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Affective Commitment and University Workers' job satisfaction: Mediating Roles of human resource management practices

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Key Words

Affective commitment
Compensation
Promotion
Welfare
Training and development
Job satisfaction.

Abstract

The paper examines multiple mediating mechanisms through which affective commitment affects job satisfaction among workers of public universities in developing countries. Four mediating variables, compensation and rewards, promotion, training and development, and welfare practices were examined relative to the impact of affective commitment on job satisfaction. A simple random sampling technique was used to select a sample of 384 respondents from the workers of the University of Cape Coast. Research instrument used in data gathering was the questionnaire. The Partial Least Square-Structural Equation Modelling (PLS-SEM) technique was employed to estimate the measurement and structural models. Findings revealed that compensation and rewards, promotion, and welfare practices partially mediated the association between affective commitment and job satisfaction. Additionally, affective commitment positively relates to compensation and rewards, promotion, welfare practices, training and development, and job satisfaction. By adopting human resource management practices that improve performance in organisations, the study showed that, to foster job satisfaction among the workers, management should leverage on the right welfare practices with the hope to boost affective commitment of the workers. However, research in this area has not fully looked at the various mediating paths that influence the link between affective commitment and job satisfaction. The study theorises and empirically examines compensation and rewards, promotion, welfare practices, and training and development as novel mechanisms through which affective commitment enhances job satisfaction.

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Introduction

Human resource management (HRM) practices are fundamental in ensuring excellent services and preserving relationship between employee and job satisfaction (Anwar & Abdullah, 2021). In examining the concept of job satisfaction, Tchouchu (2022) noted that the basic purpose of HRM practices is to improve employees' satisfaction towards their job in a good manner. While Karácsony (2021) defines job satisfaction as the attitude of the employees towards their employers about their jobs, Ali and Anwar (2021) refer to job satisfaction as to how much employees like their jobs. Notwithstanding, Locke (1976) and Gopinath (2021) referred to job satisfaction as a positive emotional condition of being, emanating from the assessment of a staff work. Hence, job satisfaction is directly connected to the employee's positive mental and emotive state based on job experience (Maan et al., 2020). Job satisfaction comprises workers' attitudes, feelings and judgments about their organisation, work, and fellow workers. While negative attitudes towards one's job result in job dissatisfaction, positive attitudes cause job satisfaction (Laith, Alaa & Abd, 2019). Thus managers of organisations must apply appropriate HRM practices that foster positive employees' job attitudes.

In similar studies, Utami, Widiatna and Karyati (2020) argued that job satisfaction is basically an attitude resulting from the harmonisation and summarisation of several likes and dislikes experiences with the job. Some scholars have argued that high level of devotion of staff comes as the result of job satisfaction (Ansong, Agyeiwaa, & Gnankob, 2022; Günay, 2018). Other scholars such as Pless Talachi et al. (2014) and Dong and Phuong (2018) have claimed that job satisfaction enhances employees' morale and causes them to work hard for the growth of the organisation. This finding concurs with that of Ansong, Agyeiwaa, and Gnankob (2022) that revealed that job satisfaction is a crucial tool through which responsible leadership influences duty orientation in the manufacturing sector. They further emphasized that organisations increase commitment to organisational values and beliefs when they invest in employees' job satisfaction.

In other recent studies, it has been proven that having the sense of belongingness to the organisation gratifies the social and emotional needs of the employees and enhances job-related well-being as well as greater job motivation (Mahfouz, Bahkia & Alias, 2021; Mihalache & Mihalache, 2022). While in their study, Mahfouz, Bahkia and Alias (2021) revealed that the staff commitment is key in affecting their performance, Mihalache and Mihalache (2022) noted that organisations that provide support to employees enhance their commitment to the organisation and their happiness. However, the aforesaid studies have not looked at how employees' commitment can enhance job satisfaction of employees. Therefore, this paper examines multiple mediating mechanisms through which affective commitment affects job satisfaction of universities' staff.

This study examines how HRM practices impact the association of affective commitment with job satisfaction of universities' workers. Hence, the research explores the influence of compensation and rewards, training and development, promotion, and welfare practices on workers' satisfaction. It is expected that the study would provide useful information in helping both academics and practitioners make informed managerial decisions. A study of this nature is very important since organisations nowadays are continuously endeavouring to discover the best likely nucleation to connect HRM practices to stirring workers' commitment with the hope to accomplish predetermined organisation's goals (Pasumarti, Kumar & Singh, 2022). In harmony with the objective of the study, the rest of the paper describes the theory related to job satisfaction, concepts of affective commitment and job satisfaction, mediating roles of compensation and rewards, training and development, promotion, and welfare practices, conceptual framework, and methodology adopted. Then, the main findings are presented and discussed and finally conclusions are established.

