

# Exploring the Link between Job Satisfaction and Organizational Commitment: Evidence from a Survey on Affective, Normative, and Continuance Commitments

Lan Zhang<sup>1\*</sup>, Dr. Bobby P. Atayan<sup>2</sup>

<sup>1</sup> Phd Management, College of Business Administration, University of the Cordilleras, Baguio, Philippines

<sup>2</sup> Professor, College of Business Administration, University of the Cordilleras, Baguio, Philippines

\* **Corresponding Author:** [Zhanglan999@163.com](mailto:Zhanglan999@163.com)

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## ABSTRACT

Employee commitment is a critical factor that determines organizational success, stability, and long-term performance. Purpose: This study investigates the relationship between job satisfaction and the three components of organizational commitment— affective, normative, and continuance commitment. It explores how satisfaction influences emotional attachment, moral obligation, and cost-based commitment within an organizational setting. Method: A quantitative research design was employed, using a structured questionnaire to collect data from 300 employees across various departments. Each variable was measured using a five-point Likert scale, and the data were analyzed through descriptive statistics, Pearson and Spearman correlation, and General Linear Modeling (GLM) using SPSS. Findings: The findings revealed strong positive and statistically significant relationships between job satisfaction and all three types of commitment. Affective commitment showed the strongest correlation ( $r = .953$ ), followed closely by normative ( $r = .952$ ) and continuance commitment ( $r = .951$ ). Implications: The study highlights that improving job satisfaction can significantly enhance all forms of employee commitment. Organizations are encouraged to focus on job design, support systems, recognition, and career development to foster a committed workforce. These insights provide practical value for human resource management and retention strategies.

**Keywords:** Job Satisfaction, Affective Commitment, Normative Commitment, Continuance Commitment, Organizational Commitment, Employee Retention.

## INTRODUCTION

### Research Background

Among the most studied organisational behaviour constructs are job satisfaction and organisational commitment that mainly are influenced by the effects they have on retention, performance, and success of employees within an organisation. Job satisfaction can be described as the level of positive or negative feelings that people experience in their jobs and this is determined by the conditions of the jobs, salary, discipline, and career development. Organisational commitment, in its turn, means the mental attachment of an employee to the organisation. According to the three-component model, created by Meyer and Allen, the commitment is divided into affective (emotional attachment), normative (sense of obligation), and continuance (perceived high cost of leaving) commitment (Latha and Kiranmayi, 2023). These elements mediate with job satisfaction in dissimilar ways, and they imply various differences on workforce stability and productivity.

The research paper by Suma and Lesha (2015) states that affective commitment is a good predictor of job satisfaction. Feeling supported and being valued, employees are more likely to get emotionally attached to their organisation. On the same note, a more recent study by Hanaysha (2016) established a significant positive correlation between job satisfaction and both affective and normative commitment in higher education sector,

whereby, employees who were more satisfied were higher in their moral obligation to remain. Intrinsic job satisfaction factors like meaningful work, autonomy, and recognition are more likely, as it is further evidenced by the study of Bhatnagar and Grosse (2019) to produce a more positive emotional and ethical commitment between the employees and organisations. All these findings indicate that satisfied employees who have been satisfied with their positions are not just likely to stay but to also resonate their own personal interests with that of the organisation.

Job satisfaction and continuance commitment are generally more complex in relation to each other. One might think that satisfied employees will have less reasons to leave but continuance commitment has more to do with such pragmatic factors as salary, benefits, and absence of any other jobs. According to Jaros (2017), continuance commitment can be present even with dissatisfied workers in case the cost of quitting is considered to be excessively high. Nevertheless, on the contrary, a study conducted by Rehman et al. (2013) established that job satisfaction continues to play a moderating role in continuance commitment, especially in industries where mobility is low. Such different results imply that relationships between job satisfaction and three dimensions of organisational commitment are not consistent and that situational, industry, and cultural conditions also have a significant influence on the development of these relationships.

### **Problem Statement**

Job satisfaction and organisational commitment are two concepts of organisational behaviour that have been most widely researched over the years as they have an influence on employee performance and retention. As an illustration, the Chordiya et al., (2017) study presented a high interrelationship between job satisfaction and organisational commitment, especially affective and normative aspects. Nevertheless, most literature has been inclined to look at these constructs on a general level without discussing how job satisfaction has the power to affect individual elements of organisational commitment, affective, normative, and continuance. The consequence has been the lack of the understanding of the uniqueness of these relationships. Additionally, recent and in-depth studies which examine all the three forms of commitment in a single context are not available. This study bridges this gap since it examines the role of job satisfaction on every aspect of organisational commitment and provides a deeper and systematic insight into the way employees become attached to their work environment.

### **Research objectives**

To examine the effect of job satisfaction on affective commitment as a dimension of organizational commitment.

To investigate the relationship between job satisfaction and normative commitment within the framework of organizational commitment.

To assess how job satisfaction influences continuance commitment as a component of organizational commitment.

### **Significance of the Study**

The interpretation of the role played by job satisfaction in the various aspects of organisational commitment was critical in enhancing the retention of employees, employee motivation, and overall organisation performance. The study was also a contribution to the literature as it studied the specific roles of the job satisfaction on the affective, normative and continuance commitment, which has not been given much concentrated attention before. The results gave the organisational leaders and HR professionals information to establish specific measures to improve the commitment of employees depending on the level of satisfaction. The study provided a more comprehensive insight into the worker behaviour by determining how each type of commitment reacted to job satisfaction. It also contributed value to the researchers in the sense that it bridged the gaps that existed in the field of study and offered a systematic model that can guide future studies in the area of organisational psychology and human resource management.

