

Job Satisfaction and Organizational Commitments: A Meta-Analysis

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Abstract: - This research examines the correlation between Job Satisfaction and Organizational Commitment via meta-analysis. The goal is to provide a new perspective on Organizational Commitment in the field of organizational development. Multiple studies support the positive correlation between organizational commitment and motivation. Nevertheless, no meta-analysis has shown the comprehensive impact size for work satisfaction and organizational commitment. This research investigated the extent of the correlation between work satisfaction and organizational commitment, as well as the impact of this correlation on their connection, by analyzing six journals and twenty articles. A meta-analysis examining the link between Job Satisfaction and Organizational Commitment showed that job satisfaction had a moderate positive effect on organizational commitment, increasing it by an average of 0.48 or 48%. Conversely, 52% of the influence is attributed to external

Key-Words: - Job Satisfaction, Organizational Commitment, Meta-Analysis

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1 Introduction

Organizational commitment refers to a profound inclination to stay affiliated with a certain organization, a readiness to invest significant effort in the organization, and a clear conviction and acceptance of the organization's principles and objectives [1]. Organizational Commitment is a complex notion that involves people aligning themselves with the aims and values of the organization, having a strong desire to be a part of the organization, and being prepared to take action to help the company accomplish its goals out of a feeling of loyalty [2].

This research investigates the relationship between Job Satisfaction and Organizational Commitment using meta-analysis. The purpose is to enhance understanding of the Organizational Commitment literature in organizational development.

2 Literature Review

2.1 Organizational Commitment

Organizational commitment refers to the emotional connection a person has with an organization,

characterized by a strong emotional attachment, loyalty, and the desire to stay with the company [3].

Organizational commitment is the extent to which an individual believes in and accepts the values of their chosen job or field of work and their willingness to remain a member of that job [4]. Highly committed employees exhibit alignment with and devotion to the core values of their present job and task. Organizational commitment as a psychological condition that signifies an individual's emotional connection to an organization [5].

Organizational commitment refers to the emotional and mental connection that workers have toward their company [6]. Organizational commitment as a psychological connection to an organization, where devoted personnel may develop their own identity from the company and get advantages from being a member [7]. Organizational commitment is the state in which workers acknowledge a specific group with a purpose and want to retain their membership status [8].

2.2 Job Satisfaction

Employment satisfaction refers to an individual's emotional and cognitive evaluation of their

employment and its many components. Job satisfaction refers to the level of contentment or discontentment that individuals have in relation to their employment [9]. Job satisfaction refers to the feeling of contentment and fulfillment experienced by those who get pleasure from their profession and do it with excellence [10]. Job satisfaction is contingent upon the level of contentment employees have in relation to their occupations and the scope of responsibilities included by such positions. Job satisfaction is assessed by evaluating individuals' level of contentment or dissatisfaction with their employment [11].

Employment satisfaction refers to individuals' effective or emotional reactions towards certain areas of their employment. An individual with a considerable degree of job satisfaction has a favorable disposition towards their occupation, while an individual who is unsatisfied with their employment displays an unfavorable attitude towards their profession [12]. Professional satisfaction refers to a favorable behavior and attitude shown by individuals in the workplace, which motivates them to fulfill their professional responsibilities [13]. Job satisfaction pertains to individuals' emotional state and evaluation of several elements of their employment [14]. Job satisfaction is determined by workers' beliefs about how much their work aligns with significant aspects. The indicators used to assess characteristics related to job satisfaction include the nature of the job, salary, prospects for advancement, supervisors, and colleagues [1].

Based on some interpretations, job satisfaction may be defined as the sense of fulfillment experienced by individuals when their work aligns with their expectations and yields favorable outcomes.

3 Research Method

This study is a literature review that examines the research variables of Job Satisfaction and Organizational Commitment. A meta-analysis was undertaken to fulfill the primary research goals outlined in this study [15]. Meta-analysis is a method of combining and analyzing several quantitative studies that address the same research subject [16]. This research comprised a meta-analysis that examined the correlation between Job Satisfaction and Organizational Commitment.

Moreover, a reference search was conducted by doing a literature analysis of prior research using an internet database. Next, the researcher utilizes a set of specified criteria to analyze Job Satisfaction and Organizational Commitment comprehensively. The

meta-analysis technique is outlined below, according to the parameters proposed by PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) [16].

1. The initial stage is the establishment of criteria:
 - a. Researchers performed comprehensive reference searches across many databases and search engines, such as Google Scholar and Scopus, using "job satisfaction" and "organizational commitment". This search utilizes the assistance of the Publish or Perish tool, specifically version 8.2.3883.8074.
 - b. A scientific paper is obtained from reputable scientific publications, both national and international.
 - c. The publication term is from 2021 to 2022.
2. The first step is choosing articles based on the correlation between variables that align with the study objectives and then evaluating the articles gathered.
3. The last phase involves comprehensively examining the existing literature.

