

Antecedents and Effects of Job Satisfaction on Organizational Commitment and Turnover Intention

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ABSTRACT

In today's competitive organizational landscape, employee commitment and retention have emerged as critical determinants of core organizational success. The research explored the antecedents of job satisfaction and its subsequent impact on organizational commitment among the employees. Grounded in social exchange theory and organizational support theory, the research highlighted transformational leadership, organizational culture, and organizational justice as primary drivers that significantly influenced and contributed to employees' job satisfaction. Using quantitative methods, data were collected from 246 Human Resources (HR) executives through a convenience sampling method from the manufacturing and service industries of Bangladesh and analyzed using Structural Equation Modelling (SEM) in SmartPLS. The findings reveal that transformational leadership, organizational culture, and organizational justice have a significant and positive influence on employees' job satisfaction, and, conversely, job satisfaction affects employees' organizational commitment. Moreover, the result shows that job satisfaction exerts a significant association with turnover intentions, indicating that increased job satisfaction diminishes the chances of employees' intention to leave the organization. The research advances the understanding of how enhancing job satisfaction can serve as a strategic tool for cultivating long-term organizational commitment, extending Western-centric theories to a developing economy country like Bangladesh. The research helps to improve continuance commitment to the organization and reduce turnover. Moreover, by integrating key antecedents and using Importance-Performance Map Analysis (IPMA), it offers both theoretical and practical contributions for HR practices to reduce turnover and enhance commitment.

Keywords: job satisfaction, organizational commitment, turnover intention, transformational leadership, organizational culture, organizational justice

INTRODUCTION

An organization requires efficient Human Resources (HR) because it is the paramount component for achieving its organizational goals (Handayani, 2020). Given the strategic significance of HR in driving organizational performance, the implementation of effective HR management practices becomes imperative to optimize workforce potential and ensure alignment with the organization's long-term objectives (Agistiawati et al., 2020). An organization's success largely depends on its ability

to attract and retain competent employees. The significance of organizational commitment is evident in this context, as it reflects the degree to which employees feel emotionally tied to and aligned with their organization's goals and values (Peterson & Xing, 2007). High levels of organizational commitment are characterized by employees experiencing job satisfaction, taking pride in their work, demonstrating a strong inclination to stay committed to the organization, and exhibiting loyalty (Gomes & Marques, 2022). Since organizational commitment fosters a dedicated and motivated workforce, it is recognized as a key

factor in achieving an organization's long-term vision. Employee turnover often occurs when individuals are not engaged in their work, leading to decreased productivity both during and after the transition period. In response, organizational managers consistently seek strategies to enhance job satisfaction, strengthen organizational commitment, and improve employee retention to maintain a competitive advantage (Chi et al., 2023). In service industries, employee satisfaction and retention are critical factors in driving service performance, making them a focal point of research for scholars and a priority for business practitioners (Clark et al., 2008).

Understanding the antecedents of job satisfaction is essential for organizations aiming to foster a motivated workforce. Several factors influence job satisfaction, including intrinsic factors such as leadership style, organizational culture (internal and external), and organizational justice. Among the various leadership styles, transformational leadership has been found to have a positive impact on reducing employee turnover while enhancing job-related attitudes, commitment, and personal development (Choi et al., 2016). Transformational leaders inspire their employees by providing inspirational motivation, fostering intellectual growth, offering individualized consideration, and serving as role models through idealized influence (Escortell et al., 2020). This leadership approach strengthens employees' confidence and contributes to higher job satisfaction. Grounded in social exchange theory and organizational support theory, it suggests that when employees perceive strong support from their leaders, they develop positive attitudes and behaviors that reinforce their engagement within the organization (Eisenberger et al., 2014).

Employee job satisfaction fluctuates due to various factors, including declining work motivation, a negative workplace culture, and inadequate employee competence. When job satisfaction is not optimized, it can further impact overall organizational engagement and employee empowerment (Jena & Nayak, 2023). Research indicates that the utilization of contemporary technology systems for effective management is crucial for improving overall performance and engagement of an organization (Quaosar et al., 2024). High job satisfaction is a key indicator of effective management, reflecting a well-structured and positively maintained organizational culture. A strong organizational culture is defined by the fundamental principles that employees collectively embrace, agree upon, and actively practice. Ultimately, a robust business culture will result in employees' job satisfaction. According to Shahriari et al. (2023), there is a significant impact of organizational culture on employee satisfaction. Alongside transformational leadership and organizational culture, job satisfaction is also shaped by how employees perceive organizational justice and the degree of support they receive from both their peers and, most importantly, their supervisors. Maintaining and increasing job satisfaction is prioritizing justice

(Khaola & Rambe, 2021). Organizational justice is shaped by employees' perceptions and plays a crucial role in fostering positive organizational outcomes. It is evaluated through three key dimensions: distributive justice, which refers to the perceived fairness in how resources are allocated; procedural justice, which involves the clarity and consistency of decision-making procedures; and interactional justice, which pertains to the respectfulness and quality of interpersonal interactions and communication within the organization. Numerous studies have shown that organizational justice can enhance employee job satisfaction and contribute to higher retention rates (Dahleez & Aboramadan, 2025; Ghaderi et al., 2023).

