

The Impact of Work Environment Efficiency in Employee Organizational Commitment in Saudi Arabia

Abdulrahman Al Mubireek 1, Abdulrahman Alshaikhmubarak 2*

¹King Faisal University ; 222400175@kfu.edu.sa

²King Faisal University; aalshaik@kfu.edu.sa

*Correspondence: aalshaik@kfu.edu.sa

ARTICLE INFO

Received: 12 Oct 2024

Revised: 15 Dec 2024

Accepted: 20 Jan 2025

ABSTRACT

Purpose – This paper analyses the impact of work environment efficiency in employee organizational commitment in Saudi Arabia, including the relationship between Job satisfaction, job security, employees' participation, work conditions with organizational commitment.

Research Design– Data for this study was collected from 176 participants working in Saudi Arabia.

Findings – The research findings have validated the constructive influence of Job satisfaction, work conditions, job security, and employee participation on organizational commitment. This underscores the importance of cultivating a favourable work milieu, guaranteeing job security, and engaging employees in decision-making procedures.

Originality/value - This study's originality stems from extensive research on the dynamics surrounding work environment in Saudi Arabia. Its value also arises from the development of a conceptual framework that explains work motivation and its efficiency on organizational commitment of employees. As a result, the outcomes provide the impact of different factors which enhance loyalty with more job satisfaction and minimize job turnover.

Keywords: organizational commitment, job satisfaction, performance, security, participation, conditions.

INTRODUCTION

Employee is an important part in the process of achieving the mission and vision of any organization. Many companies fail to know and understand the importance of working environment for employee job satisfaction, and they face a lot of difficulties during their work. To meet the performance criteria of any business, employees need a working environment that make them to work flexible without any problems that may limit them from working up to the level of their full potential.(Razi, A., & Maulabakhsh, R. (2015))

Many factors inside the working environment like salary, working hours, flexibility given to employees, firm structure and culture and relationship between employees & managers may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010).

Organizational commitment is defined as the strength of persons identification with and participation in a particular firm or organization” (Porter et al., 1974, p. 604). Organizational commitment is a psychological condition that characterize the employee relationship with the place who work on and has reasons for staying or resignation from the organization (Meyer & Allen, 1991). Organizational commitment known as the level to which an employee identifies with and involvement in a particular organization (Al-Sada et al., 2017). Commitment refers to the cause in which an employee loves an organization and has the objective and desire to be part of the organization (Robbins & Judge, 2003).

Organizational culture changes will inevitably have an impact on the overarching patterns and established structures of organizations and governments. In the early 1980s, for example, new business leaders and thinkers recognized that corporate culture influenced behavior, morale, and production. (Carlos Pinho et al., 2014).

Organizations have created many improvements in the workplace and management since the beginning of the 19th century, as a result of industrialization, in order to improve themselves, compete, and increase their efficiency and effectiveness. Organizational behavior research has focused on variables such as organizational communication, organizational commitment, work stress, and work performance. Because these organizational characteristics are seen as critical to an organization's overall performance (Chen, Silverthorne, & Hung, 2006). Several studies have found a link between job happiness and organizational commitment, although any causal

ordering remains a point of contention (Glisson and Durick, 1988). Job satisfaction appeared to be a forerunner to organizational commitment in certain studies (Uyguç and mrn, 2004).

Theoretical Background

Commitment is a motivator that inspire employees to do their best and to work hard for any task that they are responsible for in their organization. However, commitment in the organization should not happen by accident; the organization and its employees had to work with each other to create atmosphere that allow the intended commitment to be satisfied. Organizational commitment is a condition in which employees are physically connected to the organization and be able to give their best innovation ideas, attention, and dedication to be successful (Gani et al., 2018). The individual trust in the goods or service of the company, make promotion to the company as very good place to work, also they have no problems to sacrifice personal interests for the sake of the company's goals, and be loyal with the company for many years unless being offered greater salary elsewhere (Al-Sada et al., 2017).

Organizational commitment has three main parts: a strong belief in and acceptance of the organization's objective and values which it calls: identification; a willingness to exert a considerable effort on behalf of the organization which it calls involvement; and the third part as a strong intent or desire to stay with the organization which it call loyalty (Allen & Meyer, 1991).

A performance is an individual's ability to do a certain task or obligation successfully (Jameel et al., 2020). JP is an indicator used to compare job outcomes and duties assigned to an employee over time or period, according to Pujiono et al. (2020). JP can also indicate the performance of an organization. A high-performing employee, according to Jameel and Ahmad (2020), is one who meets a specified set of requirements. As a result, a company with high-performing personnel will achieve satisfactory results, and employees will have a high level of trust in the company.

