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Job Satisfaction and Commitment at the Workplace.
Perceived Organizational Support as a Moderator

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ABSTRACT

This paper has as main purposes the examination of the moderating role of the perceived organizational support in the relation of job satisfaction with job commitment for all participants, respectively, for the group consists of intens and volunteers. Sample has 157 participants aged between 20 and 68 (M=30.52, SD=10.14), both men (28%) and women (72%). The moderating effect is statistically significant on the relationship mentioned above only for the group of interns and volunteers, but not at a global or vocational level. Also, a significant positive relationship is observed between satisfaction and commitment. In addition, there is a stronger link between job satisfaction and continued type for non-vocational jobs than vocational ones.
Keywords: *perceived organizational support, professional satisfaction, devotion, employee, intern, volunteer*

1. INTRODUCTION

Importance of Commitment at the workplace

Commitment is a phenomenon increasingly studied in relation to variables such as organizational citizenship behavior, job performance, especially, job satisfaction, in order to improve the selection process, to lay the foundations of a compensation and benefits policy, to facilitate interventions within the company regarding the prevention of counterproductive behavior at work and the intention to leave the organization.

Individual Background that leads to Job Commitment

Firstly, the personality traits from The Big Five Model that commitment has been related to are conscientiousness (r=.29, p<.05), followed by extraversion (r=.28, p<.05), agreeableness (r=.24, p<.05), emotional stability (r=.19, p<.05) and, finally, openness to experiences (r=.18, p<.05) (Choi, Oh & Colbert, 2015). For Erdheim, Wang & Zickar (2006), extraversion was an influential factor for all types of commitment: affective (r = .20, p <.01), normative (r = .17, p <.01), but also continued (r = -. 22, p <.01). Also, openness to experiences (r = -. 23, p <.01), neuroticism (r = .25, p <.05) and conscientiousness (r = .21, p <.01) were important for continued devotion, the last one mentioned being an amplifier for the affective one as well (r = .18, p <.05). Last but not least, agreeableness was a precedent for normative type (r = .19, p <.05).

Secondly, Peng, Ngo, Shi & Wong (2009) showed that gender is significant factor highlighting that men had a higher commitment compared to women, from the job's perspective, because they could have a lower perception of discrimination between people of different genders, be more determined of leading roles and performing tasks with more demanding standards. Also, Azeem (2010) showed that there could be a small positive correlation between age and commitment to work (r=.28, p<.05).

Furthermore, Mahmoud (2008) highlighted an average correlation between the level of education of the participants and the devotion to the job (r=.30, p<.05). It was also found that minority employees who preferred marginalization in a company experienced a higher level of cynicism (β =.22, p<.05) and exhaustion (β=.21, p<.05) and lower devotion to work (β = -. 22, p<.01) and self-efficacy (β =-.20, p<.05) (Ng & Tung, 1998). In addition, Coleman, Irving & Cooper (1999) found that locus external control correlated positively with continued commitment and internal orientation with affective type. Overall, locus control correlated negatively with the affective commitment (r =-. 35, p<.05) and positively with the continued type (r =.34, p<.05). When talking about well-being and health, the first one was a medium-level predictor of affective commitment in police officers (β=.34, p<.001) (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012) and the health problems correlated negatively with professional devotion (r=-.31, p<.01) (Mikkelsen, Ogaard, & Lovrich, 2000).

Professional Background that leads to Commitment at the Workplace

Biswas & Bhatnagar (2013) conducted a study in which the person-organization fit and the perception of organizational support were considered significant antecedents. Also, a higher level of engagement reflected a higher level of employee loyalty and trust in the organization, therefore a higher commitment to their job. In addition, Chugtai & Zafar (2006) found that the job involvement of university professors had a significant role as a predictor of commitment (β=.21, p<.01). Also, Cohen-Charash & Spector (2001) noted that there could be a significant positive correlation between organizational justice and professional devotion. The affective type, for example, had the strongest relationship with procedural justice (r=.43, p<.05), followed by interactional (r=.42, p<.05), then distributive (r=.37, p<.05). The importance (r = .08, p <.05) and the use of health benefits (r= .12, p<.05) were those that correlated the strongest with the continued type and the alternative modalities were those related the least to (Sinclair, Leo & Wright, 2005). Other variables that were related to job commitment in various studies were the intent to leave the organization (Allen, Shore & Griffeth, 2003), performance (Steyrer, Schiffinger & Lang, 2008), life satisfaction, organizational citizenship behavior (Cohen, 1999), counterproductive behavior (Nikkah-Farkhani, Hoshyar & Bagherieh-Mashhadi, 2017).

