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Does Job Satisfaction as a Predictor for Organizational Commitment?

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Abstract: This article offers practical insights of the effects of job satisfaction and organizational commitment in the workplace, specifically in the context of the large banking industries in Indonesia. The data, gathered from 3047 banking employees across the country, was rigorously analysed using simple regression analysis. The findings revealed that job satisfaction was a predictor of organizational commitment, with a score of 0.205 or an influence of 20.5%, for emerging organizational commitment, are highly significant. The findings revealed that job satisfaction is a predictor of organizational commitment, with a score of 0.205 or an influence of 20.5%, to emerging organizational commitment. Moreover, the results also indicated that job satisfaction was a more effective predictor of continuance commitment than the other two dimensions of organizational commitment. This finding was further supported by the employees' motivation to join and stay in the organization. The practical implications of these findings are substantial as they can be harnessed to foster employee engagement, OCB, psychological well-being and and workplace well-being, thereby positively impacting the performance of both the employee and organization.

Keyword: affective organizational commitment, continuance organizational commitment, job satisfaction, normative organizational commitment, organizational commitment

INTRODUCTION

Organizational commitment an increasingly important concept in management, refers to the extent of an employee's dedication to their organization. It is characterized by a willingness to work for the organization's objectives and a high likelihood of remaining a member. This commitment is not only practical orientation towards the organization but also an awareness of the costs associated with leaving and a moral obligation to stay. It can also be seen as a psychological attachment to the company where the employee works.

As a result, understanding the components of organizational commitment, such as aligning with the organization's values and goals, will make employees desire to work and stay

in the organization (affective commitment). By actively fostering these aspects, organizations can empower their employees, enhance their engagement and well-being, and ultimately increase job satisfaction and retention (Schultz & Schultz, 2006). Organizational commitment also believed can be used to handle various problems that related with the work conditions such as: reducing tun-over, reducing absenteeism, enhancing employee performance and employee well-being (Meyer & Allen, 1997). Meanwhile, job satisfaction is a concept that has been around for quite some time and has often been researched together with organizational commitment because the research on both issues is related to organizational success.

Organizational Commitment

Organizational commitment as organizational commitment is a psychological condition that express the bounding between individual and organization that can influence the employee decision in terms of staying or leaving the organization (Meyer & Ellen,1997). Further, Meyer and Ellen (1997) stated that organizational commitment has three-component as follows.

a) Affective Organizational Commitment is defined as an emotional attachment, identification, and employee engagement in the organization. Affective organizational commitment is related to how much the organization's role enables employees to develop an emotional attachment to the organization. Employees with a high level of affective commitment will retain their existence in the organization because they want to stay (they will).

b) Continuance Commitment, is the attachment felt by the employees to the organization related to the awareness of the profits and losses they receive if they leave or stay in the organization. This includes considerations from an economic perspective. Employees who have this commitment relate their attachment to the organization based on the existence of a need (they need to do so)

c) Normative Commitment: This commitment reflects the feeling of compliance and remaining attached to the organization. Employees with this commitment will obey the organization's rules, including formal and informal regulations. They will also try to maintain loyalty to their organization as they have some obligations to fulfil. In sum, employees who have high scores in this commitment feel they must stay in the organization (they ought to remain).

Meanwhile, various variables concerning affective commitment have been examined, and it has been stated that these variables become antecedents that influence the emergence of affective commitment. These variables can be categorized as follows (Meyer & Allen, 1997): First, Organizational Characteristics. The organizational characteristics in question are all aspects and characteristics that exist and are related within the organization's scope. Literature studies support the idea that organizational structure influences organizational commitment. A study by Greenberg (1993) showed that employees will have a higher level of affective commitment if they believe that the organization provides a complete and clear explanation of the policies. Second, Individual characteristics. Individual characteristics which focus on demographic variables (gender, age, tenure, and other demographics variables) showed that they have correlated with organizational commitment. However, the correlation between demographic variables and affective commitment is inconsistent. Third, Work Experiences. In this regard, how employees experience their work will relate to the organizational commitment. Research by Jex (2002) showed that how employees see the organization as a source of rewarding output correlates with affective organizational commitment. Furthermore, in terms of normative commitment, it showed that psychological contracts (which consist of the belief that the parties involved in the exchange of relationships respect each other's obligations) between employees and the organization have correlated with normative organizational commitment. In this regard, employees with a solid normative commitment will remain in the organization because they believe it is the right and moral thing to do (Meyer & Allen, 1997).

