Relationship Between Job Satisfaction and Organizational Commitment in Workers of a Restaurant in Sinaloa, Mexico

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A survey was designed with 18 items to measure job satisfaction in nine dimensions, and with nine items to measure organizational commitment in its three typologies. As a case study, it was applied to a sample of 70 workers from a restaurant in Culiacán, Sinaloa, Mexico. The results showed that "the leadership style of the bosses", "the relationships with colleagues", and "the compensation system" are the dimensions of job satisfaction in which workers are most satisfied in the company. It was also observed that "opportunity to progress" and "security to remain in employment" are the dimensions of job satisfaction that have the highest correlation with the other dimensions. The results also showed that continuity commitment is the type of organizational commitment that was marked highest by the respondents following normative commitment and in the last position is affective commitment, noting that the correlations between the three types of organizational commitment proposed by Meyer and Allen (1991) are moderately high and statistically representative. And finally, the results expressed that job satisfaction and organizational commitment are highly correlated with each other (0.614[**]). Furthermore, it was possible to identify that normative commitment is the one that most correlates with the dimensions of job satisfaction, since it presents high and statistically significant correlations with six of the nine dimensions considered in the research.

Keywords: job satisfaction, organizational commitment, restaurants, Sinaloa, Mexico

Background

Since the 20th century, management and organizational psychology have worked to find a way to understand human behavior in the workplace, with the aim of improving performance, having the best disposition, and influencing the positive attitude of their employees.

Nowadays, there are many studies that address employee attitudes towards their work, with job satisfaction and organizational commitment standing out as the most important.

Job Satisfaction

Alba, Salcedo, Zarate, and Higuera (2008) emphasized in their research that understanding the factors that influence the quality of working life is extremely important for any institution. Job is a human activity, both

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individual and collective, that requires a series of contributions, such as effort, time, aptitudes, and skills. Individuals perform these tasks expecting economic, psychological, and social compensation that contributes to increasing their satisfaction.

Job satisfaction is defined by Locke (1969) as a positive feeling towards work. Meanwhile, Landy and Conte (2005) defined job satisfaction as the positive attitude or emotional state that results from the evaluation of work or experience. This experience is transformed into the perception of the worker, culminating in an emotional component.

Additionally, Colquitt, LePine, and Wesson (2007) indicated that job satisfaction reflects how a person feels and thinks about their job. It is strongly linked to satisfaction in life in general.

Dimensions of job satisfaction. Bencsik and Nagy (2007) argued that job satisfaction is a mental representation of the factors that are characteristic of the scope of one's activities. These affect the individual's attitudes and are related to aspects such as salaries, working conditions, management, development, and social relations, among others.

The dimensions of job satisfaction most mentioned in the literature, according to Navarro, Llinares, and Montañana (2010), are the following:

1. Satisfaction with supervision;

2. Satisfaction with colleagues;

3. Satisfaction with working conditions;

4. Satisfaction with career progress;

5. Satisfaction with promotion prospects;

6. Satisfaction with salary;

7. Satisfaction with subordinates;

8. Satisfaction with job stability;

9. General extrinsic satisfaction;

10. Satisfaction with type of work;

11. Satisfaction with amount of work;

12. Satisfaction with personal development;

13. General intrinsic satisfaction.

The same authors point out that the dimensions of intrinsic job satisfaction are based on the motivation of the individual in subjective and personal aspects, such as satisfying growth needs at work. In addition, it is characterized by being predisposed to perform functions and tasks specific to the position for the pleasure they produce.

These intrinsic dimensions include the following indicators:

• Achievement: It refers to the search for opportunities for greater challenges, the desire to see the results of the work, and the willingness to take certain risks to achieve success.

• Recognition: It involves feeling appreciated, esteemed, achieving a certain prestige and standing out within the social group. It attracts the idea of being important and recognized.

• The work itself: Motivation comes from the meaning and importance of the work done. When the worker perceives that his work is significant or enjoys what he does, his work becomes comforting and rewarding.

• Responsibility: It refers to the willingness to take on tasks with commitment and determination. The delegation of responsibilities motivates the individual, since it gives him a sense of ownership over his work.

• Growth: Motivation is derived from the perception of personal growth. Meeting certain organizational goals is perceived as an indication of personal development and progress. These indicators reflect a change in attitude over long periods.

Colquitt et al. (2007) argued that a relevant theory that has implications for these dimensions is the dimensional value perception theory, which suggests that employees will be satisfied when they perceive that pay, promotions, supervisors, coworkers, and work tasks provide value. Correlations have been conducted to determine which of these facets has the greatest impact on job satisfaction, and it is believed that work tasks have the greatest effect, followed by the relationship with coworkers.

