

Uncovering Research Clusters in Job Satisfaction and Organizational Commitment: A VOSviewer Approach

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ABSTRACT

Job satisfaction and organizational commitment are two key concepts that have attracted the attention of researchers and practitioners for a long time. Job satisfaction refers to how much an employee feels happy or satisfied with the work they do. The scope of work that employees do is connected to other factors, such as the work environment, as well as horizontal and vertical relationships in the workplace. On the other hand, organizational commitment refers to the employee's attachment to the organization. This study examines job satisfaction and organizational commitment in various industries using systematic Bibliographic Review. The data used is 150 articles in the Emerald database from 2019 to 2024. The keywords used in the search are "Job Satisfaction" AND "Organizational Commitment". The 150 articles were then processed using VOSviewer and then analyzed to find research maps and future research recommendations. shows that there is still an open possibility of research on variables that have not been explored much by previous studies. From the network visualization analysis, several variables that are still interesting to study include job dissatisfaction, psychological empowerment, remote workforce, social support, socio emotional resources, spiritual gain, material

gain, salary satisfaction, supervisor citizenship behavior, and transparency practice. Based on overlay visualization analysis, several interesting variables to be studied include spiritual leadership, capability control, occupational strain, conscientiousness, and supervisory commitment. Meanwhile, based on the density visualization display, the variables that can still be explored include inclusive leadership, supervisory commitment, individual initiative, output control, psychological empowerment, and voluntary turnover intention.

Keywords: VOSviewer, Systematic Bibliographic Review, Job Satisfaction, Organizational Commitment, Human Capital Management

INTRODUCTION

Employees are the most important asset in an organization, because they will also be the main determinant of whether or not an organization succeeds or not in achieving its vision and mission. Employees who have good motivation contribute directly to the productivity of the organization. They have a significant role in product development, business processes, and organizational problem-solving. In addition, employees also play a role in the process of creating and maintaining organizational culture.

Many factors in an organization have mutual benefits, both for employees and the organization. These factors are job satisfaction and organizational commitment. Both of these things are very important for employees because they contribute to their well-being, motivation, and professional development. However, job satisfaction and organizational commitment also have no less important benefits for the organization, namely to increase productivity and overall organizational performance.

Job satisfaction and organizational commitment are two key concepts that have attracted the attention of researchers and practitioners for a long time. Job satisfaction refers to how much an employee feels happy or satisfied with the work they do. The scope of work that employees do is connected to other factors, such as the work environment, as well as horizontal and vertical relationships in the workplace. On the other hand, organizational commitment refers to the employee's attachment to the organization.

Previous studies have proven that job satisfaction significantly affects organizational commitment. However, there are still other variables that affect both job satisfaction variables, as well as organizational commitment. This research aims to explore research trends and opportunities for research related to job performance and organizational commitment. (Cherif, 2020; Dube & Ndofirepi, 2023; Gil et al., 2023) (Aboramadan et al., 2020; Hameli & Ordun, 2022; Nasution & Rafiki, 2020)

Literature Review

Job satisfaction according to represents the employee's perception and assessment of work results and achievements related to the work that is their task. Performance satisfaction refers to what an employee feels about their job. What they feel includes various aspects, such as achievements or work results, responsibilities, and challenges they face while doing their work. These aspects are important factors in

understanding overall job satisfaction and can have a significant impact on organizational productivity, motivation, and commitment. Colquitt et al. (2019)

Job satisfaction is also closely related to various things job duties, achievements, recognition, and responsibilities Job duties are a description of the extent to which employees feel that the tasks performed are interesting, meaningful, and in accordance with their abilities and interests. In addition, job satisfaction is also related to achievement, namely the employee's feelings about whether the metreka has reached the specified target or not. The level of recognition is also closely related to employee performance because it concerns recognition of their contributions and achievements. Kayawan who feels that he has recognition, both from the organization, and other employees have a tendency to be satisfied with their performance. Another related thing is the sense of responsibility of employees for their tasks and the extent to which they are involved in the important decision-making process.