Literature Review

Social exchange theory

Individuals involve in countless daily interactions in a quest to satisfy their basic needs (Kim & Qu, 2020). Hence, the explosion of the exchange theory as a main theory that underpins social interactions. Homans (1958) argued that since decisions and human behavior are the products of cost and reward relations, exchange theory depicts a give-and-take action between two or more persons. This agrees with Blau's (1964) argument that in social exchange, one person does another a favour with the non-stipulated expectation of some future return. According to Emerson (1976), exchange theory is a model of social behaviour in which two parties relate to each other based on a benefit-cost analysis. Since in social exchange theory, individuals receive intrinsic or extrinsic rewards, it should be applied to workers in organisations as well as interpersonal relationships (Homans, 1961; Blau, 1964; Thibaut & Kelley, 1959). Thus, Memon and Ghani (2020) concluded that the theory promotes a kind of reciprocity which can be measured by the degree of behavioural commitment between employees and

employers. Against such a background, social exchange theory is adopted as the philosophy underpinning this study.

Affective commitment and job satisfaction

Nazir et al. (2018) define affective commitment as the feelings that workers express due to their attachment and devotion to the organisation's goals. This has made Mihalache and Mihalache (2022) refer to affective commitment as emotional bond between the employees and their organisation. Maintaining competitive advantage forces organisations to have highly skilful, and success-driven employees, who are dedicated to the organisation (Ali and Anwar, 2021). Staffs with a strong commitment are willing to spend the rest of their career working to achieve goals in the organisation because they want to do so (Ampofo, 2020; Nazir et al., 2018). Job satisfaction relates to affective commitment in that it is described as an emotional reaction to several sides of an employee's job (Yukongdi and Shrestha, 2020). Therefore, job satisfaction occurs when workers perceive that their job affords those things that are regarded as essential (Yusnita & Widodo Sunaryo, 2022). This concurs with Locke's (1976) description of job satisfaction as an emotive response ensuing from the workers' perception and fulfillment of their needs that the company is ready to offer. Among the three types of commitment (affective, continuance, and normative), affective commitment is viewed as the most effective measurement of organisational commitment because workers with solid affective commitment would be driven to greater levels of performance as they contribute meaningfully to the success of the institution (Yukongdi & Shrestha, 2020; Ahmad, 2018). Hence, we hypothesise that:

H₁. Affective commitment will promote job satisfaction.

Mediating roles of compensation and rewards

From Jaleta et al. (2019), financial and non-financial rewards motivate and satisfy workers when they obtain desired compensation. While Agubata, Emeka-Nwokeji and Ogwu (2022) defined the components of financial compensation as wages, salaries, bonuses, educational allowance, holiday allowance, and medical allowance, Usman et al. (2019) claimed that non-financial compensation refers to good work facilities, conducive working environment, and the opportunity to a promotion. Studies have shown that when employees of the institution of higher learning are rewarded on the basis of education, skills, and training, they get motivated and perform their duties industriously (Tumi, Hasan, & Khalid, 2022; Kitsios, & Kamariotou, 2021). In their study, Ali and Anwar (2021) argued that a compensation policy defines the amount of money workers receive when they commit their time and efforts to achieving organisational goals. For such a reason, institutions must provide competitive reward packages to their employees equal or higher to those of their colleagues in the same industry. Hence, Tumi, Hasan, and Khalid (2022), and Ali and Anwar (2021) claimed that employee compensation and rewards increase workers' commitment and reduce the inclination to consider other job opportunities. Based on these arguments, we hypothesise that:

H_{2a}. Affective commitment impacts compensation and rewards.

H_{2b}. Compensation and rewards stimulates job satisfaction.

Relationships between affective commitment, promotion and job satisfaction

Quite a few organisations use promotion to retain, and motivate their employees to perform their duties diligently, and achieve organisational goals (Islam and Irfan, 2022; Ali and Anwar, 2021). In defining promotion as an elevation of a worker for a job of greater position with greater reward, Akter, Islam, and Amin (2019) claimed that, although promotion increases wages and responsibilities of the employee, it also leads to job satisfaction. Besides, promotion helps to reduce costs of recruiting, training, and turnover as employees often stay on the job that rewards their hard work with promotion opportunities (Singh, 2019). Thus, promotion is mostly understood as a prize for hard work, which encourages the worker to strive toward the growth and expansion of the organisation. Makambe and Matlhape (2022), and Mondejar and Asio (2022) observed that organisations that promote employees on the basis of merit kindle their job satisfaction. This implies that promotion chances motivate employees to work assiduously toward the growth and expansion of organisations. Besides, promotion safeguards the allegiance of the workers to the organisation, increases their efficiency in work performance, and engenders their commitment towards goals attainment (Tchouchu, 2022; Nathwani, 2021). Although several variables influence job satisfaction, promotion is one of the vital parameters that possibly produces satisfaction in workers (Phuong & Vinh, 2021). Against this background, the following hypotheses are provided:

H_{3a}. Affective commitment influences promotion.