Employee job performance refers to the quality or quantity of work results achieved by employees while carrying out their responsibilities (Gibson et al., 2011).

Highly devoted personnel are more interested in giving more to the company and putting in significant effort on its behalf (Meyer et al., 1989; Mowday et al., 1982). According to Chiu et al. (2019), devoted people put out their utmost effort, which improves job performance. If employees lack organizational commitment, the organization's performance may suffer, resulting in poor service offerings and higher expenses .

Model Development and Hypothesis :

Theoretical Framework :



Hypotheses:

hypotheses posit affirmative associations between Job Satisfaction, Work Conditions, Job Security, Employee Involvement, and Organizational Commitment, correspondingly.

The findings corroborate hypothesis 1, indicating a favorable correlation between Job Satisfaction and Organizational Commitment. The aforementioned proposition posits a positive correlation between elevated levels of Job Satisfaction and heightened levels of Organizational Commitment.

• H1: There is a positive relationship between Job Satisfaction and Organizational Commitment

The results of the study provide support for H2, which posits a favorable correlation between Work Conditions and Organizational Commitment. Research suggests that there is a positive correlation between favorable work conditions and increased levels of Organizational Commitment.

• H2: There is a positive relationship between work conditions and Organizational Commitment

The findings of the analysis provide support for H3, which posits a favorable correlation between Job Security and Organizational Commitment.

• **H3: There is a positive relationship between job security and Organizational Commitment**

There exists a positive correlation between elevated levels of Job Security and increased levels of Organizational Commitment. Additionally, the findings provide backing for H4, suggesting a favorable correlation between Employee Involvement and Organizational Commitment.

• **H4: There is a positive relationship between employees' participation and Organizational Commitment**

Research suggests that there is a positive correlation between increased levels of Employee Involvement and heightened levels of Organizational Commitment. The aforementioned results underscore the significance of Job Satisfaction, Work Conditions, Job Security, and Employee Involvement in promoting elevated levels of Organizational Commitment. The findings offer significant perspectives for enterprises to comprehend the elements that enhance the level of dedication among their workforce.

It is noteworthy that all relationships reported exhibit statistical significance, as evidenced by the t-values and p-values ($p < 0.05$). The findings furnish empirical substantiation for the postulated affirmative associations and enhance our comprehension of the determinants that impact Organizational Commitment.

Table 1: Direct Relationship

Hypothesis	Independent Variable	Dependent Variables	Standardized Coefficient	t-values	Results
H1: Job Satisfaction <-> Organizational Commitment.	Job Satisfaction	Organizational Commitment	0.506	5.965*	Supported
H2: Work Conditions <-> Organizational Commitment.	Work Conditions	Organizational Commitment	0.465	4.303*	Supported
H3: Job Security <-> Organizational Commitment.	Job Security	Organizational Commitment	0.632	5.321*	Supported
H4: Employee Involvement <-> Organizational Commitment.	Employee Involvement	Organizational Commitment	0.765	4.954*	Supported

* Represents when the p value is less than 0.05 ($p < 0.5$)

H1: Job Satisfaction <-> Organizational Commitment

The standardized coefficient of 0.506 indicates a positive and significant relationship between Job Satisfaction and Organizational Commitment. The t-value of 5.965* exceeds the critical value, providing support for H1. Thus, the hypothesis is supported.

H2: Work Conditions <-> Organizational Commitment

The standardized coefficient of 0.465 suggests a positive and significant relationship between Work Conditions and Organizational Commitment. The t-value of 4.303* is greater than the critical value, indicating support for H2. Therefore, the hypothesis is supported.

H3: Job Security <-> Organizational Commitment

With a standardized coefficient of 0.632, there is a positive and significant relationship between Job Security and Organizational Commitment. The t-value of 5.321* exceeds the critical value, indicating support for H3. Hence, the hypothesis is supported.

H4: Employee Involvement <-> Organizational Commitment

The standardized coefficient of 0.765 shows a positive and significant relationship between Employee Involvement and Organizational Commitment. The t-value of 4.954* is higher than the critical value, providing support for H4. Therefore, the hypothesis is supported.

