

A STUDY ON THE INFLUENCE OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT AT REDSERV GLOBAL SOLUTIONS

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ABSTRACT

Organizational commitment and job satisfaction are among the most widely studied constructs in human resource management, particularly in the context of employee retention and performance. This study examines the determinants of job satisfaction and their impact on organizational commitment among employees at Redserv Global Solutions Limited, Chennai. The research investigates key factors including working conditions, supervisor relationships, career advancement opportunities, recognition and rewards, financial compensation, co-worker relationships, training and development, decision-making participation, work meaningfulness, and job security.

A descriptive research design was adopted, and primary data were collected from 180 employees through a structured questionnaire using convenience sampling. The study period covered January to March 2026. Statistical tools including percentage analysis, chi-square analysis, and Pearson correlation analysis were employed. The findings reveal that working conditions and supervisor relationships are the strongest drivers of job satisfaction, while job security records the lowest positive sentiment. The study concludes that job satisfaction has a moderate-to-strong positive impact on organizational commitment, and recommends targeted improvements in compensation transparency, career development, and workplace culture.

KEYWORDS

- Job Satisfaction
- Organizational Commitment
- Affective Commitment
- Working Conditions
- Employee Retention
- BPM Industry

INTRODUCTION

Organizational commitment has emerged as one of the most critical constructs in contemporary human resource management. In an era characterised by rapid technological change, intense global competition, and evolving workforce expectations, organisations increasingly recognise that committed employees are a key source of sustainable competitive advantage. Committed employees exhibit higher levels of discretionary effort, lower turnover intentions, and stronger alignment with organisational goals — all of which contribute directly to enhanced productivity and organisational effectiveness.

Job satisfaction is widely regarded as the primary antecedent of organisational commitment. It encompasses employees' cognitive and affective evaluations of their work experiences, including perceptions of compensation fairness, supervisory support, working conditions, career prospects, and interpersonal relationships. When employees perceive these factors positively, they develop deeper emotional attachment, a sense of obligation, and a willingness to continue their association with the organisation — constituting the three dimensions of Allen and Meyer's (1990) three-component model: affective, normative, and continuance commitment.

Redserv Global Solutions Limited, a 100% subsidiary of Redington Gulf FZE — a USD 4+ billion technology distributor across the Middle East and Africa — offers an ideal research setting for this investigation. As a business process management (BPM) firm serving clients across multiple sectors, Redserv depends critically on a motivated, skilled, and committed workforce. Over the past decade, the company has developed over 300 Robotic Process Automations (RPAs), reflecting its technology-intensive and knowledge-driven operating model. Understanding the drivers of job satisfaction and their linkage to commitment is therefore strategically significant for the organisation's human resource planning and retention efforts.

The present study was conducted over three months (January to March 2026) with a sample of 180 employees at Redserv's Chennai operations. It aims to critically evaluate satisfaction levels, identify the key factors influencing satisfaction and commitment, and examine the causal relationship between these two constructs. The findings are expected to provide actionable insights for HR practitioners and management in designing targeted engagement and retention interventions.

THEORETICAL BACKGROUND OF THE STUDY

The theoretical background of the study includes the Three-Component Model of Organizational Commitment and the Two-Factor Theory of Job Satisfaction. These theories help in explaining the relationship between employee satisfaction and organizational commitment based on how organizations foster loyalty and engagement through proper HR policies and practices.

Organizational commitment is influenced by factors such as compensation fairness, working conditions, supervisory support, career advancement opportunities, and employee recognition. The Three-Component Model proposed by Allen and Meyer (1990) implies that employees develop commitment through three distinct dimensions — affective commitment, which refers to emotional attachment to the organization; continuance commitment, which reflects the perceived cost of leaving; and normative commitment, which denotes the sense of obligation an employee

feels toward the organization. In BPM environments such as Redserv Global Solutions Limited, employees perform better and remain loyal when their psychological and professional needs are consistently met by the organization.

The Two-Factor Theory proposed by Herzberg (1966) also plays a crucial role in explaining job satisfaction. This theory suggests that hygiene factors — such as working conditions, salary, and job security — prevent dissatisfaction, while motivational factors — such as recognition, meaningful work, and career growth — actively drive satisfaction and, in turn, organizational commitment. It emphasizes that both management support and employee-centered policies must work together to build a motivated, satisfied, and committed workforce.

