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Organizational commitment and employee job satisfaction

El compromiso organizacional y la satisfacción laboral de los trabajadores

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Abstract

This study sought to determine the impact of organizational commitment on job satisfaction among municipal employees in the Áncash region of Peru (2025). A quantitative, non-experimental, correlational, and cross-sectional methodology was employed, allowing for the analysis of causal relationships without variable manipulation. Furthermore, the reliability of the instruments was verified using high Cronbach's alphas: 0.902 for the organizational commitment questionnaire and 0.922 for the job satisfaction questionnaire, thus ensuring the internal validity of the measurements. The stratified sample included 120 employees from the total population, selected to represent various hierarchical levels and municipal departments. Consequently, the results revealed a very high positive correlation between both variables ($\rho = 0.962$; $p < 0.001$), indicating a statistically significant association. This demonstrates that higher levels of organizational commitment—understood as identification with and loyalty to the institution—are associated with significantly higher job satisfaction among employees, particularly regarding daily tasks, working conditions, and overall experiences. Ultimately, the study concludes that organizational commitment acts as a key predictor not only of job satisfaction but also of employee retention. Therefore, these findings suggest managerial interventions focused on fostering commitment to increase retention and productivity in similar public entities.

Keywords: organizational commitment, job satisfaction, normative commitment, emotional identification.

Resumen

El presente estudio buscó determinar el impacto del compromiso organizacional en la satisfacción laboral de trabajadores de una municipalidad en la región Áncash, Perú (2025). En primer lugar, se empleó una metodología cuantitativa, de diseño no experimental, correlacional y transversal, lo que permitió analizar relaciones causales sin manipulación de variables. Además, la confiabilidad de los instrumentos se verificó mediante alphas de Cronbach elevados: 0.902 para el cuestionario de compromiso organizacional y 0.922 para el de satisfacción laboral, asegurando así la validez interna de las mediciones. Por otro lado, la muestra estratificada incluyó 120 trabajadores de la población total, seleccionados para representar diversos niveles jerárquicos y departamentos municipales. En consecuencia, los resultados revelaron una correlación positiva muy alta entre ambas variables (ρ=0.962ρ=0.962; p<0.001p<0.001), indicando una asociación estadísticamente significativa. Esto evidencia que, a mayores niveles de compromiso organizacional —entendido como identificación y lealtad con la institución—, los trabajadores reportan una satisfacción laboral notablemente superior en aspectos como tareas diarias, condiciones de trabajo y experiencias generales. Finalmente, se concluye que el compromiso organizacional actúa como predictor determinante no solo de la satisfacción laboral, sino también de la permanencia en el empleo. Por tanto, estos hallazgos sugieren intervenciones gerenciales enfocadas en fomentar el compromiso para elevar la retención y productividad en entidades públicas similares.

Palabras clave: compromiso organizacional, satisfacción laboral, compromiso normativo, identificación emocional.

Introduction

Globally, only 23% of employees are genuinely engaged in their work, resulting in annual losses of US$8.8 trillion (equivalent to 9% of global GDP) (Pendell, 2023). Moreover, extreme job dissatisfaction undermines psychological well-being more severely than unemployment itself, adversely affecting family relationships and overall quality of life (Adecco, 2023).

At the international level, particularly within the public sector, commitment patterns differ from those observed in the private sector: public employees tend to exhibit greater continuity due to job stability, although affective and normative variations influence satisfaction and tenure. Contextualized analyses by country and government are therefore necessary (Todorović et al., 2024). Job satisfaction also depends on factors such as working conditions, promotion opportunities, autonomy, and burnout levels, suggesting that targeted interventions are needed to strengthen commitment (AlMarzooqi et al., 2025).

In the Peruvian context, studies in public entities indicate that improvements in organizational climate, recognition, and workplace relationships increase both satisfaction and performance. Managing commitment thus becomes critical for fostering well-being and productivity (Carrasco, 2024). Similarly, Mosquera (2023) found a high correlation between organizational climate and job satisfaction (τ=0.891τ=0.891, p<0.05p<0.05) in a municipality in Áncash, particularly with respect to structure (organization, tasks, and roles), confirming that internal climate dynamics directly impact satisfaction.

