

# Examining the Relationship Between Job Satisfaction, Employee Engagement, and Organizational Commitment



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KEY WORDS	ABSTRACT
Job Satisfaction, Employee Engagement, Organizational Commitment, Workplace Productivity, Human Resource Management.	Employee engagement, job satisfaction, and organizational commitment are critical factors influencing workplace productivity and employee retention. This study examines the interrelationship between these variables using a qualitative approach through a comprehensive literature review. By analyzing existing academic research, this study aims to identify key patterns, theoretical frameworks, and practical implications of job satisfaction and employee engagement in fostering organizational commitment. Findings indicate that job satisfaction significantly influences both employee engagement and organizational commitment, where engaged employees demonstrate higher levels of commitment to their organizations. Additionally, employee engagement mediates the relationship between job satisfaction and organizational commitment, suggesting that employees who find their work fulfilling are more likely to engage deeply and remain committed to their organization. However, challenges such as organizational culture, leadership styles, and workplace policies play a crucial role in shaping these relationships. The study highlights the importance of fostering a positive work environment, implementing effective leadership strategies, and ensuring alignment between employee values and organizational goals to enhance commitment. Furthermore, this research underscores the need for future studies to explore contextual factors, such as industry-specific dynamics and generational differences, that may influence these relationships. By synthesizing findings from prior literature, this study contributes to a deeper understanding of the mechanisms linking job satisfaction, employee engagement, and organizational commitment, providing valuable insights for HR professionals, managers, and organizational leaders seeking to improve workplace outcomes.

## 1. INTRODUCTION

In today's competitive business environment, organizations increasingly recognize the importance of fostering a committed and engaged workforce to drive productivity, innovation, and long-term success. Job satisfaction, employee engagement, and organizational commitment are three interconnected constructs that significantly

influence individual and organizational performance (Gustiawan et al., 2023). Job satisfaction refers to the extent to which employees feel content with their job roles, work environment, and overall career progression (Gustiawan et al., 2022). Employee engagement, on the other hand, represents an employee's emotional and intellectual commitment to their work and organization. Organizational commitment, as defined by



(Surjono, 2021), encapsulates an employee's psychological attachment to their organization, which manifests in loyalty, reduced turnover intentions, and discretionary efforts beyond job requirements. Understanding the dynamic relationship among these factors is crucial for organizations seeking to enhance employee well-being and optimize workforce performance.

Despite extensive research on job satisfaction, employee engagement, and organizational commitment, existing studies have primarily examined these constructs in isolation or through quantitative approaches (Schaufeli & Bakker, 2004; Macey & Schneider, 2008). There remains a limited understanding of the qualitative interconnections between these factors, particularly how job satisfaction influences engagement and, in turn, strengthens commitment to an organization. Furthermore, while some studies highlight the mediating role of employee engagement (Saks, 2006; Rich, LePine, & Crawford, 2010), few have explored the nuanced contextual factors, such as organizational culture, leadership styles, and generational differences, that may moderate these relationships.

As organizations face rising employee turnover and declining engagement rates globally (Gallup, 2021), understanding the interplay between job satisfaction, engagement, and commitment is critical for developing effective human resource management (HRM) strategies. High levels of dissatisfaction and disengagement can lead to productivity loss, burnout, and costly employee attrition. Given the evolving nature of work and the increasing demand for employee-centric policies, this research is timely and necessary to provide organizations with actionable insights into improving workforce retention and

performance.

Previous research has extensively explored job satisfaction and its impact on organizational outcomes. Similarly, studies on employee engagement (Kahn, 1990; Schaufeli & Bakker, 2004) have highlighted its role in fostering discretionary effort and job performance. Meyer and Allen (1991) developed the three-component model of organizational commitment, distinguishing affective, continuance, and normative commitment. However, while existing literature establishes relationships between these constructs, few studies have synthesized their interactions within a qualitative framework, providing an in-depth exploration of underlying mechanisms and contextual influences.