Relationship between Job Satisfaction and Job Commitment

Numerous studies that have supported a significant positive correlation between these two variables (Allen, Shore & Griffeth, 2003; Cahyono, 2015; Cheng, Chen, Teng, & Yen, 2016) could be levers to support the impact of perceived organizational support as a moderator. In addition to those, Cahyono (2015) revealed that a higher positive correlation in the case of those with internal locus control than in the people's situation who attributed an external cause to their successes and failures.

Taking into account commitment's classification, Clarke & Mahadi (2016) captured a statistically significant average positive correlation between affective commitment and occupational satisfaction (r=.46, p<.01). The same results were observed by Bilgin & Demirer (2012), having as a sample people who were working, at the time of data collection, in the hotel environment (r=.44, p<.01). Compared with the affective type, the normative one registered a lower regression coefficient with job satisfaction (R=.59, p <.05) in the Yücel's study (2012), and the continued devotion was the one wherewith it related the weakest.

Perceived Organizational Support as a Moderator

Akhtar et al. (2017) aimed at the moderating effect of the perception of organizational support on the relationship between emotional intelligence and work performance. Thus, emotional intelligence had a very high impact on performance (β =.707, p<.01), to which was added the fact that the higher the level of perception on the organizational support, the higher its moderating effect. Another study design, Jain, Giga & Cooper's (2013), in which organizational support (β=-.52, p<.001) played the role of

moderator was the one based on the relationship between stressors and citizenship behavior in organization.

There have not been done thorough research based on this paper's design. Chang (2015) observed that, in the case of nurses, the statistically significant moderating effect of the perception of organizational support on the relationship between occupational satisfaction and commitment was directly proportional to the level of this construct, meaning the higher the perceived organizational support was the stronger its effect on the relationship was ($\Delta\chi2$= 26.05, p<.01).

The main purposes of this paper are to capture the moderating effect of organizational support perceived on relation to professional satisfaction to job commitment for all participants in the study, and the particular case in which the group is represented by interns and volunteers. Another purpose was to compare the moderating effect of the perceived organizational support on the relationship between professional satisfaction with commitment in the cases of vocational and non-vocational professions declared. In addition, a parallel was drawn between satisfaction and continued commitment for vocational and non-vocational professions, respectively. As a result, this study has the following hypotheses:

H1: *Job satisfaction is a strong predictor of workplace commitment.*

H2: *Professional satisfaction is a stronger predictor of continued commitment for non-vocational professions or occupations rather than vocational.*

H3: *Perceived organizational support has a moderating effect on the relationship between job satisfaction and job commitment.*

H4: *Perceived organizational support has a statistically significant moderating effect on the relationship between job satisfaction and job commitment in the case of the group of interns and volunteers.*

H5: *Perceived organizational support has a higher statistically significant moderating effect on the relationship between job satisfaction and commitment in the case of the vocational professions rather than in the one of the non-vocational professions declared. The reason could be that the vocational occupations, such as being a psychologist, teacher or painter, are tailored for people with better social or artistic skills than non-vocational ones, such as being an engineer, researcher or economist.*

2. METHODOLOGY

Participants and procedure

Data was collected using two Google forms, one in Romanian and the other in English in order to make it easier to be understood by people that have access to platforms (eg. SurveyCircle) or groups for studies exchange. Therefore, selection methods are the snowball strategy and the one based on convenience, the persons being employed for at least 6 months at the time of the completion.

The sample is represented by 157 employees from 9 professional fields to which is added another category that includes the other sectors of activity: engineering (8.3%), healthcare (10.2%), education and social services (27.4%), justice and law enforcement (1.9%), management, business and finance (21.7%), trade and transport (3.8%), art and communication (5.1%), architecture (.6%), science (6.4%) and other (14.6%). Respondents are both male (28%) and female (72%), aged between 20 and 68 (M=30.52, SD=10.14).

