

Organizational Commitment and Job Satisfaction: A Correlational Study in Selangor State Development Corporation (PKNS)

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ABSTRACT

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Employee turnover rates have been steadily increasing over time. This issue is not only prevalent in Malaysia but has also emerged as a global concern in the employment sector. High turnover rates can negatively impact organizational performance, productivity, and overall workplace morale. The primary objective of this study was to examine the correlation between organizational commitment and job satisfaction among PKNS employees. A total of 285 PKNS employees participated in the study, and data were collected through a structured questionnaire comprising 29 items designed to assess both organizational commitment and job satisfaction. To analyze the relationship between these variables, Pearson correlation analysis was conducted. The results indicated a significant and strong

positive correlation between organizational commitment and job satisfaction among PKNS employees. This finding suggests that employees who exhibit higher levels of commitment to the organization tend to experience greater job satisfaction. The results of this study provide valuable insights for PKNS management and future researchers. Understanding the strong link between organizational commitment and job satisfaction can help organizations develop strategies to enhance employee retention, improve workplace engagement, and create a more supportive work environment. These findings can also serve as a foundation for future research aimed at further exploring factors that influence employee commitment and satisfaction.

Contribution/Originality: This study contributes to existing research by exploring the relationship between organizational commitment and job satisfaction among PKNS employees. It offers valuable insights into how different aspects of commitment influence job satisfaction, enabling organizations to develop strategies that enhance employee engagement, retention, and overall performance.

1. Introduction

Organizations strive to provide excellent service in today's competitive landscape, boosting profitability and enhancing their reputation. Effective customer service strengthens an organization's image and drives productivity. As a key contributor to Malaysia's economy, the service industry plays a vital role in national development, promoting stability and growth (Aslam et al., 2022). However, a high-performing service organization cannot be achieved by its effort; it needs committed employees' contributions. According to Nahak and Ellitan (2022), organizational commitment is seen as an employee's obligation towards the organization, which can help to create bonding among them. The exemplary commitment delivered by employees can enable the organization to execute suitable organizational activities. Syakur et al. (2020) stated that an employee's loyalty is a continuous process in an organization to achieve objectives. Committed employees often exhibit higher resilience and adaptability, essential traits in this organizational environment. This dedication allows them to persevere through challenges, contributing to consistent productivity and reducing turnover rates. When employees perceive that their efforts are valued and reciprocated, it fosters a positive work culture that reinforces their sense of purpose and encourages collaboration. In response to the situation, commitment plays a primary role in dedicating and influencing high job satisfaction.

Job satisfaction enables an individual to assess the various positive and negative emotions about work's exogenous or endogenous nature. It is the key to motivating employees to produce a good job. This indicator can help develop morale, improve job quality, and decrease or eliminate absenteeism. According to Akinwale and George (2020), job satisfaction in the workplace has been given greater priority to help organizations retain skilled and experienced employees. When employees experience high satisfaction translates into stronger work engagement, encouraging them to consistently perform at their best and invest in the organization's success. Satisfaction can be achieved through high benefits and opportunities that foster a sense of job security and professional growth (Beuren et al., 2022). This indicates that satisfaction enhances the working experience and

helps employees feel valued and appreciated. As a result, satisfied employees tend to be more productive, showing higher levels of loyalty and commitment to their roles. Therefore, it has been seen as an indicator that urges to succeed and commit to the organization afterwards.

In recent years, turnover has been an issue that seems to be increasing occasionally among employees. According to [Sarah et al. \(2017\)](#), the global turnover rate started to increase in early 1991. Meanwhile, organizations in the private industry experienced high levels of employee turnover, with Australia (12.9%) and Malaysia (12.8%) being the most affected countries ([Aon, 2017](#); [Lee et al., 2023](#)). This high percentage would significantly impact the efficacy of an organisation. Previous scholars have indicated that employee turnover happens due to several circumstances, including management, satisfaction, work environment, work loading and others ([Kurniawaty et al., 2019](#)). This situation could influence the organization's adversity in managing its resources and performance. The consequences of this situation also lead to poor employee development, which may affect their commitment and satisfaction to work for the long term in the organization.

Besides, [Faeq and Ismael \(2022\)](#) indicated that a low level of commitment and satisfaction causes increased turnover. This is supported by [Winkelhaus et al. \(2020\)](#), who state that organisational changes, especially in the technological environment development, could affect employees' job satisfaction. This happened because the organization is paying less attention to accommodating the employees' rights, especially those related to their involvement. This problem could influence the organization to lose its performing employees as they could not stand without good coordination and efficient management. After all, past studies in the areas of organizational commitment and job satisfaction have shown the interconnection between them. Employees who have an exemplary commitment will be highly satisfied with their jobs. This shows a need to expand the findings of previous studies to answer the research objective. Therefore, this study examines the relationship between organizational commitment and job satisfaction among employees in PKNS.

