T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

AN EMPIRICAL RESEARCH ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

MASTER'S THESIS

SAED DARWEESH

Department of Business
Business Administration Program

June, 2021

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(Yl812.l30294)

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June, 2021

ONAY SAYFASI

DECLARATION

I hereby declare with respect that the study “An Empirical Research On The Relationship Between Job Satisfaction And Organizational Commitment .”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

SAED DARWEESH

FOREWORD

This study is my gift to my beloved mother, who have been the main source of inspiration for me to complete this project. she gave me strength when I thought about giving up. she continually provided her moral, spiritual, emotional, and financial support.
To Dr. Burcu Aydin who encouraged me to keep on going when I thought I was losing my concentration.
To my family and my soulmate Behiye, who never lost their trust in me.
Lastly, I would like to thank Allah for the granted guidance, resolution and good health.

June, 2021 **SAED DARWEESH**

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ABBREVIATIONS

Ads	**:** Advertisements
Ewom	**:** Electronic Word of Mouth
Kur	**:** Kurtosis
P-value	**:** Probability value
Ske	**:** Skewness
SPSS	**:** Statistical Package for the Social Sciences
Std. D	**:** Standard Deviation
WOM	**:** Word of Mouth
OC	**:** Organizational Commitment
JS	**:** Job Satisfaction

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AN EMPIRICAL RESEARCH ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

ABSTRACT

Job satisfaction and organizational commitment are very important variables that plays important role in the organization to guarantee the success of the organization by improving satisfaction of employees. The degree to which an employee feels self-motivated, content, and satisfied with his or her employment is defined as job satisfaction. When an employee thinks he or she has employment security, professional progress, and a comfortable work-life balance, this is referred to as job satisfaction. This indicates that the person is happy at work since the work matches his or her expectations. Organizational commitment is defined as a member's psychology toward his or her attachment to the organization for which he or she works. Organizational commitment is critical in determining whether an employee will stay with the organization for a longer period of time and work tirelessly to achieve the organization's goals. This study aimed to identify the relationship between job satisfaction and organizational commitment of workers in Palestinian logistics companies in the West Bank, and to achieve the objectives of the study, the researcher quoted a questionnaire to collect the necessary data from its sources to achieve these goals, and the researcher adobted the explanatory appraoach by conducting the study and the questionnaire was used as a main tool for collecting information, where the population of the study was 3000 while study sample consists of (262) employees from 5 logistical companies in the West Bank in Palestine, (300) questionnaires were distributed and (262) questionnaires retrieved. The results of the study showed that there is a significant level of Job Satisfaction and Organizational Commitment including Affective, Continuance, Normative Commitment among workers in logistic companies. There is statistical significance among the respondents regarding the relationship between job satisfaction and organizational commitment, as a result of the regression analysis, the relationships between the variables were explained. Findings has proven that Job Satisfaction positively affecting the organizational commitment (β= .708, R2= .457, p= .000, F= 218.612). In this case, the first hypothesis of the study is supported. The findings also confirmed that Job satisfaction positively affecting the affective organizational commitment (β=.673 R2= .281, p= .000, F=101.598). Also, findings confirmed that job satisfaction positively affecting Continuance organizational commitment (β=.707 R2= .270, p= .000, F=96.005). And last the findings confirmed that job satisfaction positively affecting the normative organizational commitment (β=.744 R2= .318, p= .000, F=121.239) and this means that the sub- hypothesis of the study is supported. The researcher recommended in his study the necessity of enhancing job satisfaction by working to improve the system of wages, incentives and promotions, setting up a fair system for evaluating employees and working to develop the capabilities and skills of workers, and the interest of companies in modern administrative methods in dealing with employees and strengthening human relations, the necessity of working

to improve the work environment, Establishing a special system that deals with employees' problems and complaints, and promotes the culture of belonging to the work and the organization, The necessity of working to increase the sense of belonging to the companies through, communicating with workers and informing them of the importance of the work they are doing. Therefore, the study explained the effect of job satisfaction on organizational commitment which has an important place in the literature.

Keywords: *Job Satisfaction, Organizational Commitment, Affective commitment, Continuance commitment, Normative commitment, Logistics Companies.*

İŞ TATMİNİ VE ÖRGÜTSEL BAĞLILIK ARASINDAKİ İLİŞKİ ÜZERİNE AMPİRİK BİR ARAŞTIRMA

ÖZET

İş tatmini ve örgütsel bağlılık, çalışan memnuniyetini artırarak örgütün başarısını garanti altına almak için örgütte önemli rol oynayan çok önemli değişkenlerdir. Bir çalışanın kendini motive, memnun ve istihdamından memnun hissetme derecesi iş tatmini olarak tanımlanır. Bir çalışanın iş güvencesine, mesleki gelişimine ve rahat bir iş-yaşam dengesine sahip olduğunu düşündüğü zaman buna iş tatmini denir. Bu, iş beklentileriyle örtüştüğü için kişinin işte mutlu olduğunu gösterir. Örgütsel bağlılık, bir üyenin çalıştığı örgüte bağlılığına yönelik psikolojisi olarak tanımlanır. Örgütsel bağlılık, bir çalışanın örgütte daha uzun süre kalıp kalamayacağını ve örgütün amaçlarına ulaşmak için yorulmadan çalışıp çalışmayacağını belirlemede kritik öneme sahiptir. Bu çalışma, Batı Şeria'daki Filistin lojistik şirketlerinde çalışanların iş tatmini ile örgütsel bağlılık arasındaki ilişkiyi belirlemeyi ve çalışmanın amaçlarına ulaşmak için araştırmacı, bu hedeflere ulaşmak için kaynaklarından gerekli verileri toplamak için bir anketten alıntı yaptı. , anket, bilgi toplamak için ana araç olarak kullanıldı, burada çalışma örneklemi Filistin'deki Batı Şeria'daki 5 lojistik şirketinden, araştırmanın nüfusu 3000, (262) çalışandan oluşuyor, (300) anket dağıtıldı ve (262) anket alındı. Araştırmanın sonuçları, lojistik şirketlerinde çalışanlar arasında Duygusal, Devam Edenler, Normatif Bağlılık dahil olmak üzere önemli düzeyde İş Doyumu ve Örgütsel Bağlılık olduğunu göstermiştir. İş tatmini ile örgütsel bağlılık arasındaki ilişkide yanıtlayıcılar arasında istatistiksel olarak anlamlılık olup, yapılan regresyon analizi sonucunda değişkenler arasındaki ilişkiler açıklanmıştır. Bulgular, İş Doyumunun örgütsel bağlılığı olumlu yönde etkilediğini kanıtlamıştır (β= .708, R2= .457, p= .000, F= 218.612). Bu durumda çalışmanın birinci hipotezi desteklenmektedir. Bulgular ayrıca, iş tatmininin duygusal örgütsel bağlılığı olumlu yönde etkilediğini doğrulamıştır (β=.673 R2= .281, p= .000, F=101.598). Ayrıca bulgular, iş tatmininin Devam eden örgütsel bağlılığı olumlu yönde etkilediğini doğrulamıştır (β=.707 R2= .270, p= .000, F=96.005). Son olarak bulgular, iş tatmininin normatif örgütsel bağlılığı olumlu yönde etkilediğini doğrulamıştır (β=.744 R2= .318, p= .000, F=121.239) ve bu da çalışmanın alt hipotezinin desteklendiği anlamına gelmektedir. Araştırmacı, çalışmasında ücretler, teşvikler ve terfiler sistemini iyileştirmeye çalışarak, çalışanları değerlendirmek için adil bir sistem kurarak ve işçilerin yetenek ve becerilerini geliştirmeye çalışarak iş memnuniyetini artırmanın gerekliliğini ve şirketlerin bu işe olan ilgisini tavsiye etti. çalışanlarla ilişkilerde ve insan ilişkilerinin güçlendirilmesinde çağdaş idari yöntemler, çalışma ortamının iyileştirilmesi için çalışmanın gerekliliği, çalışanların sorun ve şikayetleriyle ilgilenen, işe ve kuruma aidiyet kültürünün yaygınlaştırıldığı özel bir sistem oluşturulması, gerekliliği çalışanlarla iletişim kurarak ve yaptıkları işin önemi hakkında onları bilgilendirerek şirkete aidiyet duygusunu artırmak için

çalışmaktır. Bu nedenle çalışma, iş tatmininin literatürde önemli bir yere sahip olan örgütsel bağlılık üzerindeki etkisini açıklamıştır.

Anahtar Kelimeler: *İş Doyumu, Örgütsel Bağlılık, Duygusal bağlılık, Devam bağlılığı, Normatif bağlılık, Lojistik Firmaları.*

1. INTRODUCTION

This empirical research aimed to explore the relationship between job satisfaction and organizational commitment of the logistics companies' employees in the west bank of Palestine. JS and OC to any organization is the key to increase the effectiveness, and the engagement of the institution's employees to the organization itself must be high that increase the success of the organizations, they will be satisfied with their jobs, and employees will have the necessary motivation to improve themselves and their organization. "JS and OC" are important for the workers in the logistics sector, and human relationships will be directly reflected in the business results and will be allocated for implementation. The obtained data will provide important results for more efficient work in the logistics industry. Determining the relationship between "JS and OC" will contribute to making many expectations about productive work. The survival of the organization depends on the continuity of the staff members. If the employees become more connected to the organization, the strength and continuity of the organization will increase. In order to exist, a company attempts to keep workers from leaving. In doing so, it employs methods such as raising salaries, promoting possibilities, and providing incentives (Çetin, 2004: 90). Organizational commitment is a critical problem for businesses for five main reasons. This concept has become: First, resigning from a job, being away from work, retraction, and searching for other jobs. Second: job satisfaction, embrace, morale, behavioral, emotional and cognitive structures such as performance. Third: regarding to the work and the role of the employee, such as independence, responsibility, participation and understanding of duty. Fourth, personal characteristics of employees like gender, age, service period, and education. And finally: see the organizational commitment expectations that an employee will incur (Balay, 2000: 1).

"Job satisfaction" usually is linked with job factors. Factors that describe the pleasure and happiness of the employees. concretely, job satisfaction is a total

of the emotional responses of the person (Locke et. al,1976). “Job satisfaction” is expressed as providing a pleasant state of feeling that satisfies the person about his / her profession or job (Koustelios, 2001: 354). Many theories have been developed or created to describe job satisfaction and they are founded on an examination of the connection between work satisfaction and motivation. The relationship between job motivation and satisfaction has been taken over by (Vroom 1964; Adams 1965; Marslow 1970; Herzberg 1996). A driveful theory in psychology is known as the "Hierarchy of Needs." It is made up of a five-rank model of human needs, and this model is often picturized as a pyramid where each tier is higher than the one below it. Moving downward from the bottom of the pyramid, the human needs are: physiological, safety, love and belonging, esteem, and self-actualization. Vroom states that differences should be gotten into account in meeting the social needs of individuals in the formation of job satisfaction. (Okpara et al., 2005: 178).

The fact is that job satisfaction is a highly emphasized issue in the administrative sense. The reason is the positive results that can be achieved in relation to the work performed largely because of the fact that the employee is directly proportional to job satisfaction (Marvin D,1976). The reason that job satisfaction is a highly focused issue in the administrative sense is that those expectations can be obtained with regards to the work performed are largely coherent with the job satisfaction of the employee. In case if job satisfaction is loud, productivity will be high, turnover and absence will decrease while organizational commitment will increase (Asik, 2010: 35)

“JS and OC” for the selected employees from 5 logistics companies in Palestine\ West Bank. It is one of the key variables affecting their job success. These types of research are important in terms of helping them to provide direction and work policies to managers of logistics companies. Likewise, it is assumed that the study will be the source of the scientific research that will be conducted later. Due to the data obtained in this research, conducting general conclusions is one of the overall goals.

The feeling of satisfaction, contentment and happiness from the work that a person performs (Keith Davis,1989), and expressed procedurally in this study by the degree that the company employee obtains as a result of his assessment

of the grade of his satisfaction with the areas of job satisfaction represented by work conditions and nature, salary, relationship with colleagues, incentives, relationship with the chiefs.

“Job satisfaction” is often seen as external (extrinsic) and internal (intrinsic) (Rose, 2001). The many personal qualities of the employee, such as the capability to use relationships, and the person's capacity to be proactive with their superiors, are qualitative or symbolic elements of the work. An extrinsic source of pleasure is contingent and is contingent on the workplace environment, such as job stability, a pay raise, or an increased salary. In order to capture the overall work satisfaction, both extrinsic and intrinsic job aspects must be reflected equally.

According to the research by Hassan, Hassan, and Mabekoje (2008), Parmer and East (1993), and Sierpe (1999), the “Spector's Job Satisfaction Scale” is an effective assessment of nine job satisfaction aspects. the nine-dimensional scale of (Pay, Promotion, Supervision, Fringe benefits, Contingent rewards, Operating procedures, Co-workers, Nature of work, and Communication) was developed in order to measure all aspects of pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, and the nature of work. Even the results from such research did not focus on gender differences or mention variables, they may be generalized to apply to both genders.

Pay is also strongly linked to the aspects of pay satisfaction, such as customer satisfaction. Individuals who make more money are not always happier with their employment (Spector,1985). Research conducted by Yang, et al. (2008) shown that compensation had a significant impact on work satisfaction in the Chinese military. Promotions provide individuals the opportunity to explore other aspects of themselves, get some extra insight, and meet new people (Robbins 1993). Promotional opportunities should be comparable for all applicants, to evaluate job satisfaction (Robbins 1993; Spector 1997)

Work satisfaction is affected by the immediate supervisor's conduct as well (Spector 1997). “Employee satisfaction” goes down once the supervisory authority is kind, acknowledges workers' work, has an ear to the ground, and really pays attention to what employees have to say (Robbins 1993). the

supervisor's actions may have influence on the work's nature the level of satisfaction workers feel with the kind of job they are doing (Spector 1997). Employees select difficult work that provides them with chances to demonstrate their talents and skills and empowers them to make various choices about their performance (Robbins 1993). Precise objectives, such as receiving specific feedback on progress, and support for desired actions all have the potential to motivate. Fewer incongruities, uncertainties, and defects in interaction lead to workers' greater satisfaction at work (Robbins 1993).