3. RESULTS

Below, there is a general presentation of the results where the Pearson correlation test was applied to assess the associations between predictor, job satisfaction (M=34.56, SD=8.27), criterion, job commitment (M=71.89,

Instruments

Job satisfaction. The Generic Scale of Job Satisfaction (Macdonald, & MacIntyre, 1997) comprises 10 items and is used to measure occupational satisfaction, measured on the 5-point Likert scale (1- little or slightly agree, 5- extremely agree).

Job Commitment. The Affective, Normative, and Continuity Commitment Scale (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) has 24 items and is used to measure affective, normative, and continued commitment on the 5-point Likert scale (1- little or slightly agree, 5- extremely agree). Each subscale of the questionnaire, for all 3 types of job commitment, has 8 items.

Perceived organizational support. Perceived Organizational Support Scale (Eisenberger, Huntington, Hutchinson, & Sowa, 1986) comprises 17 items and is used to measure perceived organizational support on the 5-point Likert scale (1- little or slightly agree, 5- extremely agree). (2015).

SD=12.84), and its types, the affective (M=25.21, SD=5.96), normative (M=23.15, SD=5.49), respectively, continued

(M=23.52, SD=5.86), and moderator, the perceived organizational support (M=56.64, SD=14.84). There is a statistically significant high correlation between moderator and criterion (r= .52, p<.01). There is a statistically

significant link between the criterion and two of its facets, a very high one with the affective type (r=.77, p<.01), respectively an high one with normative one (r=.74, p<.01).

Table 1. *Correlations between predictor, criterion, its facets and moderator*

	JS	POS	JC	AC	NC	CC
JS	-	.68**	.62**	.72**	.39**	.21**
POS	-	-	.52**	.63**	.37**	.12
JC	-	-	-	.77**	.74**	.62**
AC	-	-	-	-	.47**	.17*
NC	-	-	-	-	-	.16**
CC	-	-	-	-	-	-

Table 2. *Coefficient of linear regression between job satisfaction and commitment*

Criteria	β	p
JC	.62	<.05
AC	.72	<.05
NC	.39	<.05
CC	.21	<.05

The results from Tabel 2 indicate that job satisfaction highly predicts both job commitment (β =.62, p<.05) and affective type (β =.72, p<.05). It is also shown that the impact of the predictor is average on normative type (β =.39, p<.05) and small on continued one (β =.21, p<.05).

Tabel 3a. *Coefficient of linear regression between job satisfaction and commitment in the case of non-vocational professions*

Criteria	β	p
JC	.63	<.05
AC	.74	<.05
NC	.46	<.05
CC	.20	<.05

Tables 3a and 3b show the extent to which professional satisfaction is a stronger predictor of job commitment in the

case of non-vocational professions or occupations (β=.20, p<.05) than in that of vocational ones (β=.08, p<.05). This means that in professions or trades that do not require a particular skill, job satisfaction encourages to a small extent, however higher than in the other case, staying in the organization based on a cost-benefit analysis of leaving it and evaluating alternatives, respectively, the possibility to find a job at least as good.

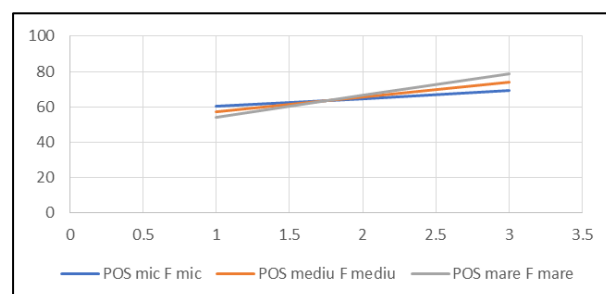Table 4. *Moderating effect of perceived organizational support on the relationship between job satisfaction and commitment at work for interns and volunteers*

	ΔR²	F	p
POS (interns and volunteers)	.13	11.13	<.05

Fig 1. *Moderating effect of perceived organizational support on the relationship between job satisfaction and commitment at work for interns and volunteers*