REVIEW OF LITERATURE

Allen & Meyer (1990)

Allen and Meyer (1990) proposed the three-component model of organisational commitment, distinguishing affective (emotional attachment), continuance (perceived cost of leaving), and normative (sense of obligation) commitment. Their framework remains the most widely applied conceptualisation of commitment in organisational research and forms the theoretical basis of the present study.

Hackman & Oldham (1976)

Hackman and Oldham (1976) developed the Job Characteristics Model, arguing that core job dimensions — skill variety, task identity, task significance, autonomy, and feedback — shape employees' psychological states and subsequent satisfaction and commitment outcomes. Their model highlights the importance of job enrichment as a driver of intrinsic motivation and commitment.

Locke (1976)

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences, establishing it as a primary predictor of employee commitment, performance, and turnover intentions. His conceptualisation underscores the role of perceived equity and goal alignment in shaping satisfaction judgements.

Beukhof et al. (1998)

Beukhof et al. (1998) found that the successfulness of any organisation is not only dependent on how the organisation develops human competencies but also on its ability to stimulate employee commitment through meaningful HR practices. Their study emphasised that compensation, recognition, and supervisory support are among the most powerful drivers of both satisfaction and commitment.

Anitha (2014)

Anitha (2014) identified key determinants of employee engagement and commitment in the Indian context, including work environment, leadership quality, compensation fairness, and training and development. The study concluded that these factors significantly influence employee performance and retention, particularly in knowledge-intensive industries such as IT and BPM.

RESEARCH METHODOLOGY

The present study adopts a descriptive research design to analyse the determinants of job satisfaction and their impact on organisational commitment at Redserv Global Solutions Limited, Chennai. The descriptive design enables the systematic collection and analysis of employee perceptions across multiple satisfaction dimensions without experimental manipulation, making it well-suited to the applied organisational research context.

Primary data were collected using a structured, pre-tested questionnaire administered to 180 employees selected through convenience sampling. The questionnaire was designed using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), covering ten job satisfaction determinants and three dimensions of organisational commitment. Secondary data were sourced from peer-reviewed journals, textbooks, company reports, and online databases.

The study was conducted over three months from January 2026 to March 2026, confined to Redserv's Chennai operations. Statistical analysis was performed using percentage analysis, Pearson chi-square tests, and Pearson correlation analysis. Data are presented in tabular form for clarity and comparative interpretation. Key limitations include a sample size constrained by employee confidentiality concerns, a limited study period, and the exclusion of night-shift employees due to access constraints.

DATA ANALYSIS AND INTERPRETATION

5.1 Percentage Analysis

Table 1: Gender Distribution of Respondents

Gender	No. of Respondents	Percentage (%)
Male	98	54.4
Female	82	45.6
Total	180	100.0

Source: Primary Data

The sample comprises 54.4% male and 45.6% female respondents, reflecting a broadly balanced gender distribution consistent with Redserv's inclusive recruitment approach. The near-parity of representation enhances the generalisability of findings across the employee population and reduces gender-related response bias.

Table 2: Age Distribution of Respondents

Age Group	No. of Respondents	Percentage (%)
18–25 Years	54	30.0
26–35 Years	72	40.0
36–45 Years	36	20.0
Above 45 Years	18	10.0
Total	180	100.0

Source: Primary Data

The majority of respondents (70.0%) fall within the 26–35 age bracket, reflecting the predominantly experienced, mid-career demographic profile of Redserv's BPM workforce. This age profile underscores the importance of career advancement opportunities, financial security, and meaningful work as key satisfaction determinants for this cohort.

