

The Effect of Job Satisfaction and Work Engagement on Organizational Commitment

Rasha Abu-Shamaa*, Wafaa A Al-Rabayah and Rawan T Khasawneh*****

Organizational commitment is the employee involvement and loyalty to an organization, and it is gaining more importance in today's changing business environment. This research has considered two intangible factors affecting it, which are: job satisfaction and work engagement. An empirical study was conducted to validate the variables' relationship to organizational commitment, and the results indicated that both constructs have a positive impact on the dependent variable.

Introduction

Employees are one of the most important assets of an organization, and with more advanced industries and specific services, high quality skills are required more, especially at a time when human resource market has become more competitive as a result of globalization.

Employees' commitment to their organizations highly affects their performance as well as the organization's performance. It is the extent to which the employee is involved in his/her work and is loyal to his/her organization (Ajibade and Ayinla, 2014; and Deepa *et al.*, 2014). It has three components: continuance, affective and normative (Meyer *et al.*, 1993; Dhammika *et al.*, 2012; and Keskes, 2013).

Organizational commitment is affected by many tangible and intangible factors, including external, internal, global, personal, political and business environment factors (Nasir *et al.*, 2014). This study concerns and tests two intangible factors affecting organizational commitment which are: job satisfaction and work engagement.

Job satisfaction is the level of contentment employees feel towards their jobs, and it is enhanced by different factors, including availability of resources, teamwork, supervisors following up and personal attitudes (Abraham, 2012a; and Papoutsis *et al.*, 2014).

* MIS Researcher, Department of Management Information Systems, Yarmouk University, Irbid, Jordan.
E-mail: eng.rashas@yahoo.com

** MIS Researcher, Department of Management Information Systems, Yarmouk University, Irbid, Jordan.
E-mail: Wafaa.rabaiaa@gmail.com

*** Lecturer, Department of Computer Information System, Computer Science and Information Technology College, Jordan University of Science and Technology, Jordan; and is the corresponding author.
E-mail: rtkhasawneh@just.edu.jo

Work engagement is people engaging of themselves for the best interest of the organization, and it is associated with meaningfulness, safety and availability (Khan, 1990; Olivier and Rothmann, 2007; and Deepa *et al.*, 2014).

In today's environment and with the increasing challenges faced by the organizations, it is becoming highly important to measure and specify the factors that will contribute most to the commitment of employees to their organization.

Against this backdrop, the paper attempts to study the effect of two intangible factors, employee satisfaction and work engagement, on the employee's commitment to his organization.

Literature Review

Highly dynamic work environments create pressure on organizations to keep their positions and improve their performance over their competitors. Therefore, employees are now considered a competitive advantage for the success of organizations, so organizations are looking more into factors that affect their employees' commitment. The following sections explain work engagement concepts, job satisfaction concepts, employee commitment to organization, and finally the relationship among work engagement, job satisfaction and organizational commitment.

Work Engagement

In a highly dynamic work environment, where organizations need to be proactive to compete effectively, work engagement has become a fundamental role in organizational effectiveness. Organizations prefer hiring loyal and committed employees, because these employees will devote their full capabilities to work (Deepa *et al.*, 2014). Organizations look for employees who are willing to devote all their abilities and experience to their organization, they need employees who are engaged with their work, since engaged employees are more creative and more productive (Bakker and Demerouti, 2008). Employee engagement was introduced by Khan under the name of 'personal engagement'. Khan (1990, p. 3) has defined it as "harnessing of organization members' selves to their work roles, in engagement, people employ and express themselves physically, cognitively and emotionally during role performances". He associated engagement with three psychological conditions: (i) meaningfulness: worth wellness and the value of people efforts; (ii) safety: comfort of people while they are at work; and (iii) availability: accessibility of physical and psychological resources in work. Khan's definition was adopted by other researchers, where employees are considered engaged when they are involved in, enthusiastic about, and satisfied with their work (May *et al.*, 2004; Olivier and Rothmann, 2007; and Deepa *et al.*, 2014).

Work engagement has become a popular study field among organizations and decision-making bodies. Previous studies have proved the importance of work engagement in achieving positive outcomes like job involvement, organizational commitment, job

satisfaction and intent to stay (May *et al.*, 2004; Dhammika *et al.*, 2012; Viljevac *et al.*, 2012; Abraham, 2012a; and Deepa *et al.*, 2014). Deepa *et al.* (2014) described employees engaged in their work as: they are more valuing, enjoying and priding of their work, typically they do more effort in their jobs, and more willing to share information with other employees to help each other and the organization to succeed. Employee engagement is defined as the degree to which employees feel that they are involved, satisfied with and emotionally connected, to improve productivity, innovation and retention (Abraham, 2012b; and Deepa *et al.*, 2014).