The results obtained after examining the moderating effect of the perceived organizational support on the relationship between job satisfaction and dedication at work, using the PROCESS procedure, are listed above. Thus, the interaction between perceived organizational support and professional satisfaction had brought a statistically significant addition to the variance of occupational devotion ΔR2=.13, F(1, 27)= 11.13, p<.05. The moderating effect of the perceived organizational support is statistically significant on the relationship between professional satisfaction and job commitment within the group of interns and volunteers, people who aren't officially employed. The non-standardized slope coefficient for people with the level of organizational support perceived with a standard deviation below average is. 51. In the case of those with the average level of the moderator, it is .95, and for one with a standard deviation above the average, the coefficient is 1.38. A possible explanation for this phenomenon would be that the impact of remuneration or lack of practical experience in performing professional tasks is influenced by the perception of their support by colleagues and superiors,

implicitly by the appreciation offered by them and the high quality of interactions at the workplace.

Perceived organizational support is evaluated as a moderator on the relationship between job satisfaction and commitment at the workplace, without observing any significant effect. Same phenomenon occur when examining the moderator's impact on this relationship in both cases, having a vocational job or a nonvocational one. Thus, no significant effect of it for both job types doesn't allow a comparison between results for this hypothesis.

4. DISCUSSION

This topic involves the analysis of the criterion's importance, that of the relationship between job satisfaction and job commitment, but most of all, highlighting the effect of perceived organizational support as a moderator in the relationship between predictor and criterion for all participants, in the groups of people with vocational jobs, respectively, non-vocational, and in the one formed by volunteers and trainees. The importance of commitment at the workplace was brought to attention by numerous studies that have examined its connection with variables that represent personal characteristics of people involved and professional factors.

Professional satisfaction, as an important predictor of commitment, both in this paper and in previous studies, could anticipate commitment at work (Allen, Shore & Griffeth, 2003; Cahyono, 2015; Cheng, Chen, Teng, & Yen, 2016) and the affective type is the one that was best predicted by job satisfaction, followed by the normative one, respectively, continued. In this study, it shows that job satisfaction could better predict the continued commitment in the professional environment of the employee who has a non-vocational profession compared to a vocational one. In this comparison, the phenomenon also applies to other types of commitment, including the construct overall. Thus, the need to have a special ability in order to perform the tasks could be a factor that influences the relationship between predictor and criterion mentioned above. Nobarieidishe, Chamanifard & Nikpour (2014) showed that attracting special talents and abilities (β=.12, p<.05), maintaining (β=.41, p<.05) and developing (β=.43, p<.05), including their management (β=.34, p<.05) in the appropriate positions have an importance in the positive connection with the organizational commitment of the people working in the finance field.

The moderating effect of organizational support is statistically significant on the relationship between job satisfaction and commitment to work in the case of volunteering and internships, programs that are composed mainly of young students who have no significant work experience or do not benefit remuneration by doing professional tasks. Possible explanations from the results section related to this topic were also captured by Dixon, Cunningham, Sagas, Turner, & Kent (2005) who highlighted the importance of perceived supervisor's support in maintaining the workplace commitment of interns who hadn't finished university at the time of participation in the study (r=.53, p<.01).

However, the present paper does not capture the significant effect of the moderator, including all participants in the research, contrary to those obtained by Chang (2015). To these results, it's also added its insignificant effect within the parallel between a vocational or a non-vocational profession, respectively.

Limitations

The existence of hypotheses that are rejected is the cause of some limitations, such as the use of non-probabilistic selection methods, including snowball or the one convention, which do not allow to capture the moderator's importance in this relationship. In addition, another possible limitation is the intercultural differences that could alter the results' quality, the form's English version being completed by people from a variety of countries.

Future directions

The future research objectives are to create a more elaborate design which highlights the way adversed childhood experiences in the predictor's role influences perceived organizational justice, this relationship being mediated by perceived organizational support. In addition, the connection between the predictor and the mediator is moderated by the personality traits of the Big-Five model. The links between organizational factors, such as workload and organizational culture, and the childhood trauma's impact were examined by Williams, Helm & Clemens (2012), but perceived organizational justice or support were not included in their study, which would allow a more in-depth research on this topic.

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