The Positive Effect of Worker's Organizational Commitment in Social Enterprise for Improving Job Satisfaction

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Abstract

Purpose: This research aims at determining institutional commitment impact and how it influences job satisfaction. It aims at bridging the gap in research on the study topic. Its major focus is on work content and institutional commitment as the main variables and how they impact companies and employees. **Research design, data and methodology:** The current research has chosen the literature content approach and it is a reporting guideline for methodical assessments. It offers a consistent approach for conducting and reporting these types of studies, which can help to improve the quality and transparency. R**esults:** The finding of the current research has showed that workers in social companies need jobs with higher values and responsibilities. ,company policy, among other factors. Workers' organization commitment towards social enterprise for improving workers' job satisfaction factors will include affective commitment, continuous commitment, normative commitment, and the commitment profile of the organization. **Conclusions:** This research finally insists that the findings of the current research would aid in enhancing employee knowledge and understanding of work satisfaction, as well as the essence of institutional commitment. Most employees lack adequate knowledge of the implications of job satisfaction not forgetting their personal needs as indicated in the individual need model.

Keywords : Organizational Commitment, Job Satisfaction, Social Enterprise, Literature Analysis

JEL Classification Code : O15, D23, M19

1. Introduction

Job satisfaction has been a significant aspect within the past few years. Many researchers and philosophers have conducted studies on the relationship between work and place. The type of job has a significant impact on the employee. In return, organizations are likely to benefit from employee satisfaction. This is because they would effectively commit to their duties and roles within the organization (Radosavljević et al., 2017). Thus, managers must ensure that they identify influential factors affecting workers' satisfaction level since it positively impacts the organization's performance. Employees are considered organizational assets because they determine the organization's position and achievement. Factors such as productivity, increased effectiveness, productivity, reduced absenteeism and turnover are among the benefits gained by organizations as a result of employee commitment.

Managers encounter problems linked to employee development and growth that affects satisfaction level. It also influences employee turnover rates within the organization. Limited understanding of the manager causes

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unnecessary turnover and reduced performance within an organization, which further affects employees' level of satisfaction. Upon recruitment of employees, the organization has the mandate to retain the employee through enhancing job satisfaction that is directly linked to commitment.

There is a need to develop organizational culture and climate since it aids in workers' satisfaction. Consequently, it helps in attaining organizational goals as well as satisfying employee demands and needs within the social setting. Therefore, the manager must ensure that organizational commitment is practiced since it is crucial and significant in enhancing job satisfaction. Organizational commitment is defined as an employee's emotional reaction toward their organization (Nikpour, 2017). Job satisfaction, on the other hand, is an employee's responsibility toward their job (Kang & Lee, 2021). The two variables are interlinked and directly influence the positive benefits within an organization. If an employee develops a positive connection towards the objectives and values of an organization, they are likely to get dissatisfied with their position and work in the organization. Organizational socialization is linked to skill development and adaptation to work. Job commitment refers to a positive state of mind that portrays employee satisfaction with their work (Saputra & Mahaputra, 2022). It depends on the existing work relationship and is extrinsic. The job satisfaction level is dependent on three major factors which are interaction, disposition, and situation.

Organizations must reconsider the cost involved in training or hiring employees. Thus, they should ensure that they retain their workers, which aids in reducing the risk involved in service delivery. However, most organizations fail to understand the positive impact of job satisfaction on work commitment. Social organizations experience high rates of employee absenteeism and turnover rate. It is therefore upon the top management to develop an improved understanding of the interconnection between organizational commitment and job satisfaction in their organizations. This is because it will clearly explain the significance of retaining satisfied workers and increasing the performance and goals of the organization. The organizations are expected to be well equipped with techniques, technologies, and knowledge that would help in enhancing satisfaction and commitment.

The study intends to address one major question. What is the positive relationship between job satisfaction and organizational commitment? The objective of the study is to determine the relationship between job satisfaction and organizational commitment. Secondly, the study aims at identifying the positive impact of job satisfaction and organizational commitment. The research hypothesis is that there is a positive impact on organizational commitment and work satisfaction. The study intends to determine the

significance of organizational commitment and its influence on job satisfaction. It aims at bridging the gap in research on the study topic. Its major focus is on the two variables of job satisfaction and organizational development and how they impact companies and employees. The study findings will help in providing vital information and data to various organizations or top management on the impact of employee satisfaction. In addition, it will help organizations develop practices and strategies that enhance satisfaction and commitment.