Dependent on fringe utilities and cooperation We may split fringe benefits into monetary and non-monetary advantages, as found in Spector (1997). Rising performance, together with greater levels of organizational commitment, may be stimulated by increases in employee's intrinsic and extrinsic fringe utilities (Suliman & Iles 2000). Examples of contingent benefits include praise, acknowledgment, and prizes for excellent performance, as explained by Spector (1997). if an employee believes that their efforts aren't acknowledged, or their incentives aren't linked to their performance or suited to their requirements, they may experience discontent (Robbins 1993). The reinforcement theory of motivation is promoted by contingent incentives, according to which the more that people are rewarded for actions that have a direct bearing on their accomplishments, the more often such behaviors will be performed (Spector 2008).

fairness perceptions are significant predictors of individual behaviors and responses to work (Spector, 1982). Martins and Coetzee (2007) report that the various requirements and interests of employees are dependent on how those needs and interests are merged with those of the business. The work-life balance and physical working environment also have an impact on employee motivation and company culture. Working is important because it fulfills the desire to have a social role. Workers that have good co-workers have a better job satisfaction (Robbins 1993).

Coworkers, groups, and the culture to which an employee is exposed may all have an effect on workplace satisfaction. (As proposed by Ghazzawi, 2008). guide to perceiving the significance of one's work, emotions of being responsible, and understanding of results of one's labor, which, when cycled,

lead to contentment with one's employment (Judge, Bono & Locke 2000; Spector 1997). People feel personally responsible when they can choose their own destinies. Workers get information on the products of their labor via company performance reviews. The task and complications of a work are determined when these qualities come together. When you have a broad scope, people will be satisfied in their jobs, and when you have a narrowly focused scope, they will be bored and displeased. The appearance of the job and the workplace environment have an impact on JS, and this is true whether the circumstance produces good or bad job satisfaction (Spector, 1985). Under three major headings, it has been found that the elements that influence work satisfaction are addressed in the literature. Personal, corporate, and group titles appear under these headings.

Employees' mental health, benefit ability, and job satisfaction all center on the amount of connection workers have with their working environment (Wanous and Lawler, 1972; Holland, 1996). (Spector,1997). In addition, job happiness has a positive impact on researching a company, while well-functioning working circumstances play a significant role in triggering corporate growth.

Similarly, a rise in accomplishment results in improved service and yield, a quicker service, and partnership that lasts for the long term, allowing companies to preserve and build their competitive advantage (McGrath and MacMillan, 2000). (Bontis et al., 2011).

The negativity or positivity of the critical review is closely connected to how the worker feels, their working circumstances, and the need of the connection job (Bush and Middlewood, 2005).

There has been few research that show a link between OC and JS. According to the outcomes of a study conducted by Aydogdu and Asikgil (2011) on workers working in the service and manufacturing industries, a significant connection exists between affective commitment and external and internal job satisfaction. Similarly, it has been shown that there is a strong connection between normative commitment and both external and internal job satisfaction. wherein a negative connection was discovered between normative commitment and internal job satisfaction; but, contrary to expectations, they discovered a significant and

positive correlation between continuous commitment and external job satisfaction.

Dirani and Kuchinke (2011) investigated the link between JS and OC in five Lebanese banks. The findings of this study revealed that commitment and satisfaction were strongly linked, and that satisfaction was a strong predictor of commitment. In addition, Ahmad and Oranya (2010) sought to investigate the connection between nurse organizational commitment and care job satisfaction in two countries that are developmental and culturally distinct, Malaysia and England. According to the findings, positive significant relationship between overall OC and JS in both nations. In terms of the three dimensions of organizational commitment, the results revealed no significant relationship between job satisfaction and continuous commitment in the Malaysian hospital, whereas continuous commitment had a significant negative relationship with job satisfaction in the English hospital. Markovits et al. (2010) discovered that intrinsic and extrinsic pleasure were more strongly linked to normative and affective commitment in public sector workers than in private sector employees.

Nonetheless, Tsai, Cheng, and Chang (2010) discovered that job satisfaction significantly influenced organizational commitment among hotel sector employees in Taipei, Taiwan. Similarly, Silva (2006) investigated the relationship between organizational commitment and work satisfaction among hospitality personnel. The findings revealed a significant positive relationship between work satisfaction and organizational commitment. Buchko et al. (1998) investigated the relationship between organizational commitment and work satisfaction in a privatized Russian company. According to the findings, there was a positive and significant relationship between the five aspects of organizational commitment and work satisfaction. Similarly, in their study of human service employees, Glisson and Durick (1988) discovered a favorable link between OC and JS.

In the light of these results, it is thought that examining the effect of job satisfaction on organizational commitment is still important to obtain values outcomes at individual and organizational context. Literature always draw attention this possible relationship. Therefore, in this study, we have been

examined that the effect of job satisfaction on the organizational commitment in the logistics companies in the West Bank \ Palestine.

2. LITERATURE REVIEW AND THEORETICAL BACKGROUND OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT.

2.1 Organizational Commitment

2.1.1 The concept of organizational commitment

When it comes to commitment, early research placed the idea under the banner of identification, engagement, and being loyal (Porter, Steers, Mowday & Boulian, 1974). In keeping with Porter et al. (1974), an attitudinal viewpoint involves emotional commitment or connection established by an employee to the company.

The attachment of the individual to the organization, sometimes referred to as organizational commitment, is described as a desire of staying in the employment and an alignment with the objectives and values of the company. Individuals are aware of the degree to which their personal beliefs and objectives are related to the company, and therefore see this as being linked to organizational commitment.

"Employee commitment to the company", according to Mowday, Steers, and Porter (1979, 1982) a committed worker has organizational feeling (Mueller, Wallace, & Price, 1992; Price, 1997). Meyer and Allen (1991) classified organizational commitment into three varieties: emotional, continuous, and normative. emotional attachment is the amount of affection a person has for an organization; staying committed means having strong emotions for the organization; and meeting expectations means behaving in a certain way. when a private accepts corporate values and objectives and connects with them while they do their work duties (Tanriverdi, 2008).

There are many influences on organizational commitment, such as individual and management. Benkhoff (1997) discovered that, since the employee receives a higher position within the company, he/she tends to have greater organizational commitment. As long as the individual is employed by the

company, the greater their dedication. However, other research showed no comparable result (Lok& Crawford, 1999; Brewer, 1996).

Cohen (1993) and Beck and Wilson (2000) said that commitment grows with age, while Mathieu and Zajac (1990) think it does. According to Decottis and Summers (1987), organizational commitment is influenced by employees' characteristics including leadership and communication.

Several studies indicate that having a say in the decisions (Porter et al., 1974; Mowday et al., 1982; Beck & Wilson, 1997) and being provided with feedback on one's work performance and job role (Mathieu & Zajac, 1990) result in greater organizational loyalty among employees.

More control and more support provide more employee engagement and commitment, whereas having more control and less support decreases employee involvement and commitment. According to Koopman (1991), those who like their manager's style were more inclined to appreciate the company as well. Despite their being no obvious link, this may subsequently influence employee engagement levels.

Nierhoff et al. (1990) showed that employee commitment extends to measures management takes to promote company culture and elegance. Employees that are more dedicated are skilled and consistently involved with the company (Boles et al., 2007). Furthermore, employees who anticipate future rewards and advancement will be more devoted (George & Jones, 1996). Eisenberger et al., (1990) spoke of an analogous concept when they noted that workers are more dedicated, more attentive, and more creative.

2.1.2 The definition of organizational commitment.

An idea has been examined for decades. “Commitment” has been the subject of many studies due to its relationship to multiple factors. Commitment has been examined because of the numerous factors like dismissal, performing, satisfaction, and leaving (Mathieu and Zajac, 1990, p. 171).

Mowday (1986) holds that “OC” is how strongly someone identifies with and is involved in their organization.

Organizational commitment is described by O'Reilly and Chatman as the degree to which an individual integrates his/her own personal traits and views with those of the company.

properly understand these concepts, it is necessary to examine mental and behavioral aspects (e., makes turnover less likely). For this definition, see to (1990) by Mathieu and Zajac.

On organizational commitment, you may find the framework of O'Reilly (1989, p. 17) which includes ideas like job engagement, loyalty, and belief in the ideals of the company. the extent to which employees support the objectives of the company, and the effort they are prepared to put out in support of those goals (Miller & Lee, 2001).

- a willingness to care about organizational membership
- Belief in and acceptance of the organization's ideals and objectives
- an organization-first mindset (Cooper and Robertson, 1986).

Additional than Mowday, Porter, and Steers, there are other important determinants of organizational commitment such. job tension, job happiness, and person job fit, rewards, and expenses and investments.

Integrating, desiring, accepting, and being prepared, Keyton (2008) described organizational commitment as a constant and complicated process by which the organization's members exist and by which these contracts both preserve and want change in the organization.

(Porter et al 1982) define organizational commitment as the degree to which an individual conforms to his organization and his association with it, and that an individual who demonstrates a high level of organizational commitment toward the organization demonstrates the following characteristics: a deep confidence in the organization's aims and ideals, as well as a desire to go above and beyond for its behalf (Mowday, Porter and Steers, 1982). "Porter" and "Smith" were among the first to define organizational commitment in 1970, when they used a psychological approach and defined it as an emotional and positive attitude toward the company. "O'Reilly" and "chatman" emphasize the psychological dimension of commitment, defining it as the psychological tie that binds a

person to an organization, causing him to integrate into work and contributing to the company's ideals

According to Buchanan (1974), commitment and its comprehension are accomplished via three indicators: conformity, creation, and loyalty. It was shown by the individual's conviction in and acceptance of the organization's objectives and ideals, as well as his willingness to devote maximum effort in its direction while retaining his spontaneity.

OC may be defined as a psychological condition shown by an individual's commitment to his organization and belief in its objectives, as evidenced in his conduct as he strives to make this organization a success and makes every effort and commitment to do so.

2.1.3 Importance of organizational commitment

It is one of the most prominent behavioral variables that have been highlighted, Organizational commitment is an essential pattern in the relationship between an organization and the people who work there, particularly at times when companies are unable to offer enough incentives to motivate these people to work hard and reach the maximum degree of success. Job satisfaction is an essential element, but the commitment of people, particularly managers, to the companies in which they work is even more significant. Individuals' commitment to their organizations is a significant element in determining whether or not they would remain in their current positions or quit their jobs. It is also an important component in predicting the effectiveness of an organization (Gouldner 1970; Angle and Perry 1983).

Employees with higher organizational commitment do not want to leave or be absent if an employee has poor commitment to his or her work, indicating that their on-the-job stability is strong. It should be highlighted that regularly absent employees may lack dedication, but other factors, such as their cultural origins, may be at play. Committed employees are more likely to make compromises when the firm demands them: Employees that have a higher organizational commitment are more willing to make sacrifices to ensure the organization's success. Obviously, the sacrifice does not have to be expensive because even minor acts can strengthen an individual's commitment; yet, in light of the

benefits outlined, it justifies employees' regulatory commitment. (Hammer and Avgar 2017).

2.1.4 The size of organizational commitment.

2.1.4.1 Meyer And Allen’s (1991) “Three Component Model of Organizational Commitment”

Affective commitment

It relates to emotional connection, conformance, or alignment with the organization's beliefs and goals (Felt, 2003.2). According to (Muthuveloo & Rose, 2005: 1080), affective commitment is similar to value commitment in terms of aligning the individual's objectives and values with the goals and values of the organization and via A set of emotions such as loyalty, belonging, and connection to the organization). According to (Altech, 2010, 79), affective commitment is defined as "the emotional attachment to the values and goals of the organization through a number of foundations, (participation, intervention in the organization, and conformity with it") and from Owned by workers who are still working with the organization because they consciously desire it." That is, the individual's affective commitment develops based on the aforementioned foundations, and a number of studies have been tested, including the study (Humphreys, et al. 2005), which found that justice in the distribution of rewards, clarity of role, freedom from conflicts or disputes, and rewards based on outstanding performance and participation in decision making all play a large role. According to Al-Zibari (2010: 35), this type of commitment affects the employee's sense of the organizational environment in which he works, such as the degree of independence and importance, the required skills, the proximity of supervisors and their guidance to him, and this aspect of commitment affects the employee's sense of the organizational environment in which he works. In the process of making choices, whether about work or anything else, according to (Al-Tani, 2007), people whose primary connection with the organization comes from their emotional attachment to the organization continue to do so. And each of (Khair El-Din, et al. 2010) stated that affective commitment is based on a strong sense of belonging, integration, and participation in the organization, and the employee will develop his emotional attachment to an organization when he

recognizes its goals, and when the employee's values coincide with the values of the organization, he becomes emotionally committed. Employees who have a high emotional commitment will remain in their employment because they want to. There is psychological integration into the company and pride in connection with it.

Continuance Commitment

(Gearing and Baron, 2009: 216) define continuous commitment to the individual's strength and desire to stay in work in a specific organization because they think that quitting job in it would cost him a lot, and these costs may be material or moral. Many people do not want to compromise these things over time (such as pension plans, promotion, retirement, and friendship for certain people), thus they have a high level of continuous commitment. They are exorbitant prices that include (the risk of wasting time, the time and effort expended to acquire non-transferable skills, the loss of attractive gains, and the breakdown of personal or family relationships due to leaving work). Characteristics that he would not be able to accomplish in another company. Also, (Khair El-Din, Musa, and others 2010 p. 13) considered that continuous commitment is based on the fact that when a worker remains in his work in any organization for an extended period of time, He makes investments in the form of time, job effort, learned skills, perks, and incentives, all of which serve to dissuade him from pursuing alternative employment with a different company.