Along similar lines, a report on stress and workplace climate at the Municipality of Nuevo Chimbote revealed adverse conditions: high levels of discrimination, poor communication, and limited support among officials, leading to lower productivity and a poor work environment. As a result, strengthening commitment becomes difficult, eroding satisfaction and performance (Aguirre et al., 2024).

In this context, the present study posed the following research question: To what extent does organizational commitment impact job satisfaction among workers at a Municipality in the Áncash Region in 2025?

The rationale for this article lies in the need to understand how public servants' attitudes and commitment affect the quality of services provided to citizens. According to the MTPE (2023), more than 40% of public personnel in Peru report job dissatisfaction, leading to absenteeism, low productivity, and poor goal attainment. Consequently, this study analyzes the relationship between organizational commitment and job satisfaction in municipalities in Áncash (Chimbote and Nuevo Chimbote) to propose strategies that strengthen motivation, reduce turnover, and improve public management, thereby optimizing organizational climate and culture. In this way, employees benefit from greater satisfaction, institutions gain efficiency, and citizens receive higher-quality services.

Regarding international antecedents, Mamani-Guzmán et al. (2023) determined a positive impact of organizational commitment and job satisfaction on performance. Chiang et al. (2023) found low satisfaction levels

in both public and private sectors, particularly regarding recognition (nearly 80%). Serrano et al. (2025) concluded that leadership should shift toward transformational and participatory styles. Frescas et al. (2024) established a close relationship between organizational commitment and leadership style, contingent upon entity characteristics and human capital. Reyes and Fernández (2023) determined that organizational climate clearly influences job satisfaction. Finally, Baltazar-Gómez et al. (2022) reported a statistically relevant correlation among organizational culture, job satisfaction, and performance, achieved through effective integration tactics.

With respect to national antecedents, Saenz (2022) found no relationship between job satisfaction and organizational commitment or its dimensions, suggesting the implementation of a novel system to enhance employee motivation. Araujo et al. (2024), in contrast, identified a favorable relationship between job satisfaction and organizational commitment. Puelles (2022) found a highly favorable relationship between organizational commitment and job satisfaction among employees in the entity. Robles et al. (2024) concluded that job satisfaction levels are clearly proportional to organizational commitment levels. García et al. (2024) found that components such as inspiration, challenges, task absorption, and workplace happiness drive job satisfaction. Vidal (2022) reported that organizational commitment impacts job performance with varying intensity across different age groups within the entity.

Regarding definitions of organizational commitment, this construct is understood as the psychological bond that connects employees to their organization, reflecting loyalty, identification, and willingness to remain (Dilshan et al., 2023). According to Bulińska-Stangrecka and Bagieńska (2019), it is a key attitude expressing the worker's willingness to exert effort on behalf of the entity, remain with it, and align personal values with organizational ones. Munam et al. (2020) describe it as acceptance of organizational goals and the desire to contribute consistently to them, grounded in affective, normative, and continuance dimensions that determine tenure.

Organizational commitment is thus conceived as the psychological and emotional bond connecting the employee to the entity, manifested in loyalty, identification, value alignment, and willingness to remain and contribute to its success.

Among the theoretical models of organizational commitment, the two-dimensional model of Cohen (2007) proposes a principal structure: instrumental attachment (tangible exchange between employee contributions and organizational rewards) and psychological attachment (integrating normative propensity or moral obligation, and affective commitment or emotional identification). Its relevance lies in reconceptualizing traditional dimensions and incorporating antecedents such as personal values and socialization, enabling human resources to design profiles predisposed to commitment and optimize training processes.

According to the Theory Z of Ouchi (1982)—or the Japanese method—this approach integrates authoritarian and democratic elements to maximize productivity through strong human relationships, trust, and collaborative culture. It promotes stable employment, collective decision-making, continuous training, and work-life balance, fostering organizational commitment, reducing turnover, and strengthening loyalty by integrating the individual into the organization.

