

# A Comprehensive Structured Review of Organizational Commitment and Job Satisfaction

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## ABSTRACT

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This paper presents a comprehensive, structured review of the existing literature on organizational commitment and job satisfaction, two critical constructs in organizational behavior and human resource management. The study employs a systematic literature review (SLR) methodology to synthesize and analyze the body of knowledge on these topics. Data were extracted from three prominent databases—Scopus, EconBiz, and ERIC—using a rigorous search protocol that included criteria such as language (English), publication type (peer-reviewed journal articles), timeline (2000–2023), and subject area (business, management, psychology, and education). The review identifies key themes, theoretical frameworks, and empirical findings that elucidate the relationship between organizational commitment and job satisfaction, as well as their antecedents and outcomes. The findings reveal that organizational commitment and job satisfaction are interrelated constructs that significantly influence employee performance, retention, and organizational success. The study also highlights gaps in the literature, such as the need for more cross-cultural studies and longitudinal research to understand the dynamic nature of these constructions. By providing a structured overview of the field, this paper contributes to academic discourse and offers practical insights for managers and policymakers aiming to enhance employee engagement and organizational effectiveness.

## 1. Introduction

Organizational commitment and job satisfaction are pivotal constructs in organizational behaviour, significantly influencing employee performance, retention, and overall organizational effectiveness. These constructs are crucial for understanding how employees' attitudes towards their jobs and organizations impact their work behaviour and organizational outcomes [1-4]. The relationship between organizational commitment and job satisfaction has been extensively studied, with findings consistently indicating a positive correlation between the two [5,6]. This relationship is particularly relevant in today's competitive and dynamic work environments, where organizations strive to enhance employee engagement and reduce turnover [1,7]. Understanding the factors that

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contribute to organizational commitment and job satisfaction can help organizations develop strategies to improve employee morale and productivity [3].

Current research highlights several key findings in the study of organizational commitment and job satisfaction. Studies have shown that job satisfaction significantly influences organizational commitment, with factors such as promotions, personal relationships, and favourable work conditions playing a crucial role [3], [8]. Additionally, affective commitment, which is based on positive work experiences, is a strong predictor of job satisfaction [1], [9]. Cross-national studies have also revealed variations in organizational commitment levels, with cultural and contextual factors influencing these differences [1]. Despite the extensive research, there are still gaps in understanding the nuanced interactions between different types of commitment (affective, normative, and continuance) and job satisfaction across various sectors and demographic groups [6]. Moreover, the impact of organizational commitment and job satisfaction on employee performance and turnover remains a topic of ongoing investigation [1], [7].

## **2. Literature Review**

The literature on organizational commitment and job satisfaction comprehensively explains how these factors influence workplace outcomes. Meyer and Allen introduced the three-component model, distinguishing between effective, continuance, and normative commitment, highlighting their impact on job satisfaction and turnover intention [10]. Mathieu and Zajac (1990) conducted a meta-analysis of 200 studies, finding strong links between organizational commitment and job satisfaction, job performance, and turnover intentions, emphasizing the need for industry-specific studies [11]. Porter et al. (1974) examined the commitment-satisfaction-turnover relationship in psychiatric technicians, identifying commitment as a stronger predictor of turnover than job satisfaction. Mowday, Steers, and Porter (1979) developed the Organizational Commitment Questionnaire (OCQ), establishing it as a valid tool for measuring commitment and its connection with job satisfaction and retention [7]. Riketta (2002) further validated the link between organizational commitment and job performance through meta-analysis, stressing the importance of contextual factors in understanding these relationships [12].

While these foundational studies have significantly contributed to the field, gaps remain in the applicability of findings across diverse industries and cultural contexts. The refinement of the OCQ in contemporary settings and further exploration of contextual variations in job satisfaction and commitment are necessary for a more holistic understanding. Longitudinal studies and cross-cultural examinations would enhance the generalizability of these findings [11]. Additionally, research focusing on the evolving nature of work, including remote and hybrid environments, would provide a modern perspective on the dynamics between organizational commitment and job satisfaction. These advancements would strengthen theoretical models and improve practical applications for organizations seeking to enhance employee retention and performance [13].