Meta-Analysis Procedure

1. Collect data from reputable literature sources, including author names, publication years, journal titles, sample sizes (N), correlation coefficient values (r), participant information, study nation, and details about the research scale instrument used.
2. Calculate the Effect Size (Ez) value using the given formula, which involves the correlation, Variance (Vz), and Standard Error (SEz) values:

$$Vz = \frac{1}{(n - 3)}$$

$$Ez = 0.5 \times \ln \frac{(1 + r)}{(1 - r)}$$

$$SEz = \sqrt{Vz}$$

3. Conduct meta-analysis data analysis using JASP program version 0.16.1.0.
4. Summarize and analyze the findings of the meta-analysis study.

4 Result

Studies have investigated the relationship between variable terms such as work satisfaction and organizational commitment. Several papers analyze these factors. When searching for the phrase "job satisfaction to organizational commitment" on Google Scholar, there were 2,620,000 hits. Other databases had a smaller number of results. The primary compilation in Scopus yields 109 articles for the same word group. The search results include both target phrases in all research sections, including references.

Using a bibliometric technique, the keyword search results were obtained from Scopus, an international journal publication database. We thoroughly

examine any publications containing these keywords in the title, abstract, or methodology. This article's author considers it comprehensive, since it includes 109 studies. However, some of these sources lack the requisite value for meta-analysis or are presented in a non-English style, impeding our ability to access the required information. The research included just 6 papers, resulting in an Effect Size (*Ez*) of 20.

According to the available literature, a total of 6 papers were analyzed. The table below provides a detailed overview of the features of these publications.

Table 1. Descriptive characteristics in all studies included in this study

No	Study Name	R	N	<i>Ez</i>	<i>Vz</i>	SEz	Information			
							Participants	Publication Type	Country	Types of Scale Instruments
1	Ahmad & Rameez, 2021	0,38	440	0,400	0,002	0,048	Employee	Article	India	standardized scale
2	Saraih et al., 2021	0,84	165	1,221	0,006	0,079	Employee	Article	Malaysia	standardized scale
3	Rogers M et al, 2020	0,495	353	0,543	0,003	0,053	Employee	Article	Uganda	standardized scale
4	Abdul Kodir D et al, 2020	0,724	170	0,916	0,006	0,077	Lecture	Article	Indonesia	standardized scale
5	Nguyen Trung K et.al, 2020, studi 1a	0,549	85	0,617	0,012	0,110	Employee	Article	Vietnam	standardized scale
6	Nguyen Trung K et.al, 2020, studi 1b	0,307	85	0,317	0,012	0,110	Employee	Article	Vietnam	standardized scale
7	Nguyen Trung K et.al, 2020, studi 1c	0,382	85	0,402	0,012	0,110	Employee	Article	Vietnam	standardized scale
8	Nguyen Trung K et.al, 2020, studi 2a	0,631	85	0,743	0,012	0,110	Employee	Article	Vietnam	standardized scale

No	Study Name	R	N	Ez	Vz	SEz	Information			
							Participants	Publication Type	Country	Types of Scale Instruments
9	Nguyen Trung K et.al, 2020, studi 2b	0,337	85	0,351	0,012	0,110	Employee	Article	Vietnam	standardized scale
10	Nguyen Trung K et.al, 2020, studi 2c	0,301	85	0,311	0,012	0,110	Employee	Article	Vietnam	standardized scale
11	Nguyen Trung K et.al, 2020, studi 3	0,288	85	0,296	0,012	0,110	Employee	Article	Vietnam	standardized scale
12	Nguyen Trung K et.al, 2020, studi 4a	0,543	85	0,608	0,012	0,110	Employee	Article	Vietnam	standardized scale
13	Nguyen Trung K et.al, 2020, studi 4b	0,339	85	0,353	0,012	0,110	Employee	Article	Vietnam	standardized scale
14	Nguyen Trung K et.al, 2020, studi 4c	0,259	85	0,265	0,012	0,110	Employee	Article	Vietnam	standardized scale
15	Nguyen Trung K et.al, 2020, studi 5a	0,411	85	0,437	0,012	0,110	Employee	Article	Vietnam	standardized scale
16	Nguyen Trung K et.al, 2020, studi 5b	0,266	85	0,273	0,012	0,110	Employee	Article	Vietnam	standardized scale
17	Nguyen Trung K et.al, 2020, studi 5c	0,284	85	0,292	0,012	0,110	Employee	Article	Vietnam	standardized scale
18	Nguyen Trung K et.al, 2020, studi 6a	0,401	85	0,425	0,012	0,110	Employee	Article	Vietnam	standardized scale

