

Job Satisfaction as a Determinant of Organizational Commitment

Azman Ismail* & Mohd Ridwan Abd Razak

Universiti Kebangsaan Malaysia

*Email: azisma08@gmail.com.ion

Abstract

The main objective of this study is to examine the relationship between job satisfaction (i.e., intrinsic satisfaction and extrinsic satisfaction) and organizational commitment. A survey methods were used to collect self-report survey of employees in Malaysian fire and rescue departments. The SmartPLS path model analysis revealed two main findings: first, intrinsic satisfaction was significantly correlated with organizational commitment. Second, extrinsic satisfaction was significantly correlated with organizational commitment. These findings demonstrate that the ability of administrators to provide sufficient intrinsic satisfaction and extrinsic satisfaction may lead to greater organizational commitment. This study provides three important implications: first, this study may serve great potential for understanding the effect of intrinsic satisfaction and extrinsic satisfaction in strengthening employee commitment to the organization. Second, the survey questionnaire used in this study had satisfactorily met the standards of validity and reliability analyses. This may lead to produced accurate and reliable research findings. Third, this study may serve as a guide for practitioners to enhance employee job satisfaction, improve training content and methods and job satisfaction as an important instrument to develop employee potential and talent. In addition, discussion, implications and conclusion are described

Keywords Intrinsic satisfaction, extrinsic satisfaction, organizational commitment

1. Introduction

A number of researchers have reported that job satisfaction is an important subject discussed by many professions such as organizational behavior (Barakat et al., 2015; Tziner et al., 2014), human resource management (Ankli & Palliam, 2012; Fabi et al., 2015) and organizational management (Amzat & Idris, 2012; Malik, 2013). In an organization's perspective, job satisfaction is generally viewed as a combination of individual and environmental factors that influenced by the perceived relationship between what an employees want and what perceive an offering by the organization (Damiano & Nunzia, 2014; Dimitrios et al., 2015; Hyun-Woo et al., 2015).

There is evidence that job satisfaction has a significant impact on the employees and also the organizations. Studies conducted by Aaron et al. (2015) and Seema & Maryam (2013), revealed that job satisfaction may enhance the level of motivation among employees in performing their daily jobs. The findings also are consistent with studies by Kasim & Ghaffar (2012) and Linda & Michael (2014), which discovered that job satisfaction may affect employees' loyalty, confidence and commitment to the organization (Kasim & Ghaffar, 2012). While, studies done by Damiano & Nunzia (2014), Sarlaksha & Mangadu (2014) and Chih-Cheng et al. (2015) shows that job satisfaction will help organization to retain experienced, trained and competent employees. According to Elizabeth & Zakkariya, (2015), Dimitrios et al., (2015), Linda & Michael (2014), employees who are satisfied with his or her job are more likely to contribute more efforts to share his or her skill and knowledge in realizing organizational goals.

An analysis of current literature about organizational behavior, highlights that job satisfaction consists of two main categories: intrinsic satisfaction and extrinsic satisfaction (Kasim & Ghaffar, 2012; Ahmad et al., 2012; Elizabeth & Zakkariya, 2015). According to many scholars such as Ahmad et al., (2012), Seyed & Fatemeh, (2011) and Nanjundeswaraswamy (2013) broadly define intrinsic satisfaction as an employee feel satisfied with his or her internal job factors such as recognition, achievement, opportunity to use and develop human capacities, advancement and responsibility (Ning-Kuang et al., 2009; Ahmad et al., 2012, Seyed & Fatemeh, 2011). While, extrinsic satisfaction is generally viewed as an employee feel satisfied with his or her external job factors such as compensation, interpersonal relations, supervision, policy and administration, safe and healthy, the opportunity for continued growth, social integration, constitutionalism in the work organization, work and total life space, social relevance of work life, status and job security (Nanjundeswaraswamy, 2013; Elizabeth & Zakkariya, 2015). This situation shows that the ability of employers to provide a conducive working environment will lead to increased job satisfaction and will indirectly increase the productivity of the organization (Kasim & Ghaffar, 2012; Seyed & Fatemeh, 2011).

Unexpectedly, a careful observation of organizational climate reveals that employees who have higher satisfaction in intrinsic and extrinsic job factors may have a significant impact on organizational commitment (Chih-Cheng et al., 2015; Dimitrios et al., 2015; Hyun-Woo et al., 2015). In an organizational behavior perspective, organizational commitment is often defined as a psychological attachment that create a remarkable relationship between an employee and the organization (Davis & Thomas, 2012; Dimitrios et al., 2015; Matthew et al., 2012). As a result, this relationship may strengthen employee commitment to the organization (Hyun-Woo et al., 2015; Kasim & Ghaffar, 2012).