On the other hand, Khan (1990) presented the term 'work disengagement' and defined it as organization's members' uncoupling from work roles: where employees withdraw and defend themselves physically, cognitively, or emotionally during role performances. Disengagement may rise as a result of employee's emotional labor, due to lack of agreement between employee's felt emotion and the organizational desired emotion (May *et al.*, 2004). Broken systems are considered as one of the disengagement reasons, where organizations fail to match individuals with the best fit position, and this will create serious consequences of job disengagement; employees are more likely to become depressed, confused, and job performance retreated, thus leading to high turnover (Olivier and Rothmann, 2007; and Moreland, 2013). Work environment plays an essential role in work disengagement, where the more ambiguous, unpredictable and threatening environments are more likely to disengage the employees (Olivier and Rothmann, 2007).

Managers should take into consideration the physical, emotional and cognitive factors of work environment to create an enthusiastic workplace that encourages the engagement of employees in work (May *et al.*, 2004). Other researchers have distinguished between physical, cognitive and emotional aspects of work engagement, where physical aspect concerns physical effort exerted by employees to accomplish their roles. Physical aspects can also be related to the available job resources like colleagues' and supervisor's support, performance feedback and learning opportunity (Bakker and Demerouti, 2008; and Abraham, 2012a). The physical component can be expressed as "I exert a lot of energy performing my job".

While cognitive aspect concerns more of employee's beliefs about the organization they work in, its leaders and working condition, cognitive behaviors converge employees' thinking, beliefs, values and personal connections to create and strengthen employees' relationships. Where supportive connection and trusted relationship between employees lead to psychological safety, cognitive-based trust may lead to a reliable and dependable relation between employees (Khan, 1990; Olivier and Rothmann, 2007; and Abraham, 2012a). The cognitive component can be expressed as "Performing my job is so absorbing that I forget about everything else".

The last aspect is the emotional aspect, which concerns whether employees have positive or negative attitudes towards the organization and its leaders. Positive emotions

create a sense of happiness, joy and enthusiasm. The employees experience better health, improve their job performance, employ their personal resources, and transfer their engagement to others (Khan, 1990; Olivier and Rothmann, 2007; and Abraham, 2012a). The emotional component can be expressed as "I really put my heart into my job".

There are many factors affecting work engagement, such as work environment, management and organizational relations (Deepa *et al.*, 2014), individual's resources, work role insecurities and outside activities (May *et al.*, 2004).

Factors Affecting Work Engagement

Managers are interested in improving employee's performance, which could be achieved by taking an interest in employee engagement. Worker's psychological availability is defined as the belief of the workers that they have physical, emotional or cognitive resources to engage themselves at work (Khan, 1990). Psychological availability mainly measures readiness or confidence of employees to engage in work, while at the same time engaging in other life activities (May *et al.*, 2004). In order to achieve work engagement, many factors were introduced by previous literature. Khan (1990) associated work engagement with three psychological conditions: meaningfulness, safety and availability. Each condition has several factors affecting it:

- **Meaningfulness:** Task characteristics, role characteristics and work interactions.
- **Safety:** Interpersonal relationships, group and intergroup dynamics, management style and process and organizational norms.
- **Availability:** Depletion of physical energy, depletion of emotional energy, individual insecurity and outside lives.

Viljevac *et al.* (2012) analyzed three factors: vigor, dedication and absorption. Job satisfaction was discussed as a major factor of work engagement by Abraham (2012b). The top engagement conditions are: relationship with coworkers, resources, relationship with immediate supervisor, the work itself, contribution of work to organization's business goals, variety of work and organization's financial stability (Cohen, 2014). May *et al.* (2004) discussed emotional, cognitive and physical factors. They introduced several variables that may affect these factors like job enrichment, work-role fit, coworker relations, supervisor relations, coworker norms, self-consciousness and resources. Some of these factors are:

Job Enrichment: It is a job design technique and a vertical restructuring of authorities and responsibilities, where employees are given additional permission, autonomy and control over the way the job is accomplished. The job characteristics could influence meaningfulness and degree of employee experience at work (Rothbard, 2001). May *et al.* (2004) found that job enrichment is positively linked to psychological meaningfulness.