According to Meyer and Allen (1991), their three-component model includes: affective (emotional bond), normative (moral obligation), and continuance (cost of leaving). This model predicts retention, performance, and organizational citizenship. Despite overlaps, meta-analyses validate its differential antecedents and consequences, consolidating it in HR management. The dimensions of organizational commitment are:

- **Affective commitment:** the emotional bond and sense of belonging that employees develop toward the entity, generating pride, identification, and a voluntary desire to remain. According to Vidal and Criollo (2023), this emerges when employee values align with organizational values, fostering loyalty and intrinsic motivation.
- **Normative commitment:** reflects the moral obligation employees feel to remain with the entity, originating from social norms, cultural values, or prior experiences.
- **Continuance commitment:** refers to the perceived costs of leaving the entity, such as loss of benefits, job stability, and investments in time and effort.

The second variable, job satisfaction, is the affective and cognitive evaluation of work, reflecting whether work experiences meet employee expectations, needs, and values, influencing well-being and organizational commitment (Nurhasanah et al., 2025). According to Murtiningsih (2020), it represents a positive psychological state derived from employee perceptions of recognition, professional development, and work-life balance,

determining retention and productivity. Hussain et al. (2020) describe it as the degree of congruence between personal expectations and actual work conditions, impacting individual motivation and organizational effectiveness.

Regarding theoretical models of job satisfaction, Robbins and Judge (2019) propose an integrative model of key job satisfaction dimensions, enabling diagnosis and intervention in critical areas to enhance well-being and productivity. This model holds that satisfaction arises from the interaction between key dimensions: task significance, working conditions, recognition, and economic benefits.

According to Sinniah et al. (2022), another model integrates intrinsic and extrinsic motivation as predictors of satisfaction and performance among university academics, employing a hybrid approach combining structural equation modeling (SEM) and artificial neural networks (ANN). This identifies key dimensions such as financial rewards, promotion, performance evaluation, classroom environment, and institutional code of conduct as drivers of satisfaction.

Khahro et al. (2023) present an integrative conceptual model for improving job satisfaction in the sustainable construction industry through key dimensions: salary, benefits, safety, work environment, autonomy, training, supervisor support, performance evaluation, and job design. In this framework, feeling valued increases satisfaction and loyalty.

With respect to job satisfaction dimensions, task significance is understood as the perception that one's work has intrinsic value and contributes to both personal development and organizational achievement (Martela et al., 2021). Working conditions encompass the physical, social, and organizational environment influencing employee performance. According to Saputro (2024), adequate work environments—characterized by positive relationships with supervisors and sufficient resources—promote comfort, commitment, and productivity.

Recognition refers to the appreciation employees receive for their effort and contribution within the company. Gifari et al. (2024) argue that recognition increases intrinsic motivation, strengthens belonging, and improves job satisfaction by linking performance to positive feedback. Finally, economic benefits reflect perceptions of equity and fairness in compensation received. Adama (2024) states that when salary is perceived as fair and sufficient, it contributes to motivation, retention, and employee well-being.

Methodology

The present study adopted a quantitative approach to numerically measure and correlate organizational commitment and job satisfaction, employing standard methods from current research on these variables (Budiono, 2024). A non-experimental, correlational, and cross-sectional design was utilized, facilitating data collection at a single point in time without manipulating variables and allowing analysis of whether organizational commitment explains differences in job satisfaction (Hernández et al., 2014).

Variables were defined both conceptually and operationally. The conceptual definition of organizational commitment corresponds to the employee's attitude reflecting willingness to exert effort for the organization, remain with it long-term, and align personal values with institutional ones (Bulińska-Stangrecka and Bagieńska, 2019). Its operational definition consists of 12 items covering its dimensions, measured on a 5-point Likert scale: Strongly Disagree (1), Disagree (2), Undecided (3), Agree (4), Strongly Agree (5) (Córdova, 2022).

