

# THE RELATIONSHIP BETWEEN JOB SATISFACTION AND AFFECTIVE COMMITMENT TOWARD ORGANIZATIONAL BEHAVIOR

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## Abstract

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The aim of this study looks at the function of leadership (LE) in mediating the link between job satisfaction and affective commitment toward organizational behavior in Jordan. The concept of commitment and its different relations have been widely studied in the organizational behavior literature, either as employees' commitment to organizations (Sumarsi & Rizal, 2022; Khraiwish, Al-Gasawneh, Joudeh, Nusairat, & Alabdi, 2022). The study looks at this issue by gathering information from 208 employees in Jordanian companies, which were analyzed using SmartPLS. According to the findings of the study, leadership use and affective commitment support are critical to increasing the efficacy of organizational behavior, but leadership use and job satisfaction are noncritical to increasing the efficacy of organizational behavior. The findings indicate that there is a considerable association between affective commitment and organizational behavior. Additionally, leadership has a key role in mediating the link between affective commitment and the success of organizational behavior. Future studies may examine managerial support on the relationship between job satisfaction and affective commitment toward organizational behavior.

**Keywords:** Leadership, Affective Commitment, Job Satisfaction, Organizational Behavior

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## 1. INTRODUCTION

During the first decade of the 1960s, the term "organizational behavior" was first used. A new field known as *organizational science* was created when many scientific disciplines, including sociology, psychology, and management, were combined to describe the processes that occur in an organization, across organizations, and between the internal and external environment (Urinov, 2020). Additionally, it

may be said that the development of management and organizational behavior theories took place concurrently based on a review of recent scientific literature (Brix, 2019). Similar to this, the study of organizational behavior has embraced a variety of ideas and methods. Studying how people, groups, and organizations affect behavior inside an organization is the focus of the applied behavioral science field known as organizational behavior (Robbins & Judge, 2014).

In his theory, Douglas McGregor laid the groundwork for organizational behavior theory. One of the models of employee behavior in an organization is based on an examination of an individual's personal development and growth, their attainment of ever-higher levels of competence, creative activity, and the notion that they are the organization's most valuable asset (Urinov, 2020). The traditional management approach is that the decision is made by the manager and that employee performance is strictly regulated. In this situation, management is directive and controlling (Walton, 1985). Theoretically, management's role is to provide employees with the opportunity to advance their skills, deepen their sense of responsibility, and foster an atmosphere that inspires them to contribute more to the organization's objectives (Hutasuhut, Adruce, & Jonathan, 2021).

As a result, the scientists' attention was drawn to the human element in the process of managing an organization, the function of a leader in an organization, as well as how to govern informal components, manage social dynamics, and instill values and standards (ALmahasneh, Rahman, & Omar, 2022a). The perspectives of these authors were essential for the development of organizational behavior research. Furthermore, it is widely accepted that leadership plays a key role in determining an organization's success or failure. From a mental perspective (Pauceanu, Rabie, Moustafa, & Jiroveanu, 2021).

Additionally, according to Brady and King (2018), a significant amount of research has been done on the variable of job satisfaction in the field of organizational behavior. When it comes to a job, job satisfaction is described as the discrepancy between the valued outcome that an individual receives and the outcome that they feel they should receive (Saha & Kumar, 2018). Another way to put it is how much people enjoy their professions (Allan, Dexter, Kinsey, & Parker, 2018). Every business wants its staff to be proficient in this crucial skill. This is because management has influence over the major factor affecting job happiness. Additionally, job happiness affects absenteeism, turnover, and in-role performance within the company both directly and indirectly (Çelik, Kılıç, Altındağ, Öngel, & Günsel, 2021).

According to the social exchange theory, research has also demonstrated a correlation between higher employee affective commitment and more social support at work (such as perceived organizational support and leadership support), as employees who feel supported by their organizations are more likely to feel obligated to repay the organization with affective commitment (Zagenczyk, Purvis, Cruz, Thoroughgood, & Sawyer, 2021). In this study, the role of leadership in moderating the connection between job satisfaction and affective commitment to organizational behavior in Jordan will be examined.