Job satisfaction

Job satisfaction refers to the degree to which people like /satisfied or dislike/dissatisfied on their jobs (Spector, 1997). In other words, job satisfaction is defined as an emotional response of the individual to the social and physical conditions of the workplace. Job satisfaction mainly consists of: salary, benefits, rewards (recognition), promotion, coworker, supervisor, communication, nature of work and operating condition. Moreover, according to Herzberg (1987) stated that job satisfactions can be divided to two dimensions, namely 1) Extrinsic, or hygiene, which is the resource are from the external of individual such as: salary, rewards, policies, relationship with superior and relationship with co-workers. These aspects are the ones that can prevent people to be dissatisfied with the job, and 2) Intrinsic, or motivator which is related with characteristics of the job, potential of advancement, self-recognition, actualization of need of achievement. According to Herzberg the Hygiene factor is the that can make people satisfied with the job.

Relationship between job satisfaction and organizational commitment

Previous research (Azeem, 2010; Atrizka, et.al, 2021) showed that there was significant positive correlation between job satisfaction and organizational commitment. Moreover, the findings by Suma & Leshia (2013) also indicated that the satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organizational commitment of the employees in other words, job satisfaction (both in terms of hygiene and motivator) had positive influence on organizational commitment.

Meanwhile, as organizational commitment consists of three dimensions, then the following discussion below will explore the relationship between job satisfaction and the three dimensions of organizational commitment as follows:

Job satisfaction and affective organizational commitment

Meyer, Stanley, Herscovitch & Topolnytsky, (2002) conducted a meta-analysis study between job satisfaction and the dimensions of organizational commitment, and the results showed that in general job satisfaction is more related to affective organizational commitment. This study was supported by Kristiningsih, & Nuraini (2017) which showed that job satisfaction had a direct effect on affective commitment. Moreover, job satisfaction significantly correlates with normative organizational commitment. These results supported the previous results (Valaei & Rezaei, 2016) However, the results were not found to be consistent, as in some other studies, showed that job satisfaction had an insignificant impact on affective (Gunlu et al., 2010; Donald et al., 2016)

Job satisfaction and continuance organizational commitment

Based on the hygiene concept in job satisfaction (Herzberg, 1987), it showed that salary, benefits, facilities, policies, were related to continuance organizational commitment. Thus, it can be assumed that employee involvement in continuous commitment is based only on the profit-loss conditions they receive (Meyer & Ellen, 1997). Meanwhile, research done by Donald et al., (2016) showed that there is positively correlation between job satisfaction and continuance organizational commitment.

However, the study done by Gundu et al., (2010) demonstrated that job satisfaction has an insignificant impact on continuance commitment.

Job satisfaction and normative organizational commitment

Studies by Myer et al. (2002; Gundu et al., 2010). demonstrated that job satisfaction is related to normative organizational commitment.

Based on the above discussion, the hypothesis for this study as follows:

H1: Job satisfaction as the predictor of organizational commitment
H2: Job satisfaction as the predictor of all dimensions of organizational commitment.
Thus, the model of this study is as follows

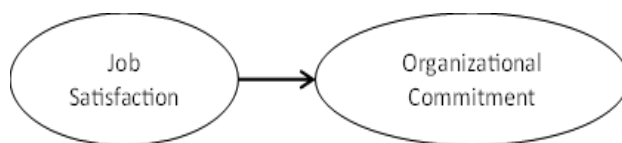


Figure 1: Research Model 1

Figure 1, is the model to illustrate the correlation between job satisfaction and organizational commitment, which is job satisfaction as a predictor of organizational commitment.

