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The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan

Cogent Business & Management

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Suggested Citation: Muhammad Asif Qureshi et al. (2019) : The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 6, pp. 1-13, https://doi.org/10.1080/23311975.2019.1654189

This Version is available at:
https://hdl.handle.net/10419/206228

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Qureshi et al., *Cogent Business & Management* (2019), 6: 1654189
https://doi.org/10.1080/23311975.2019.1654189

cogent business & management

MANAGEMENT | RESEARCH ARTICLE

The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan

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Received: 22 November 2018
Accepted: 07 August 2019
First Published: 09 August 2019

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Abstract: The purpose of this study is to analyze the dimensions of job satisfaction and organizational commitment by using a more comprehensive approach to address job performance. The structural equation modeling analyses have been used to analyze the data collected from managers of fast-moving consumer goods. This study strives to examine the role of normative organizational commitment, affective organizational commitment, and continuous organizational commitment in predicting individuals' job satisfaction, which further leads to job performance. The findings of the confirmatory factor analysis establish the excellent model fitness of the studied model. Furthermore, the results of structural equation modeling conclude that the significant association of all three forms of commitment to affect the job satisfaction of employees positively. The results indicate that normative commitment is the most influential form of organizational commitment, while continuous commitment is the least influential in impacting job satisfaction. Furthermore, the outcomes established a significant positive relationship between job satisfaction and job performance of employees of the fast-moving consumer goods sector of Pakistan.

Subjects: Employment Relations; Human Resource Development; Organizational Studies

Keywords: employee commitment; job performance; job satisfaction; Pakistan

1. Introduction

Job Commitment is an indicator of an employee's loyalty, professional attachment, and job pleasure. It tends to reflect the level of fulfillment; an individual feels from his nature of work,

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ABOUT THE AUTHOR

Muhammad Asif Qureshi earned his Ph.D. in Human Resource Management from University Utara Malaysia (UUM), Malaysia in 2018. His area of interest is human resource management, organizational behavior, supervisor support, job satisfaction, fairness perception, and quantitative research methods. He has published research papers in clarivate analytics indexed journals, Scopus indexed journals and other indexed journals. He has good command over PLS-SEM and other quantitative techniques.

PUBLIC INTEREST STATEMENT

This study investigated the role of employee organizational committement and employees job satisfaction in predicting employee performance. The study found that organizational commitment has a positive impact on job satisfaction and subsequent effect on job performance.

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job description, and organizational attachment. In other words, it demonstrates an employee's job satisfaction. If employees are satisfied with their job, they have a greater tendency to give better performance. The positive outlook towards their job is very crucial to demonstrate an eagerness to attain the objectives of the organization because they exhibit a stronger inclination to stay in the organization for its prosperity and bright future. That is the reason why job satisfaction and organizational commitment obtain substantial status in research studies. According to earlier research (Joo & Park, 2009; Rageb, Abd-el-salam, & El-samadicy, 2011), it is considered that the satisfaction we acquired with our work, is one of the fundamental reasons for high workplace commitment.

Job satisfaction is being helpful from the enhanced organizational commitment, which further results in improved job performance. Every organization has designed strategies to retain and attract top-notch performers. The area of the research has given the profound idea that how affective, continuous, and normative commitments urges the level of employees' job satisfaction which as a result improves the productivity of the organization as well as provides employees a professional career transition (Brohi, Abdullah, et al., 2018; Qureshi, Hamid et al., 2018; Shah, Ali, Dahri, Brohi, & Maher, 2018). Considerable benefits are acquired that are encouraged through an organization's supporting progressive programs and leadership support which lead towards positive organizational behaviors (Brohi, Jantan, et al., 2018; Brohi, Jantan, Mehmood, Khuhro, & Akhtar, 2019; Brohi, Jantan, Sobia, & Pathan, 2018). Commitment qualifies personnel to work together and elucidate corporate problems as effective teams because of their worth commitment (Khajehpour, 2016).