2. Literature Review

The chapter covers three major theories of satisfaction, motivation, and need. it also discusses the dimension of organizational commitment and job satisfaction and their significance on the employee and their work.

2.1. Job Satisfaction

Employees' attitude is directly related to their work. Job satisfaction has an influence on communication, working environment, and conditions. Job satisfaction is also linked to positive feelings about the current job (Lizote et al., 2017). Employees having a positive connection with their work results in increased satisfaction levels; however, in case an employee develops negative feelings when they are unsatisfied with their job. There is likely to be a positive state as a result of work encounters. Job satisfaction theory is majorly recognized by most companies and organizations. The two-factor theory argues that the two major needs of any employee are motivation and hygiene. Hygiene factors include benefits, safety, salary, and supervision (Alshmemri et al., 2017). Thus, providing an employee with hygiene needs causes a reduction in the level of dissatisfaction. Employees are governed by two significant motives known as dissatisfiers and satisfiers as indicated in job satisfaction theory. Job satisfaction is based on pleasurable and emotional states.

Worker's attitude is interconnected to their work components also referred to as satisfaction, which affects how they communicate, their working environment, and working condition. Developing a positive attitude towards work is a result of completed assessment of the job satisfaction features. Workers with positive attitude at work have proved to possess increased satisfaction levels while those lacking good attitude have reduced satisfaction level (Lambert et al., 2007). In return employees would develop a positive mind state from their work encounters.

Non-pleasurable emotional condition results from an individual's job appraisal due to the delayed accomplishment of their values (Lim et al., 2017). Most employers are not hesitant in knowing the satisfaction levels

of their employees. Job satisfaction is connected to reduced absenteeism, job performance, positive job commitment, employee motivation, and positive values. Employers and managers need to be worried about the satisfaction levels of their employees, especially those controlling and organizing unsatisfied workers. destructive or constructive and passive or active dimensions are known to identify and evaluate the level of satisfaction. The dimensions can also be identified through four main responses, which are neglect, exit, loyalty, and voice. Destructive actions refer to neglect and exit, while constructive actions are loyalty and voice (Eliyana & Ma'arif, 2019). Additionally, constructive behaviors cause employees to urge to improve their performance and situation. Exit response is linked to employee turnover and resigning behaviors. Neglect response, on the other hand, is identified using unresponsive actions that only worsen their situation like reduced productivity, absenteeism, and reduced commitment. Withdrawal behavior can be related to determining an individual's withdrawal actions whereby they avoid job situations; hence causing organizational exit by an employee.

Abraham Maslow's needs hierarchy approach is one of the most prominent motivation theories. The approach has a significant impact on the five-need level hierarchy required by every person in their life ranging from the lower to higher needs (Trivedi & Mehta, 2019). They include self-actualization, esteem, belongings, security, and physical needs. Physical needs entail common human wants like disease-free, water, peace, air, health, exercise, and food. Achieving the first level of need determines the success of the second need. It contains stability, shelter, and safety within an employee's working surroundings. Thus, employees would demand and obtain job security when they get equal and proper treatment at their respective workplaces (Gaertner, 2019). The third need level comprises the want for belonging and being loved by fellow employees. Enhanced understanding and relationship influences employee adaptation to their working environment and commitment to their job. The fourth and fifth need levels can be easily accomplished upon obtaining the three needs.

2.2. Organizational Commitment

A Organizational commitment by an employee is a common work attitude developed by workers. Employees' attitude impacts their commitment to their organization and job since it portrays the employer-employee relationship. Therefore, an employee's attitude towards the company can only be enhanced through the willingness of the manager to accept organizational objectives and goals. Their support to obtain further strength improves organizational commitment. In addition, employees would be more committed and satisfied with their role within the organization since they

will be able to learn and grow at individual levels. The previous study indicates that there is a significant relationship linking positive organizational commitment and job satisfaction (Dalkrani & Dimitriadis, 2018). The study also argues that job satisfaction is affected by an organization's expectations. The highest organizational commitment level would offer precise solutions and ideas for the HR (Human Resource) department based on positive and good commitment as well as improved work performance level and satisfaction that would be enhanced. Organizational commitment is majorly meant to minimize exit behaviors that reduce turnover and delay (Gholamreza et al., 2011).

