

# THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK COMMITMENT: A PATHWAY TO EMPLOYEE RETENTION

Farah Ahlami Mansor<sup>1</sup>

Norrini Muhammad\*<sup>2</sup>

Mimi Zazira Hashim<sup>3</sup>

Intan Nurul 'Ain Mohd Firdaus Kozako<sup>4</sup>

Siti Nur Zahirah Omar<sup>5</sup>

<sup>1</sup> Faculty of Business and Management, Universiti Teknologi MARA Kelantan Branch, Machang Campus, Kelantan, Malaysia.

(E-mail: farah865@uitm.edu.my)

<sup>2</sup> Faculty of Business and Management, Universiti Teknologi MARA Kelantan Branch, Machang Campus, Kelantan, Malaysia.

(E-mail: norri5282@uitm.edu.my)

<sup>3</sup> Faculty of Business and Management, Universiti Teknologi MARA Kelantan Branch, Machang Campus, Kelantan, Malaysia.

(E-mail: mimiz949@uitm.edu.my)

<sup>4</sup> Faculty of Business and Management, Universiti Teknologi MARA Kelantan Branch, Machang Campus, Kelantan, Malaysia.

(E-mail: intan866@uitm.edu.my)

<sup>5</sup> Fakulti Pengurusan dan Perniagaan, Universiti Teknologi MARA Cawangan Perlis, (UiTM), Perlis, Malaysia.

(E-mail: sitinurzahirah@uitm.edu.my)

\*corresponding author

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**Abstract:** *The purpose of this study was to investigate the relationship between job satisfaction and work commitment in private college in Kelantan. The objective of this research was to identify the significant relationship between employees' job satisfaction and work commitment. The researcher used the stratified random sampling technique because it was most appropriate in order to get the sample size from the population and used a questionnaire as the data instrument for the data collection. The sample size 127 are from six departments which academic department, information system department, administrative, finance, logistics and asset management department and human resources management department. The result of the finding is calculated by using the software IBM SPSS Version 22.0. The researcher ran descriptive statistics, normality tests and correlation coefficients. The result found that there is a significant positive and strong relationship between job satisfaction and work commitment. when organizations create a work environment that emphasizes job satisfaction through a supportive working environment, fair salary structure, meaningful work responsibilities, positive workplace relationships, and a platform for employees to voice their opinions, they can cultivate a highly committed workforce. It leads to improved employee retention, reduced turnover costs, and a more productive, stable, and high-performing organization.*

*Organizations that invest in these areas are better positioned to retain top talent and build long-term success.*

**Keywords:** *Job Satisfaction, Work Commitment, Employee Retention, Working Environment, Salary Structure, Work Responsibility*

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## **Introduction**

Work commitment, often referred to as organizational commitment, is the psychological attachment and sense of loyalty that an employee feels towards their organization. This commitment is a critical factor that significantly influences employee behavior, productivity, and overall organizational success (Al-Muallem & Al-Surimi, 2019). Understanding the need for work commitment in an organization can help leaders foster a motivated, dedicated workforce that drives the company toward its goals. Five variables can measure the work commitment in an organization such as job satisfaction, supervisor support, self-esteem, locus of control, and stress at the workplace towards the employee retention in the organization. According to Zainal et al. (2022), stated that employee retention in the organization is a multiple stage process, which includes an employee voluntarily staying a current position, triggered by positive psychological responses into loyalty behaviours that actually lead to employee retention

Positive factors regarding work context will help the employees realize their expectations and result in the individual job satisfaction (Memon et al., 2023). It was shown that job satisfaction can influence employees' work commitment to the organization. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Riyanto et al., 2023). According to Hoboubi et al. (2017), generally job satisfaction is defined as the happiness that employees get from their job. The employees will become happier in their job when they feel satisfied with their company's services towards them (Smith et al., 2023). The continuity of employment is employees' job satisfaction and their commitment to the organization. According to Hoboubi et al. (2017), prove that high job satisfaction leads to greater work commitment.

According to Mira et al. (2019), satisfaction is an important aim for any organization to reach. The job satisfaction demonstrates the number of satisfied individuals with their job. Job satisfaction is related with many organizational phenomena such as motivation, performance, attitude and also conflict (Riyanto et al., 2023). The factors that include in job satisfaction are pay, different types of benefit, working condition and recognition (Hee et al., 2019). Moreover, study shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction (Bakar & Radzali, 2019).