Job satisfaction is an important thing that must be considered by organizations because it will affect many positive things that employees must have, such as motivation, productivity, commitment, welfare, and employee retention. Job satisfaction can directly affect the internal motivation of employees. Employees who are satisfied will have better motivation. Employee productivity is also affected by job satisfaction. The quality and efficiency of work of employees who have job satisfaction tend to be better compared to employees who do not have job satisfaction. In addition, in terms of commitment, karfyawan who has job satisfaction has a good commitment and is emotionally attached to the organization. Another thing is persistence = perseverance and retention. Both of these things increase with increasing job satisfaction. In an organization, understanding and increasing performance satisfaction are vital to create a productive, harmonious, and focused work

environment that is focused on achieving common goals. (Colquitt et al., 2019)

Job satisfaction according to refers to the positive or negative evaluation of employees towards the job and the organization in which they work. This evaluation is related to employee expectations as well as comparisons with things outside the workplace or outside the employee himself. An important dimension and used as a measure of job satisfaction is the result of kafryawan's evaluation of various aspects of their work. Related to emotions, job satisfaction reflects the level of happiness felt by employees towards their work in an organization. In this case, job satisfaction is an important factor that can affect individual performance, productivity, and employee retention in the long run. There are several factors that affect employee satisfaction according to the dimension of spirituality as well as the meaning and purpose in life. The Spirituality dimension within an organization includes the transcendental experience of employees through work, the motivation to feel connected to colleagues, and the promotion of happiness and perfection. Meaning and purpose in life contribute to a person's well-being, including life satisfaction. (Olafsdottir & Einarsdottir, 2024) Dubey et al. (2022),

Job satisfaction has a significant impact on the career development and maturity of employees in the organization. More specifically, job satisfaction affects employee career development through increased motivation and performance. Increased motivation and performance will have an impact on the achievement of career goals. In addition, employees who are satisfied with their jobs will be more active in pursuing promotion opportunities and career advancement within the organization. On the other satisfaction also affects employee maturity by increasing a sense of responsibility for tasks at work, encouraging independence in decision-making and task completion, and giving rise to creativity and innovation, which are important aspects of maturity. It explains that job satisfaction not

only affects the career development of employees, but also contributes to their professional maturity in the work environment, creating employees who are more motivated, responsible, independent, and creative in carrying out their duties, which ultimately provides benefits, both for employees and for the organization. (Rudawska, 2024)

In the context of the work environment, job satisfaction has a very important role. First, job satisfaction is a strong predictor of organizational citizenship behavior (OCB). A high level of job satisfaction can encourage employees to take actions that go beyond the tasks that have been set. This can make a positive contribution to the overall performance of the organization. In addition, job satisfaction is also believed to improve the citizenship behavior of employee organizations. Employees who feel satisfied with their jobs are more motivated to actively participate in activities that support the organization's goals, such as sharing knowledge, helping colleagues, helping spread the organization's good name, and contributing positively to the organization in other ways they can. In addition, job satisfaction can also act as a mediator in the relationship between job satisfaction and organizational citizenship behavior (OCB). This shows that high job satisfaction can be a factor that facilitates the occurrence of more positive organizational citizenship behavior. Hence, it is an important factor that influences the citizenship behavior of an employee organization (Dubey et al., 2023). Related to the affective side, job satisfaction can be interpreted as a person's positive feelings about their job, which are born from an evaluation of the characteristics of the job. There are many things that affect job satisfaction, including individual, social, and key factors in employment, such as salary, supervision, job security, and opportunities for advancement. In this case, job satisfaction is an emotional condition that leads to a positive attitude of a person in assessing problems and everything faced in the work environment. Furthermore, (Indrayani et al.,

2024) (Indrayani et al., 2024) he explained that millennials consider job satisfaction as a crucial element that has a significant impact on their performance. Among millennials, there are various factors that affect job satisfaction, including a continuous commitment to work and the company. This high level of commitment is believed to increase their job satisfaction. On the other hand, professional competence is an important factor in determining the level of job satisfaction of the millennial generation. The level of competence and skills possessed by this generation has a significant effect on their job satisfaction level. In addition, the personal values possessed by millennials also play a role in determining the extent to which job satisfaction can be achieved. Another factor that is no less important is satisfaction with the work environment, which includes aspects such as rewards, supervisor supervision, promotion opportunities, and relationships with colleagues. All of these factors together form an important foundation in creating optimal job satisfaction for millennials, which will ultimately have a positive impact on their overall performance.