Commitment employee is always ready to engage in extra-role operations that are either innovative or creative. this in return insures competitiveness within the market. The psychological and emotional connection developed by individuals within their respective institutions strengthens the employee-employer relationship as well as contributes to attaining institutional goals and objectives. Three major organizational commitment components are helpful in our study. They include normative, continuance, and affective commitment. Affective commitment is viewed in reference to its impact on the organization. Continuance commitment refers to acknowledging the results of exiting an organization. Normative commitments are the ethical responsibility of an employee to stay loyal to their organization. The three components identify the significance of job satisfaction on normative, affective, and continuance commitment to an organization.

The first component of organizational commitment is affective commitment, which is represented by a person's sense of attachment to the business (Chordiya et al., 2017). Characteristics, organizational structures, experiences, bonuses, compensation, supervision, job, and competence can all be used to identify a person's sense of belonging and attachment to the organization. Employee identification and involvement in the company are referred to as effective commitment. A devoted individual will have an impact on the organization, and they work there because they want to and are willing to do so (Meyer & Allen, 2017). The person who committed on an emotional level will remain with the organization because they believe and demonstrate that their employment relationship is compatible with the objectives and values of the organization.

The second element of organizational commitment is continuity commitment, which is described as the expression of the recognition of costs associated with leaving the organization and should be tied to everything that increases expenses. The costs of any direct or indirect investments in the business were operationalized primarily by factors like age and educational level. Therefore, the highest correlation between continuing commitment and the

aforementioned demographic characteristics is anticipated. employees' major connection to the firm is based on continuous commitment remain because they must due to the cost of quitting (Al-Jabari & Ghazzawi, 2019). They have also stated that employees are aware of the costs connected with leaving the organization. A person will get committed to a firm due to the favorable results of their efforts, even if they are unaware of the organization's objectives and core beliefs.

The expenses of quitting the organization are used to gauge the intensity of a continuing commitment (Cohen, 2017). Sustaining larger investments and a weaker employment situation will require the person to be able to continue their actions and responsibilities, which will result in these people being devoted to their work since they depend on them. This demonstrates the employee's commitment to the company, as evidenced by their continued employment due to benefits such as bonuses, pension plans, seniority, and industry-specific knowledge. The business must place more emphasis on employee morale to raise employee happiness and improve job performance in order to keep and retain those who have a continuous commitment. This differs greatly from affective commitment, in which a person stays with a firm because they want to and for other reasons, such as the company's goals.

This is the final element of organizational commitment, also referred to as normative commitment. Normative commitment is the duty sense to continue working for the same organization. Normative commitment is when a person feels obligated to keep working (Yousef, 2017). When a member of an organization internally accepts the job's and obligation's normative nature, they can continue to be a member. In normative dimension's terms, the person who stays in the organization because they believe it is the right thing to do is seen from a normative perspective. An individual's work performance, sense of duty, and devotion to the company are known.

3. Study Design

The literature content approach is a reporting guideline for methodical assessments. It offers a consistent approach for conducting and reporting these types of studies, which can help to improve the quality and transparency (Woo & Kang, 2020). This methodology should be a research design that comprises a detailed and transparent methodology for conducting a methodical assessment and meta-analysis. Numerous prior researchers developed and conducted the qualitative content approach.

This method provided a set of 27 items and a 4-phase flow diagram that must be in a systematic review or meta-

analysis. Items for the title, abstract, introduction, methodology, findings, discussion, and conclusions of an examination are comprised on the checklist. The flow diagram should be used to report the review's progress, from identifying studies to including studies in the meta-analysis (Nguyen et al., 2022).

