A STUDY OF JOB SATISFACTION AMONG EMPLOYEES IN PRIVATE EDUCATIONAL INSTITUTES.

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ABSTRACT

The purpose of this research paper is to understand the job satisfaction level among employees in private educational institutes. The study also attempts to extend with two additional variable, employee engagement and organizational commitment. This paper examines the impact of factors namely employee engagement and organizational commitment on job satisfaction in higher education sector. The data were collected using a survey instrument from 132 employees of higher educational among various department. The collected data was analysed using SPSS and structural equation modelling in AMOS 26.

Overall, the findings of the research are that job satisfaction has significant positive effect on organizational commitment. Employee engagement play a meditating role between job satisfaction and organizational commitment. The reliability and construct of data has been analysis by using Cronbach's alpha values of using range between 0.00 to 1.00. Confirmatory factor analysis (CFA) was performed to confirm the convergent validity of scales variable used in research.

To test the hypotheses, the regression table was extracted from the output of SEM.The finding revealed that the values of factor loading ranged between 0 to 1. This study was to examine on the factors affecting the job satisfaction and organizational commitment by using mediating variables has employee engagement. The results of this study provide useful insights for the management in higher educational institutions and suggest that the HR practices is important component for long term purpose for improving job satisfaction in educational institutes.

***Keywords:** Job satisfaction, Employee Engagement, Organizational Commitment*

1. INTRODUCTION

Job satisfaction is a hot topic in the service industry, and it has gotten a lot of attention in human resources. Employee work satisfaction is the most important predictor of organisational success and has a long-term impact on employee performance (Jalal Hanaysha,2016). Intrinsic elements cause job happiness, while extrinsic causes induce job discontent. While Herzberg's classification categorises a component as intrinsic or extrinsic, the study reveals that some elements can be classified as both intrinsic and extrinsic (Iiacqua, J. A., Schumacher, P., & Li, H. C. 1995).

The concept of job happiness has been at the heart of the research across several departments in the service industry. The impact of gender on professional job satisfaction is still a major focus of research. To introduce our organisational heterogenies method to analysing workplace contentment, we used job satisfaction (James Fraser,Michael Hodge,2007).Job satisfaction aids in the development and motivation of service employees. Organizational culture is becoming increasingly essential, and it has an impact on employee work satisfaction (Ismail, Solehah and Romle, Abd Rahim and Azmar, Noor Aznida ,2015). Different characteristics of employees' jobs, such as relative job security, safety, and changes in university monetary processes, all contribute to employee happiness and dissatisfaction (T. Oshagbemi,1997). The purpose of this study is to assess the impact of remuneration and promotion on work satisfaction in Pakistani higher education institutions. It is dependent on the individual and differs from one person to the next. Some employees value equality at work, while others value the perks provided by their job. Another aspect that influences employees in the field is satisfaction (Muhammad Ehsan Malik, Rizwan Qaiser Danish and Yasin Munir,2012). Employee work satisfaction was significantly influenced by organisational culture. Even while information sharing has a good effect on job satisfaction, it may have a direct or indirect effect (Islamy, F., Yuniarsih, T., Ahman, E & Kusnendi, K.2020). Academics' job happiness is influenced by their demographic profile. Full-time or part-time employees, rank, ethnic group, union membership, and gender are all factors to consider. Various factors that influence the level of happiness and dissatisfaction among. In this article, it was discovered that there is a considerable link between job satisfaction and physical conditions, particularly support (S. Schulze,2006). Academics in their elder age groups are often more satisfied with their jobs than those in their younger age groups. Overall job satisfaction and extrinsic satisfaction levels among employees fluctuate for different age groups (Tülen Sanererife Zihni Eyüpolu, 2012).

Work engagement and job satisfaction research are being considered by institutions. The purpose of this essay is to look at the work-life views, identity issues, and demographic and profile features that explain higher education work engagement and job satisfaction (Hermsen, Jill; Rosser and Vicki,2008). The Society for Human Resource Management performed a study on employee job satisfaction for this article (SHRM), Following this examination of the literature, the researchers discovered that the following elements most

appeared to predict part-time faculty job satisfaction: autonomy, teaching schedule, compensation, work preference, faculty support, recognition, status, class facilities, student quality, and job security (Howell, Scott L.; Hoyt, Jeff,2007).