## **Problem Statement**

The challenge facing organizations today is encouraging an environment where employees feel fairly compensated and valued for their contributions. When employees are rewarded justly, they move beyond basic compliance and become active contributors, going above and beyond what is asked of them because they feel appreciated (Zainal et al., 2022). Moreover, when empowered to make decisions based on their own opinions, employees experience greater autonomy, adopting a sense of ownership over their work. This autonomy motivates talented employees to excel, as they are driven by their personal investment in the outcomes of their efforts. Additionally, modern employees increasingly seek work environments that integrate

work with personal fulfillment, where they can balance professional and personal aspirations. Employees who stay longer in organizations are often those who are continuously learning and engaged in new challenges (Ghani et al., 2022). Therefore, the key problem is how organizations can effectively provide fair compensation, autonomy, work-life integration, and ongoing development opportunities to retain talented employees in the long term.

According to Terera & Ngirande (2014), employee retention can have a positive influence on organizational goals and objectives as well as have long term consequences. It can affect an organization's effectiveness. Many organizations now regularly use employee opinion surveys with measures of job satisfaction, organizational commitment or other areas of the employee's well-being to support their development plans (Sandhya & Pradeep Kumar, 2011). According to Adewale Omotayo & Paul (2014), job satisfaction could help to increase employee commitment and motivation.

AlQudah et al. (2023), found that the majority of employees choose career opportunities, learning and development as the foremost reason to stay in an organization, which, leads to job satisfaction. According to Van Gramberg et al. (2020), the problem might arise if the employees' satisfactions are not taken into consideration. Employees who are dissatisfied would eventually stay in the organization, and at the same time, the organizations add the knowledge that the employees had brought in. If the person is satisfied with his work, then he will intend to stay in the organization, but if the person is not satisfied with his job, then he will intend to leave the organization (Rachman et al., 2022).

### **Literature Review**

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. According to Memon et al. (2023), job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation. Job satisfaction represents a combination of positive or negative feelings that employees have towards their work. Meanwhile, when an employee employed in a business organization, brings with it the needs, desires and experiences which determine expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment (Bakar & Radzali, 2019).

According to Riyanto et al. (2023) job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (Hee et al., 2019). Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Yusuf & Wulandari, 2023). Job satisfaction can be considered as one of

the main factors when it comes to the efficiency and effectiveness of business organizations. The new managerial paradigm which insists that employees should be treated and considered primarily as human beings who have their own wants, needs, and personal desires is a very good indicator of the importance of job satisfaction in contemporary companies. When analysing job satisfaction the logic is that a satisfied employee is a happy employee and a happy employee is a successful employee.

Organizations will be oriented towards treating employees fairly and with respect. The assessment of job satisfaction may serve as a good indicator of employee effectiveness (Waqas et al., 2014). High levels of job satisfaction may be a sign of a good emotional and mental state of employees. Second, the behaviour of employees depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction with the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicator of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn, can serve as a good indication regarding in which organizational unit changes that would boost performance should be made. If job satisfaction increases, then employees' retention will also increase (Al-Muallem & Al-Surimi, 2019).

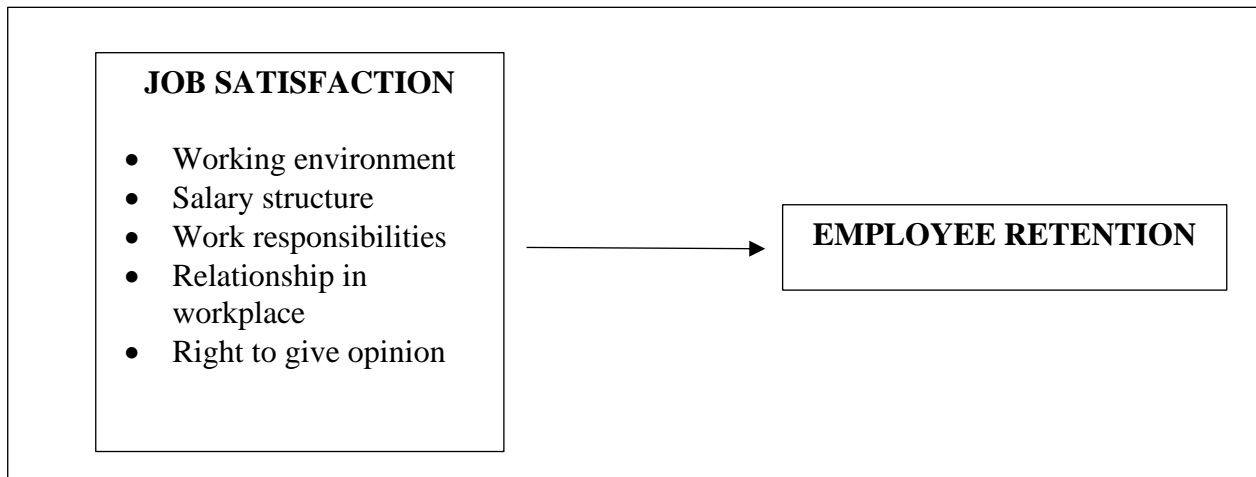
Employees prefer staying in an organization, without finding another job and retaining to stay if the organization prioritize employees' job satisfaction (Moshabi et al., 2024). Employees may involuntarily stay in their job, which leads to the problem of a change in attitude and effort and possible decline in performance (Al-Muallem & Al-Surimi, 2019). The high retention rate among employees has positive influences on the organization starting by increasing the organization's efficiency and productivity as well as affecting the overall performance due to the consequences of passing the organization's resource away (Waqas et al., 2014).