Plenty of researchers studying the said association have established that job satisfaction, and commitment with the organization is considered to be the attitude of the work that gives a reflection of the essential workplace outcomes and bring positivity in employee's performance. But in the context of FMCG Industry in Pakistan, only the overall impact of organizational commitment has been evaluated on job satisfaction. Therefore, still, there is the need to expand the study on different types of organizational commitment, and to measure the relationship of job satisfaction with affective, continuous and normative commitment with the organizations in the Pakistani context. Besides, the aggregate impact of three types of commitment on job satisfaction the research aims to evaluate the level of job performance. The study also contributes to identifying which type of commitment is more efficient to enhance job satisfaction. In other words, it aims to determine which form of commitment have a substantial effect on satisfaction and what is the less effective identification on job satisfaction. This leads that having high commitment and high identification gives satisfying feelings in the work place and thus improves job performance.

Therefore, the objective of the present study is to identify the impact of three different kinds of organizational commitment on job satisfaction by focusing on the FMCG industry of Pakistan. The current analysis also aims to evaluate the effect of job satisfaction derived from numerous forms of commitment to display its potential effect on job performance. Thus, based on the above discussion, it is observed that commitment leads to job satisfaction. However, minimal studies have investigated the individual dimensions of organization commitment with job satisfaction, especially in the FMCG sector of Pakistan. The empirical investigation tends to analyze the influence of numerous organizational commitments on job satisfaction of employees, the kind of commitments that is significant to affect the level of job satisfaction of the working employees and the type of organizational commitments that is more important to be focused on enhancing the satisfaction of the job. Furthermore, the role of satisfaction is also investigated to identify its association with job performance.

It is considered that as higher organizational commitment increases the job satisfaction level, the construct of organizational commitment in FMCG suggest that it increases the employee's level of satisfaction which leads to higher productivity and reduces the turnover rate in the organizations due to improved performance. The theoretical justification is consistent with earlier studies

that establish that employees that are highly committed with their organization are the one that influences the organizational environment with the positive values prevailing within the organization. Also, they are fully aware of the consequences of leaving the organization and thus hold a strong sense of compulsion with the working place. In compliance to the significance of the association among the two variables, the current study aims to provide the in-depth understanding regarding the role of job satisfaction and organizational commitment amidst employees to augments the employee's job performance in FMCG industry of Pakistan.

2. Literature review

Considering the vital link between organizational commitment, job satisfaction, and job performance, the majority of the literature has provided a significant positive association between the said variables. However, in some cases, the connection of commitment is found immaterial to influence job satisfaction. Therefore, to clear the ambiguity, the present study seeks to analyze the said association by focusing FMCG sector of Pakistan on authenticating the relationship of employee's commitment with job satisfaction to following job performance in case of Pakistan. This section presents the theoretical background and empirical studies reflecting the detailed analysis of the existing literature in analyzing the connection between employee's commitment, job satisfaction, and job performance.

2.1. Theoretical background

Job performance, as defined by Campbell (1990), is "an individual-level variable or something a single person does in the organization." Similarly, in the view of Robbins & Judge, (YEAR) job satisfaction is defined as "the characteristics of the job that have been evaluated and clearly explains the affirmative feelings about a job." Employees who are having a higher level of job satisfaction, their attitudes are stronger towards the job. In the same way, the authors further defined organizational commitment as "the desired position identified by the employees in the specific organization and their objectives are to remain to get stayed with that particular organization."

Many researchers have numerous definitions for the concept of organizational commitment. Commitment is explained by researchers in three magnitudes, they include:

(1) Eager, passionate and keenly interested to work for a particular organization,
(2) On behalf of the organizational readiness to employ high levels of hard work,
(3) Values and goals of the organizations are acceptable.

Similarly, Meyer and Allen (1991) explains organizational commitment in three components,

(1) Affective commitment in which the individual wants to stay in the organization,
(2) Continuous commitment in which an individual need to remain in the organization.
(3) Normative commitment in which an individual stay because ought to.

