



Organisational and Job Satisfaction: A Decade of Research Trends, Systematic Mapping, and Bibliometric Analysis

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Abstract:

This study presents a comprehensive systematic review and bibliometric analysis of research on organizational commitment and job satisfaction from 2014 to 2023. Using specific inclusion criteria, 295 relevant papers were identified from the Scopus database. The findings reveal a strong correlation between job satisfaction and various organizational commitment outcomes, including turnover intention, performance, and innovation. The bibliometric analysis uncovered leading journals, authors, and institutions in the field, as well as keywords and collaboration patterns. The study also highlighted some challenges in the research, such as inconsistent definitions of major concepts and geographic clustering in publication patterns. Areas identified for future research include examining new organizational structures and the impact of technology on employee attitudes. The review emphasizes the continued importance of organizational commitment and job satisfaction as critical factors in modern workplaces. This systematic review provides a valuable resource for both researchers and practitioners in the field of organizational behavior and human resource management. It offers a holistic view of the current state of research on organizational commitment and job satisfaction, identifying trends, gaps, and opportunities for future studies. The findings underscore the need for continued focus on these concepts in understanding and improving workplace dynamics in the contemporary business environment.

1. Introduction

The relationship between job satisfaction and organizational commitment can be influenced by various factors, one of which is employee behaviour. Diversity management (DM) can have a positive impact on these factors, according to numerous studies [1]. The researchers [2] have suggested that DM may satisfy employees' basic psychological needs, resulting in increased attachment that may be interpreted as stronger organizational commitment. These are essential elements of human capital at the company level that are motivationally relevant ("will do") and have an impact on innovation processes [3]. These two affective factors of organizational commitment and job satisfaction indicate their emotional attachment to the organization and

positive attitudes toward work, according [4,5] respectively.

Empirical analysis shows that some human resource practices (proactive work practices and employee consultation) are related to higher organizational commitment, which is associated with job satisfaction for managers [3]. This validates the findings of [6] earlier study, which linked encouraging human resource procedures to optimistic attitudes about the workplace. Furthermore, in other circumstances, these two variables can be even positively connected where they both, possibly in combination, bring an innovative organizational climate into existence [4,7].

Thus, it becomes difficult to draw conclusions about how these variables relate to performance. Job satisfaction and employee performance are

obviously related, but further study is needed to determine how organizational commitment and employee performance are related. Further, other analogous researchers also understand job satisfaction to be highly correlated to the performance of employees in an organization [8,9,10]. There are some scholars who agree that there are great and positive correlations between the organizational commitment and the employee's work performance in their studies like [11], on the other hand, there are scholars who don't necessarily think that it is as simple as that like [12]. Thus, the study provides a rather different assumption, where organizational commitment can somehow be moderated as an independent variable which influences the performance in some way other than a direct impact. This relationship shows that it is important for organizations to enhance employees' levels of job satisfaction as well as their level of commitment even if these two factors affect performance in different ways [13,14]. It would therefore be useful to understand how such organisations influence these attitudes in policy formulation and management practice for innovation purposes [15,3].

2. Material and Methods

2.1 Research Questions

1. How has the conceptualization of Work commitment and Job satisfaction changed among different authors?
2. What are the primary thematic clusters that emerge from a thorough analysis of the literature regarding the connection between Organisational commitment and Job satisfaction?
3. To comprehend this idea in the modern era, what are the main methodological tenets, conclusions, and deficiencies found in the top 25 empirical research on organizational commitment?
4. How do highly cited review papers in the area of Organisational commitment and Job satisfaction integrate existing knowledge?
5. What general tendencies can be derived about Organisational commitment – Job satisfaction interrelationship from systematic overview of current literature?
6. Which eminent works, references, writers, and terminology are chosen for a thorough bibliometric examination in relation to the connection between job satisfaction and organizational commitment?
7. Have there been any new developments in the research that shows the connection between organisational commitment and job satisfaction, such as strengths, limitations, or biases?

This paper concentrates on the relationship of organisational commitment and job satisfaction.

2.2 Scopus database for the study

Finding an appropriate and trustworthy database is significant for any data collection to be reliable and valid. The Scopus database was utilized in this study in a bid to achieve the objectives of the research. The decision was made based on a number of benefits of Scopus, including its comprehensiveness, the most recent updates, data debugging capabilities, and processing capabilities that support researchers in providing accurate and integrity data [16].