1.1. Research Objectives

To examine the relationship between organizational commitment and job satisfaction among employees in Selangor State Development Corporation (PKNS).

2. Literature Review

2.1. Organizational Commitment

Organizational commitment is a deep conviction and recognition of the objectives and principles of the organization on behalf of employees. It is also a dedication to the organization's core priorities and a strong willingness to continue with the organization ([Ahmad & Safwan, 2024](#)). Every organization will always be concerned with the commitment delivered by employees as it will influence the organizational goals. As [Ahmad et al. \(2023\)](#) noted, it is an important factor in organizational success since it influences individual organizational results, including turnover, staff engagement, and organizational silence. In sequence, the availability of commitment is the attention to human resource practitioners in evaluating employees' job satisfaction through the employees' commitment. This indicates that organizational commitment promotes increased motivation and efficiency of human resources, consequently increasing the

efficiency of the entire organization. This is why many organizations pay much attention to the development of initiatives to enhance job satisfaction, which is essential to an organization long-run performance. Employee commitment to the organization impacts employees themselves, the organization and the community. As employees become more willing to work harder, they show reduced withdrawal behaviour and increased attitudes and behaviours in their organizations (Aydogdu, 2011). An alternative perspective was proposed by Meyer and Allen (1997), outlining three components of organizational commitment: affective commitment, continuance commitment, and normative commitment.

2.2. Job Satisfaction

Job satisfaction can be defined as employees' feelings or overall perceptions in relation to their jobs (Bachri & Solekah, 2021). It is recognized as a key determinant of organizational effectiveness. The studies show that job satisfaction is a function of the internal characteristics of work and promotion prospects, along with external rewards like pay, security, and conditions of employment (Kumari et al., 2021). The theorization of these dynamics is best understood in light of well-established theories, including Maslow's Hierarchy of Needs and Herzberg Two Factor Theory. Even from the perspective of Maslow's Hierarchy of needs, job satisfaction can be seen to be meeting the basic needs to the higher psychological needs (Ştefan et al., 2020). When their employees' needs have been met in the basic way, an organization is in a good position to definitely achieve higher levels of satisfaction. Satisfied employees are more likely to exhibit organizational citizenship behaviors, contributing positively to the overall work environment. He added that absenteeism tends to be medium when satisfaction is high. If satisfaction is low, absenteeism is more prone. Nevertheless, as with most satisfaction groups, the extent to which employees consider their roles significant is moderating. In particular, although high satisfaction at work does not contribute intrinsically to low absenteeism, low satisfaction at work is likely to contribute to high absenteeism.

Job satisfaction is broadly defined as employees' affective responses and overall perceptions regarding their professional roles (Bachri & Solekah, 2021). It is widely recognized as a critical determinant of organizational effectiveness, influencing key outcomes such as productivity, employee retention, and workplace engagement. Research indicates that job satisfaction is shaped by both intrinsic factors—including the nature of work and opportunities for career advancement—and extrinsic factors, such as compensation, job security, and working conditions (Kumari et al., 2021). The conceptualization of job satisfaction is best understood through established theoretical frameworks, including Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. From Maslow's perspective, job satisfaction is linked to the fulfilment of both basic physiological and higher-order psychological needs (Ştefan et al., 2020). When employees' fundamental needs are met, organizations are better positioned to foster higher levels of engagement and commitment, thereby enhancing overall job satisfaction.

Empirical studies suggest that satisfied employees are more likely to demonstrate organizational citizenship behaviours, which contribute positively to workplace dynamics and collective performance. Moreover, job satisfaction has been linked to absenteeism, with research indicating that moderate levels of absenteeism are observed when job satisfaction is high, whereas dissatisfaction is a significant predictor of increased absenteeism (Addae & Boso, 2021). While high job satisfaction does not necessarily result in reduced absenteeism, low job satisfaction is strongly associated with elevated

absenteeism rates. Given these insights, organizations must adopt strategic initiatives to enhance job satisfaction by addressing both intrinsic and extrinsic determinants.