Researchers like Shore and Wayne (1993), have concluded that sentimental and normative commitment elucidate the positive and stronger relationship with job satisfaction and the outcomes of the organizational productivity. Continuous commitment is exhibiting the negative association with job satisfaction and Organizational productivity. Also, Guest (1991) stated that higher organizational commitment lowers the rate of turnover and increases employee productivity, which leads to a high level of job satisfaction.

Likewise, Locke and Lathan (1990) gave a comprehensive description of satisfaction of the jobs productive emotive state-run subsequent from the assessment of one's job or job involvement. Members of the staff have the perception that job satisfaction is an outcome containing sound job offers those things that are regarded as crucial. In a similar context, Tella, Ayeni and Popoola (2007)defined satisfaction in the job is one of the frequent and imperative considered

assertiveness in the playing field of organizational conduct. Lastly, Luthan (1998) postulated three imperative magnitudes to job satisfaction:

(1) Satisfaction in the job is a demonstrative reaction,
(2) Job satisfaction determine how outcomes match the expectations, and
(3) Job satisfaction represents numerous associated approaches which are most imperative features of a job about which people have an operative reaction

Affective organizational commitment increases the employee's productivity that provides strong organizational outcomes which elucidate the high involvement of the employees in the organization. As a result, job productivity increases, and the turnover rate has been reduced. Continuous commitment does not increase the level of job satisfaction as affective does but employees motivate themselves to work because the association with the organization is constructed on the valuation of economics assistances expanded. As a result, job satisfaction increases. Normative commitment increases the job satisfaction of the employees because it is an obligation which makes employees obliged to stay in the organization. As a result, job productivity increases and get positive organizational outcomes.

Tetrick (1995, p. 589) also defines affective commitment as assessment philosophy-based commitment mentions to the extent of value comparison in the middle of an employee of the organization. Besides, Allen and Meyer (1997, p. 11) explained that cost attentiveness is connected with the separation from the organization and also highlights that the primary purpose of the employees with the organization is that they need to stay.

2.2. Empirical studies

Initiating the review of the empirical studies with a noteworthy analysis of Humborstad and Perry (2011), that has identified the relationship among employee empowerment, organizational commitment, and satisfaction in the job. The data was taken from 290 participants. The variables which are studied in this paper are employee empowerment, the satisfaction of the job, commitment with the workplace, and service power and turnover intention. The derived result is that employees who are given and practiced empowerment showed strong organizational commitment and positive job satisfaction and empowerment reduces the turnover rate of employees in the organization.

Similarly, Gunlu, Aksarayli, & Perçin, (2010), have also investigated to identify the association of satisfaction of the job and commitment with the workplace by identifying different types of commitments with the organization and its particular significance on the job satisfaction. In this study, they have used the variables; intrinsic job satisfaction, extrinsic job satisfaction (income level, age, and education) and organizational commitment (normative, continuous, and affective). The sample size was of 123 managers of the Hotel Industry. The quantitative technique was carried out through questionnaires. The findings of the research exhibited that there is a noteworthy influence of intrinsic and extrinsic satisfaction of the job on normative and affective organizational commitment while on continuous commitment job satisfaction impact is not significant.

Rahman, Raja, Shaari, Panatik, Shah, & Hamid, (2012) investigated the impact of employee's perception of organizational identification, contentment in the job, and commitment to the workplace environment. The variables used in this study are organizational identification, satisfaction in the job, and commitment to the workplace. The sample size of 578 personnel was used. In this study, regression analysis was used to find out the strength of the variables. The findings of the research have shown that here a strong effect of organizational obligation on the satisfaction of the job while there is a less effective identification on job satisfaction which leads that having high commitment and high identification gives satisfying feelings in the working place. Bogler and Nir (2012), examine the importance of teacher's perceived

organizational support to job satisfaction. The data was collected from 2565 teachers in Elementary schools. The variables which are under consideration during the study are job empowerment, intrinsic work satisfaction, and extrinsic work satisfaction. The crux of the study is that teachers who have got organizational support are highly motivated by intrinsic and extrinsic job satisfaction. It is suggested that the teacher's qualities have to be focused based on empowerment for personal and professional growth in the career.

