

The effect of job commitment on job satisfaction: mediation analysis

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Abstract

The main aim of this research is to peruse whether job commitment increases employees' job satisfaction. Also this study investigated on the mediating role of professional vitality and extra effort in this association. This study gathered data from cross-sectional of 148 hotel frontline employees through questionnaire in North Cyprus. This study utilized the mediated regression to investigate the influence of mediators in the relationship between job commitment and job satisfaction. Findings of this research proved that all variables are highly correlated; also regression analysis indicated that professional vitality and extra effort fully mediate the relationship between job commitment and job satisfaction. At end implications and practices are discussed.

Key words: Job Commitment, Professional Vitality, Extra Effort, Job Satisfaction

1. Introduction

In recent competitive world, employees' energy is the "fuel" of organization and leads organizations toward success. This energy enables employees to work in every condition (Lapointe et al., 2011; Meyer and Maltin, 2010). Also it raises organizational performance (Dutton, 2003). Especially in tourism and hospitality industry, if managers know the extent of detriment because of mismanagement of human capital; they consider on this issue to enhance the performance of their organizations. (Birdir, 2002; Hinkin and Tracey, 2000). Also work is everything for some people and gives them the reason of their lives (Kram et al., 2012); this is associated to benefits of employees and organizations (Russell, 2008). The purpose of this study is to explore the role of employees and emotional responses as a fuel that enables organizations to achieve higher

performance. Furthermore, this study considers on how professional vitality and extra role mediate the relationship between job commitment and job satisfaction. Previous studies investigated work environment is likely to influence on employees satisfaction and performance (Zopiatis et al, 2014); but only few studies consider on the effects of emotional responses on job satisfaction (e.g. Davidson et al., 2010; Iverson and Deery, 1997). Also, vitality is an important issue based on its relationship with job outcomes (Baruch et al, 2013); however there are limited studies in this field (eg. Fritz et al., 2011; Dries et al., 2012). Moreover, this research contributes to understanding the effects of emotional responses by examine their impacts on job satisfaction.

2. Hypotheses development

2.1. Job commitment

Job commitment is described as “people’s motivation to work in chosen profession or vocation” (Carson and Bedeian, 1994, p. 240). According to research of Lapointe, et al. (2011) on job commitment, job commitment energize the work environment. Previous researches on organizational commitment indicated that high committed employees desire to maintain in their tasks and identify by them (Meyer et al., 1993). Another study showed that high committed employees can continue their task by low energy and low available resources only by relying on their own skills and capabilities (Lapointe et al., 2011; Irving and Coleman, 2003). Therefore following hypothesis is proposed:

H1. There is positive relationship between organizational commitment and professional vitality.

2.2. Professional vitality

Professional vitality is defined as “a characteristic carried by individuals and enables them to consistently deal with work and their chosen profession with passion, vigor, facility and satisfaction” (Harvey, 2002, p. 28). Study of Vallerand et al. (2007) indicated that passion as main component of vitality is significantly associated with subjective well-being and also Russell (2008) shows the positive relationship between well-being and job satisfaction; therefore, these relationships shows that professional vitality may relates to job satisfaction. Regarding study of Baruch et al. (2013) indicated that employees are the main resource of service organizations and professional vitality is associated with their job satisfaction and life satisfaction; it enables them to work with higher energy. Thus, following hypothesis is proposed:

H2. There is positive relationship between professional vitality and job satisfaction.

2.3. Extra effort

According to Daily et al. (2009) extra effort is the phenomenon that occurs when employees spend higher effort and extra time to help other employees when they don't force to do so. Previous study about organizational citizenship behavior indicated that extra effort attains higher outcome and performance in terms of financial and profit growth (Koys, 2001). Also according to study of Arthur (2008) employees with career success are more satisfied.

Study of Meyer et al. (1997) indicated that highly committed employees tend to spend extra efforts on their job. Another research demonstrated organizational commitment is

positively related to employees' good impression about their job and their recommendation (Paulina et al., 2006). Therefore following hypotheses are proposed:

H3. There is positive relationship between extra effort and job satisfaction.