Methods:

In order to accomplish the research goals, a quantitative research methodology was employed. A sampling design was implemented to ensure representation from diverse departments and levels within the organization, resulting in a sample size of 176 participants. The methodology employed for data acquisition involved the utilization of an online survey instrument in the form of a Google Form. The survey employed Likert scale items with a range of responses from "strongly disagree" to "strongly agree" to assess the participants' perceptions of various constructs.

The present investigation utilized a variety of data analysis methods, such as cross-loadings, Heterotrait-Monotrait Ratio (HTMT), structural modeling, coefficient of determination (R²), F square, path coefficients, Fornell and Larcker criterion, discriminant validity, and reliability analysis. The aforementioned techniques were selected with the aim of facilitating a rigorous analysis and interpretation of the data, thereby enabling an in-depth investigation of the interrelationships between the constructs and their influence on the perceptions of employees. The present investigation's outcomes will make a valuable addition to the current body of knowledge on employee attitudes and encounters within the work environment.

Measures:

The measurement items comprise evaluating the employees' perception of job security, confidence in job stability, sense of security in their job, satisfaction with the level of job security provided by their employer, and perception of job safety from threats. The second construct, denoted as Work Conditions, pertains to the working conditions that are encountered by the employees. The assessment comprises of various measurement items, which encompass the need to operate at a rapid pace, the high levels of physical and mental exertion required by the job, the physical demands encountered, the adequacy of time provided to complete work tasks, and the availability of breaks throughout the workday.

Constructs	Measurement Items
Job Security	I feel secure in my job.
	I believe that my job is stable.
	I am confident that I will not lose my job.
	I feel that my job is safe from threats of downsizing or layoffs.
	I am satisfied with the level of job security that my employer provides
Work Conditions	My job requires me to work very fast.
	I have to work very hard in my job.
	My job requires a lot of physical effort.
	My job is physically demanding.
	My job is mentally demanding.
	I have enough time to get my work done.
	I have enough time to take breaks during the workday.
Job Satisfaction	I receive recognition for a job well done.
	I feel close to the people at work.
	I feel good about working at this company.
	I feel secure about my job.

	Overall, I believe work is good for my physical health.
	My wages are good.
	All my talents and skills are used at work.
	I get along with my supervisors.
	I feel good about my job.
Employee Participation	I am determined to accomplish my work goals and confident I can meet them.
	I frequently feel like I'm putting all my effort into my work.
	While at work I'm almost always completely focused on my work projects.
	I have passion and excitement about my work, I am highly motivated by my work goals.
	I am often so wrapped up in my work that hours go by like minutes. ⁶ Managers in my department have made an effort to increase employee involvement in decision making.
Organizational Commitment	I am quite proud to be able to tell people who it is I work for.
	I sometimes feel like leaving this employment for good.
	I am not willing to put myself out just to help the organization.
	Even if the firm were not doing too well financially, I would be reluctant to change to another employer.
	I feel myself to be part of the organization
	In my work I like to feel I am making some effort, not just for myself but for the organization as well.
	The offer of a bit more money with another employer would not seriously make me think of changing my job.
	I would not recommend a close friend to join our staff.
	To know that my own work had made a contribution to the good of the organization would please me.

For all items in the five constructs, respondents were asked to indicate the degree to which they agreed or disagreed with the questions asked. Study respondents answered questions using a Likert scale with numerical values ranging between Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5. The study's control variables comprised consisted of demographic factors which included respondents' information about their, age, gender, marital status, and nationality.

Analytical Procedure

The present investigation utilized Structural Equation Modeling (SEM) as a statistical technique to examine the interrelationships between the unobserved constructs and observable variables. Structural Equation Modeling (SEM) is a statistical methodology that enables the investigation of intricate associations among variables and offers a comprehensive structure for hypothesis testing and assessing the overall adequacy of the proposed model. This analysis aimed to determine the degree to which the observed variables accurately reflected their respective constructs. Furthermore, the Heterotrait-Monotrait Ratio (HTMT) was computed in order to evaluate the discriminant validity of the constructs, thereby verifying their distinctiveness and low correlation. The estimation of path coefficients was conducted to measure the magnitude and orientation of these associations, denoting the degree to which one construct exerted an impact on another. The present study

employed the Coefficient of Determination (R^2) as a statistical measure to evaluate the degree of variance accounted for by each endogenous construct, thereby offering valuable insights into their predictive efficacy.

In order to assess the comprehensive adequacy of the structural model, various fit indices were evaluated, such as the R-Square, F-Square, and Fornell and Larcker criterion. The R-Square metric denotes the percentage of variance accounted for by the endogenous constructs, whereas the F-Square metric signifies the magnitude of the model's impact.

