$$OC = a_0 + \beta_1 PS_{1i} + \beta_2 SS_{2i} + \beta_3 PO_{3i} + \beta_4 JA_{4i} + \varepsilon_i$$
 Where:
OC = the organizational commitment
a_0 = the intercept of the regression equation
β = the coefficient of the independent variable
PS_{1i} = the pay satisfaction score of respondent *i*
SU_{2i} = the supervisory support score of respondent *i*
PR_{3i} = the promotion opportunities score of respondent *i*
JA_{4i} = Job autonomy score of respondent *i*
ε_i = the error associated with perception score of respondent *i*

Discussions

Job satisfaction results into constructive approaches like organizational commitment, participation, and attention in the work. The job satisfaction of an employee prevails between two extremes of satisfaction and dissatisfaction from job in any type of organization. Where does an employee situate on the range of two extremes, depends upon diverse job-related factors. Job satisfaction is a worldwide issue, and a diversity of research is going on to help organizations in understanding the job satisfaction and thereby resolve the related problems. Similarly, volumes of surveys are being conducted to determine the employee attitudes towards the dimensions of job-satisfaction, its plans the degrees to which workers are contented or otherwise from their job (Sattar, Khan, Nawaz & Afaq, 2010 & Ashar, Munir & Hafeez, 2013). Hence, It is vital for organizations to be acquainted with, what encourages employees to continue in their positions, as replacing them is not only complex but also expensive in unrecoverable costs (Khalid, Irshsd & Mahmood, 2012; Irfanullah *et al.*, 2013).

Organizational commitment has been acknowledged as a fundamental issue in formative and manipulating organizational results. According to Shah, (2012) it is believed to be vital for organizational productivity, quality, and performance. If employees are satisfy with their organization, they would have a strong craving to remain committed. They will continue to work for the organization as soon as they are in agreement with the goals of the organization and yearning to stay in the organization. Therefore, to enhance the effectiveness of the organizations, the highly satisfied employees are more willing to go above and beyond the call of duty for their respective organization (Nawab & Bhatti, 2011). Nevertheless, as soon as there is no desire to be psychologically attached and involved in the organization, the employees may desire to leave (Choong, Wong & Lau, 2012).

Organizations above all, demand the extremely dedicated employees to achieve their objectives and goals in an efficient and effective manner. The organizational commitment involves employees' emotional state that makes them more faithful to their job and their organization (Muhammad, *et al* 2014). Organizational commitment are of two categories; the first involves the manner institutional management treats their employees and behaves towards them fairly and lawfully, while the other side relates to the individual`s emotional state that makes him committed to the institution (Irfanullah, *et al,* 2013). Because of that, it is unexpected to find a committed employee when at the same time; he/she has been treated unfairly or unlawfully (Judeh, 2011; Jehanzeb, Rasheed & Rasheed, 2013).

Conclusion and Recommendations

Based on the reviewed of related literature, it is clear that the employees' satisfaction with their job enhances the commitment level to their organizations. The satisfied employees add value to the growth of organization being more productive. The more employees are satisfied, the more they are likely to be productive and more committed. Also, the employees' decision as to whether to continue in the organizations may be more influenced by their emotional attitudes towards the organization, which is their level of affective commitment to the organization and alternative employment opportunities available. Therefore, the findings suggest that if the goals of

organizations are to build up a stable work force then an extra force might be required to develop commitment among the employees.

The result of the present study would help the organizations to improve the level of their employees' satisfaction which equally enhances commitment. The organizations should concentrate towards employee who is dissatisfied from their job and should formulate motivational strategies that could improve the satisfaction level, such ascreating an atmosphere that can build up self-confidence in employees to share their problems with the superior one. Also, they should give attention to their employees' grievance. Through shared dialogue the employees can be retained and the open discussion would lead the commitment level of an employee to raise accordingly making employee an important investment for organizations rather than expenditure.

Suggestions for Future Research

Findings of the current study led to the development of following suggestions for future research. This paper is meant to establish a framework of employee turnover rooted on the findings of the preceding studies. The planned relationships must be empirically tested to scrutinize whether they remain as important predictors of turnover or otherwise, regardless of the contexts of the study. Some factors might remain as predictors and others might act as mediators or moderators for the main relationship, therefore, this relationship must be rigorously tested using the appropriate analyses. The future researchers should explore the models in this study to test the applicability of the models to the employees and organizations.

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