H4. There is positive relationship between organizational commitment and extra effort.

2.4. Mediating roles of professional vitality and extra role

Previous researches showed that employees with high vitality can resolve problems arise from work environment better than the other employees (Kark and Carmeli, 2009); also employees with extra effort are more likely to have high job performance (Koys, 2001) and satisfaction. Several studies focused on the relationship between employee resources and professional vitality. To finding possible mediator between job commitment and job satisfaction, professional vitality and extra role enable individuals to direct their motivation to attain higher level of satisfaction (Harvey, 2002). Therefore this hypothesis is exerted:

H5. Professional vitality mediates relationship between job commitment and job performance.

H6. Extra effort mediates relationship between job commitment and job performance.

Figure 1 shows the conceptual model of this study.

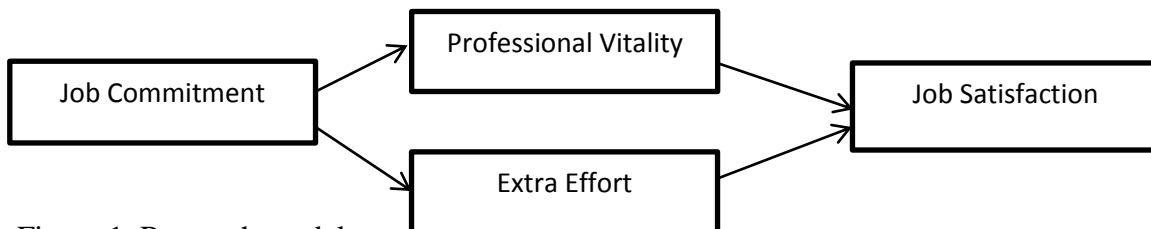


Figure 1. Research model

3. Methods

3.1. Sample and procedures

This research conducted in North Cyprus. Data of this study gathered from judgmental sample of frontline hotel employees. Only 6 four star and 5 five star hotels accepted to participate in this study and this research targets full time frontline employees. Also each employee had same opportunity to participate in the research. Questionnaire prepared in English originally and subjected to standard translation and back-translation (Brislin, 1970) to Turkish; because the language of people in Northern Cyprus is Turkish. Responses of pilot study from 16 employees showed that there was not any confusion and lack of clarity. From 208 distributed questionnaires, 163 questionnaires returned and only 148 responses were usable. The overall response rate is 71%.

3.2. Measurement

Job commitment comprised nine items adapted by Yeh (2014). Seven items were adapted from Bostic et al., (2000) to measure professional vitality. Extra effort measured by items adopted from Williams and Anderson (1991). Also various researches considered on overall satisfaction to evaluate employees' satisfaction and this approach approved by them (eg. Kouthouris and Alexandris, 2005); therefore this study considered on overall job satisfaction and three items adopted by Yeh et all (2014) were used to measure the dimension. All items measured on five-point scale.

4. Result

4.1. Respondents' Profile

Demographic breakdown of research sample is shown in table 1. Majority of respondents (48%) were between 28 and 37, while 19.6% were between 18 and 27. The proportion of respondents between 38 and 47 was 28.4% and only 4.1% were 48 and older. Around half of respondents were male (53.4%) and the rest were female (46.6%). As displayed in Table 1, 11.5% percent of participants had primary school education, while 29.7% had secondary and high school degree. Most of respondents (38.5%) had two-year college degree and 17.6% had four-year college degree. Only 2.7% had graduate degrees.