The relationship between organizational commitment and job satisfaction has been extensively studied, revealing a significant positive correlation between the two constructs. Job satisfaction, which encompasses promotions, personal relationships, and favorable working conditions, has been shown to influence organizational commitment positively [8]. This relationship is further supported by studies indicating that job satisfaction is a critical antecedent of affective organizational commitment, which is crucial for employee performance and retention [1]. Additionally, research has demonstrated that organizational commitment can predict a substantial portion of job satisfaction changes, highlighting the interdependent nature of these constructs [2]. In various sectors, including the sports industry, a positive and moderate relationship between affective and continuance

commitment and job satisfaction has been observed, with socio-demographic factors influencing these relationships [5].

Moreover, the impact of job satisfaction and organizational commitment extends to employee performance and turnover intentions. Studies have found that both constructs significantly influence employee performance, with organizational commitment and job satisfaction together accounting for a large percentage of performance variability [3]. In terms of turnover intentions, organizational commitment tends to have a stronger relationship than job satisfaction, particularly in certain professional contexts [4]. However, job satisfaction is more closely associated with task-related outcomes, such as performance ratings, while organizational commitment is linked to organization-related outcomes like turnover intentions [4]. These findings underscore the importance of fostering both job satisfaction and organizational commitment to enhance employee performance and reduce turnover, thereby benefiting organizational effectiveness and stability [3].

### **3. Materials and Methods**

#### **3.1 Identification**

This study used essential steps from the systematic review approach to collect a large volume of relevant literature. The approach began with keyword selection, then looked for related terms in dictionaries, thesauruses, encyclopedias, and past research. All relevant phrases were selected, and search strings were developed for the Scopus, Eric, and EconBiz databases (see Table 1). During the first part of the systematic review, 1030 papers relevant to the study were found in three databases. The identification phase is the first crucial step in the Systematic Literature Review (SLR) process, where relevant scholarly articles are gathered from multiple databases to ensure comprehensive coverage of the topic under investigation. In this case, research on organizational commitment and job satisfaction was identified from Scopus, EconBiz, and ERIC databases. Scopus yielded 736 records, highlighting the extensive academic interest in these topics across disciplines such as business, management, psychology, and social sciences. The 373 records from EconBiz suggest a strong focus on the economic and financial aspects of organizational commitment and job satisfaction, including studies on the impact of financial incentives, economic fluctuations, and labour market conditions. Meanwhile, the 16 records from ERIC indicate that fewer studies have explored these factors within educational settings. However, they still provide valuable insights into employee commitment and satisfaction among teachers and academic staff.

The variation in the number of records across these databases reflects the interdisciplinary nature of organizational commitment and job satisfaction research. While Scopus provides the highest number of articles, reflecting its broad disciplinary coverage, EconBiz contributes valuable economic perspectives, and ERIC offers specialized insights into education-related employee commitment. This step in the SLR process ensures a rigorous and well-rounded literature review, enabling researchers to capture diverse perspectives. However, the next phases, including screening for duplicates, assessing relevance, and extracting key findings, are essential to refine the dataset further. This structured approach ensures that the most relevant and high-quality research is synthesized, contributing to a more comprehensive understanding of the dynamics between organizational commitment and job satisfaction.

**Table 1**  
The Search String

SCOPUS	TITLE ((“Organization Commitment” OR “Organizational Commitment”) AND “Job satisfaction”) AND ( LIMIT-TO ( SUBJAREA , “BUSI” ) OR LIMIT-TO ( SUBJAREA , “SOCI” ) OR LIMIT-TO ( SUBJAREA , “ECON” ) OR LIMIT-TO ( SUBJAREA , “ENVI” ) OR LIMIT-TO ( SUBJAREA , “MULT” ) ) AND ( LIMIT-TO ( DOCTYPE , “ar” ) ) AND ( LIMIT-TO ( PUBSTAGE , “final” ) ) AND ( LIMIT-TO ( SRCTYPE , “j” ) ) AND ( LIMIT-TO ( LANGUAGE , “English” ) ) AND ( LIMIT-TO ( PUBYEAR , 2023 ) OR LIMIT-TO ( PUBYEAR , 2024 ) OR LIMIT-TO ( PUBYEAR , 2025 ) ) <b>Date of Access: February 2025</b>
ERIC	(“Organization Commitment” OR “Organizational Commitment”) AND “Job satisfaction” HTTPS://WWW.ECONBIZ.DE/SEARCH/RESULTS?LOOKFOR=%28%28%E2%80%9CORGANIZATION+COMMITMENT%22+OR+%22ORGANIZATIONAL+COMMITMENT%E2%80%9D%29+AND+%22JOB+SATISFACTION%22%29&TYPE=ALLFIELDS&DATERANGE%5B%5D=DATE&DATEFROM=2025&DATETO=2023 <b>Date of Access: June 2024</b>
ECONBIZ	(“Organization Commitment” OR “Organizational Commitment”) AND “Job satisfaction” HTTPS://ERIC.ED.GOV/?Q=(%E2%80%9CORGANIZATION+COMMITMENT%22+OR+%22ORGANIZATIONAL+COMMITMENT%E2%80%9D)+AND+%22JOB+SATISFACTION%22)&FF1=DTYSINCE_2024&FF2=PUBJOURNAL+ARTICLES <b>Date of Access: June 2024</b>