Work-Role Fit: Fitting workers' self-concepts to their role will lead to an experienced sense of meaning, where people enjoying work will behave in a way that expresses their

authentic self-concepts. May *et al.* (2004) found that work-role fit has a significant influence on psychological meaningfulness.

Coworker Relations: Interpersonal interactions with coworkers create greater meaning in work environment. Individuals derive meaning from the social identities they receive from group's memberships. Interactions foster a sense of belonging, and a stronger sense of social identity. May *et al.* (2004) found that rewarding coworker relations are positively associated with psychological safety.

Supervisor Relations: Positive-oriented relations like listening to employee concerns, encouraging them, developing their skills and solving work-related problems could enhance employee's self-determination and influence their interest in work. Positive supervisor relations are expected to lead to feelings of psychological safety (May *et al.*, 2004).

Resources: Most jobs require investing physical, emotional and cognitive resources in work tasks to facilitate employee's role and work. These resources vary by job, person, type and scope. Supportive resources are expected to lead to greater availability and engagement (May *et al.*, 2004).

Job Satisfaction

Job satisfaction was defined as the way the employees develop a perception about their job and the degree to which employees like their jobs. The more the work environment takes care of employees' needs and values, the more satisfied employees become of their jobs (Abraham, 2012b; and Papoutsis *et al.*, 2014). Earlier studies have proved the importance of job satisfaction and its role in work engagement. A survey was conducted on 13,019 employees, during 2004-2013, to test the hypothesis that if feeling of self-determination increased, then employees' job satisfaction will increase. The results showed that there is a strong linear relationship between the job satisfaction ratio and the degree of self-determination (Takahashi *et al.*, 2014).

Another study, based on 7,939 business units in 36 companies, tested the relationship between employee satisfaction/engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover and accidents. The outcomes indicated that employee satisfaction and engagement are strongly related to the business-unit outcomes (Harter *et al.*, 2002). A research applied structural equation modeling on a sample of 745 employees of the Dutch-speaking part of Belgium and examined the role of satisfaction in the relationship between job demands, job resources, and employees' exhaustion and vigor. The output proved that satisfaction partially explained the relationships from job demands to exhaustion and from job resources to vigor (Broeck *et al.*, 2008). A combination of quantitative and qualitative methods was used to measure the relationship between job satisfaction and commitment in the context of a public and traditional Brazilian organization, the Military Police. 10,052 survey responses were collected, an interview was conducted with six high command officers, and the analysis

was done using content analysis and Structural Equation Modeling (SEM). The final result proved that satisfaction is an antecedent of commitment (Leite *et al.*, 2014).

Job satisfaction is affected by a number of factors. Factors like work environment professional status, interaction and autonomy contribute the most to job satisfaction (Papoutsis *et al.*, 2014). A descriptive study, among 30 employees, examined the relationship between job satisfaction and work engagement. The results showed that the factors that affect job satisfaction and in turn work engagement are: job nature, superior's recognition of one's work, team spirit, cooperation between departments, comparative benefits, equal and proper administration of company policies (Abraham, 2012b).

Job satisfaction could be classified into four categories: environmental factors, strategic employee recognition factors, individual factors and psychological wellbeing factors. Environmental factors include communication load and superior-subordinate communication. Strategic employee recognition factors include concerns of financial aspects and culture and society of workplace, and how these factors affect satisfaction. Individual factors include emotion and moods of employees, genetics of employees and their characteristics like ability to work with teams or individuals and solving problems, and personality like alienation and locus of control. Psychological wellbeing factors are related to primary facets of employee's life: work, family, community, etc. (Rothbard, 2001; Harter *et al.*, 2002; May *et al.*, 2004; Hakanen *et al.*, 2008; Bakker and Demerouti, 2008; Abraham, 2012a; and Leite *et al.*, 2014).

Job satisfaction researches have core practical implications. It would be better to create more supportive features for employees to experience elective functioning, competence and belongingness. Also, job satisfaction can be achieved by taking into consideration social-contextual and personal characteristics of workers (Broeck *et al.*, 2008). The study by Hakanen *et al.* (2008) focused on health-based organizations; its implications can be generalized for other organizations. Corporations should target workplace factors and increase job resources in order to promote engagement and commitment (Hakanen *et al.*, 2008). Changing management practices may increase employee satisfaction and thus enhance business-unit outcomes, including profit (Harter *et al.*, 2002).

Organizational Commitment

Organizational performance is largely affected by Human Resources Management (HRM) in the organization. Organizational commitment, employee engagement, cooperation, job satisfaction and other variables are strongly associated with employee performance (Ajibade and Ayinla, 2014; and Deepa *et al.*, 2014).

