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The Relationship between Organizational Commitment and Job Satisfaction among Administrative University Staff

Noor Baizura Ismail, *Murni Zarina Mohamed Razali, Dilla Syadia Abd Latiff
Universiti Teknologi Mara, Malaysia
Email: 2022370919@student.uitm.edu.my, *murnizarina@uitm.edu.my
Corresponding Author: Murni Zarina Mohamed Razali

Abstract: Over the past decade, organizational commitment and job satisfaction have been crucial elements in the organization's overall success. Many previous studies have merely focused on measuring employees' job satisfaction among academic staff. But there are two categories ofworkforce who work hard in developing the university, which are the academic and administrative staff. However, the study on job satisfaction among administrative staff is still lacking in providing evidence. Thus, the objective of this study is to examine the relationship between organizational commitment and job satisfaction. The sample size is 103 participants was selected by using convenience sampling. To collect data, Allen and Meyer's organizational commitment questionnaire and Brayfield and Rothe's job satisfaction questionnaire were used. The research methods utilized in this study were descriptive, correlation and multiple regression and have been analyzed by using SPSS version 25. In this study, three hypotheses have been tested. According to the result of the multiple regression, this study accepted only two hypotheses, which are affective and normative commitments. They have a strong and moderate relationship with job satisfaction among administrative staff at a private university inSarawak. Continuous commitment, on the other hand, was not accepted because the p-value is more than the 0.05 significance criterion. This study contributes to the body of knowledge by identifying additional support in the relationship between variables and assists policymakers in reviewing current policies to design better guidelines to promote organizational commitment and job satisfaction.

Keywords: *Organizational Commitment, Affective Commitment, Normative Commitment, Continuous Commitment, Job Satisfaction, Administrative Staff, Private University.*

1. Introduction and Background

Over the last two decades, the issue of employee job satisfaction has become an essential research topic that has gained the attention of numerous scholars. This statement was strongly supported by the previous research done by Hayat Bhatti et al. (2019), which stated that job satisfaction, defined as the favorable state or feeling resulting from an employee's experience in the workplace, has received a lot of attention in organizational research. Job satisfaction, as defined by Rivaldo (2021), refers to an individual's subjective evaluation, encompassing both positive as well as negative aspects of their employment. In Malaysia, employee turnover rose from 1.1% in 2014 to 13.2% in 2015. After reviewing the education sector, private institutions had a turnover rate of 45.45%, compared to 18.18% for public universities in Malaysia (Rathakrishnan et al., 2016). High turnover can lower the university's efficiency and raise costs (Butali & Njoroge, 2017). Thus, unengaged workers may leave their company which resulting in high turnover.

Job satisfaction among administrative staff in higher education has been under-researched, resulting in a limited understanding of their needs and experiences. Given its importance to the stability and productivity of academic institutions, the job satisfaction of administrative personnel warrants greater attention (Fako et al., 2009). Many studies on job satisfaction have explored factors such as job values, rewards, and working conditions (Judge et al., 2021). However, research on organizational commitment remains limited. Organizational commitment is essential for fostering job satisfaction. Therefore, it is important for organizations to identify the type of commitment that promotes satisfaction among administrative employees and to consider potential improvements. Since job satisfaction is a fundamental component of organizational effectiveness, enhancing organizational commitment can lead to better outcomes. Hence, this study aims to investigate the relationship between organizational commitment, such as affective commitment, normative commitment, and continuous commitment, with job satisfaction among administrative staff in the education sector.

2. Literature Review

Job Satisfaction

Job satisfaction is a major challenge for organisations managing the workforce (Kumareswaran et al., 2022). This is due to the significant role it plays in organizational performance. Previous studies have found that individuals who are extremely satisfied with their current employment are more motivated and eager to exert greater effort in carrying out their responsibilities (Riyanto et al.,2021). Job satisfaction also affects employee attitude, loyalty, support, and dedication (Hee et al., 2020; Gedif et al, 2018). Job satisfaction is a complex variable involving several factors pertaining to the mental state of employees and their expectations (Ahmad, 2018). Organisations that can cultivate a strong sense of job satisfaction among employees will reap the rewards of their positive work. A high level of job satisfaction will inspire employees to produce better outcomes. Moreover, businesses rely heavily on employee job satisfaction to maintain strategic and competitive advantages (Mahmood et al., 2019).