Despite extensive research on job satisfaction and its impact on organizational commitment, gaps remain in understanding the specific antecedents and effects within the context of Bangladesh. Most existing studies have focused on Western or developed economies, where work environments, cultural dynamics, and HR policies and practices differ significantly from those in developing countries. The interplay between job satisfaction and organizational commitment in Bangladesh, particularly in manufacturing and service industries with high employee turnover and evolving labor market conditions, remains underexplored. The research provides evidence from an emerging economy where workforce dynamics, leadership expectations, and cultural norms differ significantly. Moreover, Bangladesh's rapid economic growth and increasing industrialization demand a deeper understanding of employee attitudes to enhance workplace productivity and retention. Factors, such as leadership styles, organizational culture, and justice, in Bangladesh may uniquely influence employees' job satisfaction and organizational commitment, necessitating localized research (Huning et al., 2020; Islam et al., 2023). Filling this gap can provide policymakers and business leaders with important guidance in crafting effective HR strategies that align with the country's workforce dynamics while minimizing turnover intentions. Moreover, by employing Importance-Performance Map Analysis (IPMA), the research advances methodological contributions by translating statistical relationships into actionable insights for managers. Thus, the research not only enriches theory by extending social exchange and organizational support perspectives to a developing-country context but also offers practical strategies to strengthen organizational commitment & mitigate turnover intentions in similar labor markets.

Transformational leadership is characterized by its ability to inspire and energize employees through the articulation of a compelling vision, the encouragement of innovation, and the cultivation of a supportive, positive workplace atmosphere. Drawing on motivation theory by Alderfer (1969), the presence of transformational leaders who provide guidance and recognition makes employees feel appreciated and supported by their organization, ultimately leading

to increased job satisfaction. Additionally, these leaders often encourage professional development and provide meaningful work experiences, which further enhance job satisfaction. When employees view their supervisors as embodying transformational leadership traits, they are more likely to report higher levels of job satisfaction (Bernarto et al., 2020; Purwanto, 2020). It is further suggested that transformational leadership acts as a key driver of employee motivation and positive workplace attitudes, as it fosters a supportive and engaging work environment (Chi et al., 2023; Nurjanah et al., 2020). Building on this theoretical foundation and prior empirical findings, the research puts forward the following hypothesis for examination:

H1: Transformational leadership exerts a substantial influence on job satisfaction.

Organizational culture refers to the collective experiences of individuals inside a certain company derived from their social context. It is embodied in the fundamental values that direct the organization's actions and decisions. Every organization has a distinct culture, though some exert a stronger influence on employees and customers. Organizational culture is shaped by deeply held beliefs and values that define how an organization operates (Irwan et al., 2020). A well-developed culture fosters a positive work environment, aligns employee values with organizational goals, and enhances job satisfaction. When individuals recognize a nurturing and unified environment, they exhibit higher levels of engagement, motivation, and commitment. Previous studies by Maryati et al. (2022), Muhtar and Wahyuni (2023), Murtiningsih (2020), and Sari et al. (2022) have confirmed that organizational culture significantly impacts job satisfaction, emphasizing its critical role in shaping employees' workplace experiences and overall organizational success. Based on those findings, the current research indicates that the connection between organizational culture and job satisfaction is primarily positive and statistically significant. Hence, the following hypothesis is proposed:

H2: Organizational culture exerts a substantial influence on job satisfaction.

Organizational justice, as defined by Taylor, pertains to employees' views on the fairness of how rewards, compensation, and other outcomes are allocated by decision-makers (Eryılmaz et al., 2016). It reflects employees' sense of fairness within the organizational environment and encompasses three dimensions: distributive, procedural, and interactional justice. When employees perceive that fairness is upheld in decision-making processes and workplace interactions, it positively influences their job satisfaction. A fair and appropriate work environment fosters trust, motivation, and commitment, ultimately

enhancing overall employee well-being and organizational effectiveness. Fair treatment reduces workplace stress, fosters trust in leadership, and improves employee morale, all of which contribute to higher job satisfaction. Conversely, perceptions of unfairness can lead to dissatisfaction and reduced motivation and may contribute to higher turnover rates. Previous studies by Aeknarajindawat and Jernsittiparsert (2020), Al-Douri (2020), and Sembiring et al. (2020) have empirically demonstrated that organizational justice statistically influences job satisfaction. It implies that when organizations promote fairer practices and equitable treatment, employees experience higher levels of job satisfaction, contributing to a more engaged and motivated workforce. Hence, the researchers propose the following hypothesis:

H3: Organizational justice exerts a substantial influence on job satisfaction.

Job satisfaction and organizational commitment are both crucial indicators of an employee's overall contribution to an organization. Job satisfaction pertains to a particular employment-related concern, whereas commitment represents a broader organizational reaction. Positive emotions towards one's job promote job satisfaction, while negative feelings lead to job dissatisfaction (Alkhadher et al., 2020). According to Hakami et al. (2020), organizational commitment is described as the emotional attachment, sense of belonging, and active engagement that employees have toward their organization. Individuals exhibiting a high level of commitment to their organization are likely to perform their duties efficiently and play a significant role in its achievements (Viseu et al., 2020). Previous research by Wang et al. (2022), Ahmad and Raja (2021), and Huynh and Hua (2020) has demonstrated a positive relationship between job satisfaction and organizational commitment based on results from multiple linear regression analyses, highlighting the interconnected nature of these two key attitudes in fostering a productive and engaged workforce. In light of this, the research puts forward the hypothesis that job satisfaction has a positive correlation with organizational commitment, suggesting that as employees' satisfaction grows, their commitment to the organization also intensifies.

H4: Job satisfaction exerts a substantial influence on organizational commitment.

Job satisfaction plays a vital role in shaping employees' commitment and desire to stay in an organization. High levels of job satisfaction among employees tend to enhance their motivation and make them feel engaged and loyal to their organization, which in turn reduces their likelihood of leaving. Improving job satisfaction offers various organizational benefits, including reduced employee turnover and enhanced

operational efficiency, ultimately resulting in cost savings (Lin et al., 2021). According to Bharadwaj et al. (2022), there is strong evidence that job satisfaction plays a critical role in employee retention, further supporting this notion. This conclusion is further reinforced by the Job Demands-Resources model (JD-R model), which suggests that job resources can promote positive work outcomes, such as retention intentions, by improving work-related emotions (e.g., work engagement) and by fulfilling fundamental requirements (Dodanwala et al., 2023). The findings emphasize the essential importance of job satisfaction in employee retention and the overall success of the organization. It is linear with the statement of Zahednezhad et al. (2021), Rahman (2020), and Lin and Huang (2021) that job satisfaction has a negative impact on turnover intention, implying that improving job satisfaction can serve as a strategic approach to reducing employee turnover. Therefore, the researchers articulate the hypothesis as follows:

H5: Job satisfaction exerts a substantial influence on turnover intention.