Organizational commitment, in its simplest form, is defined as the psychological strength of the organizational employees (Ajibade and Ayinla, 2014), or the amount of involvement an employee have in their work. This will improve the loyalty of employees and encourage them to commit themselves to the organization and therefore improve their productivity (Deepa *et al.*, 2014). Organizational commitment has three components:

affective, continuance and normative (Meyer *et al.*, 1993; and Keskes, 2013). Affective commitment describes emotional attachment of employees and how they have a sense of belonging and being proud to be a member of that organization; continuance commitment is the desire to continue to be a member; and normative commitment is the internalized pressure or feeling of obligation to the organization (Dhammika *et al.*, 2012).

There are a number of factors that may affect the organizational commitment such as: (a) external factors, including technology, government pressure, perfect competition, and global trade; (b) political factors, including ideology of ruling party, technocrats versus politicians, anarchy, and legislations and regulations; (c) personal factors like career growth, uniqueness, greed and contentment, and gaining confidence; and (d) internal factors like appreciation by change leaders and management, leadership styles, rewards and recognition, participation by management, and uniformity in policies (Nasir *et al.*, 2014). Previous researchers examined different types of models and checked a large number of variables which are related to organizational commitment. In a study on public sector employees in Sri Lanka, a questionnaire was distributed to 136 employees. The questionnaire was developed with the adopted items from role theory-based performance measure. It was found that the three measures of performance, job satisfaction and commitment developed are valid and reliable (Dhammika *et al.*, 2012).

Another study checked the Finnish ranking of employees in both employment commitment and affective organizational commitment compared with employees in 15 other European countries. The study was conducted in a time frame of two years (2005-2007) through the International Social Survey Program (ISSP), Work Orientation Module III. The study revealed that Finnish employees are less committed in both types (Turunen, Lack of Commitment? Work Orientations of Finnish Employees in a European Comparison, 2014). A study attempted to discriminate the validity between employee engagement and organizational commitment by introducing two models: one-factor model to incorporate both constructs; and two-factor model to distinguish employee engagement from organizational commitment. The results showed that positive organizational collaboration motivates employees to exert higher level of effort. Also it was proved that the fit between employees' personal values and organizational values will create greater meaningfulness and psychological safety, and thus improve the chance of employee engagement and empower employees (Biswas and Bhatnagar, 2013). Turunen (2014) showed that job rewards represent the strongest predictor of organizational commitment, and the most powerful determinant of organizational commitment was the social relation between management and employees.

In another study, the relationship between training and commitment was explored. The research was conducted in a Discount House in Lagos, South West Nigeria. Researchers gathered 150 completely filled-in questionnaires, and the results revealed that training increases employee's commitment to the organization (Ajibade and Ayinla, 2014).

Previous literature has helped managers to make more effective decisions by providing the following suggestions to enhance organizational commitment (Abraham, 2012a; May *et al.*, 2004; and Nasir *et al.*, 2014):

- Improving communication activities.
- Constructing reward schemes such as compensation, benefit, long service and good performance awards programs.
- Building organizational culture (inside and outside).
- Improving team-building activities.

The Effect of Job Satisfaction and Employee Engagement on Organizational Commitment

Researches have showed how intangible variables such as work engagement and job satisfaction could strongly affect organizational commitment. Engaging employees to their work represents the first step towards building a committed organizational environment where employees will be encouraged to exert more effort (Field and Buitendach, 2011; and Cohen, 2014). The study used a cross-sectional survey covering four dimensions: satisfaction with life scale, wellbeing, Utrecht work engagement scale and organizational commitment. The questionnaire was distributed among 123 employees from an educational institution in South Africa. The findings proved a significant positive relationship between affective organizational commitment and work engagement, where happiness and work engagement have predictive value for affective organizational commitment (Field and Buitendach, 2011). Many researchers support this conclusion; employees link their work engagement with organization commitment and their intention to remain in the organization (Abraham, 2012a). Another research demonstrated the role of the supervisor in enhancing employee engagement and achieving higher degree of organizational commitment, where supervisors can encourage employees by helping them to see a wider context and to connect to a broader concept (the thing that improves the relationship between managers and coworkers), leading to a better work engagement, thus enhancing the possibilities of organizational commitment (Harter *et al.*, 2002).