Finally, Alba et al. (2008) stated that promotion satisfaction refers to employee feelings about the extrinsic dimensions from which the company's promotion policies and their execution are derived, including whether promotions are frequent, reasonable, and based on people's skills. Many workers value promotions because they provide growth opportunities, better pay, and more prestige. In fact, it is suggested that one of the factors that most impacts job satisfaction is promotion.

Organizational Commitment

Harel and Tzafrir (1999) emphasized that organizational commitment is a highly relevant topic and has been widely studied in the workplace, organizational psychology, and especially in human resource management.

For their part, Hellriegel and Slocum (2009) pointed out that organizational commitment plays a determining role in an individual's decision to remain in their job.

Additionally, Arciniega and González (2012) highlighted the importance of organizational commitment and its influence on performance, productivity, and assimilation of the business culture. This commitment is manifested through active collaboration and dedication to the company's objectives, which reflects a strong identification with the organization.

Furthermore, Mowday, Porter, and Steers (1982; cited by Hurtado, 2017) defined organizational commitment as the relative strength of individual identification and involvement with a particular organization; which is characterized by:

1. The strong desire to remain as a member of a particular organization;

2. An agreement to maintain high levels of effort for the benefit of the organization;

3. A definite belief in and acceptance of the organization's values and goals, resulting from an individual's orientation towards the organization as an end in itself. Thus, highly committed individuals identify and engage with the organization's values and goals, and express a desire to continue in it.

Types of organizational commitment. Organizational commitment is a construct that has been classified into some typologies for study and understanding. The most important ones are discussed below:

Affective commitment. For Meyer and Allen (1991), affective commitment is emotional relationship that people forge with the organization, reflecting the emotional and sentimental attachment when perceiving the satisfaction of needs (especially psychological ones) and expectations, in addition to enjoying their permanence in the organization. Workers with this type of commitment feel proud to belong to the organization (it may be a desire).

The affective component of organizational commitment is also addressed by Meyer, Allen, and Gellatly (1990), who express that it arises when the worker becomes emotionally involved with the organization, establishing emotional ties when perceiving the satisfaction of their needs and expectations; this leads them to seek the well-being of the company and to have a strong pride in belonging to it.

On the other hand, O'Reilly and Chatman (1986) expressed that affective commitment focuses mainly on the psychological bond through an employee-company identification and involvement that leads to cognitive responses whose content points more precisely to the emotional attitudinal aspect.

Commitment to continuity. Hurtado (2017) referred to commitment to continuity in his research as the awareness of the costs associated with leaving the organization. Employees, whose main link to the organization is based on commitment to continuity, remain in it because they have to.

In this regard, Montoya (2014) mentioned that commitment to continuity refers to costs, such as financial, benefits, etc., which a worker would lose when leaving an institution, so that leaving it would imply a high cost for the employee.

On the other hand, Becker (1960) maintained that commitment to continuity is the willingness or need of the collaborator to remain in the company due to the potential losses or costs associated with dismissal or voluntary retirement. These costs can be financial, those related to salary, social benefits, bonuses, seniority bonuses, or they can also be non-financial, which are related to aspects such as status, inconveniences arising from changing jobs, loss of relationships, and seniority at work.

Normative commitment. Normative commitment, according to Hurtado (2017), leads the worker to want to meet the objectives and values of his organization, not only because his continuity in the company depends on it, but because he believes that it is correct and it is the best.

Likewise, Arias (2001) maintained that normative commitment refers to the belief of loyalty to the organization, based on the moral sense, since receiving certain benefits such as training, payment of studies, etc., leads to the awakening of a sense of reciprocity in employees towards the company, and, therefore, being committed to the organization until the stipulated time.

For his part, Guerrero (2019) considered that normative commitment reflects the desire, need, or duty of the collaborator to remain in the organization; in this sense, an individual can relate emotionally to his organization at the same time that he can maintain, or not, in terms of cost-benefit links, and feel, or not, the obligation to be loyal to his organization.

Additionally, Meyer and Allen (1991) encompassed two aspects as components of normative commitment: on the one hand, the moral obligation developed in the employee to reciprocate with loyalty, certain benefits perceived from the organization. And the other aspect is the development of normative commitment as a personal characteristic of the employee, since it involves beliefs, values, and socialization, which lead him to act responsibly in the face of the commitments acquired. Therefore, according to these authors, when faced with a normative commitment, the employee presents two types of responses: a behavior of loyalty and another of responsibility.