This study offers a novel contribution by adopting a qualitative literature review approach to synthesize existing findings and develop a more holistic understanding of how job satisfaction influences employee engagement and organizational commitment. Unlike previous research that primarily relies on quantitative modeling and survey-based methods, this study provides thematic insights into the factors driving these relationships, identifying key patterns and potential moderators that have been overlooked in prior research.

## Research Objectives

This study aims to:

1. Examine the relationship between job satisfaction, employee engagement, and organizational commitment from a qualitative perspective.
2. Identify key mechanisms through which employee engagement mediates the impact of job satisfaction on

organizational commitment.

3. Explore contextual factors (e.g., leadership styles, workplace culture, generational differences) that influence these relationships.
4. Provide practical recommendations for HR practitioners, managers, and policymakers to enhance employee retention and commitment.

This study contributes to both theory and practice by deepening the understanding of how intrinsic and extrinsic factors influence employee attitudes and behaviors. For academics, it provides a synthesized framework for conceptualizing the linkages between job satisfaction, engagement, and commitment. For practitioners, it offers strategic recommendations on how organizations can design effective HR policies to boost employee morale, foster engagement, and strengthen long-term commitment.

By addressing the existing research gap and providing a qualitative synthesis of current literature, this study aims to inform future research directions and offer practical guidance for organizations seeking to build a more satisfied, engaged, and committed workforce.

## **2. METHOD**

### **Research Type**

This study employs a qualitative literature review methodology to examine the relationship between job satisfaction, employee engagement, and organizational commitment. This approach allows for an in-depth exploration of existing theories, concepts, and empirical findings related to the variables of interest. By synthesizing a wide range of literature, this research aims to identify patterns, gaps, and implications for future studies.

### **Data Sources**

The data for this literature review were gathered from a variety of academic sources, including peer-reviewed journal articles, books, and conference proceedings. The primary focus was on literature published in the last two decades to ensure the relevance and applicability of findings to current organizational contexts. Databases such as JSTOR, Google Scholar, and Scopus were utilized to access a comprehensive range of studies related to job satisfaction, employee engagement, and organizational commitment.

### **Data Collection Techniques**

Data collection for this literature review involved systematic searching and selection of relevant literature. The following steps were undertaken:

1. **Keyword Search:** A set of keywords and phrases, including "job satisfaction," "employee engagement," and "organizational commitment," were used to conduct searches in selected databases.
2. **Inclusion and Exclusion Criteria:** Articles were included based on their relevance to the research topic, methodological rigor, and contribution to the understanding of the relationships among the variables. Studies that were not peer-reviewed or that focused on unrelated topics were excluded.
3. **Thematic Categorization:** The selected articles were categorized into themes based on their findings, methodologies, and theoretical frameworks to facilitate a structured analysis.

### **Data Analysis Method**

The analysis of the collected literature was conducted through thematic analysis. This



method involved the following steps:

1. Familiarization: The researcher thoroughly read and re-read the selected articles to gain a comprehensive understanding of the content and context.
2. Coding: Key themes and patterns related to job satisfaction, employee engagement, and organizational commitment were identified and coded.
3. Theme Development: The codes were organized into broader themes that encapsulate the main findings and relationships highlighted in the literature.
4. Synthesis: The final step involved synthesizing the identified themes to draw conclusions about the interconnectedness of job satisfaction, employee engagement, and organizational commitment, as well as to highlight areas for future research.

This systematic approach ensures a comprehensive understanding of the existing literature and contributes to the ongoing discourse on the importance of these constructs in organizational settings.

### 3. RESULT AND DISCUSSION

The examination of the relationship between job satisfaction, employee engagement, and organizational commitment reveals a complex interplay among these constructs, underscoring their significance in fostering a productive workplace environment. The analysis of the literature indicates that job satisfaction serves as a foundational element that influences both employee engagement and organizational commitment. Numerous studies highlight that when employees experience high levels of job satisfaction, they are more likely to be engaged in their work and demonstrate a stronger

commitment to their organization.