Therefore, this study is guided by the following research questions:

*RQ1: What is the effect of job satisfaction on organizational behavior?*

*RQ2: What is the effect of affective commitment on organizational behavior?*

*RQ3: What is the effect of job satisfaction on leadership?*

*RQ4: What is the effect of affective commitment on leadership?*

*RQ5: What is the effect of leadership on organizational behavior?*

*RQ6: What is the effect of leadership as a mediator on the relationship between job satisfaction and organizational behavior?*

*RQ7: What is the effect of leadership as a mediator on the relationship between affective commitment and organizational behavior?*

This study will seek to achieve the following research objectives based on the research questions stated above:

1. To explore the effect of job satisfaction on organizational behavior.

2. To explore the effect of affective commitment on organizational behavior.

3. To explore the effect of job satisfaction on leadership.

4. To explore the effect of affective commitment on leadership.

5. To explore the effect of leadership on organizational behavior.

6. To explore the effect of leadership as a mediator on the relationship between job satisfaction and organizational behavior.

7. To explore the effect of leadership as a mediator on the relationship between affective commitment and organizational behavior.

The structure of this paper is as follows. The introduction is in Section 1, and the literature review, particularly on organizational behavior and leadership, work satisfaction, and affective commitment is presented in Section 2. The creation of the hypotheses development is described in Section 3. The research methodology is described in Section 4. The discussion is in Section 5, and the study conclusion is summarized in Section 6.

## 2. LITERATURE REVIEW

The literature pertinent to the topic of the study is included in this section. Therefore, pertinent empirical studies have been highlighted. Among the main constructs looked at are organizational behavior, work satisfaction, affective commitment, leadership, and research theories.

### 2.1. Organizational behavior

Organizational behavior is a broad and heterogeneous field of research since it is connected to numerous disciplines that investigate human behavior (Gürbüz & Sığı, 2015). On the other hand, neither the organization nor the person can be analyzed in isolation from the other. Organizational behavior and research encompass individuals, teams, and organizational components (Swanson et al., 2020). Organizational behavior is simple to define when using the word equivalents provided in the idea. As a result, behaviors are the attitudes and acts of the individuals that make up the organization, and an organization is a system that people use to accomplish particular goals. In order to improve the operation of the business by predicting future actions, the discipline of organizational behavior investigates and analyzes the workplace behaviors

of the people that make up the organization. This idea is supported by the claim made by Luthans, who claims that “organizational behavior is intimately related to understanding, forecasting, and managing human behavior in organizations” (Kaçay, Güngör, Yenel, & Soyer, 2020, p. 480). “A field study that methodically and practically analyzes and seeks to comprehend the rationale for the activities of humans who comprise an organization” is another definition of organizational behavior (Mustafa, Gavin, & Hughes, 2018, p. 287).

## 2.2. Job satisfaction

A cheerful, good emotional state that results from one’s work experience is known as job satisfaction (Gopinath, 2020). The encounter has to do with how a person communicates with coworkers. Job satisfaction is important since it affects an employee’s loyalty to the organization (Jehanzeb & Mohanty, 2018). The decision of whether or not employees will quit or stay is significantly influenced by their level of job satisfaction, which is a predictor of personal well-being in a company (Akhtar & Nazarudin, 2020). According to Irabor and Okolie (2019), employee job satisfaction affects their sense of motivation and success at work. Additionally, job satisfaction has been shown to be a significant predictor of employees’ intentions to remain with a company and a contributing factor in reducing turnover (Liu, Zhu, Wu, & Mao, 2019). Additionally, there is usually a negative connection. According to Yukongdi and Shrestha (2020), employees who are happy in their professions are less likely to quit on their own, whereas those who are unhappy are more likely to think about changing careers (Peiró, Kozusznik, Rodríguez-Molina, & Tordera, 2019).