Relationship Between Job Satisfaction and Organizational Commitment

Job satisfaction is one of the concepts that has been most closely related to organizational commitment, and is considered a variable that is an antecedent of it (Mañas et al., 2007).

For his part, Villalba (2001) stated that dissatisfied employees do not get involved in their work, exhibit undesirable behaviors, and therefore do not commit to the organization.

Finally, Arias and Sosa (2003) maintained that job satisfaction is considered the most important factor for organizational commitment, and there is a positive relationship with it, specifically with affective commitment.

Research Problem

Job satisfaction and organizational commitment have been widely studied in the literature and are considered key determinants of performance, talent retention, and employee well-being. Traditionally, they have been approached as independent constructs, each with its own dimensions and determining factors. However, there is still a growing need to understand the possible connection between these two variables.

Although various investigations support the individual importance of job satisfaction and organizational commitment in the field of human resources, there is still a need to conduct more in-depth and specific studies that explore the interconnection between both variables. Hurtado (2017) highlighted the need to understand the motivations and factors that encourage employees to remain in a company.

In this regard, Segade (2016) pointed out that, while it is true that job satisfaction is not limited solely to financial compensation, it is appropriate to investigate and analyze the different factors that comprise it.

Finally, Rodríguez and Ramírez-Buendía (1996) expressed that many Mexicans see work not only as a means to survive, but they also believe that the only resource to satisfy their needs, including those of esteem, self-esteem, and self-realization, is through money.

Research Methodology

The methodology used in this research was of a non-experimental quantitative nature. The assessment was carried out at a single time, without manipulation of variables. The information was collected using a survey-type instrument with Likert scale responses with semantic and numerical representation. Subsequently, the data were processed using the Statistical Package for Social Sciences (SPSS) Version 21.0, which allowed the calculation of absolute and percentage frequency indicators. In terms of research design, this study is classified as a case study with a descriptive and exploratory approach.

The instrument used in this research was composed of 27 items (18 to measure job satisfaction in nine dimensions, and nine to measure organizational commitment in its three typologies). The Pearson Correlation Index was used to observe possible correlations between the variables job satisfaction and organizational commitment.

The survey was applied face to face, in their workplace, to a sample of 70 workers from three branches of a restaurant located in Culiacán, Sinaloa, Mexico, with the participation of employees who perform the functions of waiters, cooks, cashiers, dishwashers, service leaders, food coordinators, and managers.

Results and Discussion

Regarding the profile of the sample studied, 62.9% of the workers surveyed are men and 37.1% are women; 47.1% of the workers surveyed are between 18 and 23 years old, while 31.4% are between 24 and 30 years old, 15.7% said they were over 30 years old and 5.8% of the workers said they were under 18 years old.

Job Satisfaction Results

To determine the possible relationship between the dimensions of job satisfaction, Pearson's correlation was used; the following Table 1 shows that "opportunity to progress" and "security to remain in employment" are the dimensions that have the highest correlation with the other dimensions; it is also noted that there are other dimensions that are closely related to each other.

Table 1

Correlation Between the Dimensions of Job Satisfaction Considered in the Research

DIMENSION OF JOB SATISFACTION		DIMENSION OF JOB SATISFACTION								
		RELATIONS WITH COLLEAGUES	COMPENSATION SYSTEM	PHYSICAL WORKING CONDITIONS	LEADERSHIP OF THE BOSSES	SECURITY TO REMAIN IN EMPLOYMENT	DIRECTIVE MANAGEMENT	OPPORTUNITY TO PROGRESS	RECOGNITION	TRAINING SUPPORT
RELATIONS WITH COLLEAGUES	Pearson correlation	1	.357**	.356**	.466**	.446**	.439**	.566**	.546**	.243*
	N	70	70	70	70	70	70	70	70	70
COMPENSATION SYSTEM	Pearson correlation	.357**	1	.641**	.300*	.536**	.477**	.688**	.339**	.618**
	N	70	70	70	70	70	70	70	70	70
PHYSICAL WORKING CONDITIONS	Pearson correlation	.356**	.641**	1	.402**	.606**	.527**	.607**	.518**	.483**
	N	70	70	70	70	70	70	70	70	70
LEADERSHIP OF THE BOSSES	Pearson correlation	.466**	.300*	.402**	1	.518**	.355**	.567**	.552**	.546**
	N	70	70	70	70	70	70	70	70	70
SECURITY TO REMAIN IN EMPLOYMENT	Pearson correlation	.446**	.536**	.606**	.518**	1	.582**	.707**	.618**	.644**
	N	70	70	70	70	70	70	70	70	70
DIRECTIVE MANAGEMENT	Pearson correlation	.439**	.477**	.527**	.355**	.582**	1	.660**	.640**	.532**
	N	70	70	70	70	70	70	70	70	70
OPPORTUNITY TO PROGRESS	Pearson correlation	.566**	.688**	.607**	.567**	.707**	.660**	1	.641**	.672**
	N	70	70	70	70	70	70	70	70	70
RECOGNITION	Pearson correlation	.546**	.339**	.518**	.552**	.618**	.640**	.641**	1	.389**
	N	70	70	70	70	70	70	70	70	70
TRAINING SUPPORT	Pearson correlation	.243*	.618**	.483**	.546**	.644**	.532**	.672**	.389**	1
	N	70	70	70	70	70	70	70	70	70