Besides that, retention among employees is still an important area in business since skilled employees' retention and employees that want to stay in the job is very important to the human resources management in the organization. It is considered as a key determinant the individuals retention with the current employer (Sinurat & Widhianto, 2023). The retention may have been caused by the employees' positive opinion and attitudes toward their job and workplace (Desai, 2018). However, employees' participation may have different effects on the retention in the organization. Aman-Ullah et al. (2022) found positive outcomes from voicing dissatisfaction will increased employees' retention in the organization. Employees believe that their organization values their contribution and concerns about well-being also affect the retention in the organization (Silaban & Margaretha, 2021).

Therefore, the hypothesis can be made for this study is *there is a significant relationship between employees' job satisfaction and employee retention.*

### Conceptual Framework

The present study is underpinned by a conceptual framework, which is visually depicted by the following framework:



Source: Bakar & Radzali (2019)

### Methodology

This paper intended to assess the correlation between the dependent and independent variables in this quantitative study. Data was gathered via a survey questionnaire to employees in the private college in Kelantan. The Statistical Package for Social Sciences 24.0 versions was implemented for data analysis, including Pearson Correlation was deployed to assess the hypotheses.

There are 200 populations in a specific public sector which represents a larger group of participants used by researchers to generalize the results of the study. A sample size of 132 was taken from the population involved in this study (Krejcie & Morgan, 1970). It includes employees from 6 departments by using stratified sampling, the process of selecting a sample that represents different groups or levels of a population (Salkind, 2014). The total number of questionnaires distributed was 132 (100%) and the total number of questionnaires returned was 127 (96%). The missing number of questionnaires was 5 (4%).

### Findings

#### Respondents

The sample for this study includes 63 (49.6%) male respondents and 64 (50.4%) female respondents. The majority of respondent's age was between 36 – 44 years old as 47 respondents (37%) followed by 27 – 35 years old as 33 respondents (26%), then 45 – 53 years old as 32 respondents (25.2%), next 18 – 27 years old as 10 respondents (7.9%) and lastly is from age 54 years old and above as 5 respondents (3.9%). The job status of respondents which is 92.9% at 118 respondents represents permanent, 6.3% at 8 respondents represent temporary and 0.8% at 1 respondent represent contract.

The highest rate of the year of service is 70 respondents (55.1%) from 6 – 10 years of service respondent. Follow by 11 – 15 years of service with 28 respondents (22%), then 1 – 5 years of service with 13 respondents (10.2%). Next is less than one years of service with 9 respondents (7.1%) and lastly more than 15 years of service with 7 respondents (5.5%). Most of the

respondent's salary between RM2001 – RM3000 as 48 respondents (37.8%), followed by RM1000 – RM2000 as 43 respondents (33.9%), then RM3001 – RM4000 as 16 respondents (12.6%), next more than RM4001 and above as 12 respondents (9.4%) and lastly less than RM1000 and below as 8 respondents (6.3%).

**Table 1: Demographic Profile**

Variable	<i>n</i>	Percentage
<b>Gender</b>		
Male	63	49.6
Female	64	50.4
<b>Age</b>		
18 – 26 Years Old	10	7.9
27 – 35 Years Old	33	26
36 – 44 Years Old	47	37
45 – 53 Years Old	32	25.2
54 Years Old and Above	5	3.9
<b>Job Status</b>		
Permanent	118	92.9
Contract	1	0.8
Temporary	8	6.3
Permanent	118	92.9
Contract	1	0.8
<b>Length of Service</b>		
Less than 1 year	9	7.1
1 to 5 years	13	10.2
6 to 10 years	70	55.1
11 - 15 years	28	22
16 years and above	7	5.5
<b>Salary of Repondent</b>		
< RM1000 and Below	8	6.3
RM1000 – RM2000	43	33.9
RM2001 – RM3000	48	37.8
RM3001 – RM4000	16	12.6
> RM4001 and Above	12	9.4

### Normality Analysis

In normality distribution, the value of skewness and kurtosis between -3 to +3 is accepted (Salkind, 2014). Positive values for Skewness indicate a positive skew, while positive value for Kurtosis indicate a distribution that is peaked. Meanwhile, negative value for Skewness indicates a negative skew, while negative value for Kurtosis indicates a distribution that is flatter. For this research, the findings show that job satisfaction has Skewness is (-0.084) and Kurtosis is (-0.375). Meanwhile the dependent variable for retention in the organization present Skewness is (-0.824) and Kurtosis is 0.545.