Job satisfaction is influenced by both job-related and individual-related factors (Alshmemri et al., 2017). Among the job-related aspects, pay plays a crucial role, as compensation significantly affects satisfaction levels. Research indicates that 54% of the variation in job satisfaction is linked to employee benefits (Hina et al., 2014), emphasizing the importance of fair wages in shaping attitudes and behaviours (Balouch & Hassan, 2014). Additionally, supportive and approachable supervisors encourage positive attitudes and communication, enhancing overall job satisfaction (Srihandayani & Barry, 2025).

Besides that, according to the research done by Cherian et al. (2018), organizational commitment influences job satisfaction. Organizational commitment is viewed as a form of psychological attachment between employees and their employer. Moreover, studies highlight that job satisfaction serves as a mediator between job characteristics and organizational commitment, which suggests that greater job satisfaction enhances employees' emotional ties to their organization and vice versa (Xianqiang, 2023). Researchers such as Utami and Aima further confirm that higher levels of organizational commitment lead to higher job satisfaction, indicating that the relationship is bidirectional (Utami & Aima, 2021).

Organizational Commitment

Most scholars agree that for employees to be highly committed to the organization, they must be satisfied with their work. From the perspective of organizational behavior, the definition of organizational commitment is the employees' attachment to their place of employment or the organization itself (Yukongdi & Shrestha, 2020). Organizational commitment refers to the degree to which employees experience a sense of attachment and loyalty towards their organization (Knotts & Houghton, 2021). According to a study by Afsar et al. (2020), employees who possess high levels of organizational commitment demonstrate higher motivation in their pursuit of the organization’s objectives. In a different note, findings of the study by Moshabi et al. (2024) revealed positive correlations between job satisfaction and organisational commitment, as well as between job satisfaction and employee retention.

Herscovitch and Meyer (2002) describe the three-component model (TCM) of work commitment, which includes affective, normative, and continuance commitment. Affective commitment stems from an emotional connection between employees and their employer through positive work experiences. Normative commitment is driven by a sense of loyalty based on mutual obligations. Continuance commitment depends on financial and personal factors influencing an employee's decision to stay or leave. Affective commitment is the most prevalent component oforganizational commitment in the relevant literature (Ramalho et al, 2018). According to Kim & Beehr (2018), affective commitment is the element that is based on the emotional attachment between the employee and the organization. Normative commitment is characterized by a sense of responsibility to keep working for the organization (Sencherey et al., 2022). Deniz (2024) has revealed a highly significant positive relationship between normative commitment and intention to stay at work. While continuance commitment refers to the tendency to stay in an organization due to the inabilityof employees to overcome the expenses associated with leaving the organization. Continuance commitment serves as a pivotal yet complex aspect of organizational behavior, encapsulating the costs of leaving and the practical implications of an individual's relationship with their employer (Nam et al., 2020; Ekmekci et al., 2021; Tai et al., 2020). Research indicates that employees with strong continuance commitment often view their jobs as a necessity

rather than a choice. They remain in their roles primarily due to fear of negative consequences if they leave, rather than genuine attachment to the organization (Lewicka, 2020; Tohumcu & Tanrıverdi, 2023).

3. Research Methodology

Research design is a master plan that consists of the methods and procedures that will be used in the data collection and data analysis to extract the information needed. The research design specifies the methods for collecting and analyzing the necessary data and how this information will be utilized to answer the research question. According to Sekaran and Bougie (2016), a research design is an essential framework for systematically organizing, measuring, and analysing data to answer research questions. It defines the overall structure, methods, and procedures of a study, ensuring a well-planned approach to data collection, evaluation, and interpretation.

This study employs both descriptive and correlational research designs. The descriptive approach is used to uncover new information and provide a deeper understanding of the subject, enabling further quantitative studies. In this case, the researcher examines the level of job satisfaction, utilizing a descriptive design to explore its relationship with organizational commitment among the sample population. On the other hand, the correlational design examines the linear relationship between two or more variables without determining causality. Here, the researcher investigates the connection between organizational commitment and job satisfaction among administrative staff at a private university in Sarawak. This study follows a cross-sectional method, where individuals within the identified organization are observed at a single point in time. Data collection is primarily conducted through questionnaires, capturing participants' perspectives and responses. This study focuses on identifying the relationship between organisational commitment and job satisfaction individually among administrative staff. Thus, the unit of analysis is at the individual level.

For this study, the sampling technique that was applied was non-probability sampling, which involved using convenience sampling. The non-probability sampling, which is convenience sampling, was used in this study because the researcher was having difficulty getting the name list of the administrative staff due to the confidentiality and policy of the university. The population for this study was 142, and the sample was 103 of the administrative staff at the private university in Sarawak. The survey study has been carried out using a questionnaire. A questionnaire is considered an effective data collection method as it can be best administered personally to the sample that was chosen for the study (Sekaran & Bougie, 2016).

