

The Mediating Role of Organizational Commitment: A Critical Link between Employee Job Satisfaction and Organizational Performance

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Abstract

This paper investigates the complex and mutual relationship between EJS, OC, and OP in an attempt to respond to the question of how employee job Satisfaction impacts organizational outcomes. From the integrated model perspective, this study examines the direct and indirect effects of EJS on OP, mediated by OC. Using CB-SEM Smart PLS and mediation analysis, the current research concludes that greater satisfaction in the form of remuneration, working environment, supervision style, promotion, and teamwork has direct effects on organizational performance. The results suggest that performance would not only be directly affected by job satisfaction, but also that the relationship between satisfaction and job performance is mediated by organizational commitment, as both satisfaction and commitment are relevant to the advantages of organizational success. The study bridges a gap in the discussion on employee behavior and suggests practical implications for the construction and performance of the organization.

Keywords: *Employee Job Satisfaction, Organizational Commitment, Organizational Performance, Mediation Analysis, Bootstrapping, Working environment.*

1. Introduction

With the fast pace and growing complexity of today's business environment, success in the marketplace is increasingly dependent on sustainable competitive advantage through the strategic management of human capital. As the focus of organizations evolves from improving asset-like resources to creating an inspired, dedicated, and loyal workforce, employee job satisfaction and organizational commitment are significant psychological variables affecting performance, innovation, and outcomes (Inuwa, 2016; Albrecht et al., 2018). Job satisfaction, i.e., wishes of employees are met by job experience but can be

affected by compensation, promotion, supervision, work conditions, with colleagues, and the Organization's policies (Judge et al., 2017). High job satisfaction has been related to high job involvement, low turnover intentions, and high engagement (Yousef, 2017). But research findings show that job satisfaction does not necessarily result in organizational outcomes (Zhang et al., 2020). Charity begins at home, and so scholars have investigated mediating variables that clarify how satisfied employees contribute to organizational effectiveness.

Organizational commitment, which refers to the employee's emotional and psychological attachment to the organization, has been identified as an important meditational mechanism. It has been identified on three dimensions: affective commitment (emotional attachment), continuance commitment (the perceived cost of leaving), and normative commitment (a sense of moral obligation to stay) (Meyer & Allen, 1991). Workers with high levels of affective commitment work hard because they feel an emotional attachment to the organization, not because they're afraid of losing their jobs, while employees who feel a strong sense of "the cost of staying" (high continuance commitment) with the organization do so because it seems safer than quitting. An employee with normative commitment stays because they want to do so. Research has indicated that organizational commitment has an essential role in the reinforcement of turning job satisfaction into actual results such as organizational development growth, customer satisfaction, employee retention, and profitability (Meyer&Morin, 2016; Wombacher&Tagg, 2018; Agyemang&Ofei, 2020). For instance, even a happy employee may not work beyond what's expected if he or she is not also invested in the company's values and vision for the future.

This study aims to test the mediating effect of organizational commitment on the job satisfaction and organizational performance relationship. By considering the multiple facets of commitment, affective, continuance, and normative commitment, the paper offers an integrated view of when and why each type of commitment explained variance in performance. The Performance of the organization must be evaluated in a wide perspective (i.e., internal growth rates and the level of captured market, as well as external impacts on customers' perception and loyalty). Research and practical implications are the possibility that these research findings may add to evidence-based HRM practice that could help to align workplace well-being with organizational goals and potential new understandings about the motivation and commitment of the modern employee within organizational Contexts.Finally, the following specific objectives were considered after this study:

- To investigate the relationship between employee job satisfaction and organizational performance.
- To describe the relationship between employee job satisfaction and organizational commitment.
- To explore the relationship between organizational commitment and business performance.
- To investigate the mediating role of organizational commitment between employee job satisfaction and organizational performance.

2. Review of Literature

2.1. Theoretical Framework

The effect of employee job satisfaction (EJS) on both organizational commitment (OC) and organizational performance (OP) has been widely studied in the extant literature, and many motivational theories have provided rationale as to why employees act or perform the way they do within organizations.

Maslow's Hierarchy of Needs Theory (1943) is built on the premise that human needs are ranked in a hierarchy of demand, and the fulfillment of each level of need will encourage and drive the person to reach a higher need level, even the self-fulfillment level. New findings by Kremer and Hammond (2021) and Newman and colleagues (2020) illuminate the impact of digital transformations and flexible work arrangements, driving potential paths of self-fulfillment in the modern work context, focusing on job satisfaction as an enabler for employee performance. Fatima et al. (2019) also posit that safety is a basic need, mainly in a high uncertainty context, and directly impacts job satisfaction and organizational performance.

This is based on Herzberg's (1959) Motivator-Hygiene Theory, which distinguishes intrinsic motivators (e.g., achievement and recognition) from extrinsic hygiene factors (e.g., salary and job security). Consistent with this, Malik and Naeem (2021) find that intrinsic motivational factors promote job satisfaction and organizational citizenship behaviors, while hygiene factors simply prevent dissatisfaction, but tend not to inherently increase satisfaction. When operating post-pandemic, the hygiene-related needs, such as job security and workplace safety, will gain even more importance (Ahmed & Hussain, 2022). But Herzberg's theory of the dual theory of motivation has been criticized for oversimplification (Benson & Brown, 2020).