### 3.2 Screening

Potentially relevant research items are assessed during the screening process to ensure they are consistent with the predefined research questions. This phase frequently includes identifying study topics based on the Comprehensive Structured Review of Organizational Commitment and Job Satisfaction. This is where duplicate documents are eliminated. Initially, 76 publications were removed, leaving 17 papers for additional examinations using specified inclusion and exclusion criteria (see Table 2). The first criterion was literature, which is the primary source of practical suggestions, encompassing reviews, meta-syntheses, meta-analyses, books, book series, chapters, and conference proceedings not covered by the most recent study. The review focused on English-language literature published between 2022 and 2024. Overall, eight publications were rejected owing to duplicate content.

The screening step of the Systematic Literature Review (SLR) process is critical for fine-tuning the dataset by implementing particular inclusion and exclusion criteria. Various criteria were employed in this study on organizational commitment and work satisfaction to ensure that only the most relevant and high-quality studies were included. Non-English records released before 2023, conference papers, review articles, in-press publications, and records outside the fields of Business, Management, Accounting, Social Sciences, Economics, Econometrics, and Finance and Environmental Science were all removed from the screening.

Following these exclusions, only 93 articles met the eligibility criteria for full-text review. Among these, 17 studies were ultimately included for qualitative analysis, meaning they provided in-depth insights into organizational commitment and job satisfaction. Additionally, no duplicate papers were found after careful examination, confirming the uniqueness of all included studies. This screening step ensures the final literature selection is rigorous, relevant, and aligned with the research objectives, forming a strong foundation for further analysis and synthesis.

**Table 2**

The selection criterion is searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2023 – 2024	< 2023
Literature type	Journal (Article), Book	Conference, Review
Publication Stage	Final	In Press
Subject	Business, Management and Accounting, Social Sciences, Economics, Econometrics and Finance, Environmental Science	Besides Business, Management and Accounting, Social Sciences, Economics, Econometrics and Finance, Environmental Science

### 3.3 Eligibility

In the eligibility phase of the research review process, 93 articles were initially selected for evaluation. These articles' titles and key texts were scrutinized during this stage to ensure they met the inclusion criteria and aligned with the study's objectives. Consequently, 76 articles were excluded due to irrelevance to the field, non-pertinent titles, abstracts that did not align with the study's purpose, or lack of access to full texts based on empirical data. This left 17 articles for further evaluation.

