Influential Role of Job Satisfaction on Organisation Commitment: A Narrative Review

*¹Suwarna Deshmukh and ²Dr. Baljit Kaur

*¹Research Scholar, SOHMAT, CT University, Ludhiana, Punjab, India.

²Associate Professor, SOHMAT, CT University, Ludhiana, Punjab, India.

Abstract

Employees are the core components of any organisation. In order for an organisation to run efficiently, its personnel are the most vital component. Therefore, it is vital for an organisation to make certain that the workers are content with the organisation. The degree to which an employee enjoys their work is a significant contributor to the organization's overall effectiveness. Since the personnel in a service industry are in close contact with the customers, it is imperative that they maintain a high level of motivation in order to bring in a greater number of customers. The hotel sector of the service industry is one example of a subset of this sector that demands employees that are driven to work toward the organization's overall goal. It is widely acknowledged that feeling fulfilled in one's work is a very important factor that possesses the potential to raise productivity levels among workers. If the nature of one's job satisfaction is good, then it has the ability to raise the level of organisational commitment that one has toward their employer. The dimensions that contribute to "job satisfaction" and dedication to an organisation are investigated throughout this research. With the assistance of the existing body of literature, the connection between the two was successfully established. The researchers that participated in this study constructed a conceptual model with the assistance of previous research that had been done.

Keywords: Employees, job satisfaction, organisation commitment

1. Introduction

The fundamental elements of an organisation are its employees. The employees working in an organisation are the most essential part for an organisation to function properly. It is therefore, necessary for an organisation to ensure that the employees are satisfied with the organisation. It has been observed that the job satisfaction perceived by the employees influences the commitment of the employees towards the organisation. Job satisfaction is an important factor that motivates the employees to perform well in their jobs. Employees of any organisation are required to be motivated in order to retain them. A motivated employee tends to perform well in an organisation. This is especially necessary in the service industry (Koedel *et al*., 2017) [36]. The employees of a service industry have direct communication with the consumers and therefore, are required to be motivated in order to attract more consumers. The hospitality industry is one such unit of the service industry that requires motivated employees working towards the organisation objective. Job satisfaction is observed to be a very essential element that has the potential to enhance the performance of the employees. Job satisfaction if positive in nature has the potential to increase the level of organisation commitment of the employees. It has been defined as "a pleasurable or positive

emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976) [43]. It has been demonstrated that those who work in the hospitality industry are exposed to a considerable amount of stress on the job. It is feasible that an increase in job satisfaction will lead to a reduction in the stress experienced by people on the job.

Employees in the hotel industry who report higher levels of job satisfaction have a lower risk of suffering burnout and a lower likelihood of quitting their employment in search of new possibilities because they are less likely to be dissatisfied with their current work environments. Employees in the hospitality business who report higher levels of job satisfaction have a lower risk of experiencing burnout and a lower likelihood of leaving their positions in search of new opportunities. When a person has a sense of purpose in their work, they are more likely to contribute to an organization's overall success. This is of utmost significance for individuals who are employed in the service industry. A higher level of job satisfaction among employees also leads to an improved level of both physical and mental health among employees, which in turn leads to a working environment that is more motivating for employees.

Job satisfaction can lead to organisation commitment of the employees. As the increased organisation commitment can

create a healthy working environment in an organisation it is considered to be an important factor for the sustainability of an organisation. An enhanced level of organisation commitment among the employees increases the level of productivity in an organisation and the decreases the level of employee turnover in an organisation. The degree to which employees of a company believe that the work they do is meaningful has a direct influence on the degree to which those employees feel dedicated to the company for which they work.

This research study tends to identify the factors of job satisfaction that influence the factor organisation commitment. This research study also draws a theoretical framework between the factors organisation commitment and job satisfaction.