## 2.3. Effective commitment

Affective commitment among employees is defined as a person’s connection to the company for which they work (Huseyin, 2018). According to definitions, commitment is a mental state that conveys feelings of identification, loyalty, or closeness to the subject of the commitment (Saha & Kumar, 2018). According to Al-Jabari and Ghazzawi (2019), affective commitment is an emotional connection that enables employees to identify with and participate in the company. According to Hassi (2018), this affective commitment is created as a result of organizations’ efforts to inspire employees with a strong sense of responsibility for upholding all corporate values and giving organizational goals a first priority. Odoardi, Battistelli, Montani, and Peiró (2019) define affective commitment as a sense of ownership and affiliation with a company. According to Modau, Dhanpat, Lugisani, MaboJane, and Phiri (2018), affective commitment makes people wish to survive on one work. Employees’ capacity to continue working for a company because they believe in and want to perform that work is known as “affective commitment”. Employees’

affective commitment, which keeps them with the company, is a result of their psychological ties to it.

## 2.4. Leadership

Li et al. (2020) define leadership as a person’s capacity to inspire and influence others or as a social influence process that enables individuals to help one another complete a goal. Al Khajeh (2018) defines leadership as the relationship between a leader and their followers in terms of influence based on the accomplishment of organizational goals. Many studies on how to understand strong leadership have been combined. Another Malaysian study discovered a strong correlation between leadership and an organization’s performance (Arokiasamy & Tat, 2020).

## 2.5. Theories of the study

In this study, two theories were chosen: leadership theory and Maslow’s theory:

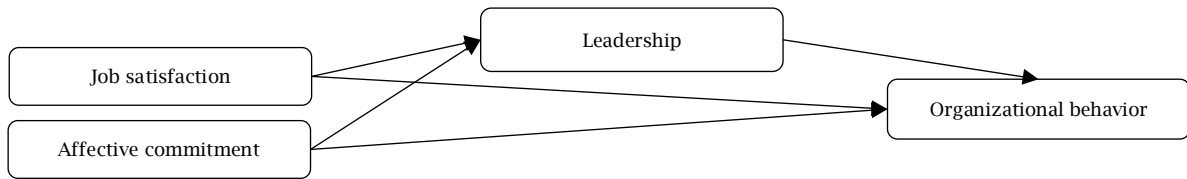
1. *Leadership theory*: Leadership theory and organizational theory are becoming essential tools for carrying out operations in organizations (Stogdill, 1974). All internal members of the organization must own leadership, regardless of the company’s objectives and mission. As a result, a group or company needs a charismatic leader who can inspire the group’s other internal members (Bean, 2021). Influencing current actions is a strategy used by leaders to guide organizations and people toward achieving long-term goals (Paais & Pattiruhu, 2020). Additionally, the neo-classical organizational theory is distinct in that it emphasizes the importance of each internal member of the organization’s participation point in decision-making (Meiyani & Putra, 2019).

2. *Maslow’s theory*: In 1954, Abraham Maslow put forth Maslow’s theory, which contends that meeting people’s basic needs is essential (Amin, Mokhtar, Ibrahim, Nishaalni, & Nordin, 2021; Abd Aziz, 2021). These fundamental needs, whether they are met or not, determine human satisfaction after self-perfection is realized. According to Bakar and Osman (2021), failing to fulfill basic human needs will disturb the human soul and prevent one from achieving self-satisfaction in terms of development, profession, or work. Basic needs include those for physical survival, safety, love, self-esteem, and a degree of perfection (Maslow, 1954). According to Abd Aziz (2021), employee work satisfaction can only be attained if specific levels of need are satisfied.

## 2.6. Theoretical framework

The purpose of this study is to evaluate the mediating influence of management support on the mediating role of leadership in the relationship between job satisfaction and affective commitment to organizational behavior in Jordan. The framework is depicted in Figure 1.

Figure 1. Theoretical framework



### 3. HYPOTHESIS DEVELOPMENT

The following are the six primary research hypotheses presented in this study, and their formation is detailed below.