The literature analysis is also easy to use and has been endorsed by major journals and research organizations. Orderly assessments and meta-analyses are vital for summarizing the indication on a particular topic (Kang, 2022). They help researchers to recognize breaches in the study and to see where future research might be directed. It provides a clear and transparent way of reporting these studies, which makes them easier to read and compare. This approach is also easy to use. The guideline comprises a specification of objects that must be conveyed and a flow diagram to show the review's progress. There is also a template for the final report, which can be downloaded from the PRISMA website. Major journals and research organizations, including the Cochrane Collaboration, the Campbell Collaboration, and the Joanna Briggs Institute, have endorsed PRISMA.

There is a reason why a researcher should use the PRISMA statement. It increases the transparency of the review process, which is essential for ensuring the quality of the review. Second, it makes it easier for readers to understand and assess the review (Kim, 2020). It also allows readers to replicate the review if they so wish. Finally, comparing different reviews and assessing the overall evidence on a given topic makes it more accessible.
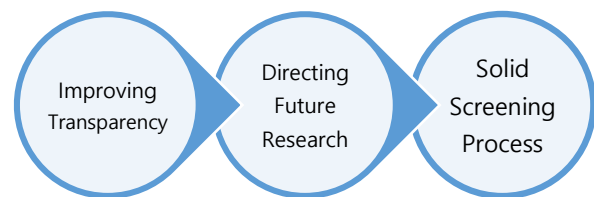

Figure 1: Literature Content Approach

4. Research Finding of the Study

The more satisfied workers are with their work, the more they are content with the organization's reward policies. The level of organizational development is also dependent on the satisfaction of employees. Organizational commitment is described as the worker's emotional commitment toward an organization. Higher levels of commitment increase workplace productivity, team morale, and the organization's

ability to reach its objectives. Factors affecting commitment include; the extent to which they adopt the company's values and objections,   zealously working willing\eagerly for the organization, and having a strong desire for membership.

The workers' commitment to social enterprise improves satisfaction, and signs of workplace satisfaction are; consistent work performance, constructive relationships, and healthy work cultures. Job satisfaction depends on factors such as the job itself. Workers are satisfied when given duties that meet their abilities], personal interests and experiences, pay [the material profit, and to the degree it is considered fair compared to other people in the company affects job satisfaction tremendously], promotional opportunity. Workers need an organization to provide opportunities for promotion since learning the job requirements and gaining experience may make the job boring, making their responsibilities insufficient; therefore, workers need jobs with higher values and responsibilities. ,company policy, among other factors. Workers' organization commitment towards social enterprise for improving workers' job satisfaction factors will include affective commitment, continuous commitment, normative commitment, and the commitment profile of the organization.

4.1. Continuous Commitment

Continuous commitment is the workers' willingness to continue with the company as an obligation by considering the entire expanse the negatives of leaving their job (Bennett & O'Conner-Von, 2022). The situation can be handled as a commitment but one that occurs as a result of investment by workers in the organization. Employees who feel the continued commitment to the organization feel that resigning will give them fewer alternatives for job opportunities, and some even stay because they need other options (Kang & Lee, 2021).

Moreover, employees in this category have compelling reasons, such as health, family issues, and being close to retirement rather than their love for the job and organization. Often, they conclude to stay with the organization because their benefits and future opportunities depend on their current employment (Richard & Kang, 2018; Lambert et al., 2007). The ratio of resignation and absenteeism is low in scenarios where job satisfaction is higher; moreover, if workers believe that suitable job opportunities are few, their commitment to their existing job and organization is higher. The investment made to an organization and fewer job opportunities are determinants of continuance commitment.

4.2. Affective Commitment

Affective commitment is the workers' emotional interest in the organization, the demand to join and identify with it,

being happy as a member, and being strongly attached to the company. It is the will of people who work in the firm to stay in the organization (Meyer et al., 1993). The worker identifies himself with the organization and has open conduct to all the organization's demands. (Alnıaçık et al., 2012). People with high affective commitment tend to stay in the organization because they want to do so and are eager to work diligently for the organization's good. Thus, this is the kind of commitment organizations long for and the kind that is desirable for the workers. Job experiences and personality traits have a direct impact on affective commitment (Matzler & Renzl, 2007)

Affective commitment expresses the desire to stay in the organization and be attached to the organization emotionally (Priyadarshi, 2011). The worker's ability to identify with the organization reflects their emotional commitment to it (Yew, 2008). Affective commitment includes the workers' willingness to adopt organizational values and objectives and show extraordinary exertion for the organization's good; these employees are the workers every employer dreams of; they are loyal workers who dedicate themselves to their organizations. Employees in this scenario often have high job satisfaction and dedication to the company with the following signs; Willingness to achieve organizational goals, desire to contribute to company progress, Motivation to perform effectively, and Participation in team meetings and discussions (Zhang, 2022).

