The impact of Job Satisfaction on aspects of Organizational Commitment (Affective, Continuance and Normative Commitment)

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Abstract

This study strives to examine the impact of job satisfaction on the aspects of organizational commitment i.e. affective commitment, continuous commitment and normative commitment. Quantitative research method was used with a sampleof 75 civil engineers of Al-Hait region of Saudi Arabia. The statisticalfindingsindicatedjob satisfaction has significant and positive impact on affective commitment and normative commitment whileinsignificant on continuous commitment.

Key words: Job satisfaction, affective commitment, continuance commitment, normative commitment.

Introduction

Human Resource is the capital of an organization because it encourages organization to prosper (Bemana*et al* 2013).Employees are the assets of an organization so they should be treated well (Tella*et al*2007). Management and institutions are always interested in organizational commitment of workers (Abdullah andRamay, 2012).Organizational commitment of workers is a valuable approach by which employers can retain their workers and can achieve competitive advantage (Abdullah andRamay, 2012). Job satisfaction is the most investigated subject to learn organizational behavior (Lu*et al* 2005). Job satisfaction is essential for all institutions (Saeed *et al.,* 2013).Now-a-days job satisfaction is a biggest and crucial concern for Human Resource Managers because there is strategic connection between job satisfaction of workers and their output. It helps in employee retention (Fatima*et al* 2010).

Job satisfaction means that how much job fulfills the wants and values of workers and the reaction of a worker towards this job (Lambert, 2004; Tewksbury and Higgins, 2006).Lambert (2004) stated that job satisfaction is the extent to which job is liked by the employee. Job satisfaction has an influence on the attitude of employees for their jobs and several prospects of their jobs (Spector, 1997). The results of

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job satisfaction are improved work and a decline in resignation and unfavorable attitudes (Morrison, 2008). As job satisfaction is feelings of an employee, it affects the welfare of an organization in terms of job output, turnover rate, absence and satisfaction in life (Roodt*et al* 2002; Spector 2008). Workers who are motivated are important for the success of an organization so there is need to understand what incites workers which could develop organizational commitment (Schein, 1996). Organizational commitment has gained importance as efforts have been done to know the strength and constancy of worker's devotion with his/her organization (Lumley, 2010).

Satisfied employees perform their responsibilities efficiently and are committed with their jobs and organizations. Therefore, employers are interested in knowing the factors that affect on the job satisfaction of employees because it will also influence the organizational performance (Awang*et al* 2010). Job satisfaction is a determining factor of organizational commitment. The primary difference between job satisfaction and organizational commitment is that job satisfaction is the reaction of a worker for any job whereas organizational commitment is the feelings of a worker for his/her organization. It is believed that job satisfaction and organizational commitment are interconnected (Meyer*et al* 2002).

Rationale Of The Study

Civil engineers were selected as a sample because they have more stress at their work. There is also limited research done on civil engineers so there is needed to check the impact of job satisfaction on the organizational commitment (affective commitment, continuous commitment and normative commitment) of civil engineers. The present study examines the impact of job satisfaction on organizational commitment of civil engineers working in Al-Hait region of Saudi Arabia.

Literature Review

Job Satisfaction

Job satisfaction is a broadly studied and complicated concept; there are many definitions of it. Job satisfaction is the feeling of an employee about his job and perceptions about diverse features of their job (Ivancevich and Matteson, 2002). Job satisfaction is the outcome of feelings and judgments of employees about their jobs affected by their specific wants, beliefs and hopes, which are valuable for them (Roodt *et al.,* 2002).

Job satisfaction means feelings and viewpoints of the employees towards their jobs. Positive and good perceptions about the job express job

satisfaction. Negative and bad perceptions about the job express job dissatisfaction (Kerschen*et al*2006). Job satisfaction is the feelings or perceptions of the employees towards their jobs and job factors like the workplace setting, working environment, fair benefits, and connection with the fellow workers (Kim*et al*2005).Job satisfaction usually indicates a positive judgment about job and a positive impact obtained from it (Linz, 2003).

Job satisfaction depends on different variables in an organization i.e. salary, structure, size, workplace environment and supervision, which show the corporate climate (Roodt*et al.,* 2002). If job satisfaction is missing and other job opportunities are being offered, rate of employees to leave an organization could increase (Martins and Coetzee 2007). Job satisfaction is a response to a job, emerging from what an employee looks for at job in contrast with the real consequences that job gives to an employee (RothmannandCoetzer, 2002).

