The Impact of Job Satisfaction on the Organizational Commitment: Evidence from Bank Employees in Setif City

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Abstract:

This study aims to examine the relationship between job satisfaction and organizational commitment among bank employees in Setif city. The research highlights the importance of these two variables in enhancing organizational performance, with particular attention to their role in strengthening employee involvement and institutional stability. The problematic addressed whether job satisfaction significantly influences organizational commitment, leading to the formulation of three hypotheses: employees demonstrate high job satisfaction; employees are strongly committed to their institutions; and job satisfaction has a positive and significant effect on organizational commitment.

Using a questionnaire distributed to bank employees and analyzed through correlation and regression techniques. Results revealed high levels of job satisfaction and organizational commitment, with financial aspects (pay and promotion opportunities) emerging as areas of medium satisfaction. The analysis showed a strong positive correlation between job satisfaction and organizational commitment, confirming that the former is a key predictor of the latter. Based on these findings, the study recommends reinforcing employee participation in decision-making, revising pay and development policies, addressing employee concerns, and conducting regular surveys to monitor satisfaction and commitment levels.

Keywords: Job Satisfaction, Organizational Commitment, Continuance Commitment, Affective Commitment, Normative Commitment, Bank Employees, Setif City.
JEL Classification Codes : J28 ; M54.

أثر الرضا الوظيفي على الالتزام التنظيمي: دراسة ميدانية على موظفي البنوك في مدينة سطيف

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ملخص:

كان الهدف من هذه الدراسة بحث العلاقة بين الرضا الوظيفي والالتزام التنظيمي لدى موظفي البنوك في مدينة سطيف. حيث تبرز أهمية هذين المتغيرين في تعزيز الأداء، لا سيما من خلال دورهما في تقوية اندماج الموظفين واستقرار المؤسسات. وتتمثل إشكالية الدراسة في التساؤل حول ما إذا كان الرضا الوظيفي يؤثر بشكل ملموس على الالتزام التنظيمي، من أجل ذلك قمنا بصياغة ثلاث فرضيات تمثلت في: تمتع الموظفين بمستوى عالٍ من الرضا الوظيفي، وكذا ارتفاع مستوى التزامهم نحو مؤسساتهم، ووجود أثر إيجابي وذو دلالة إحصائية للرضا الوظيفي على الالتزام التنظيمي.

اعتمدت الدراسة على استبيان وُزِّع على موظفي مجموعة من البنوك في مدينة سطيف، وتم تحليل نتائجه باستخدام أسلوبي الارتباط والانحدار، حيث تبين من خلال النتائج المتحصَّل عليها بأنَّ مستويات الرضا الوظيفي والالتزام التنظيمي لدى موظفي البنوك مرتفعة، مع بروز الجوانب المالية (الأجر وفرص الترقية والتقدم في المسار المهني) كمجالات متوسطة للرضا. كما أظهرت النتائج وجود علاقة ارتباط قوية وإيجابية بين الرضا الوظيفي والالتزام التنظيمي، مما يثبت أن الرضا الوظيفي يعد متغيراً أساسياً في التنبؤ بمستوى الالتزام التنظيمي. وبناءً على هذه النتائج، توصي الدراسة بتعزيز مشاركة الموظفين في اتخاذ القرار، مراجعة سياسات الأجور والتطوير، معالجة انشغالات الموظفين، وإجراء استبيانات دورية لقياس مستويات الرضا والالتزام.

الكلمات المفتاحية: الرضا الوظيفي، الالتزام التنظيمي، الالتزام المستمر، الالتزام العاطفي، الالتزام المعياري، موظفي البنوك، مدينة سطيف.

تصنيف JEL : J28 ؛ M54.

1. Introduction

Research on organizational behavior has consistently underscored the critical role of human resource quality in shaping workforce performance and, consequently, organizational success. Within this field, job satisfaction and organizational commitment are widely acknowledged as key antecedents of employee performance. Employees may develop commitment through affective attachment to organizational values, recognition of the costs associated with departure, or a sense of moral obligation. While these dynamics have been examined in various contexts, limited empirical attention has been devoted to the influence of specific job dimensions on organizational commitment within the Algerian business sectors (to the best knowledge of the researcher). In the banking industry in particular, employee satisfaction and motivation constitute essential drivers of institutional effectiveness, as higher levels of job satisfaction are closely associated with greater work engagement, enhanced organizational performance, and improved service quality.