On the other hand, job satisfaction has a significant role in organizational commitment, which shows that employee engagement can be enhanced through satisfied employees, thus ensuring higher productivity in organizations and higher intention to remain in that organization (Abraham, 2012a). Managers and HR specialists should take into consideration the relationship between happiness and work engagement which leads to higher job satisfaction and hence greater possibilities for organizational commitment (Field and Buitendach, 2011). Biswas and Bhatnagar (2013) found that employee engagement leads to variance in organizational commitment and job satisfaction by examining data from six Indian organizations and a sample of 246 managers. Deepa *et al.* (2014) made

a study based on a model to test the effect of appraisal systems and its relation to employee engagement, organizational commitment and job satisfaction. They concluded that once employees are satisfied with their jobs, they become engaged in their work, and they commit themselves to the organization, which will increase the productivity of the organization and the employees. They also suggested the use of appraisal systems to motivate employees to commit themselves to the organization by making employees feel like citizens of the organization.

From another aspect, organizational commitment can be strongly affected by managers, where leadership style can influence employee's organizational commitment (Keskes, 2013). Job satisfaction and organizational commitment can be used as performance measurement of employees' outcome. These items represent reliable and valid measurement tools, which can be used in future research (Dhammika *et al.*, 2012).

It is important and vital to get committed employees to gain competitive advantage in a highly dynamic work environment. Committed employees are more likely to devote all their skills and experiences to their organization and prove to be more productive. The literature review explored the advantages and effects of work engagement, job satisfaction and organizational commitment.

Work engagement considers employee's emotional commitment to his job, and his willingness to give his best in achieving organizational goals. Job satisfaction, on the other hand, concerns mainly employees feeling about their job. It has been proved that job satisfaction has a strong positive impact on business outcomes, alongside work engagement; they have been used as nonfinancial metrics to measure business process efficiency and organizational outcomes. As we discussed in previous sections, job satisfaction and work engagement represent value variables for organizational commitment.

Employees' performance is strongly related to organizational commitment. Organizational commitment is seen as the loyalty level of the employees towards their organization and how far they are ready to go for achieving its goal. Organizational commitment could be affected by a number of factors such as external factors, global trade, personal factors and internal factors. Improving communication activities, constructing effective reward schemes, building good organizational culture and improving team-building activities are some of the suggested tips for decision makers to improve employees' organizational commitment.

Methodology

Tools and Implementation

This study examines the factors influencing employees' organizational commitment. The proposed model assumes that job satisfaction and work engagement have a positive effect on organizational commitment. This research proposes a conceptual model that defines

job satisfaction and work engagement as two independent variables affecting the organizational commitment of employees. The proposed model was validated through the development of a survey that covers both demographic measures and the model variables measures. The results were then analyzed using SPSS software.

Hypotheses

The two hypotheses were developed as follows:

H₁: Job satisfaction has a positive impact on organizational commitment.

In order to assess job satisfaction, the measures were derived from Harter *et al.* (2002), as given in Table 1.

H₂: Work engagement has a positive influence on organizational commitment.

In order to measure job satisfaction, 10 measures were derived from Harter *et al.* (2002), as viewed in Table 1. In order to measure work engagement, 11 measures were derived from two studies (Clercq *et al.*, 2014; and Hicks *et al.*, 2014), as listed in Table 2. As for the dependent variable, the organizational commitment measures were derived from Tan and Lau (2012), as given in Table 3.

Table 1: Job Satisfaction Measures	
S. No.	Measure
1.	I know what is expected of me at work.
2.	I have the materials and equipment I need to do my work right.
3.	At work, I have the opportunity to do what I do best every day.
4.	In the last seven days, I have received recognition or praise for doing good work.
5.	There is someone at work who encourages my development.
6.	At work, my opinions seem to count.
7.	The mission/purpose of my company makes me feel my job is important.
8.	My associates (fellow employees) are committed to do quality work.
9.	In the last six months, someone at work has talked to me about my progress.
10.	In this last one year, I have had opportunities at work to learn and grow.

Model

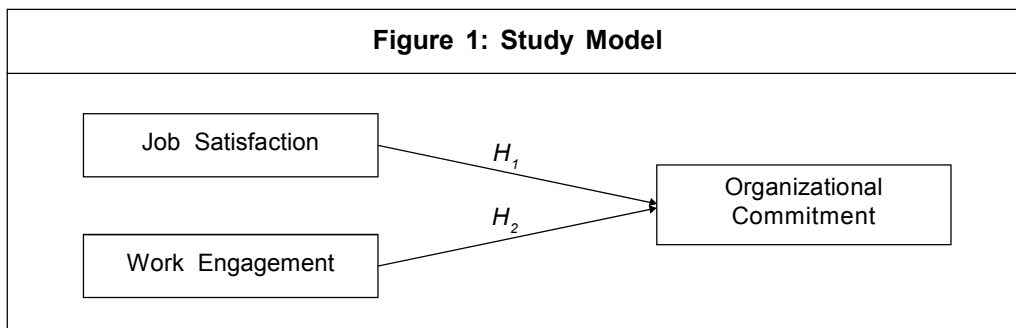
To validate the hypotheses, a model was built with the assumptions that job satisfaction and work engagement have positive linear relationship with organizational commitment, as shown in Figure 1.