Table 1: Reliability Analysis.

Factors	Cronbach's Alpha	Result
Job Satisfaction	0.942	Excellent
Affective Commitment	0.934	Excellent
Normative Commitment	0.932	Excellent
Continuous Commitment	0.771	Good

The reliability analysis has been done for the instrument used in this study. The result shown in Table 1 indicates that the value of Cronbach's alpha for job satisfaction is 0.942, affective commitment is 0.934, normative commitment is 0.932 and continuous commitment is 0.771. Overall, Cronbach's Alpha for each variable is in the range of 0.7 to 1.0 and can be considered excellent.

4. Results

Descriptive Analysis

Descriptive analysis provides a statistical overview of variables, including mean, standard deviation, minimum, and maximum values, based on responses from the questionnaires. Conducting this analysis is essential for understanding variations in respondents' perspectives and opinions.

Table 2: Descriptive Analysis

	Mean	Std. Deviation
Job satisfaction (DV)	3.83	.67
Affective commitment	3.33	.95
Normative commitment	3.31	1.07
Continuous commitment	3.53	.76

Table 2 shows the overall mean score and standard deviation for all variables involved in this study. The descriptive analysis result revealed that a high overall mean score was recorded for job satisfaction (M=3.83, SD=.67), followed by continuance commitment (M=3.53,SD=.76), affective commitment (M=3.33, SD=.95) and lastly normative commitment (M=3.31, SD=1.16).

Correlation Coefficient Analysis

Correlation analysis is used to determine the strength and direction of the linear relationship between two or more variables. It helps to determine whether there is a relationship between variables and the degree to which they vary together. As all the objectives of this study are to investigate the relationship between variables, a Correlation coefficient analysis has been conducted. The findings of this analysis can be shown in Table 3 below.

Table 3: Result of Correlation Analysis for All Variables

		Affective Commitment (AC)	Normative Commitment (NC)	Continuous Commitment (CC)	Job Satisfaction (JS)
AC	Pearson Correlation	1	.804**	.543**	.719**
	Sig. (2-tailed)		.000	·000	.000
	N		103	103	103
NC	Pearson Correlation	.804**	1	.571**	.671**
	Sig. (2-tailed)	.000		.000	.000
	N	103		103	103
CC	Pearson Correlation	.543**	.571**	1	.414**
	Sig. (2-tailed)	·000	·000		·000
	N	103	103		103
JS	Pearson Correlation	.719**	.671**	.414**	1
	Sig. (2-tailed)	·000	·000	·000	
	N	103	103	103	

(*p<0.05; **p<0.001)

Table 3 above illustrates that the outputs confirm that there is a highly positive and significant relationship between affective commitment and job satisfaction. The score is (r=.719, p<0.01, p=.000). Besides that, according to the table above, there is a moderate positive significant relationship between normative commitment and job satisfaction. The score is (r=6.71, p<0.01, p=.000). Lastly, as we can see from the table above, there is a low positive significantrelationship between continuous commitment and job satisfaction. The score is (r=.414, p<0.01, p=.000).

This shows that among the three variables, affective commitment (Independent Variable) influences the job satisfaction (Dependent Variable) the greatest. The organization needs to focus on the affective commitment as if employees were emotionally attached to theirorganization, which means that they will stay in their current organization. They typically identifywith the organizational goals, feel that they fit into the organization and are satisfied with theirwork.

Multiple Regression Analysis

Multiple regression analysis is usually used to determine the strength of the relationship between independent variables and a dependent variable. Multiple regression analysis is a statistical method also used to predict the value of a variable based on the values of numerousother variables (Statistics, 2018). In this study, the dependent

variable was job satisfaction, which was used to predict the value. The independent variable, known as organizational commitment, was used as the predictor value for the dependent variable.

Table 4: Model Summary for Correlation Coefficient.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.736[a]	.542	.528	.45781	2.057

a. Predictors: (Constant), Affective Commitment, Normative Commitment, Continuous Commitment
b. Dependent Variable: Job Satisfaction

Table 4 indicates the percentage variance in the dependent variable, which is job satisfaction, that is explained by the variation in the independent variables, which are affectivecommitment, normative commitment, and continuous commitment. The R Square of 0.542 implies that all the independent variables, which are affective commitment, normative commitment and continuous commitment, explain 54.2 percent of the variance in the dependent variable, which is job satisfaction. The rest of 45.8 percent of the variance in job satisfaction is not explained by affective commitment, normative commitment, and continuous commitment in this study. This indicates there are other independent variables that are notincluded in this study and could further strengthen the regression equation.