Even after controlling for real job characteristics, the research findings reveal that education-related variables have a significant impact on graduates' job satisfaction. The estimated results reveal that each country incorporates according to the research effect (José-Ginés Mora, Adela Garca-Aracil, and Luis E. Vila, 2007). The purpose of this study was to look at the relationship between academic staff's job motivation and job satisfaction. Employees at the university were given the Job Satisfaction Survey and the Job Motivation Survey. Academicians were more content with their compensation, coworkers, promotion, operational procedures, and supervision, but were dissatisfied with fringe benefits, contingent rewards, nature of job, and communication, according to the data. This study offers educational institutions and human resource managers practical advice on how to pay, promote, retain, and sustain equity in universities (Stankovska, Gordana; Angelkoska, Slagana; Osmani, Fadbi; Grncarovska, Svetlana Pandiloska ,2017).

The major goal of this study was to look into work satisfaction characteristics in higher education at a national level, across departments. The findings of the study revealed both similarities and variances in job satisfaction. Job happiness is influenced by elements such as intrinsic motivation. Extrinsic variables such as institutional policies, work climate, and benefits appear to be a source of happiness for the majority of professors across departments (Parveen Ali,2009). According to the research the statistical analysis revealed that the administrators who took part in this study were content with their current job duties, remuneration, promotion chances, and supervision. The administrators expressed displeasure with the institutional climate (Tonia Toinette Howard Baldwin,2009). Employee engagement is an important function of work resources. Individual engagement represents how strongly an employee puts his or her heart into work – recommending a reconceptualization of engagement – this study contributes to the existing engagement in three ways (Orla Byrne and Joe MacDonagh,2017). The major goal of this research is to examine how corporate social responsibility is seen at Pakistani colleges and how it might help achieve long-term goals. Employee performance is preceded by organisational commitment and work happiness, and the link between employee performance and organisational performance is widely documented (Asrar-ul-Haq, M., Kuchinke, K. P., & Iqbal, A. ,2017). Employee engagement is one of the most important factors in educational institutions' ability to provide outstanding academic quality and services to the entire academic community (Ahmad Azmy,2019). Although there are significant differences between the two institutions, many of the traits that drive employee engagement have similarities. According to the findings, the common themes of mission, community, empowered HR departments, and positive momentum all contributed to high levels of employee engagement, resulting in a positive and powerful organisational culture (Jessica R. Daniels,2016). Employee productivity is directly influenced by employee engagement. The major's goal is to determine the level of faculty engagement at the university level. The impact of

demographic parameters such as gender and age on their level of engagement is investigated in this study (Hakeem, I. A., & Gulzar, S. 2015)

2. LITERATURE REVIEW

2.1. Job Satisfaction

The empirical research study explains the considerable beneficial influence of leadership style on faculty job satisfaction, with servant leadership style having the largest significant positive impact on faculty job satisfaction (Alonderiene, R., & Majauskaite, M. 2016). This study looked into the organisational culture, organisational commitment, and job satisfaction of St. Paul University faculty members. This research uses a descriptive and correlational approach to explain. To confirm statistical assumptions and to explain the participants' profile in terms of the specified characteristics, the data was analysed and interpreted using frequency and percentage distribution (Batugal, M. L. C. 2019). The findings of this study show that race/ethnicity has varied effects on job satisfaction dimensions, but that these effects are consistent across disciplines. The findings of this paper have significant significance for understanding the experiences of college instructors from various demographic profiles (Seifert, T. A., & Umbach, P. D. 2008).