McClelland's (1961) Theory of Learned Needs specifies achievement, affiliation, and power as motives. Employees with high achievement needs drive innovation, and those with high affiliation needs are good team players (Gopalan & Pattusamy, 2020). Yet, unconscious needs are not straightforward to empirically assess (Harms et al., 2017).

Vroom's Expectancy Theory (1964) thinks that motivation is contingent upon the belief that effort results in performance, and performance in rewards. Studies by Chou et al. (2020) and Malik & Chaudhry (2019) support the relationship between expectancy and instrumentalities and job satisfaction and performance, though it assumes rational decision-making; however, this assumption may not hold in high-stress work environments (Miller & Jacobs, 2017).

Fairness in motivation is highlighted in Adams' Equity Theory (1963). Workers benchmark their input-output ratio, and the perception of uneven rewards (e.g., salary, promotion) is identified as a signal of dissatisfaction and employee turnover (Hamed &

Khattab, 2020; McLean et al., 2021). More recently, equity theory has been incorporated in the organizational justice perspective that emphasizes fairness in forming a basis of organizational commitment (Khan & Ali, 2022), and cultural variation may affect perception of equity (Nguyen et al., 2019).

Motivation McGregor (1960) proposed the theory X and theory Y, which compare the two types of management styles: theory X has the belief that employees must be directed, while theory Y opposes this sentiment and views employees as self-motivated and accountable. Research demonstrates that Theory Y leadership results in motivation and productivity (Hossain et al., 2020), but the dichotomy is faulted for oversimplification of leadership behavior (Sackmann, 2017).

According to social exchange theory (SET), workplace relationships are built on mutual exchanges, and organizational support and fair treatment affect employee behavior. Yin (2017) argues that job engagement of SET has a positive influence on performance and OCB while lessening burnout. Job satisfaction is also found to be a mediator in organizational results (Mashi, 2017).

Affective, continuance, and normative commitment were all proposed in Meyer and Allen's (1991) Three-Component Model (TCM) of organizational commitment. Studies by Abdallah et al. (2017) and Dinc (2017) also support the mediating role of job satisfaction in the association between job involvement and organizational commitment, with affective commitment as a strong predictor of job performance.

Under the Resource-based view (RBV), the role of human capital in creating competitive advantage is stressed. Malik et al. (2020) find that matching HR systems with firm objectives results in positive performance, and organizational commitment moderates such a relationship. Furthermore, Day and Nielsen (2023) emphasize the association between workplace resources and employee well-being, which in turn has positive effects on the organization.

Finally, organizational citizenship behavior (OCB) is behaviors that is voluntary, which benefit the organization. Studies by Talachi et al. (2014) and Nurnaningsih (2017) indicate that licentious employees are apt to perform OCB that can improve performance. The transformational leadership was also found to promote job satisfaction, commitment, and OCB that further improve organizational performance (Gustiawan, 2025).

2.2. Empirical Review and Hypothesis Development

2.2.1. Employee Satisfaction and Organizational Performance

Job satisfaction and organizational performance are closely related to work and are affected by a number of factors. Understanding how different dimensions of organizations influence job satisfaction and performance is important for the improvement of overall

outcomes of organizations (Ali et al., 2020; Waqas et al., 2020; Chen & Silverthorne, 2018). Variables like remuneration, promotion prospects, supervision, teamwork, and working conditions are of great significance to strengthen job satisfaction that would ultimately help in predicting the organization's performance (Saeed et al., 2021; Greenberg, 2018; Zhang & Li, 2021). These factors are crucial in improving employee motivation, commitment, and productivity, and they are also important in attaining positive satisfaction among the employees (Kamran et al., 2020; Hooi & Tan, 2018). Thus, the following hypothesis was generated:

H1: Employee job satisfaction positively influences organizational performance.

Remunerations that refer to wages, bonuses, and benefits have a great impact on the motivation, job satisfaction, and performance of employees within the organization. Proper and equal compensation provides a common interest and prepares to bring productivity, engagement, and retention in line between workers and the organization (Waqas et al., 2020; Saeed et al., 2021; Chien et al., 2020). Perceived equity impacts satisfaction and turnover (Dany et al., 2019), whereas competitive pay fosters innovation (Sharma & Goel, 2020). Excessive emphasis on monetary awards can erode intrinsic motivation (Cohen-Charash & Spector, 2018). Thus, the hypothesis is:

H1a: Remuneration has a Positive and Significant Effect on Organizational Performance

Opportunities for promotion are extremely important for work satisfaction and organizational effectiveness. Transparency and Fair promotion paths are great for employee motivation and engagement, which directly impacts performance. Kaur et al. (2018) discovered that career advancement prospects in retail heighten motivation, and Ali and Gohar (2020) indicated that clear promotion systems in manufacturing enhance productivity. Openness in promoting results in trust and company commitment, which caused ameliorated performance (Greenberg, 2018). Merit-based promotions promote creativity and innovation, strengthening competitiveness (Hooi & Tan, 2018; Lee et al., 2020). But excessive reliance on promotion incentives can also contribute to unhealthy competition and role ambiguity, which impairs performance (Hassan et al., 2021). Therefore, promotions affect performance positively by improving engagement, satisfaction, and productivity.