The conceptual definition of job satisfaction is the employee's attitude toward work, driven by intrinsic and extrinsic motivation, manifested in enthusiasm, retention, and improved performance (Hussain et al., 2020). Its operational definition includes 14 items covering its dimensions, evaluated on a 5-point Likert scale: never (1), almost never (2), sometimes (3), almost always (4), and always (5) (Mulatillo & Nunura, 2022).

The population encompassed all workers (administrative, operational, and technical), with the sampling frame based on the updated HR payroll. A fixed sample of 120 employees was selected through proportional stratified sampling by department and function, ensuring representativeness across areas, enabling comparison of organizational commitment's impact on job satisfaction across subgroups, and reducing sampling error in heterogeneous populations.

Table 1

Stratified sample distribution in the municipality of Nuevo Chimbote

AREA	COUNT
Administration and Finance	24
Public Works and Maintenance	30

Public Services and Sanitation (Operational)	24
Citizen Services	18
Public Safety and Transportation	12
Human Resources, Planning, and Other Technical Offices	12
Total	**120**

The unit of analysis was the municipal employee, considering tenure and position. Statistical analyses employed included descriptive statistics (means and standard deviations) to characterize the overall situation, Pearson correlations to examine variable relationships, and multiple linear regression to calculate the impact of commitment dimensions on satisfaction. In this model, β*β* coefficients indicated the direct effects of each dimension, while adjusted R2*R2* revealed the explained variability. This technique, validated in recent organizational behavior studies, demonstrates robustness and relevance for predicting relationships among commitment, satisfaction, and innovation in institutional contexts (Morantes-Quintana et al., 2019).

Regarding techniques and data collection, the survey was the primary technique, enabling the collection of perceptions from the sample through standardized procedures, ensuring question uniformity for each participant (Albornoz et al., 2023). The questionnaire served as the instrument due to its capacity to obtain information about population characteristics and address diverse topics, being flexible in both experimental and non-experimental studies (Barrero, 2023).

For validation, questionnaires were evaluated by three experts, achieving 98% approval. A pilot test was conducted with 25 employees, calculating Cronbach's alpha coefficients: 0.902 for organizational commitment and 0.922 for job satisfaction.

In data collection, institutional permissions were obtained, and questionnaires were administered in person to a representative sample, adapted to the convenience and technological access of each area.

Regarding ethical considerations, confidentiality, anonymity, voluntary participation, and exclusive academic use of data were guaranteed. Institutional authorization was obtained, and the study's objective was communicated prior to application.

Results

Table 2
Normality tests

	Kolmogorov- Smirnov[a]			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Organizational Commitment	,131	120	,000	,962	120	,002
Affective Commitment	,180	120	,000	,930	120	,000
Normative Commitment	,109	120	,001	,950	120	,000
Continuance Commitment	,172	120	,000	,928	120	,000
Job Satisfaction	,190	120	,000	,912	120	,000
Task Significance	,233	120	,000	,863	120	,000
Working Conditions	,252	120	,000	,885	120	,000
Personal and/or Social Recognition	,208	120	,000	,905	120	,000
Economic Benefits	,159	120	,000	,945	120	,000

a. Lilliefors significance correction

Significance values ($p < 0.05$) in both Kolmogorov-Smirnov and Shapiro-Wilk tests indicate that variable distributions deviate from normality, justifying the use of non-parametric statistics for correlational analysis, such as Spearman's Rho.

Table 3
Correlation between organizational commitment and job satisfaction

			Organizational Commitment	Job Satisfaction
Spearman's Rho	Organizational Commitment	Correlation Coefficient	1,000	,962**
		Sig. (2-tailed)	.	,000
		N	120	120
	Job Satisfaction	Correlation Coefficient	,962**	1,000
		Sig. (2-tailed)	,000	.
		N	120	120

A very high positive correlation was evidenced (**Rho = .962; p < .001). This indicates that as organizational commitment levels among workers increase, job satisfaction significantly increases as well.

Table 4
Correlation between affective commitment and job satisfaction

			Affective Commitment	Job Satisfaction
Spearman's Rho	Affective Commitment	Correlation Coefficient	1,000	,918**
		Sig. (2-tailed)	.	,000
		N	120	120
	Job Satisfaction	Correlation Coefficient	,918**	1,000
		Sig. (2-tailed)	,000	.
		N	120	120

The variables exhibit a very high positive correlation (**Rho = .918; p < .001). This suggests that emotional identification and sense of belonging are associated with greater satisfaction.