2.3. Relationship between Organizational Commitment and Job Satisfaction

Based on the result reported by [Rizkina and Nasution \(2024\)](#), shows a significant relationship between organizational commitment and job satisfaction among service organizations in Indonesia. The result indicates that employees who are committed to their work will be more likely to stay in the organization due to the good working environment. The result aligns with the past study conducted by [Loan \(2020\)](#) among Vietnamese employees. The researcher expressed that the emotional attachment employees have may help them achieve benefits and opportunities in their organization. This is supported by [Silitonga et al. \(2020\)](#), who state that employees are dedicated to carrying out their responsibilities when they feel safe working conditions. A study done by [Cherian et al. \(2018\)](#) shows that nurses' overall degree of occupational employment was substantially connected to external and overall job satisfaction. This presented a great opportunity to enable employees to perceive satisfaction throughout their involvement in the organization.

Besides, [Ahmad and Raja \(2021\)](#) argue that job satisfaction and organizational commitment are critical factors in enhancing employee performance. Organizations should prioritize the improvement of workplace practices by ensuring that employees have access to the necessary equipment and resources required to effectively perform their tasks. Employees who experience high levels of job satisfaction are more likely to demonstrate commitment to their work, actively engage with the organization, perform efficiently, and contribute positively to organizational outcomes [\(Kustiawan et al., 2022\)](#).

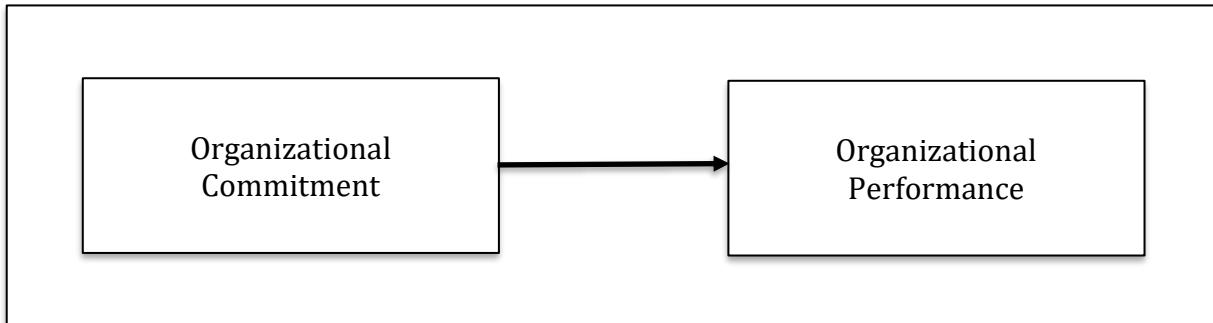
Conversely, insufficient commitment and declining job satisfaction can lead to reduced morale, decreased efficiency, and a diminished sense of workplace camaraderie. Organizations must proactively address these challenges by identifying and implementing strategies to improve employee well-being and job satisfaction. When employees perceive that their organization values their contributions, prioritizes their well-being, and treats them equitably, they are more likely to exhibit higher levels of commitment and satisfaction [\(Silva et al., 2023\)](#). In contrast, low organizational commitment can result in negative workplace behaviors and decreased job performance. Therefore, both job satisfaction and organizational commitment play a crucial role in influencing employees' ability to achieve organizational objectives effectively.

Ha1: There is a significant relationship between organizational commitment and job satisfaction among Selangor State Development Corporation (PKNS).

The conceptual framework presented in [Figure 1](#) shows the connection between organizational commitment and job satisfaction for employees at PKNS.

It emphasizes how different aspects of organizational commitment—like affective, continuance, and normative commitment—affect overall job satisfaction. This framework helps the organization pinpoint areas that need improvement, promoting stronger commitment and boosting employee satisfaction.

Figure 1: Conceptual Framework



3. Research Methods

This study adopts a quantitative research approach, using structured surveys to gather numerical data for statistical analysis. This method allows for the exploration of the relationships between organizational commitment and job satisfaction. The research was carried out at the PKNS, chosen for its large workforce and its position as a prominent state development agency, making it an ideal environment to investigate employee commitment and job satisfaction within a sizable organization.

The total number of employees at the PKNS in 2020 was 1,084. According to [Krejcie and Morgan \(1970\)](#), a sample size of 285 employees is needed to accurately represent this population and a simple random sampling technique was used to select a total of 285 PKNS employees as respondents in this study. A total of 22 items from [Meyer et al. \(1993\)](#) and 7 items from [MacDonald and MacIntyre \(1997\)](#) were presented to evaluate organizational commitment and job satisfaction. All the items were based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Before the actual study was conducted, the questionnaire was distributed to 30 respondents for a pilot study. The reliability value was interpreted based on [Taber \(2018\)](#), who indicated that a Cronbach's Alpha value above 0.70 signifies acceptable reliability. [Table 1](#) and [Table 2](#) show that the Cronbach's Alpha values for organizational commitment and job satisfaction were within the acceptable range for this study.