2. Job Satisfaction in Hospitality Industry

"Job satisfaction" of the employees is an essential dimension for the successful growth of the hotels. The employees of the hospitality industry have direct interaction with the consumers and play an important part in attracting and retaining consumers (Amissah et al., 2021; [1] Khalilzadeh et al., 2013) [32]. Factors such as working condition of the employees are one the important observed factor that influences the job satisfaction of the employees. Employees in the hospitality business who have a higher level of "job satisfaction" have a lower risk of experiencing burnout and a lower likelihood of leaving their positions in search of new opportunities. The increased level of job satisfaction has the potential to decrease the level of burnout and rate of turnover among the employees in the hotel industry (Chen et al., 2012; [10] Kara et al., 2012; [31] Koo et al., 2020) [37]. Job satisfaction is observed to have a positive influence on the performance of the employees. Researchers have observed that a high degree of "job satisfaction" among the employees leads to a higher level of performance of the employees influencing the profitability of the organisation (Siengthai & Pila-Ngam, 2016) [64].

It has been established that those who work in the hospitality business are subjected to a significant amount of stress on the job. An increased level of "job satisfaction" will cause a reduction in the amount of stress that is experienced on the job by the workers (Goswami & Dsilva, 2019; [23] Jung & Yoon, 2015) [27]. It is much more probable that an individual will contribute to the general success of an organisation if they feel like their work has some sort of meaning to it. People who work in the service business should take this information very seriously. It is of the biggest importance. A higher level of job satisfaction among employees also leads to an improvement in the level of both physical and mental health among employees, which in turn leads to a working environment that is more stimulating for employees to work in (Satuf et al., 2018) [62]. Researchers Kim et al., (2015) [30] discovered in their research study that the millennials were more inclined to have job satisfaction in the hospitality business if they experienced improved working conditions and greater career prospects. This was one of the factors that contributed to their findings.

Working condition is the surroundings and norms that are followed in an organisation. Working condition is defined as the "overall environment of the workplace, including employee comfort, both physically and mentally" (Valk & Yousif, 2021) [75]. The enhanced working condition increases the satisfaction level of the employees in an organisation which in turn has been observed to increase the business excellence in "the hospitality industry" (Arasli & Baradarani,

2014; Kim & Back et al., 2012) [35]. Working condition is observed to be identified as an essential hygiene factor that influences the satisfaction level of the employees. Workload that is imposed on the employees with the amount of break has a potential to impact the satisfaction relating to the working condition for the employees (Lu et al., 2016; [44] Pawirosumarto et al., 2017) [55]. The quality of the environment in which the employees perform their tasks in an organisation entails the working condition of the organisation. Research studies have identified this as an essential dimension influencing the job satisfaction of the employees. Diaz-Carrion et al., (2020), compared the working conditions of the workers across various organisations of the hospitality industry. The researchers identified that the working condition offered by the organisation has a significant impact on the level of satisfaction of the employees making it an important influencing factor of job satisfaction. Another important variable of job satisfaction that is observed by researchers in the "hospitality industry" is proper communication. McPhail et al., (2015) [45], stated that the validation received by the employees while performing their tasks has the potential to motivate the employees to perform well in their job.

Career opportunities that are available in an organisation are observed to be considered as an essential variable that influences the satisfaction of the employees. This is particularly observed among the younger generation. They tend to stay in an organisation that has the potential to grow the career of the employees. If the organisation has the possibility of enhancing the career growth of the employees then it increases the level of satisfaction among the employees (Kong et al., 2015) [38]. Kanapathipillaii, (2021) [29], has stated that the training provided by the organisation which enhances the employee performance has the potential to increase the level of job satisfaction. The leadership quality followed in an organisation along with the supervision received by the employees has the potential to influence the satisfaction of the employees (Ohunakin et al., 2019) [51]. It impacts the employee turnover rate by increasing the retention capacity of the employees.

The influencing dimensions of employee job satisfaction were analysed by researchers Amissah et al., 2016 [2]. The promotion of the employees and the remuneration received by them were observed to play the most influential role in the level of job satisfaction of the employees working in the hospitality industry.

Job satisfaction is considered to be driving factor for the development of the "hospitality industry". Researchers Heimerl et al., (2020) [24], observed that factors such as "working hours, career opportunities, and job condition influences the satisfaction of the employees". Job satisfaction allows sustainable development of the hospitality industry. Researchers have also identified that if the policies and procedures of an organisation enables the employees partake in the organisation's "decision making process" then it increases their satisfaction in the job. The employees of an organisation require regular counselling as they have to endure stress in their job. Organisations should include regular counselling for the employees to help them tackle with the stress and increase their satisfaction level in an organisation.

