THE IMPACT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEE SATISFACTION JORDANIAN UNIVERSITIES "YARMOUK UNIVERSITY"

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Abstract

Evidence of the role of human resources and their management in organizational achievements are increasing. This is especially true for universities, and as organizations need to interact with a wide range of forms and models of uncertainty and transformation by adapting to the current situation. This study sheds light on the impact of organizational commitment on the satisfaction of employees in Jordanian universities. Based on the data of 104 workers at Yarmouk University, the main result of this study indicates that organizational commitment has a direct positive impact on employee satisfaction. The same impact has also been recorded on organizational commitment and has significantly affect the satisfaction of employees in universities. Results emphasize the positive effects of this study by focusing on formulating the best areas to empower employees, and designing a better career model, all through the implementation of positive and effective human resources practices to achieve the desired results for employees. It is also possible to benefit from the model proposed in this study for future studies in order to obtain the results of workers in different aspects of the experience of academics working at Yarmouk University

Keywords: Employee Satisfaction, Organizational Commitment.

1. INTRODUCTION

Since the 1960s, organizational psychologists have been interested in organizational commitment. Then a set of theories were proposed by the most important specialist's organizational commitment. These theories included:

(1) The theory of "one-sided betting".

(2) The theory of "emotional dependence".

(3) Two-dimensional organizational commitment theory.

(4) Multidimensional Theory.

(5) The theory of "joint organizational commitment".

Job satisfaction is one of the most important indicators of measuring the feelings of employees and their acceptance of their job [1]. At the same time, employees assessed their suitability for their respective positions [2]. The term "job satisfaction" is used to describe how workers feel and behave toward their job [3]. In addition, the concept emerges as a practical consequence of the perception of hope that works to provide for physical and psychological need [4]. However, most studies have confirmed a vital relationship of organizational commitment with employee satisfaction [5]; [6]; [7]. These studies used organizational commitment to measure its impact on employee satisfaction. This research seeks to measure the components of

organizational commitment (positive, standard, continuous) on employee satisfaction at Yarmouk University in Jordan.

This study is based on the idea that employee satisfaction and organizational commitment are new concepts, although their virtual dimensions are old, and studies about them are limited and insufficient in the Arab region, especially in the field of universities [8].

The importance of this study is demonstrated by the limitation of similar research in its field and universities in a developing country such as Jordan, as evidenced by the available literature. Hence, this study will create a gap created by previous studies on and its impact organizational commitment on employee satisfaction working in Jordanian universities. In addition, the amount of empirical evidence available in the field will increase and fill part of the research gap, specifically in the academic university sector, and will help decision makers in the government to stand up to the challenges experienced by universities in Jordan, and devise appropriate ways to correct errors and areas of short comings in order to overcome them. In addition, this study will help workers analyze the data that will be collected by self-administered questionnaire. In addition, this study is used to support the study model.

Employee satisfaction refers to the worker's sense of disappointment or happiness towards the organization in which he works [9], and the worker satisfaction model is a cause-and-effect relationship model with indicators of employee satisfaction through worker expectations in the organization in question [10].

However, the development of consent took place in three stages, the first one is called Identifying Employee Requirements. During this stage, senior management is supposed to maintain a form of constant communication with employees to understand their feelings and needs towards their positions in the organization, the second is to build satisfaction [11].

Career is a worker's feedback. In this step, senior management uses special techniques and methods to follow up and find out the opinions of employees about the work of the organization to find out the extent to which their expectations are met [12]. The third and final step is the continuous and permanent measurement of employees' opinions, and this step is used in establishing a program to measure employee satisfaction as an alternative to knowing the level of improvement in the organization's performance during a certain time [13].

2. THESIS TERMINOLOGY

2.1 Organizational Commitment

Organizational commitment (OC) is "the relative strength of an individual's definition of and participation in an organization" [14], and Meyer and Allen [15] have proposed a three-dimensional model of organizational commitment. That model included: the three forms of organizational commitment: positive commitment, normative commitment, and continuous commitment. These dimensions constitute the prevailing psychological state of the Organization. Many researchers in their empirical studies have used the 1990 Mayer and Allen model to measure workers' commitment to their organization's goals [16]; [17]. In addition, the

dimensions of organizational commitment (positive, normative and continuous) can be used as an indicator to know whether the worker will continue or leave his work in the organization [18].

2.2 Positive Commitment

It is the first dimension in the model of Allen and Meyer, and which refers to the level of emotional attachment of the worker to the organization, and recognizes the extent of the individual's commitment to his membership in the organization and participates in its activities, and enjoys them. It also indicates the level of emotional attachment of the year to the organization [19]. Positive commitment is associated with a number of emotional states and is exemplified by a crescent of positive attitudes and personal values toward the organization [20]. In addition, it is strongly affected by: [21]

    (1) Clarity of the organization's goals and objectives.