Employee job satisfaction is based on factors related to human resource management (HRM) practices within the organization. Effective HRM practices can increase employee job satisfaction. Positive HRM practices can include open communication, managerial support, career development, promotion opportunities, and recognition of employee contributions. In addition, fair rewards, a positive work environment, a good work-life balance, and opportunities for self-development also play an important role in increasing employee job satisfaction. Employees who feel valued, supported, and have opportunities to grow and develop within the organization, have high levels of job satisfaction. Vertical and horizontal relationships such as good relationships between superiors and subordinates, clarity in roles and responsibilities, and the opportunity to and participate in providing input in decision-making also have a positive

effect on employee job satisfaction. Cherif (2020)

Organizational commitment follows the emotional attachment of employees to the organization they work for. This commitment represents the extent to which employees feel attached and want to remain part of the organization. Organizational commitment has three main components, namely affective commitment (reflecting employees' emotional feelings towards the organization and their desire to stay because of emotional bonding); ongoing commitment (reflecting employees' awareness of the costs they will have to incur if they leave the organization); and normative commitment (describing an employee's sense of obligation to stay with the organization due to moral or ethical factors). Colquitt et al. (2019)

Fitriani et al. (2023) illustrate organizational commitments of three different types. An employee's affective commitment is reflected when he or she feels happy working there because of the friendly working atmosphere and good relationships with colleagues. He felt emotionally attached to the company. Meanwhile, continuous commitment is seen when employees consider competitive salaries, benefits provided, and promotion opportunities that exist in the company. Despite offers from other companies, he chose to stay because he was aware of the costs he would incur if he moved. On the other hand, the normative commitment is reflected in his belief that he has a moral obligation to remain loyal to the company that has provided him with valuable opportunities and experience. Through this illustration, it is clear how the three types of organizational commitment – affective, continuous, and normative – play a role in influencing an employee's attachment and motivation towards the organization he or she works for.

In addition, the length of time employees work in an organization can be a determining factor for the high or low level of organizational commitment owned by the employee. Employees who have worked within the organization for a long period of

time tend to show a higher level of commitment. This is because a strong emotional bond has been formed between employees and the organization over time. Employees who have worked for a long time usually have a deep emotional attachment to the organization they work for. On the other hand, employees who have just joined or have a short working time show lower levels of commitment. These employees have not had enough opportunities to form a strong emotional bond with the organization or have not felt enough benefits to maintain commitment. (Fitriani et al., 2023)

Organizational commitment refers to the level of identification, engagement, and loyalty of employees to the organization they work for. Organizational commitment is a description of employees' emotional and psychological attachment to organizational values and goals. Employees who have a high level of organizational commitment show that they are strongly connected to the organization. These employees usually have an intrinsic motivation to contribute to the organization to the fullest, and are willing to sacrifice their time and go out of their way to support the organization's success. Organizational commitment is an indispensable factor, both for employees and organizations because it has a significant impact on various aspects of organizational performance and success. From the employee's side, organizational commitment can provide clear goals and meaning in work, increase intrinsic motivation, and strengthen their involvement in carrying out their duties and responsibilities. Employees with a high level of organizational commitment are usually more motivated to make maximum contributions, love and be proud of the organization, and make maximum efforts to achieve common goals. From the company's side, employee organizational commitment has a positive impact on productivity, performance, and organizational sustainability. Employees who have a good organizational commitment tend to be more loyal, have low absenteeism rates, and can collaborate effectively with coworkers. Last

but not least, high organizational commitment can help organizations retain high-performing employees, reduce turnover rates, and create a productive work environment. Cherif (2020)

In the hospitality industry, it is revealed that there are several factors that affect the commitment of employee organizations. First, Bae (2023) *Internal Service Quality (ISQ)*, which plays an important role in shaping the organization's commitments. Employees who feel well treated and experience the internal services provided by their colleagues and employers are of high quality tend to have higher levels of organizational commitment. In addition, perceived organizational support (POS) also has a significant influence on employee commitment. Employees feel supported by the organization in terms of appreciation, recognition, and attention to their needs, have a tendency to be more attached to the organization. In addition, the exchange relationship between employees and superiors (Leader-Member Exchange / LMX) can also affect the organization's commitment. However, the quality of the relationship between employees and their superiors affects the level of employee engagement and loyalty to the organization as a whole.