Normative Commitment

According to (Salami, 2008:32), normative commitment reflects the role of the individual and the commitment to continue working within the organization, whereas (ugporo, 2006:23) sees “normative commitment” as well as the individual's feeling of responsibility and loyalty to stay with the company stemming from personal values and principles that the individual holds. Before joining the organization (culture or family orientation) or after entering the company (organizational orientation), such as the expenses connected with his job, education, and marital costs. Furthermore, this commitment is centered on the status of the legal duty to continue working, and people who hold a high degree of it believe that they have to stay in the organization, and they are willingly dedicated to that as a consequence of self-reincarnation. Normative

pressures placed on people before they join the company, and this kind of commitment may emerge when employees get incentives in advance, the feeling of the worth of these types of rewards and investments helps workers feel their commitment to the organization. (Altech, 2010:83) According to (Gringe and Barron, 2009, 217), the notion of normative commitment is defined as personal's belief that he is obliged to remain in the organization owing to the demands of others. Others. If someone quits the business, he does not want to create worry for his employer or leave a negative image on his coworkers. This is a moral duty, even if it comes at the cost of oneself. As for (Meyer et al) 2002, Iverson and Buttigieg, 1999: 307. They saw that normative commitment inspire the feeling of continuity within the company in which it works, and reinforces this feeling of high assist by the company toward workers, encouraging them to participate and mutual understanding, not just in how procedures and work implementation, but even contribute to the organization's goal-setting, decision-making, planning, and policy-making processes, while many researchers see the normative commitment as ethical commitment.

2.1.5 Theories of organizational commitment

2.1.5.1 Becker's (1960) Side Bet theory of organizational commitment

The only commitment that comes into being is the "commitment" which a private individual forms to both an activity and their private interest when they put in a side bet with a uniform line of activity." By making side bets individuals engage in expectation of a possible payout; this is to say, from organizations, payoffs which can fulfill their demands if they retain their connections, but payoffs which may be skipped if they disengage. An organization's constant attitude refers to staying with the organization. This requires the organization to surrender certain rights only in case of leaving, which implies the value of departing the group (Becker, 1960, pp. 32- 42; Allen and Mayer, 1984, pp. 373).

2.1.5.2 Kanter's (1968) three form model of commitment

As described by Kanter (1968), "organizational commitment" may be characterized as "the commitment to pursue socially structured patterns of conduct which help individuals exhibit their own characteristics and meet their

needs." According to Kanter (1968, p. 500), According to Kanter (1968), commitment has three distinct categories: Continuance, Cohesion, and Control. continued participation commitment is based on Kanter (1968) in which actors make a decision to continue participating in or stay members of a social group. Commitment to a group or social connection is what we mean by cohesion commitment. Having a positive effect toward other members, along with the connection of everyone being happy, aids in sustaining a relationship. Controlling commitment stems from how positively motivated the commitment to maintain standards and follow the authority of the group is. One should want high degrees of social organization congruence and control commitment. Kanter, 1968, p: 501, describes these phenomena.

2.1.5.3 Buchanen's (1974) three component organizational commitment scale

According to Buchanan (1974), there are two components to organizational commitment: strong dedication to values and purposes of the company, and the willingness to adhere to one's position for the purpose of that value for the organization. Organizational commitment is defined as compatible with this definition: identification, participation, and loyalty. An adoption of values and goals occurs after the worker has been identified. To be engaged is to have a strong psychological connection to the actions and roles that are required. emotional attachment to the organization (Buchanan, 1974, pp. 533-546).

In contrast to Becker's (1960) definition, which uses just intellectual aspects, Buchanan's (1974) formulation uses both intellectual and emotional components. The earlier work by Becker (1960) claims that commitment to an organization originates from the cost of quitting. The more recent work by Buchanan (1974) has a very different view and claims that commitment to an organization stems from devoting oneself to helping the organization reach its goals and creating an emotional attachment to the institution.

2.1.5.4 Mowday, Porter, Steers' (1982) Organizational Commitment Model-Questionnaire

There are various definitions of organizational commitment, each of which is multifaceted and complex. Within the literature, different perspectives may be parallel, or much more extensive. Mowday, Porter, and Steers (1982) have

distinguished behavioral and attitudinal approaches to organizational commitment. Steers, Porter, and Mowday (1982) argue that a commitment centered on the manner through which people adopt their connection with the organization may be called "attitudinal commitment." Some people think of it as a mindset in which those in the organization think about how influential the organization is.

On the other end, behavioral commitment deals with how people become "locked in" to one organization, and the impact this has on the issue. Another way to characterize organizational commitment is as diverse and multifaceted. It's feasible to divide definitions and explanations into two categories: Commitment literature is examined extensively, and in many cases, it's possible to distill these explanations and definitions into two major groups:

attitudinal vs. behavioral commitment

The types of commitment include both psychological and calculative.

In this approach, the conduct is distinguished from the attitude, with behavioral commitment associated with the former. Behavior as described by (Salancik and Staw in 1977) is that which fuels commitment. Compassionate with them, commitment is more likely to be a behavior and come from organizational restrictions as well as the choices that tie workers to their jobs. Behavioral research does not consider commitment to be an attachment from shared values and objectives of the employee and instead views it as the acceptance of shared values and goals of the employer.

towards an attitude from an attitudinal standpoint, people's commitment to the organization is seen as a process that begins with a desire to join the organization and to align with the company's values and objectives. an identification with the organizational interests and goals, together with a feeling of belongingness and loyalty, which results in members supporting and defending the objectives and organization’s policies (Patehen, 1970, p.389)

In other words, participation in any organization is readiness of workers to participate in activities like congruent with and assisting the aims of the company, and in which members take pride. (As Gould (1979, pp. 53-62) points out)

Porter, Steers, Mowday, and Boulin (1974) have identified OC as a result of having a a strong sense of belonging to and involvement in the organization. They further identify “organizational commitment” as a result of three components, all of which contribute to a strong connection with and involvement within the organization.

The driving forces behind this decision are: •his/her conviction in and acceptance of the objectives and values of the business, and

The OCQ created by Porter et al. has been used in many studies related to organizational commitment. It should be noted (in Porter, Steers, and Boulin, 1974, p.603) that this method has been backed by several researchers over the course of many decades.

2.1.5.5 Etzioni’s (1961) three form model of organizational commitment

A method which is founded on the difference between calculative instrumental or commitment and psychological or moral commitment, is dependent on the concept of calculative commitment. Using words more creatively yields more intellectual stimulation. According to Etzioni (1961), there is a clear difference between feeling appreciated and feeling accepted. Commitment may be described as falling into three different categories: calculative, moral, and alienative commitment. alienative commitment is a method of sealing a commitment. It may be used for commitment, or cohesion, or trapping. The definition of commitment as defined by loyalty, a wish to remain when one has already decided to go, does not apply to the situation described here. The goal of organizational commitment theory and research is to understand how different types of commitment operate in relation to one other, including calculative (instrumental or exchange-based) and psychological (or moral) varieties. In keeping with the calculative, organizational, and members' commitment to the exchange relationship, the organization is in a relationship of mutual benefit. Regardless of which hand they prefer, each of them puts demands on the opposing hand, which is then reciprocated. To rephrase, calculative commitment is a utilitarian benefit to the organization as a result of the usage connection; and in turn, the organization offers inducements to the workers. The investment model developed by Farrell and Rusbult (1981) is also an example of a calculative method.

These studies claim that commitment is affected by the perceived benefits, perceived costs, and investment size, as well as the magnitude of rewards and investment opportunities.

People are loyal to their firms when they have emotional connections with the organization. involving objectives and organization's policies and even the adoption of those goals are all manifestations of commitment. It happens because the organization's ideals have been internalized and is mostly unaffected by incentives or rewards. The individual must accept influence in order to sustain or create a fulfilling connection and need to feel pleased to be associated with the organization. He holds the organization's ideals in high regard, but does not accept them as his own. First, let's make sure our objective is positive, empowering, and enduring. To the extent that values are internalized, both the person and the organization are of equal significance. Compliance does not mean adoption of opinions and behavior to get particular kind of rewards; it is simply used to describe adoption of beliefs and behavior due to shared interests and goals. In contrast, calculative commitment is predicated on calculation of material gains, like compensation and money. In many cases, it's been shown that attitudinal and psychological commitment are simply two terms for describing organizational commitment, rather than distinct entities. One significant aspect of defining teams is the identification of leader roles. There are two methods to advance work commitment research suggested by Morrow (1983). First, she posited that of all conceivable employment commitments, five of them are fundamental in the sense that they're important to as many workers as feasible. This reflects an emotional attachment to the company, a continued dedication to the organization, a commitment to hard work, and a willingness to contribute to the workforce. Randall and Cote's (1991) previous model should be compared to Morrow's. Morrow (2003) mentions career commitment, organizational commitment, work group attachment, and affective commitment. They have to do with the work ethic, career focus, organizational focus, and workplace team affiliation, and rather than the continuance of organizational commitment, the affective one in Morrow's model is present. There are four kinds of commitment: affective, organizational, Protestant work ethic, and career.

2.1.6 Measuring organizational commitment

2.1.6.1 Porter’s organizational commitment questionnaire

The “Porter, Steers, Mowday, and Baulian” (1974) OCQ is a 15-item questionnaire designed to assess workers' happiness and degree of engagement within the company. Mowday, Steers, and Porter (1979) examined the OCQ's psychometric characteristics and discovered internal consistency, test-retest reliability, and support for the instrument's predictive validity. However, the authors issued numerous warnings to instrument users.

One was the ease with which respondents might alter their ratings. Another claimed that the internal constancy of a nine-item scale was "usually sufficient for the whole instrument" (Mowday, Steers, & Porter, 1979, p.244). The authors' comments raised doubts regarding the OCQ's use as a metric for organizational commitment. Additionally, the Porter, Steers, Mowday, and Boulian (1974) OCQ does not define a clear distinction between the various types of OC.

2.1.6.2 Meyer & Allen’s organizational commitment questionnaire

Initial proposals for classifying commitment into two kinds were made by Meyer and Alien (1984), who proposed that they be divided into two categories: affective commitment and continuation commitment. similar to affective commitment, which was focused on the perceived repercussions of leaving the company, continuous commitment was focused on the perceived consequences of remaining in the organization.

The third and final component of commitment, normative commitment, was subsequently introduced by Allen and Meyer (1990) to reflect the sense of obligation to continue to work with and for the organization. A revised normative commitment scale was developed by Meyer, Allen, and Smith (1993) in order to draw attention to the difference between emotional and normative commitment.

Early versions of the OCQ (Meyer and Allen, 1984; Allen and Meyer, 1991; Allen and Meyer, 1999) included 24 questions (8 on each scale), while later versions by Meyer and Allen (1993) and Meyer & Allen (1997) contained just 18 items (6 items for every scale). While many items were removed from the

normative scale, this change had the greatest influence on the normative scale and had little effect on the emotional or continuation measures (Meyer et al., in press).

2.2 Job Satisfaction

2.2.1 The concept of job satisfaction

Job satisfaction is one of the most extensively studied and measured constructs in organizational behavior literature (Currivan, 1999). Its role in the employee's decision to remain or quit the organization has been well documented (Angle & Perry, 1981). Job satisfaction is being satisfied with the fit you have in your work. It motivates one to discover. It is not just a feeling of pleasure or contentment but also happiness and self-conviction. All time is linked with the job. From an operational standpoint, employment is not just work done under a contract and which pays, but the whole of the relationship of a private with the business. Satisfaction implies a simple emotion or condition, accompanied by the achievement of any aim. Whatever satisfies a criterion or achieves a goal is called a satisfier (Witte RH et al. 1998).

It's possible that job satisfaction is a component of the work-life continuum. Putting a wall between your job and everything else in your life is pointless. If you devote all of your energy to your work and put little time or effort into other aspects of your life, then you are as unproductive as if you view your work solely as a target of making money to spent on the finer stuffs (Pryce et al 2016). Money won't be there long enough to do any good. When your work is in line with your beliefs and your abilities are able to fully express themselves, you will experience a level of job satisfaction that is unprecedented. It is a light-hearted, optimistic attitude brought on by the assessment of one's work or career. Many workers believe that their job provides them with what they consider to be essential, and that is what creates the correlation between satisfaction and job well-being. It is one of the most important current trends (Wright and Bonett 2007). Societal obligation and ethical need go hand in hand with job happiness. Achieving good outcomes for both the workforce and the company is critical. As organizations that provide job satisfaction have little problems in recruiting employees, they won't have difficulty obtaining workers.

In contrast to the current state, companies who are unable to satisfy their workers will be met with many difficulties, such as loss of personnel and a work stoppage. Workers that are satisfied with their jobs are happy. Opposite: on the other side, a lack of it may cause workers to feel alienated from their employment, which leads to discord (Yahyagil 2015).