Sampling Process

A convenient sample of three telecommunication companies' employees in Jordan was selected for the purpose of this study. The sample consisted of participants from different

Table 2: Work Engagement Measures	
S. No.	Measure
1.	At my work, I feel bursting with energy.
2.	My job inspires me.
3.	When I get up in the morning, I feel like going to work.
4.	I feel happy when I am working intensely.
5.	I am proud of the work that I do.
6.	I get carried away when I am working.
7.	I believe in my company values.
8.	My companies' values are a good match with my own personal values.
9.	I care about my company for long-term success.
10.	I am personally motivated to help my company succeed.
11.	I fully support my company's goals and objectives.

Table 3: Organizational Commitment Measures	
S. No.	Measure
1.	I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.
2.	I talk about this organization to my friends as a great organization to work for.
3.	I would accept almost any type of job assignment in order to keep working for this organization.
4.	I am proud to tell others that I am a part of this organization.
5.	This organization really inspires the very best in me by way of job performance.
6.	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
7.	I really care about the fate of this organization.



age groups, educational levels and experience in years to reflect the overall view of employees towards organizational commitment.

The response rate and validity of collected questionnaires were fair, with 54 out of 100 distributed questionnaires being returned. Data was collected both electronically and through paper questionnaires. Google Drive application was used to develop the online form, which was distributed through LinkedIn to employees of targeted companies. Paper forms were distributed in companies' offices in Irbid city.

The first instrument used to understand the research context and build the model is the development of the literature review where previous studies on different aspects of job satisfaction, work engagement and organizational commitment were examined and summarized to come up with the assumptions for this study.

The second instrument to validate the assumptions of this research is through the development of an analytical survey based on the variables of the proposed model. The survey has two sections: the first section collects demographic data, and the second section has the measures for the research variables.

The demographic section collects data about the participant's gender, age, marital status, educational level, income and the number of years he/she has worked for the current company. The second section measures the effect of job satisfaction and work engagement on organizational commitment. The section has three subsections, and the measures of each section are based on previous studies that were mentioned before in the hypotheses section. A five-point Likert scale was used for measuring the variables with: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree. The mean for each measure will be specified and measured according to the following scale:

Result (1.0 – 2.3333)	:	Low agreeability
Result (2.3333 – 3.6666)	:	Medium agreeability
Result (3.6666 – 5)	:	High agreeability

The survey was developed in both Arabic and English, and the data was collected both online and offline.

Results and Discussion

A question in one of the questionnaires distributed did not get any response from the respondent, and this value was entered in the SPSS software as blank. Data was entered in an Excel file and examined for error entrance, and then a statistical tool (SPSS 20) was used to test it. At first, Cronbach's alpha (C-Alpha) was used to indicate the level of internal consistency of all instruments' items and check reliability. Descriptive statistics (such as means, standard deviations and percentages) were used to summarize the factors influencing organizational commitment. A linear multiple regression analysis was used to examine if the claimed predictors are significantly related to employees'

organizational commitment. Finally, Pearson correlations were used to investigate the relationship between each one of the predictors and the dependent variable.

Reliability Results

In order to check the stability of the study results, reliability test was conducted on the study predictors (job satisfaction and work engagement) and the dependent variable (organizational commitment). Reliability test shows the extent to which internal items of a construct are free from internal error, consistent and relative to each other through the measurement of C-Alpha value which should be above 80% for the data to be ideally accepted and reliable. Table 4 summarizes C-Alpha value for these research variables. All variables have a C-Alpha value larger than 70%, which indicates good reliability between each construct elements.

Table 4: C-Alpha Values	
Construct	C-Alpha
Job Satisfaction	0.7016172
Work Engagement	0.7131017
Organizational Commitment	0.7615090

Sample Descriptive Statistics

Table 5 represents sample's demographic frequency statistics. Demographic data shows that a majority of the sample are males (75.9%) in the age group of 23-40 years (85.2%), and have a BCS or diploma degree (92.6%). As for other data, 50% of the sample are married, 35.2% have an income of between 750 and 1500 JOD, and 35.2% have worked for 5 to 10 years in the organization.