TABLE 1 Respondents' Profile ($n = 148$)

	Frequency	Percentage
<i>Age</i>		
18-27	29	19.6
28-37	71	48.0
38-47	42	28.4
48-57	5	3.4
58-67	1	0.7
Total	148	100.0
<i>Gender</i>		
Male	79	53.4
Female	69	46.6
Total	148	100.0
<i>Marital status</i>		
Married	64	43.2
Unmarried	84	46.8
Total	148	100.0
<i>Education</i>		
Primary school	17	11.5
Secondary and high school	44	29.7
Two-year college degree	57	38.5
Two-year college degree	26	17.6
Graduate degree	4	2.7
Total	148	100.0

4.2. Reliability, convergent and discriminant validity of the scales

All items were exposed to a series of exploratory factor analysis. In exploratory factor analysis, principal components analysis with varimax rotation was utilized. As shown in table 2, all cronbach alphas were between 0.81 and 0.92 and they were greater than common cut-of-level of 0.7; therefore results supported the accepted level of reliability. Also all loading were higher than common cut-of-level of 0.4 and ranged between 0.63 and 0.80. Result demonstrated that all loadings were significant and there was not cross-loading, however 3 items deleted due to cross-loading; two items from professional vitality and one from job satisfaction Moreover, results of exploratory factor analysis illustrated the existence of convergent and discriminant validity.

To testing the threat of common method bias, this study conducted Harman's single-factor test. That is, all measures were forced to load on one factor. The results of exploratory factor analysis demonstrated that one factor explained 43.26% of the variance. Based on this finding, common method bias does not appear to be a potential threat of relationships among variables.

4.3. Test of hypotheses

Table 3 shows the result of correlation between variables. All correlations were significant. This study used the method of Barron and Kenny (1986) to full mediation analysis. Four conditions are considered according to method of Baron and Kenny (1986). The first step is related to the significant relationship between independent variable and mediator.

TABLE 2 Scale Items, Reliability and Exploratory Factor Analysis Results

Scale items	Factor loadings	% of variance	α
Commitment: (Yeh, 2014).		5.55	0.81
I am identified with my organizations' goal.	0.78		
I am identified with my organizations' culture.	0.69		
I am willingness to work hard for the airline.	0.83		
Subjective vitality (Bostic, Rubio, & Hood, 2000)		10.91	0.90
I feel alive and vital.	0.65		
I don't feel very energetic.	0.68		
Sometimes I am so alive I just want to burst.	0.68		
I have energy and spirit.	0.60		
I look forward to each new day.	0.82		
I nearly always feel awake and alert.	-*		
I feel energized.	0.79		
Extra effort (Williams & Anderson, 1991)		49.14	0.92
I help others who have been absents.	0.81		
I help others who have heavy workloads.	0.76		
I assist supervisor with his/her work (when not asked).	0.75		
I Go out of way to help new employees.	0.79		
I spend time to listen to coworkers' problems and worries.	0.80		
Job satisfaction (Yeh, 2014)		7.38	0.80
I am satisfied with job content.	0.75		
I am satisfaction with the organization promotion system.	0.84		
I am satisfied with colleagues during work.	0.84		

Note: Each item is measured on a five-point scale. KMO Measure of Sampling Adequacy = .90; Bartlett's Test of Sphericity = 1674.2, df = 136, $p < .001$. The total variance explained by all factors is 57.7%.

* Dropped as a result of exploratory factor analysis. α denotes alpha coefficient.

As shown in Table 3, there is significant relationship between job commitment and professional vitality ($r = 0.627$), and between job commitment and extra role ($r = 0.509$); therefore H1 and H2 were supported and first condition was met. The second step refers to the significant relationship among the independent variable and the criterion variable. Result of Table 3 demonstrated that job commitment is significantly related with job performance ($r = 0.355$); so, the second condition is met. The third step refers to the significant relationship among the mediator and the criterion variable. The results also

indicated that there is positive and significant relationship between job vitality and job performance ($r = .443$) and also positive and significant association between extra role and job performance ($r = 0.569$). Hence H3 and H4 were supported.

The last step refers to the full mediating effect. It means when the effect of mediator is controlled, the impact of the independent variable on the criterion variable should be non-significant. The beta coefficient in Table 4 indicated that job commitment has significant effect on job performance ($\beta = 0.289$ and $t = 4.458$), but after entering professional vitality as mediator this effect will be non-significant ($\beta = 0.103$ and $t = 1.336$); However, it is significant according to Sobel test result ($2.74, p < .01$). Also after entering extra effort as a mediator, the effect of job commitment on job performance will be non-significant ($\beta = 0.071$ and $\beta = 1.106$). Therefore, results showed that professional vitality and extra effort fully mediate the relationship between job commitment and job satisfaction. However, it is significant according to Sobel test result ($2.94, p < .01$).