Menezes (2012), also aimed to find out the affiliation between the satisfaction of the job done by the workforce and total quality management in the context of human resource management practices. The variables used in this study are total quality administration, extraordinary participation and job enrichment The resulting finding is that level of satisfaction acquired by the job is strongly connected with expected workplace outcome that is commitment with the organization, efficiency of the results and quality and there is no strong association in the middle of quality administration and of the satisfaction of the employee job. On the other hand, a meaningful relationship exists between job enrichment and work satisfaction. It is suggested that whenever the job is designed, there must be an element of job enrichment, which increases individual productivity and motivation.

Likewise, Spagnoli and Caetano (2012), has conducted the research study to examine the moderate aspects of work-related satisfactory roles, for instance practices of human resource management and the achieved satisfaction from these practices we acquired by doing the work and determine the strong association of these aspects with big Five and commitment with the organization that is personality and organizational commitment. The data was gathered with the help of 190 fresh police force officers. The variables used in this study are extroversion, conscientiousness, neuroticism, agreeableness, openness to experience in Big Five, and emotional and normative commitment. The findings of the study stated that satisfaction associated with the practices of human resource absolutely brought to terms the affiliation in the middle of openness to experience and normative commitment; satisfaction with the work itself absolutely brought to terms the rapport concerning are fullness and normative commitment on the other side it explains half of the affinity in the middle of social and affecting obligation.

In Taiwan, Yang and Islam (2012), examine the influence of transformational leadership on the satisfaction of the job done by the employees in the organization by considering the balanced scorecard in top four insurance firms. The data was collected from 369 sales employees from insurance firms. The variables which are discussed throughout the study are group maintenance behaviors, group goal achievements, complementarily behaviors, intrinsic profession satisfaction, and extrinsic work satisfaction. The findings of the paper elucidate that the complementary behaviors have a positive impact on job satisfaction considering group maintenance and group achievements. It is recommended that transformational leadership has not confined with the results of four firms only so the sample industry should be vast to get accurate results.

Similarly, Chen, Silverthorne, and Hung (2006), also determine the relationship and influence of locus of stress in the job, performance of the work, and satisfaction in Taiwan Industry. In this study, they use three variables, i.e., measurement of stress in the job, the performance of the job work and satisfaction in the job. They got filled the questionnaires from the accountants in Taiwan. The data collected from 209 respondents. The results illustrate that locus of the controller has a substantial impact on the effectiveness of accountants work performance, job satisfaction and lowers job stress. Locus of Control measure is essential whenever an organization seeks out a new right fit incumbent.

Studying the determinants of job satisfaction, Kavanaugh, Duffy, and Lilly (2006), have conducted the study to investigate the bond stuck between work satisfaction and demographic variables for healthcare experts. The data was collected with the help of 128 employees working in the Healthcare

sector. The variables used in this study are gender, age, race, education, years in the profession, functional group, monitoring, and retention and hospital tenure. The conclusion extracted from this study is that professional experience is positively associated with job satisfaction. It is recommended that this study should be carried out in a different industry. Likewise, Pool and Pool (2007), has conducted the study to find out the nature of organizational commitment and its linkage with the motivation level of executes in terms of job satisfaction in a learning organization. In this study, they used the variables; job satisfaction, organizational commitment, learning organization, and motivation. The Structure Equation Model is used to determine the association of organizational commitment with the satisfaction of the job and motivation level in the workplace. The conclusion derived from this research study is that there is a significant positive organizational commitment by giving high motivation that impacts job satisfaction. This study suggested that organizational commitment enhances employees to work collaboratively for solving problems and take the timely right decision in business process, which leads the organization to a higher ranking in their cycle of success.