In addition, the R-value of 0.736 explains the relationship between independent variables (affective commitment, normative commitment, and continuous commitment) and the dependent variable (job satisfaction). With the adjusted R^2 value of 0.528, it measures the proportion ofvariation that is explained by only the three independent variables, which help in explaining the dependent variable (by taking into consideration the degree of freedom, df). Meanwhile, the standard error of the estimate is 0.45781, representing the average distance between the observed and predicted values of job satisfaction. Durbin-Watson shows a score of 2.057, whichindicates that this study is free from error because the score is more than 1.50.

Table 5: Results of Coefficients Analysis

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.137	.223		9.599	.000
	Affective Commitment	.359	.081	.512	4.414	.000
	Normative Commitment	.168	.074	.269	2.268	.025
	Continuous Commitment	-.015	.074	-.018	-.209	.835

Table 5 shows that the constant term has an unstandardized coefficient of 2.137, and there is no standardized coefficient beta, suggesting the expected value of job satisfaction when all predictors are zero. Besides that, affective commitment has a positive regression coefficient (β) = .512 or 51.2%,indicating that higher levels of affective commitment are associated with higher employee jobsatisfaction scores. The T-test value is 4.414 and significant at the 0.000 level, which is below 5% at the significance level. Therefore, the affective commitment variable is significant. Hence, it explains that affective commitment is positively related to job satisfaction and the regression model is valid. In addition, normative commitment has a positive regression coefficient (β = .269 or 26.9%, indicating that higher levels of normative commitment are associated with higher employee job satisfaction scores. The T-test value is 2.268 and significant at the 0.025 level, which is below5% at the significance level. Therefore, the normative commitment variable is significant. Hence, it explains that normative commitment is related to job satisfaction and the regressionmodel is valid. Meanwhile, continuous commitment has a negative regression coefficient (β = -0.018 or-1.8% indicating that the lower levels of continuous commitment are associated with low employee job satisfaction scores. The T-test value is -0.209 and not significant at the 0.835 level,which is above 5% at the significant level. Therefore, the continuous commitment variable is not significant. Hence, explain that continuous commitment is not related to job satisfaction.As a conclusion, the most significant factors that influence employee job satisfaction at a private university in Sarawak were recognized with the highest score value 0.512, which is affective commitment.

Summary of hypothesis testing

A summary of hypotheses and regression results refers to a concise overview of the research hypotheses and the corresponding outcomes obtained from the regression analysis. It presentsasummary of each hypothesis, indicating whether the hypothesis was supported or not basedon the statistical results.

In the context of this study, the summary of hypotheses and results would involve listing eachhypothesis (H1 to H3) and providing a brief statement about whether the hypothesis was supported or not based on the statistical significance of the corresponding coefficients or variables in the regression analysis. This summary helps to communicate the overall findingsand conclusions regarding the relationships between the variables studied in this research. However, only two hypotheses were accepted as each p-value of the hypothesis is less than 0.05, which are affective commitment and normative commitment. Hence, it can be concludedfrom this research that affective commitment and normative commitment and job satisfactionhave a significant relationship. Meanwhile, one hypothesis was not accepted, which was continuous commitment, as the p-value is more than 0.05. Hence, it can be concluded from this research that continuous commitment and job satisfaction have an insignificant relationship.

	Research Hypothesis	p value	Result	Beta Value(β)
H1	There is a relationship between Affective Commitment and Job Satisfaction	0.000	Accepted	.512
H2	There is a relationship betweenNormative Commitment and Job Satisfaction	0.025	Accepted	.269
H3	There is a relationship betweenContinuous Commitment and Job Satisfaction	0.835	Not Accepted	-.018

From the analysis results conducted on the respondents in this study above, it was found thattwo (2) hypotheses were accepted, and one (1) hypothesis was not accepted. The results guide determining the results of regression indicated that there was a relationship between affective commitment and job satisfaction (β = 0.512, $p<0.000$); thus, hypothesis 1 was accepted. Hypothesis 2 indicates that there was a relationship between normative commitment and job satisfaction. The analysis also found that this relationship wasaccepted (β = 0.269, $p<0.025$). Lastly, hypothesis 3 indicates that there is an insignificant relationship between continuance commitment and job satisfaction. The analysis found that this relationship was not accepted (β = 0.835, p<-.018).

Discussion

Research Objective 1:

To examine the relationship between affective commitment and job satisfaction among administrative staff at a private university in Sarawak.