    (2) Reward systems available in the system.

    (3) The level of support of senior management.

This dimension can be used to measure the level of productivity and organizational performance (Berberoglu, 2018), and can also be used to anticipate problems that may negatively affect the organization such as turnover and stress. Therefore, we can use positive commitment to measure employee satisfaction and an indicator of it [22].

2.3 Continuous Commitment

The commitment is normally empowered by positive rewards and incentives [23]. There are multiple researches and practical studies concluded that there is no clear evidence about the existence correlation between the worker retention and continuous commitment [24]. So, and deriving from the previous results, we will go to investigate the effect of the organizational commitment and workers satisfaction and this can be attained or achieved through how HRM can directs the organizational dimensions which in turn can lead to a positive result and attain the business or organization goals, and adequate level of workers' satisfaction. The process of employee's satisfaction either in the business or public institutions represents a strategic matter whatever the size, the nature of the business or even the location of the organization or the country or market served [25].

One of the key secrets behind this advanced level is the existence of well qualified, highly trained, and well-experienced professors which represents a sign for the beneficial operations and organization returns. Those professors were selected according to specific performance indicators and special KPLS. The organizational commitment can be judged as the dependability of the workers towards the employing institution. The committed workers are expected to work harder and as possible tries to do whatever he can to achieve the superior results and significant improvement in the performance [26]. It is very important for the developing nations such as Jordan to pay greater interest and allocate more attention to organizational commitment due to its direct impact on the satisfaction of the workers, and preventing the switching to another organization; decreased turnover rates. Jordanian

universities as one of the strategic organizations in the Jordanian economy are imposed to attain or acquire reasonable degree of organizational commitment as a direct mean for the satisfaction of the staff [27]. This study derives its core idea from the relative postmodern concepts of both the organizational commitment, and employee's satisfaction regardless on the deep roots of their dimensions or hypothesis, the studies and researches allocated to analyze and study them were very rare in the Arabic library especially in universities field. The importance of this study is derived from the set of limitations and constraints imposed on the similar researches in this field and universities in the developing nations in general and in the Jordanian economy as traced for the previous literature. So, this study will cover partly and substitute the huge shortage or gap in this area and support the experimental evidence in the academic institutions which in turn can support and assist the decision makers in these strategic institutions to play its role in the community as the basic source of guided research and applied mechanism to improve the performance of the institution public or businesses.

2.4 Employee Satisfaction

Employee satisfaction refers to the worker's sense of disappointment or happiness towards the organization in which he works [28], and the worker satisfaction model is a cause-and-effect relationship model with indicators of employee satisfaction through worker expectations in the organization in question [29]. In addition, worker satisfaction is the employee's general attitude about his work, or emotional reaction to the difference between the worker's expectations and what he gets, and in terms of meeting needs, goals, or desires [30].

However, the development of consent took place in three stages. The first one is called Identifying Employee Requirements. During this stage, senior management is supposed to maintain a form of constant communication with employees to understand their feelings and needs towards their positions in the organization. The second to build job satisfaction is the worker's notes. In this step, senior management uses special techniques and methods to follow up and find out the opinions of employees about the work of the organization to find out the extent to which their expectations are met. The third and final step is the continuous and permanent measurement of employees 'opinions and this step is used in establishing a program to measure employee satisfaction as an alternative to knowing the level of improvement in the organization's performance during a certain time [31].

3. STUDY METHODOLOGY

3.1 Introduction

The aim of this chapter is to display the key assumptions of this study and present the strategy and the employed practical techniques. In this part, the current traditions of the information system, the employed tool in the study, the validity and reliability tests and the description of the procedures of the study which include, the designing, coding or research instrument. Also, the data collection means the chapter will be closed with the statistical analysis used in the analysis of the data and the conclusion reached.

3.2 Study method

This study combines between the descriptive and quantitative approach through the deep analysis and studying the related literature in building the theoretical body and framework of the research and quantitative analysis of the primary data collected via various statistical techniques selected employed according to the nature of the data collected.

3.3 Data Collection

The researcher employed two types of data;

(1) Secondary data; which collected from various secondary sources such as the academic researches, books and the formal electronic sites to build the theoretical framework of the research and introduce the definitions of the variables studied.

(2) The primary data; which collected through a well-designed and accurately reviewed questionnaire allocated to collect the required primary data from the respondents and through the implementation of functional Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree).

3.4 Study Population And Sample

The population of this study is the employees in the Jordanian universities, whereas the sample consists of 384 workers work in "Yarmouk University". The sampling process depends on random sampling method and the distribution of questionnaire covered all the significant departments and functional areas in the university.