4.3. Normative Commitment

Affective Normative commitment stems from staying in an organization as a moral obligation. Workers prefer to stay in a company because of their views of loyalty, duty, and liability (Meyer & Parfyonova, 2010). This type of commitment can make individuals feel indebted to their employees, which motivates them to stay because of the organization's investment in their development.

By leaning on the ideologies that lead to the formation of personal values or liability, workers with high normative commitment continue to be a part of their organizations because they think of it as a duty to work in the organization. Moreover, they think staying in the organization or being committed to it is the right thing to do. Being related to the individual's fidelity norms, normative commitment is influenced by the worker's social and cultural factors.

Fellow workers' organizational commitment, participating governance, family life, and socialization process can be the primal factors affecting normative commitment (Pack et al., 2007). The degrees of a worker's affective, continuance, and normative commitment can differ; while some workers feel a strong need and obligation to stay in the organization, they might not desire to do so and vice versa (Sinha & Israel, 2018). Employees stay at a job

because; Leaving would affect company operations; the company has trained them and supported their professional growth. The organization rewards their efforts adequately and treats them respectfully (Pandey & Khare, 2012)..

4.4. Commitment Profile

The commitment profile refers to the interaction between affective, continuance, and normative commitment. An individual might work at a prestigious university as a professor who gives a good salary and makes them feel important (Becker & Billings, 1993). In this scenario, the worker will have affective commitment because they do not want to stay; moreover, continuance commitment because you do not want to lose the pay and prestige associated with the work. Further, given the nature of the work, employees are obligated to stay to help reach the university's vision and mission (Dello Russo et al., 2012).

These factors' interaction significantly affects retention, member well-being, and work performance. Low affective, continuance and normative commitment increase the likelihood that a worker will leave an organization. In contrast, high affective, continuance, and normative commitment levels are related to high retention rates.

According to the three-dimensioned organizational commitment model Meyer and Allen (2017) developed, workers experience the three commitment types on different levels. In previous research, it was determined that the three elements of commitment are different and distinguishable variables (Dello Russo et al. 2012). That commitment differs from job satisfaction, job commitment, and professional commitment. Workers with high affective commitment stay in the organization because they want to; workers with strong continuance commitment stay in the organization because they need to; workers with strong normative commitment stay in the organization because they feel as if they have to. Because it developed because the worker thinks of showing commitment to the organization as a duty and thinks being committed to one's organization is "right," it represents a different dimension from the other two types of commitment; For instance, job experiences and personal characteristics directly impact affective commitment. Continuance commitment is affected by expenses related to quitting the job and the absence of other job opportunities, and normative commitment is influenced by an individual's social and cultural characteristics (Yoon & Thye, 2002).

Table 1: Results of the Research Findings

Key Findings	Supporting Clues

1. Continuous Commitment	Richrad & Kang, 2019; Bennett & O'Conner-Von, 2022; Kang & Lee, 2021; Lambert et al., 2007
2. Affective Commitment	Meyer et al., 1993; Alnıaçık et al., 2012; Matzler & Renzl, 2007; Priyadarshi, 2011; Yew, 2008; Zhang, 2022
3. Normative Commitment	Meyer & Parfyonova, 2010; Pack et al., 2007; Sinha & Israel, 2018; Pandey & Khare, 2012
4. Commitment Profile	Becker & Billings, 1993; Dello Russo et al., 2012; Meyer and Allen, 2017; Dello Russo et al. 2012; Yoon & Thye, 2002

5. Discussions

This research aims at determining institutional commitment impact and how it influences job satisfaction. It aims at bridging the gap in research on the study topic. Its major focus is on work content and institutional commitment as the main variables and how they impact companies and employees. The study findings will help in providing vital information and data to various organizations or top management on the impact of employee satisfaction. In addition, it will help organizations develop practices and strategies that enhance satisfaction and commitment.