Based on the correlation analysis, is high positive significant relationship exists between affective commitment and job satisfaction. The results of the correlation indicate that higher affective commitment scores were associated with higher job satisfaction scores ($r=0.719$, $p<0.01$, $p=0.000$). It is consistent with the finding by Aziz et al (2021), where the study results indicate that the affective commitment has having positive and significant relationship with job satisfaction. The research indicates that workers' emotional attachment to the company and their recognition of the expenses associated with quitting are the factors that contribute to their job satisfaction.

Besides that, as stated by Akinyemi et al. (2022), there is a statistically significant, strong positive relationship between affective commitment and job satisfaction. Therefore, the administrative staff's moderate levelof commitment might influence their level of job satisfaction within the organization.

Research Objective 2

To examine the relationship between normative commitment and job satisfaction among administrative staff

at a private university in Sarawak.

Based on the correlation analysis, the result showed that there is a moderately positive and significant relationship between normative commitment and job satisfaction. Results of the correlation indicate that higher normative commitment scores were associated with higher jobsatisfaction scores ($r=0.671$, $p<0.01$, $p=0.000$). This is also supported by Afolashade et al. (2024); Cao et al. (2024), who stated that there is a significant relationship between normative commitment and job satisfaction.

Research Objective 3
To examine the relationship between continuance commitment and job satisfaction among administrative staff at a private university in Sarawak.

Lastly, to find out the answer to research question 3, the correlation result showed that thereis a low positive significant relationship between continuance commitment and job satisfaction. Results of the correlation indicate that high continuance commitment scores wereassociated with high job satisfaction scores (0.414, $p<0.05$, $p=0.000$). This is also supported by the research done by Nazneen & Miralam (2017), which stated that continuance commitment was found to be positive relationship with job satisfaction means as along as employees feels thehigh cost associated with leaving the organization, employees may show high level of job satisfaction because it will be difficulty for them to get any such job because of poor employment scenario. A study conducted by Osei et al. confirmed that continuance commitment mediates the relationship between job satisfaction and job performance, suggesting that when employees perceive substantial costs associated with leaving their organization, they may engage more deeply in their roles to ensure performance, thereby improving their job satisfaction as a byproduct (Osei et al., 2024). This aligns with findings from Omar et al., which demonstrated that organizational commitment, including continuance commitment, positively influences job satisfaction among employees (Omar et al., 2020).

5. Managerial Implications and Recommendations

From the knowledge management shared by the policymaker, the organization would have the basis to uphold the internal work process, specifically from the point of human resource administration. The organization that practices the knowledge transfer would have a better direction to plan the activities that could boost employee commitment, thus improving job satisfaction. From there, the employees would likely have profited in terms of compensation or benefits, which would further motivate them to perform better. On the other hand, aside from the cascaded knowledge from top to bottom, this study would also be the direct reference for the organization. The organization may have the privilege to consider which dimension of organizational commitment is lacking in its organization. Once they know what is best, the management team could create its initiatives to improve the employees' job satisfaction.

Several recommendations were proposed by the researcher to enhance and maintain the affective commitment among administrative staff at a private university in Sarawak. Firstly, to enhance and maintain affective commitment is to increase cooperation between employees. The decision to stay put rather than to leave is therefore common in organisations where the social side-bets are prominent. Thus, the top management must increase the cooperation among administrative staff to increase the relationship between employees in every department. Managers can conduct outdoor activities or team building activities and must be participated in by all administrative staff at the university. Aligned with that, the relationship between the employer and employees can also be improved.

Secondly, it is to participate in a comprehensive and impactful training program. Training is widely regarded as the primary determinant of employee satisfaction. The opportunity to participate in a comprehensive training program that aligns with job responsibilities has a positive impact on employee performance, leading to increased employee satisfaction. Prior to allocating individuals to any training program, it is essential to complete a Training Need Analysis (TNA). TNA focuses on resolving skills deficiencies at three primary levels within an organization, which are at the organizational level, the group level, and the individual level. This aspect falls within the scope of employee learning and career development.

Conclusion

Based on the findings presented, it is well proven from the previous study and supported by the statistical analysis results that three (3) factors influence employee retention in manufacturing companies in Johor Bahru, Johor. Among all antecedents, the most influential factor on employee retention at manufacturing companies in Johor Bahru, Johor, was found to be career development. Therefore, it is proposed that top management should highlight and focus more on ways to enhance the career development of their employees. Several recommendations were also proposed by the researchers to enhance and sustain the career development level in the company.

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