#### 3.1. Job satisfaction and organizational behavior

Organizational behavior and job satisfaction have been connected. For instance, Pouramini and Fayyazi (2015) found a strong correlation between good organizational behavior and job satisfaction. According to Fazriyah, Hartono, and Handayani (2019), work satisfaction significantly affects organizational behavior. According to Pio and Tampi's (2018) research, organizational behavior is directly impacted by work satisfaction. According to Saifullah, Alam, Zafar, and Humayon (2015), employee behavior is directly impacted by job satisfaction. Therefore, we suggest the following idea:

*H1: Job satisfaction has a significant impact on organizational behavior.*

#### 3.2. Affective commitment and organizational behavior

Organizational culture and emotional commitment numerous studies have shown that they are positively related to organizational behavior (Duan, Lam, Chen, & Zhong, 2010). Skarlicki, van Jaarsveld, Shao, Song, and Wang (2016) asserted that supervisors were more tolerant of unequal pay distribution and unjust practices that might normally encourage retaliatory inclinations when they showed sufficient empathy and dignity toward their workers. According to social identity theory, a leader's fair treatment can also increase followers' identification with both the leader and the organization (Scheepers & Ellemers, 2019). Affective commitment, intrinsic job satisfaction, and organizational behavior were found to have a positive and substantial association by Khaskheli et al. (2020). Therefore, we suggest the following idea:

*H2: Affective commitment has a significant impact on organizational behavior.*

#### 3.3. Job satisfaction and leadership

Leadership is one factor that affects job satisfaction. The degree of contentment may be influenced by the leader's personality (Abelha, Carneiro, & Cavazotte, 2018). Purwadi, Darma, Febrianti, and Mirwansyah (2020) contend that leadership affects workers' contentment at their jobs. In addition, leadership was discovered by Asgari, Mezginejad, and Taherpour (2020) to have a positive and significant impact on job satisfaction. Paais and Pattiruhu's (2020) data study showed that leadership has a considerable impact on worker job satisfaction. Meng and Berger (2019) also found

a strong connection between leadership, employee performance, and work satisfaction. Therefore, we suggest the following idea:

*H3: Leadership has a significant impact on job satisfaction.*

#### 3.4. Affective commitment and leadership

According to numerous authors (Ribeiro, Duarte, Filipe, & Torres de Oliveira, 2020; Boies & Fiset, 2019), authentic leaders demonstrate behaviors that reflect beliefs and values that support the development and upkeep of open, sincere interactions. These researchers contend that employees' emotional ties to their employers are influenced by how strongly they perceive a leader's sincerity. Leadership, according to Peus, Wesche, Streicher, Braun, and Frey (2012), had a direct bearing on affective commitment. A beneficial relationship between affective commitment has also been found (Yucel, McMillan, & Richard, 2014). Similarly, Rumangkit's (2020) research findings imply that leadership affects affective commitment. Therefore, we suggest the following idea:

*H4: Leadership has a significant impact on affective commitment.*

#### 3.5. Leadership and organizational behavior

According to earlier studies, staff members mimic their leaders' prosocial behavior, including organizational behavior (Inam, Ho, Ng, & Mohamed, 2021). Additionally, leaders can foster beneficial exchange relationships with their followers, which will boost followers' loyalty and commitment to the company (Buch, Kuvaas, & Dysvik, 2019; Lee, Cho, Baek, Pillai, & Oh, 2019). Yang and Wei (2018) also found a connection between leadership and organizational behavior. Therefore, we suggest the following idea:

*H5: Leadership has a significant impact on organizational behavior.*

#### 3.6. Leadership as mediation

According to the conclusions and discussions in, all of the elements listed can behave as mediators, encouraging the creation of a relationship between an independent and dependent variable (Alqaraleh, Almari, Ali, & Oudat, 2022). The mediator and the dependent variables, as well as the independent and mediator variables, can all be connected using the variables. Therefore, we suggest the following ideas:

*H6: Leadership mediates the significant relationship between job satisfaction and organizational behavior.*

*H7: Leadership mediates the significant relationship between affective commitment and organizational behavior.*

#### 4. RESEARCH METHODOLOGY

This study is a descriptive study since it tries to provide an explanation of a phenomenon or situation in order to make a decision. The goal is to corroborate or refute the theories that have already been put out about the subject. Then, a vast amount of information must be acquired in order to have a complete understanding of the problem. As a result, it is investigated how leadership influences the relationship between job satisfaction and affective commitment to organizational behavior.