H1b: Promotion has a positive and significant effect on Organizational Performance.

Supervision has a huge impact on organizational effectiveness since it determines the motivation, satisfaction, and engagement of the employees. Transformational leadership increases engagement and performance (Lin et al., 2018), and transactional leadership may suppress creativity (Khan et al., 2019). Supervisors who are supportive and offer counseling, recognition, and feedback enhance job satisfaction and performance (Akinyele, 2021; Youssef & Luthans, 2019). Good supervision, which includes clear instructions and opportunities for development, enhances outcomes (Ofori-Dankwa & Ofori, 2020), while bad supervision creates motivation loss (Shahzad et al., 2021). Morale is boosted by conflict

resolution and team orientation skills (Ho & Wehling, 2020; Mone & London, 2019) but stifled by micromanagement (Maslyn & Uhl-Bien, 2018; Nahrgang et al., 2018).

H1c: Supervision has a positive and significant effect on Organizational Performance.

The teamwork works as it is, based on the performance of the organization, develops communication, trust, and shared accountability, reflecting in efficiency and innovation (Sani & Raza, 2019; McKinney et al., 2020). It has been creating a competitive effect of improving fitness and spreading the knowledge (Zhang & Li, 2021). Tireless focus on "teamwork" yields long-term benefits in terms of performance achievement and retention of workforce, and is also found to be significantly related to consumer satisfaction (Chockalingam & Sebastian, 2016; Li et al., 2018). However, effectiveness may become compromised due to things like groupthink and unequal participation (Klein et al., 2020; Lewis, 2019). After all, teamwork is about working together and also being creative.

H1d: Teamwork has a positive and significant effect on Organizational Performance.

Two of the most impactful drivers on a company's performance are its physical and mental working environment. Designing ergonomic furniture and lighting in the workplace plays an important role in promoting workers' health and work effectiveness (Demerouti et al., 2020; Zhang & Labib, 2021). Positive employee psychological climate, where they perceive themselves to be valued, influences work satisfaction and performance (Chiaburu & Harrison, 2019). In contrast, toxic climates cause withdrawal and attrition (Kim & Lee). Incidence and cost of sick leave and accidents are reduced, besides staff satisfaction (Kadir & Latif, 2021). Motivation and conducive environments coupled with recognition and development opportunities are also cited for improving performance (Torkzadeh & Faradmal, 2020; Syed et al., 2021), with technology for communicating and performing the work to task being praised (O'Neill & O'Reilly, 2021).

H1e: Work Environment has a positive and significant effect on Organizational Performance.

2.2.2. Employee satisfaction and Organizational commitment

New studies have also demonstrated that job satisfaction is positively associated with organizational commitment. Abdallah et al. (2017) found that job satisfaction had a significant effect on commitment in the Jordanian banking industry, with job involvement as a mediating variable. Ekhsan (2019) asserted that both job satisfaction and commitment mitigate turnover intentions in Indonesia. Medina-Garrido et al. (2023) found that work-family balance policies increased commitment in Spain. Daneshmandi et al. (2023) reported that job satisfaction enhances individual innovation while the moderating role of techno stress. In South Africa, Muda et al. (2021) also established that job satisfaction enhances organizational commitment and lowers turnover intentions.

H2: Employee job satisfaction positively influences organizational commitment.

Compensation, both in forms of monetary (wages and bonuses) and non-monetary compensations (appreciation, career development), is the prime driver in building organizational commitment. Equitable and competitive rewards enhance the workers' job satisfaction and affective, continuance, and normative commitment (Agarwala, 1983). Raza & Imran (2018) established that Equal salaries contribute to emotional attachment and therefore turnover decreases. Affective commitment is enhanced by performance-based bonuses (Williams et al., 2020) and non-financial rewards such as career advancement (Khattak et al., 2019; Kim et al., 2021). Competitive pay enhances continuance commitment (Sharf et al., 2018) and employer investment enhances normative commitment (Islam et al., 2020). There are also sartorial variations (Ahmed & Zhang, 2021).

H2a: Remuneration has a positive and significant correlation with Organizational Commitment.

Promotional practices also have a significant contribution in developing organizational commitment in terms of enhancing affective commitment, continuance commitment, and normative commitment. Transparent and fair opportunities for promotion have a positive effect on emotional attachment (Onyishi et al., 2021; Kim & Kang, 2020). Promotions increase continuance commitment by highlighting the loss of career progression if staff depart (Mensah & Tawiah, 2019) and augment normative commitment in seniority-oriented cultures (Zhang & Yang, 2018). Fairness in promotion decisions, through meritocratic and transparent procedures, is crucial in developing commitment (Alfes et al., 2019). Their effects could be sector and culture-dependent, applying when senior-based promotions are popular in MENA and merit-based ones in Western environments (Elsaid & Emeagwali, 2020; Dysvik & Kuvaas, 2018).