## **LITERATURE REVIEW**

### **The Influence of Job Satisfaction on Affective Commitment**

The job satisfaction is often considered to be one of the most important predictors of affective commitment which demonstrates the level of emotional attachment of the employee to their organisation. Venkataraman et al. (2013) suggest that employees who are satisfied with their job descriptions, recognition and relationships in the workplace are more likely to have a stronger affective attachment to their organisations. This emotional bond, in addition to low turnover intentions, leads to increased discretionary effort and organisational goal congruence.

Affective commitment in most instances is regarded as the best type of commitment since it reflects true participation and additional loyalty to the contract.

Nonetheless, there are no universal patterns of relations between job satisfaction and affective commitment in various working conditions. Although positive job experiences tend to result in greater emotional attachment, other organisational and individual factors can reinforce or undermine the same. To give an example, when job satisfaction is based on extrinsic motivators, such as salary or job security, the commitment created might be superficial or fleeting. Furthermore, the employees might experience moderate job satisfaction but emotionally unattached to the organisation because of poor leadership or powerlessness in high stress or bureaucratic workplaces. Since, as in the case of Aggarwal et al. (2025), in the IT sector in Pakistan, job satisfaction was a strong predictor of affective commitment, it was only when employees perceived themselves to be empowered and rewarded that job satisfaction could predict affective commitment. This underscores the fact that the emotional effects of satisfaction are compounded by the inclusion leadership and the feeling of personal worth.

However, affective commitment is not merely a factor that is dependent on satisfaction in the present job situation, but it is also influenced by how the employees perceive their long-term association with the organisation. The deeper forces that influence affective commitment are usually a positive work culture, clear communication, and a sense of belonging. Indicatively, Asrar-ul-Haq, Kuchinke, and Iqbal (2017) established that job satisfaction had a significant role in influencing affective commitment with the moderating role of trust in leadership and organisational justice. This implies that organisations need to go beyond enhancing job satisfaction alone but they should create environments whereby emotional bonding will thrive. Another thing worth considering is that affective commitment can only be built over time; even in a satisfying job, the employees do not always feel connected to it, and they have no meaningful purpose and purpose to share. With a more diverse and dynamic work place, it might be necessary to enhance affective commitment through a more holistic approach that balances both satisfaction and engagement, inclusion, and alignment to personal and organisational values.

### **The Impact of Job Satisfaction on Continuance Commitment**

Continuance commitment is a commitment to stay in an organisation whose calculation is the perceived cost of moving out as a result of losing the financial gain or employment security or professional status. Etcheverry and Wei (2013) explain that continuance commitment is not primarily motivated by emotional attachment, but rather by logical computations concerning investments and the opportunities available in other options. Job satisfaction has also been studied as a possible cause of this type of commitment but the connexion is usually more complicated and contextual.

Certain researchers have observed a positive relationship between job satisfaction and continuance commitment especially in a situation whereby alternative jobs are hard to find. As an illustration, the research study conducted by Singh and Jain (2013) revealed that workers in the developing economies may experience a stronger force to remain in their present jobs, as they are highly satisfied with lower chances of moving to other jobs. Other scholars however claim that continuance commitment might not be necessarily a result of satisfaction but a necessity. Irabor and Okolie (2019) note that employees are able to stay in organisations despite their dissatisfaction provided that they believe that the cost of quitting is too high. This difference is essential, because a satisfied employee that remains is very different in terms of behaviour and engagement than an employee that remains reluctantly. Therefore, as much as job satisfaction may strengthen continuance commitment, it does not necessarily play a leading role.

However, there is also some evidence that satisfaction can reinforce continuance commitment where employees have invested heavily in the organisation either personally or professionally. As an example, Galanaki (2020) established that high-job-satisfied employees were more inclined to perceive long-term benefits in remaining, and this enhanced their continuance commitment in the long-term. Also, organisational support and perceived fairness may contribute to the effectiveness of satisfaction on this type of commitment. In a research by Buchko et al. (2017) employees who were satisfied with their jobs and felt supported by the organisations were more inclined to rationalise their stay as something good in the long term. Nonetheless, what appears to be a purely fulfilment-based strategy might have counterproductive effects in the event it does not consider the long-term developmental requirements of employees. As Chadi and Hetschko (2018) point out, employees can be happy in the short-term perspective yet they still intend to quit when they see that their positions are not improving. Thus, organisational managers need to know that continuance commitment built on satisfaction alone may not translate into the long-term retention unless coupled with career development and strategic rewards.

Lastly, the consequences of satisfaction-continuance relationship should be taken into consideration in organisational practise. When continuance commitment is high and emotional or value-based attachment is low, the engagement is low, and the discretionary effort is minimal. Pinho et al. (2024) argued that although Job satisfaction may mitigate turnover, when it comes to continuity, employees may be trapped and stay on, but fail to

prosper as relying on continuity alone. Therefore, the impact of job satisfaction on continuance commitment is complex and needs a sophisticated HR policy taking into account financial, professional, and emotional rewards.