Table 5
Correlation between normative commitment and job satisfaction

			Normative Commitment	Job Satisfaction
Spearman's Rho	Normative Commitment	Correlation Coefficient	1,000	,898**
		Sig. (2-tailed)	.	,000
		N	120	120
	Job Satisfaction	Correlation Coefficient	,898**	1,000
		Sig. (2-tailed)	,000	.
		N	120	120

The positive relationship between variables is also very high (**Rho = .898; p < .001). In this case, feelings of obligation and moral responsibility toward the entity notably influence employee satisfaction levels.

Table 6
Correlation between continuance commitment and job satisfaction

			Continuance Commitment	Job Satisfaction

Spearman's Rho	Continuance Commitment	Correlation Coefficient	1,000	,870**
		Sig. (2-tailed)	.	,000
		N	120	120
	Job Satisfaction	Correlation Coefficient	,870**	1,000
		Sig. (2-tailed)	,000	.
		N	120	120

A very high favorable correlation exists (**Rho = .870; p < .001). In other words, workers who perceive high costs of leaving the organization show greater job satisfaction, although this relationship is weaker than that generated by affective and normative commitment.

Discussion

Regarding the general objective (GO), correlation between organizational commitment and job satisfaction, findings reveal a very high positive correlation between both variables (ρ=0.962ρ=0.962; p<0.001p<0.001). Specifically, this indicates that greater commitment to the institution is associated with significantly higher satisfaction with daily tasks, working conditions, and overall experiences at the municipality. This robust relationship is supported by the reviewed literature, which consistently shows that organizational commitment is favorably linked to job satisfaction. In particular, García et al. (2024) and Araujo et al. (2024) fully concur with these results by demonstrating that key psychological components—such as inspiration, challenges, task absorption, and workplace happiness—not only strengthen commitment but consequently significantly increase satisfaction and overall employee well-being. In notable contrast, Saenz (2022) identified no relationship between the variables, suggesting that such links are highly dependent on specific organizational contexts and that, in particular scenarios, innovative motivational strategies are required to effectively enhance emotional, normative, or continuance bonds.

With respect to specific objective 1 (SO1), determining the relationship between affective commitment and job satisfaction, results show a very high positive correlation (ρ=0.918ρ=0.918; p<0.001p<0.001), evidencing that greater emotional attachment, sense of belonging, and personal connection to the entity are directly associated with significantly elevated satisfaction in daily work. These findings are reinforced by Vidal and Criollo (2023), who explain that affective commitment emerges precisely when employee personal values align with organizational ones, thus generating deep loyalty and sustained intrinsic motivation. Chiang et al. (2023) further reinforce this perspective by highlighting that job dissatisfaction—particularly in the area of recognition, affecting nearly 80% of cases—combined with low organizational commitment, predicts poor performance across all evaluated dimensions. Additionally, Serrano et al. (2025) emphasize that implementing transformational and participatory leadership styles, complemented by structured training and professional development programs, simultaneously strengthens affective commitment, job satisfaction, and overall organizational performance. Together, these studies converge in positioning affective commitment as a pivotal factor for psychological well-being, sustained motivation, and optimal worker performance. However, methodological and thematic differences are observed: the present study focuses on the direct and statistically robust relationship between affective commitment and satisfaction, while Vidal and Criollo specifically delve into value alignment mechanisms; Chiang et al. highlight the serious negative consequences derived from chronic dissatisfaction; and Serrano et al. extend the analysis toward practical leadership strategies and comprehensive talent management.