Research studies have identified that the possibility of timely and fair promotion among the employees has an impact on the level of satisfaction observed by the employees in a job. The organisations need to address the hard work of their

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employees and acknowledge it in the form of reward or promotion.

3. Relationship of Job Satisfaction and Organisation Commitment

Job satisfaction is observed to have a significant relationship with organisation commitment. Researchers Singh & Onahring, (2019) [65] in their study identified a relationship between job satisfaction and organisation commitment. Organisation commitment is defined as "the emotional attachment of the employees in identification n and involvement in the organisation" (Hsu et al., 2015) [26]. It is the willingness of the employees to contribute to the goals of the organisation. The extent to which an organization's workers feel their jobs are fulfilling has a direct bearing on the degree to which those workers feel committed to the organisation in which they are employed (Lambert et al., 2018) [41]. An increase in the amount of commitment that employees have to their organisation is directly associated to both an increase in the level of productivity that is accomplished within an organisation as well as a reduction in the number of employee turnovers that occur within an organisation (Soomro & Shah, 2019; [66] Wong & Li, 2015) [77]. Employees' commitment to an organisation might be increased when they feel satisfied in their jobs (Dhurup et al., 2016; [13] Wickramasinghe & Wickramasinghe, 2012) [76]. Increased organisational commitment is regarded as an important aspect for the long-term viability of an organisation as it can produce a more positive and productive working environment within the organisation (Eleswed & Mohammed, 2013) [16]. An increased degree of organisation commitment of employees leads to an increase in the level of productivity in an organisation as well as a decrease in the amount of employee turnover in an organisation (Kianto et al., 2016; [33] Nagar, 2012) [48].

Organisation commitment is influenced by a number of factors however, the most influencing factor as identified is "job satisfaction" (Geisler et al., 2019; [21] Ozturk et al., 2014) [53]. Research studies have observed that job satisfaction acts as a mediating factor between the rate of turnover among the employees and the level of organisation commitment of the employees (Chan & Ao, 2019 [8]; Kang et al., 2015) [30]. The employees tend to take more risk for an organisation in which the employees feel satisfied in the job. When employees in an organisation are happy with their work, they are more likely to volunteer to take on additional responsibilities that involve greater risk (Froese & Xiao, 2012 [20]; Ouyang et al., 2015) [52].

It was observed that affective commitment is an important factor that influences organisation commitment. It is the perception of the employees on the emotional attachment to the organisation (Tekingunduz et al., 2017; Spagnoli & Caetano, 2012) [67]. As the emotional attachment of the employees are considered to be a strong factor that influences their commitment towards the organisation. It is one of the most significant factor that has the potential to influence the organisation commitment of an employee (Kumar et al., 2013 [39]; Kalkavan & Katrinli, 2014; Brunetto et al., 2012) [5]. Researchers have also identified that continuance commitment influence the organisation commitment level of an employee. It is the perception of the employees on the cost of leaving an organisation. The employees who are working in an organisation compare their benefit of continuing in an organisation or working in another organisation (Pandey & Khare, 2012 [54]; Candelario et al., 2020) [6]. The researchers

stated that the organisation commitment tends to increase if the employees assume the cost of leaving an organisation to be high. Another essential dimension that is observed to influence organisation commitment is normative commitment. It is the obligation felt by an employee to work in an organisation (Tharik et al., 2016; Qureshi et al., 2016). This factor is identified to be another influencing dimension that impacts the organisation commitment of an employee (Dhurup et al., 2016) [13]. The factor internalisation is another important dimension that has the potential to influence the organisation commitment level of an employee (Nifadkar & Dongre, 2014 [50]; Saridakis et al., 2020) [61]. Job satisfaction acts as an instrumental factor that impacts the organisational commitment of the employees (Pelit et al., 2012) [56]. The researchers have observed that if an employee can integrate the personal motivation in line with the purpose of the organisation then they tend to remain committed to the organisation.