H2b: Promotion has a positive and significant correlation with Organizational Commitment.

Regulation has an essential role in creating commitment within its affective, continuance, and normative forms. Good supervision in terms of fairness, trust, and communication enhances affective commitment to the organization (Ghosh et al., 2019). Support from supervisors increases affective commitment (Rhoades & Eisenberger, 2002) and decreases turnover intentions by increasing satisfaction with one's job and, thereby, influencing continuance commitment (Khalid et al., 2017). Mentoring by supervisors promotes normative commitment (Park & Kim, 2020). Trust and organizational support intermediates the relationship (Chiang & Hsieh, 2021). Good quality of leaders enhances commitment (Choi & Park, 2019), with cultural and sectoral variances impacting direction effects (Al Khajeh, 2018).

H2c: Supervision has a positive and significant correlation with Organizational Commitment.

Teamwork is believed to be an important concept to build organizational commitment, i.e., affective, continuance, and normative commitment (Meyer & Allen, 1991). Trust, cohesion, and communication as dimensions of team dynamics, which fall under pro-social team

processes, strengthen affective commitment by stimulating emotional attachment to the organization (Guchait et al., 2020; Li et al., 2019). Teamwork reinforces continuance commitment by creating dependencies, which increase the cost of leaving the organization for employees (Arogundade et al., 2018). Normative commitment is likely cultivated by team cultures that build upon shared values and mutual support (Chung & Jackson, 2021). Trust, perceived job satisfaction, and psychological empowerment mediate the effect of teamwork on commitment (Kim & Beehr, 2018). The impact of teamwork on commitment differs among sectors and cultures, being higher in collectivist cultures (Omar & Ahmad, 2021).

H2d: Teamwork has a positive and significant correlation with Organizational Commitment.

The working environment, which consists of its physical environment, the company culture, and the company's management approach, plays an important role in organizational commitment (Meyer & Allen, 1991). A supportive work context contributes to improving affective commitment through the factors of feeling secure in the environment, being recognized, and having developmental opportunities (Nguyen et al., 2020; Bui et al., 2017). Continuance commitment, which is associated with job security and the availability of alternative resources, rises when employees perceive high costs of leaving (Kundi et al., 2021). Normative commitment, or obligation-based commitment, is present in ethical climates and value-oriented workplaces (Ismail & Gali, 2017). Job satisfaction, organizational support, and work-life balance serve as mediators for the relationship between work environment and commitment (Karatepe & Olugbade, 2017). Cultural context influences the effect as well; collectivist cultures value connection with others, and individualist cultures value independence (Park & Kim, 2018).

H2e: Work Environment has a positive and significant correlation with Organizational Commitment.

2.2.3. Organizational Commitment and Organizational Performance

In reality, empirical evidence indicates a positive connection between Organizational commitment (OC) and Organizational performance (OP) in the banking industry. Jain and Yadav (2019) similarly discovered that Job satisfaction enhanced organizational performance in India, and they showed that OC had a direct positive association with job satisfaction. Cherif (2020) found that Human resource management (HRM) practices and job satisfaction significantly improved organizational commitment in Saudi Arabia, leading to better results. According to Tsetim and Diaka (2018), performance appraisal standards, communication, feedback, and corrective actions were found to be significant predictors of organizational commitment among employees of Nigerian relative banks. These findings underpin the importance of fostering organizational commitment in order to enhance performance and competitive advantage in the banking industry (Jain, S. 2023; Cherif, 2020; Tsetim & Diaka, 2018). In light of these facts, the following overall hypothesis was formulated:

H3: Organizational commitment positively influences organizational performance.

Affective organizational commitment (AFFECO), referring to the emotional affiliation to the work organization, is of importance in the banking industry and has a positive effect on performance, which includes productivity, innovation, and customer satisfaction (Meyer & Allen, 1991). Higher AFFECO motivates extra-role behavior and resilience that are beneficial for the organization level (Meyer et al., 2021). Agyemang and Ofei (2017) discovered that AFFECO increased efficiency in banks' service delivery. AFFECO promotes organizational citizenship behavior (OCB) and enhances the teamwork and organizational climate (Ahmed et al., 2019). This is associated with reduced staff churn, greater productivity, and enhanced customer satisfaction, ultimately leading to positive financial results (Yousaf et al., 2021) and mediated by factors such as leadership style that bolster the relationship (Chughtai & Buckley, 2019).

H3a: Affective Commitment positively affects Organizational Performance.