This study therefore seeks to assess the degree to which employees are committed to their work and satisfied with different job aspects, and to identify the degree and the nature of the impact of job satisfaction on the organizational commitment among bank employees. Understanding these drivers can help institutions foster a positive work climate, strengthen employee retention, and enhance the quality of financial services provided. Moreover, exploring the link between job satisfaction and organizational commitment offers insights into building loyalty and dedication, thereby supporting the sustainable development of financial institutions. Considering the specific challenges faced by Algerian banks, this research is guided by three main questions:

✑ What's the level of job satisfaction among bank employees in Setif city?
✑ Are the bank employees in Setif city strongly committed to their institutions?
✑ To what extent does job satisfaction effect organizational commitment among bank employees in Setif city?

1.1. Hypotheses of the study

In order to respond to the research questions, the following hypotheses were formulated

☞ The bank employees in Setif city demonstrate a high level of job satisfaction.
☞ Bank employees in Setif city are strongly committed to their institutions.
☞ Job satisfaction exerts a significant and positive effect on the organizational commitment of bank employees in Setif city.

1.2. Study objectives

This study pursues a primary objective, namely to examine the actual relationship between job satisfaction and organizational commitment among bank employees in Setif city, through the following:

✤ To study and analyze the concepts of job satisfaction and organizational commitment, while examining the contributions of theorists, researchers, and authors in the fields of management, psychology, sociology, and human resource management.

✤ To analyze the practical application of job satisfaction and organizational commitment, and to determine both the nature and the extent of their interrelationship among bank employees in Setif city.

1.3. Methodology adopted

In conducting this study, both deductive and inductive approaches were employed. The deductive method was considered appropriate for clarifying facts and introducing the relevant concepts of the subject matter, whereas the inductive approach was effective in exploring new phenomena, generating hypotheses, and analyzing the complex relationship between the two variables of the study within specific contexts.

1.4. Structure of the study

In line with the adopted methodology, the study is structured into three main components. The first addresses the concept of job satisfaction, while the second examines organizational commitment. The third component analyzes the practical implementation of job satisfaction and organizational commitment among bank employees in Setif city, with the objective of determining the nature of the relationship between these concepts and thereby responding to the study's questions and hypotheses. Finally, practical recommendations are proposed to enhance employee satisfaction and organizational commitment within banking institutions.

2. Job satisfaction

There is no universally accepted definition of job satisfaction. Management and human resource practitioners generally propose definitions aligned with the strategies they seek to promote, while academic researchers are influenced by their theoretical orientations and respective disciplines. Despite these differences, certain commonalities can be identified and utilized to establish a working definition for the purposes of this article.

2.1. The meaning of job satisfaction

Job satisfaction is a multifaceted concept that has attracted considerable attention across diverse fields of study, particularly in human resource management and organizational behavior. Despite the variety of perspectives from which it has been examined, it consistently emerges as one of the most extensively investigated topics in organizational research. Broadly, it is understood as a positive emotional state or sense of pleasure derived from evaluating one's job and workplace experiences (Joselina Caridad & Cándida María, 2023, p. 1). Beyond this, job satisfaction is often viewed as a central driver of work motivation and a key determinant of employee behavior within organizations (Culibrk, Deli, Mitrovi, & Culibrk, 2018, p. 2). In this sense, it reflects employees' favorable emotional responses to their job roles, working conditions, and organizational environment, shaped by the alignment -or

misalignment- between their expectations and the opportunities provided by the employer (Azman & Mohd Ridwan, 2016, p. 25).

More specifically, job satisfaction captures the degree of enthusiasm, attachment, and emotional investment individuals develop in relation to their work (Babulal & Mrinalini, 2017, p. 77). It is also regarded as an attitudinal construct, one that extends beyond the boundaries of work to influence overall life satisfaction as well as the quality of services delivered. Importantly, scholars have emphasized that job satisfaction is highly situational, contingent on the distinctive features of the work environment and the broader socio-economic context in which it is studied. Work itself offers diverse sources of satisfaction, providing not only financial security but also opportunities for social interaction and personal growth, while reinforcing individuals' sense of competence and self-efficacy (Luqman, Bolaji, & Abubakar, 2012, p. 180).

In this study, job satisfaction is conceptualized as a positive emotional state arising when individuals perceive their work as fulfilling, or as enabling the fulfillment of values they regard as important, provided these values align with their physical and psychological needs. It can be approached both as a global affective response to one's job in its entirety and as a more specific reaction to distinct facets such as pay, supervision, or working conditions. From this perspective, job satisfaction reflects not only the individual's favorable orientation toward the role they currently occupy but also the extent to which they feel content and fulfilled in that position. Importantly, the interpretation of values associated with satisfaction or dissatisfaction varies across employees. For instance, while some may experience a strong sense of accomplishment in their roles, others may not derive the same level of fulfillment from similar experiences.