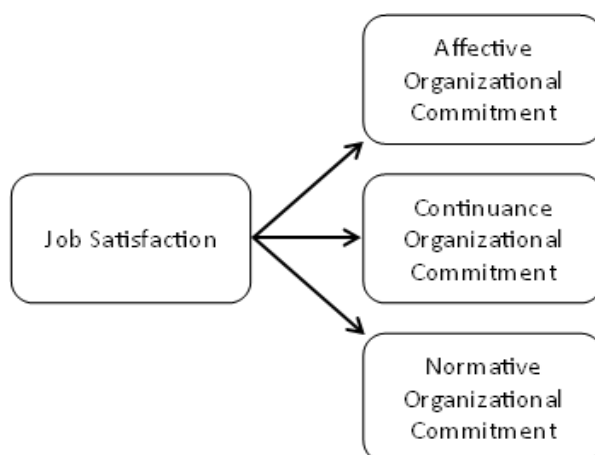


Figure 2: Research model 2

METHOD

This study uses 2 (two) types of instruments as data collection tools as follows:

- a. The job satisfaction measurement tool measures the extent to which a person responds or feels positive about his or her job, which results from an evaluation of various aspects of his or her job. The measuring instrument used is based on Spector’s (1997) concept. In preparing job satisfaction measurement tools, the Likert-like scale type in general, satisfaction with several aspects of the job faced by each employee, namely management and HR policies, relationships between superiors and subordinates, satisfaction with the job itself, attention, satisfaction with opportunities for self-development, work climate, salary and welfare accepted, career planning, allowances and satisfaction with the facilities received during work.
- b. The organizational commitment measurement tool is used to measure the degree of attachment felt by employees to the organization where they work, which is reflected in affective orientation through identification with organizational goals and values and the desire to strive for the sake of the organization, awareness of the costs that will be associated with leaving the organization, and moral compliance with the desire to maintain membership for a stay in the organization. There are 3 (three) dimensions in organizational commitment, namely affective commitment and normative commitment. And continuance commitment. Like the job satisfaction measurement tool, the organizational commitment measurement tool uses *the Likert-like scale Type* and *referenced domains* to compile the statements.

Both questionnaires used the *Likert Like Scale Type*, with six alternative answers, which include *Strongly Disagree* (1); *Disagree* (2); *Less Agree* (3); *Somewhat Agree* (4); *Agree* (5); *Strongly agree* (6). These six alternative answers make a fairly clear difference in the respondents' answers. In addition, by providing alternative even answers, it can avoid the tendency of respondents to give neutral answers so that it is hoped that respondents can show their attitude. To obtain a reliable measuring tool, reliability checks were carried out using the *Cronbach Alpha* method by producing an α score for the job satisfaction measurement tool 0.924. The score for the α commitment measurement tool was .804. The results of the test show that each measuring instrument has a coefficient level of more than 0.80, so it can be relied on as a good measuring tool in this study. In addition, the validity of the two measuring tools was checked with *internal consistency* and *inter-item correlation techniques*, the results of which were valid to measure what was to be measured by the research objectives. Moreover, based on the scores obtained from the two measuring instruments, a normal distribution mapping was carried out on the mean value of each respondent, and the scoring norms for the two measuring instruments were determined as listed in the table below:

Table 1. Norm

Category	Range	Lower Limit	Upper Limit
High	4.4 – 6.0	4.40	6.0
Medium	2.8 – 4.3	2.80	4.39
Low	1.0 – 2.7	1.0	2.79

Source: Data Analysis

The lower and upper limits distinguish the primary conditions between high, medium, and low scores.

Characteristic of the respondents

The respondents in this study are employees of one of the large banks in Indonesia. They were randomly selected for all positions in each region. The respondent's profile can be seen in the table below.

Table 2. Demographic profiles of workers

Demographic Variable	N	%	Demographic Variable	N	%
Employee's Status			Age		
Organic	2446	80,3	< 22 y.o	10	0,3
Contract	104	3,4	22 – 25 y.o	466	15,3
Outsource	497	16,3	26 – 35 y.o	1103	36,2
			36 – 40 y.o	344	11,3
			>41 y.o	1124	36,9
Total	3047	100,0	Total	3047	100,0
Gender			Marital Status		
Male	1971	64,7	Married	2298	75,4
Female	1076	35,3	Not married	749	24,6
Total			Total	3047	100,0
Tenure			Position		
0 – 2 years	482	15,8	Staff	1246	40,9
>2 – 5 years	358	11,7	Instructor/Auditor/ Analyst/AO	699	22,9
>5 – 10 years	631	20,7	Supervisor/Section Head	247	8,1