According to Rothmann and Coetzer (2002), job satisfaction of workers represents the efficiency of an organization, and it is affected by managerial and individual components. Mostly executives acknowledge that the best performance of their organizations somewhat relies on the job satisfaction of workers. Satisfied workers are effective workers (Saariand Judge 2004).An employee should utilize all his abilities in the organization for the best performance; this shows the significance of job satisfaction of an employee (RothmannandCoetzer, 2002).

Organizational Commitment

Organizational commitment is a feeling as it is related with the psychology of employees towards the organization (Allen and Meyer, 1990). Organization commitment is the psychological affixation, recognition, and engagement of an employee with the organization. It is usually believed that organizational commitment has three concepts i.e. affective commitment, continuance commitment and normative commitment (Allen and Meyer, 1996; Karrasch, 2003; Turner andChelladurai, 2005; Boehman, 2006). It is considered that workers who are affectively committed keep on doing work with great dedication independently, continuance commitment guarantees that workers continue their association with the organization and normally committed employees generally feel responsibility to remain with the organization.

Porter*et al*(1974) stated that organizational commitment is the acceptance and adoption of goals and values of the organization, enthusiasm to utilize great attempts for the interest of organization, and a certain wish to keep the membership of an organization. According to the Swailes (2002) Organizational commitment is a judgment of the coherence between the attitudes and faith of an employee and that of an

organization. Organizational commitment is described as eagerness of an employee to share the goals of an organization. When employees want to progress by serving their present employers, their commitment with the organization will be high (Opkara, 2004).

Committed employees calmly stick to the goals and objectives of organizations (Valentine*et al*2002). Employees are committed with their an organizations for different reasons: employee wants to continue with an organization because the values and objectives of an organization coordinate with personal values and goals of an employee; another employee wants to stay with the similar organization because quitting the job may have an effect on his/her esteem, welfare, or social links; however another employee may be committed with organization due to the feeling of responsibility. Affective, continuance, and normative commitments are separate forms of commitment encountered by all employees of an organization at various levels (Meyer and Allen, 1997).

Affective Commitment

Affective Commitment is the emotional adherence with the organization, Continuance Commitment is the price related with quitting an organization and Normative Commitment is the expected responsibility to stay with the organization has implications for the continuous serving of an employee in the organization (Tella*et al.,*2007). Affective commitment is the emotional linkage of an employee, awareness and cooperation with the organization (Meyer and Allen, 1997). Affectively committed employees will continue their jobs with the organization because they are interested in it (Meyer and Allen, 1991). Employees who are devoted emotionally generally stay with the organization because they perceive that their job is in accordance with the objectives and values of an organization. Affective commitment growth includes recognition with the organization and integration of rules and measures of an organization (Beck and Wilson, 2000).

Continuance Commitment

Continuance commitment is considered as a consciousness of the expenses related with leaving the organization. Continuance commitment can be computed because an employee is conscious of the expenses and risks associated with quitting the organization (Meyer and Allen, 1997). Continuance commitment studies the concept that employees do not quit an organization because of the risk of missing its gains, requiring a salary cut, and not getting new jobs (Murray*et al*1990). Continuance commitment is linked with the participation of an employee and his/her contribution to an organization. Moreover,Meyer*et al*(1993) told that expertise and knowledge cannot easily move to other company which enhances the commitment of employees with their present organizations.

Employees with high continuance commitment stay with their organization because they want it. Continuance commitment shows economic connection of an employee with the organization based on the expenses linked with quitting the organization.

Normative Commitment

Normative commitment is a feeling of obligation to stay with a particular company (Meyer and Allen, 1997). The normative commitment is considered as the employees perceive that they are morally obligated to remain working with their organization regardless of enhancement or accomplishment the company gives the employee around the years (Marsh andMannari, 1977). Normative commitment define employees feel that they are ethically responsible to stay with their organizations when they have high normative commitment (Meyer and Allen, 1991). Normative commitment evolves from an emotional agreement between a worker and his/her company (Rousseau, 1995).

Studies show that employees with strong affective commitment for their organizations also show high continuance and normative commitments (Cohen, 1996).

Job Satisfaction And Organizational Commitment

There are various researches done to show the association between job satisfaction and organizational commitment (Currivan, 2000).There is no significant relationship between job satisfaction and organizational commitment (Curry*et al*1986). Job satisfaction is an important predictor of organizational commitment (Freund, 2005).