Normative organizational commitment (NORCO) is a sense of moral obligation that an employee has for remaining with the organization as internalized values (Meyer & Allen, 1991). High NORCO is associated with sound work behavior like conscientiousness and task-related behavior that contribute to effective organizational performance (Kuo & Lin, 2017; Gelaidan & Ahmad, 2019). NORCO is also associated with OCB, cooperation, and innovation (Cheng et al., 2020). Companies experience reduced attrition and better performance continuity where NORCO is well established (Ghosh & Swamy, 2019). Psychological safety, ethical climate, and employee engagement moderate the relationship between NORCO and performance (De Clercq & Belausteguigoitia, 2017; Karatepe & Aga, 2016). The cultural context affects the impact of NORCO, as a collectivist society values loyalty (Ibrahim & Asuku, 2020).

H3b: Normative Commitment positively affects Organizational Performance.

In the banking sector, continuance organizational commitment (CONCO) is the perceived costs of leaving the organization (e.g., loss of benefits and job security) (Meyer & Allen, 1991). Though its effect on performance may differ, CONCO can be responsible for lower turnover and higher stability, particularly in banking. High CONCO can motivate employees to stay in the company, reducing irregularities and performance disruption (Osayawe & Chinomona, 2019). Research, from Jain and Sullivan (2020) and Huang et al. (2017), suggests that CONCO can be part of the work attitude and organization stability, which tends to make overall performance effective. CONCO's positive outcomes could also be strengthened by the leadership style and job design (Zhao & Liu, 2021).

H3c: Continuance Commitment positively affects Organizational Performance.

3. Organizational Commitment as a Mediator

The studies provide evidence of the significant mediating effect of organizational commitment on the relationship between job satisfaction and improved performance in the

banking sector. Dinc et al. (2018) fully mediated the association between dimensions of organizational commitment (affective, normative, and continuance) and job performance among bank workers. Likewise, Jernsittiparsert (2019) revealed organizational commitment as the mediator between job satisfaction and performance in the banking industry, further highlighting its contribution towards better organizational results. The role of organizational commitment as a mediator between job satisfaction and employee performance is also supported by Hendri (2019), where it was found that organizational commitment is a full mediator in the relationship between job satisfaction and employee performance in organizational support, specifically in the banking industry in Indonesia. These outcomes highlight that promoting job satisfaction and organizational commitment will boost banking performance.

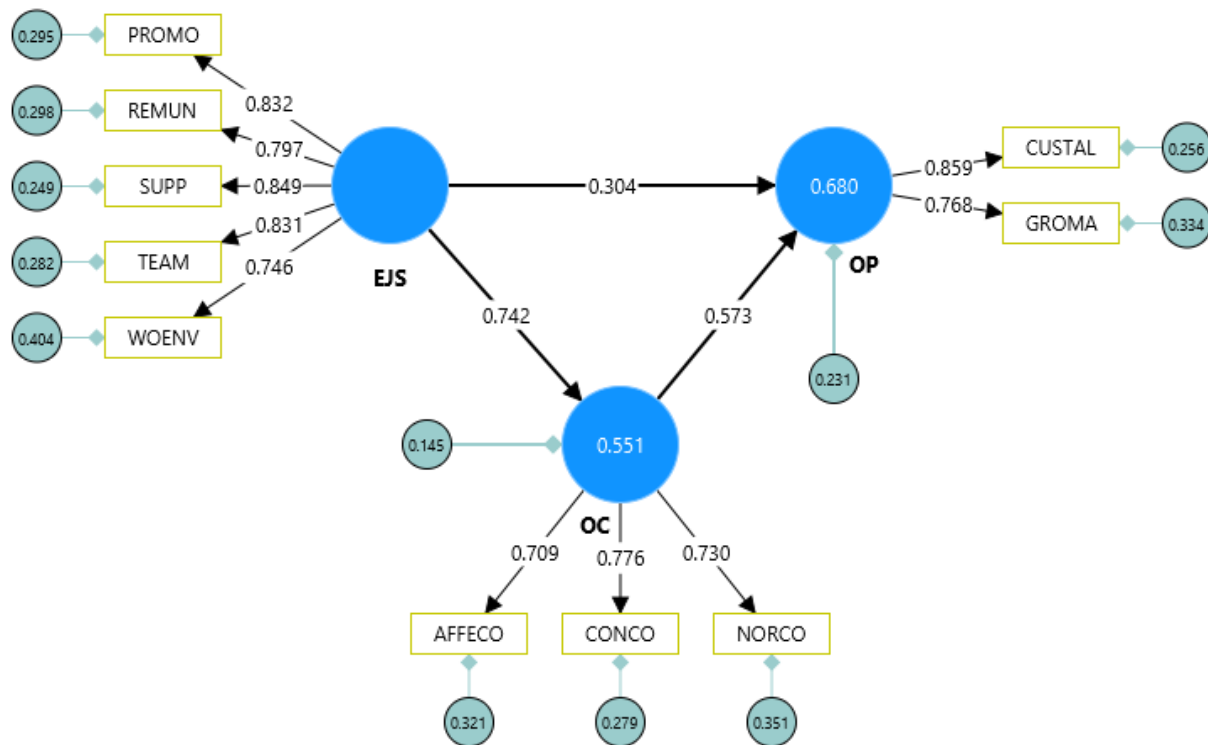
H4: Organizational commitment mediates the relationship between employee job satisfaction and organizational performance

4. Methodology of the Study

The study adopted a positivist epistemological paradigm with an explanatory research design, utilizing a quantitative approach to collect primary data through a questionnaire with a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). It examined the impact of the mediating role of the organizational commitment on the relationship between the job satisfaction and organizational performance in banks, employee job satisfaction measured through (promotion, remuneration, supervision, teamwork and work environment), organizational commitment measured through (affective organizational commitment, continuance organizational commitment and normative organizational commitment) and organizational performance measured through customer satisfaction and loyalty, and growth and market share.