### Descriptive Analysis

Mean and standard deviation describe the level of variation. A low standard deviation indicates that the data point tends to be close to the mean, whereas a high standard deviation indicates that the data is spread out over a large range of values. According to (Geisser, 1974), the mean score between 1.00 to 2.00 is considered low, 2.01 to 3.00 medium low, 3.01 to 4.00 medium

high and 4.01 above is high. In this study, mean scores for variables are acceptable and considered high. In this study, job satisfaction possesses mean value 4.1102 and standard deviation value 0.57554.

### **Correlation Analysis**

The correlation between job satisfaction and employee retention indicated value ( $r = 0.674^{**}$ ,  $p < 0.01$ ). This shows that independent variables have positive and strong relationship with employee retention in the organization. Job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Sinurat & Widhianto, 2023). According to Yusuf & Wulandari (2023) job satisfaction has to do with the way how people feel about their job and its various aspects. Job satisfaction represents the extent to which expectations are and match the real awards. It is generally perceived to be directly linked to productivity as well as to personal well-being.

### **Discussion**

Employees can deepen their knowledge and get specialised in a field they enjoy. The training program is a win-win solution for employees and employers alike. Training and education motivate people and make them more productive and innovative. They need the encourage communication. Open communication is founded on collaboration and work environment that can encourage exchanges between employees. According to Hong et al. (2013), organization that support work environment can affected employees attitudes such as increase job satisfaction indirectly will increase employee retention in organization.

Nurturing a work environment that emphasizes job satisfaction through working environment, salary structure, work responsibilities, relationship in the workplace and employees' right to give opinion can lead to higher levels of work commitment can create a more stable workforce (Hong et al., 2013). Organizations that successfully enhance these aspects are more likely to reduce turnover, leading to a more committed, satisfied, and high-performing workforce.

The salary structure also plays a crucial role. Fair and competitive compensation packages, which reflect an employee's skills, experience, and performance, are key drivers of job satisfaction (Lee et al., 2017). When employees feel they are compensated fairly, they are more likely to feel valued by the organization, leading to higher levels of commitment. However, it is important to note that while financial incentives are important, they should be balanced with non-monetary forms of recognition such as praise, career development, and growth opportunities.

According to Hee et al. (2019), employees who have clear roles and responsibilities, coupled with autonomy and opportunities to apply their skills, often experience greater job satisfaction. Engaging and meaningful work contributes to a sense of purpose, which enhances commitment to the organization. On the other hand, poorly defined roles or overwhelming workloads can result in dissatisfaction and disengagement.

Relationships in the workplace are the basis of a positive organizational culture. Effective communication, collaboration, and trust between colleagues, supervisors, and teams are essential in adopting a supportive work environment (Memon et al., 2023). Employees who have strong, positive relationships with their peers and managers are more likely to be committed to the organization. Bakar & Radzali (2019) stated that open communication fosters trust, and a culture where employees' voices are heard enhances their sense of belonging.

The right to give opinions plays a key role in promoting engagement (Moshabi et al., 2024). Employees who feel that their feedback and opinions are valued are more likely to be satisfied and committed. Empowering employees to participate in decision-making processes, especially in areas that affect their work, boosts their sense of ownership and responsibility toward the organization. All variables of job satisfaction are very important to ensure work commitment among employees.

### **Conclusions**

This paper highlights the relationship between job satisfaction and work commitment as a vital pathway to employee retention. Job satisfaction is shaped by key factors such as the working environment, salary structure, job responsibilities, workplace relationships, and the employees' right to express their opinions. When employees are satisfied with these aspects, they are more likely to develop a strong sense of work commitment (Al-Muallem & Al-Surimi, 2019). A positive working environment, fair salary structure, meaningful and clear work responsibilities, healthy workplace relationships, and a culture where employees feel heard and valued all contribute significantly to their overall satisfaction.

This enhancement job satisfaction directly influences work commitment, where employees become more emotionally and cognitively invested in their roles and the organization. Committed employees are likely to exhibit higher levels of dedication, align their efforts with the company's goals, and remain loyal to the organization. It leads to reduced employee turnover, as committed individuals are less inclined to leave their jobs in search of better opportunities elsewhere.

Organizations that emphasize creating a positive work environment, offering fair compensation, providing clear responsibilities, promoting strong relationships, and encouraging employee input are more likely to cultivate both job satisfaction and work commitment. This leads to higher retention rates, as employees feel valued, motivated, and engaged in their roles (Sinurat & Widhianto, 2023). By focusing on these elements of job satisfaction, companies not only enhance employee well-being but also build a stable, high-performing workforce.

Thus, investing in job satisfaction through these factors forms the foundation for encouraging work commitment, which is essential for reducing turnover and ensuring long-term organizational success.



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