Few researchers state that job satisfaction indicates quick emotional responses to the job whereas organizational commitment establishes gradually after the employee creates extensive assessments of the working organization, beliefs, hopes and destiny in it. So, job satisfaction is considered one of the elements of organizational commitment (Mannheim*et al*1997).It is proposed that employees who are satisfied with their jobs will be committed with the institution.

There is significant positive relationship between organizational commitment and job outcomes i.e. flexibility, performance and job satisfaction (Hunt*et al*1985). Studies show that employees who are satisfied are committed with their organizations and satisfied and committed workers pay more attention to their work, remain with an organization, reach at job on time, operate properly and perform actions that help their organizations (Aamodt, 2007).

A powerful relationship has been identified between job satisfaction, worker commitment and retention (RoodtandKotze, 2005). Managers who are more committed with the organizations, they may have high level of job satisfaction (Lau and Chong, 2002).The absence of

job satisfaction leads to inactivity and diminished organizational commitment (Moser, 1997, cited in Norizan, 2012). It was stated that there is significant correlation between job satisfaction and organizational commitment (Dubinsky*et al*1992). Job satisfaction has positive relationship with affective and normative commitment, not with the continuance commitment (Irving*et al*1997).

      A positive relationship was discovered between the job satisfaction and organizational commitment (Malhorta andMukherjee, 2004; Saariand Judge, 2004; Getahun*et al*2008). Moreover, the feelings of job satisfaction and organizational commitment are significant because they show the desire of an employee to quit or remain in the organization. Organizational commitment is the connection between employee and organization. Workers who are highly committed are devoted with their organizations, contribute to its values and recognized with the organizational goals (Mowday *et al.,* 1982).
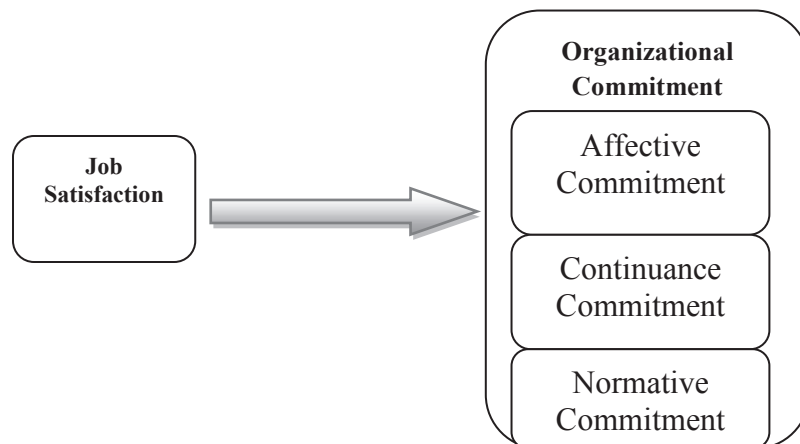
Theoretical Framework

Figure 1: Impact of Job satisfaction on aspects of Organizational Commitment

Hypothesis

H1: Job satisfaction has a significant impact on affective commitment.
H2: Job satisfaction has a significant influence on continuance commitment.
H3: Job satisfaction has a strong influence on normative commitment.

Methodology

The purpose of this study is to examine the impact of job satisfaction on the aspects of organizational commitment i.e. affective commitment, continuous commitment and normative commitment. Quantitative approach was used to get the generalized findings. Data was collected through structured questionnaires from the civil engineers of Al-Hait region in Saudi Arabia and convenience sampling was used. Visits were made of the sites to collect the data from civil engineers. Sample size was 75. Questionnaire has three sections: first section is the general information of the participants such as age, education, marital status, monthly income and experience, second section is the organizational commitment scale developed by Allen and Meyer, 1990 which is used to measure organizational commitment and third section is the job satisfaction scale developed by Taylor and Bowers, 1972 which is used to measure job satisfaction of the participants. Five Point Likert-type scale (1=strongly disagree to 5=strongly agree) was used in this study. SPSS software was used for analysis of data.

Analysis And Discussion

Respondents were asked about their age, education, marital status, monthly income and their job experience. All the respondents were the males (100%). Respondents' age varied from 28 years to 55 years. All the respondents had done graduation in civil engineering. 69participants (92%) were married and six (8%) were single. Salaries of the participants ranged between SR 4500 and SR 25000. Participants had work experience of 4 to 29 years.