METHODS

Research methodology refers to a systematic framework designed to provide guidance and strategies for producing trustworthy and valid research results (Sekaran & Bougie, 2016). The research employs a structured approach to address the research question and establish the study’s methodological framework. In alignment with the principles proposed by Hair et al. (2021), the researchers adopt a quantitative research approach to investigate the interconnections depicted in Figure 1. The researchers further employ deductive reasoning to test the proposed hypotheses, aligning with the justification provided by Abu-Alhaija (2019), who has highlighted the suitability of combining deductive reasoning with a quantitative approach for hypothesis testing. Additionally, a positive paradigm is

adopted, allowing for the objective measurement and analysis of psychological phenomena using empirical data.

To collect data, a cross-sectional survey design is employed using a structured, multi-item questionnaire. The study instrument is divided into six major sections, with all items measured on a 5-point Likert scale ranging from “Strongly Agree” (SA) to “Strongly Disagree” (SDA). The questionnaire can be seen in Appendix. Then, it is reviewed by both academic experts and industry practitioners, who assess the content for clarity, relevance, and overall appropriateness, to ensure the reliability and validity of the items. A pilot study is also carried out to detect issues such as multicollinearity and to confirm that the questionnaire is easy to understand. Moreover, feedback from experts and initial respondents is incorporated to revise and finalize the questionnaire prior to the final data collection.

The researchers utilize survey research, a well-established and validated method, which is particularly effective in capturing individuals’ attitudes, preferences, perceptions, and behavioral patterns. To enhance the contextual applicability of the findings, organizations are purposively selected from both the manufacturing and service sectors, with samples drawn from Dhaka, the administrative center of Bangladesh, and Chattogram, the country’s primary commercial and financial hub. Data are gathered using convenience sampling, a non-probability technique, specifically targeting HR professionals, executives, and employees within these organizations. A screening process is applied to ensure data quality, resulting in a final sample of 246 valid responses. The data collection process has spanned roughly two and a half months (from 23rd January 2025 to 12th April 2025). All participants voluntarily take part in the survey, and strict ethical measures are followed to protect their privacy and confidentiality. The collected data are used exclusively for academic purposes.

The proposed model is evaluated using Partial Least Squares Structural Equation Modeling (PLS-



Figure 1 Research Model

SEM), a regression-based analytical technique that is particularly well-suited for examining intricate causal linkages. Renowned for its robustness in handling complex models, PLS-SEM is widely utilized in business and management research contexts (Gudergan et al., 2008). Researchers prefer PLS-SEM over traditional regression methods because it evaluates the overall model, rather than focusing only on individual paths (Hair et al., 2021). The analytical process follows a structured sequence of steps. The phase involves assessing the measurement model, examining the structural model to interpret the hypothesized relationships, using Important-Performance Map Analysis (IPMA) for translating the statistical findings into actionable insights for researchers and practitioners, and deriving the research's conclusions. This approach provides a thorough and systematic evaluation of the proposed relationships.

RESULTS AND DISCUSSION

The researchers diligently maintain the study's methodological robustness, aiming to minimize bias to an insignificant level. Participants are thoroughly informed about how their comments will be used, and the privacy of their identifiable data is strictly upheld. The sample consists predominantly of male respondents (62.2%), which may reflect the workforce composition of the surveyed organizations, particularly in lower- and mid-level roles, as well as

lower response rates among female employees due to workload, time constraints, and cultural factors. Most respondents are aged 31–40 years (44.3%) and 41–50 years (35.0%), indicating a largely mid-career group. The majority hold a master's degree (63.4%), followed by bachelor's degree holders (30.9%), suggesting a highly educated sample. Nearly half of the respondents occupy lower-level positions (46.3%), with 36.2% in mid-level and 17.5% in top-level roles. Most have 5–10 years of tenure (52.4%), reflecting moderate professional experience, and the largest proportion earned 31,000–60,000 BDT per month (48.0%), indicating a predominantly middle-income group. A comprehensive summary of respondents' demographic profile is provided in Table 1.

Table 2 reports the inner model's Variance Inflation Factor (VIF) values for the study constructs, which are used to examine potential multicollinearity and to diagnose common method bias. As shown, the VIF values for the predictor constructs are low (e.g., OCL = 1.425, OJ = 1.596, and TL = 1.178), indicating that the independent variables do not exhibit problematic collinearity when predicting the endogenous constructs. Following the suggestion of Kock (2015), since all VIF values are below the conservative cut-off of 3.33, the model is unlikely to be affected by common method bias. Overall, these results support the robustness of the measurement approach and suggest that the observed relationships among constructs are not inflated.