According to this study, the two dimensions of organisational citizenship behaviour were measured, and the relationship between these organisational citizenship behaviours and the two components of job satisfaction was investigated. The survey approach is used to fulfil the study objectives. Extrinsic and intrinsic job happiness are both essential in predicting citizenship behaviour, according to the findings of this study (Mohammad, J., Quoquab Habib, F., & Alias, M. A. 2011).Uncertainty about the institution's future; inefficiency or dissatisfaction with poor management and problems within the institution's senior management staff; problems with financial administration, weak research support, dissatisfaction with a lack of promotion opportunities, and finally, a high workload, according to this research paper (Mammen, K. J. 2006).

The major goal of this study is to see how job competency affects job happiness among administrative personnel in a Korean institution. Job satisfaction is broken down into three parts: contentment with the job itself, satisfaction with the workplace, and satisfaction with the actual task. We considered demographics, internal motivation, work settings, and the nature of job in the regression analysis. Job competency was also included as a main research variable in the model (Jung, J., & Shin, J. C. 2015). The Professional Satisfaction Scale, an instrument based on Herzberg's two-factor theory, was used in this study paper's survey. In addition to five demographic questions, responses were graded on a 5-point Likert scale. The descriptive statistics and analysis of variance were used to statistically analyse the data (Gopinath, R., Yadav, A., Saurabh, S., & Swami, A. 2020). According to this article, the leaders of those institutions are critical in determining the long-term strategic direction and management approach. Their ability to lead and their leadership style can have a long-term impact—for better or worse—on how competitive the school is in attracting those students (Bruns, J. W. 2018).

2.2. Employee engagement

Employee engagement and performance of teachers at Nigerian institutions were investigated in this study. Questionnaires were distributed to 314 lecturers, but only 290 of them responded favourably, resulting in a sample size of 314 lecturers. This translates to a response rate of 92.36 percent and a non-response rate of 7.64 percent. The instrument's reliability was assessed using Spearman Brown's Split Half method, yielding a reliability coefficient of 0.835, which was deemed appropriate for the study (Anyalor, M., Nwali, A. C., & Agbionu, U. C. ,2018). Based on the social capital theory, the goal of this study is to see how knowledge sharing affects employee engagement. Data was collected via questionnaires delivered to 180 randomly selected academics from Malaysian public and private universities. The findings suggest that all three forms of knowledge sharing have a beneficial impact on employee engagement. In the context of information sharing, the work environment, leadership, organisational policies, communication, training and career development, compensation, and team and coworkers all increase employee engagement (Juan, S. H., Ting, I. W. K., Kweh, Q. L., & Yao, L. 2018).

The major goal of the millennial worker study was to investigate what factors influenced employee engagement. Acceptance, community, education, collaborative environment, and leadership are the five primary characteristics studied in this article when it comes to millennial participation (Hurtienne, M. W., Hurtienne, L. E., & Kempen, M.,2021). This research looked at three internal elements: the internal environment, job-related factors, and employee-related factors. Intra-role behaviours, extra-role behaviours, and personal development and progress were the three outcomes of employee engagement. The scope of this search was confined to employee involvement (Van, H. T. M., & Nafukho, F. M. 2019).

According to the findings, there is a link between transformative leadership and employee engagement. The findings also show that transformative leadership has a favourable impact on employee engagement. According to the findings, transformational leadership needs to be improved even further in order to boost employee engagement in institutions (Mufeed, U. 2018). This study aims to create a conceptual framework that explains employee engagement as a mediator in the relationship between high-performing HR practises (HPHRPs) and knowledge sharing among faculty members in Bangladesh's private universities (Karim, D. N., & Majid, A. H. A. 2017).

2.3. Organizational Commitment

The main goal of this study is to see how an employee's quiet affects his or her loyalty to the firm. The information was gathered from 124 people who work at Pakistan's higher education institutions. The data is then subjected to a variety of statistical tests in order to verify that accurate results are obtained. Employee quiet is inversely connected with and a statistically significant predictor of organisational commitments, according to the findings (Laeeque, S. H., & Bakhtawari, N. Z.2014).The purpose of this study article is to look at the link between management process alignment, service quality, organisational commitment, and high educational achievement. The majority of respondents are from Makassar-based higher education institutions that provide undergraduate programmes. A total of 312 people took part in the survey. On the relationship between management process alignment and mediation variables of service quality and organisational commitment, there are considerable effects (Fernandes, S., & Rinaldo, A. A. R. A. A. 2018).