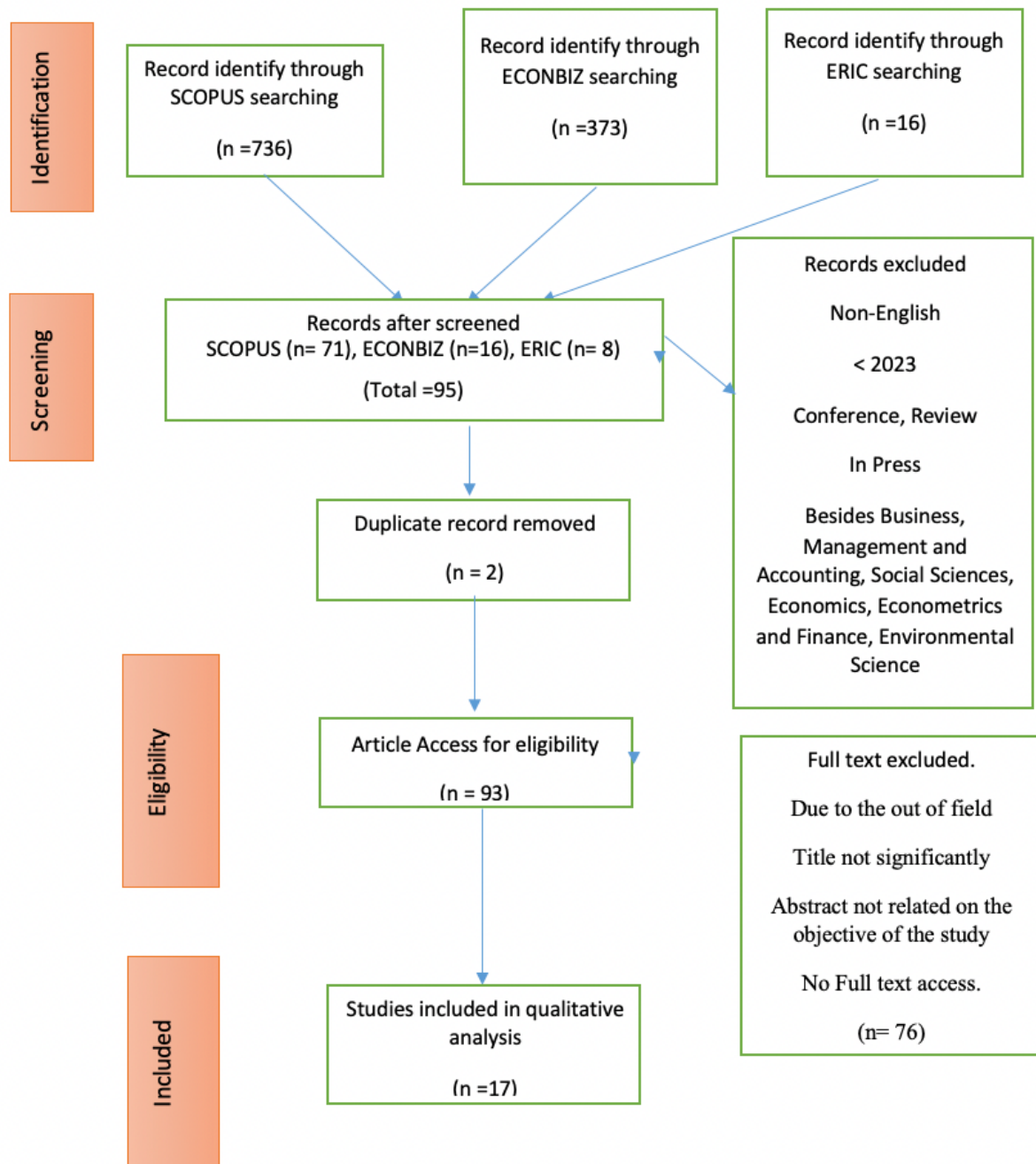
The eligibility phase in the Systematic Literature Review (SLR) process is critical in refining the dataset by ensuring that only the most relevant and accessible studies are included for further analysis. During this phase, 76 full-text articles were excluded for several reasons: they were outside the relevant research field, had titles that were not significantly related to the topic, contained abstracts that did not align with the study objectives, or were inaccessible due to paywalls or restricted access. These exclusion criteria are essential to maintain the review's integrity, ensuring that only studies relevant to organizational commitment and job satisfaction are considered. Despite the high number of exclusions, this process enhances the quality of the review by focusing on literature that directly contributes to understanding the research question.

Of the original dataset, 93 articles were assessed for eligibility, meaning they passed the initial screening and were available for further evaluation. These studies were thoroughly examined to determine their alignment with the research objectives and whether they provided substantial empirical or theoretical contributions. This rigorous selection process ensures that only the most credible, accessible, and relevant research forms the basis of the qualitative analysis. By narrowing the focus to high-quality studies, the SLR ensures robust and meaningful insights, ultimately contributing to a comprehensive and evidence-based understanding of organizational commitment and job satisfaction.

### 3.4 Data Abstraction and Analysis

An integrative analysis was used as one of the assessment strategies in this study to examine and synthesize a variety of research designs (quantitative methods). The goal of the competent study was to identify relevant topics and subtopics. The data collection stage was the first step in developing the theme. Figure 2 shows how the authors meticulously analyzed a compilation of 17 publications for assertions or material relevant to the topics of the current study. The authors then evaluated significant studies on organizational commitment and job satisfaction. The methodology used in all studies, as well as the research results, are being investigated. Next, the author collaborated with other co-authors to develop themes based on the evidence in this study's context.