Table 1 Description of Demographic Profiles (N=246)

Demographic Overview		Number	Percentage (%)
Gender	Female	93	37.8%
	Male	153	62.2%
Age	31–40 Years Old	109	44.3%
	41–50 Years Old	86	35.0%
	51–60 Years Old	32	13.0%
	Above 60 Years Old	19	07.7%
Level of Education	Bachelor	76	30.9%
	Masters	156	63.4%
	PhD	14	05.7%
Job Position	Lower Level	114	46.3%
	Mid-Level	89	36.2%
	Top Level	43	17.5%
Tenure	5–10 Years	129	52.4%
	11–15 Years	74	30.1%
	16–20 Years	25	10.2%
	Above 20 Years	18	7.3%
Level of Income	31,000–60,000 BDT	118	48.0%
	61,000–90,000 BDT	91	37.0%
	Above 90,000 BDT	37	15.0%

Table 2 The Result of Variation Inflation Factor (VIF)

	JS	OC	OCL	OJ	TI	TL
JS		1.000			1.000	
OC						
OCL	1.425					
OJ	1.596					
TI						
TL	1.178					

Note: Job Satisfaction (JS), Organizational Commitment (OC), Organizational Culture (OCL), Organizational Justice (OJ), Turnover Intention (TI), and Transformational Leadership (TL).

Table 3 Measurement Model (N=246)

Constructs/Items	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Transformational Leadership (TL)		0.831	0.917	0.787
TL1	0.879			
TL2	0.905			
TL3	0.876			
Organizational Culture (OCL)		0.862	0.916	0.784
OCL1	0.903			
OCL2	0.902			
OCL3	0.849			
Organizational Justice (OJ)		0.884	0.920	0.743
OJ1	0.892			
OJ2	0.869			
OJ3	0.860			
OJ4	0.826			
Job Satisfaction (JS)		0.895	0.928	0.764
JS1	0.927			
JS2	0.890			
JS3	0.898			
JS4	0.772			
Organizational Commitment (OC)		0.859	0.894	0.679
OC1	0.868			
OC2	0.830			
OC3	0.730			
OC4	0.861			
Turnover Intention (TI)		0.831	0.886	0.662
TI1	0.893			
TI2	0.798			
TI3	0.839			
TI4	0.715			

The assessment of both the measurement and structural models follows the methodological guidelines outlined by Henseler et al. (2012). A standard threshold of factor loadings above 0.70 is applied to confirm the reliability of individual indicators. As

presented in Table 3, all factor loadings exceed this benchmark, indicating satisfactory reliability. Internal consistency is further assessed using both Composite Reliability (CR) and Cronbach's alpha, with an acceptable threshold of 0.70, as recommended by Bacon et al. (1995) and Sarstedt et al. (2022). The re-

evaluation of the measurement model shows that all constructs meet or exceed these criteria, indicating robust internal consistency. Then, convergent validity is examined through the Average Variance Extracted (AVE), which determines whether latent constructs account for more than 50% of the variance in their indicators (Hair et al., 2021). All AVE values are above the 0.50 benchmark, thereby confirming convergent validity.

Furthermore, discriminant validity is assessed using the Heterotrait-Monotrait (HTMT) approach. According to Henseler et al. (2012), the HTMT ratio should remain below 0.8. Table 4 demonstrates that all HTMT ratios remain within the permissible maximum threshold, hence affirming the presence of discriminant validity. The findings confirm that the constructs possess distinct statistical properties, rendering them suitable for further examination of the structural model.

The fitness of the model is evaluated using the coefficient of determination (R^2). The R^2 value demonstrates a relationship between endogenous and exogenous variables. According to Hair et al. (2013), the value of R^2 can lie between 0 and 1, with 0 suggesting that there is no link and 1 showing

that there is a perfect association between the two variables. According to Cohen (1992), a value of 0.26 indicates a high degree of predictive accuracy. Then, a value of 0.13 suggests a moderate degree of accuracy, while 0.02 indicates a poor degree of accuracy. The R^2 for the endogenous construct is greater than 0.26, as shown in Table 5. Overall, the R^2 result implies that the model has strong explanatory and predictive power, as it explains a substantial proportion of variance, which exceeds the 0.26 threshold for high predictive accuracy.

The predictive relevance (Q^2) is employed to assess the predictive quality of the structural model. It evaluates how well the model can predict the observed data by comparing actual values with those generated by the model. This measure is calculated using the PLS predict procedure. A model demonstrates acceptable predictive relevance when its Q^2 value is greater than zero, suggesting 0.02, 0.15, and 0.35 for weak, moderate, and strong degrees of predictive relevance, respectively, while negative values indicate inadequate predictive power (Hair et al., 2013). As presented in Table 6, the Q^2 values for job satisfaction, organizational commitment, and turnover intention constructs exceed zero. Overall, the Q^2 result implies

Table 4 Results of the Heterotrait-Monotrait (HTMT) Ratio

	JS	OC	OCL	OJ	TI	TL
JS						
OC	0.576					
OCL	0.570	0.497				
OJ	0.749	0.827	0.622			
TI	0.657	0.409	0.513	0.581		
TL	0.599	0.412	0.249	0.441	0.406	

Note: Job Satisfaction (JS), Organizational Commitment (OC), Organizational Culture (OCL), Organizational Justice (OJ), Turnover Intention (TI), and Transformational Leadership (TL).

Table 5 Results of Coefficient of determination (R^2)

	R-Square	R-Square Adjusted
JS	0.561	0.556
OC	0.365	0.363
TI	0.345	0.342

Note: Job Satisfaction (JS), Organizational Commitment (OC), and Turnover Intention (TI).

Table 6 Results of Predictive Relevance (Q^2)

	Q^2 predict	RMSE	MAE
JS	0.543	0.682	0.548
OC	0.435	0.758	0.596
TI	0.305	0.841	0.660

Note: Job Satisfaction (JS), Organizational Commitment (OC), Turnover Intention (TI), Root Mean Square Error (RMSE), and Mean Absolute Error (MAE).

that the structural model has sufficient predictive relevance. It shows the capacity to predict future or unseen observations, strengthening the credibility and applicability of the findings for theory and managerial decision-making.