With respect to specific objective 2 (SO2), determining the relationship between normative commitment and job satisfaction, results indicate a very high favorable relationship (ρ=0.898ρ=0.898; p<0.001p<0.001), demonstrating that feelings of moral obligation and responsibility toward the entity exert a significant and positive influence on municipal employee satisfaction levels. This evidence aligns directly with Placeres et al. (2022), who conceptualize normative commitment as a moral obligation rooted in social norms, shared cultural values, and internalized prior experiences. Likewise, Puelles (2022) documented a highly favorable relationship between both variables in similar business contexts, while Robles et al. (2024) concluded that job satisfaction maintains clear proportionality with commitment, suggesting a bidirectional reciprocity dynamic in which greater satisfaction also drives elevated normative commitment levels. Collectively, the literature agrees that deep internalization of organizational norms, values, and principles not only strengthens institutional loyalty but substantially improves positive perceptions of work, thereby contributing to operational stability and internal organizational cohesion. However, differences in analytical approaches are identified: the present study specifically focuses on normative commitment and its direct relationship with job satisfaction, whereas Placeres et al. delve into the cultural and social

origins of this dimension; Puelles (2022) addresses the relationship more generally without breaking down dimensions; and Robles et al. explicitly propose reverse causality, highlighting how prior satisfaction can further enhance normative commitment.

With respect to specific objective 3 (SO3), determining the relationship between continuance commitment and job satisfaction, findings reveal a very high favorable correlation (ρ=0.870p=0.870; p<0.001p<0.001), although of slightly lower intensity compared to affective and normative dimensions. This suggests that when workers perceive high costs associated with leaving the organization—such as loss of economic benefits, job stability, or accumulated personal investments—they also report higher satisfaction levels, predominantly motivated by practical considerations rather than emotional ties or moral obligation. These results align coherently with Placeres et al. (2022), who define continuance commitment precisely as the conscious perception of high costs linked to leaving the company, emphasizing its orientation toward the practical need for long-term tenure. Frescas et al. (2024) highlight the moderating influence of leadership style and organizational structural characteristics in this dynamic relationship, while Reyes and Fernández (2023) demonstrate that a positive organizational climate not only favors job satisfaction but also decisively contributes to reducing voluntary turnover rates. Together, the reviewed studies agree that continuance commitment—strongly influenced by tangible benefits and perceived stability—maintains a favorable and significant relationship with job satisfaction. The main difference lies in analytical emphasis: the present study prioritizes its direct correlation and high statistical magnitude, while Placeres et al. (2022) underscore the markedly utilitarian and rational character of this dimension; Frescas et al. (2024) and Reyes and Fernández (2023) extend the analysis toward contextual variables such as transformational leadership and organizational climate as additional explanatory factors beyond mere cost-benefit calculations of tenure.

Conclusions

The study concludes that an extremely high correlation exists between organizational commitment and job satisfaction, positioning overall commitment as a determining predictor of both variables. Specifically, greater worker commitment to the institution is associated with significantly elevated perceptions of job satisfaction and greater willingness to remain employed, underscoring the interdependence between these dimensions in municipal contexts.

Regarding specific objective 1 (SO1), a statistically significant relationship was determined in which emotional identification, institutional pride, and a deep sense of belonging emerge as the component that most powerfully drives job satisfaction, fostering intrinsic motivation and voluntary loyalty.

In relation to specific objective 2 (SO2), results confirm a direct relationship between normative commitment and job satisfaction. Moral obligation, sense of duty toward the organization, internalized ethical convictions, and institutional reciprocity significantly elevate personnel's positive perceptions of their daily work experience, contributing to organizational cohesion and stability.

For specific objective 3 (SO3), a high correlation was identified between continuance commitment and job satisfaction. The decision to remain with the institution motivated by practical necessity or perceived costs of leaving (such as loss of benefits or stability) generates a positive link with satisfaction, although with relatively lower intensity compared to affective commitment.

Finally, the municipality is recommended to implement comprehensive talent management oriented toward preferentially strengthening affective and normative organizational commitment. This would be achieved through the development of a solid institutional culture, effective recognition systems, permanent open communication channels, and promotion of shared ethical values. Additionally, it is essential to optimize material working conditions and expand professional development opportunities, so that employee tenure is grounded in authentic satisfaction and a sustainable bond with the institution, beyond mere economic or practical needs.

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