H_{3b}. Promotion enhances job satisfaction.

Relationships between affective commitment, training & development and job and satisfaction

At the institution of higher learning, training and development activities—seminars, workshops, and scholarships—aid the staff to acquire new abilities and increase aptitudes (Kozhakhmet et al., 2022). Hence, Bharadwaj (2019) argued that workers become loyal to the organisation when they have benefited from training programs. This complements the words by Ali and Anwar (2021) that training and development programmes usually aim to increase or shape the present and future skills of the employees. Thus competitive organisations must train and develop their employees to stimulate learning of knowledge. Organisations use training and development programs to produce capable workers to fill in vacancies and occupy higher positions. So, the methods, tools, and instruments used in training and development must meet the needs and resources of each company (Gopinath & NS, 2021). Organisational commitment is easily seen through the behaviour and attitude of employees. When employees are emotionally devoted to an organisation, their desire to remain with the organisation engenders a positive attitude towards training and development activities (Khan et al., 2021; Maan et al., 2020). Thus, we hypothesise:

H_{4a}. Affective commitment influences training and development.

H_{4b}. Training and development improves job satisfaction.

Relationships between affective commitment, welfare practices and job satisfaction

Employee welfare causes the organisation to provide workers with legal and discretionary benefits, and adequate compensation to boost their motivation, and guarantee their trust and loyalty to the organisation (Chadha & Mishra, 2021). It is imperative to take care of the welfare of the workers since they are the main resources of any organisation (Adu-Gyamfi et al., 2021; Azizi et al., 2021). Hence Rao, Patro, and Raghunath (2015) refer to welfare as a move of providing mental and emotional happiness to a person. Organisations use welfare as a strategy to retain the labour force and improve productivity as they provide adequate working conditions, which minimise risks at work (Azizi et al., 2021; Rodrik & Stantcheva, 2021). Employee welfare is not about money only but also includes good working conditions, healthy environment, life and non-life insurances, which have an effect on the workers and their families (Lalitha & Priyanka, 2014). In his study, Patro (2016) noted that good welfare practices increase the employees' morale and allegiance, their happiness, fulfilment and performance. Hence, Gopinath and NS (2021) observed that welfare practices such as providing housing facilities to workers, retirement benefits, medical facilities, education benefits, and grievance handling policies have significant influence on the performance and job satisfaction of staff. We therefore hypothesise that:

H_{5a}. Affective commitment impacts welfare practices.

H_{5b}. Welfare practices boost job satisfaction.

Conceptual framework

The resulting conceptual model was framed to show the multiple mediating effects of affective commitment on job satisfaction. AC = Affective Commitment; TD = Training and Development; CR = Compensation and Reward; PM = Promotion; WP = Welfare Practices; JS = Job Satisfaction.

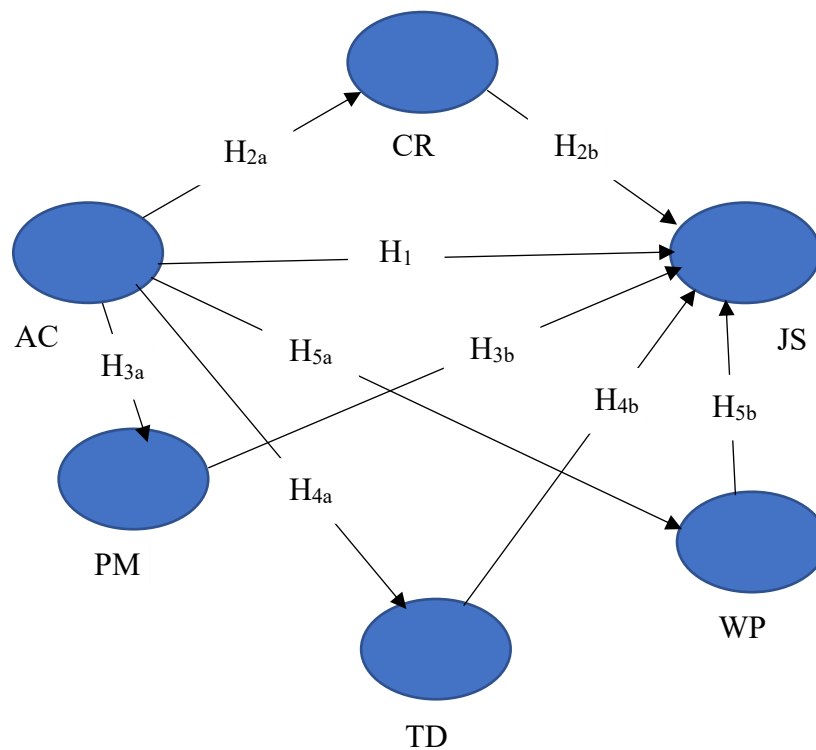


Figure 1: Conceptual Framework

The above framework portrays the multiple mediating effects of the independent variables on JS.