There are many managers, experts, and researchers who rely on this information in order to predict workforce turnover, productivity, and employee containment. When speaking of intrinsic satisfaction, three distinct classifications are often used: intrinsic, external and total (Weiss et al., 1967). In line with Rose (2001), an employee is intrinsically fulfilled if he does not obtain obvious financial reward besides the activity. In contrast, extrinsic fulfillment is described as taking other financial rewards or compensation in exchange for doing an activity. As a conclusion of the significance of this idea, it appears that the significance of JS is also applicable to the most basic levels of career satisfaction. Job satisfaction may be measured as a feeling of accomplishment derived from evaluating the job as a means to a certain end (Locke, 1968). Work satisfaction has been programmed to have a significant impact on discontinuity, cycle, job performance, and mental health (Chen et al., 2006; Spector, 1997). Disgruntled employees are a reliable predictor of higher turnover, according to research done by Lee (1988). Additionally, Williams (1995) discovered that the quality of an employee's utilities influences his or her work happiness. Despite this, many other areas of job satisfaction have been examined throughout the years, including potential for advancement, work conditions, leadership style, and organizational characteristics (Testa, 1999).

because of the tight context, job components including working surroundings, working conditions, fair compensation, and contact with colleagues may all be seen as the excitements or general behavior of employees in that setting (Glisson and Durick, 1988; Kim et al., 2005). In order to better explain job dissatisfaction and satisfaction, which is defined as "a job satisfaction that arises from an assessment of one's job as achieving or streamlining one's job values," Locke (1969) distinguished the tasteful spirit assessment outcomes of individual’s work as a job value, from job satisfaction. as popular as Bieber Job dissatisfaction is described as the feeling of unfulfillment that arises from

feelings of annoyance or obstruction at work. When people are satisfied with their employment, they are interested in the tasks they do, the company they work for, and their careers (Spector, 1997). According to this definition, work happiness is both global and/or universal; and those individuals retain their job satisfaction is their general and worldwide affective impact. Conversely, Locke (1969) noted that a sense of pleasure in one's work may be likened to the sensation of following: a good sentimental emotion that results from one's assessment of his or her employment. Prior investigators have suggested that job satisfaction comes from feeling that one's work has greater significance than satisfying one's wants. Mumford was saying that... Studies have shown that work happiness is connected to a number of different things, such as organizational rewards, power dynamics, individual esteem, and location of control. An example (such as Chen and Silvetthorne, 2008) Although workers are not happy, they do tend to outwardly portray a positive attitude to others around them.

There are many meanings of job satisfaction in studies and research, and most researchers have defined it in different ways according to their specializations, and satisfaction is one of the most important trends related to work, debate and argument (Wright and Bonett 2007). There are a number of definitions, the most important of which are some researchers see job satisfaction as "feeling comfortable at work, enjoying its performance, and reassurance of its stability and permanence, and this feeling is the result of a variety of elements of work, such as school administration, relations with colleagues, salaries, incentives, benefits, promotion systems, and working conditions. There are also those who define it as "the attitude "The person's approach to his job, who is pleased with his work." Work carries positive attitudes towards work, while a person who is dissatisfied with his work has negative attitudes toward work, with another definition of satisfaction as "a positive emotional state." It results from a person's evaluation of his job, which, in this sense, is positively associated with organizational commitment, which in turn affects the performance of individuals (Haar et al. 2014). There are those who believe that job satisfaction is: "The degree to which the individual’s needs are satisfied as a result of work, and achieving this satisfaction is usually through wages, working conditions, the

nature of supervision in the work itself, and recognition by others. Despite the difference in the book's defining the concept of job satisfaction, it can be said that Stone (1992) defined job satisfaction as: "The state in which the individual integrates with his job and work, or becomes a human being who takes on the job and deals with it through his career ambition, his desire for growth and progress, and the achievement of his social goals through it. There is another definition of each of the ("Hit and Mist Middles"), as they see it: Job satisfaction". At the heart of professional life, it refers to how well an organization meets the needs and desires of its employees. Hoppock (1935) defined it as: "The set of concerns about psychological, physical, and environmental conditions that cause an individual to honestly say that I am satisfied with my job. There are those who define job satisfaction as "the individual's feeling of psychological satisfaction with work and employees. Bowditch also defined job satisfaction as "the individual's feeling of parity with his work through the positive results that work achieves for him (Bowditch, 1990, p. 94). In the same context, Locke sees JS as "the positive feeling resulting from the individual's evaluation of the job or his experience in that job. (Luthans, 1992, p. 114). "Through the previous definitions of job satisfaction, the multiplicity of viewpoints and trends in defining this term, there are those who view job satisfaction as a state of acceptance, and there are those who believe that job satisfaction is a state of acceptance (Bond and Bunce 2003). In the previous definitions, satisfaction is the extent of the individual's positive reaction to his job, and what the job and its components provide for the individual or employee, and there are also those who see that job satisfaction and rush about. Work is within the framework of work life, which means all the positive and non-positive qualities and aspects related to the job and the value of the work as perceived by the workers (Gunawan and Amalia 2015).

2.2.2 Job satisfaction theories

2.2.2.1 Maslow's "Hierarchy of Needs" Theory

The psychologist Abraham Maslow explained human behavior on the basis of his human needs (Maslow 1970). According to this theory, unsatisfied needs become the main determinant of individual behavior until they are satisfied. They lead to imbalance of the individual and push him to behavior that leads to

reducing the state of tension and restoring the state of internal balance, and the tension does not go away (Gawel 1997). By satisfying these needs, and the important needs at any given time, that need is not satisfied, and no one can rise to the satisfaction of one of the other needs, except by satisfying the most important and then less important needs according to the hierarchy. Maslow divided the needs into five levels, distributed as follows (Maslow 1970; Gawel 1997):

Psychological needs: They are basic needs requested by the individual that have an effective role in pushing individuals towards work. They work to maintain the physical balance of the individual for his survival and growth. The satisfaction of this need begins other needs to appear, and Maslow asserts that if the needs are satisfied, then the first need to appear and demand is the physiological need and it is satisfied sufficient wages and various benefits (Daft and Marcic, 1997, p. 530)

Safety needs: After the first basic needs are satisfied, then the need for security and job stability is generated, which is based on a safe environment and work assistance, through which the individual demands a stable job that provides him with a wage that is compatible with his sufficient effort to meet the requirements of life (Daft and Marcic, 1997, p. 530)

Social needs: After the physiological and safety needs are satisfied, social needs begin to appear, such as friendship, dealing with others, and good relations with colleagues, if this need is not satisfied, some tension may occur the individual's inability to adapt to others (Daft and Marcic, 1997, p. 530)

Self-Esteem needs: The individual by nature needs someone who respects and appreciates him, and thus seeks to portray a positive image of himself that makes others recognize him as a useful element for them and to gain the accepts and respects from all (Kolasa, 1969, p. 252- 253).

Self-actualization: It represents the top of the pyramid. The need for self-realization will not appear until after all the previous needs are satisfied. Therefore, Maslow sees that the satisfaction of needs is constantly growing. Needs for a relatively long period of time, negative behavioral reactions occur on the part of the working individual, such as assault with its two types, moral

such as insults and material such as theft and other negative phenomena that are considered an indicator of job dissatisfaction (Kolasa, 1969, p. 252- 253).

The individual is in constant need and needs that affect his behavior and unsatisfied needs that affect his behavior the needs might well be arranged by significance and priority. The fundamental requirements are at the bottom of the pyramid, and they gradually progress upward till the need for self-actualization is reached. A person progressively fulfills his or her needs, beginning with physiological requirements, progressing to requirements for security and safety, then to requirements for social interaction, then to requirements for self-esteem, and ultimately to requirements for self-actualization (Bond and David 2003).

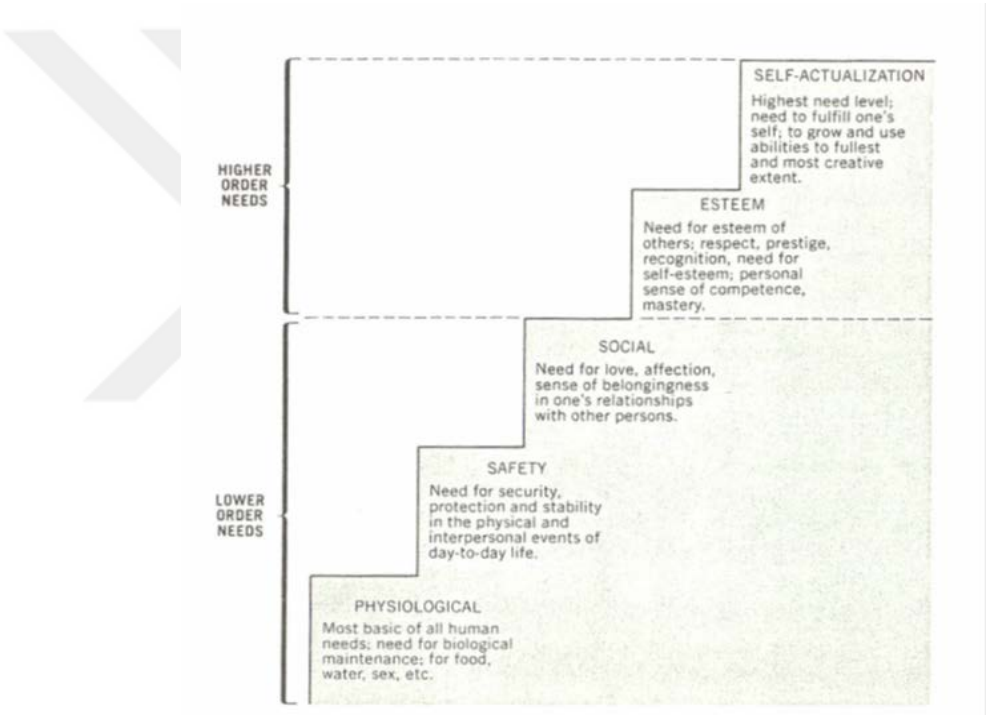

Figure 2.1: Maslow's Need Hierarchy

Source: Jhon R. Schernierhorn, James G. Hunt and Richard N. Osborn, Managing Organizational Behavior, Third Edition, New York: John Wi1ey& Sons, 1988, p.88.

2.2.2.2 Herzberg's "Motivation-Hygiene "Theory

Herzberg introduced the "Motivation and Hygiene" Theory, focuses on employee happiness and discontent with their work lives. The innovative research used to validate the concept comprises of reportages on work variables that have a major impact on the attitudes of two hundred engineers and accountants. The participants were asked to recall instances when they felt

exceptionally excellent or terrible at their successful work. After requesting particular investigations to uncover these important instances, bargainers attempted to illuminate the structure of those cases and their unique reactions (Bingöl, 1997, p. 271-272).

During this study, a straightforward question is posed: "Explain deeply when you feel better than negative about your job?" While analyzing the data, it becomes clear that workers utilize job-related terms such as labor, success, and responsibility to express their pleasure with their jobs. Simultaneously, people justify their dissatisfaction with employment by citing both intrinsic and external reasons, such as pay, working conditions, and so on.

Herzberg discovered that when individuals felt good about their employment, their responses were much different than when they felt negative. This result corroborated the main conclusion of motivation-hygiene theory: internal variables contribute to work satisfaction, while extrinsic ones contribute to job unhappiness. According to Herzberg, the variables that contribute to work happiness are different from the individuals who contribute to job discontent. As a result, managers who work to remove issues that contribute to job discontent may help bring about peace. However, they are not driving reasons; rather, they serve to appease people rather than to motivate them. As a consequence, Herzberg classifies aspects like corporate administration and policy formulation, supervision, and interpersonal relationships, working environment, and compensation as hygiene elements. People will not be unhappy with them once they are sufficient; yet, they will not be satisfied either.

Herzberg proposes that if we want to sway workers. It is necessary to stress accountability, acknowledgment, the job itself, accomplishment, and development (Stephen P. Robbins, 2000, p.414). According to “Herzberg's motivator-hygiene” theory, basic drivers of worker happiness are real-world variables such as "recognition, success, responsibility, promotion, and persona1 development in competence." These variables are referred regarded as ‘motivators' since employers are allegedly driven to acquire more of them. On the other hand, discontent is believed to arise as a result of a distinct collection of factors unrelated to the work itself. The term 'hygiene elements' refers to the

aspects of the work environment that include corporate rules, supervisory practices, working conditions, salaries and compensation, and interpersonal interactions on the workplace. As a result of Herzberg's theory, employment should increase positive work motivation and employee happiness, thus providing chances for employees to achieve recognition and responsibility, progress within the company, and develop their competence (Lyinan W. Porter, 1975, p.299). Only the presence of hygienic elements, according to Herzberg's view, is insufficient to sustain motivation. Accordingly, motivation variables represent direct pleasure that occurs as a result of job performance. Others are not engaged in work and exhibit no signs of pleasure during the work presentation. In summary, variables in the first category enhance the motivation for better effort and achievement via work pleasure. Other variables do not directly contribute to work happiness, but their absence results in dissatisfaction toward job (Bingöl, 1997:272). While hygiene considerations help reduce “dissatisfaction”, they can’t guarantee “job satisfaction” (Toker, 2007:95).

Hygiene Factors (Job Dissatisfaction)	**Motivators (Job Satisfaction)**
Salary	Salary
Supervision	Recognition of achievements
Interpersonal relations	Work itself
Working conditions	Responsibility
Company policy and administration	Achievement
Status	Advancement
Security	Growth

Figure 2.2: Effect of Hygiene Factors and Motivators on Job Satisfaction and Job Dissatisfaction

Source: Deb a L. Nelsor and James Campbell Quick, Organizational Behavior, 1999, p.148.

Herzberg (1954) asserts that motivation elements, result in work satisfaction. According to the study, the elements that motivate people include success, acknowledgment of accomplishments, the job itself, pay, development, responsibility, and promotion. These variables are related to the work's content and the worker's dosage. When these characteristics are present, they result in the job official exhibiting better performance and vigor. These variables have a direct impact on how individuals feel about their job.

Motivational elements contribute to a good psychological state and encourage individuals to develop, contribute to their work environment, and invest in the company. As Herzberg's initial findings indicate, the lack of those elements does not result in unhappiness. Rather than that, it leads in a dearth of pleasure. The motivation variables are the more critical of the two sets of criteria, since they have a direct effect on a person's desire to seek an honest employment. Without motivators, workers will be disinclined to perform effectively and attain greatness.