Table 5: Demographic Data		
Description	Frequency	Percent
Gender		
Male	41	75.9
Female	13	24.1
Age		
18 – 22	3	5.6
23 – 40	46	85.2
41 and above	5	9.3
Marital Status		
Single	27	50.0
Married	27	50.0
Other	0	0

Table 5 (Cont.)

Description	Frequency	Percent
Education		
Secondary Education or Less	0	0
BCS or Diploma	50	92.6
MS or Ph.D.	4	7.4
Monthly Income		
200 – 500 JOD	13	24.1
500 – 750 JOD	13	24.1
750 – 1,500 JOD	19	35.2
More than 1,500 JOD	9	16.7
Years Working with the Company		
1 – 5 years	27	50.0
5 – 10 years	19	35.2
10 – 20 years	7	13.0
More than 20 years	1	1.9

The three constructs of the model have high agreeability means as follows; job satisfaction (mean = 3.844), work engagement (mean = 3.99) and organizational commitment (mean = 4.04). The empirical test shows that the lowest mean was for the question “In the last seven days, I have received recognition or praise for doing good work” (mean = 3.49); this indicates that the studied organizations do not regulate giving praise on a continuous basis. On the other hand, there were four questions with the same highest mean, which is (4.26), and these questions are “I am proud of the work that I do”, “I care about my company for long-term success”, “I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful”, and “I really care about the fate of this organization” (Table 6).

Pearson correlations were used to investigate the bivariate relationships between each variable (job satisfaction and work engagement) and organizational commitment. The results are shown in Table 7. All correlations were significant at 0.01 level, which indicates the importance of each variable in predicting organizational commitment.

The results of linear regression for all variables on organizational commitment indicate that job satisfaction and work engagement are significant factors in predicting employees' organizational commitment ($p \leq 0.01$) for job satisfaction and work engagement. All factors are retained in the model after running the stepwise multiple regression analysis (coefficient of determination of the model $R^2 = 0.686$, $F = 55.77$, $p \leq 0.01$). The

Table 6: Research Measures					
Q. No.	Item	N	Mean	SD	Total Variable Mean
JS1	I know what is expected of me at work.	54	4.22	0.744	Job Satisfaction mean = 3.844856
JS2	I have the materials and equipment I need to do my work right.	54	4.09	0.937	
JS3	At work, I have the opportunity to do what I do best every day.	54	4.02	0.765	
JS4	In the last seven days, I have received recognition or praise for doing good work.	53	3.49	1.203	
JS5	There is someone at work who encourages my development.	54	3.52	1.145	
JS6	At work, my opinions seem to count.	54	3.69	1.079	
JS7	The mission/purpose of my company makes me feel my job is important.	54	3.93	0.866	
JS8	My associates (fellow employees) are committed to doing quality work.	54	3.56	0.883	
JS9	In the last six months, someone at work has talked to me about my progress.	54	4.09	0.917	
JS10	In the last one year, I have had opportunities at work to learn and grow.	54	3.83	1.077	
WE1	At my work, I feel bursting with energy.	54	4.04	0.910	Work engagement mean= 3.991919
WE2	My job inspires me.	54	3.98	0.901	
WE3	When I get up in the morning, I feel like going to work.	54	3.35	1.246	
WE4	I feel happy when I am working intensely.	54	4.09	0.996	
WE5	I am proud of the work that I do.	53	4.26	0.964	
WE6	I get carried away when I am working.	53	4.00	1.038	
WE7	I believe in my company values.	54	3.91	0.957	
WE8	My companies' values are a good match with my own personal values.	54	3.81	0.848	
WE9	I care about my company's long-term success.	54	4.26	0.705	
WE10	I am personally motivated to help my company succeed.	54	4.11	0.769	
WE11	I fully support my company's goals and objectives.	54	4.09	0.784	
JC1	I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.	54	4.26	0.851	Organizational commitment mean= 4.047619

Table 6 (Cont.)