### **The Role of Work Environment in Shaping Job Satisfaction**

The work environment are among the most affecting variables in job satisfaction because they cover both physical working conditions and interpersonal relationships, organisational culture, as well as managerial support. Bakotić (2016) argues that those employees who feel a positive work environment, where they feel safe, respected, and welcome are more apt to express satisfaction with their jobs. A good environment does not only enhance employee morale, but also creates productivity, cooperation, and organisational loyalty. The working environment is also a great indicator of the degree of employee value and respect in the organisation.

Nevertheless, the cause and effect relationship between work environment and job satisfaction is frequently subjected to several interacting variables, including the leadership style, the patterns of communications, and the management of workload. Indicatively, the Jain and Kaur (2014) study identified that despite the physical environment being well equipped, job satisfaction among employees was low when they received poor communication and feedback among supervisors. This implies that psychological and social aspects of the working environment might be a determining factor compared to the physical factors. Additionally, the degree of fairness and inclusiveness among employees also influences the level of satisfaction. According to Zondo (2018), a workplace culture that lacks support or is biased can cancel out the benefits of other environment factors in a negative way, resulting in dissatisfaction and lack of engagement. This corroborates the relevance of a holistic approach to the work environment management wherein relational dynamics are viewed as equally important as the infrastructure.

However, a number of researches confirm that an enhanced gain in job satisfaction is possible through work environment improvement, particularly when workers are empowered and psychologically secure. As an example, Raziq and Maulabakhsh (2015) discovered that cleanliness, light, safety, and non-disrespectful culture in a healthcare environment enhanced employee satisfaction greatly and lowered stress levels. Likewise, the study on Afsar et al. (2020) showed that the environmental influences of team cohesion, managerial support, and input opportunities in decision-making were more strong influencing factors of job satisfaction than remuneration or job security. Nonetheless, those organisations that strive to enhance satisfaction by only implementing cosmetic shifts, like office design or benefits, can find that their efforts cannot be effective unless there are other underlying problems of disrespect, disregard, or autonomy. The key to sustainable job satisfaction is long-term investments in leadership development, trust-building, and employee engagement practises, as noted by Cloutier et al. (2015). Therefore, a favourable working environment is required, but it should also be a component of the wider approach that emphasises human management.

### **Theoretical Framework: Three-Component Model of Organizational Commitment**

The research is based on the Three-Component Model of Organisational commitment. This theory represents the concept of organisation commitment as a psychological state of three elements namely affective commitment (emotional attachment), normative commitment (sense of obligation to remain) and continuance commitment (perceived cost of leaving) (Lee, et al., 2001). This model is particularly appropriate in this study whose objective is to determine the relationship between job satisfaction and each of these dimensions of commitment. Allen et al. (2017) state that the best type of commitment is affective commitment, which implies the real attachment and identification with the organisation. Normative commitment is developed when an employee feels that s/he should stay, usually because of social rules or internalised values. Continuance commitment, on the other hand, is anchored on reasons that are calculated, e.g. employees will stay because it will cost them to exit. It is a theory which enables a more refined interpretation of the concept of employee commitment, beyond mere retention. This model has been employed by various researchers in their research on the relationship between job satisfaction and organisational commitment. As an illustration, Meyer et al. (2002) established that job satisfaction relates best with affective commitment but equally affects normative and continuance commitment to a lesser degree. Solinger, Van Olffen, and Roe (2008) continued on this line of reasoning by saying that the three components ought to be researched independently because they are motivated by different psychological processes. More recently, Huey and Zaman (2009) focused on the role of context in the relation of job satisfaction to each form of commitment by indicating that culture, leadership, and work environments might moderate such a relation. Through the Three-Component Model, this study can critically evaluate the impact that job satisfaction has on not only the decision of workers to remain, but the decision of why workers remain.

### **Hypothesis**

H<sub>1</sub> : Job satisfaction has a significant effect on affective commitment

H<sub>2</sub> : Job satisfaction has a significant relationship with normative commitment

H<sub>3</sub> : Job satisfaction has a significant influence on continuance commitment.

#### 2.5.1. Null Hypothesis (H<sub>0</sub> )

H<sub>0 1</sub> : Job satisfaction has no significant effect on affective commitment.

H<sub>0 2</sub> : Job satisfaction has no significant relationship with normative commitment

H<sub>0 3</sub> : Job satisfaction has no significant influence on continuance commitment

### Literature Gap

Even though there are many studies that have investigated the connexion between job satisfaction and organisational commitment, most of them have looked at commitment as a solitary and composite measure without differentiating the three constituent parts of commitment, affective, normative and continuance commitment. Indicatively, numerous studies that have been conducted in the past highlight affective commitment and neglected the distinctive variables that impact normative and continuance aspects. Moreover, little research has been compiled on how job satisfaction impacts on all the three elements in a single integrated framework, particularly in a multi-faceted organisational setting. This has resulted in lack of knowledge regarding the particular routes through which job satisfaction influences each type of commitment. Hence, further research is required to explore the diverse effects that job satisfaction can have on the entire range of organisational commitment.

## METHODOLOGY

### Research Method

In this study a quantitative research approach was adopted to investigate how job satisfaction is associated with organisational commitment, in this case, its affective, normative and continuance elements. Quantitative approach was selected due to the ability to collect and statistically analyse large population in a systematic manner. Such an approach allows determining the quantifiable patterns and correlations among variables and testing hypotheses objectively. It is especially appropriate in this research since it entails clearly defined constructs that can be quantified numerically which are job satisfaction levels and commitment dimensions. Through this approach, the study sought to offer information-driven findings through the opinion of the employees who would be gathered systematically and under controlled conditions.