Demographic Variable	N	%	Demographic Variable	N	%
>10 – 15 years	365	12,0	Manager/Ass. Manager	215	7,1
>15 – 20 years	321	10,5	Division Head	640	21,0
>20 – 25 years	575	18,9			
>25 years	315	10,3			
Total	3047	100,0	Total	3047	100,0
Educational Level			Family Dependents		
Doctorate	4	0,1	No dependents	742	24,4
Master degree	226	7,4	1 to 3 persons	1872	61,4
Undergraduate	2183	71,6	More than 3 persons	433	14,2
Diploma	348	11,5			
Sr. High School	286	9,4			
Total			Total	3047	100,0

Source: Data Analysis

Table 2 above shows that the majority status of respondents is organic (permanent staff), with 2446 (80.3%), male (64.7%), the undergraduate level of education (71.6%), and aged above 41 years old (36.9%). Their tenure of work mostly between 5-10 years (20.7%), with staff positions 40.9 %, married (75.4%), and have dependents between 1-3 persons (61.4%).

Data analysis

The data obtained were analysed using descriptive analysis, Pearson correlation, and simple regression methods to determine the relationship and influence of job satisfaction on organizational commitment. In addition, to further deepen the understanding of the relationship between job satisfaction and organizational commitment, this study also analysed the motivation of employees to choose to work in the organization and still work in the current organization.

RESULTS AND DISCUSSION

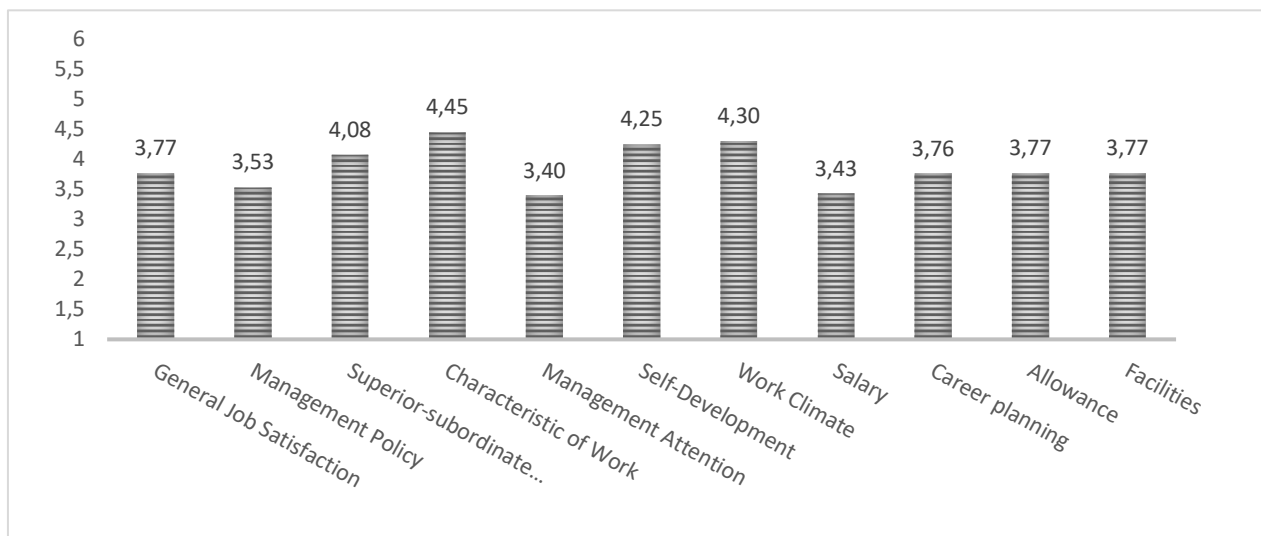
Job satisfaction is a form of a person's feelings and expressions when he is able/unable to meet the expectations of his work process and performance. In this case, several aspects of job satisfaction are measured to determine the level of job satisfaction of workers, including management and HR policies, relationships between superiors and subordinates, work, attention, self-development, work climate, salary and welfare, career planning, benefits, and facilities.