3.5 Statistical Methods Used

The researcher depended on SPSS program and focused mainly on four key techniques;

(3) Single linear regression

(4) Mean and STD (standard deviation)

(5) Cronbach's Alpha which is used to test the reliability of the questionnaire employed to collect the primary data

(6) To test the validity of the questionnaire, the researcher employed regression correlation coefficient.

4. DATA RESULTS ANALYSIS

4.1 Test of Reliability of the Questionnaire

As commonly implemented in such studies, the reliability of each scale was tested through the implementation of Cronbach's alpha to determine the internal consistency of the scale. The value of alpha Coefficient is a function of multiple variables, but in general, the reliabilities were less than 0.6 which is a sing for a poor reliability. Starting from 0.7 (accepted range and 0.8 is considered a good one.

Table 1: Cronbach's Alpha Coefficient for the Main Dimensions

The dimension	Cronbach's alpha	No. Of statements
Organizational Commitment	0.793	16
Employee Satisfaction	0.785	16
All the dimensions	0.885	36

In the previous table (Table 1), the key dimensions studied; organizational commitment and employees satisfaction reveals an acceptable to good range as they were 0.793 and 0.785 respectively and the value of all dimension was 0.885 which means a good value. This simply means that the results obtained will be approximately the same if the study repeated to the similar or same sample.

4.2 The Sample Description

Table 2: The Sample Description

Variables	Categories	Frequency	Percent
Gender	Male	231	60.2
	Female	153	39.8
Position	Dean	134	34.9
	Teacher assistant	139	36.2
	Professor	111	28.9
Age	Less than 30 years	125	32.6
	from 30 to 50 years	127	33.1
	More than 50 years	132	34.4
Total		**384**	**100.0**

As shown in the previous table (Table 2), the demographic analysis of the sample used indicates that 40% of the sample are female and 60% are male. 35% of the sample are deans, 36% teacher assistant, and only 29% are professors. The table also shows that one third or 33% of the sample are less than 30 years and between 30 years and 50 years represents also 33%. The remaining percentage (34%) are more than 50 years.

4.3 Analysis Of The Dimensions

The analysis of the statements listed in the questionnaire, the researcher developed on both the mean and the standard deviations and the results summarized in the following sections.

4.3.1 Descriptive Statistics for Organizational Commitment.

Table 3: Shows mean Std. deviation, the rank for (Organizational Commitment)

Statements	Mean	Std. Deviation	Degree
Even if I wanted to quit my department now, it would be very difficult for me to do so.	3.93	1.00	High
I do not feel obligated to remain with my current employer.	4.21	0.98	Very High
I would like to spend the rest of my career in this sector.	4.23	0.99	Very High
One of the few negative effects of leaving the sector is No alternative available.	4.01	0.99	High
I don't think its right to keep what's mine, even if it's to my advantage current organization.	3.98	0.99	High

I truly feel that the department's problems are mine.	3.99	0.97	High
Staying in my department is now as much a necessity as a wish.	4.06	0.97	High
You don't feel a lot of belonging to your department.	4.01	1.02	High
I feel there are too few opportunities to leave the department.	3.97	1.00	High
I don't feel "emotionally connected" with this department.	3.97	0.98	High
I feel guilty if I leave the company now.	4.05	0.97	High
I don't feel like "family" in my department.	3.91	1.03	High
This organization deserves my loyalty	3.96	1.03	High
I haven't put much of myself into this department before i could think work elsewhere.	3.90	1.02	High
I am not leaving the organization now because I feel obligated to the people in it.	3.98	1.01	High
This department is very important to me personally.	4.03	1.01	High
If I decide to leave, much of my life will be disrupted my department now	3.96	1.01	High
I owe my organization a great deal.	3.96	1.01	High
The first dimension: Organizational Commitment	**4.01**	**1.00**	**High**

According to the previous table the value of the mean of organizational commitment was 4.71 and the standard deviation was 1. This means that there is a general trend toward the approval of the organizational commitment and there is a high agreement towards the organizational commitment.