**. The correlation is significant at the 0.01 level (two-tailed).
*. The correlation is significant at the 0.05 level (two-tailed).

The results presented in the table above allow us to express that job satisfaction is not an isolated construct, but is composed of different factors or dimensions that vary in the degree of satisfaction that workers have in them, taking into account their perceptions, in addition to presenting relationships between them, which coincides with theoretical contributions raised by Bencsik and Nagy (2007) and Navarro et al. (2010).

Results of Organizational Commitment

To appreciate the relationship between the types of organizational commitment, the following Figure 1 illustrates the correlations between them using Pearson's correlation. It can be noted that the correlations between the three types of organizational commitment proposed by Meyer and Allen (1991) are moderately high and statistically representative.

The above result allows us to express that the types of organizational commitment have different behavior according to the perception of the company's workers and that they are not isolated from each other, but are highly correlated; which coincides with research carried out by Mowday et al. (1982) and Meyer and Allen (1991).
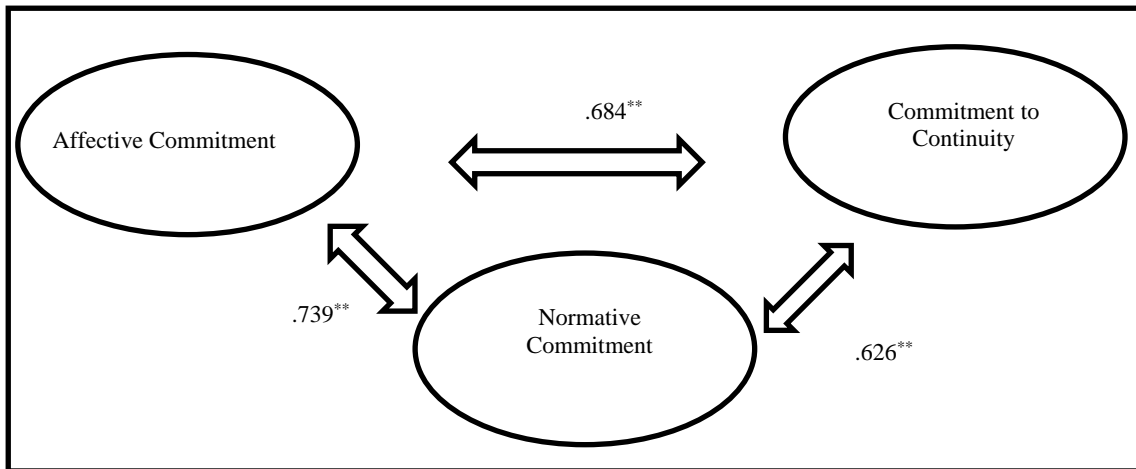
Figure 1. Correlations between the types of organizational commitment of the workers of the company studied.

Relationship Between Job Satisfaction and Organizational Commitment

The following Figure 2 shows that the two central constructs involved in this research (job satisfaction and organizational commitment) are highly correlated with each other with significant statistical representation, using the Pearson Correlation (0.614^{**}).
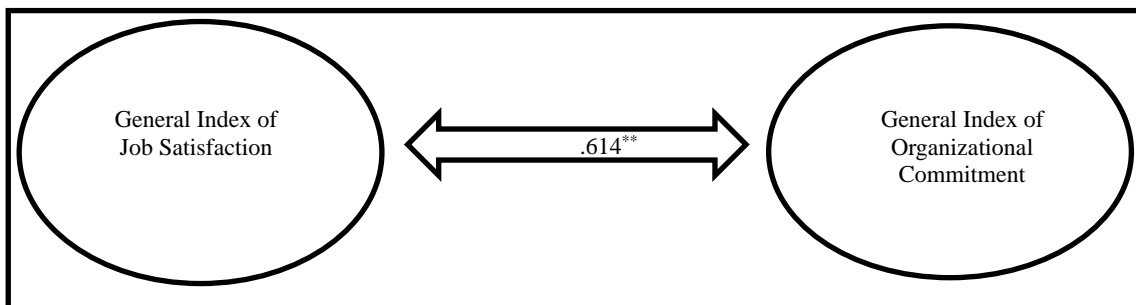

Figure 2. Correlation between the general index of job satisfaction and the general index of organizational commitment of workers.