Within a job satisfaction model, many scholars assume that intrinsic satisfaction, extrinsic satisfaction and organizational commitment are distinct constructs, but highly interrelated. For example, the ability of administrators to provide high order job satisfaction (i.e., intrinsic and extrinsic satisfactions) may lead to high level of organizational commitment (Chih-Cheng et al., 2015; Hyun-Woo et al., 2015; Linda & Michael, 2014). Although the nature of this relationship is significant, little is known about the role of job satisfaction as an important determinant of organizational commitment in the job satisfaction research literature. Therefore, it motivates the researchers to further discover the nature of this relationship.

2. Purpose of the Study

This study has two main objectives: first, to examine the relationship between intrinsic satisfaction and organizational commitment. Second, to examine the relationship between extrinsic satisfaction and organizational commitment.

3. Literature Review

3.1 Relationship between intrinsic satisfaction and organizational commitment

Herzberg's (1959), motivator-hygiene theory explains that an employee will get job satisfaction through internal job factors that motivate them to achieve personal and organizational goals. This idea received strong support from the job satisfaction literature. For instance, several recent studies were conducted using a direct effects model to study intrinsic satisfaction based on

different samples, such as perceptions of 337 bank employees from private and public banks in Kerala, India (Elizerberth & Zakkariya, 2015), 352 nurses from a private hospital in Damascus, Syria (Ali & William, 2014) and 180 critical nurses from three hospitals in Amman, Jordan (Ahmad et al., 2012). These studies found that the ability of an administrator to provide sufficient intrinsic satisfaction (i.e., recognition, achievement, opportunity to use and develop human capacities, advancement and responsibility) may enhance the level of commitment among employees toward the organization (Ahmad et al., 2012; Ali & William, 2014; Elizerberth & Zakkariya, 2015). Thus, it was hypothesized that:

H1: Intrinsic satisfaction positively related to organizational commitment.

3.2 Relationship between extrinsic satisfaction and organizational commitment

Vroom's (1964), expectancy theory posits that an employee will get job satisfaction when their needs are met as expected. This situation will affect the attitudes and behavior of employees in the organization. This idea is in line with the literature related to job satisfaction. For example few studies that using a direct effects model to examine the relationship between extrinsic satisfaction and organizational commitment using different samples, such as 418 police officers from the Korean National Police Agency (Matthew et al., 2012), 547 members of Institute of Certified Public Accountants of Uganda (ICPAU) (Samuel & Twaha, 2014) and 200 fresh graduates in Malaysia who has been employed for less than two years (Mazuki et al., 2011). These studies proved that the capability of organization to properly plan and implement external job factors (i.e., compensation, interpersonal relations, supervision, policy and administration, safe and healthy, the opportunity for continued growth, social integration, constitutionalism in the work organization, work and total life space, social relevance of work life, status and job security) will effects employees' attitudes and behavior to support organizational strategies and goals. (Matthew et al., 2012; Mazuki et al., 2011; Samuel & Twaha, 2014). Thus, it was hypothesized that:

H2: Extrinsic satisfaction positively related to and organizational commitment

4. Methodology

4.1 Research Design

This study employed a cross-sectional research design which allowed the researchers to integrate the job satisfaction literature and the actual survey as a means to collect data for this study. Using this data collection procedure will help the researchers gather accurate data, decrease bias and increase quality of data being collected (Cresswell, 1998; Sekaran, 2003). This study was conducted at Malaysian fire and rescue departments. At the early stage of this study, a survey questionnaire was drafted based on the performance pay system literature. Next, a back translation technique was employed to translate the survey questionnaires into English and Malay versions in order to increase the validity and reliability of research findings (Cresswell, 1998; Sekaran, 2003).

4.2 Measures

The survey questionnaire consists of three parts: first, intrinsic satisfaction had 4 items adapted from the job satisfaction literature (Ahmad et al., 2012; Elizaberth & Zakkariya, 2015; Jacob et al., 2010). Second, extrinsic satisfaction had 3 items adapted from the job satisfaction literature (Patrick et al., 2009; Ahmad et al., 2012; Elizaberth & Zakkariya, 2015). Finally, organizational commitment had 4 items adapted from the organizational commitment literature (Appelbaum, 2013; Elizaberth & Zakkariya, 2015; Nick, 2012). All these items were measured using a 7-item scale ranging from “strongly disagree/dissatisfied” (1) to “strongly agree/satisfied” (7). Demographic variables were used as controlling variables because this study emphasized on employee attitudes.