Besides, Silva (2006), has conducted the study to examine the effect of disposition on hospitality Employee job satisfaction and commitment to figure out the relationship of job attitudes to personality traits. They have used the variables in job attitudes are organizational commitment and in job satisfaction, the big five, and locus of control. The sample sizes of 159 employees were used, and quantitative research was conducted, and questionnaires were filled by 159 employees of two major chains of the hotel in the USA. The findings extracted from this study are that job satisfaction, and organizational commitment has a significant relationship and highly recommended in the field of recruitment and appraisal of the employees.

Wang (2007), also examines to identify the gap in the study of learning culture in the organization, the culture developed in the workplace, work done satisfaction, and a strong commitment with the workplace in the Chinese context. The data was collected through questionnaires with the help of 919 employees. The variables used in this study are an organizational commitment, organizational learning, and culture and job satisfaction. The result indicates that there is a positive relationship between all of them. It is suggested that organizational culture learning needs to implement for higher productivity in the work environment.

Kuruüzüm, Çetin, and Irmak (2009), analyze the relationship between job involvement, organizational commitment, and job satisfaction and research carried out in the Turkish Hospitality Industry. Quantitative research has been conducted. The findings of the study determine that profoundly influential wave of strong organizational commitment on the satisfaction of the job done by the employees and as a result satisfied and motivated employees will make the difference for the success of Turkish Hospitality Industry. It is recommended that there should be research carried out for the other factors like employee retention, best service efforts, employee empowerment and autonomy, task identify which elaborates the level of satisfaction and commitment at different levels.

In a similar context, Tsai and Hung (2008), examine and elaborate on the impact of organizational commitment and communication on job stress and job performance in nursing profession of Taiwan. This study consisted of 4 variables relationship; organizational commitment, organizational communication, job performance, and job stress (Qureshi, Waseem, Qureshi, & Afshan, 2018). The data was collected in Taiwan. This study indicates that organizational commitment and performance is higher in the Taiwan. They suggested that a higher level of organizational commitment gives a higher level of assurance and satisfaction in the job and lowers the job stress level in the Taiwan.

3. Methodology

The purpose of the study is explanatory that tries to explain why the relationship is formed and state in detail the information regarding why and how there is a relationship among aspects of a situation or phenomenon and why a particular event arises. Furthermore, the authors have adopted the quantitative approach to analyzing the association between employees' commitment,

job satisfaction, and Job Performance. The quantifiable approach is also classified as a structured approach to quantify the variation in a state, concern, phenomenon, or problematic. In the quantitative approach of analysis, the questions, objectives, design, and sample are planned and predetermined. Extending the link, the central role of the present research design is to enlighten how to find the answer to the research questions. The research design in this regard is co-relational having logical arrangements, strategy for sampling, frame time, and its analysis.

To study the variables and the influence and significance of organizational commitment on worker satisfaction and performance, the primary data is organized from the managerial level of employees of Fast-Moving Consumer Goods (FMCG) industry of Karachi, Pakistan. The sample is derived from the 300 managerial-level employees of the FMCG industry. For the empirical investigation, the structured questionnaire is designed to gather the data. There is a total of fifteen questions in the questionnaire which are based on the Likert scale level from 1 to 5, indicating 5 for strongly agree and 1 for strongly disagree. The questionnaire is adapted from the prior studies of Humborstad and Perry (2011) and Kuruüzüm et al. (2009).

Furthermore, the convenience sampling technique is used in this study. Convenience sampling is a non-probability technique in which data gathering and collection is accessible and easy (Qureshi, Qureshi, & Shah, 2017). For this research, this sampling technique is helpful to acquire data with relatively low cost. The data was collected over a period of three months as it was not easy to collect data from managerial level employees. Therefore, the data collection period was extended. The data collection was started in April 2018 and continued until June 2018.