2.3 Study Selection process

This study examines the literature from the recent past on organizational commitment and job satisfaction. As for the limitation of the study, only articles from 2014 to 2023 were considered to eliminate any possible non-critical analyses. The initial contact was more exacting; the author typed 'job satisfaction' AND 'organizational commitment' in the search box to identify appropriate researches. This is the flow chart how we finally get articles to go into bibliometrics after we refined what we searched according to Figure 1. First of all, 3655 records were extracted from Scopus database that consists of the original data as well. In order to obtain better quality studies and not miss any relevant studies initial inclusion criteria were used to decrease this number from 3360 to 295. Meanwhile, we performed bibliographic analysis utilizing RStudio, Excel, and Vos viewer. To visualize networks in RStudio while further filtering and tabulating in Excel and finding keyword occurrences using Vos Viewer.

The articles contained within dataset are collected by applying the general search filters (advance search). "TITLE-ABS-KEY ("organisational commitment" AND "job satisfaction") AND PUBYEAR > 2013 AND PUBYEAR < 2024 AND (LIMIT-TO(SUBJAREA,"BUSI") OR LIMIT-TO(SUBJAREA,"SOCP") OR LIMIT-TO(SUBJAREA,"PSYC")) AND (LIMIT-TO(EXACTKEYWORD,"Job Satisfaction") OR LIMIT-TO(EXACTKEYWORD,"Organizational Commitment")) AND (LIMIT-TO(LANGUAGE,"English")) AND (LIMIT-TO(DOCTYPE,"ar") OR LIMIT-TO(DOCTYPE,"re")) AND (LIMIT-TO(PUBSTAGE,"final"))AND (LIMIT- TO(OA , 'all'))."

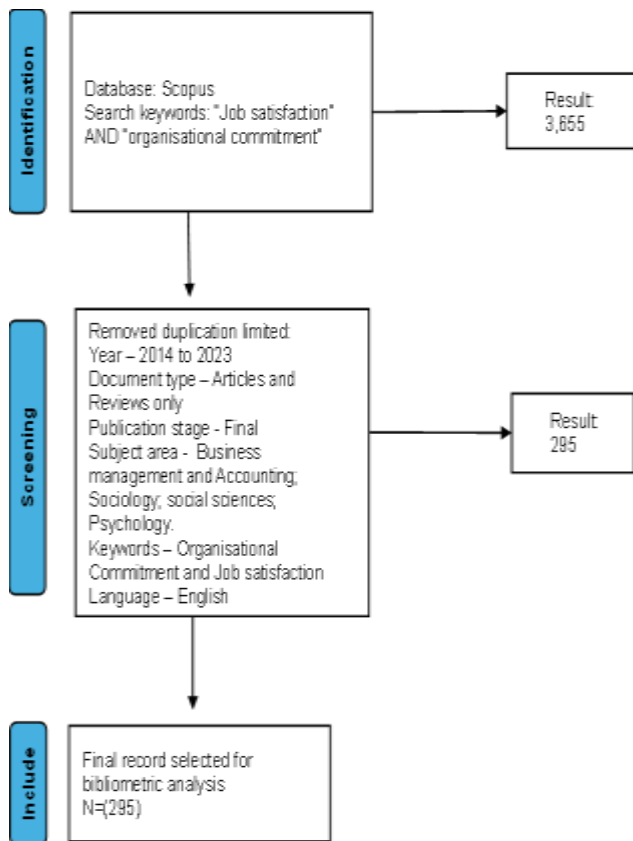


Figure 1. The extraction and processing steps of the dataset for the bibliometric analysis of job

2.4 Bibliometric analysis

A thorough bibliometric analysis of many publications was carried out to determine the most prevalent themes across the range of studies on organizational commitment and job satisfaction. This section examines the findings from the applied bibliometric methods of analysis.

2.5 Descriptive analysis

The publication and citation patterns of studies on organizational commitment and job satisfaction can be better understood by using descriptive analysis. This study examined recent advancements in this field. Through analysis, notable authors, important journals, and important nations associated with the research topic were located.

3. Results and Discussions

3.1 Articles by clusters

The table 1 contains a number of metrics, including total citations (TC), contribution scores (contrib), and multidimensional coordinates (dim1 and dim2).

Table 1. Articles with a clustered Coward Factorial analysis.