According to Hair et al. (2017), the traditional PLS-SEM technique offers valuable insights into the relative significance of various factors in influencing and explaining constructs within a structural model. The researchers further suggest that incorporating IPMA enhances PLS-SEM results by considering the performance of each construct. This dual evaluation of importance and performance is essential for guiding strategic and managerial decision-making.

In Tables 7 and 8, compared to other constructs, both for organizational commitment and turnover intention, performance of job satisfaction is slightly below average at 54.547. However, the total effect (importance) is highest, at 0.604 and 0.587, respectively, and plays a critical role in influencing the target construct. Therefore, a one-point increase in job satisfaction leads to a corresponding improvement in performance aligned with the total effect of job satisfaction on organizational commitment and turnover intention. Moreover, the high level of importance associated with job satisfaction highlights the managerial relevance of the elements underlying this construct. Meanwhile, the importance of organizational justice is found to be comparatively low, along with moderate performance (62.586), suggesting room for substantial improvement. This pattern implies that justice is a high-leverage area for improvement. Increasing fairness in procedures,

reward allocation, and interpersonal treatment is likely to produce notable gains in organizational commitment and meaningful reductions in turnover intention. For organizational culture, the IPMA results show low importance for both outcomes (organizational commitment: 0.121; turnover intention: 0.118) with a moderate performance score (57.520). This result implies that, although culture performs at an acceptable level, improvements in culture are likely to yield smaller marginal gains. In practical terms, culture should be managed as a supporting factor. Maintaining and refining it is useful, but it may not be the most efficient lever for rapidly improving organizational commitment or reducing turnover intention. For transformational leadership, the findings indicate moderate importance (organizational commitment: 0.188; turnover intention: 0.183) and the highest performance among the predictors (71.602). This result suggests leadership practices are already a strength area in the sampled organizations. Therefore, further investments in transformational leadership may produce incremental rather than dramatic improvements in commitment and turnover intention. These findings are further supported by the visual representations in Figures 2 and 3, which illustrate the results of the importance-performance analysis.

To test the hypotheses, the researchers apply a bootstrapping technique with 5,000 resamples to assess t-values, p-values, and explanatory power, in line with the methodology outlined by Hair et al. (2017). The data presented in Table 9 indicate that transformational leadership ($\beta=0.311$, $t=6.367$, $P=0.000$) exerts a significant positive influence

Table 7 Importance-Performance Map Analysis (IPMA) for Organizational Commitment (OC) with Full Data Set

	TI (Importance)	TI (Performance)
JS	0.587	54.547
OCL	0.118	57.520
OJ	0.259	62.586
TL	0.183	71.602

Note: Job Satisfaction (JS), Organizational Commitment (OC), Organizational Culture (OCL), Organizational Justice (OJ), and Transformational Leadership (TL).

Table 8 Importance-Performance Map Analysis (IPMA) Results for Turnover Intention (TI) with Full Data Set

	TI (Importance)	TI (Performance)
JS	0.587	54.547
OCL	0.118	57.520
OJ	0.259	62.586
TL	0.183	71.602

Note: Job Satisfaction (JS), Organizational Culture (OCL), Organizational Justice (OJ), Turnover Intention (TI), and Transformational Leadership (TL).

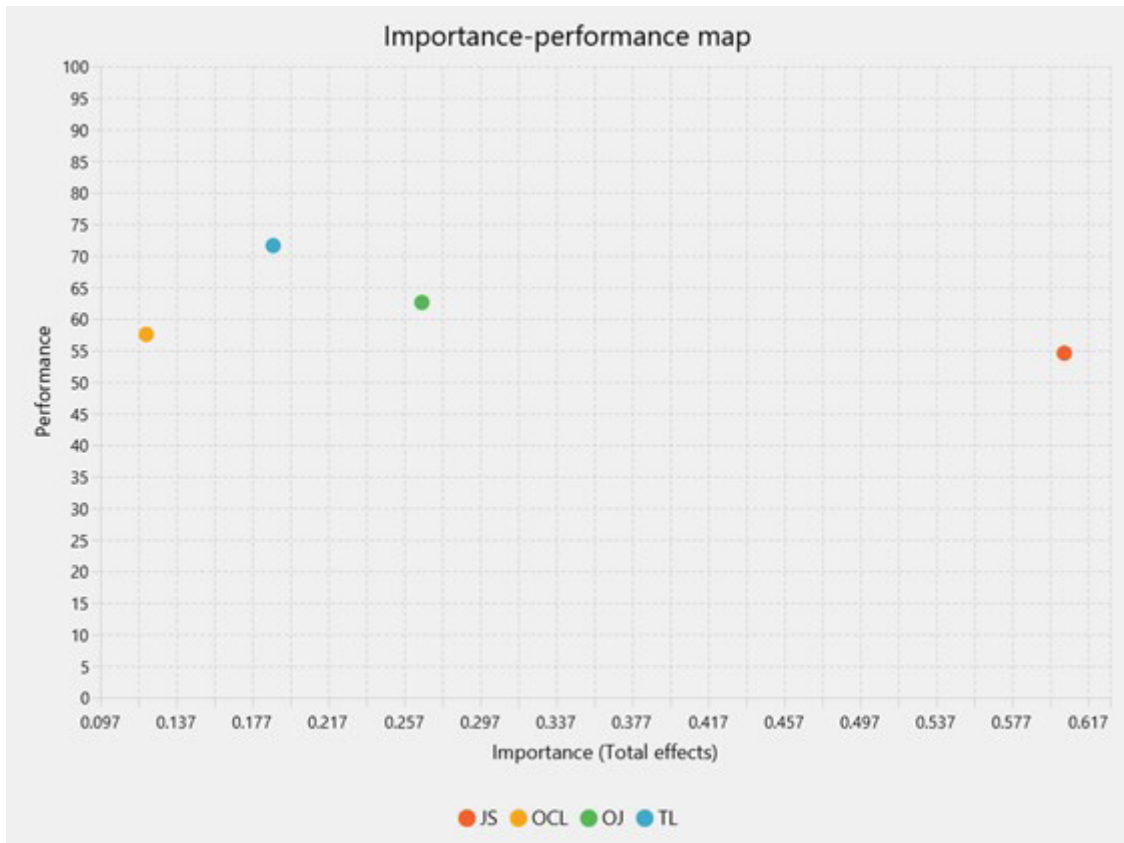


Figure 2 Result of Importance-Performance Map Analysis (IPMA) for Organizational Commitment (OC). It has Job Satisfaction (JS), Organizational Culture (OCL), Organizational Justice (OJ), and Transformational Leadership (TL).