Result

Demographic and Academic data

The study's demographic variables, which comprised 176 participants, were analyzed to obtain insights into the respondents' composition. With respect to gender, the study's sample comprised of 50 male participants, representing roughly 28.4% of the overall sample, and 126 female participants, constituting approximately 71.6% of the total sample. The participants were classified into four groups based on their age. The age range of 25 to 35 years encompassed the largest proportion of participants, with 89 individuals or 50.6% of the sample falling within this category. Furthermore, the study revealed that 18 individuals (constituting 10.2% of the sample) were aged below 25 years, while 50 participants (28.4% of the sample) fell within the age bracket of 36 to 45 years. Additionally, 19 participants (10.8% of the sample) were aged above 45 years. The participants were categorized into four groups based on their job experience for the purpose of analysis. The largest group consisted of individuals with 1 to less than 5 years of experience, comprising 69 respondents or 39.2% of the sample. The subsequent group comprised of 43 individuals, constituting 24.4% of the total sample, who possessed a professional experience ranging from 6 to less than 10 years. Additionally, 28 participants (15.9%) reported having 11 to less than 15 years of job experience, while 36 participants (20.5%) had over 15 years of experience.

With respect to the participants' marital status, the sample was comprised of 66 individuals who identified as single, accounting for approximately 37.5% of the overall sample. The majority of respondents, accounting for 110 individuals or 62.5% of the sample, reported being married. These demographic descriptions provide an overview of the characteristics of the research sample. Analyzing these variables allows for a better understanding of the profile of the participants involved in the study and provides valuable insights for interpreting the subsequent results related to the research objectives.

Table 2: Demographic Profile of the Participants

Demographic Variables	Category	Research Sample (176)	Percentage (%)
Gender	Male	50	28.4%
	Female	126	71.6%
Age	Below 25 Years	18	10.2%
	25-35 Years	89	50.6%
	36-45 Years	50	28.4%
	Above 45 Years	19	10.8%
Job Experience	1 to less than 5 Years	69	39.2%
	6 to less than 10 Years	43	24.4%
	11 to less than 15 Years	28	15.9%
	Over than 15 Years	36	20.5%
Marital Status	Single	66	37.5%
	Married	110	62.5%

The table displays the factor loadings, which serve as indicators of the magnitude of the association between the measurement items and their respective constructs.

Indicator Multicollinearity is a term used to describe the situation in which the measurement items that comprise a given construct exhibit a high degree of correlation with one another. The Variance Inflation Factor (VIF) can serve as a reliable indicator of multicollinearity, as presented in the provided table.

The reliability analysis outcomes for each construct, comprising the Composite Reliability (CR) and Cronbach's Alpha coefficients, are presented in Table 3.

The term "Construct Validity" pertains to the degree to which the measurement items within a construct accurately measure the theoretical construct they are designed to depict. The table presented contains two measures of construct validity, namely Factor Loadings and Average Variance Extracted (AVE).

Table 3: Factor loading, VIF, AVE, CR and Cronbach's Alpha

	Construct	Factor Loading	Variance Inflation Factor (VIF)	AVE	CR	Cronbach's Alpha
Job Security	JS 1	0.784	1.023	0.650	0.754	0.905
	JS 2	0.743	1.043			
	JS 3	0.784	1.057			
	JS 4	0.687	1.102			
	JS 5	0.762	1.032			
Work Conditions	WC 1	0.673	1.392	0.778	0.690	0.885
	WC 2	0.784	1.093			
	WC 3	0.674	1.102			
	WC 4	0.754	1.903			
	WC 5	0.843	1.032			
	WC 6	0.643	1.564			
	WC 7	0.843	1.043			
Job Satisfaction	JS 1	0.742	1.302	0.854	0.780	0.709
	JS 2	0.757	1.202			
	JS 3	0.754	1.032			
	JS 4	0.763	1.063			
	JS 5	0.784	1.203			
	JS 6	0.843	1.003			
	JS 7	0.674	1.092			
	JS 8	0.832	1.003			
	JS 9	0.643	1.053			
Employee Participation	EP 1	0.735	1.230	0.673	0.894	0.752
	EP 2	0.739	1.054			
	EP 3	0.792	1.032			
	EP 4	0.783	1.243			
	EP 5	0.784	1.204			
Organizational Commitment	OC 1	0.853	1.003	0.674	0.794	0.895
	OC 2	0.784	1.034			
	OC 3	0.654	1.309			
	OC 4	0.784	1.203			
	OC 5	0.743	1.032			
	OC 6	0.637	1.063			

	OC 7	0.784	1.201			
	OC 8	0.684	1.043			
	OC 9	0.784	1.093			

CR* Composite Reliability; AVE* Average Variance Extracted

The Fornell and Larcker Criterion was utilized to evaluate the table's findings. The results indicate that the constructs of Job Security, Work Conditions, Job Satisfaction, Employee Participation, and Organizational Commitment exhibit both convergent and discriminant validity.