| Documents | dim1 | dim2 | contrib | TC | Cluster |
|--|-------|-------|---------|-----|---------|
| zopiatis a, 2014, tour manage | -0.06 | 0.13 | 0.15 | 245 | 1 |
| eliyana a, 2019, european res manag bus econom | -0.25 | -0.01 | 0.32 | 232 | 1 |
| miao c, 2017, j occup organ psychol | 0.29 | -0.03 | 0.41 | 213 | 1 |
| bonenberger m, 2014, hum resour health | 0.12 | 0.23 | 0.49 | 168 | 1 |
| wong akf, 2021, int j hosp manage | 0.22 | -0.05 | 0.25 | 148 | 1 |
| de menezes lm, 2017, hum resour manage | 0.36 | -0.06 | 0.67 | 119 | 1 |
| lenihan h, 2019, res policy | 0.29 | -0.05 | 0.44 | 114 | 1 |
| dou d, 2017, educ manage adm leadersh | -0.36 | -0.08 | 0.69 | 96 | 1 |
| geisler m, 2019, hum serv organ manag leadersh gov | -0.2 | 0.21 | 0.54 | 93 | 1 |
| venkatesh v, 2019, mis quart manage inf syst | 0.18 | -0.09 | 0.22 | 91 | 1 |
| nohe c, 2017, front psychol | -0.15 | -0.44 | 1.6 | 77 | 1 |
| ramalho luz cmd, 2018, rev gestao | -0.19 | 0.12 | 0.28 | 72 | 1 |
| benevene p, 2018, front psychol | -0.25 | 0.11 | 0.41 | 62 | 1 |
| loan ltm, 2020, manag sci letters | -0.45 | 0.18 | 1.26 | 61 | 1 |
| ahmad a, 2018, j work appl manag | -0.04 | 0.2 | 0.3 | 61 | 1 |
| douglas km, 2017, br j psychol | 0.17 | -0.07 | 0.18 | 61 | 1 |
| sourvinou a, 2018, j sustainable tour | 0.27 | -0.01 | 0.36 | 56 | 1 |
| cuguer ³ -escofet n, 2019, sustainability | -0.18 | -0.18 | 0.41 | 53 | 1 |
| kang s-e, 2021, sustainability | 0.24 | 0.01 | 0.28 | 53 | 1 |
| dorta-afonso d, 2021, sustainability | -0.19 | -0.02 | 0.18 | 51 | 1 |
| redondo r, 2021, int j hum resour manage | -0.28 | 0.43 | 1.81 | 50 | 1 |
| berta w, 2018, hum resour health | 0.41 | 0.18 | 1.1 | 49 | 1 |
| albalawi as, 2019, organizacija | -0.13 | 0.36 | 1.04 | 49 | 1 |
| garc ³ Aa-rodr ³ iguez fj, 2020, int j hosp manage | -0.37 | 0.26 | 1.19 | 48 | 1 |
| saridakis g, 2020, int j hum resour manage | -0.28 | 0.22 | 0.75 | 46 | 1 |

Table 2. Systematic analysis of highly cited original research

| Term(s) | Meaning |
|---------------------------|--|
| Organisational Commitment | Psychological sciences research has focused most of its attention on two job attitudes: job satisfaction and organizational commitment. These factors are commonly used to gauge how happy workers are with their positions. There hasn't been much agreement in the research on organizational commitment regarding its definition or ideal conceptualization, so it's been quite dispersed. There are a few common themes among the many definitions that do exist, despite the fact that there isn't currently one that is regarded as the best. For instance, the majority of definitions describe organizational commitment as the bond that unites workers with their employer. According to other widely accepted definitions, organizational commitment is something that motivates someone to devote time and resources to the organization in order to further its goals, loyalty, a psychological connection, or identification with it [17]. |
| Job satisfaction | The way a worker feels about their job, including their thoughts, feelings, and assessments of it, is referred to as job satisfaction [18]. The job satisfaction of employees on both a personal and organizational level, for instance, the work environment in the company, employee age and education levels, and pay and benefits [19]. In a limited sense, attitudes toward one's job represent job satisfaction [20]. |

The table 2 provides a thorough bibliometric analysis of research papers pertaining to a particular subject or area of study. A decade of academic research is covered by the data, which runs from 2014 to 2023. The first author and the year of publication are employed to identify each row as a distinct publication. A consistent body of literature is also suggested by the collection of all publications into a single cluster. This analysis provides insightful information about the most important works, citation trends, and the general composition of the field's research landscape.

3.2 Overview of the bibliometrics for Organisational commitment and Job satisfaction

The table 3 provides a thorough bibliometric analysis of a particular field of Organisational commitment and job satisfaction from 2014 to 2023. The information offers insightful information about the patterns of collaboration, publication trends, and impact of scholarly work in this field of study. This provides a quick overview of the field's development, the variety of sources available, and the level of worldwide cooperation. With an emphasis on authorship patterns, document types, and keyword usage, among other topics, the analysis provides scholars and researchers with a comprehensive picture of the state of this particular research field today and how it has changed over the last ten years. Table 3 shows overall information.

3.3. Bibliometric analysis on overview of the articles, sources, authors, citations, keywords and world collaboration map.