2.2. Factors influencing job satisfaction

A substantial body of research highlights the positive impact of employee participation in decision-making on job satisfaction. This relationship rests on the premise that when individuals are granted the opportunity to influence decisions affecting them, they are more likely to value the outcomes, thereby enhancing their overall sense of satisfaction. The highest levels of satisfaction tend to emerge when employees are actively engaged in generating alternatives, shaping organizational processes, and evaluating results (Steven, et al., 2013, p. 226).

Among the various determinants of satisfaction, working conditions appear to exert the strongest influence. In the public sector in particular, turnover intentions have been linked less to monetary incentives than to intrinsic and non-financial aspects of work, including supportive social relationships with colleagues and supervisors, opportunities for promotion and professional development, and participatory management practices (Luqman, Bolaji, & Abubakar, 2012, p. 181). More broadly, job satisfaction may be shaped by diverse factors such as perceptions of leadership, compensation, the nature of tasks performed, opportunities for career advancement, turnover dynamics, and interpersonal relations with co-workers. Understanding which

of these elements exerts the greatest influence is crucial for assessing the link between job satisfaction and organizational commitment (Joselina Caridad & Cándida María, 2023, p. 1).

Ultimately, satisfaction depends on the alignment between expectations and achievements: when the gap between what employees anticipate and what they obtain is small, satisfaction tends to be high, whereas larger discrepancies often result in dissatisfaction (Winarsih, 2019, p. 40).

2.2. Effects and outcomes of job satisfaction

Job satisfaction occupies a central place in organizational behavior research, largely due to its demonstrated influence on job performance, productivity, and, by extension, organizational success and economic growth. The long-standing proposition that « happy workers are more productive », first gaining traction with the Hawthorne experiments, continues to guide scholarly inquiry. Human relations theory supports this view, suggesting that satisfied employees are more inclined to collaborate, embrace organizational goals, and thereby enhance productivity (Juliane & Marina, 2025, p. 2). More broadly, job satisfaction is regarded as both a determinant of work-related behaviors and a driver of outcomes significant to individuals and organizations alike. For example, studies indicate that job satisfaction enhances task performance in public organizations through its effect on employee motivation, while earlier research emphasized the role of organizational design in shaping employees' satisfaction levels (Nicolas & Andreas, 2022, p. 253).

The literature consistently identifies several positive outcomes of job satisfaction, including stronger organizational commitment, greater organizational citizenship behavior (OCB), and enhanced employee well-being. Conversely, dissatisfaction has been linked to adverse consequences such as absenteeism, turnover intentions, and actual turnover. Many scholars argue that higher levels of performance reinforce satisfaction and reduce turnover intentions, whereas lower levels of organizational commitment can be detrimental to both employees and organizations. By contrast, strong organizational commitment yields benefits that extend to the individual worker as well as the broader organization (Luqman, Bolaji, & Abubakar, 2012, p. 182).

3. Organizational commitment

Organizational commitment has emerged as one of the most extensively studied variables over the past three to four decades. As with many psychological constructs, a universally accepted definition remains difficult to establish; nevertheless, it has been defined and measured in various ways. The following section provides a brief discussion of the meaning of employee commitment, its types, the factors influencing it, and its effects, before turning to its relationship with job satisfaction.

3.1. Organizational commitment: What does it mean?

Like many central concepts in organizational behavior -such as motivation, justice, trust, or even love- organizational commitment is easy to recognize in practice but difficult to define with precision. One of the earliest attempts was offered by Kahn (1990), who described commitment as the « harnessing of organizational members'

selves to their work roles », whereby individuals engage physically, cognitively, and emotionally in performing their roles. By contrast, he defined disengagement as the "uncoupling of selves from work roles", a withdrawal and self-protection that manifests across physical, cognitive, and emotional dimensions. This early view highlighted the centrality of the self in the enactment of work roles (Meyer, Gagné, & Parfyonova, 2010, pp. 62,63).

Building on these foundations, Meyer and Becker (2004) reviewed a wide range of definitions and identified commonalities that led them to articulate what they considered the « core essence » of commitment: a force that binds an individual to a course of action relevant to a particular target. At the same time, their review revealed important differences, leading to the conclusion that commitment may take different forms and may be directed toward various targets or foci (Meyer & Becker, 2004, p. 991).

From an organizational behavior perspective, organizational commitment is often conceptualized as employees' psychological attachment to their organization, encompassing both a sense of responsibility and an enduring relational bond (Azman & Mohd Ridwan, 2016, p. 26). This attachment may be shaped by the organization's efforts to foster employee engagement, with the reciprocity norm suggesting that workers' commitment depends on the value and benefits they perceive in their membership (Muhammad & Muhammad, 2025, p. 412). Commitment is commonly assessed through indicators such as identification with organizational goals and values, a desire to maintain membership, and a willingness to exert effort on behalf of the organization (Emami, 2012, p. 23).