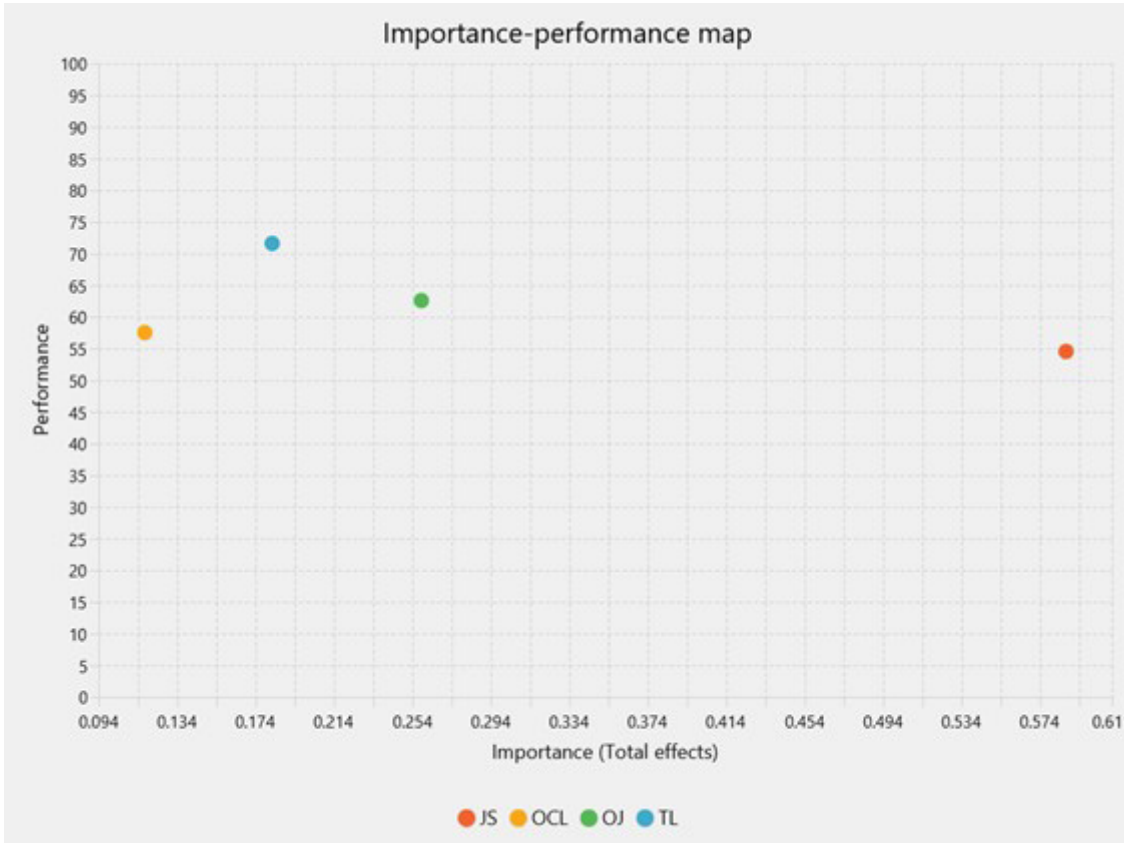


Figure 3 Result of Importance-Performance Map Analysis (IPMA) for Turnover Intention (TI). It has Job Satisfaction (JS), Organizational Culture (OCL), Organizational Justice (OJ), and Transformational Leadership (TL).

on job satisfaction. It also has an f^2 value of 0.187, confirming H1. Additionally, the findings indicate that organizational culture ($\beta=0.200$, $t=2.752$, $P=0.06$), with an f^2 value of 0.064, and organizational justice ($\beta=0.440$, $t=6.223$, $P=0.000$), with an f^2 value of 0.277, significantly influence job satisfaction, confirming H2 and H3. Moreover, the research supports the significance of H4 and H5, where job satisfaction ($\beta=0.604$, $t=14.202$, $P=0.000$) impacts organizational commitment, and job satisfaction ($\beta=0.587$, $t=17.692$, $P=0.000$) influences turnover intention, with f^2 values of 0.575 and 0.527, respectively. Additionally, R^2 values in Figure 4 indicate that the model accounts for 56.1% of the variance in job satisfaction, 36.5% in organizational commitment, and 34.5% in turnover intention, demonstrating satisfactory explanatory power and predictive capability within the sample.

The research initially explores the direct effects of transformational leadership, organizational culture, and organizational justice on job satisfaction. The findings indicate a favorable relationship between transformational leadership and job satisfaction, consistent with prior research. The results support transformational leadership theory, which suggests that such leaders boost employees' morale by showing genuine concern, thereby fostering trust and increasing

job satisfaction. The results are consistent with earlier research by Dung and Hai (2020), Purwanto et al. (2021), Nguon (2022), and Azmy and Sigalingging (2025), reinforcing the notion that transformational leaders play a vital role in enhancing employees' workplace satisfaction. When leaders offer constructive feedback, acknowledge accomplishments, and ensure fairness in the reward system, it can significantly boost employees' morale and satisfaction with their jobs. Moreover, transactional leadership creates a predictable, stable work environment, which is especially appealing in task-oriented and routine-based roles. Thus, transactional leadership can effectively enhance job satisfaction through its structured and reward-based approach.