Table 3: General Job Satisfaction

Job Satisfaction Aspect	N	Mean	SD	Category
General Job Satisfaction	3047	3.77	0.72	Moderate
Management and HR Policies	3047	3.53	1.05	Moderate
Superior relationship	3047	4.08	0.99	Moderate
Characteristic of Work	3047	4.45	1.13	High
Management Attention	3047	3.40	1.09	Moderate
Self-development	3047	4.25	0.94	Moderate
Work Climate	3047	4.30	0.91	Moderate
Salary and Welfare	3047	3.43	0.69	Moderate
Career Planning	3047	3.76	1.01	Moderate
Allowances	3047	3.77	1.15	Moderate
Facilities	3047	3.77	1.30	Moderate

Source: Data Analysis

Furthermore, from the Figure 1 below provides an overview of the level job satisfaction based on the aspects of job satisfaction as follows:



Source: Data Analysis

Figure 3: Results of the job satisfaction

Based on the table 3 (three) above, the average job satisfaction level of workers in general is 3.77 on a scale of 1 (one) to 6 (six). This shows that the job satisfaction of workers in general is satisfactory. Of all the aspects of job satisfaction, characteristics of work is the aspect that has the highest level of satisfaction with a *mean* value of 4.45, which categorized as high job satisfaction. This condition is supported by a conducive working climate, opportunities for workers to develop themselves, and good leadership. In addition, other aspects such as benefits, facilities, and career planning are considered satisfactory. Meanwhile, three other aspects need to get attention from the management namely: management attention to workers (3.40), salary (3.43), and management policy (3.53), although those three aspects still considered to be moderate.

Results of Organizational Commitment

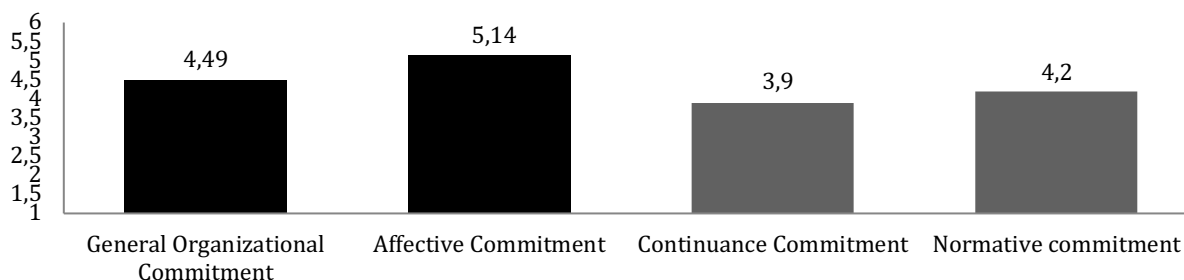
In this section, an overview of the commitment of workers to the organization where they work, work, and earn income will be given. which is contained in the Table below:

Table 4 Organizational Commitment

Organizational Commitment	N	Mean	SD	Category
General Organizational Commitment	3047	4.49	0.76	High
Affective Commitment	3047	5.14	0.68	High
Continuance Commitment	3047	3.97	1.04	Moderate
Normative Commitment	3047	4.28	1.11	Moderate

Source: Data Analysis

Based on the data in the table 4 (four). The Figure 2 further illustrates the condition of worker commitment.



Source: Data Analysis

Figure 4: The results of organizational commitment

Based on the data in Table 3 and Figure 4, it can be seen that in general, the average worker has a quite high level of organizational commitment (4.49). The table above also shows that the score of affective commitment is the highest amongst the other two dimensions both continuance and normative organizational commitment which indicated that employees in this study like to stay in the organization as they have already an emotional attachment and had high loyalty to the workplace and they also love the job itself. Meanwhile, the continuance organizational commitment was in the lowest rank (3.97). Thus, workers stay and work in the organization not based on economic and financial profit and loss considerations but more on their emotional attachment to work.

Choosing the Workplace

To identify the motivation of the employees in choosing the workplace, the respondents were given several statements regarding their reasons for choosing the organization as a place to work. Everyone can choose more than one statement so that we only get an idea of how many employees choose to work for an organization for one reason and how many choose to work for another. Since each person can choose more than one statement, the results of the data processing show a seemingly very large number, as shown in the following table 5.