Job satisfaction is often defined as the extent to which individuals feel content with their jobs, encompassing various factors such as compensation, work conditions, relationships with colleagues, and opportunities for professional growth. Research consistently shows that satisfied employees are more motivated, display higher levels of performance, and are less likely to leave their jobs. This satisfaction acts as a catalyst for employee engagement, which is characterized by enthusiasm, dedication, and absorption in work-related tasks. Engaged employees tend to go above and beyond their basic job requirements, contributing to increased productivity and organizational success.

Furthermore, the analysis indicates that employee engagement is not merely a byproduct of job satisfaction; rather, it is a dynamic state that can enhance and be enhanced by job satisfaction. Engaged employees often report higher levels of job satisfaction, creating a positive feedback loop. This relationship suggests that organizations aiming to boost employee engagement should prioritize initiatives that enhance job satisfaction. For instance, implementing programs that promote work-life balance, recognize employee achievements, and provide opportunities for career advancement can significantly improve job satisfaction, thereby fostering greater engagement.

In addition to the direct relationship between job satisfaction and employee engagement, the literature reveals that both constructs are closely linked to organizational commitment. Organizational commitment refers to the psychological attachment employees have towards their organization, which can manifest

as a willingness to exert effort on behalf of the organization and a desire to remain a member of the organization. The findings suggest that job satisfaction positively influences organizational commitment, as satisfied employees are more likely to develop a sense of loyalty and attachment to their organization. This commitment is further reinforced by high levels of employee engagement, which not only enhances an employee's emotional connection to the organization but also encourages them to align their personal goals with organizational objectives.

Moreover, the literature indicates that organizational commitment can act as a mediator in the relationship between job satisfaction and employee engagement. Employees who feel committed to their organization are more likely to be engaged in their work, as they perceive their contributions as valuable to the organization's success. This mediating effect highlights the importance of cultivating a committed workforce, as it can amplify the positive effects of job satisfaction on employee engagement.

The implications of these findings are significant for organizational leaders and human resource practitioners. To create a thriving organizational culture, it is essential to recognize the interdependence of job satisfaction, employee engagement, and organizational commitment. Organizations should focus on strategies that enhance job satisfaction, such as providing competitive compensation, fostering a supportive work environment, and encouraging open communication. Additionally, engaging employees through meaningful work, recognition programs, and opportunities for professional development can further strengthen their commitment to the

organization.

In conclusion, the relationship between job satisfaction, employee engagement, and organizational commitment is intricate and multifaceted. This study underscores the necessity for organizations to adopt a holistic approach that addresses all three constructs to cultivate a motivated and committed workforce. Future research should continue to explore these relationships, particularly in diverse organizational contexts and among different demographic groups, to further elucidate the dynamics at play and develop tailored interventions that foster job satisfaction, engagement, and commitment.

### **The Interconnection Between Job Satisfaction and Employee Engagement**

The analysis of the literature reveals a robust connection between job satisfaction and employee engagement. Job satisfaction is often regarded as a critical precursor to employee engagement, as it encompasses the emotional and psychological responses employees have towards their work environment. Employees who are satisfied with their jobs are more likely to exhibit higher levels of engagement, characterized by enthusiasm, dedication, and a willingness to invest their energy into their work. This relationship is supported by numerous empirical studies, which demonstrate that satisfied employees tend to be more productive and committed to their roles. Moreover, the factors contributing to job satisfaction, such as supportive leadership, recognition, and opportunities for professional development, significantly influence employee engagement levels. When organizations prioritize these factors, they create an environment where employees feel valued and motivated, thereby enhancing their engagement. For instance, research shows that



employees who receive regular feedback and recognition for their contributions are more likely to be engaged in their work, as they perceive their efforts as meaningful and appreciated.

The feedback loop between job satisfaction and employee engagement further emphasizes the need for organizations to focus on enhancing job satisfaction as a means to boost engagement. Engaged employees often report higher levels of job satisfaction, reinforcing the idea that these constructs are mutually reinforcing. This cyclical relationship suggests that organizations should implement strategies that not only focus on improving job satisfaction but also actively engage employees in their roles, creating a continuous cycle of motivation and commitment.

