

Chapter 71

Examining the Roles of Job Satisfaction and Organizational Commitment in the Global Workplace

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ABSTRACT

This chapter describes the concepts of job satisfaction and organizational commitment; the relationship between job satisfaction and organizational commitment; the significance of job satisfaction in the global workplace; and the significance of organizational commitment in the global workplace. Job satisfaction is important from the perspective of maintaining appropriate employees within the organization. Organizational commitment plays an essential role in determining whether employees will stay with the organization and enthusiastically work toward organizational goals. Retention of employees is one of the most significant outcomes of organizational commitment. The chapter argues that encouraging job satisfaction and organizational commitment has the potential to increase organizational performance and gain sustainable competitive advantage in the global workplace.

INTRODUCTION

Economic crisis is a major condition that affects the individuals' approaches in life and the evaluation of their work situations (Markovits, Boer, & van Dick, 2014). In the global economy, the issues of job satisfaction and organizational commitment become more important in the workplace (Altinoz, Cakiroglu, & Cop, 2012). Job satisfaction and organizational commitment comprise the employee's intention to gain their high degree of performance and demonstrate loyalty to their organizational goals (Yeh, 2014). Job satisfaction (Petrescu & Simmons, 2008) and organizational commitment (Park & Rainey, 2007) are directly influenced by the human resource management (HRM) practices (e.g., employee learning and development, employee voice and involvement, work-life balance practices, and workplace health and safety).

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Job satisfaction is an important perspective in the workplace (Kalkavan & Katrinli, 2014). Job satisfaction is an affective reaction to a job (Castaneda & Scanlan, 2014). Job satisfaction plays an important role in individual's well-being (Kwok, Cheng, & Wong, 2015). Job satisfaction measures the degree to which workers are happy with their jobs (Yamaguchi, 2013). Job satisfaction is correlated with life satisfaction and can directly affect the social, physical, and mental health of individuals (Filiz, 2014). Job satisfaction is obtained by the receipt of job-related resources (Magee, 2015). Satisfaction with work varies across individuals and how individuals view work (i.e., work orientation) may depend not only on satisfaction with various facets of their work, but also on their beliefs and values (Lan, Okechuku, Zhang, & Cao, 2013).

In today's dynamic environment, the role of employees and their level of organizational commitment are becoming important for business success (García-Almeida, Fernández-Monroy, & de Saá-Pérez, 2015). Organizational commitment is the strength of individual's identification with an organization (Nelson & Quick, 2012). Organizational commitment has a significant impact on job performance (Fu & Deshpande, 2014) and organizational effectiveness (Jing & Zhang, 2014). There is a significant relationship between organizational commitment and leadership behavior on organizational readiness for organizational change (Nordin, 2012). Affective commitment fully mediates the relationship between clan culture and organizational citizenship behavior (OCB) and that clan culture partially mediates the relationship between transformational leadership and affective commitment (Kim, 2014).

This chapter aims to bridge the gap in the literature on the thorough literature consolidation of job satisfaction and organizational commitment. The extensive literature of job satisfaction and organizational commitment provides a contribution to practitioners and researchers by describing the challenges and implications of job satisfaction and organizational commitment in order to maximize the business impact of job satisfaction and organizational commitment in the global workplace.

BACKGROUND

Job satisfaction is a multidimensional construct composed of various facets (Fila, Paik, Griffeth, & Allen, 2014). Job satisfaction is defined as the pleasurable emotional state of an employee regarding job duties (Sarwar & Khalid, 2011). Job satisfaction is defined as an emotional response to individual's task similar to the social and physical conditions of the workplace (Wulandari, Mangundjaya, & Utoyo, 2015). Job satisfaction is the important work attitude (Heller & Watson, 2005). Job satisfaction is defined as an attitudinal judgment of individual's job (Ilies, Wilson, & Wagner, 2009). Job satisfaction is one of the most effective indicators of vocational happiness (Zhang, Wu, Miao, Yan, & Peng, 2014). Job satisfaction is the evaluation of the emotional reaction of individual's work experience (Fields, 2002).

Job satisfaction is related to the stable personality traits (Templer, 2012). Personal beliefs constitute the core of job satisfaction (Ravari, Bazargan, Vanaki, & Mirzaei, 2012). Psychosocial work environment factors have the significant impacts on the level of job satisfaction (Sell & Cleal, 2011). Extending human resource practices to the contingent workers may increase their job satisfaction, which has been shown to influence job performance and turnover (Wilkin, 2013). Good employment relationships reflecting job security, quality of work conditions, and treatment with respect and fairness are the strong predictors of job satisfaction and organizational commitment (Antonaki & Trivellas, 2014).

Organizational commitment is an important predictor for some positive and negative outcome variables (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Organizational commitment is recognized

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