Based on the objective of the present study, the present study has utilized the three forms of commitment, they include:

(1) Affective Organizational Commitment
(2) Continuous Organizational Commitment
(3) Normative Organizational Commitment

Affective Organizational Commitment is a form of commitment in which the employees have an emotional connection with the organization and a strong belief in its values. Likewise, Continuous organizational Commitment is a form of commitment in which the employees have supposed the economic importance of staying with an organization compared with leaving it and finally, Normative Organizational Commitment is a form of commitment in which the employees have an obligation being with an organization for ethical or moral values.

Therefore, fulfilling the objective of the study, we hypothesize the following:

Ho_1: Affective commitment has an insignificant impact on job satisfaction of employees in FMCG sector of Pakistan.

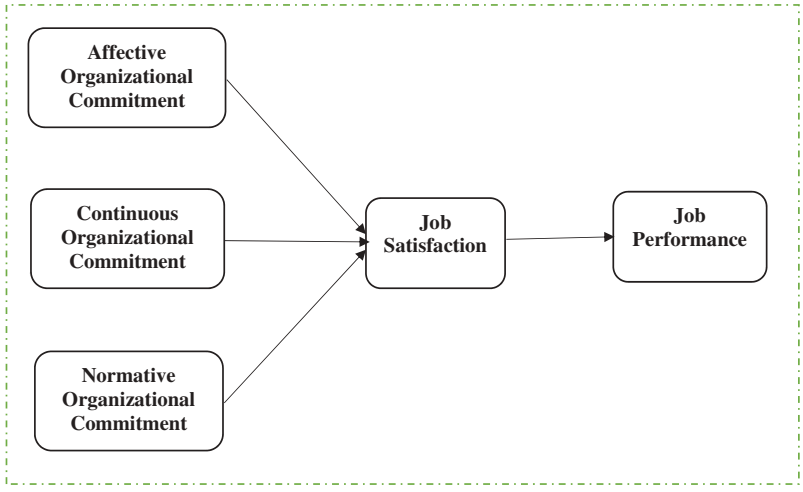
Ho_2: Continuous commitment has an insignificant impact on job satisfaction of employees in FMCG sector of Pakistan.

Ho_3: Normative commitment has an insignificant impact on job satisfaction of employees in FMCG sector of Pakistan.

Ho_4: Job satisfaction of employees in FMCG sector of Pakistan has an insignificant impact on Job Performance.

Figure 1 shows the research model.

Figure 1. presents the hypothesized model of the study.



4. Data analysis

The reliability of the data has been established by using statistical tests of reliability. In this study, the questionnaire has been designed containing dependent and independent variables which are based on 20 questions in total. The test of the reliability of the data has been checked and run with the help of SPSS software tool and as limitations are already defined that Cronbach alpha value is supposed to be more than 0.7 which means it should be above 70% (Hair, Ringle, & Sarstedt, 2011, 2013; Memon, Ahmed, Qureshi, & Brohi, 2018; Qureshi, 2015; Sharif & Bukhari, 2014; Sharif & Raza, 2017). This study shows the value of Cronbach alpha is 0.838 means 83.8%, and it extracts that data reliability should be conventional and the results are below in Table 1.

4.1. Factor analysis

Displayed in Table 2 are the results of exploratory factor analysis for the present study. It includes the presentation of the values of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) along with the result of Bartlett's Test of Sphericity..