2.2.2.3 McClelland's "Learned Needs Theory"

McClelland developed his theory of achievement, which included three basic needs of the individual represented in the following:

Need for Power people who have the need for power mean their need to control and control the behavior of others, and in this there is their impulse towards tasks that provide them with opportunities to gain power and the sources of this power are the power of reward giving, which is the ability to reward others. Coercive power, which is the power to punish others for their failure to comply with orders or failure to accomplish what is required of them, and lawful power, which is the legal authority to decide how others should behave, and the power of admiration, and this is based on the availability of personal characteristics of the person who possesses the power, and the strength of technical expertise, and this is based Possessing special knowledge in a particular field (Nelson and Quick, 1995, p. 152- 153).

Need for Achievement Desire to excel and succeed in accomplishing work, meaning that individuals want to satisfy their needs through positions and jobs that challenge their abilities and capabilities. Among the characteristics of the need for achievement is the desire to set goals that contain challenges and the desire to control the means that enable them to achieve their goals, and that they are good at single work instead. of teamwork (Nelson and Quick, 1995, pp. 151-152)

Need for Affiliation The desire to form social relationships with others and for the individual to have social and personal relationships with everyone, and this

can be achieved through work within work and interaction with colleagues through the work environment (Nelson and Quick, 1995, p. 153)

2.2.2.4 Alderfer' s Erg Theory

"Clayton Alderfer" developed the alternating theory of human needs (1960) in response to his dissatisfaction with "Maslow's need theory" in 1960s. "Alderfer's theory" differs significantly from Maslow's in three important respects. To begin, a relatively restricted set of basic criteria is utilized to describe behavior in order to keep things simple and straightforward. According to Alderfer's ERG theory, these criteria are listed in descending order of significance as follows: existence requirements (E), relatedness requirements (R), and growth requirements (G). Furthermore, the ERG theory does not imply that requirements are conveyed to one another in a prepotent or stair step hierarchy, as some have claimed. The satisfaction of higher-order desires, it is thought, has an impact on the desire for lower-order needs." For better or worse, Alderfer's (1960) theory incorporates both upward and downward thrusts, in contrast to the Maslowian hierarchy. When we examine Alderfer's ERG Theory (1960) in more depth, we will see that it has this particular feature.

Entity Requirements: Entity needs include a diverse range of functional and materialistic wants. The emphasis of relatedness should be on the imperative of dominating meaningful connections with important people. Satisfaction is the outcome of shared ideas and feelings. The term "growth requirements" refers to the need for an individual to develop as a person and to maximize their possibilities.

Dynamic Links Among the ERG Needs: Figure 2 illustrates seven of Alderfer's suggested relationships among the ERC needs. Each proposal has been assigned a number for the sake of argumentation. The main premise asserts that a deficiency in satisfying existence requirements leads in an increase in the demand for existence needs. As an example, once "we have a tendency to need money." When a private is irritated by a shortage of linked gratification, presence needs to inspire attitude as well. For instance, they may get enhanced benefits if they unhappy with the caliber of their interpersonal interactions at work. Maslow's concept of a need pecking order, proposition 3, implies that individuals want more complex tasks after their basic requirements are met.

This helps to explain why highly compensated workers interact so much at work. When a person's involvement and development requirements are not met, the need for relatedness rises as well. Finally, the other propositions indicate that satisfying relatedness and growth requirements would result in an increase in a passion for activities that promote development.

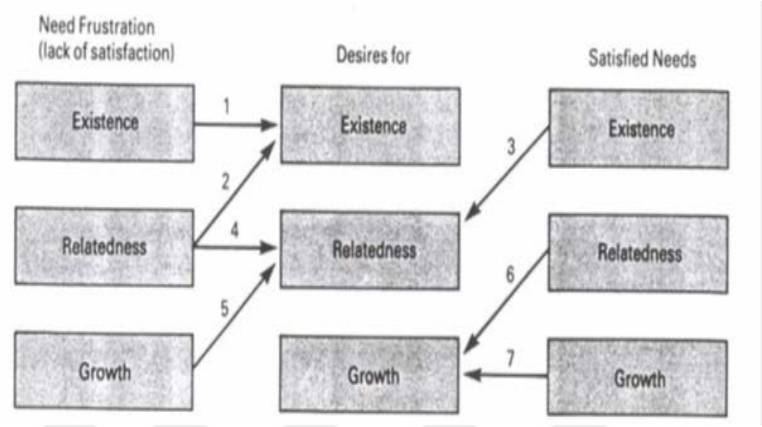

Figure 2.3: (Underlying Propositions of ERG Theory)

Source: Adapted from Clayton P Alderfer, 'An Empirical Test of a replacement Theory of Human Needs," Organizational Behavior Human Performance May 1969, p. 142.

Managerial Implications of ERCP Theory: Alderfer thinks that ERG theory makes an indirect contribution. The practical utility of ERG theory seems to reside in its capacity to help managers in resolving motivating issues.

2.2.2.5 Process theories

Have an interest in the kind of commitments that drive people, as well as the way in which goals inspire those persons. What processes theories attempt to answer is how a person is persuaded to repeat or abstain from reacting in response to a particular action. One of the factors that affect human behavior, according to process theories, is the desire for something. Human motivation and conduct are influenced by a variety of external factors in addition to those internal elements. According to process theories, extrinsic factors are responsible for regulating human activities. Vroom's Expectancy Theory, also known as Porter-Expectancy Theory The most well-known process theories are Lawler's Theory and Adam's Equity Theory, both of which are described here (Wendell,1994 p.156-157).

Adams' Equity Theory

J. Adam’s Stacy enhanced the theory of equity. It describes how employees' perceptions of how evenly or fairly they are handled at work affect their motivation. He advocated that employee evaluate their inputs and outputs in any work context, whether it is an office, a shop, a factory, or a school. Inputs refer to the amount of effort people put into the work. The term "outcomes" refers to the amount of compensation people obtain for their labor (Schu1tz,1998, p. 246).

According to this theory, a reduction of motivation could be caused by two types of perceived inequality. These are referred to as underpayment, overpayment imbalance. The following sections discuss the many types of inequity and their associated consequences.

Adams theory's fundamental premise is that each employee desires to be treated fairly in relation to their performance and rewards. Employees' desire to be treated fairly has an effect on motivation. Essentially, according to this idea, an employee's level of success and job happiness is determined by the degree of equality (or inequality) he perceives in his work environment.

2.2.2.6 Job characteristics model

“Hackman and Oldman” propose the “Job Characteristics Approach” (1975), which challenges existing theories for job satisfaction. This access is based on five fundamental representatives: autonomy, skill diversity, task importance, task identity, and feedback. Accordingly, those qualities aim at three distinct psychological statutory levels and have a major impact on people' work happiness and motivation. A skill kind of work is about the necessary responsibility of the job, which involves coherence. Employees value their jobs because they are important to them. When a job offers an employee autonomy, he or she is also given responsibility. Finally, feedback informs individuals and alliances on the outcomes of their efforts. Hack-man and Oldman update “Job Diagnostic Survey” to make each of those variables more useful. (Toker, 2007: 95-96).

2.2.2.7 Cornell model

Modified by Smith et al., says that job satisfaction refers to an individual's feelings about his or her job or emotional reactions generated across many

aspects of job state. Related to the founder, these feelings arise from a person's perception of the gap between his or her anticipation and experience of a reasonable and fair reaction to the present situation's choices. Smith et al. are the first researchers to explain the term "frame of references," which serves as the study's foundation. This criterion is concerned with an individual's knowledge, expectations, and potential for change in response to present encouragement. Smith et al. created the "Work Descriptive Index" by beginning with the concept of frame of reference and included measures such as the job itself, pay, supervision, advancement possibilities, and yokemate (Tünigan, 2007, p.29).

2.2.3 Antecedents of Job satisfaction

It is kind of hard being a flawless when it comes to work satisfaction sources, since there are many useful variables, The primary discussion revolves around the question of which variables are most important, rather than the factors themselves. numeric academics have studied the origins of work satisfaction (Keith Davis, 1977, p.74.)

Work Itself": The nature of the task itself is important in influencing employee satisfaction with their employment. Two perspectives on work have an effect on job satisfaction. These are referred to as "diversified employment" and "control over work practices". A lack of variety in an organization makes employees feel bored and exhausted. Businesses with a high volume and diversity of products and services have a tendency to view themselves as mentally strained and burnt out. Thus, occupations with a modest degree of diversity tend to provide the greatest pleasure (Arnold and Feldmann,1986, p.194).

Salaries and/or fees are significant determinants of work satisfaction. Money not only assists people in obtaining fundamental desires, but also plays a role in satisfying higher-level desires. (Luthans, 1992, p. 126- 127).

Additionally, compensation may as symbol, Icon of accomplishment and a source of praise. Pay is frequently seen as a measure of the value that management places on an employee's contributions to the business. while canopy benefits were not shown to have the same impact on work satisfaction as

direct pay. Employees often underestimate the actual percentage of direct benefits they get (Arnold and Feldmann, 1986, p. 194).

Promotion A promotion to a higher tier in a company often entails favorable changes in supervision, work content, and compensation. Jobs at the executive level of a business often offer employees with more freedom, tougher job assignments, a better salary, and greater recognition. On the other side, the pressure on supported employees may grow if staff members are unable or unwilling to pursue development. This has a detrimental effect on work satisfaction. (Arnold and Feldman 1986, p.88).

Supervision: The other source of work happiness is supervision. While some employees want to participate in decision-making, others do not. Appreciating democratic monitoring, personnel who want to make decisions are likely to be content with it. People who prefer not to participate in decision-making prefer supervision in which all choices are made at the highest level, implying that personnel bear no responsibility and are thus likely to be satisfied with this kind of supervision. This scenario may arise as a result of cultural differences. Individuals who are pleased with their involvement in decision-making want the benefits associated with having (Arnold and feldman,1986, p.89-90)

Working Conditions: Another element that affects job satisfaction is the work environment. It has a similar impact on job satisfaction as work groups do. If working environments are clean and appealing, employees will be more motivated to do their duties. If working circumstances are too hot, too chilly, or too loud, employees will find it more difficult to do their tasks (Luthans 1995, p.127-128)

Workgroups: A workgroup means an opportunity to take a break in a pleasant, prosaic cooperative atmosphere with a humorous colleague, and therefore to the work environment they procure. Coworkers who are kind and helpful, little source of JS for independent workers. The work group provides support, suggestion, consolation, and support for the worker and contributes to the overall enjoyment of the job (Luthans, 1995 p.127.)

“The Importance of Job Satisfaction”: Job satisfaction is critical for employees' well-being, which is why the company follows the guidelines below

For employees, this means achieving work security and earning a living wage in comparison to professionals. Performing in companies that provide low levels of work satisfaction Take pleasure in professional advancement and continual development. Possibility of automatically associating work loyalty with job pleasure, collecting incentives and prizes on a continuous basis, and a high degree of dedication to doing the duties given to the employee (Harter, Schmidt, and Keyes 2002, 1)

For Businesses: Achieve superior outcomes by increasing staff loyalty and ensuring enhanced results. Provide chances for workers to learn and develop, resulting in increased earnings and tangible returns. Capacity to retain employees for as long as feasible, improve relationships between employees and, therefore, the organizational environment in which they work, Make the simplest possible out of people's difficulties in order to advance and grow the corporation. Allow businesses and organizations to keep experts and human competences, and prohibit them from fleeing to different facilities assisting the institution's employees through times of crisis irrespective of financial rewards (Aziri 2008).

2.2.4 Measuring job satisfaction

Most frequent practices of survey companies to monitor the satisfaction of the workers. According to many managers, contentment is a critical indication of organizational success and should thus be closely monitored. There are many methods for measuring attitudes about work, but by far the most common is the use of surveys and interviews in which workers evaluate different elements of their employment (Bruce, McAffee and Champagne, 1987, p. 5). Researchers have created increasingly complex tools, often in the form of multiple-item surveys, capable of discriminating between the different elements of labor with which people are concerned. Such improvements have reduced the use of job satisfaction surveys to businesses concerned with the highest levels of employee discontent (Reitz, l977, p. 26). The following section discusses methods for assessing job satisfaction.

2.2.4.1 Job descriptive index (JDI)

Smith, Kendell, and Hulin advocate for JDI (1969). It is called the Job Description Index or the Job Description Index for measuring job satisfaction and symbolized by JDI. This measure has been very popular as it was developed in the 1960s by Hullin, Kendall, Smith. This measure includes five different aspects (working itself, wages, promotion opportunities, etc.). Supervisors, colleagues) and the worker must respond by placing statements: yes, or no? One of the advantages of this scale is that it can determine the part that employees will feel satisfied with or dissatisfied with, which helps management to know the elements of satisfaction or not, and thus intervenes in order to improve job satisfaction levels. (McAffee and Champagne, 1993)

2.2.4.2 Minnesota satisfaction questionnaire (MSQ)

It is symbolized by the acronym MSQ, and it is known as the University of Minnesota survey list to measure job satisfaction. This measurement aims to measure the attitudes and tendencies of workers towards “Job satisfaction”. It is one of the most popular used measures in international research for the quality of internal and external honesty. As a manifestation of work, it takes the largest number of professional dimensions. This scale has been widely accepted and used in the field of management and psychology. The questionnaire consists of 100 statements, and there is also a mini-form consisting of 20 statements, and the statements of this questionnaire consist of statements about various aspects of work. The questioner requires to indicate the degree of his satisfaction with respect to each of them, so the answers indicate a love or dislike of the thing rather than a description of the service, and thus the questionnaire provides information on the worker’s satisfaction with the different aspects of the job and the work environment (Vecchio, 1995, p. 125).

2.2.4.3 Critical incident techniques

The Critical Incidents Technique is based on the description of occurrences pertaining to personnel's job that they have considered particularly gratifying or dissatisfying over the course of time. After that, their responses are scrutinized in order to identify underlying trends. if a large number of employees report that their supervisors treat them harshly or with feelings, this indicates that

supervising style has a significant impact on their job satisfaction. (Greenberg and Baron, 1997, p. 181- 182).