The SEM analysis indicates that organizational culture positively influences job satisfaction. The results suggest that employees with a stronger connection to their organization's culture experience higher levels of job satisfaction in Bangladesh's manufacturing and service sectors. When employees resonate with the values and norms of their workplace, they tend to be more engaged, motivated, and dedicated to their responsibilities, leading to increased satisfaction in their roles and a more cohesive organizational environment. Moreover, a strong organizational

Table 9 Results of Bootstrap Validation Outcomes for the Research Model

Hypothesis	Relationship	β	Std. Dev	T-Values	P-Values	f^2	Decision
H1	TL \rightarrow JS	0.311	0.049	6.367	0.000	0.187	Supported
H2	OCL \rightarrow JS	0.200	0.073	2.752	0.006	0.064	Supported
H3	OJ \rightarrow JS	0.440	0.071	6.223	0.000	0.277	Supported
H4	JS \rightarrow OC	0.604	0.043	14.202	0.000	0.575	Supported
H5	JS \rightarrow TI	0.587	0.033	17.692	0.000	0.527	Supported

Note: Job Satisfaction (JS), Organizational Commitment (OC), Organizational Culture (OCL), Organizational Justice (OJ), Turnover Intention (TI), and Transformational Leadership (TL).

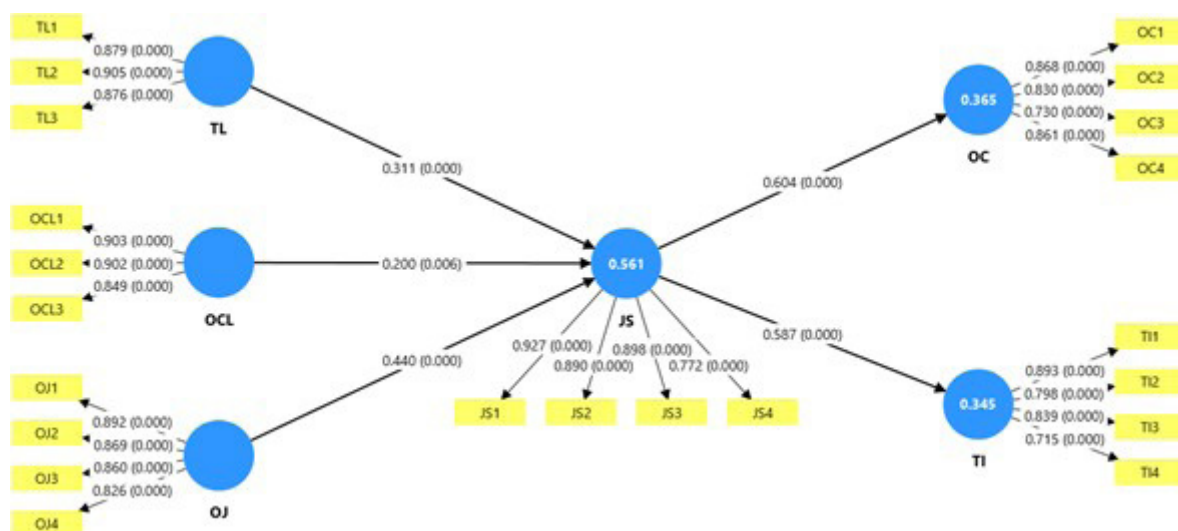


Figure 4 PLS Path Model and Result. It shows Job Satisfaction (JS), Organizational Commitment (OC), Organizational Culture (OCL), Organizational Justice (OJ), Turnover Intention (TI), and Transformational Leadership (TL).

culture can reduce workplace conflicts and stress, fostering a sense of value and empowerment among the employees. The findings are consistent with the assertion and corroborate the previous research by Wahjoedi (2021), Jigjiddorj et al. (2021), and Soelton (2020), which has identified a positive and significant influence of organizational culture on job satisfaction. The interconnection between organizational justice and job satisfaction shows a significant positive impact, reflecting employees' perceptions of fairness in areas such as decision-making, resource allocation, and interpersonal interactions within the workplace. Perceived organizational justice fosters trust in management, enhances motivation, and reduces feelings of resentment or disengagement. Furthermore, a fair organizational environment helps to create a sense of psychological safety and encourages employees' loyalty and commitment. Therefore, promoting fairness across all levels of the organization is essential for cultivating higher job satisfaction and overall organizational effectiveness. The findings are also consistent with previous empirical research, which has also concluded that organizational justice positively influences job satisfaction (Lambert et al., 2020; Shimamura et al., 2021; Silitonga et al., 2020).

The research results indicate that job satisfaction positively and significantly influences organizational commitment. Employees who are content with their roles are more likely to develop a stronger emotional attachment to their organization, leading to greater loyalty, engagement, and a willingness to contribute to achieving organizational objectives and long-term success. This emotional connection enhances affective commitment, a critical aspect of organizational commitment. Furthermore, job satisfaction nurtures a sense of purpose and belonging, motivating employees to exceed their basic duties. These findings align with the previous research of AlKahtani et al. (2021), Ashraf (2020), Bashir and Gani (2020), Cherif (2020), and Mwesigwa et al. (2020), finding a positive relationship between job satisfaction and organizational commitment. In addition, the research provides empirical evidence of the impact of job satisfaction on turnover intention (Chavadi et al., 2021; Chen et al., 2023; Nurhayati et al., 2020). Satisfied employees often feel aligned with organizational values and are more inclined to stay with the company long-term, reducing turnover intentions, highlighting that improving job satisfaction is a critical strategy for retaining talent and reducing turnover costs. Although numerous previous studies support this inverse relationship, the findings of Mon et al. (2025) contrast with this research. Lastly, fostering a positive work environment and addressing the factors that contribute to job satisfaction can significantly diminish turnover intention and enhance organizational commitment.