Table 1: Cronbach Alpha Values for Organizational Commitment

Construct	Sub-construct	N of Items	Cronbach Alpha
Organizational Commitment	Affective commitment	9	0.831
	Normative commitment	7	0.762
	Continuance commitment	6	0.831

Table 2: Cronbach Alpha Values for Job Satisfaction

Construct	N of Items	Cronbach Alpha
Job Satisfaction	7	0.933

For data analysis, both descriptive and inferential analyses were conducted. Descriptive analysis was used to summarize demographic information, including the gender distribution of respondents. This analysis provided insights into the composition of the sample and helped in understanding the general characteristics of the participants. Inferential analysis was conducted using Pearson correlation to examine the relationship between organizational commitment and job satisfaction. Pearson correlation was chosen as the data followed a normal distribution, allowing for the assessment of the strength and direction of the relationship between the two variables.

4. Results

The descriptive statistics of the study in [Table 3](#) revealed that out of the 285 PKNS employees who participated, 41.1% were male while 58.9% were female. This indicates that the majority of respondents were female, suggesting a higher representation of female in the organization or within the sample selected for this study.

Table 3: Demographic Profile of Respondents

		Frequency	Percent (%)
Gender	Male	117	41.1
	Female	168	58.9

Next, correlation analysis is a statistical approach to determine the relationship between two variables and the strength of that relationship ([Cohen et al., 2013](#)). [Table 4](#) shows the correlational analysis of the relationship between organizational commitment and job satisfaction. The result reported a significant and strong positive relationship between organizational commitment and job satisfaction among PKNS employees ($r=0.767$, $p<0.001$). This association demonstrates that the high commitment of employees produces better job satisfaction in the organization.

Table 4: Relationship between Organizational Commitment and Job Satisfaction

Job Satisfaction		
Organizational Commitment	Pearson Correlation	.767**
	Sig. (2-tailed)	.000
	N	285

Based on the findings, a significant and strong positive relationship between organizational commitment and job satisfaction. The result of this study was in line with a study conducted by previous researchers that found that organizational commitment and job satisfaction had a significant relationship ([Loan, 2020](#); [Eslami & Gharakhani, 2012](#)). This indicates that employees in PKNS agreed to continue serving long term due to the benefits and opportunities provided, making them happy and satisfied to work for their organizations. [Adnan Bataineh \(2019\)](#) supports the idea that employees are obliged to work when the organization achieves financial satisfaction. The financial aspect could help them to be productive and effective in performing their job. Nevertheless, the results of this research contrast with [Ismail \(2012\)](#), which revealed a non-association between organizational commitment and job satisfaction. Researchers highlighted that employees in educational institutions stay because they fear if they do not receive what they have in

the present institution. This is supported by [Yean et al. \(2022\)](#), who stated that employees are not committed to their responsibilities when the organization conducts poor management, causing dissatisfaction. This problem may cause an organization to lose its employees and bear a high cost in conducting new recruiting processes ([Rahayu et al., 2019](#)). Thus, it illustrates an outstanding management style can make employees more committed and appreciate their work.

5. Conclusion

According to the correlation analysis study findings, organizational commitment and job satisfaction have a positive and strong relationship. It is anticipated that this study has provided a better perspective for PKNS management in terms of assisting organizations in continuing to plan and create ways to improve the organizational commitment of employees as well as job satisfaction. Different strategies conducted regularly can help the organization to analyze and improve its level of management to accomplish the organizational goals. The result of this study highlighted the implications for the management of government and private sectors. Following the findings, this study will make the management of the organization acknowledge and understand the factors that can contribute to job satisfaction. In the meantime, this study contributes to the existing literature by offering actionable insights that can be utilized in developing human resource policies to enhance employee engagement and retention. It also provides comprehensive information that can help the management develop a committed and satisfactory work environment among employees. Effective and efficient management could produce a sense of belonging, ultimately leading to the reduction of turnover intention. For that reason, supportive management can influence the employees to stay longer and gain high satisfaction in the organization. Concerning the study, it provides some recommendations for future studies. Future studies are recommended to expand this study to other areas in Selangor, as this study was only conducted in Shah Alam. Future research can also explore more variables influencing organizational commitment and job satisfaction, as it will help them expand the study areas.

Ethics Approval and Consent to Participate

The researchers adhered to the ethical guidelines set by the Research Ethics Committee of UiTM (Ref. Number: REC/05/2021 (UG/MR/416)). All procedures involving human participants were conducted in compliance with the committee's standards, following the Declaration of Helsinki. Informed consent was obtained from all participants prior to their involvement.

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Conflict of Interest

The authors declare that there are no conflicts of interest related to the research, authorship, or publication of this article and confirm that no potential conflicts exist.

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