Additionally, the literature indicates that the impact of job satisfaction on employee engagement can vary based on individual differences, such as personality traits and work values. For instance, employees with a strong intrinsic motivation may derive greater satisfaction from their work, leading to higher engagement levels. Understanding these individual differences can help organizations tailor their approaches to meet the diverse needs of their workforce, thereby maximizing both satisfaction and engagement.

In conclusion, the interconnection between job satisfaction and employee engagement is a critical area for organizations to address. By recognizing the importance of job satisfaction as a driver of engagement, organizations can implement targeted strategies that foster a positive work environment, ultimately enhancing overall organizational performance.

## **The Role of Organizational Commitment**

Organizational commitment plays a pivotal role in the relationship between job satisfaction and employee engagement. It is defined as the psychological attachment employees have towards their organization, which influences their willingness to exert effort and remain with the organization. The analysis indicates that job satisfaction significantly contributes to organizational commitment, as satisfied employees are more likely to develop a sense of loyalty and attachment to their organization.

Research demonstrates that high levels of job satisfaction lead to increased organizational commitment, as employees who feel valued and fulfilled in their roles are more inclined to align their personal goals with those of the organization. This alignment fosters a deeper emotional connection, enhancing employees' commitment to organizational objectives. Furthermore, committed employees are more likely to engage in discretionary behaviors that benefit the organization, such as helping colleagues and promoting a positive workplace culture.

Moreover, the literature suggests that organizational commitment can act as a mediator in the relationship between job satisfaction and employee engagement. Employees who feel a strong commitment to their organization are more likely to be engaged in their work, as they perceive their contributions as vital to the organization's success. This mediating effect highlights the importance of fostering organizational commitment as a means to amplify the positive effects of job satisfaction on employee engagement.

In addition to mediating effects, organizational commitment also influences how employees respond to challenges and changes within the organization. Committed employees are more



likely to exhibit resilience in the face of adversity, demonstrating a willingness to adapt and support the organization through transitions. This adaptability is crucial in today's dynamic work environment, where organizations must navigate constant change and uncertainty.

In summary, organizational commitment is a key factor that enhances the relationship between job satisfaction and employee engagement. By fostering commitment through strategies that promote job satisfaction, organizations can create a more engaged and resilient workforce, ultimately driving better organizational outcomes.

### **The Impact of Leadership on Job Satisfaction and Engagement**

Leadership emerges as a critical factor influencing both job satisfaction and employee engagement. Effective leadership practices, such as clear communication, support, and recognition, significantly contribute to employees' overall job satisfaction. Leaders who demonstrate empathy and provide constructive feedback create an environment where employees feel valued and understood, leading to increased satisfaction and engagement.

Research indicates that transformational leadership styles, characterized by inspiring and motivating employees, are particularly effective in enhancing job satisfaction and engagement. Leaders who articulate a clear vision and encourage employees to take ownership of their work foster a sense of autonomy and purpose, which are essential components of job satisfaction. As employees feel empowered in their roles, they are more likely to engage actively with their work and the organization. Moreover, the role of leadership extends to shaping organizational culture, which in turn

affects job satisfaction and engagement. A positive organizational culture that prioritizes collaboration, innovation, and employee well-being can enhance job satisfaction and engagement levels across the workforce. Leaders play a crucial role in establishing and maintaining this culture, making it imperative for organizations to invest in leadership development programs that emphasize these qualities.

Additionally, the literature highlights the importance of leader-member exchange (LMX) theory in understanding the relationship between leadership and employee outcomes. High-quality leader-member relationships, characterized by trust, respect, and mutual obligation, are associated with greater job satisfaction and engagement. Employees who perceive their leaders as supportive and approachable are more likely to feel satisfied in their roles and engaged in their work.