An analysis on overview articles

An analysis of research publications shows that there

Table 3. Overall information

| Summary | Outcomes |
|--|-----------|
| Main information about data | |
| Duration | 2014:2023 |
| Journals, books, and other sources | 172 |
| Records (documents) | 295 |
| Annual Growth rate percentage | 9.79 |
| The average age of the document | 4.28 |
| Average number of citations per document | 19.55 |
| References | 19158 |
| Contents of Documents | |
| Search terms plus (ID) | 427 |
| The Keywords by authors(DE) | 748 |
| Authors | |
| Authors | 898 |
| Authors of single-authored documents | 26 |
| Collaborations by authors | |
| Single-authored docs | 26 |
| Co-Authors per Doc | 3.24 |
| International co-authorships % | 20 |
| Types of document | |
| Articles | 290 |
| Review | 5 |

is increasing interest in the relationship between organizational commitment and job satisfaction. The chart reveals a clear trend of increasing article publications from 2014 to 2023, with some notable fluctuations. After a sharp decline in 2015, there was a steady recovery leading to a significant surge in 2019. This surge marked the beginning of a period of sustained higher output, with annual article counts consistently above 35. The years 2019-2022 showed

relatively stable high production, suggesting a maintained interest or importance of the subject matter. The peak in 2023, with 51 articles, indicates continued growth and possibly increased relevance of the topic. These trends might reflect changes in research priorities, funding allocations, or responses to global events that influenced publication rates in this field. Overall, the data points to a growing body of literature on the subject over the past decade, with particularly strong interest in recent years. Figure 2 shows annual publication trends (2014 – 2023).

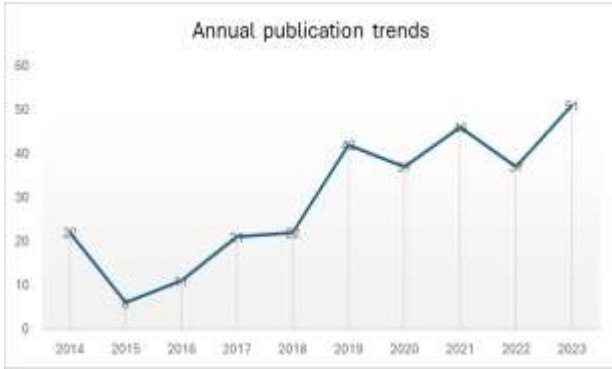


Figure 2. Annual publication trends (2014 – 2023)

A three-field plot (Sankey diagram) was made based on the sources, keywords, and nations of cited references from the 20 most researched journals in the relationship between job satisfaction and organizational commitment in order to examine the distribution of research contributions. This analysis aims to illustrate the share of research participants from various countries and the rate at which their papers are cited. The three-field plot analysis's findings are shown in Figure 3. The International Journal of Evaluation and Research in Education, Journal of Hospitality Management, Journal of Asian Finance, Economics, and Business, Journal of Higher Education, and so on are some of the top journals for research on organizational commitment and job satisfaction. A focus on terms like "job satisfaction," "organizational commitment," "turnover intention," and so forth was found through keyword analysis. Interestingly, most contributions to these journals and keywords come from Indonesia, with the USA and China coming in second and third. Although research on organizational commitment and job satisfaction is done in developed and developing nations, this analysis indicates that emerging economies may benefit from more study. Future research should take this potential research gap into account.

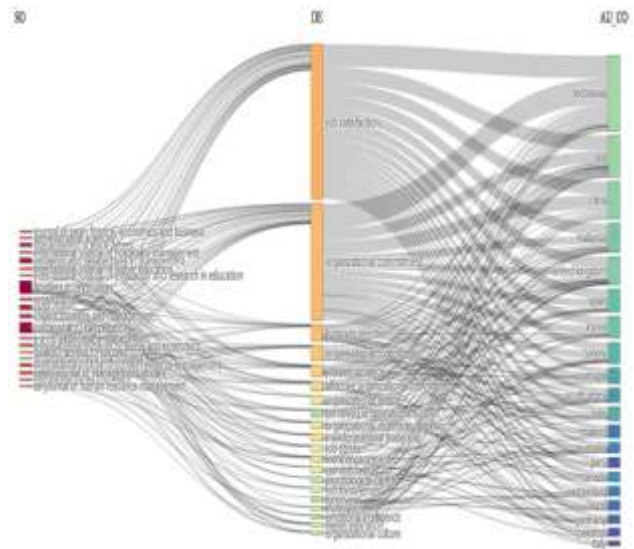


Figure 3. Three-field plot analysis

An analysis on sources

Academic journals are essential platforms through which scholars and researchers can disseminate original and perceptive findings in their domains. Identifying the most influential and pertinent journals in a specific research area enables scholars to select the most suitable and esteemed platforms for sharing their research outcomes. Figure 4 presents a ranking of the top 10 journals that have published studies on job satisfaction and organizational commitment between 2014 and 2023, drawn from a total of 173 research publications during this period. With 21 publications, the most prevalent one among them was Frontiers in Psychology. Of particular note in this group are journals that present empirical research from a variety of primary human resource management disciplines, as well as the Sustainability (Switzerland) (Figure 4).