### Research Design

The research design was correlational and descriptive. The research was based on the use of primary data in the form of a structured questionnaire that was sent to a sample of working people in different fields. The design was used to collect standardised answers on job satisfaction and organisational commitment and comparisons were made between the variables as well as associations with them. The questionnaire was designed in such a way that it was directly related to the aims of the research: to investigate the impact of job satisfaction on affective, normative, and continuance commitment. The design allowed the data collected to be uniform, dependable, and analysed statistically without being too time-consuming to the researcher and the respondents.

### Data Collection

#### Instrument Development

The data collection tool was a self-administered structured questionnaire that covered four dimensions, each of which represented one of the main constructs that included job satisfaction, affective commitment, normative commitment, and continuance commitment. The questions in the questionnaire were derived based on already tested scales that have been applied in organisational behaviour studies.

All of them were measured on a five-point Likert scale, with 1 = Strongly Disagree and 5 = Strongly Agree. This scale has been selected as it gives the respondent the opportunity to reflect a different degree of agreement and this makes the analysis sensitive and the statistical interpretation is enhanced. The questions were to be simple, straight, and clear so as to make it easy to understand and get the same response.

The questionnaire was checked with regards to clarity and relevance before full-scale distribution. The design would reduce response bias and make sure that the data obtained would reflect accurately the constructs under measurement. The sections were well labelled and arranged in a logical order to help the respondents flow through the survey with ease.

## Population and Sampling

This study targeted employees who work in various industries and organisations as they could give informed answers on their level of job satisfaction and commitment. The second reason to select the population was due to their direct experience with the working environment and hence their responses were relevant in the study objectives.

There was a collection of 300 valid responses, which were analysed. The sample was representative and reflected diversity in the data since there were participants of various age categories, genders, and organisational experience. This demographic difference made the study more valuable by ensuring that it creates a rich finding of the perspectives of a wide range of employees. Although the study did not specifically examine a certain industry, there was an endeavour to make sure that the participants involved in the study represented a different organisational context increasing the relevance of the study.

## Sampling Technique

The research employed a purposive sampling method, a non-probability sampling method, to choose the respondents who were in employment and had adequate work experience to determine their level of satisfaction and commitment. This approach was deemed suitable since the sample comprised of respondents that were informed and pertinent to the research goals.

The participants were chosen according to their availability and interest to participate in the survey. The sampling plan was designed to incorporate people of various levels and backgrounds in the organisation to make the information more comprehensive. Although purposive sampling cannot be used to generalise to the whole population, it gives an in-depth understanding as it targets respondents who are most likely to give valuable and well-informed responses.

## Data Analysis

Once the data was collected, it was coded and inputted in SPSS (Statistical Package for the Social Sciences) to be analysed statistically. It was selected because of the high level of reliability of the software in working with quantitative data and the fact that it is widely used in academic research.

Data analysis was planned in two parts:

Descriptive statistics to summarize demographic characteristics and general trends in the data (e.g., frequencies, means, standard deviations), and

Inferential statistics (e.g., correlation, regression, and general linear modeling) to test the relationships between job satisfaction and each type of organizational commitment.

In addition, Cronbachs Alpha measured the internal consistency of the items in each construct in order to determine the reliability of the measurement tools. The final analysis involved only validated and reliable measures. All the analytical processes were chosen to meet the research objectives and hypotheses of the study.

## Ethical Standards

The research was conducted in accordance with rigorous ethical standards in order to safeguard the rights and privacy of the participants. The questionnaire was administered with the help of an informed consent, as participation was voluntary. Participants were told about the goal of the research, and no information that could identify them personally was gathered. The research was conducted anonymously and confidentially.

Respondents were allowed to drop out at will. The introduction of the questionnaire described that the responses would be utilised academically only. The study was ethical and complied with institutional ethical requirements in a manner that data acquisition, storage, and reporting were done in a responsible and transparent manner.

# RESULTS AND ANALYSIS

## Interpretation of Frequency Tables

### Age Distribution of Respondents

**Table 1** presents the data of age distribution of the 300 respondents. The highest number was on the category 35-44 years (23%), closely followed by the 45-54 and below under 25 (all at 21.7). There was also 2534 who were 19.3% and 14.3% were 55 years and above. This indicates that there was a fair distribution of the sample in terms of age with a slightly high representation in the middle-career professionals. The multiplicity of age

assists in the credibility of the study, since it would be the contribution of younger and more experienced employees. There was no missing age related data, which showed full response of all participants.

**Table 1.** Age

Age Category	Frequency	Percent	Valid Percent	Cumulative Percent
25 - 34	58	19.3%	19.3%	19.3%
35 - 44	69	23.0%	23.0%	42.3%
45 - 54	65	21.7%	21.7%	64.0%
55 and above	43	14.3%	14.3%	78.3%
Under 25	65	21.7%	21.7%	100.0%
Total	300	100%	100%	

#### Gender Distribution of Respondents

The gender distribution of the respondents is shown in **Table 2**. The statistics show the balanced distribution of the mix: 25.3% were female, 24% were male, and 26.3% were Other. Also 24.3% did not want to specify their gender. This shows that the inclusiveness and gender representation is high. It also is representative of a modern workforce in which gender identity can be more than binary categories. This kind of diversity increases the generalizability and applicability of the research particularly in the measurement of perception of different gender identities. No lost values were recorded and this shows a 100 percent response rate to this demographic variable.