Despite the diversity of definitions, a common thread runs through the literature: organizational commitment reflects the strength of an individual's identification with and involvement in a specific organization. It is typically characterized by three elements: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to devote significant effort to its success; and (3) a desire to maintain membership within it (Suma & Lesha, 2013, p. 44).

Building on the preceding discussion of its various meanings, organizational commitment may be defined as a force that drives individuals to identify with and become actively involved in their organization. It manifests in the willingness to dedicate effort toward achieving organizational objectives and in the desire to maintain membership within the organization. As such, organizational commitment is recognized as a significant determinant of employee behavior. More specifically, it can be understood as an emotional bond through which employees internalize the values and mission of the organization and derive a sense of satisfaction from belonging to it.

3.1. Types of organizational commitment

Allen and Meyer (1990) classified organizational commitment into three fundamental components: affective, continuance, and normative commitment, which together represent the three dimensions of the construct (Allen & Meyer, 1990, pp. 3,4). The typology can be outlined as follows:

3.1.1. The affective commitment

This form of commitment arises from an employee's sense of identification with the organization's values and goals, which fosters deeper involvement in organizational life (Diane, 2005, p. 5). It is commonly described as the emotional attachment, identification, and engagement employees develop toward their organization (Allen & Meyer, 1990, p. 3). Affective commitment emphasizes feelings of belonging and attachment, and it is often regarded as the strongest and most influential dimension of organizational commitment when compared to continuance and normative forms. Research further indicates that employees with high levels of affective commitment to their job and career are also more likely to display stronger continuance and normative commitments (Boles, Madupalli, Rutherford, & Wood, 2007, p. 313).

3.1.2. The continuance commitment

This dimension of commitment is rooted in employees' assessment of the costs associated with leaving the organization (Allen & Meyer, 1990, p. 4). In this case, individuals remain not out of desire, but out of necessity, as their continued membership is linked to perceived losses that might result from departure (Maghni, 2014, p. 83). Continuance commitment often develops when employees have invested significant personal resources -such as time, effort, or acquired skills- into the organization, and when the prospect of finding an equivalent position elsewhere appears uncertain (Diane, 2005, p. 5).

3.1.3. The normative commitment

This component reflects employees' sense of moral obligation to remain with the organization, grounded in the belief that staying is the right or responsible course of action (Allen & Meyer, 1990, p. 4). It embodies an attitude of loyalty shaped by a perceived duty or accountability toward the organization, whereby employees remain because they feel they must (Maghni, 2014, p. 83). As Diane (2005) notes, these components together capture a psychological state that binds individuals to organizations and shapes their decisions to stay or leave (Diane, 2005, p. 5). In this framework, employees with strong affective commitment remain because they want to, those with continuance commitment stay because they have to, and those with normative commitment persist because they believe it is morally appropriate to do so.

From a statistical perspective, organizational commitment emerges as a key determinant of employees' intention to remain within the organization. Although affective commitment appears to exert the strongest direct influence on effort and also indirectly shapes the other forms of commitment, all three dimensions remain important. This study, however, places particular emphasis on these types of commitment and their relationship with job satisfaction.

3.2. Factors influencing organizational commitment

Organizational commitment reflects positive feelings toward the organization and its values, essentially measuring the alignment between an individual's personal beliefs and those of the organization (Boles, Madupalli, Rutherford, & Wood, 2007, p.

312). This alignment, however, does not occur in isolation; it is shaped by several key factors that interact to foster or weaken commitment.

Leadership plays a pivotal role by shaping the organizational climate, clarifying expectations, and guiding employees toward shared goals. Effective leaders foster trust, recognition, and support, which in turn enhance employees' sense of belonging and commitment (Morais, Queirós, Couto, Gomes, & Simães, 2024, p. 2). A crucial mechanism through which leadership operates is role clarity. When leaders provide clear guidance regarding responsibilities, performance expectations, and organizational objectives, employees develop a stronger sense of purpose and efficacy. This clarity reduces ambiguity, strengthens confidence, and promotes greater alignment with organizational goals. In addition, job characteristics such as task variety, autonomy, and significance shape how individuals perceive their roles within the organization (Luqman, Bolaji, & Abubakar, 2012, p. 182).

Enriched job designs not only enhance motivation but also reinforce the effects of leadership and role clarity, creating conditions where employees feel both valued and empowered. Taken together, these factors are mutually reinforcing: leadership establishes the vision, role clarity translates it into actionable expectations, and job characteristics ensure that daily tasks are meaningful and engaging. When aligned, they create a synergistic environment that fosters stronger commitment, higher satisfaction, and sustained involvement in organizational life.