Q. No.	Item	N	Mean	SD	
JC2	I talk about this organization to my friends as a great organization to work for.	54	4.02	0.835	
JC3	I would accept almost any type of job assignment in order to keep working for this organization.	54	3.57	1.075	
JC4	I am proud to tell others that I am a part of this organization.	54	4.17	0.906	
JC5	This organization really inspires the very best in me way of job performance.	54	4.09	0.875	
JC6	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	54	3.96	1.009	
JC7	I really care about the fate of this organization.	54	4.26	0.915	

Table 7: Correlations Table			
	Job Satisfaction	Work Engagement	Organizational Commitment
Job Satisfaction	1.0		
Work Engagement	0.692**	1.0	
Organizational Commitment	0.719**	0.795**	1
Note: ** Correlation is significant at 0.01 level (2-tailed).			

organizational commitment was explained by the significant independent variables with 68.6%. Regression analysis results are shown in Table 8.

The equation model is:

$$OC = 0.205 + 0.324 * JS + 0.570 * WE$$

where OC = Organizational commitment; JS = Job Satisfaction; and WE = Work Engagement. This equation proves the importance of both model independent variables to the dependent variable, which is organizational commitment.

Table 9 lists the results of both hypotheses proposed earlier. The results of this study are compatible with other studies considering the same variables. However, there were no studies that considered both variables in the literature. As proved by our results, job satisfaction has a positive impact on organizational engagement and this is compatible with the studies of Field and Buitendach (2011); Abraham (2012a); Biswas and Bhatnagar

Table 8: Regression Analysis Table						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.205	0.370	0.555	0.581	
	JS	0.357	0.120	0.324	2.985	0.004
	WE	0.618	0.118	0.570	5.249	0.000
Note: a. Dependent Variable: Organizational Commitment.						

Table 9: Hypothesis Table		
H#	Hypothesis	Supported or Not Supported
1	Job satisfaction has a positive impact on organizational commitment.	Supported
2	Work engagement has a positive influence on organizational commitment.	Supported

(2013); and Deepa *et al.* (2014). The availability of work resources and the right fit between tasks and time assigned to them are the most important factors affecting employees' satisfaction in our study, followed by supervisor recognition and support, along with training, and finally team spirit.

On the other hand, work engagement is also a valid antecedent for organizational commitment in our study, and this is compatible with previous studies (Harter *et al.*, 2002; Field and Buitendach, 2011; and Abraham, 2012a). The highest factors involved in work engagement in our study are mixed between physical, emotional and cognitive; these factors are "I am proud of the work that I do", "I care about my company's long-term success", "I am personally motivated to help my company succeed", "I feel happy when I am working intensely". While the least agreeable factor is "When I get up in the morning, I feel like going to work", indicating low motivation for employees to go early to their workplaces.

As for organizational commitment, the study results indicate a high commitment rate among telecommunication companies's employees in Jordan. The highest commitment indicators are the normative ones, namely, "I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful" and "I really care about the fate of this organization". Normative component is the individual inner motivation towards belonging to the organization.

The results of this study are highly compatible with other similar studies in different contexts. However, it highlights an important side of Jordanian employees, i.e., their high

normative attitudes from this, we can conclude that Jordanians tend to be committed to their organizations in general, and they have a high value for supervisor's support.

Conclusion

This paper took a close look at organizational commitment, an issue that is important in today's business climate, where the whole world can be a targeted workplace for skilled workers. While organizational commitment has many tangible and intangible factors influencing it, this paper examined two intangible factors: job satisfaction and work engagement.

In order to enhance employees' job satisfaction as well as commitment, organizations should consider improving the work conditions and providing each employee the tools and resources required to complete his job. Moreover, continuous reviews and feedback from the supervisor to the employee is important to enrich satisfactory results.

As for work engagement, it requires better communication and a different look into human resource management to have better engaged employees. Practically speaking, supervisors should keep employees informed about the organization's values, and goals, and HR managers should make sure to hire employees who enjoy what they do, and like their jobs.

Commitment is an intangible value that has many factors, and most of these factors are intangible too. However, our research has concluded that commitment is a feature of Jordanian employees, who tend to have strong feelings towards their organizations.

Future Work and Limitations: Future researches should consider studying more factors and combining both tangible and intangible ones. A wider sample should also be considered so that results can be generalized.

The sample of this study has a larger number of males, in the age group of 22 to 40, and who has diploma or BCS degree. This may leave room for bias in the results. That is why future researches should consider having a larger number of employees to cover other demographic sections.

Both job satisfaction and work engagement are important to enhance employees' commitment to their organization. This research used an empirical test through a questionnaire that was distributed in telecommunication companies in Jordan.

The research concludes that organizations should improve communication activities, build organizational culture, support team-building activities, and boost personal development in order to improve employees' commitment. □

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Reference # 06J-2015-10-01-01

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