Research conducted by a group of information technology experts at a large-scale software company in Poland revealed several factors that affect organizational commitment, especially affective commitment. These factors are important factors in reducing the intention to change jobs voluntarily. Some of the factors that affect organizational commitment include peer support, organizational support, organizational fairness, organizational culture, and the relationship between the organization and employees. Organizational fairness plays a crucial role in increasing employee organizational commitment. In the context of this study, employees who feel treated fairly tend to be more attached to the organization. A supportive organizational culture and good relationships between the

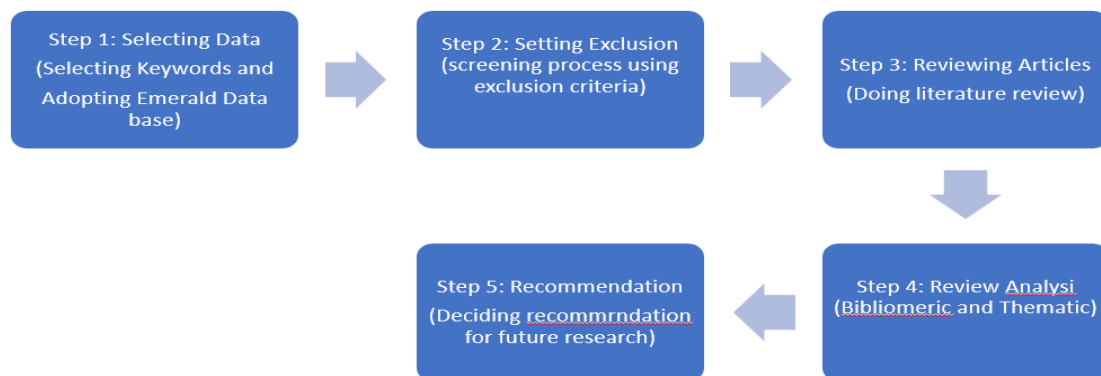
organization and employees can also strengthen the organization's commitment. In this study, the role of organizational support has a positive influence on organizational commitment, because the existence of this support can increase employees' sense of identity, emotional attachment, and involvement in the organization. An equally important finding is the influence of co-worker support on employee organizational commitment. Peer support can build a positive and emotionally satisfying work experience, which in turn can lead to emotional attachment to the organization. This shows that the greater the support received from colleagues, the higher the level

of affective commitment that an employee has. Kmieciak (2022)

METHODS

This study examines job satisfaction and organizational commitment in various industries using systematic bibliographic review. The data used is 150 articles in the Emerald database from 2019 to 2024. The keywords used in the search are "Job Satisfaction" AND "Organizational Commitment". The 150 articles were then processed using VOSviewer and then analyzed to find research maps and future research recommendations. The work steps in this study can be described as follows.

Figure 1 Procedure of Literature Review



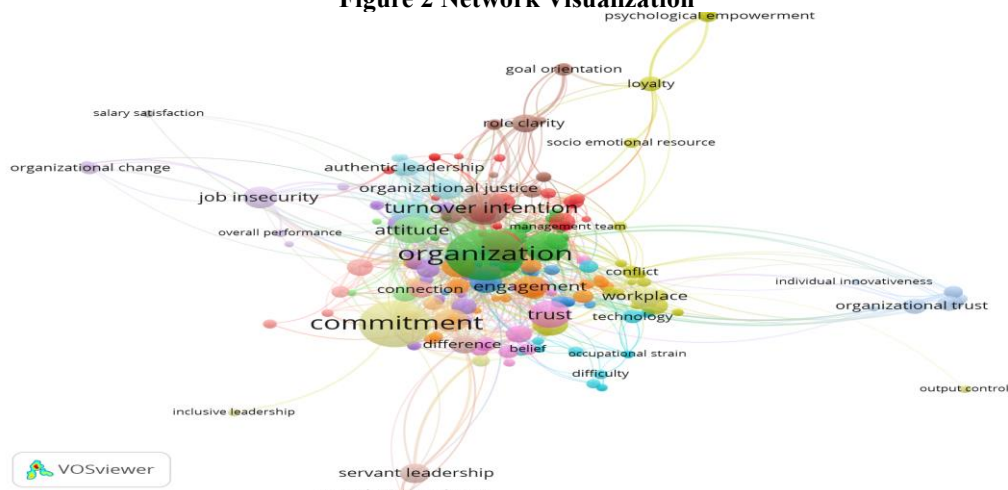
Source: Author (2024)

RESULTS AND DISCUSSION

Based on the results of data processing using VOSviewer on 150 articles in the emerald data about job satisfaction and organizational

commitment, there are 19 clusters that summarize 244 search items related to the keywords of job satisfaction and organizational commitment.