**Table 2.** Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	76	25.3%	25.3%	25.3%
Male	72	24.0%	24.0%	49.3%
Other	79	26.3%	26.3%	75.7%
Prefer not to say	73	24.3%	24.3%	100.0%
Total	300	100%	100%	

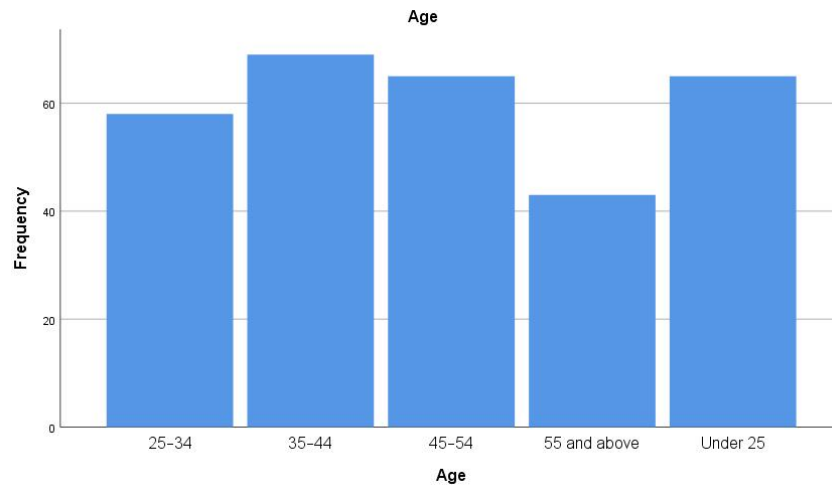
#### Years of Experience in the Organization

**Table 3** reveals that most of the respondents were less experienced; only 23% had below 1 year of experience and 21.3 years; 1 year to 3 years of experience, which means that the sample has a large number of relatively new employees. The experience between 7-10 years constituted 19.7 years, experience between 4-6 years and above 10 years constituted 17.7 years and 18.3 years respectively. The data shows that the sample comprises of both new and experienced employees and this is effective in understanding the differences in job satisfaction and organisational commitment among various levels of experience. There was no missing data with this variable.

**Table 3:** Years of Experience

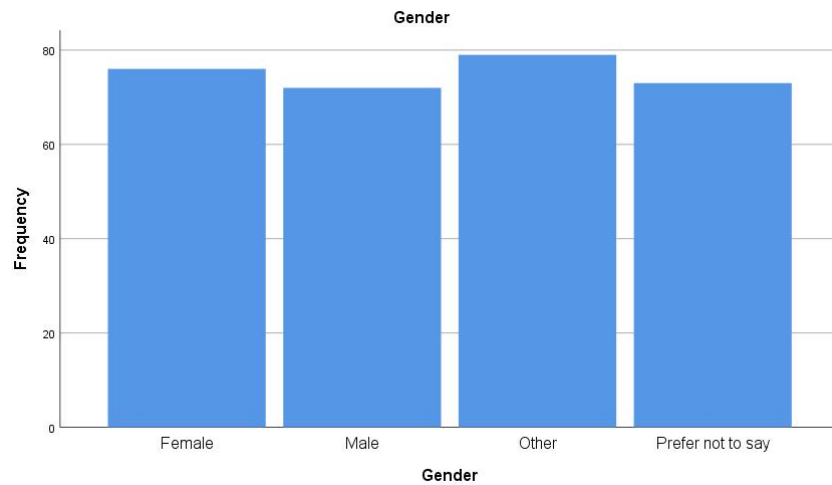
Experience Level	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 3 years	64	21.3%	21.3%	21.3%
4 - 6 years	53	17.7%	17.7%	39.0%
7 - 10 years	59	19.7%	19.7%	58.7%
Less than 1 year	69	23.0%	23.0%	81.7%
More than 10 years	55	18.3%	18.3%	100.0%
Total	300	100%	100%	

As it can be seen in **Figure 1** below, the biggest age group of respondents is 35-44 followed almost by 45-54 and Under 25. The least number is 55 and over. The distribution is a good representation of a young workforce, middle-aged and senior-aged employees, which features a wide range of age groups in the study.



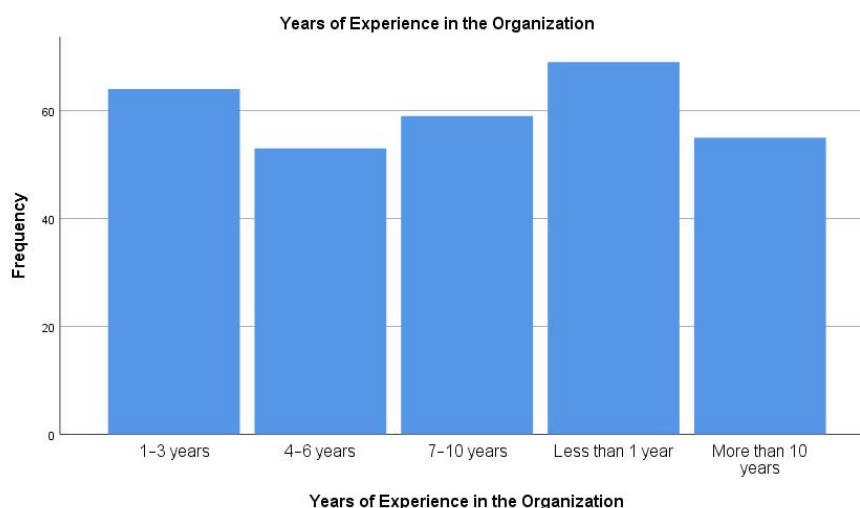
**Figure 1.** Age wise Distribution

In **Figure 2**, the gender balance is quite balanced. The most common frequency is observed in the other category and Female, Male, and Prefer not to say are almost equal. This implies that there is a mixed gender representation of the sample population and we can have an inclusive information on different genders.