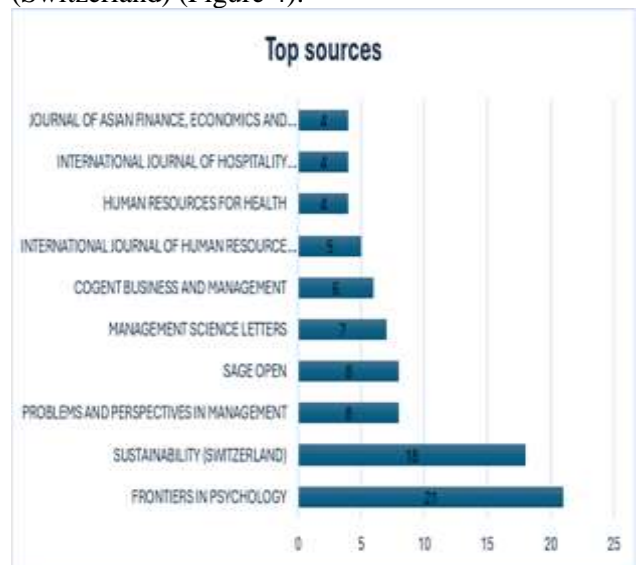


Figure 4. Top sources

This segment analyzes the distribution of journals focusing on organizational commitment and job satisfaction research, utilizing Bradford's Law as a framework. Bradford's Law categorizes publications into three zones based on their subject-specific productivity. An examination of 172 research journals published between 2014 and 2023 on organizational commitment and job satisfaction yields the following breakdown, as illustrated in Table 4:

1. Nuclear Zone (Zone 1): Comprising 14 journals, this core group represents the most prolific publishers in the field of organizational commitment. These journals serve as essential resources for fundamental knowledge in the area.
 2. Zone 2: This group, which consists of 61 journals, publishes a moderate amount of articles examining the connection between job satisfaction and organizational commitment. The aforementioned publications serve to further the field's research.
 3. Zone 3: With 97 journals, this group publishes fewer articles about the relationship between organizational commitment and job satisfaction. Their contributions show the range of disciplines that engage with this field of study, even though none of them is as important as the others taken together.
- This distribution highlights the varying levels of focus on organizational commitment and job

Table 4. Top research journals in terms of source impact

| Source | Rank | Freq | cumFreq | Zone |
|--|------|------|---------|--------|
| Frontiers in Psychology | 1 | 21 | 21 | Zone 1 |
| Sustainability (Switzerland) | 2 | 18 | 39 | Zone 1 |
| Problems and Perspectives in Management | 3 | 8 | 47 | Zone 1 |
| Sage Open | 4 | 8 | 55 | Zone 1 |
| Management Science Letters | 5 | 7 | 62 | Zone 1 |
| Cogent Business and Management | 6 | 6 | 68 | Zone 1 |
| International Journal of Human Resource Management | 7 | 5 | 73 | Zone 1 |
| Human Resources for Health | 8 | 4 | 77 | Zone 1 |
| International Journal of Hospitality Management | 9 | 4 | 81 | Zone 1 |
| Journal of Asian Finance, Economics and Business | 10 | 4 | 85 | Zone 1 |

satisfaction across different academic journals, from highly specialized to more broadly focused publications. The top research journals in the area of organizational commitment and job satisfaction are listed in Table 5 according to a number of impact metrics, including the h-index, g-index, m-index, number of articles published, number of citations, and year of publication. Examining these metrics makes it simpler to find journals that influence and reach the industry. With an h-index of 13 and a g-index of 20, Frontiers in Psychology is the best journal. This indicates a broad and consistent influence of the publications on citations. Switzerland's The Sustainability has a g-index of 18 and an h-index of 9, which shows how well-known it is in the field.

Table 5. Criteria for the best research journals in the field of organizational commitment and job satisfaction

| Element | H_index | G_index | M_index | TC | NP | PY_start |
|--|---------|---------|---------|-----|----|----------|
| Frontiers In Psychology | 13 | 20 | 1.444 | 439 | 21 | 2016 |
| Sustainability (Switzerland) | 9 | 18 | 1.125 | 350 | 18 | 2017 |
| Cogent Business And Management | 5 | 6 | 0.833 | 121 | 6 | 2019 |
| Management Science Letters | 5 | 7 | 0.833 | 117 | 7 | 2019 |
| Sage Open | 5 | 8 | 0.455 | 81 | 8 | 2014 |
| Human Resources For Health | 4 | 4 | 0.364 | 240 | 4 | 2014 |
| International Journal Of Hospitality Management | 4 | 4 | 0.364 | 269 | 4 | 2014 |
| Journal Of Asian Finance, Economics And Business | 4 | 4 | 0.667 | 70 | 4 | 2019 |
| Administrativ e Sciences | 3 | 3 | 0.375 | 31 | 3 | 2017 |
| International Journal Of Higher Education | 3 | 3 | 0.429 | 27 | 3 | 2018 |

Analysis on authors

Table 6 highlights the leading writers who have written about the relationship between organizational commitment and job satisfaction. This analysis provides valuable insights into the authors' research methodology. In the same field, Haslam C, Jiang S, Kazi A, Lee M, Lee S, Liu J, and Twumasi R have all published three articles, following Lambert EG and Na-Nan K, who have both published four. This demonstrates how seriously they take the objective of increasing our understanding of the relationship between organizational commitment and job satisfaction.