Data from the questionnaire, which comprises 5 sections and 20 items, was used in this study to compile statistics. Section one of the questionnaire includes questions about the respondents' sociodemographic characteristics. Sections two and three include questions about respondents' job satisfaction and affective commitment (independent variables). Section four includes questions about leaders (a mediator variable). Section five of the questionnaire focuses on organizational behavior (dependent variable). To increase response

accuracy, questions in sections two through five were answered on a 5-point Likert scale.

Two methods were used to evaluate the questionnaire's validity and reliability. Academic experts (i.e., university professors) first offered their thoughts and ideas on the questionnaire, and the items were changed in response to this input. To assess the variables' internal consistency, Cronbach's alpha was used. Leadership obtained a score of 0.998, Job satisfaction of 0.953, Affective commitment of 0.998, and Organizational behavior of 0.810. As a result, the items on the questionnaire were determined to be reliable and valid.

Three hundred (300) randomly chosen administrative workers from Jordanian companies answered the questionnaire. These workers were selected as research participants because they had a good understanding of their occupations. Two hundred fifty-four (254) surveys were ultimately gathered. Nineteen (19) companies returned both forms, and 27 questionnaires were judged to be incomplete. The study variables, item counts, and sources of the adapted scales are listed in Table 1.

Table 1. Scales used in research

No.	Variable	Code	No. of items	Reference
1	Job satisfaction	JS	5	Asgari et al. (2020), Saha and Kumar (2018)
2	Affective commitment	AC	5	Rather, Tehseen, Itoo, and Parrey (2019), Asif, Qing, Hwang, and Shi (2019)
3	Leadership	LE	5	Paais and Pattiruhu (2020), Doh, Stumpf, and Tymon (2011)
4	Organizational behavior	OB	5	Akrapuna, Choi, Johnson, and Lopez (2020)

#### 5. RESULTS AND DISCUSSION

The two factors in the regression model may account for a 0.180 variance in the intention to adopt OB, according to the R-squared value of 0.193

(Table 2). Additionally, the model summary demonstrates that these two variables in the regression model, with R-squared values of 0.092 and 0.009, may account for variations in intent to adopt OB and JS of 0.087 and 0.004, respectively.

Table 2. R-squared

Variable	R-squared	Adjusted R-squared
AC	0.092	0.087
JS	0.009	0.004
OB	0.193	0.180

The structural equation in PLS is composed of the measurement model and the structural model. While the measurement model shows the validity and reliability of the conceptual model, the

structural model describes the path coefficients between and among the latent variables. These two actions were conducted in this study. Figure 2 shows the measuring model for the current experiment.