A log was kept throughout the data analysis process to record any analyses, viewpoints, riddles, or other thoughts relevant to the data interpretation. Finally, the authors compared the results to see if there were any inconsistencies in the theme design process. It is worth noting that if there are any disagreements between the concepts, the authors discuss them.



**Fig. 2.** Flow diagram of the proposed searching study [1]

To ensure the validity and reliability of theme development, the primary author collaborated closely with co-authors, engaging in continuous discussions and cross-checks. A reflective log was maintained to document critical decisions, analytical insights, emerging interpretations, and any conceptual discrepancies encountered during the analysis. These logs served as an audit trail, contributing to the transparency and trustworthiness of the review. Where inconsistencies in theme identification arose, they were resolved through team deliberation, and where necessary, refined

based on expert feedback. Two external reviewers—experts in organizational behavior and human resource development—were also consulted to validate the final themes, ensuring domain relevance and conceptual clarity. This rigorous process led to the emergence of three core themes that encapsulate the current discourse on organizational commitment and job satisfaction.

## 4. Results

### 4.1 Result and Finding

#### **Theme 1: Interconnection Between Organizational Commitment and Job Satisfaction**

The systematic review identifies a strong interrelation between organizational commitment and job satisfaction, emphasizing that the two constructs are mutually reinforcing. Numerous studies reviewed in the paper confirm that higher job satisfaction often leads to stronger organizational commitment, particularly affective commitment, which stems from positive emotional attachment to the organization. Factors such as fair promotion opportunities, healthy interpersonal relationships, and conducive working environments significantly contribute to job satisfaction, which, in turn, enhances commitment levels. This connection underscores the importance of job-related experiences in shaping employees' attitudes toward their organizations. Moreover, the paper highlights that different forms of organizational commitment affective, continuance, and normative interact differently with job satisfaction. Affective commitment, being rooted in emotional bonds, shows the strongest correlation with job satisfaction, while continuance commitment, based on cost-benefit analysis, may not necessarily reflect a satisfied workforce. The research also finds that job satisfaction is more closely linked to task-specific outcomes like performance quality, whereas organizational commitment more directly influences broader organizational behaviors such as turnover intentions. These nuanced interactions provide a comprehensive understanding of how employee attitudes affect individual and organizational outcomes. The findings suggest that to foster both job satisfaction and commitment, organizations must address employees' psychological and emotional needs, not just structural or financial ones. This means implementing human-centered policies, offering recognition, maintaining transparent communication, and creating growth opportunities. As employee engagement becomes a critical success factor in competitive environments, understanding and leveraging the interplay between satisfaction and commitment is essential for sustainable workforce management.

#### **Theme 2: Methodological Trends and Theoretical Frameworks in Existing Research**

*The review uncovers significant methodological trends and theoretical underpinnings guiding research on organizational commitment and job satisfaction. Among the dominant models are Meyer and Allen's Three-Component Model (TCM), which categorizes commitment into affective, continuance, and normative dimensions, and the Organizational Commitment Questionnaire (OCQ) developed by Mowday et al., which remains a widely used measurement tool. Additionally, meta-analyses and empirical studies have consistently validated the relationship between these constructs and various performance indicators. However, the paper notes the prevalence of quantitative studies and emphasizes the need for qualitative and mixed-method approaches to capture deeper insights. One of the key issues raised in the SLR is the need for industry-specific and culturally sensitive applications of these models. While foundational theories have robust support, their applicability may vary across sectors and geographies. For instance, commitment and satisfaction dynamics in public institutions or educational settings may differ from those in the corporate sector. Likewise, cultural values—such as collectivism versus individualism significantly affect how employees interpret job satisfaction and organizational loyalty. These considerations highlight a gap in current research that*

needs to be addressed through diversified sampling and cross-cultural studies. Furthermore, the review suggests that longitudinal research is lacking but critically important. Many existing studies provide only cross-sectional snapshots, which fail to capture the evolving nature of employee attitudes over time. In light of dynamic changes in work environments, including the rise of remote work, digital transformation, and shifting generational values, future research must adopt longitudinal designs to better understand how organizational commitment and job satisfaction develop, decline, or stabilize across different phases of an employee's career.