**Figure 2.** Gender wise Distribution

As shown in **Figure 3**, the experience of less than 1 year is the most prevalent with 1-3 years and 7-10 years. The most underrepresented is the group of 4-6 years of experience. This indicates that the sample consists of new employees and working employees with diverse organisational views.



**Figure 3.** Experience Wise Distribution

### Descriptive Statistics for Key Study Variables

**Table 4** provides the descriptive statistics of the four key variables, which are job satisfaction, affective commitment, normative commitment and continuance commitment. The average of all the variables is between 3.93 and 3.96, which means that the respondents mostly agreed with positive statements concerning their jobs and commitment levels. The standard deviations (around 1.10-1.14) indicate moderate variability of the responses as there was no homogeneity in the perceptions of the participants. The dataset is complete and consistent given the number of valid responses, which is 300 in every variable. On balance, the values represent a moderately high job satisfaction and organisational commitment in all dimensions.

**Table 4.** Descriptive Statistics

Variable	Mean	Std. Deviation	N
Job Satisfaction	3.9517	1.12890	300
Affective Commitment	3.9367	1.14544	300
Normative Commitment	3.9567	1.12984	300
Continuance Commitment	3.9483	1.10574	300

### Pearson Correlation between Job Satisfaction and Commitment Dimensions

The Pearson correlation findings between job satisfaction, affective commitment, normative commitment, and continuance commitment have been shown in **Table 5** and **Table 6**. **Table 5** indicates that job satisfaction has very strong positive association with affective commitment ( $r = .953$ ) and normative commitment ( $r = .952$ ) which are both significant at 0.01 level. Affective and normative commitment are also found to be very much correlated ( $r = .960$ ) and this shows the aspects of commitment that touch on both emotional and moral dimensions. **Table 6** indicates that the continuance commitment is highly correlated with both job satisfaction ( $r = .951$ ), affective commitment ( $r = .953$ ) and normative commitment ( $r = .953$ ), and all the results are significant at the 0.01 level. The results indicate that emotional, moral and cost-based commitment to the organisation is closely related with higher job satisfaction. The similarity in the findings of the results of all the variables show a strong and statistically significant association between job satisfaction and all three dimensions of organisational commitment.

### Correlations

		Job Satisfaction	Affective Commitment	Normative Commitment
Job Satisfaction	Pearson Correlation	1	.953**	.952**
	Sig. (2-tailed)		.000	.000
Affective Commitment	N	300	300	300
	Pearson Correlation	.953**	1	.960**
	Sig. (2-tailed)	.000		.000

Normative Commitment	N	300	300	300
	Pearson Correlation	.952**	.960**	1
	Sig. (2-tailed)	.000	.000	
Continuance Commitment	N	300	300	300
	Pearson Correlation	.951**	.953**	.953**
	Sig. (2-tailed)	.000	.000	.000
	N	300	300	300

### Correlations

		Continuance Commitment
Job Satisfaction	Pearson Correlation	.951**
	Sig. (2-tailed)	.000
	N	300
Affective Commitment	Pearson Correlation	.953**
	Sig. (2-tailed)	.000
	N	300
Normative Commitment	Pearson Correlation	.953**
	Sig. (2-tailed)	.000
	N	300
Continuance Commitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Nonparametric Correlations

**Table 7** and **8** show Spearman rho correlation coefficients, which show the strength and direction of the relationships between job satisfaction and three organisation commitment dimensions. As indicated in **Table 7**, job satisfaction has moderately and positively positive relationships with affective commitment ( $r = .527$ ,  $p < .01$ ), normative commitment ( $r = .501$ ,  $p < .01$ ) and continuance commitment ( $r = .541$ ,  $p < .01$ ). Affective and normative commitment are also strongly correlated ( $r = .593$ ,  $p < .01$ ), which implies the interdependence of emotional and moral commitment variables. **Table 8** also indicates a positive relationship between normative and continuance commitment ( $r = .515$ ,  $p < .01$ ). Although these correlations are less strong than the Pearson coefficients, they prove the consistency and the importance of the relationships between ranked data and support the idea that as job satisfaction grows, employees are more likely to demonstrate a stronger emotional, moral and cost-based commitment to their organisations.