CONCLUSION

The research aims to investigate the factors that influence job satisfaction and their effects on

organizational commitment. The findings underscore the factors, such as transformational leadership, organizational culture, and justice, that significantly shape employees' levels of job satisfaction. In turn, job satisfaction emerges as a critical determinant of organizational commitment, with satisfied employees demonstrating stronger emotional attachment, lower turnover intention, and higher willingness to contribute to organizational goals. By identifying the primary drivers of job satisfaction and their effect on commitment, the research enhances the understanding of how organizations can cultivate a more engaged and stable workforce. Cultivating a strong organizational culture and upholding justice within the workplace are not just ethical imperatives. They are strategic levers that enhance job satisfaction and drive commitment. Ultimately, investing in strategies that enhance job satisfaction not only improves employee morale but also strengthens organizational commitment, thereby reducing turnover, improving performance, and fostering long-term success.

The research contributes to both theory and practice by enhancing comprehension of how job satisfaction correlates with organizational commitment and identifying the key factors that influence job satisfaction. Theoretically, the findings contribute to the organizational behavior literature by offering a nuanced understanding of how specific organizational and leadership factors shape employee attitudes and behaviors. By integrating these antecedents, including some intrinsic and extrinsic factors, the researchers advance models of job satisfaction and organizational commitment, demonstrating the interdependent nature within a workplace setting.

From a practical standpoint, the results underscore the critical roles of a positive organizational culture, perceived fairness, and transformational leadership in enhancing job satisfaction. Organizations aiming to build a committed workforce should focus on cultivating a culture that aligns with employee values, ensures fair and transparent practices, and promotes inspiring leadership that motivates and engages employees. Enhancing these factors not only increases job satisfaction but also strengthens organizational commitment, which is vital for employee retention and organizational stability. These insights are particularly valuable for HR practitioners and leaders seeking to implement evidence-based strategies to foster a loyal and productive workforce.

Exploring the antecedents of job satisfaction and its impact on organizational commitment offers meaningful insights, yet certain limitations must be acknowledged. A key limitation is the exclusive dependency on quantitative methods. The sole use of quantitative analysis restricts the researchers' ability to explore the aspects that are deeply influenced by qualitative psychological factors. Important factors, such as employees' perceptions, emotional experiences, and reactions to leadership styles and organizational fairness, may not be fully addressed through numerical data alone. To gain a more

holistic perspective, future research should adopt a mixed-methods approach, combining qualitative and quantitative methods. Additionally, longitudinal studies are recommended to examine how job satisfaction and organizational commitment evolve over time, particularly in response to changes in organizational culture, justice, and leadership. Such approaches will provide deeper, context-rich insights into employee attitudes and behaviors. The research sample has been confined to a specific sector, organization, and geographic region, which constrains the broader applicability of the results. Future research should consider diverse organizational settings, industries, and cultural contexts to examine the robustness of the identified relationships to enhance the generalizability. Lastly, exploring potential moderating and mediating variables may offer deeper insights into the mechanisms through which job satisfaction impacts organizational commitment.

AUTHOR CONTRIBUTIONS

Conceived and designed the analysis, G. M. A. A. Q.; Collected the data, N. A. S. and M. A. R.; Contributed data or analysis tools, M. A. R.; Performed the analysis, M. A. R.; Wrote the paper, G. M. A. A. Q., N. A. S., and M. A. R.; Conducted supervision and project administration, G. M. A. A. Q.; and Provided substantial revision and editing for manuscript preparation, N. A. S.

DATA AVAILABILITY

The dataset underlying this study contains survey responses collected from employees across various organizations. To protect the confidentiality and privacy of the participants, the raw data cannot be made publicly available. However, to maintain transparency and support verification, the data can be accessed from the corresponding author, Md Abidur Rahman, upon reasonable request for research or verification purposes.

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APPENDIX

Survey Study Instruments

Variable	Questionnaire Item	Source
Transformational Leadership (TL)		
TL1	My leader is a man who upholds organizational values.	Bass and Avolio (2000)
TL2	My leader has a clear vision and mission of this organization.	
TL3	My leader has a high commitment to advancing this organization.	
Organizational Culture (OCL)		
OCL1	Improvement-oriented change is encouraged in your organization.	Georgescu et al. (2024)
OCL2	Teamwork is valued in your organization.	
OCL3	There is a work culture in your organization.	
Organizational Justice (OJ)		
OJ1	I get fair rewards for work that I have done well.	Moorman (1991)
OJ2	The leader appreciates the point of view I have.	
OJ3	Leaders are able to suppress personal bias	
OJ4	I get reward according to need fairly for the work pressure faced.	
Job Satisfaction (JS)		
JS1	I have the opportunity to work independently.	Weiss et al. (1967)
JS2	I am responsible for self-assessment.	
JS3	I have the opportunity to be someone in the work environment.	
JS4	I have the opportunity to get things that support the progress of work.	
Organizational Commitment (OC)		
OC1	I am happy to share my place of work with others.	Meyer and Allen (1991)
OC2	Problems in this organization are part of my problem.	
OC3	I feel emotionally attached to this organization.	
OC4	This organization has many personal meanings for me.	
Turnover Intention (TI)		
TI1	How confident are you in your ability to obtain a suitable job elsewhere?	Zheng et al. (2024)
TI2	Would you consider resigning from your current job?	
TI3	Are you interested in seeking other jobs with a similar nature?	
TI4	Are you interested in exploring jobs with a different nature?	