### **Theme 3: Strategic Implications for Enhancing Organizational Performance**

The final theme revolves around the practical implications of the relationship between organizational commitment and job satisfaction. The review found consistent evidence that both constructs significantly influence employee performance, retention, and overall organizational effectiveness. Studies in the dataset reported that high levels of job satisfaction often correlate with increased affective commitment, which in turn reduces turnover intentions and enhances employee engagement. Moreover, employees who feel committed are more likely to demonstrate loyalty, initiative, and resilience qualities that are vital in dynamic or competitive work environments. From a strategic standpoint, organizations can leverage these findings to inform human resource policies and managerial practices. Effective approaches may include fostering a positive work culture, implementing fair performance evaluations, providing career advancement opportunities, and ensuring employees feel valued and heard. The review also underlined the importance of regular employee feedback mechanisms to monitor satisfaction levels and preempt issues that might erode commitment. Overall, this theme highlights that managing employee satisfaction and commitment is not just a human resources concern but a strategic imperative that directly contributes to organizational sustainability and success. Additionally, the review suggests that improving organizational commitment and job satisfaction has direct impacts on key performance metrics, such as employee productivity, retention rates, and organizational citizenship behaviors. For instance, satisfied and committed employees are more likely to go above and beyond their formal job descriptions, leading to a more adaptive and resilient organizational culture. Conversely, a lack of satisfaction or commitment can increase absenteeism, workplace conflict, and turnover, all of which have substantial cost implications for organizations. Lastly, the findings advocate for organizations to continuously assess and adapt their human resource practices. Implementing regular employee surveys, fostering open feedback channels, and responding proactively to dissatisfaction signals can significantly enhance organizational effectiveness. Given the rapid transformation of work environments, especially in the post-pandemic era, adaptive leadership and evidence-based HR practices rooted in the principles of organizational behavior will be critical in maintaining high levels of commitment and satisfaction among employees.

## **4. Discussion**

The systematic literature review reveals a consistently strong, positive correlation between organizational commitment and job satisfaction, highlighting their interdependent nature. Studies affirm that job satisfaction frequently serves as an antecedent to organizational commitment, particularly affective commitment. For instance, emphasize that positive work experiences, interpersonal relationships, and promotion opportunities are critical to cultivating satisfaction, which in turn deepens employees' emotional attachment to their organization [1]. Moreover, observed similar patterns across national contexts, reinforcing the robustness of this relationship [15]. Job satisfaction tends to influence short-term behavioral outcomes, while organizational commitment

often reflects a long-term emotional and cognitive attachment to the organization [4]. Therefore, managing both constructs synergistically is vital for promoting sustainable organizational success.

Several antecedents significantly shape organizational commitment and job satisfaction. These include leadership behavior, organizational culture, perceived workload, and financial rewards. For example, Yousef found that effective leadership behavior directly enhances both satisfaction and commitment among employees in non-Western settings [13]. Similarly, Harmen, Amanah, and Harahap highlighted that manageable workloads contribute positively to job satisfaction, thereby influencing commitment [14]. These constructs also yield vital organizational outcomes. Job satisfaction is strongly linked to improved task performance, while commitment has been shown to reduce turnover intentions [15]. Furthermore, empirical studies suggest that the combined effect of high satisfaction and strong commitment results in enhanced employee performance and greater organizational stability.

While the body of research on organizational commitment and job satisfaction is substantial, notable methodological and contextual gaps remain. Most prominently, there is a lack of longitudinal and cross-cultural studies that could better capture the dynamic and evolving nature of these constructs. For example, Mathieu and Zajac's meta-analysis already emphasized the need for more industry- and culture-specific studies to enhance generalizability [12]. Moreover, modern work trends—such as remote work, hybrid models, and increased reliance on ICT are rarely considered in older models. Gumasing and Ilo stress the importance of adapting theoretical frameworks to reflect the sustainable workplace paradigm, incorporating lifestyle behaviors and technological integration [3]. Additionally, Riketta argues for a more context-sensitive understanding of the commitment-performance link, which is often oversimplified in existing research [11]. These insights underscore the necessity for a more contemporary and diversified research agenda.

## **5. Conclusion**

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