Figure 2. Measurement model

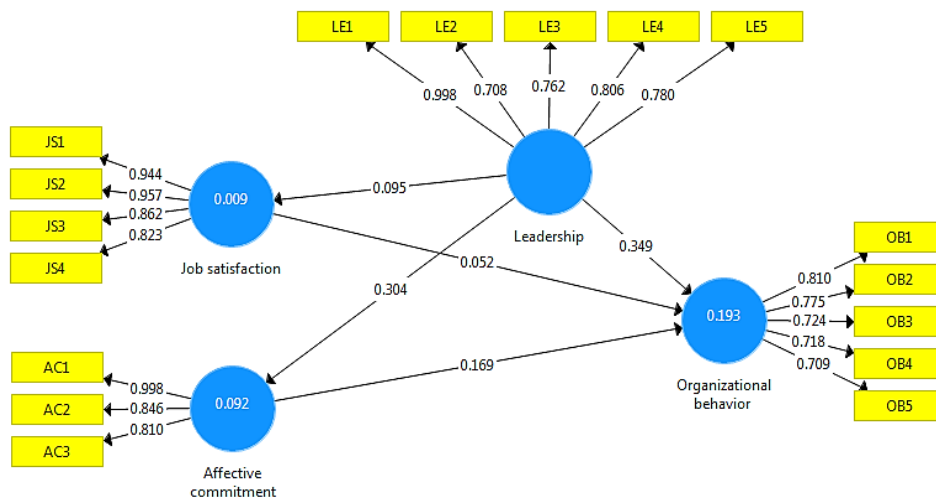


Table 3 explains the convergent validity of the current model. Outside loadings of all products are higher than 0.70. Due to being less than 0.07, certain things were dropped, while others were kept (Hair, Babin, & Krey, 2017). Four (4) pieces of AC and JS were taken out.

**Table 3.** Outer loading

Variable	AC	JS	LE	OB
AC1	0.998			
AC2	0.846			
AC3	0.810			
JS1		0.944		
JS2		0.957		
JS3		0.862		
JS4		0.823		
LE1			0.998	
LE2			0.708	
LE3			0.762	
LE4			0.806	
LE5			0.780	
OB1				0.810
OB2				0.775
OB3				0.724
OB4				0.718
OB6				0.709

The reliability analysis incorporates Cronbach's alpha, composite reliability, and average extracted variance (AVE). Table 4 demonstrates that all of the figures are more than the threshold values, demonstrating the validity of our study.

**Table 4.** Construct reliability and validity

Variable	Cronbach's alpha	rho_A	Composite reliability	AVE
AC	0.862	0.888	0.918	0.789
JS	0.938	1.082	0.943	0.807
LE	0.871	0.897	0.908	0.667
OB	0.805	0.825	0.864	0.560

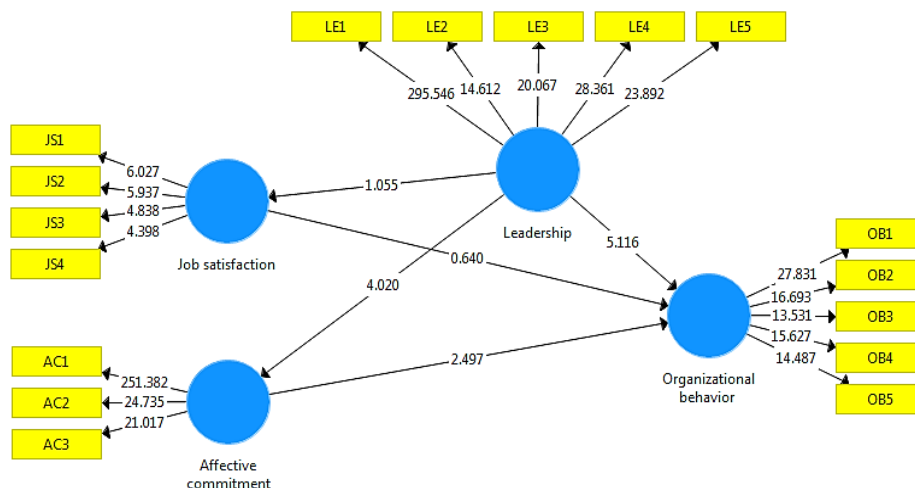
Investigating the discriminant validity of the criterion, the findings demonstrate that all diagonal values are significantly higher than the threshold values and higher than the lower values (Tzempelikos & Gounaris, 2017).

**Table 5.** Discriminant validity

Variable	AC	JS	LE	OB
AC	0.888			
JS	0.034	0.898		
LE	0.304	0.095	0.817	
OB	0.277	0.091	0.405	0.748

The current study's path coefficient is calculated once the reliability and validity of the research have been examined. The structural model employed in this experiment is shown in Figure 3. The direct and indirect interactions between and among the variables in this study are examined via bootstrapping.