Table 5 Reasons for Choosing an Organization as a Workplace

Reasons in choosing a workplace	N	%
Good Reputation	2066	67.8
The first company accepted them as employees.	1329	44.4
Attractive wages/salaries and benefits	1118	36.7
Great career prospects	1094	35.9
Related to educational background	1015	33.3
Related to self-interests and talents	989	32.5
Adequate facilities	791	26.0
Recommendations from friends or relatives	484	15.9
There is no other option to work anywhere else	142	4.7

Source:Data Analysis

Based on the table above, it shows that most respondents (2066 or 67.8%), chose the

reason for a good image of the company as the reason for choosing a workplace, which can be said that since the first time, employees joined the company the reason is due to the excellent reputation and image as well as due to the attractive salary and other benefits. Further, the researcher tries to understand the motivation that make workers stay in the organization by asking them the reasons about why a person still stay in the organization. In this section respondents may answer more than one explanation. Some of the answers are shown in the table below:

Reasons for still saying in the organization

Table 6. Reasons for still staying in the organization

Reasons for Still staying in the organization	N	%
Have a good relationship with coworkers	1680	55.1
Comfortable working climate or atmosphere	1530	50.2
Having Fun at Work	1373	45.1
Financially secure	1274	41.8
Have a good relationship with the superior	1116	36.6
There is no better job offered	630	20.7
Already feel comfortable work in the organization	467	15.3

Source: Data Analysis

Table 6 (six) above shows that 1680 out of 3047 respondents chose to continue working because they had a good relationship with colleagues. Meanwhile, only 15.3% of respondents stated that they have already felt at home, and 20.7% were still working in the organization because they had not been offering a better job.

Job satisfaction and organizational Commitment

To identify the correlation between workers' job satisfaction and organizational commitment, a correlational calculation was carried out to see the relationship between the two and a regression calculation was performed to see which factors have the greatest influence on organizational commitment.:

Table 7. The Relationship between Job Satisfaction and Organizational Commitment

Variable	r	R ²	Sig
The Relationship between Job Satisfaction and Organizational Commitment	0.452**	0.205	0.00**
The Relationship between Job Satisfaction and Affective Commitment	0.364**	0.133	0.00**
The Relationship between Job Satisfaction and Continuance Commitment	0.417**	0.173	0.00**
The relationship between job satisfaction and Normative Commitment	0.326**	0.106	0.00**

** Los at p<0.01

Source: Data Analysis

The table above shows that job satisfaction is positively and significantly related to the organizational commitment. The results showed that the relationship between job satisfaction and overall organizational commitment is 0.452 (significant at the significance level of 0.01 or 99% accurate); in other words, it can be concluded that the higher the level of organizational satisfaction, the higher the organizational commitment of workers. Furthermore, it can be seen that from the results of the regression calculation, it showed that the relationship between job

satisfaction and organizational commitment has an *R square value* of 0.205, which means that the degree of variation in job satisfaction is influenced by 20% by organizational commitment. Other factors influence the rest. In addition, it can be seen that the correlation between job satisfaction and continuance commitment is the highest, which has an *R square value* of 0.173, meaning that 17% of continuance commitment is influenced by job satisfaction, and other variables influence the rest. This result is supporting the theory about the relationship between job satisfaction and continuance organizational commitment.

Demographic profile of job satisfaction and organizational commitment

Research shows that job satisfaction and organizational commitment are influenced by personal factors such as age, gender, marital status, education level, and even the number of dependents one has. This study also showed some significant differences in the demographic profile regarding job satisfaction and organizational commitment. Further, job satisfaction and organizational commitment were assumed to be affected by other factors related to the job, such as employment status, length of service, and the current position. Based on the results obtained in this study, it appears that not all results show significant mean differences.

In terms of job satisfaction, it showed that there are some significant differences in a) gender, which is male has the highest average score of 3.79; b) tenure, it showed that over 25 years had an average score of 4.02 with $p < 0.01$, c) at the education level it shows that Senior high school had the highest score of 4.03 with $p < 0.01$. Meanwhile, d) the position also had significant differences, which shows that the highest average score lies in Supervisor/Section Head, with a score of 3.93 and $p < 0.01$).