The study targeted banks in Sidama Regional State, selecting 17 out of 25 operational banks based on their ten years of operation. A sample of 400 employees was chosen using the Yemane formula (1967), with 392 questionnaires returned, resulting in a 98% response rate. Factor analysis confirmed the sample's adequacy with a KMO value of 0.910 and a significant Bartlett's Test ($p < 0.001$). Reliability, validity, and multi-collinearity checks were conducted, confirming convergent and discriminant validity. The Variance Inflation Factor (VIF) indicated no multi-collinearity issues. Model fit indices showed a good fit with significant Chi-sqr/df (5.783), ($p = 0.000$) and acceptable RMSEA (0.110), GFI(0.897), AGFI(0.823), SRMR(0.041), and CFI(0.935) values, supporting the model's adequacy (Hair et al., 2021; Luo et al., 2019; Schreiber et al., 2017).

Once the fit of the measurement model is attained, the researcher proceeds to construct a structural model guided by the conceptual framework of the study. Based on hypothesized facts, it is intended to test the proposed structural model, which is presented in the following figure, to determine how the dependent variable is associated with explanatory factors.



Source: CB-SEM SmartPLS 4.1.0.8/2025

Fig 1: CB – SEM Smart PLS4.1.0.8, 2025

The structural model included 10 items each under three constructs of the research. The model's structure indicates the theoretical relationship among independent constructs EJS as Promotion (PROMO), Remuneration (REMU), Supervision (SUPP), Teamwork (TEAM), and Workplace (WOENV); mediating construct OC as Affective Commitment (AFFECO), Continuance Commitment (CONCO), and Normative Commitment (NORCO); and dependent variable OP as Customer satisfaction and loyalty (CUSTAL) and Growth and market share (GROMA). Model goodness of fit (R^2) – indicates explanatory power, as for OC is 55.1% and 68.0% for OP; this ranges within an acceptable limit (Saunders, Lewis, & Thornhill, 2019).

5. Hypothesis Testing and Discussion

The results of the analysis, as presented by the bootstrapping output and factor loadings, offer compelling evidence for the relationships between employee job satisfaction (EJS), organizational commitment (OC), and organizational performance (OP). These findings provide a comprehensive understanding of the direct and indirect effects between these variables.

Table 1: Hypothesis Testing for Direct Relationship

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EJS -> OC	0.742	0.740	0.040	18.739	0.000

EJS -> OP	0.304	0.301	0.104	2.927	0.003
OC -> OP	0.573	0.576	0.100	5.707	0.000

Source: CB-SEM SmartPLS 4.1.0.8/2025

H1: Employee Job Satisfaction Positively Influences Organizational Performance

The positive association of employee job satisfaction with organizational performance is further confirmed by the positive and significant path coefficient of 0.304, T-statistic = 2.927, P = 0.003. This suggests that the more satisfied employees are, the better the organization will be, reinforcing the importance of job satisfaction for overall performance. Based on Herzberg's (1959) Two-Factor Theory, intrinsic aspects, such as job satisfaction, can lead employees to be satisfied with their work, become motivated to work, and be engaged to work, especially in high performance. This finding is consistent with newer research that has highlighted job satisfaction as a critical driver of organizational success (Ng & Sorensen, 2018).

H1a: Remuneration has a Positive and Significant Effect on Organizational Performance

For remuneration, the Factor Loadings are 0.797 (T-statistic = 30.256, p = 0.000), which suggests a positive relationship between remuneration and organizational performance. This finding supports the equal pay theory (Adams, 1965), which argues that employees' perception of the equity relationship between effort and reward (compensation) affects their motivation, job satisfaction, and organization. It has been established that competitive pay is directly associated with employee efficiency and organizational achievement (Jha& Kumar, 2019).

H1b: Promotion has a Positive and Significant Effect on Organizational Performance

Promotion exerts a significant influence on organizational performance with a factor loading of 0.832 (T-statistic = 29.144, p = 0.000). This is consistent with Vroom's (1964) Expectancy Theory (ET), which posits that employees are motivated by the belief that there is something to be gained from their job, such as promotion. It has been found that a link exists between employees' perception of career growth opportunities and their performance (Eisenberger et al., 2018). Unhung promotions increase external motivation and also improve individual and organizational performance.