Table 6. Top articles with the author

| Authors | Articles |
|------------|----------|
| Lambert EG | 4 |
| Na-Nan K | 4 |
| Haslam C | 3 |
| Jiang S | 3 |
| Kazi A | 3 |
| Lee M | 3 |
| Lee S | 3 |
| Liu J | 3 |
| Twumasi R | 3 |
| Ahman E | 2 |

Table 7 lists the leading universities that are currently examining the connection between job satisfaction and organizational commitment. The analysis offers insightful information about how research is distributed among various academic institutions. With 11 publications in the field, North-West University has emerged as the most active university. This shows how important it is to them to increase our understanding of organizational commitment and work satisfaction. Nine publications in quick succession demonstrate the dedication of Loughborough University, Universiti Putra Malaysia, and the University of South Australia to making major advances in this field of study. The Near East University and Shandong Normal University tied for third place with eight publications apiece, further demonstrating the diverse and global nature of organizational commitment and job satisfaction research.

Table 7. Top authors and the impact of their sources

| Affiliation | Articles |
|---|----------|
| North-West University | 11 |
| Loughborough University | 9 |
| Universiti Putra Malaysia | 9 |
| University Of South Australia | 9 |
| Near East University | 8 |
| Shandong Normal University | 8 |
| Rajamangala University Of Technology Thanyaburi | 7 |
| Jakarta State University | 6 |
| Shandong University | 6 |
| Universiti Kebangsaan Malaysia | 6 |

Analysis of Citations

The figure 5 displays a clear downward trend in the number of citable years from 2014 to 2023. This pattern suggests a decreasing time span for article citations over the decade. The decline is consistent, dropping by approximately one citable year

annually. The highest value is 11 years in 2014, while the lowest is 2 years in 2023. This trend could indicate changes in academic practices, the pace of research, or the relevance of older studies in the field. The steady decrease might reflect an increasing emphasis on recent research or a faster evolution of knowledge in the subject area. It's important to consider how this trend might impact the depth and breadth of literature reviews and the overall understanding of long-term developments in the field.



Figure 5. Annual publication citation

Figure 6 identifies the top five nations that have contributed to the research on organizational commitment and job satisfaction. Three important conclusions are illustrated by the data. a) The norm is being established by emerging markets. With 526 citations, the US leads the list, followed by the United Kingdom (480 citations) and Indonesia (426 citations). This result emphasizes how actively developing countries participate in the relationship between organizational commitment studies. The fact that Korea (315 citations) and Spain (291 citations) are the only two nations remaining in the top five highlights the broad international attention this topic has received. It is crucial to recognize that developed countries like the United States and the United Kingdom continue to devote a substantial number of resources to this area. The top ten locally cited articles on organizational commitment and work satisfaction are shown in Figure 7. Analyzing these articles offers insightful information about the particular subjects and methods that are becoming popular in the researcher's home nation. The article by Eliyana (2019) is at the top of the list, which is indicative of its broad significance in the field. According to Zopiants's (2014) research, scholars are drawn to both global and national/regional context-focused viewpoints.