Methods

This study used an explanatory research design since there was the need to unearth and report on the relationships that exist among various facets of the phenomenon under study (Creswell, 2014; Saunders et al, 2009). The population was workers of the university of Cape Coast, Cape Coast-Ghana. The quantitative approach was employed in estimating the relationships among the constructs. Exactly, the structural equation modeling (SEM) in Smart PLS 3.3.2 was utilized to answer all the research hypotheses in the study by the calculation of a p-value for each path coefficient. This study used a simple random sampling technique to choose 384 people from the sampling frame of workers of the university of Cape Coast (Krejcie & Morgan, 1970). This sampling technique guarantees arbitrariness of the determination and ensures the representation of the population. The chosen respondents were given self-administered questionnaires to respond at the time of the researchers' visits.

Sample and data collection procedure

Respondents were employees of the largest institution of higher learning in the coastal areas of Ghana, University of Cape Coast. Given that affection of staff toward their work can enable them attain job satisfaction (Langerud et al., 2022), this institution was chosen as the setting for our study. The director of human resource at the university granted permission for the collection of data. The consent of the workers to willingly join the study was further sought. Respondents were assured that confidentiality and anonymity will be upheld. As a result, 372 questionnaires out of 384 distributed were returned representing 96. 87 per cent of response rate.

Measurement instruments

We measured affective commitment, training and development, and compensation and rewards with six, eight, and five items scale of Mahfouz, Bahkia, and Alias (2021). The coefficient α values were 0.925, 0.826, and 0.866 respectively. Job satisfaction was validated by the 5 items instrument developed by Ansong, Agyeiwaa, and Gnankob (2022). The Cronbach's α coefficient was 0.877. While promotion was measured with eight items from

Boamah (2014), welfare practices were assessed with four items from Chahar and Hatwal (2018). The coefficient α values were 0.891 and 0.813, respectively. Responses rated on a five-point Likert scale varied from 1 “strongly disagree” to 5 “strongly agree”.

Results and Discussions

Study hypotheses were tested with the partial least square structural equation modelling (PLS-SEM), as advocated by Ringle et al. (2018). The SmartPLS 3.3.2 was used to validate the measures before proceeding to hypotheses testing (Anderson & Gerbing, 1988; Chin, 2010).

Measurement model assessment

Six important latent constructs (affective commitment, compensation and rewards, promotion, welfare practices, training and development, and job satisfaction) constituted measurement model. Evaluation of the measurement model contains assessment of reliability and validity vis-à-vis the constructs (Chin, 2010; Hair et al., 2019). Consequently, the associations between latent constructs and corresponding indicators were exhibited by the measurement model (Latif et al., 2020). In assessing the measurement model, low factor loadings (< 0.50) indicators were removed (Gefen & Straub, 2005), while the validated indicators were maintained. The composite reliability (CR) and average variance extracted (AVE) were used to measure internal consistency reliability and convergent validity. Results in Table 1 show the CR of the latent constructs higher than 0.70 (Hair et al., 2019) and Cronbach α 's within conventional threshold exceeding the index of 0.7 (Nunnally & Bernstein, 1994). Thus, the measurement model displayed good internal consistency.

Additionally, to authenticate the validity of the results, an evaluation of convergent and discriminant validity was conducted. AVEs of constructs were assessed, which were all above the threshold of 0.50. No item for the different constructs loaded below 0.7 (Chin, 2010; Hair et al., 2019). From Table 1, constructs were deemed to have convergent validity and reliability. Since no VIF value was greater than 5, data were deemed for further analysis.

Table 1: Model assessment

Construct	VIF	Loadings	CA
Affective commitment CR=0.952; AVE=0.869; rho=0.925			0.925
AC1: I am glad to spend the rest of my life in this organisation.	3.488	0.933	
AC4: I feel emotionally attached to this organisation.	3.723	0.935	
AC5: I feel accepted to be part of the family at my organisation.	3.410	0.929	
Compensation and rewards CR=0.918; AVE=0.790; rho=0.869			0.866
CR1: I enjoy incentives such as awards, promotions, bonuses, and commissions.	1.927	0.855	
CR2: I am paid based on my education, skills, and training.	2.518	0.900	
CR3: My remuneration is as equal as that of the private sector.	2.643	0.909	
Job satisfaction CR=0.924; AVE=0.884; rho=0.878			0.877
JS1: I am glad to be part of this organisation.	2.336	0.872	
JS2: I take this organisation's problems as mine.	3.145	0.931	
JS5: I am satisfied with my job.	2.252	0.883	
Promotion CR=0.925; AVE=0.755; rho=0.899			0.891
PM4: Employees are promoted on regular basis.	3.268	0.889	
PM5: Promotion of staff is generally based on their performance.	3.199	0.907	
PM6: Promotion policy includes the qualification of the staff.	3.118	0.900	
PM7: Knowledge and skills are important elements of promotion.	1.859	0.774	
Training and development CR=0.895; AVE=0.740; rho=0.835			0.826
TD1: Participants to training are given opportunity to evaluate it.	2.722	0.881	
TD2: The institution kindles knowledge learning.	2.598	0.868	
TD3: The institution encourages knowledge application.	1.471	0.831	
Welfare practices CR=0.888; AVE=0.726; rho=0.825			0.813
WP1: Our organisation provides programs to assist work life balances.	2.125	0.881	