Table 3: Summary of Positive Response Rates — Job Satisfaction Determinants

Job Satisfaction Determinant	Agree + Strongly Agree (%)	Rating
Working Conditions	76.7%	Highest
Supervisor Relationship	74.4%	High
Career Advancement Opportunity	72.8%	High
Recognition & Rewards	70.6%	High
Financial Compensation	68.3%	Moderate-High
Co-Worker Relationships	66.7%	Moderate

Job Satisfaction Determinant	Agree + Strongly Agree (%)	Rating
Training & Development	65.0%	Moderate
Decision-Making Participation	63.3%	Moderate
Work Meaningfulness	61.1%	Moderate
Job Security	53.3%	Lowest

Source: Primary Data; Compiled from questionnaire responses

Working conditions and supervisor relationships jointly recorded the highest positive response rates (76.7% and 74.4%, respectively), confirming the effectiveness of Redserv's workplace environment initiatives and people management practices. Job security recorded the lowest positive sentiment (53.3%), with 27.2% partially agreeing and 19.5% disagreeing or strongly disagreeing — a pattern consistent with sector-wide anxiety about restructuring in the BPM industry. These findings are broadly aligned with Herzberg's two-factor theory, which classifies hygiene factors (such as working conditions and compensation) as necessary but insufficient for deep commitment, while motivational factors (recognition, advancement, meaningfulness) exert a more direct influence on organisational commitment.

5.2 Chi-Square Analysis

Table 4: Chi-Square Analysis — Working Conditions and Organisational Commitment

Chi-Square Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	138.742	144	0.607
Likelihood Ratio	126.518	144	0.843
Linear-by-Linear Association	4.986	1	0.026
N of Valid Cases	180	—	—

Source: Primary Data | Significance level: $p < 0.05$

The Pearson Chi-Square value of 138.742 ($p = 0.607 > 0.05$) indicates that the null hypothesis (H_{01}) is accepted — there is no statistically significant overall categorical association between working conditions and organisational commitment at Redserv Global Solutions Limited. However, the Linear-by-Linear Association statistic of 4.986 ($p = 0.026 < 0.05$) reveals a statistically significant directional linear trend between the two variables. This finding implies that while the gross categorical relationship is not

significant, incremental improvements in working conditions are associated with incremental improvements in organisational commitment in a directionally consistent manner. The organisation should therefore sustain its physical workplace standards while recognising that motivational factors — such as recognition, career development, and work meaningfulness — exert a more direct influence on commitment levels.

5.3 Correlation Analysis

Table 5: Pearson Correlation Analysis — Job Satisfaction and Organisational Commitment

Variable	Organizational Commitment	Job Satisfaction
Pearson Correlation (r)	1.000	0.487**
Sig. (2-tailed)	—	0.000
N	180	180

** Correlation is significant at the 0.01 level (2-tailed). Source: Primary Data

The Pearson correlation coefficient ($r = 0.487, p < 0.01$) indicates a moderate, statistically significant positive relationship between job satisfaction and organisational commitment among employees at Redserv Global Solutions Limited. The null hypothesis (H_{02}) is therefore rejected. As overall job satisfaction increases, organisational commitment improves correspondingly. The moderate coefficient (0.487) signifies that while job satisfaction is a significant and meaningful predictor of commitment, other factors — including organisational culture, leadership quality, and peer relationships — also contribute to commitment outcomes. This finding is consistent with Allen and Meyer (1990) and Anitha (2014), both of whom identified job satisfaction as among the most powerful antecedents of organisational commitment.

CONCLUSION

This study examined the determinants of job satisfaction and their impact on organisational commitment among employees at Redserv Global Solutions Limited, Chennai. The findings reveal that most employees hold a generally positive perception of job satisfaction factors, with working conditions and supervisor relationships emerging as the strongest drivers. Job security, however, remains an area of concern, recording the lowest positive sentiment across all determinants examined.

The chi-square analysis confirms a significant linear directional relationship between working conditions and organisational commitment, while the Pearson correlation analysis establishes a moderate but statistically significant positive association between overall job satisfaction and commitment ($r = 0.487, p < 0.01$). These findings collectively affirm that satisfied employees are more likely to exhibit stronger affective, normative, and continuance commitment to the organisation.

In conclusion, Redserv Global Solutions Limited can significantly enhance organisational commitment by addressing gaps in job security communication, strengthening career development pathways, improving compensation transparency, and fostering a culture of recognition and meaningful work. These targeted interventions are expected to reduce turnover, raise productivity, and build a more resilient and committed workforce in the dynamic BPM sector.

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