2.2.4.4 Faces scale

In 1955, Kunin created the Faces Scale, which is being used today. This scale is vastly different from other measures that are used to evaluate work satisfaction in other fields. Unlike other scales that utilize words, this scale uses pictures of a person's face to indicate points. During this scale, there are six different faces, and employees are asked to choose the one that best represents them from among the six options. Kunin's Faces Scale is relevant to both males and females of the boll species. Dunham and Herman also created a female-oriented variant of this scale in 1975, which is still in use today (Muchinsky, 1983, pp. 330- 331).

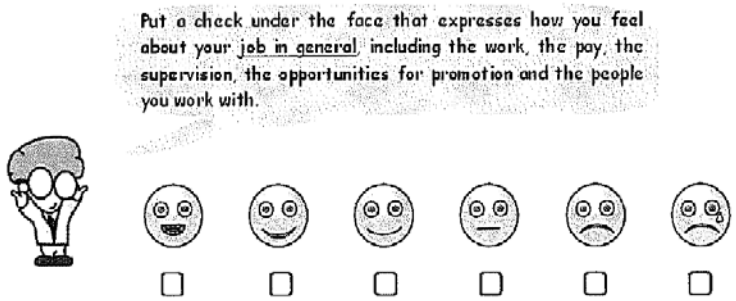

Figure 2.4: The Faces Scale of Job Satisfaction

Source: Muchinsky; Ibid., p. 330-331

2.2.4.5 Interview

It entails conducting face-to-face interviews with employees by posing questions to them and using a particular method to record their answer, Through this interview, the causes of psychological conditions associated with work can be known, and the confrontation is conducted in an environment where workers feel free to speak, and thus the illiterate or those who are unable to answer the form in writing are interrogated, and it also removes confusion and ambiguity in the questions and verify the correctness of the answers. The personal interview method has a number of advantages, including: The possibility of clarifying the questions and facilitating their understanding for the interviewee to ensure accuracy in the answer. Ensure that the answer is from the chosen one and not from another. Reducing the percentage of partial and complete non-response.

The possibility of observing the reaction of the investigation from them. However, there are no disadvantages to mention, including: the difficulty of managing the interview, the longtime of data collection, and the high cost (Greenberg and Baron, 2000, p. 182).

2.2.4.6 Job compatibility questionnaire

Bernardin devised the Lot Compatibility Questionnaire in 1989 and published it. Specifically, this approach evaluates how employees feel about particular elements of their jobs. It is concerned with whether the characteristics of the people and the characteristics of the work are compatible with one another or not; Because this method is concerned with combining an individual's expertise, skills, and talents to the demands of the job, it is often utilized in both personnel selection and job satisfaction surveys (Smither, 1998, pp. 243- 244).

2.2.4.7 Development of the work satisfaction survey.

The work satisfaction scale includes nine elements, which were extracted from research on job satisfaction dimensions. Were built for human service, public, and nonprofit organizations, but will be of use to others as well. To circumvent current scales, a new scale was created for 3 primary reasons. First, it was planned that the items included would only be useful to human services. Most current scales were created elsewhere, and some things may not apply directly. The current author has run across these problems with the popular JDI, as mentioned by Buffum and Konick (1982). Also, the size was set up to obscure the major elements of work happiness, with separate subscales. For instance, the JDI measures five categories that are covered in the JSS, but misses four others. In the end, it was agreed to keep the size of the JSS under 40 items. JSS was founded on the belief that job satisfaction is an emotional or attitudinal response to work (Spector, 1985, p.694).

2.2.5 The Difference between Job Satisfaction and Organizational Commitment

Identifying and separating these two variables is critical in this situation: do I enjoy my job, does my job provide me with comfort, happiness, and a sense of fulfillment in the act of doing the job itself; and also, do I enjoy my organization, managers, and employees; do I have the required commitment and loyalty toward the organization. We may accomplish job satisfaction by rewarding workers, building friendships with them, motivating them to achieve organizational objectives, and making them feel as though these goals are their own. In order for employees to put up the required efforts, we must first achieve job happiness. Organizational commitment refers to how committed an employee is to the organization; it also refers to whether or not the employee has a sufficient level of dedication and loyalty to the company. We should also assess the level of commitment that workers have and do everything possible to enhance that level of devotion (Tonges et al., 1998)

By the other side commitment: commitment is believed to develop slowly and is thus unlikely to change in reaction to the events of a typical workday, while job satisfaction is seen to be more sensitive to similar events (Çelik, 2008)

Organizational commitment attitude, rather than work happiness, according to the majority of research, may be better at predicting such things as turnover than job satisfaction. Common consensus is that it has strengthened connections with organizational outcomes like absenteeism and attrition.

2.2.6 The Impact of Job Satisfaction on Organizational Commitment

There have always been academics interested in management disciplines, since “JS and OC” are factors that impact overall productivity (Allen & Meyer, 1996, Lau & Chong, 2002).

(Angle & Perry,1981) described that there is positive relation between organizational commitment and work results, which are performance and job satisfaction. According to their research, those employees who are satisfied are more committed with their organization, and are more attentive to do their work. These are the employees who want to stay with their organization. Satisfied employees perform different activities that are beneficial for the organization. (Kotze & Roodt 2005) identified a strong relation among job

satisfaction and employee's commitment towards their organization. Different factors affect the organizational commitment, which are these, work diversity, job independence, responsibilities, and interpersonal relationship at work place, compensation, promotion and professional development in an organization (Riggio,2012). (Lawler,1986) emphasized on employee participation and employee involvement of organization rather than individual. He also reported that participation is a combination of the processes, which increase the employee's power, and to align the interests of individual with the organizational goals should increase the usage of appropriate rewards and performance measurement systems.

Researchers are concerned with "JS and OC". Due to the presumed effects on productivity, attendance at work, turnover, retirement, participation, labor militancy, sympathy for unions, and psychological disengagement from work, there is a lot of interest in researching "JS and OC"

The primary driver of "JS and OC" is their connection in conceptual models for forecasting turnover (Farkas and Tetrick, 1989, Williams and Hazer,.1986). Employees who are more pleased with their jobs are more likely to be committed to their employers (Bluedorn, 1982; Marsh and Mannari, 1977; Mobley, 1977; Price and Mueller, 1981). Job satisfaction, an instant emotional reaction to one's work, seems to be created sooner after joining a company than OC, which appears to be established solely via elements of working for the organization, such as the firm's objectives and values (Porter et at., 1974).

Different antecedent factors, including work satisfaction, various job features, work experiences, demographic variables, and ethical concerns, are all associated with commitment (Steers, 1977; Morris and Sherman, 1981).

a lot of time and resources have been spent in searching for the many origins and consequences of OC (Angle and Perry, 1981; Morris and Steers, 1986). the main purpose of the study was to find answers to the question of how to increase individual identification and commitment with corporations

Clearly, the growth in labor organization complexity and technological development in recent years need an elevated degree of dedication. Another widely recognized viewpoint is that a good workplace citizenship behavior will

help with staff resource transformations, innovation, and versatility (Williams and Anderson, 1991). Organizational commitment is essential since it includes attributes such as loyalty and attachment (Morrow, 1988).

H1: Job satisfaction has positive impact on organizational commitment.

H1.1: Job satisfaction has positive impact on affective commitment.

H1.2: Job satisfaction has positive impact on continuance commitment.

H1.3: Job satisfaction has positive impact on normative commitment.

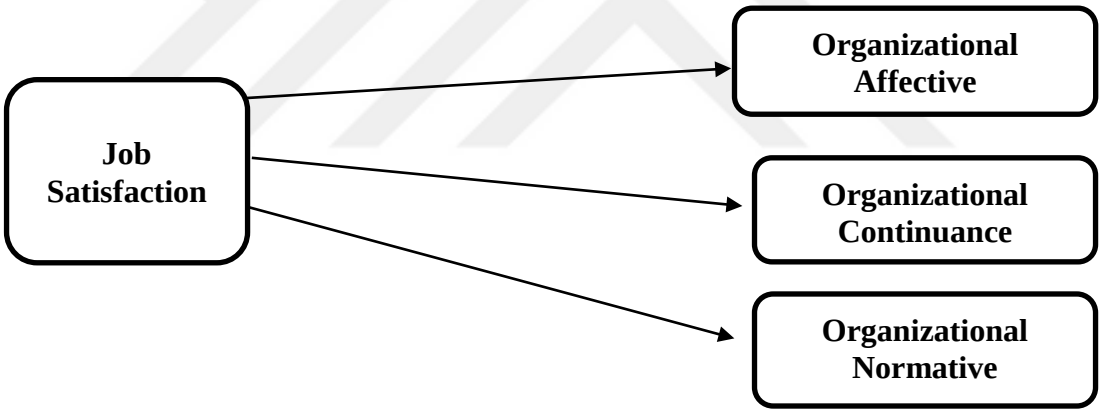

Figure2.5: The Link Between Job Satisfaction and Organizational Commitment

3. METHODOLOGY:

3.1 Research Model

The quantitative research method helps us to test of the objective theories with explaining the relationship between them. The relevant research is prepared with the quantitative research method. Three different scales questions were combined according to the relationship of the variables. Numerical data was used through online surveys to collect data. A single data collection method has been used to collect the data. A correctional research method has been selected due to the nature of the research scales and hypotheses of the study. The surveys, which include job satisfaction and organizational commitment, obtained data were analyzed using the SPSS program., and the findings were explained in related tables. The researchers can reach the numerical results of the scales with using online surveys.

3.2 The Sample and Data Collection:

The data of this thesis was obtained from a sample of 262 participants working in the logistics sector in the west bank of Palestine. Therefore, the population is thought to be more than 3000 individuals. However, in the survey process of this study, a total of 5 companies were reached, and a survey was applied to 262 people out of a total of 300 people working in these companies. Online questionnaires were used as data collection method in the research. The study has focused to increase the employee’s commitment by increasing their job satisfaction. Therefore, the sample includes employees who had been employed in various organizations in logistics sector located in west bank of Palestine.

3.3 Research Instruments

A questionnaire was prepared on "Discovering the connection among job satisfaction and organizational commitment, and distributed to the logistics

sector in the West Bank\Palestine. The work of the participants to answer the questions listed within the basis of the Likert scale, where the scale relies on the responses to show the degree of confirmation and contest to a formula, through the answers of the participants were reached the results of the study.

Table 3.1: Likert scale scores

Response	Strongly agree	Agree	Neutral (Agree Slightly)	Disagree	Strongly disagree
Degree	**5**	**4**	**3**	**2**	**1**

The questionnaire was composed two sections as demographic variables section and the scales related with variants of the study. Gender, sex, education level, total job experience, company and position experience information were collected to define the characteristics of the sample.

3.3.1 Job Satisfaction Scale (JSS)

Lamond (1999) and Spector and Wimalasiri (1986) studies utilized the job satisfaction survey (JSS), a facet technique established in the United States and supported by evidence of its validity (Spector, 1985, 1997). The JSS is a 36-item, nine-facet scale designed to assess employees' attitudes toward specific aspects of their jobs (Pay (Subscale 1), Promotion (2), Supervision (3), Fringe Benefits (4), Contingent Rewards (5), Operating Conditions (6), Co-workers (7), the Nature of the Work (8), and Communication (9)). Each aspect is examined using four items, each with five options (ranging from "strongly disagree" to "strongly agree"), and a total score is calculated by adding all item scores and this scale was used in English language.

Total Job Satisfaction scale was. 0.950 which represents the high internal reliability of the scale on the other hand KMO equal 0.732> 0.50 this reflect that the factor measure study in good quality level.

3.3.2 Organizational Commitment Scale

The Organizational Commitment Questionnaire consists of 24 structured statements or items, measuring affective, continuance and normative dimensions of organizational commitment (Meyer & Allen, 1997). This scale has 24

structured questions or items, 8 items per dimension and it were used in English language in this study.

Affective Commitment scale was. .619 which represents the high internal reliability of the scale, on the other hand KMO equal 0. 612 > 0.50 this reflect that the factor measure study in good quality level.

Continuance Commitment scale was. .591 which represents the high internal reliability of the scale on the other hand KMO equal 0.586> 0.50 this reflect that the factor measure study in good quality level.

Normative Commitment scale was. .575 which represents the high internal reliability of the scale on the other hand KMO equal 0.583 > 0.50 this reflect that the factor measure study in good quality level.

4. MAIN STUDY FINDINGS

The reliability tests and the confirmatory factor analysis averages to the normal distribution were carried out before testing the hypotheses about whether the independent variable of the study has an effect on the dependent variable. Then, the correlation and regression analyses were performed to test the relationship between them. The findings obtained from the results of the analyzes are presented in the tables below.

4.1 Frequency of Socio Demographic

The research was conducted on 5 logistics companies' employees serving in the west bank of Palestine. 38.9% of the participants are male, 61.1 %: are female, 68.3 % are married, 31.7% are single, 7.6% of the study sample has a high school degree, and 21.4% of the study sample has an associate degree, 42.4% of the participants have bachelor's degree, 24.4% of the study sample has a master degree, 4.2% of the participants has PHD degree 45.8% of participants have 1 Year or less of experience, 30.2% of them have years of 2-5 years24 % of them have years of 5+ years. This indicates that the majority of participants of the study is those with experience in practicing. Within the scope of this research, an online questionnaire was applied to the participants. Analyzes were performed on the SPSS program for 262 responses.