Table 1. Results of reliability

Variables	Cronbach Alpha	N of Items
Affective Organizational Commitment	0.821	5
Continuous Organizational Commitment	0.762	4
Normative Organizational Commitment	0.828	3
Job satisfaction	0.836	3
Job performance	0.889	5
Overall	0.838	20

Table 2. Results of KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**0.962**
Bartlett's Test of Sphericity	Approx. Chi-Square	343.038
	Df	105
	Sig.	0.000

The findings explain that KMO value, which is showing that the independent variable is 0.962, which displays 96.2% of the variance. The results of Table 2 (KMO and Bartlett's test) confirm that the data is suitable enough for making factors. Further, the results of Table 3 explain the factor loading, which is achieved by exploratory factor analysis. The outcome demonstrations tell the accurateness of the data of the independent variables of the study. In Table 3, the rotated component matrix expresses the correlation in the variables to the dependent variable in the study. The value which shows the highest value of correlation explains the greater level of association to the considered variables. It makes the collection of each variable.

4.2. Confirmatory factor analysis

The present study than performed Confirmatory Factor Analysis (CFA) with final twenty items that represent the five factors of Affective Organizational Commitment (AOC), three factors of Normative Organizational Commitment (NOC), four factors of Continuous Organizational Commitment (COC), three factors of Job Satisfaction (JS) and four factors of Job Performance (JP). The purpose of confirmatory factor analysis is to project the model association between dependent and independent variables. It relies on the goodness of fit criteria for analyzing model fitness. The following table presents the model fitness of the CFA model.

Generally, the results of model fitness indices present that the studied and sampled data is good to predict and fit for the study. In the studied CFA model, the value of Chi-Square is significant, representing the variance among hypothesized & actual model. Furthermore, the value of the Comparative Fit Index is found to be 0.97 which is above the threshold value of 0.85 (Hair, Black, Babin, & Anderson, 2014) and thus indicating the excellent model fitness (Hu, Bentler, & Kano, 1992). As for the value of Root Mean Square Error of Approximation and Standardized Root Mean square Residual (RMSEA and SRMR), the findings showed the values of 0.02 and 0.03, respectively. Since both the values are lower than the 0.08 threshold level, the model fitness indicated by them has fulfilled the criteria of a good fit (Hu et al., 1992). From the above findings, we find above average model

Table 3. Results rotated component matrix

Items	1	2	3	4	5
COC1	0.814				
COC2	0.803				
COC3	0.763				
COC4	0.719				
AOC1		0.691			
AOC2		0.793			
AOC3		0.665			
AOC4		0.632			
AOC5		0.581			
NOC1			0.794		
NOC2			0.753		
NOC3			0.737		
JS1				0.684	
JS2				0.554	
JS3				0.527	
JP1					0.765
JP2					0.653
JP3					0.642
JP4					0.623
JP5					0.587

Table 4. Model fit indices

Indices	Final Measurement Model
CMIN/df	1.35
CFI	0.97
RMSEA (P-Close)	0.02(.98)
SRMR	0.03

fitness for our CFA model, and thus, we can move towards analyzing the structural dependence of the independent and dependent variables through Structural equation modeling analysis.

4.3. Hypotheses testing

The purpose of SEM analysis is to report the relationships between unobserved variables. Table 4 shows the model fit indices of the measurement model which shows a good fit. Findings of Table 5 displayed that all three kinds of commitment are crucial to influencing job satisfaction. Furthermore, job satisfaction is also found to affect job performance in the FMCG industry of Pakistan.

The results of hypothesis 1 showed that there is a positive relationship between affective organizational commitment and job satisfaction (*β = 0.23, C.R (t-value) = 6.988, p-values = 0.000)*. Thus hypothesis 1 was supported. Similar to hypothesis 1, hypothesis 2 indicates a positive relationship between continuance organizational commitment and job satisfaction (*β = 0.08, C.R (t-value) = 5.079, p-values = 0.000)*. Thus, hypothesis 2 is supported. Hypothesis 3 showed a positive impact of normative organizational commitment on employee's job satisfaction (*β = 0.31, C.R (t-value) = 2.458, p-values = 0.000)*. Therefore, hypothesis 3 also supported. Lastly, hypothesis 4 showed a similar trend like earlier hypotheses and indicated a significant positive relationship between job satisfaction and job performance (*β = 1.24, C.R (t-value) = 2.458, p-values = 0.025)*. Thus, hypothesis 4 is also supported.