TABLE 3 Means, Standard Deviations, and Correlations of Study Variables

Variables	Mean	SD	1	2	3	4
1. Job commitment	2.12	.81	-			
2. Professional vitality	2.34	.72	.67**	-		
3. Extra effort	2.46	.77	.51**	.68**	-	
4. Job satisfaction	2.15	.73	.27**	.45**	.50**	-

Note: Composite scores for each variable were computed by averaging respective item scores. SD denotes standard deviation.

* Correlations are significant at the .05 level.

** Correlations are significant at the .01 level.

TABLE 4 REGRESSION RESULTS: TEST OF MEDIATING EFFECTS

Variable	Job satisfaction				Variable	Job satisfaction			
	β	t	β	t		β	t	β	t
JC	.27	3.38**	-.05	-.51	JC	.27	3.38**	.02	.21
PV	-	-	.49	4.84**	ExR	-	-	.49	5.94**
R ²	.07		.20		R ²	.07		.25	
ΔR^2	-		.14		ΔR^2	-		.18	
F	11.45**		23.41**		F	11.45**		33.30**	
Sobel test for:									
JC	→	PV	→	JS:	2.74				
JC	→	ExR	→	JS:	2.94				

* $p < .10$, ** $p < .05$

5. Conclusion

Finding of this research showed that job commitment enhances satisfaction among frontline hotel employees. This result confirms the results of previous empirical researches (e.g. Meyer et al., 1993; Lapointe et al., 2011). When employees are highly motivated in their chosen profession they are more likely deal with their tasks effectively and enhance their job satisfaction. With higher job commitment employees have higher energy to spend on their job and it affects their performance. Also this study indicated that employees, who have more passion, are highly satisfied and highly satisfied. This is in the same way with the study of Kark and Carmeli, (2009) and confirms the result. Also highly committed employees tend to help other employees when not asked. They feel themselves as a part of organization and try to be useful. This finding confirms the study of Carmeli and Spreitzer (2009). Finding of this study indicated the importance of job commitment to increase employees' job satisfaction. Also this study demonstrated that

professional vitality and extra role fully mediate the relationship between these variables. It showed the effects of professional vitality and extra effort cannot be ignored because of their significant roles in this association.

5.1. Managerial implication

Finding of this study emphasize the importance of professional vitality and extra effort on career satisfaction. Results showed that enhancing professional vitality and extra effort increase job satisfaction among employees. Therefore, improving professional vitality and extra effort enable organization to benefit from employees' job satisfaction. This finding suggests that managers should consider on enhancing professional vitality as priority in the organization.

This study indicated the differential relations of professional vitality with various organizational aspects of career success, especially the positive relationship of professional vitality with career satisfaction. All of this suggests that improving the professional vitality of their employees should be a priority for high-performance human resource practices. In addition, due to the centrality of the professional vitality phenomenon in organizational life and its antecedents (based on the employees' personal values), it is important to recruit and promote workers with relevant values to professional vitality.

According to the finding of this study high vitality influences on performance; therefore, if managers want to enhance organizational performance they can focus on employees' goals, values and feeling. Also if employees motivate appropriately, it will effect on extra effort and performance.

5.2. Limitation

This research had several limitations. The first limitation was about socially desirable bias. This bias refers to respondents have tendency to answer their questionnaires that seem favorable by others. The prevalence of this bias has been decreased by distributing and collecting questionnaires directly by researcher without the interfering of supervisors. Second this research is self-reported study and it can increase the potential of common method bias; however this research used Harman's test to minimize the effects of common method bias. Also this study conducted in Northern Cyprus; therefore, the results may not be generalized to western or developed countries.

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