H1c: Supervision has a Positive and Significant Effect on Organizational Performance

The association between supervision and performance is affirmed with the factor loading of 0.849 (t-statistic = 29.948, p = 0.000). Strong leadership and management are necessary for developing a positive work atmosphere and enhancing performance (Bass & Riggio, 2006). Transformational leadership, which is demonstrated through supportive actions and instruction, has a major impact on employee motivation and organizational achievement

(Bass & Avolio, 2004). Control is an important determinant of performance, particularly in knowledge-intensive sectors.

H1d: Teamwork has a Positive and Significant Effect on Organizational Performance

The loading factor for teamwork is 0.831 (T-statistic = 26.279, $p = 0.000$), indicating that teamwork has a positive effect on organizational performance. Teams that work well together and share information help organizations succeed, as described in Tuckman's Stages of Group Development (1965). High-performing teams are more creative and effective, a component of organizational effectiveness (Salas et al., 2015). This is consistent with findings that teamwork improves problem-solving and decision-making by increasing overall organizational effectiveness (Guchait et al., 2020).

H1e: Work Environment has a Positive and Significant Effect on Organizational Performance

Factor loading for work environment is 0.746 (T-statistic = 25.619, $p = 0.000$), meaning that a better working environment has a significant effect on organizational performance. This is based on Herzberg's (1959) Motivator-Hygiene Theory; a supportive work environment equips employees with resources to attend to job demands, leading to superior performance. Studies also find that these factors in the work environment, such as safety, autonomy, and culture, significantly affect their productivity and overall organizational performance (Hassan et al., 2020).

H2: Employee Job Satisfaction Positively Influences Organizational Commitment

Job satisfaction is positively related to organizational commitment, with a strong loading of 0.742 (T-statistic = 18.739, $p = 0.000$). This is consistent with the Social Exchange Theory (Blau, 1964), which explains that when employees are satisfied with their job, they will have the desire to become committed to the organization in return (return the positive treatment). The extensive research has demonstrated that employees who are satisfied with their work have a higher degree of organizational commitment, leading to better engagement of and loyalty to the organization (Meyer & Allen, 1991).

H2a: Remuneration has a Positive and Significant Correlation with Organizational Commitment

Remuneration shows a strong positive effect on organizational commitment (loading = 0.797, T-statistic = 30.256, $p = 0.000$). According to the Psychological Contract Theory (Rousseau, 1995), fair remuneration strengthens employees' commitment to the organization by fulfilling their expectations and needs. Studies have consistently found that competitive compensation packages lead to greater organizational commitment by reducing turnover intentions (Shah & Kumar, 2020).

H2b: Promotion has a Positive and Significant Correlation with Organizational Commitment

Promotion shows a strong relationship with organizational commitment, with a factor loading of 0.832 (T-statistic = 29.144, $p = 0.000$). Career advancement opportunities provide employees with a sense of progress and development, which increases their attachment to the organization (Mobley, 1982). Employees who see a clear career path are more likely to remain committed to the organization, contributing to long-term organizational success (Kim & Kang, 2020).

H2c: Supervision has a Positive and Significant Correlation with Organizational Commitment

Supervision has a significant positive effect on organizational commitment (loading = 0.849, T-statistic = 29.948, $p = 0.000$). This is supported by the Motivation McGregor (1960) proposed the theory X and theory Y (Graen&Uhl-Bien, 1995), which highlights that positive supervisor-employee relationships foster trust and commitment. Effective supervision creates a supportive work environment that enhances employee commitment (Avolio& Bass, 2004).

H2d: Teamwork has a Positive and Significant Correlation with Organizational Commitment

Teamwork also contributes positively to organizational commitment (loading = 0.831, T-statistic = 26.279, $p = 0.000$). According to the Teamwork Quality Theory (Salas et al., 2015), cohesive teams foster strong interpersonal relationships, trust, and shared goals, all of which enhance employee commitment to the organization. Employees who work in supportive teams are more likely to feel a sense of belonging and loyalty to their organization (Tannenbaum et al., 2018).

H2e: Work Environment has a Positive and Significant Correlation with Organizational Commitment

A positive work environment significantly influences organizational commitment (loading = 0.746, T-statistic = 25.619, $p = 0.000$). The JD-R Model (Bakker &Demerouti, 2007) posits that a supportive work environment promotes both job satisfaction and organizational commitment by providing employees with the necessary resources and opportunities for growth. A healthy work environment leads to higher levels of engagement and commitment, which are essential for organizational success (Karatepe& Aga, 2016).

H3: Organizational Commitment Positively Influences Organizational Performance

Organizational commitment has a strong positive effect on organizational performance (loading = 0.573, T-statistic = 5.707, $p = 0.000$). This supports the Organizational Commitment Theory (Meyer & Allen, 1991), which suggests that employees who are committed to their organization are more motivated, productive, and willing to go beyond their job requirements, thus enhancing organizational performance. Committed employees contribute to a positive organizational climate and higher overall performance (Meyer et al., 2021).

H3a: Affective Commitment Positively Affects Organizational Performance

Affective commitment has a positive impact on organizational performance (loading = 0.709, T-statistic = 17.623, $p = 0.000$). As indicated by Meyer and Allen's (1991) model, emotionally committed employees demonstrate high levels of engagement, which enhances their individual performance and, consequently, the organization's success. Employees who feel emotionally invested in the organization are more likely to contribute positively to organizational goals (Yousaf et al., 2021).