WP2: Our organisation takes care of growing needs of family and elderly members.	1.787	0.817
WP3: Organising recreational activities and occasional celebrations to explore employee's creativity.	1.668	0.857

Notes: VIF is "variance inflation factor", CA – Cronbach's Alpha, CR – Composite Reliability, AVE – average variance extracted.

Further assessment of discriminant validity was done with the Fornell-Larcker criterion and Heterotrait–monotrait ratio (HTMT) (Fornell & Larcker, 1981). Results in Table 2 show that the model achieved discriminant validity.

Table 2: Discriminant Validity Results

Fornell-Larcker Criterion						
	AC	CR	JS	PM	TD	WP
AC	0.932					
CR	0.643	0.889				
JS	0.619	0.643	0.896			
PM	0.726	0.758	0.599	0.869		
TD	0.335	0.356	0.225	0.340	0.860	
WP	0.473	0.514	0.449	0.468	0.492	0.852

Heterotrait–monotrait ratio (HTMT)						
	AC	CR	JS	PM	TD	WP
AC						
CR	<i>0.718</i>					
JS	0.686	<i>0.734</i>				
PM	0.798	0.863	<i>0.673</i>			
TD	0.377	0.413	0.258	<i>0.376</i>		
WP	0.539	0.605	0.521	0.548	<i>0.601</i>	

Note(s): bold values at the off diagonal represent the square root of AVE. Italic values depict HTMT threshold for determining nonexistence of discriminant validity issues

Structural model assessment

Structural model displays the associations among constructs exemplified by the model. Per results in Table 3, affective commitment has significant effect on job satisfaction ($\beta = 0.619$, $p = 0.000$), lending support to H_1 . But the study primarily sought to look at the mediating effects of compensation and rewards, promotion, welfare practices, training and development in the affective commitment - job satisfaction relation. Mediation effects were tested with MacKinnon et al. (2004) and Hayes' (2013) criteria. Direct effects of affective commitment on mediating variables (compensation and rewards; $\beta = 0.643$, $p = 0.000$; promotion; $\beta = 0.726$, $p = 0.000$; welfare practices; $\beta = 0.473$, $p = 0.000$; and training and development; $\beta = 0.335$, $p = 0.000$) were significant lending support to H_{2a} , H_{3a} , H_{4a} , and H_{5a} . Importantly, the associations between compensation and rewards and job satisfaction ($\beta = 0.350$, $p = 0.000$), training and development and job satisfaction ($\beta = -0.095$, $p = 0.015$), and welfare practices and job satisfaction ($\beta = 0.134$, $p = 0.006$) were all significant lending support to H_{2b} , H_{4b} and H_{5b} . However, relationship between promotion and job satisfaction ($\beta = 0.084$, $p = 0.319$) was not significant. A bias-corrected bootstrapping analysis at 95% CI was used to assess the indirect effects of affective commitment on job satisfaction.

Additionally, model's explanatory power (R^2) and predictive accuracy of structural model were measured. Results show that JS has R^2 value of 0.500, signifying the model clarifies 50.0 per cent of the variation in JS (Shmueli et al., 2019). Hair et al. (2019) argued that Q^2 values higher than 0, 0.25, and 0.5 predict small,

medium, and high relevance respectively. Since results display Q^2 values of 0.321 for CR, 0.393 for PM, 0.078 for TD, 0.159 for WP, and 0.394 for JS, CR, PM and JS had a medium predictive relevance while TD and WP had a small predictive relevance on the endogenic variables. Furthermore, significant indirect effects were used to establish mediating effect of one construct on the other (Nitzl *et al.*, 2016). Full mediation occurs if direct effect is not significant and indirect effect is significant, whereas partial mediation occurs if direct and indirect effects are statically significant (Tchouchu & Ahenkan, 2023). Results substantiate the existence of significant positive mediating effects (compensation and rewards ($\beta = 0.225$, $p = 0.000$), welfare practices ($\beta = 0.063$, $p = 0.009$) and training and development ($\beta = -0.032$, $p = 0.032$)), and not significant mediating effect (promotion ($\beta = 0.061$, $p = 0.320$)). Thus, only H_2 , H_4 and H_5 remained supported. Lastly, direct effects of affective commitment on job satisfaction show compensation and rewards, welfare practices, and training and development partially mediate relation of affective commitment and job satisfaction. Figure 2 shows structural paths and Table 3 summarises results of structural model.