3.3. Effects of organizational commitment

Organizational commitment has been consistently linked to a range of desirable outcomes for both employees and organizations. Research demonstrates a strong connection between commitment, job satisfaction, and turnover, with more committed employees being less likely to resign or search for alternative employment (Culibrk, Deli, Mitrovi, & Culibrk, 2018, p. 2). Increased levels of commitment are positively associated with higher performance ratings, stronger job involvement, and reduced turnover intentions (Boles, Madupalli, Rutherford, & Wood, 2007, p. 312).

Beyond retention and performance, organizational commitment also fosters citizenship behaviors such as helping colleagues, supporting organizational initiatives, and contributing beyond formal job requirements (Suma & Lesha, 2013, p. 45). Employees with high affective commitment, in particular, tend to demonstrate stronger loyalty and a willingness to make sacrifices for the organization, reflecting a deeper alignment with its values and mission.

At the individual level, committed employees report greater job satisfaction, higher intrinsic motivation, and a stronger sense of purpose in their roles. At the organizational level, these attitudes translate into increased stability, improved teamwork, and enhanced organizational resilience in the face of challenges (Morais, Queirós, Couto, Gomes, & Simães, 2024, p. 3).

In short, organizational commitment functions as both a stabilizing force and a performance driver: it reduces dysfunctional behaviors such as absenteeism and

turnover, while simultaneously cultivating positive behaviors that sustain long-term organizational effectiveness.

4. Job satisfaction vs Organizational commitment: What's the existing link?

The relationship between job satisfaction and organizational commitment has long been debated, with scholars questioning whether satisfaction predicts commitment or the reverse. Many studies argue that job satisfaction acts as a precursor to commitment, showing that employees who feel satisfied with their work -whether with pay, colleagues, tasks, or supervision- are more likely to develop a stronger attachment to the organization (Shalini, 2013, p. 23; Nildes Raimunda, Ana Carolina, & Lindolfo Galvão, 2014, p. 480). Meta-analyses further support the existence of this relationship, although there is no universal consensus on whether satisfaction is the antecedent or consequence of commitment.

Evidence consistently shows that satisfied employees not only display greater loyalty and confidence in their organizations but also contribute to higher productivity while reducing negative behaviors such as absenteeism and turnover (Azman & Mohd Ridwan, 2016, p. 26; Suma & Lesha, 2013, p. 45). In contrast, dissatisfaction fosters withdrawal and increases turnover intentions (Babulal & Mrinalini, 2017, p. 75). Job satisfaction also plays a critical role in enhancing work engagement, as employees who find meaning and fulfillment in their roles are more motivated, collaborative, and willing to invest greater effort in organizational success (Hongping, Shi, Dong-Hwa, & De Xin, 2025, p. 5).

Taken together, job satisfaction and organizational commitment emerge as interdependent constructs that play a central role in shaping employee behavior and organizational outcomes. While job satisfaction reflects the individual's emotional response to work conditions, organizational commitment captures the depth of attachment and loyalty to the organization. The evidence suggests that satisfaction often fosters stronger commitment, which in turn enhances performance, engagement, and retention. Conversely, dissatisfaction weakens both constructs, increasing the risk of withdrawal and turnover. Recognizing and managing the dynamic interplay between job satisfaction and organizational commitment is therefore crucial for organizations seeking to build a motivated, resilient, and high-performing workforce. Starting from this point of view -particularly given the lack of clarity regarding the impact of satisfaction on commitment- this study aims to analyze the relationship between the two constructs. It posits that job satisfaction serves as a predictor of organizational commitment and seeks to examine its influence on the three main types of organizational commitment discussed in this study.

5. Applied study: Measurement Constructs and Data Collection

This section outlines the methodology employed in the applied study, detailing the research design, the construction and measurement methods of the questionnaire, as well as the stages involved in its development and distribution. It also explains the

procedures used to collect data and the analytical techniques applied to examine the results in order to address the study's research questions.

5.1. Questionnaire Design

Based on a comprehensive review of the scientific literature on job satisfaction and organizational commitment, the items and statements included in the questionnaire were developed to align with the objectives of the study. The questionnaire incorporated two primary measurement instruments: one assessing job satisfaction and the other evaluating organizational commitment. It was structured into three integrated sections, following an introductory segment that outlined the study's purpose and its authorship. The three sections are detailed as follows:

5.1.1 Job Satisfaction Section

The job satisfaction section of the questionnaire comprises 10 statements derived from the well-established Minnesota Satisfaction Questionnaire (MSQ), which is widely employed in its abbreviated form across numerous studies to measure employee job satisfaction.

5.1.2 Organizational Commitment Section

The organizational commitment section of the questionnaire utilized the Allen and Meyer scale, which includes statements designed to capture all essential dimensions of organizational commitment. Specifically, the scale addresses the three types of commitment: continuance, affective, and normative.