**Figure 3.** Measurement model



The hypotheses for the structural routes were tested using the findings of both standardized path coefficients and their significant values. As a result, we used the PLS method as well as the traditional bootstrapping procedure with 1000 bootstrap samples to test the significance of the route coefficients using a one-tailed test (Hair, Celsi, Ortinau, & Bush, 2014). The outcome, as shown in Table 6, provides adequate support for *H2*, *H4*, and *H5*. Overall, build route coefficients are both strong and significant, according to the findings. The route coefficient (2.5625) from *AC* to *OB* is positive and significant (p-value = 0.0107, t-value = 2.5625), showing that the *OB* grows in proportion to the extent of *AC*. In the case of *H4*, the data revealed

a significant positive relationship between *LE* and *AC* (p-value = -0.000, t-value = 4.1782), implying that as the amount of *LE* increases, so does the amount of *AC*. In the case of *H5*, the data revealed a significant positive relationship between *LE* and *OB* (p-value = -0.000, t-value = 5.2802), implying that as the amount of *LE* increases, so does the amount of *OB*.

Furthermore, the data showed a strong positive relationship between *JS* and *OB* (p-value = -0.5582, t-value = 0.5851), while the impact of *LE* on *JS* via *OB* was insignificant at the 0.05 level (p-value = 0.3325, t-value = 0.9701). The results showed that the effect was statistically insignificant, meaning that *H1* and *H3* were unsupported hypotheses.

**Table 6.** Results of hypotheses testing for the *AC*, *OB*, *JS*, and *LE*

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics ((O/STDEV))	P-values
<i>AC</i> → <i>OB</i>	0.169	0.174	0.066	2.562	<b>0.011</b>
<i>JS</i> → <i>OB</i>	0.052	0.039	0.089	0.585	<b>0.559</b>
<i>LE</i> → <i>AC</i>	0.304	0.303	0.073	4.178	<b>0.000</b>
<i>LE</i> → <i>JS</i>	0.095	0.090	0.098	0.970	<b>0.332</b>
<i>LE</i> → <i>OB</i>	0.349	0.357	0.066	5.280	<b>0.000</b>

Table 7 shows the results of the bootstrapping, which show that the indirect effect of *LE* on *AF* via *OB* was positive and statistically significant at the 0.05 level (t-value = 2.127, p-value = 0.0339). The mediation effect was found to be statistically

significant, meaning that *H6* was supported. Also, at the 0.05 level, the indirect effect of *LE* on *JS* via *OB* was minor (p-value = 0.624, t-value = 0.490). The mediation effect was statistically negligible, showing that *H5* was not supported.

**Table 7.** Results of hypothesis testing for the mediation (*LE*) between *JS* and *AF* toward *OB*

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics ((O/STDEV))	P-values
<i>LE</i> → <i>JS</i> → <i>OB</i>	0.005	0.006	0.010	0.490	<b>0.6245</b>
<i>LE</i> → <i>AC</i> → <i>OB</i>	0.051	0.053	0.024	2.127	<b>0.0339</b>

## 6. CONCLUSION

The aim of this study was to examine the mediating role of leadership in the relationship between job satisfaction and affective commitment toward organizational behavior in Jordan. The following conclusions were derived based on the test results for three regression models. The discussion and implications of the Jordanian companies' findings revealed that *LE* enhances their *AC* and *OB*. The findings of this study show that *AC* has a positive impact on *OB* in these organizations, which is consistent with other findings reached by researchers working on the topic (Khan & Salam, 2020). The results support our theory that *LE* may operate as a link between *AC* and *OB*. By evaluating the influence of *LE* and *JS*, *AC*, and using *OB* as a mediator in a specific Jordanian company setting.

This study provides policymakers with the critical core knowledge to establish successful *OB* policies and support systems. The study shows that the *OB* has made extensive use of *LE*. Additional research is required to address the study's weaknesses. Researchers should look into various businesses and utilize other approaches in the future for example public sector organizations. It's feasible that future studies will go deeper into topics like management support. None of these are covered in this research. The findings of this study have a number of limitations, notably the fact that they cannot be extended to Jordan's public sector. The researchers noticed that there was a knowledge gap in the field of *OB*. Several parts of the sample were difficult to comprehend, which the researchers addressed as limitations. The researchers encountered a dearth of research in Jordan and the surrounding area.

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