Reliability Analysis

Constructs	Number of items	Cronbach's Alpha
Affective Commitment	6	.882
Continuous Commitment	6	.935
Normative Commitment	8	.893
Job Satisfaction	6	.876

Table 1 shows the Cronbach's alpha values to test the reliability and internal consistency of measures. In our study, Cronbach's alpha values range from .876 to .935 which shows that each construct has high reliability. Affective Commitment (alpha = .882), Continuous Commitment (alpha = .935), Normative Commitment (alpha = .893) and Job Satisfaction (alpha = .876). The high Cronbach's alpha value for each construct indicates that they are internally consistent. Values of Cronbach's alpha greater than 0.7 are acceptable (Murphy and Balzer, 1989).

Table 1: Reliability of measurements

Kmo Measure Of Sampling Adequacy Test And Bartlett's Test Of Sphericity

KMO Measure of sampling adequacy represents the fitness of using factor analysis. Value of KMO equal to 0.6 is considered acceptable and a value near to 1 is preferred. Table 2 shows that all the values of KMO are acceptable. KMO = (0.869) for Affective Commitment, KMO = (0.840) for Continuous Commitment, KMO = (0.898) for Normative Commitment and KMO = (0.867) for Job Satisfaction.

P value in Bartlett's Test represents the relationship among variables. If P value is less than 0.05, we will reject the null hypothesis. Factor analysis can be done because p value of all constructs is .000.

Table 2: KMO and Bartlett's Test

Constructs	KMO Measure of sample adequacy	Bartlett's Test of Sphericity Chi-square	Bartlett's Test of Sphericity Sig.
Affective Commitment	.869	227.928	.000
Continuous Commitment	.840	391.849	.000
Normative Commitment	.898	284.610	.000
Job Satisfaction	.867	213.536	.000

Correlation

Table 3 shows significant and positive relationship between job satisfaction and affective commitment (.464[**]), which means that increase the job satisfaction will increase the affective commitment and vice versa. There is insignificant correlation between job satisfaction and continuous commitment which means that increase/decrease in job satisfaction will have no effect on the continuous commitment. There is significant positive correlation between job satisfaction and normative commitment (.927[**]) which shows that increase in job satisfaction will increase the normative commitment and vice versa.

Table 3: Correlation

	Job Satisfaction	
Affective Commitment	Pearson Correlation	.464[**]
	Sig. (2-tailed)	.000
	N	75
Continuous Commitment	Pearson Correlation	-.053
	Sig. (2-tailed)	.654
	N	75
Normative Commitment	Pearson Correlation	.927[**]
	Sig. (2-tailed)	.000

	N	75

Regression Analysis

Regression analysis was used to study the impact of job satisfaction on the aspects of organizational commitment i.e. affective commitment, continuous commitment and normative commitment. Results show a significant positive effect job satisfaction on affective commitment (B = 0.464, p = 0.000) and normative commitment (B =0.927, p = 0.000). There is insignificant impact of job satisfaction on continuous commitment (B = -0.053, p = 0.654).

Table4: Impact of Job satisfaction on Affective Commitment,Continuous Commitment and Normative Commitment

Independent Variable	Dependent Variable		
	Affective Commitment	Continuous Commitment	Normative Continuous
Job Satisfaction	.464* (4.472)	-.053 (-.450)	.927* (21.052)
Adjusted R^2	.204	-.011	.857
F-Statistics	20.001	.203	443.188

Legend:

* = represents significant level below .001

Value in parentheses represents t-ratios

Hypothesis 1 is accepted that job satisfaction has significant impact on affective commitment because results indicate that there is significant positive impact of job satisfaction on affective commitment i.e. increase in job satisfaction increases the affective commitment and vice versa.

Hypothesis 2 is rejected that job satisfaction has a significant influence on continuance commitment. Findings show that there is insignificant impact of job satisfaction on continuous commitment i.e. higher/lower the job satisfaction will have no impact on continuous commitment.

Hypothesis 3 is also substantiated that job satisfaction has a strong influence on normative commitment. Results indicate that there is significant positive impact of job satisfaction on normative commitment i.e. higher the job satisfaction, higher the normative commitment and lower the job satisfaction, lower the normative commitment.

Conclusion

This study investigates the impact of job satisfaction on the aspects of organizational commitment (affective commitment, continuous commitment and normative commitment). Research findings indicate that there is significant and positive impact of job satisfaction on

affective commitment (p = 0.000 and B = 0.464), and normative commitment (B = 0.927, p = 0.000) and insignificant impact of job satisfaction on continuous commitment (p = 0.654 and B = -0.053). This shows that increase in job satisfaction increases the affective commitment and normative commitment. Increase/decrease in job satisfaction will bring no change in the continuous commitment.Further research is required to confirm the findings of this study.

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