5.1.3 Personal Information Section

This section collects general demographic data to characterize the respondents. This includes variables such as gender, age, educational level, and the nature and duration of their employment.

5.2. Instrument Validity and Reliability

To ensure the apparent validity of the questionnaire, it was reviewed by a panel of specialist professors and banking professionals. Feedback from this review prompted refinements to the questions and wording, enhancing both clarity and relevance. Following data collection, the internal consistency of the tool was assessed using Cronbach's Alpha. The results indicated a coefficient of 0.871 for the job satisfaction section and 0.943 for the organizational commitment section. Both values substantially exceed the commonly accepted threshold of 0.60, demonstrating excellent reliability of the measurement instrument.

5.3. Data analysis

The collected data were analyzed using SPSS version 26. A total of 156 questionnaires were distributed to employees across various banks in Setif city, of which 89 were completed and deemed suitable for analysis.

5.3.1. Participant Demographics

The analysis of the demographic characteristics of the sample revealed insights into gender, age, educational level, and employment attributes. Males represented the majority of respondents, accounting for 64% of the total sample. The age distribution indicated that 88.7% of participants were between 25 and 55 years old. Regarding

education, 91% of respondents had completed higher education, while 9% had attained secondary education. Participants held various job roles, ranging from administrative assistants to bank agency managers, with work experience spanning from one to 44 years.

5.3.2. Analysis of Job Satisfaction Data

The results provide an overview of general trends in job satisfaction and organizational commitment, highlighting key differentiating factors and examining the relationship between these variables. The following table presents the responses of employees regarding job satisfaction.

It is important to note that employees were instructed to carefully read each statement and subsequently decide how satisfied they feel about the job aspect it described.

Table 1. Job Satisfaction Scale

n°	State	Mean	Standard deviation	Score
1	The chance to be "somebody" in the community.	3,651	1,034	High
2	The way my supervisor handles his/her workers.	3,764	0,917	High
3	The competence of my supervisor in making decisions.	3,730	0,926	High
4	The way my job provides for steady employment.	3,797	0,868	High
5	The chance to do things for other people.	4,056	0,816	High
6	My pay and the amount of work I do.	3,033	1,228	Medium
7	The chances for advancement on this job.	3,370	1,091	Medium
8	The working conditions.	3,438	1,043	High
9	The way my co-workers get along with each other.	3,775	0,926	High
10	The praise I get for doing a good job.	3,427	0,975	High
	Job satisfaction section	3,604	0,673	High

Source: SPSS outputs

The job satisfaction section received a high overall score, with a mean of 3.604 and a standard deviation of 0.673, indicating a general consensus among respondents regarding a relatively high level of satisfaction. Most statements in this section were rated positively, with only two exceptions. Statement 4, addressing "the pay and the amount of work the employee does", received a mean of 3.033, reflecting a moderate level of satisfaction. Similarly, Statement 7, concerning "the chances for advancement on this job", obtained a mean of 3.37, indicating moderate satisfaction in this aspect. Conversely, the highest-rated items highlight positive experiences related to cooperation and social interaction. Statement 5, "the chance to do things for other people", achieved the highest mean of 4.05 (SD = 0.816), followed by Statement 9, "the way my co-workers get along with each other", with a mean of 3.77 (SD = 0.926). These findings underscore a strong sense of teamwork and mutual support among bank

employees, reflecting the collective work environment and collaborative spirit within the institutions.

5.3.3. Analysis of Organizational Commitment Data

The organizational commitment section also received a high overall score, indicating a general consensus among respondents regarding a strong commitment to their respective banks. This suggests that employees feel a significant attachment and sense of responsibility toward their organizations. It should also be noted that employees were requested to indicate the extent of their agreement or disagreement with the presented statements.

Table 2. Organizational Commitment Scale

n°	State	Mean	Standard deviation	Score
	Continuance commitment			
11	I feel that I have very few options to consider leaving this bank.	3,325	1,155	Medium
12	It would be very hard for me to leave my bank right now, even if I wanted To.	3,168	1,099	Medium
13	Right now, staying with my bank is a matter of necessity as much as desire.	3,303	1,004	Medium
14	It would be too costly for me to leave my bank now.	3,213	1,038	Medium
15	This bank offers me the best possible benefits.	3,337	1,054	Medium
	Affective commitment			
16	I would be very happy to spend the rest of my career with this bank.	3,359	1,014	Medium
17	I really feel as if this bank's problems are my own.	3,640	1,089	High
18	I feel a 'strong' sense of belonging to my bank.	3,831	0,991	High
19	I really feel like 'part of the family' at this bank.	3,865	0,979	High
20	This bank has a great deal of personal meaning for me.	3,719	0,953	High
	Normative commitment			
21	Tasks and duties keep me engaged.	3,797	0,868	High
22	If I got another offer for a better job elsewhere, I feel it would be wrong to leave this bank now.	3,449	1,128	High
23	I would feel guilty if I leave this bank now.	3,359	1,089	Medium
24	I wouldn't leave this bank right now because I feel a sense of obligation to the people who are part of it.	3,730	1,030	High
25	I believe that every individual should be committed and loyal to their company.	4,168	0,944	High
	Organizational commitment section	3,551	0,770	High