No	Study Name	R	N	Ez	Vz	SEz	Information			
							Participants	Publication Type	Country	Types of Scale Instruments
19	Nguyen Trung K et.al, 2020, studi 6b	0,242	85	0,247	0,012	0,110	Employee	Article	Vietnam	standardized scale
20	Jin, 2020	0,51	231	0,563	0,004	0,066	Employee	Article	China	standardized scale

Description: r = Correlation coefficient, N = Number of samples, Ez = effect size, Vz = Variance size, SEz = Standard deviation effect

According to Table 1, out of the 6 articles analyzed, the aim is to study and analyze the subject of the article to gather data from 20 research papers related to the issue using the JASP tool for meta-analysis data analysis.

Inclusion criteria

The search included a two-year period (2020-2021) and yielded 109 journal articles. However, only 6 papers met the research's inclusion criteria and were thus included in the study:

1. Translated retrieved articles
2. Articles that have a correlation coefficient value (r)
3. Articles that have full-text

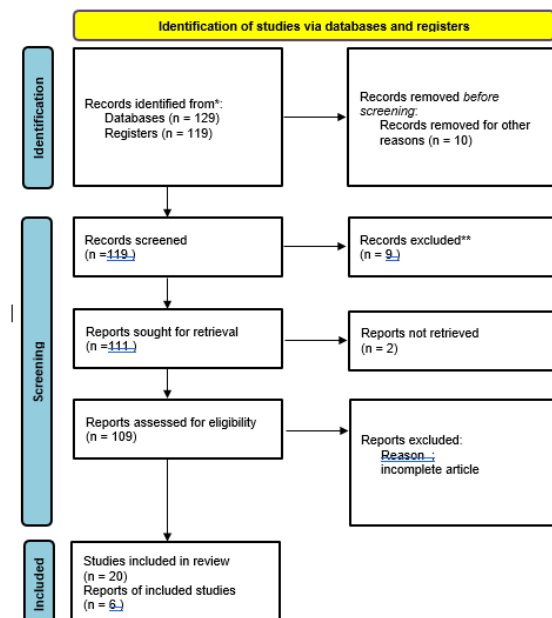


Figure 1. The PRISMA flowchart shows the selection of studies that fit the criteria

5 Discussion

Furthermore, the authors conducted experiments to examine the assumptions and biases associated with the obtained data for publishing. The meta-analysis done using the JASP software presents the z and p values of the coefficient table in its conclusion. The proposal is as stated:

Table 2. The Z and P Values of The Coefficient

	Hypothesis Test	Publication Bias Test
H ₀ : true effect size = 0	Job Satisfaction does not affect Organizational Commitment	Sample data indicated publication bias
H ₁ : true effect size ≠ 0	Job Satisfaction affects Organizational Commitment	Sample data does not indicate publication bias

The JASP outputs are generated based on the outcomes of meta-analysis data analysis.:

Hypothesis Test

The hypothesis test may be seen by examining the z and p-values in the JASP output table, as shown in Table 2 below:

Table 3. Coefficient

Coefficients				
	Estimate	Standard Error	z	p
intercept	0.485	0.057	8.479	< .001

Note. Wald test.

Table 2 displays the coefficients, where the z value is 8.479 and the p-value is less than 0.001, indicating significance at a level lower than 5% (0.05). Therefore, the null hypothesis (H₀) is rejected since the actual effect magnitude is not equivalent to zero. Put simply, the Job Satisfaction

model strongly influences Organizational Commitment.

Publication Bias Test

This test is conducted to see whether the acquired data can serve as a representative sample of the population. The test may be seen by examining the values in the output of the Rank Correlation and Regression test.

Table 4. Rank Correlation

Rank correlation test for Funnel plot asymmetry

	Kendall's τ	p
Rank test	-0.181	0.323

Table 5. Regression Test

Regression test for Funnel plot asymmetry ("Egger's test")

	z	p
sei	-1.740	0.082

Table 4 displays the rank correlation, where Kendall's coefficient of -0.181 indicates the magnitude of the connection between effect size and variance. Subsequently, the p-value of 0.323 above the 0.05 threshold indicates the rejection of the H0 hypothesis. This rejection implies the absence of publishing bias or, conversely, the acceptance of the H1 hypothesis, which suggests the presence of publication bias. Table 5 indicates that the z value corresponds to the regression coefficient's absolute value, -1.740. Additionally, the p-value of 0.082 is larger than 0.05, indicating that the null hypothesis (H0) is rejected or, in other words, the alternative hypothesis (H1) is accepted. This implies that work satisfaction has a significant impact on improving organizational commitment.