4. Discussion

Employees need to feel motivated to perform effectively in their work, and one crucial aspect that does this is job satisfaction. In order to keep good employees, it is necessary for any organisation to provide them with appropriate motivation. When an individual feels motivated, they are more likely to work successfully for an organisation. This is especially important for those who work in the service sector. A higher level of job satisfaction among the employees also leads to an enhanced level of physical and psychological health among the employees which leads to a more motivated working environment for the employees. It has been discovered that employees' levels of job satisfaction have a beneficial influence on their level of performance. According to the findings of some researchers, a high degree of job satisfaction among employees leads to a higher level of performance on the part of employees, which in turn influences the profitability of the organisation.

As the workers in the service industry are in close contact with the customers, it is essential for them to maintain a high level of motivation in order to bring in a greater number of customers. The hotel sector of the service industry is one example of a subset of this sector that demands employees that are driven to work toward the organization's overall goal (Trivellas & Santouridis, 2016 [74]; Top & Gider, 2013) [73]. Employees in the hotel industry with high level of "job satisfaction" have a lower risk of suffering burnout and a lower likelihood of quitting their employment in search of new possibilities because they are less likely to be dissatisfied with their current work environments.

It has been demonstrated that those who work in the hospitality industry are exposed to a considerable amount of stress on the job. It is likely that an improvement in job satisfaction will result in a reduction in the amount of stress that is experienced by workers while they are on the job. There are a lot of aspects that can affect an individual's commitment to an organisation; nevertheless, job satisfaction has been found to be the most significant determinant (Suifan et al., 2017) [68]. When workers in a company are satisfied with their jobs, they are more inclined to voluntarily take on new tasks, even if doing so exposes them to a greater degree of danger (Top et al., 2017; [69] Zientara et al., 2015) [80].

Through the literature review conducted an association was observed between job satisfaction and organisation commitment. A number of sub-constructs were attributed with these two factors through the study of the literature. The

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researchers observed that the sub-constructs such as working conditions, communication, co-worker, policies and procedures, promotion, opportunities, job condition, security, supervision, reward and recognition were the most influencing constructs that influences the factor job satisfaction. Job satisfaction was observed to be an important factor that impacts the dimension organisation commitment (Cerci & Dumludag, 2019) [7]. In the hospitality industry, one of the most essential factors is how satisfied people are in their jobs. The personnel of businesses in the hotel industry deal directly with customers on a regular basis and play a significant role in luring new customers and keeping the ones they already have (Duan *et al*., 2019) [15]. The degree to which employees are happy in their jobs has the potential to have an effect on the level of motivation such employees' exhibit. The working condition of an organisation refers to the surrounds and the rules that are adhered to within that organisation (Ohunakin *et al*., 2019) [51]. It has been seen that improved working conditions lead to higher levels of employee satisfaction within an organisation, which in turn leads to improved levels of business excellence within the hospitality industry. The employees' perception that they are being validated for the work that they are doing has the potential to drive them to perform well in their jobs. It has been noticed that the career options that are offered inside an organisation are believed to be an essential aspect that determines the level of contentment experienced by the employees (Spagnoli & Caetano, 2012) [67]. It is widely believed that one of the primary factors behind the expansion and development of the hotel business is job satisfaction. Researchers have also shown that an organization's employees report higher levels of job satisfaction when the policies and procedures of the organisation make it possible for the employees to participate in the "decision-making process" of the organisation (Amissah *et al*., 2021) [1]. When employees are participating in the decision-making process, they experience a sense of loyalty towards the organisation. Due to the fact that they are required to deal with stress on the job, employees of an organisation need to participate in ongoing counselling sessions. Organizations should provide frequent counselling to employees in order to assist them in coping with stress and raise their level of job satisfaction. As they are required to deal with stress in their jobs, personnel of an organisation need to attend frequent counselling sessions. Research studies have shown that the potential for employees to advance in their careers in a timely and equitable manner has an effect on the overall degree of job satisfaction that employees report experiencing in their positions. The organisations have a responsibility to recognise the difficult effort that their employees have put in and to do so in the form of a reward or promotion.

The personnel that are employed by an organisation are the component that is most critical to the organization's successful operation. Due to this, it is essential for an organisation to take measures to guarantee that its workers are content with the work they are doing for the organisation (Fu & Deshpande. 2014; [19] Qing *et al*., 2020) [57]. It has been noted that an employee's level of commitment to their organisation is influenced by the degree to which they feel their employment fulfils their needs and expectations. Employees need to feel motivated to perform effectively in their work, and one crucial aspect that does this is job satisfaction (Neubert & Halbesleben, 2015 [49]; Lamber *et al*., 2018). Further, sub constructs such as affective commitment, continuance commitment, compliance commitment, and

internalisation were observed to be essential in organisation commitment.