Source: SPSS Outputs

Referring to Table 02, the organizational commitment variable received a high overall evaluation. The arithmetic mean for this section was 3.551, with a standard

deviation of 0.770, indicating general consensus among respondents regarding their commitment to their jobs and institutions. All statements related to organizational commitment in the questionnaire received medium to high scores, further supporting this finding.

Statement 25, which addresses the belief that every individual should be committed and loyal to their company, received the highest mean of 4.168 (SD = 0.944), reflecting a strong general conviction in organizational loyalty. Similarly, Statement 19, concerning the sense of being « part of the family » at the bank, obtained a mean of 3.865, indicating that most employees feel a strong connection to their work community. This aligns with the high levels of job satisfaction observed in the previous section, particularly regarding teamwork, mutual support, and collective collaboration among bank staff.

Conversely, Statement 12, which emphasizes the possibility of leaving the bank immediately even if desired, recorded the lowest mean in this section at 3.168. This suggests a moderate level of commitment regarding the decision to stay or leave, reflecting a balance between personal considerations and the employee's sense of involvement and loyalty to the institution.

5. 3.4. Discussion of Results and Hypothesis Testing

To test the study hypotheses and address the research questions, correlation and regression analyses were conducted. In this analysis, job satisfaction served as the independent variable, while organizational commitment was treated as the dependent.

Regarding the first hypothesis, which posits that "bank employees in Setif city exhibit a high level of job satisfaction", the findings from Table 01 support this statement, as job satisfaction received a high overall score, indicating strong satisfaction among the employees. The second hypothesis, stating that "bank employees in Setif city are strongly committed to their institutions", is also confirmed by the results presented in Table 02, which show a high overall score for organizational commitment, demonstrating that employees are highly committed to their jobs and banks.

For the third hypothesis, which asserts that "job satisfaction significantly and positively affects organizational commitment among bank employees in Setif city", correlation and regression analyses were conducted to evaluate the strength and significance of this relationship.

Table 3. Results of the correlation between job satisfaction and organizational commitment

R	R^2	R^2 adjusted	Sig
0,719	0,518	0,512	0,000

Source: SPSS outputs

The analysis reveals a relatively strong positive correlation between job satisfaction and organizational commitment, with a correlation coefficient of 0.719. This indicates that the level of organizational commitment among bank employees in Setif city is significantly influenced by their job satisfaction. The correlation is statistically significant, with a p-value below 0.05. Additionally, regression analysis

shows that job satisfaction accounts for approximately 51.8% of the variance in organizational commitment levels among respondents.

Table 4. The analysis of regression results

Model		Unstandardized coefficients		Standardized coefficients	t	Sig
		B	Standard error	Bêta		
1	(Constant)	0,582	0,313		1,863	0,066
	Job Satisfaction	0,824	0,085	0,719	9,663	0,000
Dependent variable: Organizational Commitment						

Source: SPSS outputs

Based on the results presented in Table 04, which indicate a normal distribution and a significant regression (non-zero), mathematically, this implies that for every one-unit increase in job satisfaction, organizational commitment among bank employees is expected to increase by 0.824 units. This result underscores the positive relationship and the substantial influence of job satisfaction on organizational commitment. Accordingly, the third hypothesis is confirmed: job satisfaction plays a significant and pivotal role in shaping organizational commitment among employees in Setif city banks. The analyses provide clear evidence of a statistically significant relationship between employee job satisfaction and organizational commitment within these institutions.

Given that organizational commitment comprises three dimensions (continuance, affective, and normative), and considering the interest in examining the correlations between each dimension and job satisfaction, as well as the interrelationships among the dimensions themselves, a correlation matrix was constructed as follows:

Table 5. Correlation matrix of the study's variables

	Job satisfaction	Organizational commitment	Continuance commitment	Affective commitment	Normative commitment
Job satisfaction	1	0,719[**]	0,685[**]	0,673[**]	0,613[**]
Organizational commitment	0,719[**]	1	0,903[**]	0,917[**]	0,925[**]
Continuance commitment	0,685[**]	0,903[**]	1	0,718[**]	0,744[**]
Affective commitment	0,673[**]	0,917[**]	0,718[**]	1	0,804[**]
Normative commitment	0,613[**]	0,925[**]	0,744[**]	0,804[**]	1
[**] the correlation is significant at the level of 0,01 (Bilateral)					

Source: SPSS outputs

Table 05 presents the correlation matrix of the study's variables. The results indicate a significant positive relationship between job satisfaction and all three

dimensions of organizational commitment. Specifically, the correlation coefficients between job satisfaction and continuance, affective, and normative commitment are 0.685, 0.673, and 0.613, respectively, demonstrating a relatively strong and consistent impact of job satisfaction across all commitment types. These findings confirm that higher levels of job satisfaction are associated with greater commitment in each dimension.