The goal of this study is to see if organisational citizenship behaviour influences personality, organisational commitment, and work happiness. This study was carried out in Makassar, where the entire population is a lecturer with the status of a permanent lecturer foundation. A total of 295 people took part in the survey. To test the research hypothesis, structural equation modelling (SEM) was utilised as an inferential statistical analysis technique. The study's findings revealed that varying organisational commitment has a mediating (indirect) influence (Indarti, S., Fernandes, A. A. R., & Hakim, W. 2017).

The purpose of this study is to determine the impact of competence, work motivation, and organisational culture on the lecturer State University in East Kalimantan's organisational commitment and performance. The performance of lecturers as endogenous variables, organisational commitment as an intervening variable, and three exogenous variables, lecturers' competence, motivation, and organisational culture, were employed in this study (Sriekaningsih, A., & Setyadi, D.2015).

The purpose of this article is to look at how job satisfaction and organisational commitment affect turnover. Probability sampling with a simple random approach was used to test the sample. This is a quantitative study that uses double linear regression analysis to process the data. Job satisfaction has a negative and significant effect on turnover intention in this study. The likelihood of turnover is influenced by organisational commitment. Job satisfaction and organisational commitment both have a major impact on the likelihood of turnover (Ekhsan, M. 2019). According to the findings of this study, administrations now have a better understanding of how to maximise their efforts and foster staff dedication. The lack of organisational commitment can have a negative impact on the organization's performance and effectiveness, stifling its growth (Al Zeer, I., Alkhatib, A. A., & Alshrouf, M. 2020).

Individual reactions to office design modifications, as defined by social interference theory, affect organisational commitment, and this link is mediated by employee views of the larger work environment, according to this article. A total of 121 financial industry employees were used to test this conceptual model. The findings show that, in addition to negative personal emotions, views of creativity and collaboration mitigate the impacts of office redesign, resulting in increased affective organisational commitment among those who have had their offices rearranged (Morrow, P. C., McElroy, J. C., & Scheibe, K. P.2012).

The major goal of this research was to look into the moderated mediation effect of organisational communication on organisational commitment between worker stress and intention to leave. Through a poll, a total of 400 workers from Korea's H, N, and T cities were gathered. Difference verification, reliability, correlation, and moderated mediation effect analyses were used to analyse the acquired data (Lee, C. S., Jang, H. Y., & Ryu, E. K. 2021).

The purpose of this study was to see how work-life balance affected organisational commitment and job satisfaction among women who work as preschool teachers. A survey questionnaire was utilised to gather data from women who work as preschool instructors in Cimahi, Indonesia, using a sample of 100 preschool teachers who are also mothers. The work-life balance of moms working as preschool instructors in Cimahi has a strong beneficial impact on organisational commitment and job satisfaction, according to a path analysis (Marinda, V. S., & Ramadhan, N.2020)

OBJECTIVE

1) To investigate the relationship between work satisfaction and organizational commitment.

2) Examine the relationship between work satisfaction and employee engagement.

3) Determine the effect of employee engagement on organizational commitment.

PROBLEM STATEMENT

✓ This topic is selected to research, cause and effect of meditating variable on independent variable and dependable variable.

✓ The scales variable used to analysis the employee engagement (meditating variable) with relation between Job satisfaction (independent variable) and Organizational commitment (dependable variable)

LIMITATIONS

1. Time spend on the study is limited and thus is a major constraint.

2. Area of research is limited to Mumbai places where the sample is collected and therefore cannot be taken as a universal sample is thus also a major constraint.

SIGNIFICANCE OF THE STUDY

RESEARCH METHODOLOGY

i. **RESEARCH DESIGN**

The research conducted was descriptive and analytical, so a Survey method was used. A Survey was conducted through a structured questionnaire tested for reliability and data was collected throughout Mumbai.