It is widely acknowledged that feeling fulfilled in one's work is a very important factor that possesses the potential to raise productivity levels among workers (Fu, 2014) [19-18]. If the nature of one's job satisfaction is good, then it has the ability to raise the level of organisational commitment that one has toward their employer (Chang *et al*., 2015) [9-26]. Employees' commitment to an organisation might be increased when they feel satisfied in their jobs. Increased organisational commitment is regarded as an important aspect for the long-term viability of an organisation since it has the potential to produce a more positive and productive working environment within the organisation (Neubert & Halbesleben, 2015) [49]. An increased degree of "organisation commitment" on the part of employees leads to an increase in the level of productivity in an organisation as well as a decrease in the amount of employee turnover in an organisation.

Researchers have shown that affective commitment is a significant aspect that plays a role in organisation commitment. It is the employees' understanding of how emotionally attached they are to the organisation. Since the emotional attachments of employees are thought to be a significant component that determines the level of commitment they have towards the organisation, as is frequently used (Zhang *et al*., 2014) [79]. It is one of the most important factors that can potentially have an effect on an employee's level of commitment to the organisation they work for.

Researchers have also discovered that an employee's "organisational commitment" is influenced by their continuing commitment to their employer (Yousef, 2017) [78]. It is the opinion held by workers regarding the financial implications of quitting an organisation. The employees who are currently working for an organisation evaluate the benefits they will receive from remaining with the current organisation as opposed to working for another organisation (Thangaswamy & Thiyagaraj, 2017) [70]. Researchers have observed that, there is a correlation between an employee's perception of the cost of quitting their job and their level of devotion to their organisation. The normative commitment of an organisation has been recognised as being an additional crucial factor that influences organisational commitment. An employee's sense of obligation to work for an organisation is what we mean by "obligation." This element has been recognised as another influential variable that has an effect on the level of commitment that employee has to their organisation. Internalization is another crucial characteristic that has the capacity to alter the commitment of an employee has to their organisation (Gheitani *et al*., 2018) [22]. Research studies have also discovered that an employee's commitment to an organisation is more likely to be sustained if the employee is able to bring their own personal drive into alignment with the mission of the organisation (Hendri, 2019) [25]. It is a generally agreed upon that the degree to which an individual derives satisfaction from the work they perform is one of the most critical factors that can influence their level of productivity. If the quality of one's job satisfaction is high, then this has the potential to increase the level of organisational commitment that one has for the company for which they work (Pandey & Khare, 2012) [54]. When workers are content in their positions, there is a greater possibility that they will feel committed to the organisation they work for. As it has the potential to produce a more positive and productive working environment within an organisation, increased

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organisational commitment is regarded as an important aspect for the long-term viability of an organisation (Tharik *et al*., 2016). This is because increased organisational commitment can help an organisation attract and retain more talented employees. An increase in the level of commitment that employees have to their organisation is directly correlated to both an increase in the level of productivity that is achieved within an organisation as well as a reduction in the number of employee turnover that occurs within an organisation (Mwesigwa *et al*., 2020) [47].