Further, based on the results obtained, organizational commitment is influenced by several factors, such as a) employment status, which shows that the highest average score for organic employees lies in organic employees (with a score of 3.54, with $p < 0.01$. In terms of b) tenure, the results showed that employee who has been working more than 25 years had the highest of employee engagement (with the score of 4.77, and $p < 0.01$). c) The educational level also had significant differences, with Senior high school graduates having the highest score (with a score of 4.85 and of 4.56, and $p < 0.01$ is the highest score). e) Lastly, the number of dependents also showed significant differences; which family with more than three dependents has the highest average score (4.63 and $p < 0.01$). However, although they have mean significant differences, no correlation was found between demographic profile with job satisfaction and organizational commitment. Meanwhile, Meyer et al. (2002) said that based on their meta-analysis results research, a relationship existed between a person's position level and the organization's commitment, although the correlation was small.

The results show that job satisfaction is one of the predictors and has a significant positive effect on organizational commitment. Consequently, the better the job satisfaction employees feel, the higher the organizational commitment; vice versa; if employees feel dissatisfied, it will reduce their commitment to the company. This result aligns with previous research (Atrizka et al., 2021; Puspitawati & Riana, 2014; Wahyudi & Sudibya, 2016; Sunarto et al., 2022), which shows that job satisfaction has a positive relationship and can be one of the predictors of the emergence of organizational commitment. This study also supported the previous study done by Wang et al. (2022), which focused on healthcare professionals in Shenzhen, China, who also found a significant positive correlation between job satisfaction and organizational commitment. Additionally, a study by Pinto and Gonzaga (2014) emphasized the importance of job satisfaction and organizational commitment in minimizing employee turnover intentions. This research reaffirmed that high job satisfaction and organizational commitment are crucial in retaining employees.

The study revealed that job satisfaction has an impact on affective organizational commitment, which can be said that job satisfaction as a predictor of affective organizational

commitment. This supported the previous study done by the researchers (Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Gunlu et al., 2010; Donald et al., 2016; Valaei & Rezaei, 2016; Kristiningsih, & Nuraini, 2017).

The results also found that job satisfaction significantly correlates with normative organizational commitment. These results supported the previous results (Valaei & Rezaei, 2016) investigated this relationship among employees in ICT-SMEs and found that job satisfaction facets like payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures, and the nature of the work were positively associated with normative commitment.

Job satisfaction as a predictor in the emergence of continuance commitment. The results also showed a stronger relationship between job satisfaction and continuance organizational commitment than affective or normative organizational commitment. This was assumed because job satisfaction is mainly related to external aspects (*hygiene*), including salary, facilities, management policies, and the relationship between superiors, subordinates, and colleagues, enabling employee job satisfaction (Herzberg in Munandar 2016). In addition, it can also be seen that this is also related to the reason why employees choose to work in the organization or continue to work in the organization, among others, because of high wages/salaries, comfortable financial conditions, facilities, and good relationships with colleagues and the superiors.

Job satisfaction deserves to be researched as due to previous researchers- (Tanujaya, 2014; Marcheline & Adiati, 2021), job satisfaction has a positive and significant relationship with psychological well-being where the more employees feel job satisfaction, the higher the level of psychological well-being they have, which is ultimately expected to increase the level of employee well-being at work (*workplace wellbeing*). In addition, the results of previous research show that job satisfaction will improve organizational citizenship behaviour (OCB), which makes them happy to do various things for the organization (Mangundjaya, 2012).

Ellemer et al. (in Tella et al., 2007) found that the gender variable was not related to organizational commitment (each of the three types of commitment was not related to gender). This is also based on the results of the Meyer & Allen (1997) study, which stated that the difference in gender on commitment is not significant. In contrast, the difference is more due to the difference in job characteristics between women and men. Meanwhile, studies about employee engagement are also critical, as employee engagement has influenced the emergence of OCB (Dabral, 2020).

This study has limitations, such as 1) this research was conducted at 1 (one) organization only, which engaged in the banking industry, where each organization has its own characteristics and organizational culture. To obtain more complete results, further research is needed on organizations with different types of businesses.

CONCLUSION

The results show that job satisfaction was a predictor of organizational commitment, which is not only limited to continuous commitments but also correlates with affective and normative commitment. With job satisfaction that led to organizational commitment, employees will be happy to stay working and loyal to the organization. Job satisfaction is necessary because this will enable to develop not only the organizational commitment, but also psychological well-being, work organizational well-being, OCB, and employee engagement, which ultimately improving organizational performance.

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