II. **PRIMARY DATA**

Primary data was collected randomly through the structured questionnaire in Mumbai, by using simple random sampling.

III. **SAMPLE SIZE**

The study was limited to those participants who willingly elected to complete the instruments in their entirety. There was a total of 132 respondents from educational institution among Mumbai which include teaching and administrative staff of institute.

The sample to which the questionnaire was administered was based on random sampling techniques. The sample distribution was given in Table 1. Socio-Demographic profile

Parameters	Classification	Sample (N)	Percentage (%)
	Male	55	41.70
Gender	Female	77	58.30
	Total	132	100
Age (in years)	Below 25 years	11	8.30
	25-35 years	85	64.40
	36-45 years	22	16.70
	46-50 years	10	7.60
	51 and above	4	3.00
	Total	132	100
Education	Phd	20	15.15
	Pursuing Phd	03	2.27
	Mphil	25	18.93
	Post Graduate	81	61.36
	UGC NET	02	1.51
	SET	01	0.78
	Total	132	100
Monthly Income (In Rupees)	Upto- 25,000	53	40.20
	25,001 – 35,000	43	32.6
	35,001-45,000	16	12
	45,001-55,000	6	4.5
	55,001 and above	14	10.6
	Total	132	100
Experiences (In years)	Below 1 years	9	6.80
	1 years – 3 years	37	28
	4 years – 6 years	41	31.1
	7 years – 9 years	22	16.7
	10 and above	23	17.4
	Total	132	100

Table 1. Source: Primary data

iv. **Sample Design**

The researcher relied upon simple random sampling technique, considering the research methodology and research type as per guidelines. A caution was exercised during the study that the respondents who did not show inclination to be a part of the study were not covered.

v. **Area of Research**

Mumbai.

VI. **SECONDARY DATA**

The secondary information or data was collected from

newspapers, research articles, magazine and websites.

vii. RESEARCH INSTRUMENTS

A summated closed end questionnaire was used with different viewpoints of respondents. In this questionnaire, all the questions were positively framed to study the impact of independent variable on the dependent variable. Meditating effect on Independent and dependable variable are analysis on the basis of cause and effect of this scale variable.

viii. Statistical Analysis

Efficient and effective data analysis is the result of effective data preparation. This was found to be very crucial between the completion of the field work and the statistical processing of the collected data. Data preparation involved transferring the questionnaire into an electronic format which allowed and facilitated subsequent data processing. Data sheet was prepared directly at Statistical Program for Social Sciences (SPSS) and AMOS 26 software used for further analysis. The proposed model was tested with the help of structural equation modeling (SEM) using bootstrapping procedure in SPSS AMOS 26.

HYPOTHESIS

1.   H1: Job satisfaction will be related to organizational commitment in a good way.

2.   H2: Job satisfaction and staff engagement will have a favorable link.

3.   H3: Employee engagement and organizational commitment will have a favorable link.

4.   H4: Job satisfaction and organizational commitment will be mediated through employee involvement.
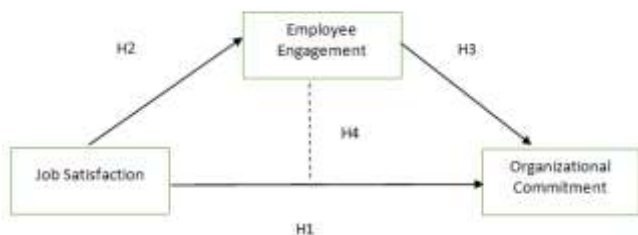

Figure 1: Research Model

DATA ANALYSIS

There are 132 education institute responders. According to the descriptive statistics, 55 (41.70 percent) of the respondents are male and 77 (58.30 percent) are female. The majority of the responders (64.40 percent), or 85, are between the ages of 25 and 35, while 11 (8.30 percent) are under the age of 25. Those aged 35 to 45 years old made up 22 (16.70 percent) of the total answer, but those aged 46 and up made up 10 (7.60 percent). In terms of educational qualifications, the findings revealed that 20 (15.15%) of the respondents had a Ph.D., 81 (61.6%) had a postgraduate degree, 25 (18.93%) had a Mphil degree, and only 6 (4.56%) had other professional qualifications. Furthermore, the findings revealed that the majority of the respondents having more than 6 years of work experience in the fields.