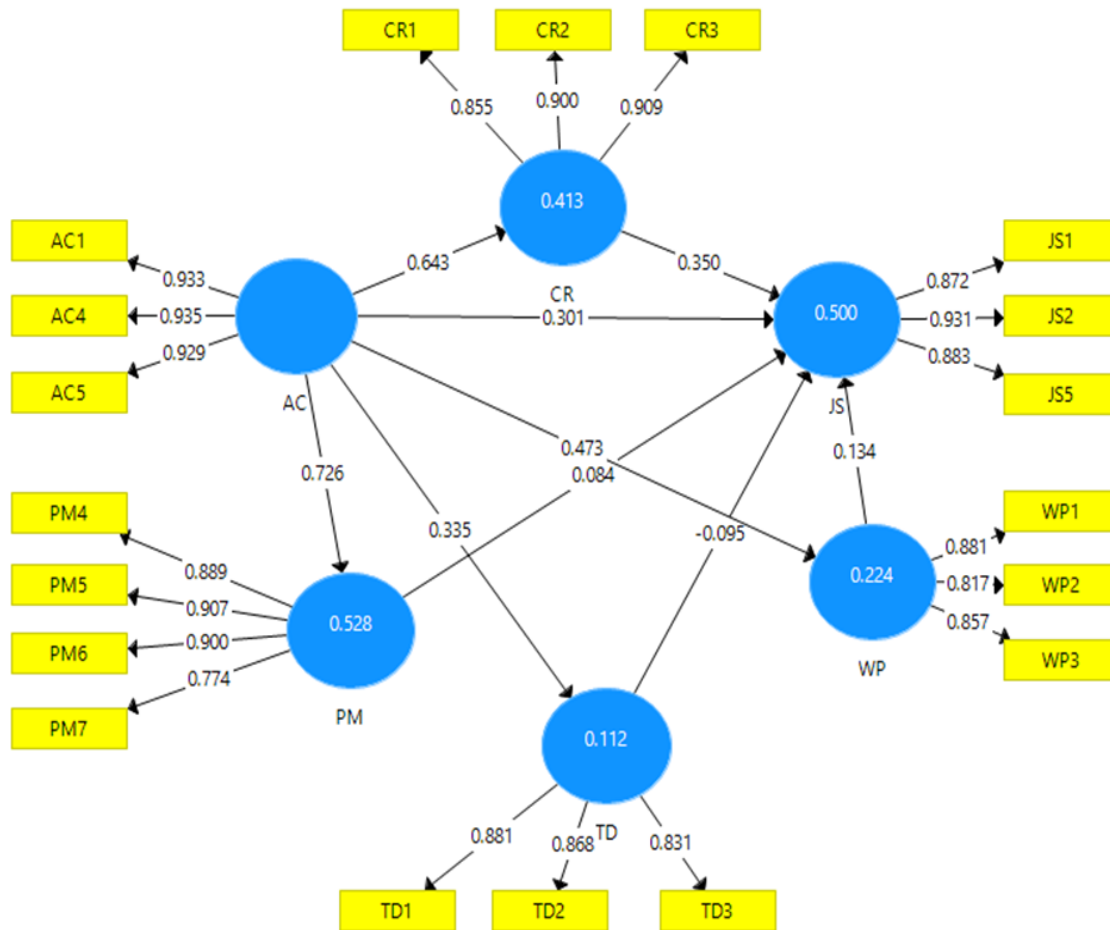


Figure 2: Structural Paths

Table 3: Testing hypotheses

	β	T Statistics	P Values	Decision	Type of mediation
AC -> CR	0.643	19.158	0.000	Supported	
AC -> JS	0.619	18.215	0.000	Supported	
AC -> PM	0.726	22.71	0.000	Supported	
AC -> TD	0.335	5.669	0.000	Supported	
AC -> WP	0.473	9.150	0.000	Supported	
CR -> JS	0.350	4.879	0.000	Supported	
PM -> JS	0.084	0.997	0.319	Not supported	
TD -> JS	-0.095	2.443	0.015	Supported	
WP -> JS	0.134	2.730	0.006	Supported	
AC - CR – JS	0.225	4.727	0.000	Supported	Partial mediation
AC - WP – JS	0.063	2.624	0.009	Supported	Partial mediation
AC - PM – JS	0.061	0.994	0.320	Not supported	
AC - TD – JS	-0.032	2.146	0.032	Supported	Partial mediation
	R ²	Adjusted R ²	Q ²		
CR	0.413	0.411	0.321		
JS	0.500	0.494	0.394		
PM	0.528	0.526	0.393		
TD	0.112	0.110	0.078		
WP	0.224	0.222	0.159		