5. Discussion

The detailed analysis suggests that Normative Organizational Commitment is the most influential form of employee's commitment to affect job satisfaction. The outcomes reflect that unit increase in the standard deviation of NOC will augment Job satisfaction by 0.31 units. Also, the findings conclude that Affective Organizational Commitment is the second most influential form of organizational commitment. The results revealed that a unit rise in the standard deviation of AOC would increase job satisfaction by 0.23 units. Lastly, Continuous Organizational Commitment is the least influential though significant to influence job satisfaction of the employees in the FMCG industry of Pakistan. Finally, the results establish a significant positive impact of job satisfaction on job performance. The results suggest that unit increase in the standard deviation of job satisfaction will enhance the job performance by 1.24 units.

6. Future recommendations and suggestions

The present study has provided a sufficient base for the literature of organizational commitment, job satisfaction, and job performance. Further, this study offered theoretical support by

Table 5. SEM hypothesis testing

Hypothesis	Hypothesized Path	Path Coefficient	C.R	P-Value	Remarks
H1	JS ← AOC	0.23	6.988	0.000	Supported
H2	JS ← COC	0.08	5.079	0.000	Supported
H3	JS ←NOC	0.31	7.385	0.000	Supported
H4	JP ← JS	1.24	2.458	0.025	Supported

C.R = critical ratio >1.96, P-value <0.05.

testing research model in the context of the fast-moving consumer goods sector in Pakistan. Till now, little research has been carried on the dimensional study of organizational commitment with job satisfaction and job performance in the Pakistani context, especially in the FMCG sector. Moreover, to better understand the benefits of committed employees towards the overall performance of the organization, future research in FMCG sector of Pakistan may test the indirect effect of job satisfaction between organizational commitment and job performance. Also, other intervening mechanisms, along with job satisfaction, may be examined to see the holistic picture of the issue and provide further insights for theoretical and practical use. Lastly, researchers may explore the boundary conditions such as organizational climate, organizational culture, and national culture under which this relationship may be strengthened or weakened.

7. Conclusion

This present empirical investigation analyzes the nexus of employee's commitment, job satisfaction, and job performance in the FMCG industry of Pakistan. The findings of the CFA establish the excellent model fitness of the studied model. Furthermore, the results of Structural equation modeling (SEM) conclude the significant association of all three forms of commitment to affect the job satisfaction of employees positively. The results indicate that normative commitment is the most influential form of organizational commitment, while continuous commitment is the least instrumental in impacting job satisfaction. Furthermore, the outcomes established a significant positive relationship between job satisfaction and job performance of employees of the FMCG sector of Pakistan.

As satisfaction in the job is considered as a benchmark to determine that how much employees are committed to their organizations, the present investigation examines the significant and robust rapport between all forms of organizational commitment and job satisfaction further leading to augment job performance. The present study helps to upturn the satisfaction level of employees and commitment to the organization, which generates a stable and productive environment of the workplace and improves their performance. The study also provides additional evidence which supports the concept of different levels of organizational commitment and its impression on the satisfaction of the jobs in the FMCG Industry in the Pakistani context. The increasing level of affective, continuous, and normative organizational commitment results in a higher level of job satisfaction and has a positive impact on job performance in the workplace. The study, therefore, recommended that level of satisfaction acquired by the job is strongly connected with numerous forms of commitment, especially normative commitment to improving the efficiency of the employees' results and quality of work and therefore should be given exclusive attention by the employers to bring optimistic fallouts and fulfillment of long-term goals.

Funding
The authors received no direct funding for this research.

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Citation information
Cite this article as: The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan, Muhammad Asif Qureshi, Jawaid Ahmed Qureshi, Jalil Ahmed Thebo, Ghulam Mustafa Shaikh, Noor Ahmed Brohi & Shahzad Qaiser, *Cogent Business & Management* (2019), 6: 1654189.

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