The study would also aid in enhancing employee knowledge and understanding of work satisfaction, as well as the essence of institutional commitment. Most employees lack adequate knowledge of the implications of job satisfaction not forgetting their personal needs as indicated in the individual need model. On the other hand, the study intends to enlighten employers on the significance of employee satisfaction and its impact on the commitment to the organizations or companies. Failure to provide employees with the requirements that attribute to their motivation and satisfaction with their work would only result in an increased rate of employee exit from the company and losing more workers. Furthermore, the study would help practitioners or workers within a given company to pledge their loyalty to the provision of their needs that are linked to satisfaction and positive commitment. The theories applied in the study also helps employees explore their potentials through improving their satisfaction and avoiding destructive habits or behaviors that would impact on their lives of affect the organization. Employee motivation and satisfaction could vary from one aspect to the other

depending on the company's goals and objectives. For instance, the organization may resolve to apply promotion as one of the ways of motivation and improving employee satisfaction with their job description.

Because of the short duration of this study, the research is limited to the workers at the UCSI University Terengganu campus and excludes the other campuses in Kuala Lumpur and Sarawak. The outcomes might differ from those of instructors at other universities and those in related fields. The social desirability issue may arise for the other researcher who uses a questionnaire as their primary data collection tool (Eslami & Gharakhani, 2012). Some employees have the propensity to answer in an untruthful manner and under the influence of others; therefore, the response might not be truthful. Several employees were unable to complete the questionnaire because of their hectic work schedules.

All organizations must have employee dedication to develop and improve. According to the data, there is a significant association linking work happiness and institutional commitment. As a result, most organizations should increase employee commitment and job satisfaction. Organizations should make a concerted effort to raise employee job satisfaction, considering aspects including benefit plans, incentives, working conditions, work itself, and promotions (Dirani & Kuchinke, 2011). In this manner, a person's mood and attitude toward their job can be improved. Therefore, institutions must enhance motivation through promotions and creation of opportunities that increase work happiness. Additionally, the organization could explore work rotation mechanisms since it enables employees to conduct their duties while utilizing various skills and demonstrate their talents and abilities. This strategy will raise the employee's interest in their work (Eliyana & Ma'arif, 2019). Employees that execute their jobs successfully should be recognized through a reward system; this will make them feel good about their work and the organization. Rewards include increased pay, bonuses, and better working conditions. The top management should be more accommodating, amiable, and pleasant because this would inspire employees to be more dedicated to and satisfied with their work.

Additionally, they ought to organize a team-building activity in which all employees can take part since this would improve communication, camaraderie, and job happiness (Fu & Deshpande, 2014). This approach can help them establish positive relationships with one another, show appreciation for one another, and inspire one another to work harder and more devotedly. The top management needs to pay close attention to and concentrate on job satisfaction quality within the workers doing so would raise employee satisfaction and improve performance.

6. Conclusions

The findings of this study indicate a moderately positive association between employee commitment and work satisfaction. This indicates that an employee's commitment to his or her existing position has an impact on their degree of job satisfaction within the business and is crucial for the expansion of the latter. This study also demonstrates that some employees stay on the job out of necessity rather than satisfaction, which is required for continued employment. This study also reveals that there appears to be a different level of relationship between job satisfaction and the three main independent variables, affective commitment, continuance commitment, and normative commitment. For instance, the relationship between affective commitment and job satisfaction is high, while that between continuance commitment and normative commitment is low.

The study's findings also indicate that certain employees strongly identify with the company. In this study, both the gender and age categories of respondents' job satisfaction were slightly impacted by these factors. Similar results were produced across all demographics. According to the study's findings, there is relatively little relationship between personal factors and job happiness. Therefore, the senior management can use the results and suggestions mentioned above to enhance and raise the level of employee dedication and satisfaction. The organization's top management should understand the value of job satisfaction and employee dedication because these factors are key factors in the growth and sustainability of the company in its industry.

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