To check the reliability of measurement items, the Cronbach's alpha was utilized. Overall, the findings supported that the

Cronbach's alpha values of all constructs were reasonable ranging from 0.00 to 1.00; job satisfaction (0.473), employee engagement (0.795), organizational commitment (0.835). Based on these results, it can be concluded that the Cronbach's alpha reliability of all variables is acceptable and more than the minimum cut-off value of 1.00 as suggested. The reliability of constructs was also assessed through composite reliability calculations which were done on SPSS.The results also indicated that the values for all constructs are acceptable. Therefore, the reliability assumptions were achieved as shown in table 4.

Confirmatory factor analysis (CFA) was also used to ensure item convergent validity and to address Multicollinearity concerns. Another goal of CFA is to make sure that each collection of items designed to measure a variable actually does so. CFA is utilized instead of exploratory factor analysis (EFA) because the measuring scales were obtained from previous investigations. The CFA technique was carried out utilizing structural equation modelling (AMOS 26) via the measurement model, which included all components. The results revealed that factor loadings ranged from 0.00 to 1.00, as shown in table 3. As a result, it can be determined that all components exceeded Hair et al(2010) .'s minimum recommended value of 0.5.

After doing CFA on AMOS using the measurement model, the next step was to build the structural model and make sure it suited the data correctly. This technique is critical for drawing findings and evaluating the model.
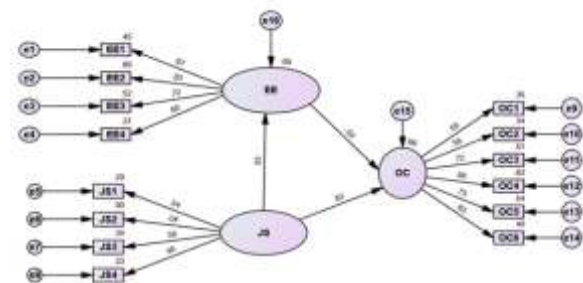

Figure 2 : Structural Equation Model

Model Fit Value	
Chi Square	181.219
P-value	0.000
PRatio	0.813
Df	74
GFI	0.847
AGFI	0.783
TLI	0.797
CFI	0.835
RMSEA	0.105

The results reveal that the structural model obtained satisfactory fit for the existing data, as shown in Figure 2, with a Chi-square value of 847.498. Other fit indices (df = 74, GFI = 0.847, AGFI = 0.783, TLI = 0.797, CFI = 0.835, and

RMSEA = 0.105) were also employed to support the Chi-square.

The regression table was derived from the structural model outputs to test the hypotheses. Because the results in Table 2 show that work satisfaction has a substantial positive impact on employee engagement (= 1.030, t-value = 3.741, p 0.05), H1 was approved. According to the study, job satisfaction has a significant positive impact on employee engagement. Employee involvement has a considerable positive impact on organizational commitment (= -0.017, t-value = -0.046, p > 0.963), hence H2 is rejected. H3 is accepted since the link between job satisfaction and organizational commitment is positive and statistically significant (= 1.019, t-value = 1.804, p 0.071). Finally, the results demonstrated that employee involvement will influence work satisfaction and organizational commitment. As a result, H4 is confirmed (= 2.032, t-value = 5.499, p 0.05). When it comes to employee engagement, there is a strong correlation between job happiness and organizational commitment.