Additionally, the correlations among the three types of organizational commitment are also strong, ranging from 0.718 to 0.804, indicating a high level of interrelatedness among continuance, affective, and normative commitment. All correlations are statistically significant at the 0.01 level (bilateral), further supporting the robustness of these relationships.

6. Conclusion

This study aimed to examine the relationship between job satisfaction and organizational commitment among bank employees in Setif city. The research identified the current levels of employee satisfaction and commitment within these institutions, highlighting the critical role of employees as the cornerstone of organizational success, particularly in the financial sector. Emphasizing employee well-being and striving to enhance both satisfaction and commitment has become a strategic priority for organizations seeking to foster excellence through engaged and motivated personnel.

The findings of this study support the hypothesized significant relationship between job satisfaction and organizational commitment. This is evidenced by a correlation coefficient of 0.719, indicating a relatively strong and positive association between the two variables. Furthermore, the high arithmetic means observed for job satisfaction (3.604) and organizational commitment (3.551) reinforce this conclusion.

It is important to acknowledge that employee commitment is influenced by multiple factors beyond job satisfaction, which also affect its three dimensions (continuance, affective, and normative commitment). While job satisfaction plays a significant role in shaping organizational commitment, sustaining this commitment requires continuous investment in enhancing work satisfaction and fostering a supportive organizational environment.

After addressing the research problem and testing its hypotheses, we now present the key findings of this study along with the recommendations that emerge from them.

6.1. Key Results

The analysis of the study data highlights several key findings:
o Correlation and regression analyses reveal a positive and relatively strong relationship between job satisfaction and organizational commitment. Specifically, the level of organizational commitment among bank employees in Setif city is

significantly influenced by their job satisfaction. This relationship is further supported by the relatively high mean scores observed for both variables.

o Employees in Setif city banks exhibit a high overall level of job satisfaction across most dimensions. Exceptions were observed in two areas: « the pay and the amount of work the employee performs » and « the opportunities for advancement », where satisfaction levels were moderate. These aspects, primarily financial in nature, have a notable impact on overall job satisfaction.

o Similarly, the level of organizational commitment among bank employees is generally high, particularly in key areas such as the belief in the importance of commitment to the organization and dedication to their roles. However, continuance commitment was observed at a moderate level. This may be linked to the lower satisfaction associated with financial aspects, given that continuance commitment reflects the perceived investments and costs related to leaving the organization.

6.2. Recommendations

Considering the study results and the detailed analysis of job satisfaction and its impact on employee commitment, the following recommendations are proposed:

❖ Strengthen Employee Support: Prioritize the needs and aspirations of employees, who serve as a critical link between banks and clients. Implement internal strategies aimed not only at enhancing job satisfaction but also at fostering greater commitment and engagement. This requires actively identifying employee needs and working to fulfill them.

❖ Promote Employee Participation: Adopt contemporary management practices that promote employee involvement in organizational decision-making. Such participation strengthens employees' sense of belonging, reduces turnover, and enhances overall satisfaction. Organizations should actively listen to employee feedback and prioritize their needs to ensure sustained satisfaction and commitment.

❖ Revise Pay and Development Policies: Review compensation systems and work allocation policies to ensure fairness and transparency. Equitable distribution of benefits (including incentives, rewards, promotions, and advancement opportunities) should be accompanied by clear communication to instill confidence and trust among employees. Transparency is crucial to prevent misunderstandings and promote a sense of fairness.

❖ Address Workplace Concerns: Pay careful attention to employee grievances and resolve them promptly. Employees are a valuable organizational asset, and addressing their concerns helps maintain morale, productivity, and organizational stability.

❖ Conduct In-Depth Analyses: Undertake in-depth studies of each variable influencing job satisfaction and organizational commitment independently. This approach provides precise insights into the role of individual factors in enhancing satisfaction and commitment.

❖ Enhance Employee Satisfaction and Commitment through Regular Surveys: Implement periodic surveys to assess employee satisfaction and organizational commitment. Understanding employees' aspirations and responding to their needs helps maintain engagement. The distribution of the questionnaire revealed that many employees felt recognized and appreciated, demonstrating that even simple gestures of interest can significantly boost morale.

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