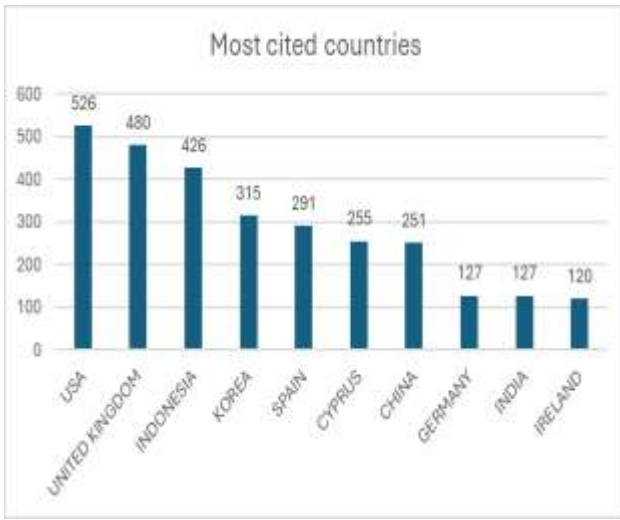


Figure 6. Most cited countries

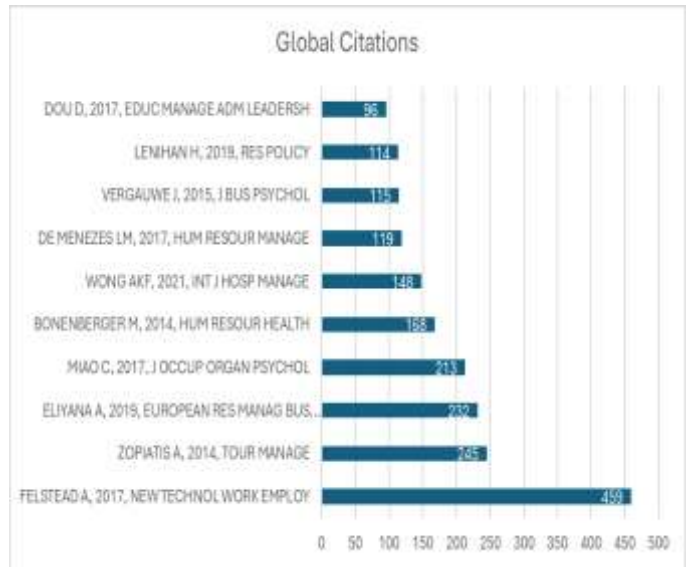


Figure 8. Global citations



Figure 7. Local citations

Figure 8 presents the top 10 globally cited papers in the area of organizational commitment and job satisfaction. An analysis of these widely cited works provides valuable insights into the main topics and research interests of scholars. The articles on the list are focused on recent developments in the field because they were published between 2014 and 2024. This demonstrates how organizational commitment and job satisfaction research are always changing in response to shifts in the business environment and employee expectations. The articles that were included utilized a range of research methodologies, including theoretical frameworks, quantitative studies, and qualitative inquiries. This is an example of the variety of approaches used to study the relationship between organizational commitment and job satisfaction.

Analysis of keywords

The author keywords provide insightful information

Table 8. Keyword occurrences

| Keywords | Occurrences |
|--------------------------------------|-------------|
| Job satisfaction | 247 |
| Organizational commitment | 194 |
| Turnover intension | 25 |
| Organisational commitment | 24 |
| Job performance | 16 |
| Work engagement | 13 |
| Affective organisational commitment | 13 |
| Transformational leadership | 13 |
| Organisational justice | 11 |
| Organisational citizenship behaviour | 11 |
| Commitment | 8 |
| Job involvement | 8 |
| Organisational culture | 7 |
| Turnover | 7 |
| Job stress | 8 |

about the central themes examined in research articles. Using the VOS viewer software, the researchers conducted a keyword analysis to determine the most common themes found in the studies on the relationship between organizational commitment and work satisfaction. From 295 papers published between 2014 and 2023, 748 keywords were taken out. The top keywords that surfaced from this analysis are shown in Table 8.

"Job satisfaction" emerged as the most frequently occurring term, with 247 occurrences, according to a keyword usage analysis. "Organizational commitment" appeared 194 times, indicating its well-established status as a key concept in the literature. Nonetheless, an important discovery is made: there is disagreement over how to define it. Words like "Turnover intentions" (25 occurrences), "Organisational commitment" (24 occurrences), and

"Job performance" (16 occurrences) are frequently used, which further supports this. It is evident from the frequent interchange of these terms by authors that "Organisational commitment and job satisfaction" lacks a standard definition. Developing a common understanding of basic concepts can facilitate communication and advance scientific endeavors. This study highlights the significance of precisely and consistently defining and using terminology in the domains of organizational commitment and job satisfaction.