Figure 2 Network Visualization

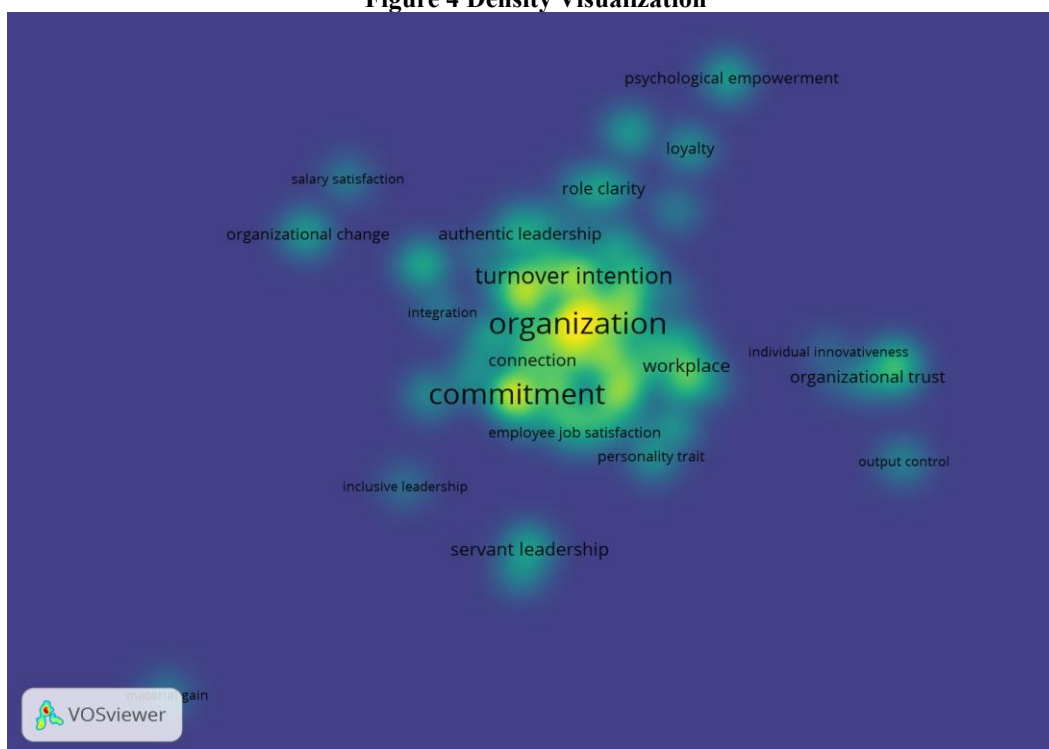


Source: VOSviewer (2024)

recent year. The color mapping shows the trend in the study. Dark colors represent variables or items that have been studied for a long time, while light colors represent variables or items that are still being studied. The lighter the color shown by a node, the more the research trend on these variables or items is still valid. Meanwhile, the dark-colored nodes show items that are not so interesting at this point. From figure 3, we can see that the variables that are not trending

today are trust, employee satisfaction, work engagement, job performance, goal orientation, and individual learning orientation. On the other hand, light-colored variables show that these variables are not saturated and there are still opportunities to be researched. Examples of these variables are spiritual leadership, capability control, occupational strain, conscientiousness, and supervisory commitment.

Figure 4 Density Visualization



Source: VOSviewer (2024)

The sketch of bibliometric analysis with VOSviewer on density visualization can be seen in figure 4. Based on the density analysis, there are regions with tight nodes. This density is interpreted as saturation. Some of the variables that have been saturated are trust, technology, commitment, engagement, hospitality, and workplace. Meanwhile, variables that have not been studied much can be seen from the area that is not tight. This inconsistency indicates that the variable is not saturated and still interesting to be studied. Some of the variables that fall into this category are inclusive leadership, supervisory

commitment, individual initiative, output control, psychological empowerment, and voluntary turnover intention.

CONCLUSION

Job satisfaction and organizational commitment are variables that have been widely researched in human resource management midwives. However, a bibliometric search of 150 articles in the Emerald database from 2019 to 2024 using VOSviewer shows that there are still open research possibilities regarding variables that have not been explored much by previous studies. From the network visualization

analysis, several variables that are still interesting to study include job dissatisfaction, psychological empowerment, remote workforce, social support, socio emotional resources, spiritual gain, material gain, salary satisfaction, supervisor citizenship behavior, and transparency practice. Based on overlay visualization analysis, several interesting variables to be studied include spiritual leadership, capability control, occupational strain, conscientiousness, and supervisory commitment. Meanwhile, based on the density visualization display, the variables that can still be explored include inclusive leadership, supervisory commitment, individual initiative, output control, psychological empowerment, and voluntary turnover intention. The findings in this study are also recommendations for future research.

Declaration by Authors

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