Prior research has shown affective commitment to be related to promotion, welfare practices, compensation and rewards, and training and development (Khan et al., 2021; Maan et al., 2020; Ampofo, 2020). Studies have also established that affective commitment promotes job satisfaction (Mihalache & Mihalache, 2022; Ali & Anwar, 2021; Yukongdi & Shrestha, 2020; Nazir et al., 2018). All the aforesaid studies have mainly focused on two-variable relationship between affective commitment and job satisfaction. Nevertheless, studies which look at multiple mediating instruments through which affective commitment affects job satisfaction would offer a better appreciation of the subject-matter. Hence, this paper assessed multiple mediating tools that impact the relation between affective commitment and job satisfaction of staff of public universities in developing countries. The results are discussed below.

The connection between affective commitment and job satisfaction was examined. Results reveal statistically significant positive link between affective commitment and job satisfaction ($\beta = 0.619$; $p = 0.000$). The p-value of 0.000 shows that the association between affective commitment and job satisfaction was significant. The positive coefficient ($\beta = 0.619$) suggests affective commitment (Mihalache & Mihalache, 2022; Nazir et al., 2018) contributes about 61.9 per cent to job satisfaction. This agrees with the claim by Yusnita and Widodo Sunaryo (2022), Pudyaningsih, Dwiharto, and Ghifary (2020), Yukongdi and Shrestha (2020), and Locke (1976) that job satisfaction is the affective and emotional response emanating from the workers' perceived fulfillment of the things that are viewed as important and what they believe the company offers. For such a reason, Ali and Anwar (2021), Ampofo (2020) and Nazir et al. (2018) observed that staff with a strong affection work hard to help the organisation achieve its goals and maintain competitive advantage.

Mediating effect of compensation and rewards on relation between affective commitment and job satisfaction was investigated, which reveals statistically significant positive association between affective commitment and compensation and rewards ($\beta = 0.643$; $p = 0.000$) on one hand, and compensation and rewards, and job satisfaction ($\beta = 0.350$; $p = 0.000$), on the other hand. In addition, compensation and rewards partially mediate the association between affective commitment and job satisfaction ($\beta = 0.225$; $p = 0.000$). This implies that compensation and rewards influence affective commitment and job satisfaction. This concurs with the argument that attractive compensation and rewards practices increase workers' commitment, enhance job satisfaction (Ali & Anwar, 2021), and motivate employees to perform their duties industriously (Tumi, Hasan,

& Khalid, 2022; Kitsios, & Kamariotou, 2021). This implies that competitive compensation and rewards stimulate the emotional attachment of workers to their organisation as well as the fulfilment of their perceived needs.

Mediating effect of training and development on relation between affective commitment and job satisfaction was also evaluated. Results revealed statistically significant relationship between affective commitment, and training and development ($\beta = 0.335$; $p = 0.000$), on one hand, and training and development, and job satisfaction ($\beta = -0.095$; $p = 0.015$), on the other hand. In addition, training and development partially mediates the association between affective commitment and job satisfaction ($\beta = -0.032$; $p = 0.032$). Thus, training and development impacts affective commitment and job satisfaction. This endorses the fact that when employees are passionately attached to the organisation, and demonstrate the wish to remain with it, they have a positive attitude towards training and development activities (Khan et al., 2021; Maan et al., 2020). That positive attitude could emanate from the fact that training and development activities allow staff to acquire skills and improve abilities (Kozhakhmet et al., 2022; Bharadwaj, 2019). Thus, training and development engenders employees' job satisfaction.

The study further examined mediating effect of welfare practices on relation between affective commitment and job satisfaction. Results show statistically significant relation between affective commitment and welfare practices ($\beta = 0.473$; $p = 0.000$), and welfare practices and job satisfaction ($\beta = 0.134$; $p = 0.006$). Furthermore, welfare practices partially mediate the relation between affective commitment and job satisfaction ($\beta = 0.063$; $p = 0.009$). This result concurs with the fact that good welfare practices improve workers' morale and loyalty towards the management and increase their happiness, job satisfaction and performance (Azizi et al., 2021; Gopinath & NS, 2021; Patro, 2016). Thus, welfare practices that provide housing facilities, good retirement benefits, medical facilities, education benefits, and other amenities for the staff and dependents positively and significantly influence workers' satisfaction.

Results in Table 3 show that affective commitment has significant positive relation with promotion ($\beta = 0.726$; $p = 0.000$). But promotion does not increase job satisfaction ($\beta = 0.084$; $p = 0.319$). Hence promoting employees does not necessarily make them satisfy with their job. This is contrary to the claim by Islam and Irfan (2022), Makambe and Matlhape (2022), Mondejar and Asio (2022), and Ali and Anwar (2021) that organisations that promote their employees retain and motivate them to perform their duties diligently, engender their commitment and stimulate their job satisfaction. Besides, promotion does not mediate the relation between affective commitment and job satisfaction ($\beta = 0.061$; $p = 0.320$). This could be as the result of the fact that, although promotion increases employees' wages, it also increases their responsibilities, which does not enhance job satisfaction (Akter, Islam & Amin, 2019).