In conclusion, leadership is a vital determinant of job satisfaction and employee engagement. Organizations should prioritize the development of effective leadership practices that foster a positive work environment, ultimately enhancing employee satisfaction and engagement, as well as organizational performance.

### **The Influence of Organizational Culture**

Organizational culture significantly influences job satisfaction, employee engagement, and organizational commitment. A strong organizational culture that aligns with employees' values and beliefs can enhance job satisfaction by creating a sense of belonging and purpose. When employees identify with the organizational culture, they are more likely to be satisfied with their jobs and engaged in their work.

The analysis reveals that cultures that prioritize employee well-being, collaboration, and innovation tend to foster higher levels of job satisfaction and engagement. Organizations that promote open communication and encourage feedback create an environment where employees feel valued and heard, leading to increased satisfaction. Furthermore, a culture that supports professional development and growth opportunities enhances employees' engagement by demonstrating the organization's investment in their future.

Conversely, a toxic organizational culture can have detrimental effects on job satisfaction and engagement. Employees who experience a culture of fear, micromanagement, or lack of support are likely to feel dissatisfied and disengaged. This highlights the importance of assessing and addressing organizational culture as a critical component of enhancing employee outcomes. Organizations must actively work to cultivate a positive culture that aligns with their strategic goals and values.

Additionally, the literature suggests that organizational culture can influence the effectiveness of leadership practices. Leaders who embody and promote the desired culture are more likely to inspire job satisfaction and engagement among employees. This alignment between leadership and culture creates a cohesive environment where employees feel connected to both their leaders and the organization as a whole.

In summary, organizational culture plays a crucial role in shaping job satisfaction, employee engagement, and organizational commitment. Organizations should prioritize the development of a positive culture that aligns with employee values and fosters a sense of belonging, ultimately enhancing overall employee outcomes.

## **Future Research Directions**

While this study provides valuable insights into the relationships between job satisfaction, employee engagement, and organizational commitment, there remain several avenues for future research. One important area for exploration is the role of individual differences in shaping these relationships. Factors such as personality traits, demographic variables, and work values may influence how employees perceive and experience job satisfaction, engagement, and commitment. Understanding these individual differences can help organizations tailor their strategies to meet the diverse needs of their workforce.

Another area for future research is the impact of remote work and flexible work arrangements on job satisfaction and employee engagement. The shift towards remote work, accelerated by the COVID-19 pandemic, has transformed the workplace landscape. Investigating how these changes affect employee experiences and relationships among job satisfaction, engagement, and commitment will provide valuable insights for organizations navigating this new paradigm.

Moreover, longitudinal studies examining the long-term effects of job satisfaction and employee engagement on organizational commitment will contribute to a deeper understanding of these constructs. By tracking employees over time, researchers can gain insights into how changes in job satisfaction and engagement influence commitment and overall organizational performance.

Additionally, exploring the role of technology in enhancing job satisfaction and engagement presents a promising research direction. As organizations increasingly adopt digital tools and platforms, understanding how these



technologies impact employee experiences and relationships will be crucial for leveraging their potential to enhance satisfaction and engagement.

Future research should continue to explore the complex relationships between job satisfaction, employee engagement, and organizational commitment, considering individual differences, the impact of remote work, longitudinal effects, and the role of technology. By addressing these areas, researchers can provide organizations with actionable insights to foster a motivated and committed workforce.

#### 4. CONCLUSION

This study highlights the intricate relationships among job satisfaction, employee engagement, and organizational commitment, demonstrating that job satisfaction serves as a foundational element that significantly influences both employee engagement and organizational commitment. Satisfied employees are more likely to be engaged in their work and demonstrate a strong commitment to their organization, creating a positive feedback loop that enhances overall organizational performance. Furthermore, factors such as effective leadership and a supportive organizational culture play crucial roles in fostering job satisfaction and engagement. As organizations strive to cultivate a motivated and committed workforce, it is essential to prioritize strategies that enhance job satisfaction, thereby driving higher levels of employee engagement and commitment, ultimately leading to improved organizational outcomes.

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