Table 4.1: Frequency of Socio-demographic

Variablw		**Number (N)**	**Percentage (%)**
Gender	Men	102	38.9%
Mean 1.611 - STD 0.489	Women	160	61.1 %:
	Cumulative %	**262**	**100%**
Marital Status	Married	179	31.7%
Mean 1.683 - STD 0.466	Single	83	68.3%
	Cumulative %	**262**	**100%**
The Graduation Degree	High School	20	7.6%
Mean 2.962 - STD 0.966	Associate Degree	56	21.4%

Table 4.1: (cont.) Frequency of Socio-demographic

Variable		Number (N)	Percentage (%)
	Bachelor	111	42.4%
	Master	64	24.4%
	PhD	11	4.2%
	Cumulative %	**262**	**100%**
Total Working Experience	1 Year or less	120	45.8%
Mean 2.737 - STD 0.877	2-5 years	79	30.2%
	5+ Years	63	24%
	Cumulative %	**262**	**100%**

4.2 Factor and Reliability Analysis of the Scales

As presented in (table 4.2) the Cronbach a rate of total Job Satisfaction Scale was .950 which represents very high internal reliability of the scale. “The Principal Component Analysis” with “Varimax Rotation” is used and factors with eigenvalues ≥1.00 were considered in determining the total variance explained.

The tier of job satisfaction is high between the employees of the company, were the rate was (75.281%) and this indicates that mainly of employees are pleased with their work, or maybe because of there is no another available job other hand KMO equal 0.732 > 0.50 this reflect that the factor measure study in good quality level

Table 4.2: Factor Analysis for Total Job Satisfaction

Factors	Variance Explained%	KMO	Cronbach's Alpha
Job Satisfaction Factors	**75.281**	**.732**	**.950**

The result in Table (4.3) generally shows that 79.5% of employees agree that the degree of their satisfaction with the pay they receive for their work is reasonable, with a mean of 3.973 with a standard deviation of 0.710.

The result also shows that 82.7% of them agree that their chances of promotion are related to the amount of work they do, as their average answers were 4.135 with a standard deviation of 0.722, and the stability of questions related to promotion was good, with Cronbach's alpha value of 0.623.

The result also shows that 79.2% of them are satisfied with their supervisors at work, where the average of their answers was 3.959 with a standard deviation of 0.704, and the stability ratio of questions related to supervision was good, so that the value of Cronbach's alpha was 0.609.

The result also shows that 82.1% of them are satisfied with the benefits offered to them and consider them fair, as their average answers were 4.106 with a standard deviation of 0.642, and the stability of questions related to supervision was good, with a value of Cronbach's alpha of 0.610.

The result also shows that 86.1% of them strongly agree that the rewards they receive for their work are not out of date, as their average answers were 4.303 with a standard deviation of 0.649, and the stability of questions related to the rewards item was good, with Cronbach's alpha value of 0.689.

The result also shows that 80.0% of them agree that the applicable work rules are not satisfactory, as it is difficult for them to work and contains a lot of clerical matters, where the average of their answers was 4.002 with a standard deviation of 0.746, and the stability of the questions related to the work rules item was good, so that the value of Cronbach's alpha was 0.568

The result also shows that 82.6% of them are satisfied with their colleagues at work, where the average of their answers was 4.131 with a standard deviation of 0.683, and the stability ratio of questions related to the fellowship at work was good, so that the value of Cronbach's alpha was 0.663

The result also shows that 77.9% of them are satisfied with the nature of their work, where the average of their answers was 3.896 with a standard deviation of 0.741, and the stability ratio of questions related to the fellowship at work was good, so that the value of Cronbach's alpha was 0.671

The result also shows that 80.9% of them are dissatisfied with the communications within the institution, where the average of their answers was 3.902 with a standard deviation of 0.755, and the stability ratio of questions related to the fellowship at work was good, with a value of Cronbach's alpha of 0.630

Table 4.3: Factor Analysis for Sub- Dimensions of Job Satisfaction

Item No	**Job Satisfaction Factors**				
	Cronbach α of Subdimension of Pay is **(.648)**				**Factor loading**
	Subdimension of Pay	**N**	**Mean**	**Std. Deviation**	**%**
1	I feel I am being paid a fair amount for the work I do.	262	4.023	0.705	0.805
10	Raises are too few and far between.	262	3.802	0.861	0.760
19	I feel unappreciated by the organization when I think about what they pay me.	262	4.195	0.616	0.839
28	I feel satisfied with my chances for salary increases.	262	3.874	0.658	0.775
Total of Subdimension of Pay		**262**	**3.973**	**0.710**	**0.795**
Subdimension of promotion		**Cronbach α of Subdimension of promotion is (.623)**			
		N	**Mean**	**Std. Deviation**	**%**
2	There is really too little chance for promotion on my job.	262	4.107	0.725	0.821
11	Those who do well on the job stand a fair chance of being promoted.	262	3.996	0.860	0.799
20	People get ahead as fast here as they do in other places.	262	3.844	0.760	0.769
33	I am satisfied with my chances for promotion.	262	4.595	0.544	0.919
Total of Subdimension of promotion		262	4.135	0.722	0.827
Subdimension of Supervision		**Cronbach α of Subdimension of Supervision is (.609)**			
		N	**Mean**	**Std. Deviation**	**%**
3	My supervisor is quite competent in doing his/her job.	262	3.924	0.739	0.785
12	My supervisor is unfair to me.	262	4.313	0.701	0.863
21	My supervisor shows too little interest in the feelings of subordinates.	262	4.153	0.606	0.831
30	I like my supervisor.	262	3.447	0.770	0.689
Total of Subdimension of Supervision		**262**	**3.959**	**0.704**	**0.792**
Subdimension of Fringe Benefits		**Cronbach α of Subdimension of Fringe Benefits is (.610)**			
		N	**Mean**	**Std. Deviation**	**%**
4	I am not satisfied with the benefits I receive.	262	3.882	0.676	0.776
13	The benefits we receive are as good as most other organizations offer.	262	4.595	0.544	0.919
22	The benefit package we have is equitable.	262	4.233	0.621	0.847
29	There are benefits we do not have which we should have.	262	3.714	0.726	0.743

Table 4.3: (cont.) Factor Analysis for Sub- Dimensions of Job Satisfaction

Item No	**Job Satisfaction Factors**				
	Cronbach α of Subdimension of Pay is **(.648)**				**Factor loading**
Total is Subdimension of Fringe Benefits		262	4.106	0.642	0.821
Subdimension of Contingent Rewards		**Cronbach α of Subdimension of Contingent Rewards is (.689)**			
		N	**Mean**	**Std. Deviation**	**%**
5	When I do a good job, I receive the recognition for it that I should receive.	262	4.156	0.702	0.831
14	I do not feel that the work I do is appreciated.	262	4.458	0.622	0.892
23	There are few rewards for those who work here.	262	4.286	0.572	0.857
32	I don't feel my efforts are rewarded the way they should be.	262	4.313	0.701	0.863
Total of Subdimension of Contingent Rewards		262	4.303	0.649	0.861
Subdimension of Operating Conditions		**Cronbach α of Subdimension of Operating Conditions is (.568)**			
		N	**Mean**	**Std. Deviation**	**%**
6	Many of our rules and procedures make doing a good job difficult.	262	4.160	0.720	0.832
15	My efforts to do a good job are seldom blocked by red tape.	262	4.405	0.635	0.881
24	I have too much to do at work.	262	3.447	0.770	0.689
31	I have too much paperwork.	262	3.996	0.860	0.799
Total of Subdimension of Operating Conditions		262	4.002	0.746	0.800
Subdimension of Coworkers		**Cronbach α of Subdimension of Coworkers is (.663)**			
		N	**Mean**	**Std. Deviation**	**%**
7	I like the people I work with.	262	3.950	0.701	0.790
16	I find I have to work harder at my job because of the incompetence of people I work with.	262	3.992	0.758	0.798
25	I enjoy my coworkers.	262	4.122	0.649	0.824
34	There is too much bickering and fighting at work.	262	4.458	0.622	0.892
Total of Subdimension of Coworkers		262	4.131	0.683	0.826
Subdimension of Nature of Work		**Cronbach α of Subdimension of Nature of Work is (.671)**			
		N	**Mean**	**Std. Deviation**	**%**
8	I sometimes feel my job is meaningless.	262	3.492	0.825	0.698
17	I like doing the things I do at work.	262	4.057	0.722	0.811
27	I feel a sense of pride in doing my job.	262	3.630	0.781	0.726
35	My job is enjoyable.	262	4.405	0.635	0.881

Table 4.3: (cont.) Factor Analysis for Sub- Dimensions of Job Satisfaction

Item No	**Job Satisfaction Factors**				
	Cronbach α of Subdimension of Pay is **(.648)**				**Factor loading**
Total of Subdimension of Nature of Work		262	3.896	0.741	0.779
Subdimension of Communication		**Cronbach α of Subdimension of Communication is (.630)**			
		N	**Mean**	**Std. Deviation**	**%**
9	Communications seem good within this organization.	262	4.023	0.835	0.805
18	The goals of this organization are not clear to me.	262	4.080	0.670	0.816
26	I often feel that I do not know what is going on with the organization.	262	3.511	0.757	0.702
36	Work assignments are not fully explained.	262	3.992	0.758	0.798
Total of Subdimension of Communication		262	3.902	0.755	0.780
Total Subdimensions of Job Satisfaction		262	4.045	0.706	0.809

Organizational commitment scale, affective, continuance, normative

As presented in (Table 4.4) the Cronbach α value of the total Affective Commitment scale was .619 which represents the high internal reliability of the scale. “The Principal Component Analysis with Varimax Rotation” is used and factors with Eigenvalues ≥1.00 were considered in determining the total variance explained.

When it is examined affective commitment values, it is seen that the variance explained was 72.903% Additionally, KMO value of the dimension is .612 This value is at acceptable level of statistic literature (> 0.50).

Table 4.4: Factor Analysis Results Sub-Dimension of Affective Commitment Scale

Factors	**Variance Explained%**	**KMO**	**Cronbach's Alpha**
Sub-Dimension of Affective Organizational Commitment Factors	**72.903**	0.612	**.619**

Table (4.5) shows the results of the employees with regard to the organizational affective commitment in their organization, where the result shows in general that 74.1% of them agree that they have an organizational affective commitment towards their organization, so that their average answers were 3.706 with a standard deviation of 0.882. While in paragraphs (5,6,8) they had a low

percentage of approval of being part of this institution and belonging to it or being associated with it, and the rest of the paragraphs showed commitment and affiliation towards their institutions.

Table 4.5: Sub-Dimension of Affective Commitment Factor loading Questions

Item No	Affective Organizational Commitment Factors	N	Mean	Std. Deviation	Factor Loading
1	I would be very happy to spend the rest of my career with this organization.	262	4.466	0.653	0.893
2	I enjoy discussing my organization with people outside it.	262	4.336	0.696	0.867
3	I really feel as if this organization's problems are my own.	262	4.141	0.742	0.828
4	I think that I could easily become as attached to another organization as I am to this one. (R)	262	3.519	0.913	0.704
5	I do not feel like 'part of the family' at my organization. (R	262	2.828	1.103	0.566
6	I do not feel 'emotionally attached' to this organization. (R)	262	2.908	1.121	0.582
7	This organization has a great deal of personal meaning for me	262	4.466	0.653	0.893
8	I do not feel a strong sense of belonging to my organization(R)	262	2.985	1.174	0.597
Total Affective Organizational Commitment Factors Loading		262	3.706	0.882	0.741

As presented in (Table 4.6) the Cronbach α value of the total Continuance Commitment scale was .591 which represents the high internal reliability of the scale. “The Principal Component Analysis with Varimax Rotation” is used and factors with Eigenvalues ≥1.00 were considered in determining the total variance explained.

When it is examined continuance commitment values, it is seen that the variance explained was 61.266% Additionally, KMO value of the dimension is .586 This value is at acceptable level of statistic literature (> 0.50).

Table 4.6: Factor Analysis for Sub-Dimension of Continuance Commitment

Factors	Variance Explained%	KMO	Cronbach's Alpha
Continuance Organizational Commitment Factors	**61.266**	.586	**.591**

Table (4.7) shows the results of the employees regarding the continuity of organizational commitment in their organization, where the result shows in general that 60.3% of them agree with a small percentage that they have continued organizational commitment towards their organization, so that their average answers were 3.013 with a standard deviation of 1.125.

Table 4.7: Sub-Dimension of Continuance Commitment Factor Loading Questions

Item No	Continuance Organizational Commitment Factors	N	Mean	Std. Deviation	Factor Loading
1	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	262	2.676	1.221	0.535
2	It would be very hard for me to leave my organization right now, even if I wanted to.	262	2.931	1.159	0.586
3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	262	3.027	1.105	0.605
4	It wouldn't be too costly for me to leave my organization now. (R)	262	3.111	1.148	0.622
5	Right now, staying with my organization is a matter of necessity as much as desire.	262	3.324	1.053	0.665
6	I feel that I have too few options to consider leaving this organization	262	3.240	1.083	0.648
7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	262	3.027	1.112	0.605
8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice -another organization may not match the overall benefits I have here.	262	2.767	1.119	0.553
Total Continuance Organizational Commitment Factors Loading		**262**	**3.013**	**1.125**	**0.603**

As presented in (Table 4.8) the Cronbach α value of the total normative commitment scale was .575 which represents the high internal reliability of the scale. “The Principal Component Analysis with Varimax Rotation” is used and factors with Eigenvalues ≥1.00 were considered in determining the total variance explained.

When it is examined normative commitment values, it is seen that the variance explained was 68.005% Additionally, KMO value of the dimension is .583 This value is at acceptable level of statistic literature (> 0.50).

Table 4.8: Factor Analysis for Sub-Dimension of Normative Commitment

Factors	**Variance Explained%**	**KMO**	**Cronbach's Alpha**
Normative Organizational Commitment Factors	**68.005**	.583	**.575**

Table (4.9) shows the results of employees with regard to the normative organizational commitment in their organization, where the result shows in general that 65.0% of them agree with a small percentage of the standard organizational commitment towards their organization, so that their average answers were 3.249 with a standard deviation of 1.050.