H3b: Normative Commitment Positively Affects Organizational Performance

Normative commitment positively affects organizational performance (loading = 0.730, T-statistic = 20.173, $p = 0.000$). Employees with strong normative commitment are motivated by a sense of moral obligation, which drives consistent performance and adherence to organizational values (De Clercq & Belausteguigoitia, 2017). This type of commitment often leads to greater organizational citizenship behaviors (OCB), which improve organizational outcomes (Cheng et al., 2020).

H3c: Continuance Commitment Positively Affects Organizational Performance

Continuance commitment brings positive results for the organizational performance (loading = 0.776, t value = 23.994, $p = 0.000$). Continuance commitment, although grounded in the cost of leaving the organization, still leads to stability and organizational performance through lesser turnover and enhanced task stability (Bhatnagar & Biswas, 2019). In established environments like manufacturing and government departments, continuance commitment ensures that the job gets done effectively (Osayawe & Chinomona, 2019).

In brief, all hypotheses are supported by data in which they are significant and demonstrate a strong relationship among the variables that point to employee job satisfaction, organizational commitment, and work environment having a significant influence on improving organizational performance.

H4: Organizational Commitment Mediates the Relationship between Employee Job Satisfaction and Organizational Performance

The direct effect result of the bootstrapping analysis on the mediating effect of Employee Job Satisfaction (EJS) on Organizational Performance (OP) through Organizational Commitment (OC) is the significant and positive mediation. The original sample estimate of indirect effect ($EJS \rightarrow OC \rightarrow OP$) with a T-statistic of 5.080 and a p-value of .000 shows that the mediating effect is significant. This means that organizational commitment (OC) also has an important mediating role between the effects of employee job satisfaction (EJS) on organizational performance (OP).

Table 2: Hypothesis Testing Mediation Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
EJS -> OC -> OP	0.425	0.427	0.084	5.080	0.000

Source: CB-SEM Smart PLS 4.1.0.8/2025

The study finds that organizational commitment significantly mediates the relationship between employee job satisfaction (EJS) and organizational performance (OP). When employees are satisfied with their jobs, they tend to develop stronger commitments to the organization, which in turn leads to better performance outcomes. This finding is consistent with Social Exchange Theory (Blau, 1964), suggesting that employees reciprocate positive treatment, such as job satisfaction, by increasing their commitment and driving improved performance. Existing literature supports this, emphasizing the role of job satisfaction in fostering organizational commitment, which enhances organizational outcomes (Meyer & Allen, 1991). From a practical perspective, organizations should not only focus on improving job satisfaction but also implement strategies that build commitment, such as career development programs and employee recognition. In conclusion, the study supports hypothesis H4, highlighting the importance of both job satisfaction and organizational commitment in achieving sustainable high performance.

6. Conclusion

This study explored the relationships between employee job satisfaction (EJS), organizational commitment (OC), and organizational performance (OP), focusing on the mediating role of organizational commitment. The findings reveal that employee job satisfaction significantly predicts organizational commitment, which, in turn, positively impacts organizational performance. Key aspects of job satisfaction, such as remuneration, promotion, supervision, teamwork, and work environment, were strongly correlated with both organizational commitment and performance, emphasizing the importance of creating a supportive and motivating workplace. The mediation analysis further confirmed that organizational commitment strengthens the link between job satisfaction and performance, highlighting its critical role in driving organizational success. The study underscores that organizations prioritizing employee well-being, career development, and a positive work environment are likely to achieve better performance outcomes.

7. Implications for the Study

The results of this study carry practical and theoretical implications for the organizations that want to improve their performance with the help of higher employee job satisfaction (EJS) and organizational commitment (OC). Key areas for focus include:

- Remuneration, promotion, supervision, teamwork, and work environment should be given priority by organizations in order to enhance organizational commitment and performance.
- Leaders must create a supportive and trusting environment and build relationships with employees that will magnify their emotional connection to the organization.
- Consideration of employee well-being in physical and mental contexts at a workplace, in terms of flexible work conditions and career development, potentially impacts work satisfaction and organizational commitment.
- Specific initiatives, such as teambuilding, mentoring, and leadership development, can assist in enhancing organizational attachment, which places emotional commitment and retention.

8. Limitations of the study

This study offers valuable insights into the relationship between employee job satisfaction (EJS), organizational commitment (OC), and organizational performance (OP), but several limitations must be considered. First, the cross-sectional design limits the ability to draw causal conclusions as data was collected at a single point in time. Additionally, the sample may not be fully representative of all industries, potentially affecting the generalizability of the findings. The reliance on self-reported data introduces potential biases, such as social desirability, which could skew the results. Cultural context was not considered, and future research could explore how regional differences influence these relationships. Furthermore, the study did not account for other unmeasured variables like job autonomy and work-life balance, which may also impact outcomes. Lastly, caution should be exercised in generalizing the findings to other organizational settings or populations due to the study's specific sample.

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