4.3 Sample

This study employed a convenient sampling technique to collect 100 usable survey questionnaires from the employees who work at different job categories and levels in the organization. This sampling technique was applied because the management of the organization had not given the list of registered employees to the researchers and this situation did not allow the researchers to use a random technique in choosing respondents for this study. The survey questionnaires were answered by participants based on their consent and on a voluntary basis.

4.4 Data Analysis

The SmartPLS was used to assess the validity and reliability of the instrument and test the research hypotheses. The main advantages of using this method may deliver latent variable scores, avoid small sample size problems, estimate every complex model with many latent and manifest variables, hassle stringent assumptions about the distribution of variables and error terms, and handle both reflective and formative measurement models (Henseler et al., 2010, Ringle et al., 2010). The SmartPLS path model was employed to assess the path coefficients for the structural model using the standardized beta (β) and t statistics. The value of R² is used as an indicator of the overall predictive strength of the model. The value of R² is considered as follows: 0.19 (weak), 0.33 (moderate) and 0.67 (substantial) (Henseler et al., 2010; Chin, 2001). As an additional assessment of model fit in PLS analysis, we carried out a test of predictive relevance using blindfolding (Q² statistic) as suggested by Geisser (1975) and Stone (1974). According to Chin (2001), the Q² statistic is a jackknife version of the R² statistic. It represents a measure of how well observed values are reconstructed by the model and its parameter estimates. Models with Q² greater than zero are considered to have predictive relevance. The value of Q² is considered as follows: 0.02 (small predictive relevance for an endogenous construct), 0.15 (medium predictive relevance for an endogenous construct), and 0.35 (large predictive relevance for an endogenous construct) (Hair et al., 2014).

5. Findings

From the sample profile, the majority of respondents were males (84%), age from 25 to 34 years old (51%), Malaysia Certificate of Education holders (70%), clerical and supporting staff (65%),

working experience from 5 to 14 years (40%), permanent staff (99%), monthly salary RM2500 to RM3999 (49%), and married employees (75%).

Table 1 shows the factor loadings and cross loadings for different constructs. The correlation between items and factors had higher loadings than other items in the different concepts, as well as the loadings of variables were greater than 0.70 in their own constructs in the model are considered adequate (Henseler et al., 2010). Overall, the validity of the measurement model met the criteria. The values of composite reliability for all constructs were greater than 0.80, indicating that the instrument used in this study had high internal consistency (Henseler et al., 2010; Nunally & Bernstein, 1994).

Table 1 The Results of Factor Loadings and Cross Loadings for Different Constructs and Composite Reliability

Construct	No. Of Item	Cross Factor Loading			Composite Reliability
		1	2	3	
Intrinsic Satisfaction	3	0.768 to 0.803			0.826
Extrinsic Satisfaction	5		0.711 to 0.830		0.882
Organizational Commitment	5			0.715 to 0.803	0.879

Table 2 shows the results of convergent and discriminant validity analysis. All constructs had the values of AVE larger than 0.5, indicating that they had met the acceptable standard of convergent validity (Barclays et al., 1995; Fornell & Larcker, 1981; Henseler et al., 2010). In addition, all constructs having the heterotrait-monotrait ratio was less than the critical values of 0.85, indicating that the constructs met the validity discriminant criterion (Hensler et al., 2010; Fornell & Larcker, 1981; Barclays et al., 1995).

Table 2 The Results of Convergent and Discriminant Validity Analysis

Construct	AVE	Intrinsic Satisfaction	Extrinsic Satisfaction	Organizational Commitment
Intrinsic Satisfaction	0.613	0.783		
Extrinsic Satisfaction	0.519	0.650	0.774	
Organizational Commitment	0.592	0.533	0.598	0.769

5.1 Analysis of the Constructs

Table 3 shows the results of Collinearity and Descriptive Statistics. The means for all constructs were from 5.10 to 5.17, signifying that a majority of respondents perceived the levels of intrinsic satisfaction, extrinsic satisfaction and organizational commitment range from high (4) to highest level (7) in the organization. While the values of variance inflation factor for the relationship between the independent variable (i.e. Intrinsic satisfaction and extrinsic satisfaction) and the dependent variable (i.e. Organizational commitment) was less than 5.0, signifying that the data was not affected by serious collinearity problems (Hair et al., 2014). These results further confirm that the instrument used in this study has met the acceptable standards of validity and reliability analysis.