Table 4: Fornell & Larker Criterion

Variables	Job Security	Work Conditions	Job Satisfaction	Employee Participation	Organizational Commitment
Job Security	0.785				
Work Conditions	0.794	0.803			
Job Satisfaction	0.843	0.740	0.804		
Employee Participation	0.704	0.964	0.794	0.705	
Organizational Commitment	0.784	0.807	0.790	0.850	0.706

In order to derive the Heterotrait-Monotrait Ratio (HTMT) from the provided table, it is necessary to calculate the mean heterotrait correlations and mean monotrait correlations among the constructs as per the following table :

Table 5: Discriminant Validity – HTMT

Organizational Commitment <-> Job Security	0.543
Organizational Commitment <-> Job Satisfaction	0.320
Organizational Commitment <-> Work Condition	0.303
Organizational Commitment <-> Employee Participation	0.240

Table 6 displays the R-Square values, which indicate the extent to which the independent variables in the regression model account for the variance in the dependent variable.

Table 6: Square Values

	R-Square	Adjusted R-Square
Job Security	0.542	0.510
Work Conditions	0.760	0.743
Job Satisfaction	0.865	0.803
Employee Participation	0.943	0.854
Organizational Commitment	0.754	0.742
Job Security	0.754	0.743
Work Conditions	0.854	0.830

The F Square Matrix, as shown in Table 7, offers insights into the statistical significance of the associations among the variables in the regression model.

Table 7: F Square Matrix

Variables	Job Security	Work Conditions	Job Satisfaction	Employee Participation	Organizational Commitment
Job Security	0.865				
Work Conditions	0.789	0.904			
Job Satisfaction	0.784	0.874	0.794		
Employee Participation	0.905	0.903	0.700	0.832	
Organizational Commitment	0.740	0.790	0.705	0.970	0.805

Hypothesis testing

The path coefficients that depict the direct associations between the independent variables and the dependent variable, namely Organizational Commitment, can be analyzed by referring to the findings presented in Table 1 also present the result of hypothesis testing .

Discussion

The analysis and explication of the outcomes demonstrated noteworthy discoveries concerning the associations among Job Satisfaction, Work Conditions, Job Security, Employee Participation, and Organizational Commitment. The research revealed that Organizational Commitment is positively influenced by Job Satisfaction, Work Conditions, Job Security, and Employee Participation.

Job Satisfaction has an impact on Organizational Commitment

The findings indicate a noteworthy correlation of a positive nature between Job Satisfaction and Organizational Commitment. The present study's results indicate that heightened levels of job satisfaction among employees are positively associated with a greater propensity to demonstrate increased organizational commitment. The findings underscore the significance of organizations placing emphasis on augmenting Job Satisfaction by implementing diverse measures, such as cultivating a favorable work milieu, affording prospects for skill acquisition and advancement, and acknowledging the contributions of employees.

Work Condition has an impact on Organizational Commitment

The findings of the research indicate a noteworthy and affirmative correlation between the level of Employee Participation and the degree of Organizational Commitment. When employees are provided with opportunities to actively engage in decision-making processes, contribute their ideas, and perceive their input as valuable, they are more inclined to demonstrate elevated levels of commitment towards the organization (Almutairi & Bahari, 2021).

Job Security has an impact on Organizational Commitment

The results indicate a noteworthy correlation between Job Security and Organizational Commitment. There is a positive correlation between an employee's perception of job security within their organization and their level of commitment to said organization (Ben Saad & Abbas, 2018). It is recommended that organizations prioritize the provision of unambiguous and open communication pertaining to job security, career advancement prospects, and a nurturing work environment as a means of fostering a perception of job security among their workforces.