### Correlations

		Job Satisfaction	Affective Commitment
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	300
	Affective Commitment	Correlation Coefficient	.527**
		Sig. (2-tailed)	.000
		N	300
	Normative Commitment	Correlation Coefficient	.501**
		Sig. (2-tailed)	.000
		N	300
	Continuance Commitment	Correlation Coefficient	.541**
		Sig. (2-tailed)	.000
		N	300

Correlations				
			Normative Commitment	Continuance Commitment
Spearman's rho	Job Satisfaction	Correlation	.501**	.541**

		Coefficient		
			Sig. (2-tailed)	.000
		N	300	300
Affective Commitment	Correlation Coefficient	.593**	.561**	
	Sig. (2-tailed)	.000	.000	
	N	300	300	
Normative Commitment	Correlation Coefficient	1.000	.515**	
	Sig. (2-tailed)	.	.000	
	N	300	300	
Continuance Commitment	Correlation Coefficient	.515**	1.000	
	Sig. (2-tailed)	.000	.	
	N	300	300	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### General Linear Model

**Table 9** shows the multivariate tests of the General Linear Model (GLM) evaluating the overall impact of job satisfaction on three aspects of organisational commitment (affective, normative, and continuance). Tests (Trace) of Pillai, Wilks, and Hotellings and Roy largest root (all significant values,  $p < .001$ ), indicate that job satisfaction is significant multivariate predictor of the composite dependent variables. The Wilks Lambda of the Wilks of the model is 0.16, which shows that job satisfaction has a significant degree of explaining the variations in the dimensions of organisational commitment. The overall F-values (e.g. 86.031 and 1685.933) are also high, which confirms the robustness of the model. On the whole, the findings of this multivariate test confirm that job satisfaction has a significant effect on all types of organisational commitment when they are measured jointly.

Multivariate Testsa						
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.995	18551.866b	3.000	287.000	.000
	Wilks' Lambda	.005	18551.866b	3.000	287.000	.000
	Hotelling's Trace	193.922	18551.866b	3.000	287.000	.000
	Roy's Largest Root	193.922	18551.866b	3.000	287.000	.000
JobSatisfaction	Pillai's Trace	1.013	14.741	30.000	867.000	.000
	Wilks' Lambda	.016	86.031	30.000	843.078	.000
	Hotelling's Trace	58.368	555.789	30.000	857.000	.000
	Roy's Largest Root	58.337	1685.933c	10.000	289.000	.000

a. Design: Intercept + Job Satisfaction

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

### Tests of Between-Subjects Effects

The Between-Subjects Effects Tests. (**Table 10** and **Table 11**) reveal the effects of job satisfaction on each of the elements of organisational commitment separately. **Table 10** shows that job satisfaction contributes a considerable amount to the variance in the affective, normative, and continuance commitment with high F-values (644.426, 647.999 and 535.988), respectively. According to the Corrected Model, job satisfaction explains a significant share of the variation in all types of commitment. This is supported by the value of R-squared: .957 affective and normative commitment and .949 continuance commitment, indicating that job satisfaction accounts about 95% of variance in each of the cases. These results are statistically significant, as shown in **Table 11**, all p-values are .000. This implies that the influence of job satisfaction on affective, normative and continuance commitment is very strong. The combined effect of the tables is that job satisfaction can be a strong predictor of each of the three dimensions of organisational commitment analysed individually.

Tests of Between-Subjects Effects					
Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F
Corrected Model	Affective Commitment	375.459a	10	37.546	644.426
	Normative Commitment	365.391b	10	36.539	647.999
	Continuance Commitment	346.871c	10	34.687	535.988
Intercept	Affective Commitment	1178.114	1	1178.114	20220.781
	Normative Commitment	1205.466	1	1205.466	21378.220
	Continuance Commitment	1234.641	1	1234.641	19077.769
JobSatisfaction	Affective Commitment	375.459	10	37.546	644.426
	Normative Commitment	365.391	10	36.539	647.999
	Continuance Commitment	346.871	10	34.687	535.988
Error	Affective Commitment	16.838	289	.058	
	Normative Commitment	16.296	289	.056	
	Continuance Commitment	18.703	289	.065	
Total	Affective Commitment	5041.500	300		
	Normative Commitment	5078.250	300		
	Continuance Commitment	5042.375	300		
Corrected Total	Affective Commitment	392.297	299		
	Normative Commitment	381.687	299		
	Continuance Commitment	365.574	299		

Tests of Between-Subjects Effects		
Source	Dependent Variable	Sig.
Corrected Model	Affective Commitment	.000
	Normative Commitment	.000
	Continuance Commitment	.000
Intercept	Affective Commitment	.000
	Normative Commitment	.000
	Continuance Commitment	.000
JobSatisfaction	Affective Commitment	.000
	Normative Commitment	.000
	Continuance Commitment	.000
Error	Affective Commitment	
	Normative Commitment	
	Continuance Commitment	
Total	Affective Commitment	
	Normative Commitment	
	Continuance Commitment	
Corrected Total	Affective Commitment	
	Normative Commitment	
	Continuance Commitment	

a. R Squared = .957 (Adjusted R Squared = .956)

b. R Squared = .957 (Adjusted R Squared = .956)

c. R Squared = .949 (Adjusted R Squared = .947)

### Reliability of Job Satisfaction Scale

This job satisfaction scale reliability analysis demonstrates that the Cronbachs Alpha is 0.954 as shown in the **Table 12**, which is very good internal consistency. This implies that the four items that were used to measure job satisfaction were very consistent and reliable implying that the scale is able to capture the perceptions held by respondents about their satisfaction levels.

**Table 12.** Job Satisfaction Reliability Statistics

Cronbach's Alpha	N of Items
0.954	4

### Reliability of Affective Commitment Scale

The Cronbachs Alpha of the affective commitment scale was also 0.954 as shown in the table 13, which is very good. This shows that the measures of the emotional attachment to the organisation were consistent and suitable to measure this aspect of organisational commitment.