Table 3 The Results of Collinearity and Descriptive Statistics

Construct	Mean	Standard Deviation	Variance Inflation Factor
Intrinsic Satisfaction	5.10	.58	1.732
Extrinsic Satisfaction	5.15	.58	1.732
Organizational Commitment	5.17	.59	

5.2 Outcomes of Testing Hypotheses 1 and 2

Figure 1 shows that the inclusion of intrinsic satisfaction in the analysis had explained 39 percent of the variance in the dependent variable. Specifically, the results of testing the research hypothesis showed two significant findings: first, intrinsic satisfaction is significantly correlated with organizational commitment ($\beta = 0.248$; $t = 2.673$), thus H1 is supported. Second, extrinsic satisfaction is significantly correlated with organizational commitment ($\beta = 0.437$; $t = 4.222$), thus H2 is supported. Therefore, the result confirms that intrinsic satisfaction and extrinsic satisfaction are an important determinant of organizational commitment.

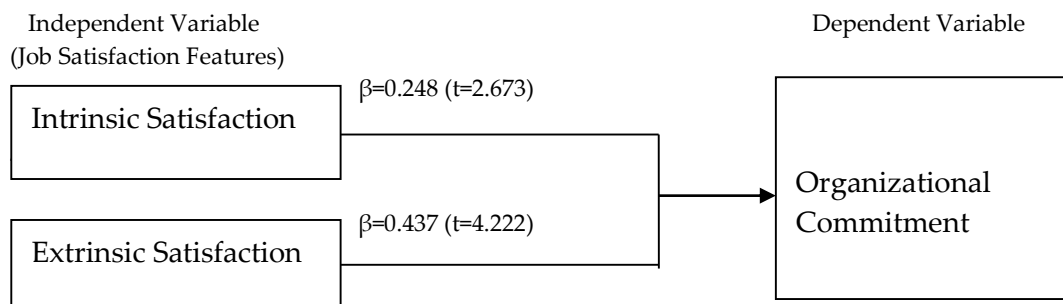


Figure 1 The Outcomes of Testing H1 and H2

Note: Significant at * $t > 1.96$

A test of predictive relevance for the reflective endogenous latent variable was further conducted based on Stone-Geisser's Formula: $q^2 = Q^2_{included} - Q^2_{excluded} / 1 - Q^2_{included} = 0.210$, indicating that it was greater than zero for the reflective endogenous latent variable. This result has predictive relevance.

6. Conclusion

The findings of this study prove that job satisfaction highly interrelated with organizational commitment in the studied organizations. In the context of this study, administrators focus on matters related to employee job satisfaction. Majority respondents view that the levels of intrinsic satisfaction, extrinsic satisfaction and organizational commitment are high. This situation posits that the capability of administrators to provide sufficient intrinsic satisfaction and extrinsic satisfaction may enhance employee commitment to support organizational goals and strategies.

This study provides three important implications: theoretical contribution, robustness of research methodology and practical contribution. In terms of theoretical contribution, the findings of this study have provided great potential for understanding the effect of intrinsic satisfaction and extrinsic satisfaction in strengthening employee commitment to the organization. This result

also has supported and extended studies by Ahmad et al. (2012), Dev et al. (2011) and Dev & Dhruva (2010).

With respect to the robustness of research methodology, the survey questionnaire used in this study had satisfactorily met the standards of validity and reliability analyses. This may lead to produced accurate and reliable research findings.

With regards to the practical contribution, the findings of this study can be used as guidelines by practitioners to enhance employee job satisfaction. This objective may be realized if management pays attention to the following aspects: first, the factors influencing employee job satisfaction should be identified properly in line with the current situation and employee expectations. Improvement in this aspect may help employees to acquire prodigious satisfaction in their job and motivate them to continually support their organization's agenda. Second, training content and methods should be updated by concentrating on strengthening administrator's creativity and problem solving skills. These skills may stimulate administrators to use intellectuals on the job, respect employee's needs, upgrade employee potential to advance their careers, learn new problem-solving strategies and share the organization interests with employees. Consequently, it may enhance the capacity of administrators to practice comfortable interaction styles in resolving employee complaints, demands and needs. Finally, job satisfaction should be used as an important instrument to develop employee potential and talent. For example, administrators need to identify employee needs, provide material and moral support in building employee capability, and suggest unconventional ways to improve employee wellbeing in the workplace. If these suggestions are heavily considered this may motivate employees to improve their productivity and contribute prodigious commitment to the organization.

This study confirms that job satisfaction (i.e., intrinsic and extrinsic satisfaction) has an impact on organizational commitment. This finding has also strengthened and widened job satisfaction research literature, mostly published in western. Thus, current research and practice within job satisfaction model needs to consider the intrinsic satisfaction and extrinsic satisfaction as key driving forces of the job satisfaction domain. This study further suggests that the ability of administrators to appropriately provide employees' job satisfaction will strongly induce positive subsequent employee outcomes (e.g., productivity, performance and commitment). Further, these positive outcomes may lead to maintain and supported organizational competitiveness in a global economy era.

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