With the help of the literature review an association was observed between the factors-job satisfaction and organisation commitment. A conceptual model was drawn with the help of the existing literature. This has been shown in the figure below-
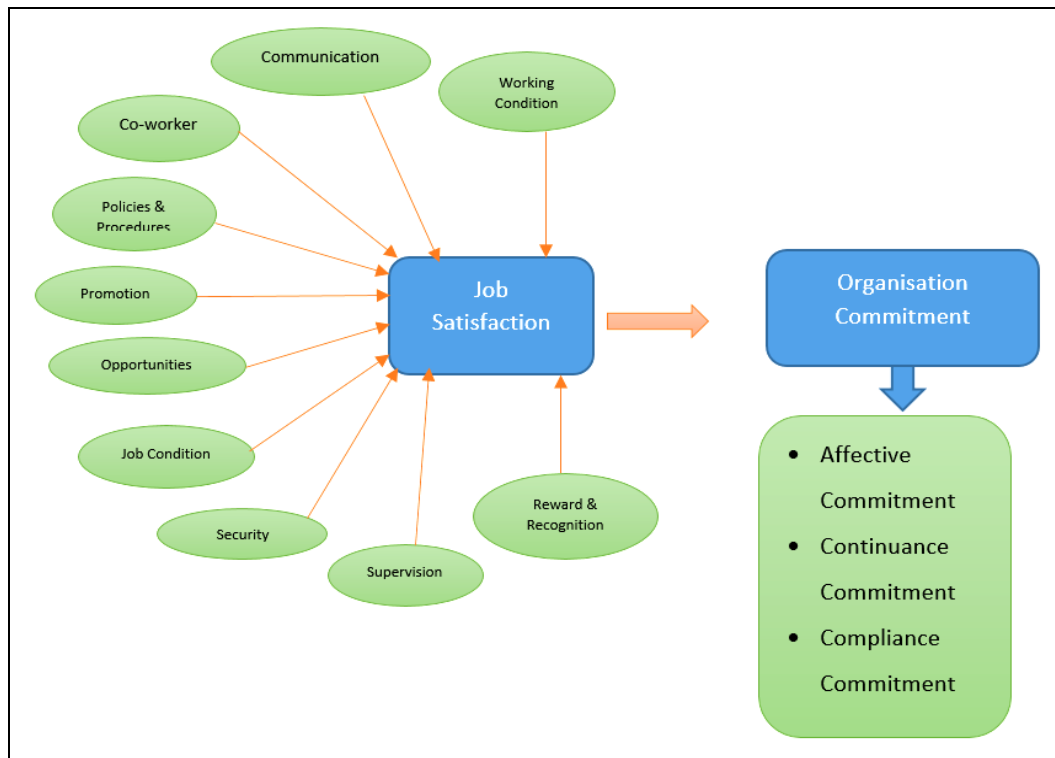

Fig 1: Conceptual model

A conceptual model has been drawn with the help of the literature study. The conceptual model derived shows the linkages between the dimensions – "job satisfaction" and "organisation commitment". "Job satisfaction" is observed to impact the organisation commitment among the employees. The constructs influencing job satisfaction are portrayed in the figure along with the sub constructs of organisation commitment. An empirical study further in this area will help in confirming the association between the two.

Conclusion
Job satisfaction is one of the most important factors in determining an employee's level of motivation, which is necessary for the employee to accomplish their task efficiently. Any company that values its employees must ensure that they have access to the appropriate forms of motivation in order to retain those people. When a person has a sense of purpose in their work, they have the urge to contribute to an organization's overall success. This is of utmost significance for individuals who are employed in the service industry. It is vital for employees in the service sector to keep a high level of motivation in order to bring in a higher number of consumers. This is due to the fact that service industry employees are in direct contact with the clients. One subset of the service industry that is an example of a subset that requires employees that are driven to work toward the overall aim of the business is the hotel sector of the service industry. The level of contentment that workers experience in their jobs is an essential component of success in the hospitality sector. The personnel of businesses in the hospitality industry engage directly with customers on a regular basis and play an essential role in luring new customers and keeping existing ones. The degree to which an employee enjoys their work has the ability to have an effect on the level of motivation the individual employee exhibits. The employees of an organization are the foundational components of that organisation. The workers that are employed by a company or organisation are the component that is most critical to the successful operation of that company or organisation. Due to this, it is essential for an organisation to take steps to ensure that its workers are content with the work they are doing for the organisation. It has been found that the degree to which individuals feel satisfied in their jobs is a factor in the level of commitment such employees feel toward their organisations. Employees need to feel motivated to perform effectively in their employment, and one crucial aspect that contributes to this motivation is job satisfaction. Job satisfaction influences the organisation commitment dimension of the employees. As the hospitality industry requires employees who are motivated and loyal towards the organisation, job satisfaction becomes an important factor to retain the employees. This research study identifies the association between the dimensions job satisfaction and organisation commitment. A conceptual model was drawn with the help of the literature study drawn. The constructs of these factors were also identified in this study. This study opens a road for future researchers to

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conduct empirical studies in this area and confirm the association between the factors.

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