Additionally, the following Table 2 shows that the compensation system is the dimension of job satisfaction that has the highest correlation with the types of organizational commitment (affective, continuity, and normative), which is a primary indication that the respondents in this research work for money and other compensations they receive, and the more satisfied the workers are with this dimension, the greater is the commitment they have with the organization for which they work, considering the three typologies indicated by Meyer and Allen (1991). In the same table, it can be seen that the dimensions: security to remain in employment, the opportunity to progress, and support in training are those that have a moderately high relationship with at least two types of organizational commitment.

Finally, in the following table, it can be seen that normative commitment is the one that correlates the most with the dimensions of job satisfaction, since it presents a high and statistically significant correlation with six of the nine dimensions considered in this research.

The above two results allow us to affirm that job satisfaction and organizational commitment are two interrelated constructs and that the first is an antecedent variable of the second, which coincides with what was proposed by researchers such as Mañas et al. (2007) and Coronado, Valdivia, Aguilera, and Alvarado (2020).

Table 2

Correlation Between the Dimensions of Job Satisfaction and the Type of Organizational Commitment of the Workers Participating in the Research

DIMENSION OF JOB SATISFACCTION		TYPE OF ORGANIZATIONAL COMMITMENT		
		AFFECTIVE COMMITMENT	COMMITMENT TO CONTINUITY	NORMATIVE COMMITMENT
RELATIONS WITH COLLEAGUES	Pearson correlation	.216	.121	.233
	N	70	70	70
COMPENSATION SYSTEM	Pearson correlation	.642**	.511**	.652**
	N	70	70	70
PHYSICAL WORKING CONDITIONS	Pearson correlation	.480**	.271*	.580**
	N	70	70	70
LEADERSHIP OF THE BOSSES	Pearson correlation	.290*	.166	.451**
	N	70	70	70
SECURITY TO REMAIN IN EMPLOYMENT	Pearson correlation	.603**	.248*	.650**
	N	70	70	70
DIRECTIVE MANAGEMENT	Pearson correlation	.466**	.309**	.528**
	N	70	70	70
OPPORTUNITY TO PROGRESS	Pearson correlation	.569**	.292*	.584**
	N	70	70	70
RECOGNITION	Pearson correlation	.436**	.134	.450**
	N	70	70	70
TRAINING SUPPORT	Pearson correlation	.569**	.354**	.650**
	N	70	70	70

**. The correlation is significant at the 0.01 level (two-tailed).

*. The correlation is significant at the 0.05 level (two-tailed).

Conclusions

Based on the results of this research, the following conclusions are drawn:

The results conclusively revealed that employees are especially satisfied with the leadership style of their bosses, relationships with colleagues, the compensation system, and job security. This result indicates that the organization is effectively developing these dimensions, which contributes positively to employee job satisfaction.

Additionally, the results allow us to conclude that there is a significant relationship between various dimensions of employee job satisfaction. The correlation coefficients indicate that there is a moderate to strong positive correlation between different dimensions. "Opportunity to progress" and "job security" are the dimensions that have the highest correlation with the other dimensions; it is also noted that there are other dimensions that are closely related to each other. In addition, the dimension of job satisfaction that correlates

most with the other dimensions is "opportunity to progress", as it shows significant correlations with all the other dimensions, with coefficients ranging from 0.566 to 0.707. This highlights its importance as a key factor in employee job satisfaction and well-being in the organization.

The results also allow us to conclude that continuance commitment is positioned as the strongest type of organizational commitment among employees. In addition, it is concluded that the three types of organizational commitment proposed by Meyer and Allen (1991), which are affective, continuity, and normative, are closely related to each other. This suggests that employees who show a high level of affective commitment also tend to have a stronger continuance commitment, and those with a high continuity commitment also tend to present a more pronounced normative commitment. These findings underline the interconnection between the different types of organizational commitment, which highlights the importance of understanding and fostering these aspects to promote a positive work environment and greater employee retention.

It is also concluded that there is a high correlation between job satisfaction and organizational commitment of the workers participating in this research. Therefore, it is stated that job satisfaction is an antecedent variable that has positive effects on the organizational commitment of workers. And finally, it is concluded that normative commitment is the one that correlates most with the dimensions of job satisfaction, since it presents a high and statistically significant correlation with six of the nine dimensions considered in this research.

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