Table 2. Results of Hypotheses

	Effect		Estimate	S.E.	C.R.	P	Label
EE	<---	JS	1.030	.275	3.741	***	Yes
OC	<---	JS	1.019	.565	1.804	.071	No
OC	<---	EE	-.017	.379	-.046	.963	No
JS4	<---	JS	1.000				
JS3	<---	JS	1.335	.310	4.305	***	Yes
JS2	<---	JS	.077	.181	.426	.670	No
JS1	<---	JS	1.134	.274	4.141	***	Yes
EE3	<---	EE	1.379	.219	6.289	***	Yes
EE2	<---	EE	1.462	.215	6.792	***	Yes
EE1	<---	EE	1.139	.189	6.010	***	Yes
OC1	<---	OC	1.000				
OC2	<---	OC	.951	.176	5.394	***	Yes
OC3	<---	OC	1.276	.204	6.257	***	Yes
OC4	<---	OC	1.257	.188	6.669	***	Yes
OC5	<---	OC	1.208	.190	6.344	***	Yes
OC6	<---	OC	1.105	.193	5.735	***	Yes
EE4	<---	EE	1.000				

Table 3. Factor loading

KMO and Bartlett's Test[a]		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.691
Bartlett's Test of Sphericity	Approx. Chi-Square	96.677
	Df	3
	Sig.	.000
a. Based on correlations		

Communalities				
	Raw		Rescaled	
	Initial	Extraction	Initial	Extraction
JS	5.760	5.760	1.000	1.000
EE	10.037	10.037	1.000	1.000
OC	18.096	18.096	1.000	1.000
Extraction Method: Principal Component Analysis.				

Table 4. Reliability test on Cronbach's Alpha

Job satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.473	4

Employee Engagement

Reliability Statistics	
Cronbach's Alpha	N of Items
.795	4

Organizational Commitment

Reliability Statistics	
Cronbach's Alpha	N of Items
.835	6

CONCLUSION

The study's major goal was to look into the impact of HR practises on work satisfaction. Employee engagement has a large beneficial effect on job satisfaction, according to the research, which concluded that employee engagement played a significant role in determining job satisfaction. Employees that are highly engaged are more likely to be satisfied in their jobs. The findings of the study demonstrate the significance of employee involvement in boosting work satisfaction and organisational commitment. As a result, it is recommended that management at higher educational institutions figure out the necessary learning and training issues for staff. Such activities will increase employee happiness by giving them a sense of accomplishment and allowing institutes to make better use of their human resources. Organizational commitment has a considerable positive impact on job satisfaction, according to the research.

Higher job satisfaction can be ascribed to the availability of in the organisation, according to the findings of this study. Employee commitment in educational institutions. Management in higher education institutions is adapting to changes in working culture by developing useful programmes to expand its employees' chances. Employee performance has the potential to lead to organisational success. This suggests that a positive workplace culture boosts employee satisfaction, which is essential for organisational commitment. As a result, the practical implication of this finding is that higher education administrators should create a positive working environment for their staff by considering their satisfaction, progress, and career opportunities.

This study, like any other, has several limitations that should be taken into account in future research. First, the study's focus is on higher education institutions in Mumbai, which may limit the results' applicability to other places or industries. As a result, future studies should evaluate the variables examined in this study in various industries and countries. Furthermore, this study used a survey method to obtain data from respondents, resulting in qualitative research methodologies that provide helpful findings to help policymakers plan their strategies. Finally, the direct effects of on organisational commitment were investigated in this study. Mediating variables, also known as moderating variables, play a significant role in determining cause and effect in terms of work satisfaction. Among the scale's variables, organisational commitment is a crucial predictor. The study also observed that Scales variable has been used has endogenous variables (JS1, JS2, JS3, JS4, EE1, EE2, EE3, EE4, OC1, OC2, OC3, OC4, OC5, OC6). In this study, employee engagement and organizational commitment are unobserved and endogenous variables. In this study, the unobserved and exogenous variables are job satisfaction and error. The study found a robust link between modest job satisfaction and organizational commitment. Employee engagement moderates the relationship between job happiness and organizational commitment, but this is only a partial mediation; the majority of the impact of job satisfaction on organizational commitment is achieved directly. Based on the data obtained, the construct validity is explained by the significant level of job satisfaction. A standard questionnaire was used to create the construct variable.

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