Funnel Plot and Forest Plot

Funnel Plot

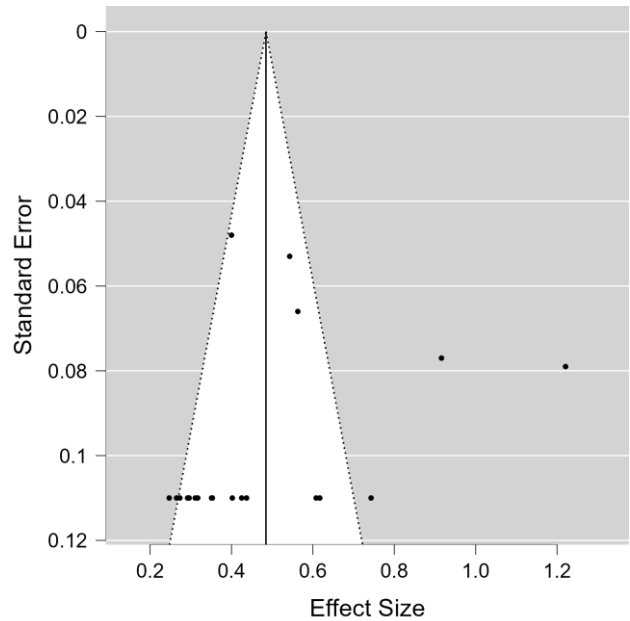


Figure 2. Funnel Plot

Forest Plot

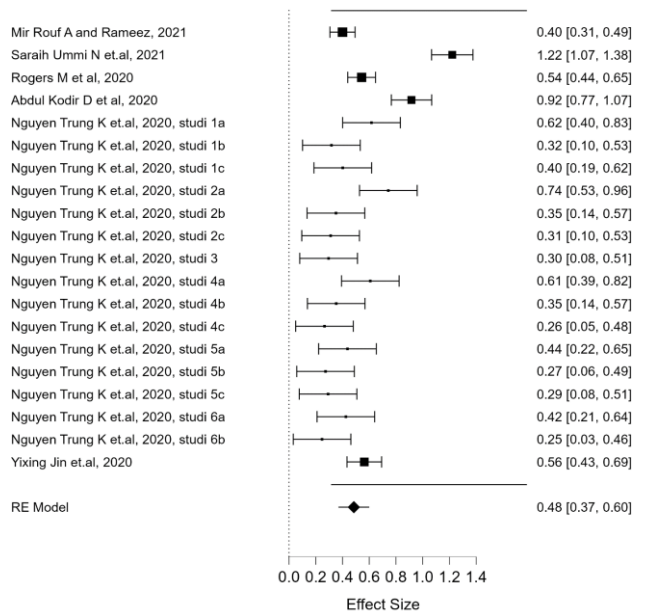


Figure 3. Forest Plot

The data analysis shown in Figure 2 shows that no study is excluded when represented by open rather than closed circles. Moreover, based on the data shown in Figure 3 of the forest plot, a summary effect value 0.48 was derived. This finding indicates that work satisfaction significantly impacts organizational commitment, with an average increase of 0.48 or 48%, placing it in the middle range. However, other factors impact 52% of individuals.

6 Conclusion

After reviewing the search results of the articles mentioned above regarding the meta-analysis of job satisfaction and organizational commitment, it can be inferred that multiple studies support a positive correlation between job satisfaction and organizational commitment. However, no meta-analysis provides an overall measure of the effect size for job satisfaction and organizational commitment. This research examined 6 papers, including 20 studies, to assess the extent and impact of the association between job satisfaction and organizational commitment. The meta-analysis revealed that work satisfaction had a significant impact on organizational commitment. Specifically, the average effect size was 0.48, indicating a 48% increase in organizational commitment. This effect size falls within the medium category. However, 52% is affected by other factors.

This evaluation is subject to certain limits, and we use search phrases such as "job satisfaction" and "organizational commitment" to locate research that is relevant to our areas of interest. While our search was thorough, it is possible that we overlooked some studies conducted in languages other than English or in circumstances that are not easily translatable. Additionally, research with a duration of just two years may have been excluded owing to our search parameters. There is a possibility that we may overlook studies that do not explicitly include the words we looked for, such as organizational commitment and work satisfaction. Additionally, we may also miss research that investigates our target variables using terms like affective commitment and normative commitment.

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Conflict of Interest

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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