Employees Participation has an Impact on Organizational Commitment

The findings of the research indicate a noteworthy and affirmative correlation between the level of Employee Participation and the degree of Organizational Commitment. When employees are provided with opportunities to actively engage in decision-making processes, contribute their ideas, and perceive their input as valuable, they are more inclined to demonstrate elevated levels of commitment towards the organization (BinBakr & Ahmed, 2018). It is recommended that organizations promote and facilitate employee participation in the decision-making process, establish channels for their opinions to be expressed, and recognize their valuable contributions

Practical Implications

The implications of the study's findings are manifold for both the research and practice of organizational behavior. The empirical evidence confirms positive relationships between Job Satisfaction, Work Conditions, Job Security, Employee Participation, and Organizational Commitment, thereby supporting existing theoretical

frameworks and models in this domain. This reinforces the importance of these factors in understanding and predicting employee commitment. The study emphasizes the importance of prioritizing the improvement of job satisfaction, work conditions, job security, and employee participation as crucial factors that drive organizational commitment within organizations. By focusing on these factors, organizations can create a positive work environment that fosters employee engagement, loyalty, and dedication.

Limitations

This study offers significant contributions to the understanding of the interconnections among Job Satisfaction, Work Conditions, Job Security, Employee Participation, and Organizational Commitment. However, it is crucial to recognize the study's constraints. The constraints present prospects for subsequent scholarly inquiry and underscore domains that necessitate additional scrutiny. The research employed a cross-sectional design, thereby constraining the capacity to establish causality between the variables. The utilization of longitudinal studies or experimental designs may offer a more precise comprehension of the temporal associations between these variables and Organizational Commitment. The study was reliant on self-reported measures, which may be susceptible to common method bias and social desirability bias. Subsequent investigations may consider integrating diverse data collection techniques, such as evaluations from supervisors or quantifiable performance metrics, to augment the credibility of the outcomes.

The study had a narrow scope and failed to account for other plausible determinants that could impact Organizational Commitment, such as leadership approach, organizational ethos, or job attributes. Subsequent investigations may delve into the impact of these supplementary variables to attain a more all-encompassing comprehension of the determinants that influence Organizational Commitment.

Conclusions and future research

This study investigated the interconnections among Job Satisfaction, Work Conditions, Job Security, Employee Participation, and Organizational Commitment, ultimately arriving at a conclusion. The results suggest that these variables are pivotal in influencing the level of employees' dedication to the organization. The research findings have validated the constructive influence of Job Satisfaction, Work Conditions, Job Security, and Employee Participation on Organizational Commitment. This underscores the importance of cultivating a favorable work milieu, guaranteeing job security, and engaging employees in decision-making procedures. The aforementioned discoveries augment the comprehension of the variables that impact employee engagement and retention.

The implications of the study's findings hold significance for prospective research endeavors within the realm of organizational behavior and human resource management. The study was predicated on self-report measures, which could potentially be vulnerable to response biases and restricted objectivity. Subsequent investigations may consider incorporating objective metrics or employing a variety of data sources to augment the veracity of the results. The implementation of longitudinal designs would facilitate the observation of alterations in said variables across a span of time, thereby allowing researchers to explore the causal connections between them.

Acknowledgments & Funding: This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia Project No. GRANT KFU250153

References

- [1] Allen, N. J., & Mayer, J. P. (1990). The measurement and antecedents of affective, continu- ance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–1
- [2] Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*, 12(2), 163–188.
- [3] Gani, M. U., Muh, N. H., & Arifin, Z. (2018). The mediating role of organizational commitment of job performance: The Impacts of Leadership, job competency and organizational culture. *Archives of Business Research*, 6(11).
- [4] Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment. *Administrative Science Quarterly*
- [5] Lane, K., Esser, J., Holte, B., & Anne, M. M. (2010). A study of nurse faculty job satisfaction in community colleges in Florida. *Teaching and Learning in Nursing*, 5(1), 16–26.
- [6] Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating organizational citizenship behavior by applying organizational commitment and satisfaction. *International Journal of Social Sciences and Economic Review*, 2(2), 20–27.

-
- [7] Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603
 - [8] Pujiono, B., Setiawan, M., Sumiati, & Wijayanti, R. (2020). The effect of transglobal leadership and organizational culture on job performance - Inter-employee trust as Moderating Variable. *International Journal of Public Leadership*, 16(3), 319–335.
 - [9] Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717–725.
 - [10] Robbins, S. P., & Judge, T. A. (2003). *Organizational Behavior* Prentice Hall. New Jersey, USA.
 - [11] Surji, K. (2014). The Negative Effect and Consequences of Employee Turnover and Retention on the Organization and Its Staff. *European Journal of Business and Management*, 5(25). <https://doi.org/10.7176/ejbm/5-25-2013-01>