**Table 13.** Affective Commitment Reliability Statistics

Cronbach's Alpha	N of Items
0.954	4

### Reliability of Normative Commitment Scale

The normative commitment scale has a Cronbachs Alpha of 0.952 as reported in **Table 14**. It is a sign of high internal consistency on the four items, and it validates that the scale is reliable in measuring the sense of moral commitment of the respondents in maintaining their stay within the organisation.

**Table 14.** Normative Commitment Reliability Statistics

Cronbach's Alpha	N of Items
0.952	4

### Reliability of Continuance Commitment Scale

Cronbachs Alpha of continuance commitment scale is 0.953 as shown in the **Table 15** indicating high reliability. The four items of this scale were unanimously used to measure the degree to which employees felt that they had to remain in the organisation because of the perceived cost of quitting.

**Table 15.** Continuance Commitment Reliability Statistics

Cronbach's Alpha	N of Items
0.953	4

## Discussion

The purpose of the present study was to determine how job satisfaction affects the three dimensions of organisational commitment affective, normative, and continuance, based on the Three-Component Model of Organisational commitment suggested by Meyer and Allen (Latha and Kiranmayi, 2023). According to this framework, affective commitment is premised on emotional attachment, normative commitment emerges due to sense of obligation and continuance commitment is associated with the perceived costs of quitting the organisation. The discussion showed that job satisfaction had strong and statistically significant correlations with the three forms of commitment. The Pearson correlation coefficients (.953 affective, .952 normative and .951 continuance) denote that job satisfaction is a key force that influences the connexion, loyalty and retention of employees. These results are consistent with the premise of Meyer et al. (2002), who have verified that job satisfaction is a major antecedent of all elements of organisational commitment in diverse work settings.

The findings showed that job satisfaction has an especially significant role in influencing affective commitment, that is, satisfied employees are more emotionally bound to their organisation. This validates the results of Chordiya et al. (2017), who discovered that eager employees were more engaged and emotionally attached to their institutions. Normative commitment was also influenced greatly and this implied that job satisfaction creates a sense of moral duty or obligation to stay with the organisation. Qing et al., (2020) support this by finding that job satisfaction results in ethical and normative commitment in the public sector in their study. Also, the high influence on continuance commitment implies that happy employees find it expensive to quit the organisation both professionally and personally. These findings are indicative of the essence of the Three-Component Model, where satisfaction increases emotional attachment, ethical adherence, and cost-based reasoning to remain.

This study is also in agreement with larger empirical evidence. Indeed, Ramalho et al. (2017) found that job satisfaction is a strong predictor of any type of organisational commitment, especially in service-based industries. Moreover, Asrar-ul-Haq et al. (2017) also pointed out that job satisfaction, together with leadership support and favourable working conditions, raises levels of commitment among higher education employees. Rhoades et al. (2001) also contributed to the same relationship by emphasising the contribution of perceived organisational support to job satisfaction that strengthen retention. Generally, the results support the theoretical framework and the literature by showing that job satisfaction is a predictor of organisational commitment in any of its forms. To improve the commitment of employees, organisations should thus focus on improving job satisfaction by being fair, providing growth opportunities and supportive leadership.

## CONCLUSION

The main aim of the research was to investigate the association between job satisfaction and three elements of organisational commitment that is, affective, normative, and continuance commitment basing on the Three-Component Model of Organisational Commitment by Meyer and Allen (1991). The research question was whether job satisfaction leads to a significant contribution to the emotional attachment of employees, moral obligation, and perceived cost-benefit need to remain in the organisation.

In order to do that, the research took the quantitative approach of research and collected 300 respondents through a structured questionnaire. To determine the strength and significance of the association between job satisfaction and each dimension of organisational commitment, descriptive statistics, Pearson and Spearman correlation, and General Linear Modelling (GLM) were used. Internal consistency within the constructs was also established by high Cronbachs Alpha (more than 0.95) values.

The results showed that there were strong positive, statistically significant correlations between job satisfaction and the three types of organisational commitment. Affective commitment ( $r = .953$ ), normative ( $r = .952$ ) and continuance commitment ( $r = .951$ ) had the strongest association with job satisfaction. These findings imply that more satisfied employees are not only emotionally engaged with their organisations but also feel that they have some obligation to stay and that they incur higher costs of quitting. These results were further confirmed by the GLM analysis, which explained job satisfaction to take up more than 94 percent of the variance in each commitment dimension, and this shows its predictive ability in the analysis.

These findings have dire practical implications on organisations. Improving job satisfaction would result in improved dedication which would consequently cut turnover, raise performance and create a more stable workforce. HR practitioners and organisational leaders ought to emphasise on enhancing the factors of greatest satisfaction, which include fair wages, supportive leadership, career advancement opportunities, and favourable working environment. In dealing with these areas, organisations can establish a more dedicated and strong workforce.

### Research Limitations and Future Directions

Despite the valuable findings of the study, some limitations should be mentioned. To begin with, the research had been conducted using a cross-sectional design, therefore making it difficult to establish causality. Second, self-reported questionnaires were used to collect data, and this can be vulnerable to social desirability bias. Third, the study was confined to a single organisational setting, which might have an impact on the external validity of the results.

To understand the change in job satisfaction and commitment as time goes by, future studies should include the concept of longitudinal designs. It may also be possible to have comparative studies across industries or cultures to give wider perspectives. Additionally, adding qualitative insights can add to the knowledge about the mechanisms underlying these relationships. In addition, the moderating effects of leadership style, organisation culture, or employee engagement can be considered in future studies to further enumerate the framework of commitment dynamics.

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