Table 4.9: Normative Commitment Factor Loading Questions

Item No	**Normative Organizational Commitment Factors**	N	Mean	Std. Deviation	**Factor Loading**
1	I think that people these days move from company to company too often	262	2.740	1.239	0.548
2	I do not believe that a person must always be loyal to his or her organization. (R)	262	3.435	0.859	0.687
3	Jumping from organization to organization does not seem at all unethical to me. (R)	262	3.683	0.932	0.737
4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	262	3.683	0.932	0.737
5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	262	3.084	1.142	0.617
6	I was taught to believe in the value of remaining loyal to one's organization	262	3.244	1.149	0.649
7	Things were better in the days when people stayed with one organization for most of their careers.	262	3.164	1.065	0.633
8	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore. (R)	262	2.954	1.082	0.591
Total Normative Organizational Commitment Factors Loading		**262**	**3.249**	**1.050**	**0.650**

4.3 Correlation Analysis Findings

When the correlation analyses were examined, it was observed that there is a significant positive correlation between the independent and dependent variables in the model. However, it has been examined that job satisfaction has a significant positive relationship with Organizational commitment (r.676; $p<0.01$). It has been examined that job satisfaction has a significant positive relationship with organizational affective commitment (r: 530; $p<0.01$). It has been examined that job satisfaction has a significant positive relationship with organizational continuance commitment (r:.519; $p<0.01$). And it has been examined that job satisfaction has a significant positive relationship with organizational normative commitment (r:564; $p<0.01$) thereby all hypothesis is supported.

Table 4.10: Correlation Analysis Findings

	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Sbudimension of pay	3.973	0.513	1													
2. Subdimension of promotion.	4.135	0.501	.766**	1												
3. Subdimension of Supervision.	3.959	0.479	.695**	.749**	1											
4. Subdimension of Fringe Benefits.	4.106	0.438	.723**	.758**	.791**	1										
5. Subdimension of Contingent Rewards.	4.303	0.469	.719**	.747**	.773**	.780**	1									
6. Subdimension of Operating Conditions.	4.002	0.495	.787**	.790**	.787**	.679**	.787**	1								
7. Subdimension of Coworkers.	4.131	0.483	.698**	.665**	.717**	.745**	.815**	.732**	1							
8. Subdimension of Nature of Work.	3.896	0.528	.733**	.622**	.660**	.734**	.720**	.693**	.775**	1						
9. Subdimension of Communication.	3.902	0.521	.755**	.702**	.702**	.658**	.672**	.699**	.779**	.696**	1					
10. Job Satisfaction Scale	4.045	0.429	.879**	.866**	.873**	.871**	.891**	.887**	.882**	.848**	.853**	1				
11. Organizational Affective Commitment Scale	3.706	0.473**	.515**	.507**	.514**	.513**	.505**	.516**	.530**	.519**	.526**	.530**	1			
12. Organizational Continuance Commitment Scale	3.013	0.573	.525**	.511**	.521**	.514**	.518**	.522**	.519**	.511**	.509**	.519**	.157*	1		
13. Organizational Normative Commitment Scale	3.249	0.530	.530**	.524**	.53**1	.526**	.552**	.546**	.564**	.532**	.554**	.564**	.336**	.493**	1	
14. Organizational Commitment	3.323	0.382	.665**	.643**	.630**	.627**	.650**	.648**	.676**	.62**2	.598**	.676**	.646**	.739**	.790**	1

4.4 Regression Analysis Findings

H1: There is positive impact at level (alpha<0.01) to job satisfaction on organizational commitment

To test this hypothesis, simple regression analysis was used, and it was found from the analysis as shown in Table (4.11) that there is a very strong positive effect of job satisfaction on organizational commitment in general, and the mathematical formula that illustrates this effect is:

Organizational Commitment = .825 + .708* Job Satisfaction Scale

The mathematical formula explains that whenever there is an increase even by one unit of job satisfaction, the organizational commitment will increase by 708 of this unit.

Table 4.11: Regression for Main Hypothesis

Model	B	Std. Error	t	P
(Constant)	.825	.150	5.516	.000
Job Satisfaction Scale	.708	.048	14.786	.000

R=.676, R2=.457; F= 218.612; P<,01

a. Dependent Variable: Organizational Commitment

b. *p<0,05**p<0,01 *** p<,001

H1.1: There is positive impact at level (alpha<0.01) to job satisfaction on affective organizational commitment

To test this hypothesis, simple regression analysis was used, and it was found from the analysis as shown in Table (4.12) that there is a very strong effect of job satisfaction on affective organizational commitment, and the mathematical formula that shows the presence of an effect is:

Sub-Dimension of Organizational affective Commitment = .932 + 0.673* Job Satisfaction Scale

The mathematical formula explains that whenever there is an increase even by one unit of job satisfaction, the affective organizational commitment will increase by 673 of the unit.

Table 4.12: Regression for First Sub-Hypothesis

Model	B	Std. Error	t	P
(Constant)	.932	.208	4.469	.000
Job Satisfaction Scale	.673	.067	10.080	.000

R=530, R2= .281; F= 101.598; P<,01

a. Dependent Variable: Organizational Affective Commitment Scale

b. *p<0,05**p<0,01 *** p<,001

H1.2: There is positive impact at level (alpha<0.01) to job satisfaction on continuance organizational commitment

To test this hypothesis, simple regression analysis was used, and it was found from the analysis as shown in Table (4.13) that there is a very strong positive impact of job satisfaction on continuous organizational commitment, and the mathematical formula that illustrates this effect is:

Sub-Dimension of Organizational Continuance Commitment = .862 + 0.707* Job Satisfaction Scale

The mathematical formula explains that whenever there is an increase even by one unit of job satisfaction, the continuous organizational commitment will increase by 0.707 of this unit.

Table 4.13: Regression for Second Sub-Hypothesis

Model	B	Std. Error	t	P
(Constant)	.862	.225	3.827	.000
Job Satisfaction Scale	.707	.072	9.798	.000

R=.519, R2= .270; F=96 .005; P<,01

a. Dependent Variable: Organizational Continuance Commitment Scale

b. *p<0,05**p<0,01 *** p<,001

H1.3: There is positive impact at level (alpha<0.01) to job satisfaction on normative organizational commitment

To test this hypothesis, simple regression analysis was used. It was found from the analysis as shown in Table (4.14) that there is a very strong positive effect of job satisfaction on the normative organizational commitment, and the mathematical formula that illustrates this effect is:

Sub-Dimension of Organizational Normative Commitment = .680 + 0.744* Job Satisfaction Scale

The mathematical formula explains that whenever there is an increase even by one unit of job satisfaction, the normative organizational commitment will increase by 0.744 of this unit.

Table 4.14: Regression for Third Sub-Hypothesis

Model	B	Std. Error	t	P
(Constant)	.680	.211	3.225	.001
Job Satisfaction Scale	.744	.068	11.011	.000
R=.564, R2=.318; F= 121.239; P<,01				
a. Dependent Variable: Organizational Normative Commitment				
b. *p<0,05**p<0,01 *** p<,001				

5. CONCLUSION AND DISCUSSION

5.1 Summary of Hypothesis of the Study

In previous chapter, the field study was finalized; has tested the hypotheses successfully. According to the results of the hypotheses, all hypotheses were supported positively. Generally, it can be seen summary of the hypotheses of the study on the underline Table.

Table 5.1: Summary of Hypothesis of the study. Finding

Main Hypothesis:
H1. Job Satisfaction has positive impact on Organizational Commitment B=.708 SUPPORTED
Sub-Hypotheses:
H1.1. Job Satisfaction has a Positive impact on Affective Commitment. B=.673 SUPPORTED
H1.2. Job Satisfaction has Positive impact on Continuance Commitment B=.707 SUPPORTED
H1.3. Job Satisfaction has Positive impact on Normative Commitment. B= .0744 SUPPORTED

5.2 Conclusion of the Study

We conclude to this research which targeted to measure the connection between JS and OC on employees who works in logistic sector, based on quantitative analysis there were 2 scales used in this research given to the employees who works in logistic sector, first scale was Job Satisfaction Scale which include 36 item, second scale was organizational commitment scale which include 24 items in total. Investigating the concepts of organizational commitment and job satisfaction has a superb significance for the laborers in logistics companies. “JS and OC” are important aspects of organizational effectiveness, productivity and job performance, and may impact on intention to leave, absenteeism. Organizational commitment for an individual is to accept the goals and values of an organization, to spend afford to reach these goals and to wish to continue to be a member of the organization. There exist three different dimensions of

organizational commitment that provide important benefits for both organizations and employees, namely affective, continuance and normative commitment. These findings indicate that the relationship between job satisfaction and organizational commitment can guide to some conclusion of independent and dependent tiers. If these factors are not taken into consideration, turnover will increase, service grade will decrease, client satisfaction will be negatively affected, competition will be harmed, and as a result, businesses will face the threat of retrenchment.

5.3 Discussion

The general research goal, identify the link between (JS, OC) in the logistics industry. based on these data, we may infer that there is a positive and significant connection between job satisfaction and organizational commitment.

This study examines the relationship between “JS and OC.” Our findings show that JS has a favorable and considerable impact on OC. These findings emphasize the importance of “JS in OC”. The practical relevance of the findings is that managers must actively increase their firm's work satisfaction to reach a greater degree of organizational commitments. Furthermore, research indicates that effective expenditures in employee satisfaction can boost organizational commitments.

“JS” is one of the primary activities, mind-sets, and resolutions held by a company's staff members. A person who enjoys their work and gives recognition for it is experiencing job satisfaction. At companies, workers grade their jobs on five factors: wages and fees, development opportunities, work itself, business rules, and working conditions.

Level of staffs' satisfaction differs among these components. One of the main administration duties is to provide grounds for laborer job satisfaction; this has a clear correlation to employee psychological wellness and overall laborer performance. If workers are encouraged, they are able to perform their business and this helps in enhancing interpersonal relationships and job satisfaction. Support helps improve personal confidence and influence in the workplace. Many variables, such as general contentment with work, pay, regulations,

cultural milieu, and relationships with colleagues, have a role in one's overall well-being. Still, health variables that may be distorted include the absence of equality and fairness, as well as unjustified favoritism and unjust discrimination.

Taking psychological health into thought is extremely important in all personal, social and professional appearances of life and one of the areas in which psychological health is significant is working and fitting. The occurrence of discovering companies that have achieved success, with no identifiable aims, goals, or values, is uncommon. To believe in the value of a business and to have commitment to the organization are known as organizational commitment. Members have their personality shaped by the business. They attend in it, value their membership, and commit to it. Using Allen and Meyer's commitment paradigm, three understandings were discovered. Every member demonstrates dedication to the business via affective, continuance, and normative commitment. Affective commitment consults to staff's emotional connection to the organization, admitting by it, and checks in with employee mission-directed feelings as needed. The results of this research can be applied to academic and bureau workers. As habits are non-persistent, this research's results can't be practical over a lengthy period of time. So, its findings should be regarded carefully. To improve job satisfaction and organizational commitment, consider implementing these ideas for the relevant director and authorities.

when workers feel that they have a lot of opportunity to influence the work they perform, they are considerably more connected to their business The truth is, job satisfaction and organizational commitments are linked.

Without a doubt, workers' company support boosts their dedication to the organization. Support may be financial or non-financial. It is important not just for commitment but also for efficiency. Workers must help support the corporations because of this.

Member involvement in the business: it influences the adoption of new knowledge into the workplace and helps the business discriminate. Helping oneself be psychologically well is critical in all aspects of life, from individual, societal, and professional viewpoints.

The rare business has really been able to get things done without having functional, valuation, and buy-in across the board. Having loyalty to the business, having ethical demand, and feeling the need to remain in the company are all referred to as organizational commitment. Members are really devoted and receive their identity from the business since they are committed to the organization. Using Allen and Meyer's commitment paradigm, there are three basic understandings. The 3 commitments found in employees: affective, continuous, and normative commitment.

5.4 Recommendations.

The researcher is of the view that management of logistics companies should pay special attention to motivators such as pay, supervision, relation with co-workers, satisfaction with the job itself as well as the organization, chances of future advancement, and progress in the organization in order to improve and sustain the job satisfaction of employees which would subsequently yield committed employees for their company.

The connection between the independent and dependent variables may be influenced by mediating and moderating factors. Thus, it is advised that further research be conducted and that a mediating or moderating variable be introduced into the current model. It is also recommended that more study be conducted utilizing wider sampling to reflect the population in order to decrease biases..

Furthermore, it is suggested that future research look at a mixed method approach to have a better understanding of the link that exists between work satisfaction and organizational commitment in the logistics industry in various nations.

5.5 Limitation

Our study was created to measure the connections among job satisfaction and organizational commitment on the laborers who works in logistic sector in West

Bank\Palestine. Ramallah, Nablus, Tullkarm, Jenin. And it was in the second half of 2021.

We must keep in mind the following limitations to the conclusions of this research. Given that this research was conducted in the West Bank of Palestine, the results cannot be rigorously analyzed to ensure that they are representative of all workers in all logistics companies. The second limitation is that the results cannot be rigorously analyzed to ensure that they are representative of all laborers in all logistics companies. To ensure that the results of our research are universally applicable, it must be replicated in a variety of sectors and countries. The second possibility is that subscribers were unfavorable in their efforts to create a good image of their own companies. The purpose of this study is to investigate the relationship between job satisfaction and organizational commitment in logistics companies in the West Bank of Palestine. For the upcoming research, it is possible to investigate the relationship between job satisfaction and organizational commitment in various industries. Apart from that, it would be interesting to investigate the connections between job satisfaction and turnover intention, organizational citizenship attitude, and mental well-being across various sectors or companies.

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