4.3.2 Descriptive Statistics for Employee Satisfaction.

Table 4: Shows mean Std. deviation, the rank for (Employee Satisfaction)

Statements	Mean	Std. Deviation	Degree
Enjoy the rest of your time career in this organization.	3.93	1.00	High
I want to discuss with my organization people outside of it.	3.98	0.99	High
I think this organization really does the problem is mine.	4.02	1.01	High
I feel like "part of the family" organization.	3.96	1.01	High
This organization has "emotional value" to me.	4.06	0.97	High
Feel a strong sense of belonging organization.	3.95	1.00	High
I'm afraid of what will happen if I stop My job without anyone else queuing.	3.99	0.95	High
It will be very difficult to throw this away. Sort it out now, even if I wanted to.	3.96	1.03	High
My life would fall apart if I made a choice that I would like to leave this organization immediately.	3.94	0.98	High
For now, I'm staying with this organization, It's both a matter of desire and a matter of need.	3.98	0.98	High
I feel like I need to consider some options leave this organization.	4.00	1.03	High
One of the few serious consequences of It will be difficult to leave this organization Alternatives available.	4.24	0.99	Very High
I think people are changing these days too often from company to company.	4.03	0.98	High
I believe that a person should always be Loyal to the organization.	4.01	1.01	High
One of the big reasons why you continue working in this organization is it leaving requires significant personal sacrifice	3.92	0.99	High

(another Organizations may not correspond to total utility here it is).			
Most people in this organization satisfied with the work done.	3.99	1.00	High
What if there was another offer of a better job? Other places, I don't think it's worth going out organization.	3.97	0.99	High
I was taught to believe in the value of Stay loyal to the organization.	4.00	1.00	High
The second dimension: Employee Satisfaction	**4.00**	**1.00**	**High**

According to the previous table, it can be concluded that the mean of the employee satisfaction was 4 and the standard deviation was also as in the organizational commitment (1) and this means that, there is a general trend towards approving for employee satisfaction and the sample of the study has a high agreement toward the level of the employee satisfaction in the university.

4.4 Testing the Research Hypotheses

The Main Hypotheses: There is a signification impact of Organizational Commitment on Employee Satisfaction at Jordanian Universities "Yarmouk University". And we should present the correlation matrix of the main dimensions as following:

Table 5: The Correlation Matrix of the Main Dimensions

		O.C	E. S
Organizational Commitment	Pearson Correlation	1	.823**
	Sig. (2-tailed)		0.000
	N	384	384
Employee Satisfaction	Pearson Correlation	.823**	1
	Sig. (2-tailed)	0.000	
	N	384	384

❖ O.C: Organizational Commitment

❖ E.S: Employee Satisfaction

From the results obtained from the correlation matrix, the regression coefficient ($r = 0.823$) and this means that, there is a strong positive (direct) relationship between the organizational commitment and the employee satisfaction.

4.5 Regression Equation

$$y = b_0 + b_1 X_1 \qquad\qquad (1)$$

When:-

y : Dependent variable (Employee Satisfaction)

b_0: Constant

X_1: the independent variable (Organizational Commitment)

b_1: the coefficient for (Organizational Commitment)

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	0.677	0.676	0.2665

a. Predictors: (Constant), Organizational Commitment

As shown in the table, R = 0.823 which indicates that, there is a strong positive statistical relationship between the two variables studied, the organizational commitment and the employee satisfaction. R2 (the coefficient of determination) was 0.677 which means that the independent variable is responsible for 67.7% for the changes in the dependent variable and the remaining 23.3% is due to the remaining variables.

4.6 ANOVA Test

Table 7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	56.855	1	56.855	800.600	.000[b]
Residual	27.128	382	0.071		
Total	83.982	383			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Organizational Commitment

The sig level in ANOVA table is 000 which is less than 0.05 which indicates that the simple linear regression model is statistically significant. In other words, there is a statistical significant relationship between the studied variables; the organizational commitment, and the employee satisfaction.

4.7 Coefficients

Table 8: Coefficients

Model	UNSC		SC	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.693	0.117		5.92	0.00
Organizational Commitment	0.826	0.029	0.823	28.29	0.00

a. UNSC: Unstandarized Coefficients

b. SC: Standarized Coefficients

c. Dependent Variable: Employee Satisfaction

As seen in the previous table, sig = 000 which is less than 0.05 and this means that there is a statistically significant relationship between the studied variable is the organizational commitment and the employee satisfaction.

5. CONCLUSIONS

After the literature review and data analysis we can say that the organization is more stable and longer-lived when the performance of its members is distinguished, as most of the studies that have deeply researched organizational commitment indicate that there is a strong positive relationship between organizational commitment and the performance of employees. Necessarily on the productivity of the organization in general the relationship between organizational commitment and job performance is direct. The greater the commitment, the higher the quality of the tool. Performance is the final outcome of all activities carried out by workers within the organization. Also, the organization is more stable and longer-lived when the performance of its members is distinguished, as most of the studies that have deeply researched organizational commitment indicate that there is a strong positive relationship between organizational commitment and the performance of employees. Necessarily on the productivity of the organization in general.

In addition, the Study found that organizational commitment has a direct and positive effect on employees' satisfaction, and there is a positive effect on the owner. In addition to the good organization between the two years at Yarmouk University in general.

At the end of this research researcher hopes that the organizational commitment will receive attention from the administration.

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