This study offers useful contributions to literature. First, it provides real evidence of a positive association between affective commitment and job satisfaction in developing countries. Second, the results cover the acceptance of affective commitment and job satisfaction relation by attesting that compensation and rewards, training and development, and welfare practices mediate such a nexus. Unlike the earlier findings, which stated attitudes ((Laith, Alaa & Abd, 2019), likes (Utami, Widiatna & Karyati, 2020), sense of belongingness (Hamzah & Nordin, 2022; Mihalache & Mihalache, 2022), and human needs (Yusnita & Widodo Sunaryo, 2022; Pudyaningasih, Dwiharto, & Ghifary, 2020) as intervening instruments in the affective commitment and job satisfaction nexus, our outcomes reveal compensation and rewards, training and development, and welfare practices as concurrent mediation paths between hypothesised affective commitment and job satisfaction nexus. Third, promotion does not necessarily link affective commitment and job satisfaction, which concurs with the argument by Akter, Islam, and Amin (2019) that promotion increases employees' responsibilities, thereby not enhancing job satisfaction. Fourth, our results add to the current literature by relating affective commitment, compensation and rewards, promotion, training and development, welfare practices, and job satisfaction in a unified model of 372 respondents from a cosmopolitan city (Cape Coast). Thus, our outcomes offer alternative complete appreciation of the affective commitment - job satisfaction relationship, with insights from the extent to which compensation and rewards, promotion, training and development, and welfare practices contribute to job satisfaction.

Conclusion

Among the key elements of an organisation are the workers whose overall performance determines the achievements or failures of the organisation. Thus, everything possible should be done to secure the commitment of workers in the organisation. However, the mechanisms through which affective commitment promotes job satisfaction have not been studied to the fullest. This study, therefore, disclosed that compensation and rewards,

promotion, and welfare practices are vital mechanisms that transmit the effect of affective commitment to job satisfaction.

Implications for theory

The findings denote a complete way of hypothesising affective commitment and job satisfaction relation. Specifically, we found an indirect influence of affective commitment on job satisfaction through compensation and rewards, promotion, and welfare practices. Consequently, we offer a comprehensive model clarifying the indirect effect of affective commitment on job satisfaction. Additionally, our findings provide a theoretical backing to the social exchange model. We posit that considering the type of compensation and rewards package, promotion opportunities, and welfare practices are fundamental in ensuring that affective commitment promotes job satisfaction. Thus, from the social exchange theory perspective, we argue the kind of reciprocity which can be measured by the degree of behavioral commitment between employees and employers should be based on a cost-benefit analysis. Hence, right reward packages of workers enhance their emotional drive to exhibit job satisfaction. The theory, therefore, established a kind of association between affective commitment and job satisfaction. Thus, the social exchange theory was used to explain the indirect roles of compensation and rewards, training and development, promotion, and welfare practices in the affective commitment and job satisfaction relationship. Consequently, commitment supported by the provision of the needs of workers will foster their job satisfaction.

Implications for practice

As multifaceted accommodative structures, institutions must retain and attract hard working staff to withstand the dynamic business rivalry that accompanies the globalisation. Hence, institutions of higher learning need to engineer new and modern ways to respond rapidly to the ever-increasing needs of their workers to secure their satisfaction. Our study emphasises that, to ensure workers' satisfaction, organisations must leverage on right compensation package, promotion opportunities, and sustainable welfare practices to generate and maintain the right feelings of the workers imposed by the business environment. Specifically, this study reveals compensation and rewards, promotion, and welfare practices as key tools that explain how affective commitment promotes job satisfaction. Therefore, to promote job satisfaction, organisations should adopt welfare practices that seek to promote the right feelings and attitudes in workers for service excellence. Finally, the prevailing promotional culture in the industry should guide organisations to engender compensation packages that enhance job satisfaction of workers.

Limitations and future research directions

The current study has some limitations regardless of its contributions to knowledge. First, the self-reported data from workers, using the questionnaires, presents the likelihood for similar source bias. But our investigation discovered no issue of same source bias. Yet, future study can introduce time lags between the measured and controlled variables or use satisfaction scores for job satisfaction. Since investigations were restricted to only one city, additional studies in other cities, different settings, and even in different countries relating to the same topic could be conducted. Besides, a similar study could be done longitudinally to evaluate the influence of affective commitment on job satisfaction. In view of this, the results of this study as well as those of prior studies suggest the need to further augment our appreciation of the impact of affective commitment on job satisfaction. This study can potentially stimulate attention in this line of investigation.

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