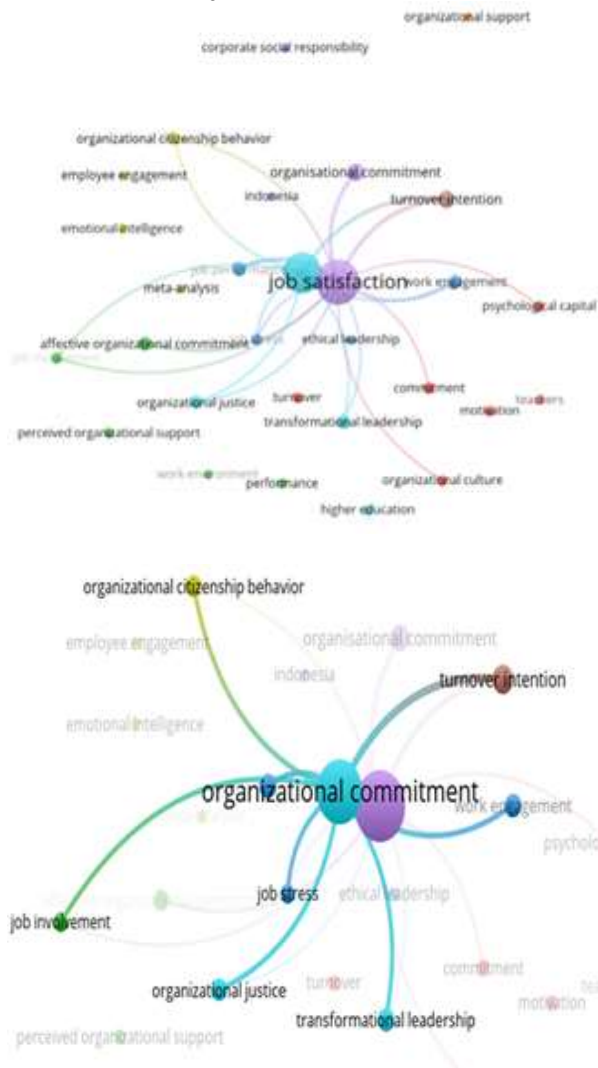


Figure 9. Keyword analysis

World collaboration map

The co-authorship patterns in publications were analyzed by researchers to understand how different countries contribute to the relationship between organizational commitment research and job satisfaction. This method shows how much research is being done internationally by scholars. The leading cooperating countries are shown in Figure 9. It demonstrates how the UK is the pioneer of international co-authorship, regularly collaborating with France and Australia. The most frequent major

collaborators are Korea and the USA. The second regular partnership with the UK and Canada came next. The findings of this analysis indicate a tendency for developed countries to engage in more international collaboration than developing countries. This research suggests that, to improve our understanding of the relationship between organizational commitment and job satisfaction globally, it may be beneficial to establish research partnerships across a range of geographic regions.

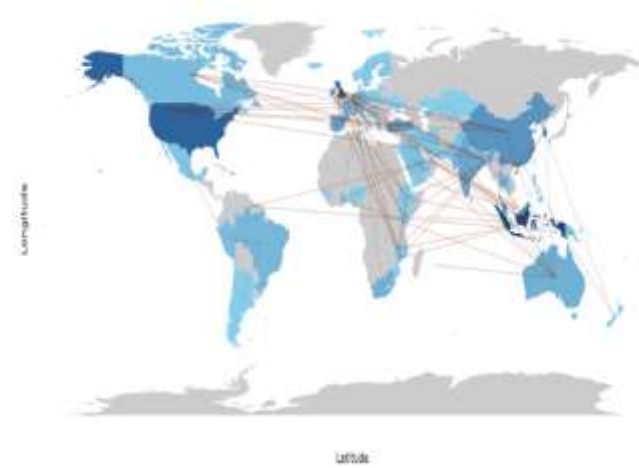


Figure 10. World collaboration map

3.4 Critical analysis

The systematic review provides a comprehensive overview of employee attitudes, behaviors, and organizational outcomes, with a particular focus on the hospitality and healthcare industries. Job satisfaction, organizational commitment, intention to leave, leadership philosophies, and human resource procedures are just a few of the many subjects it covers. The studies employ diverse methodological approaches, predominantly quantitative, and span multiple geographical contexts, enhancing the generalizability of findings. However, the review could benefit from more qualitative research and explicit cross-cultural comparisons. The research draws on various theoretical frameworks, offering rich insights into the complex relationships between variables, though some studies could be more theoretically grounded. Emerging themes such as the impact of COVID-19 and the role of emotional intelligence reflect current organizational challenges. While many studies offer practical implications for managers, there are notable gaps in longitudinal research, exploration of newer organizational forms, and the role of technology in shaping employee attitudes. The review demonstrates methodological rigor in many studies but also highlights areas for improvement. Overall, this body of research provides valuable

insights into the factors influencing employee attitudes and behaviours, while also indicating directions for future research to address evolving workplace dynamics and methodological limitations. This bibliometric analysis of organizational commitment and job satisfaction research from 2014 to 2023 provides valuable insights into publication trends, collaboration patterns, and research impact. However, it has several limitations and areas for potential improvement. The 10-year timeframe may not capture long-term trends, and the analysis lacks exploration of reasons behind observed patterns, such as the publication surge in 2019 or the decreasing citable years. While the application of Bradford's Law and the identification of top authors and institutions are useful, deeper analysis of journal characteristics and specific author contributions could enhance understanding. The international collaboration map shows interesting patterns but raises questions about potential biases and the need for more diverse perspectives. For the most part, this analysis provides a thorough overview of the field, but it could benefit from a closer look at how its findings could be interpreted, how potential biases might be taken into account, and how these trends might influence future organizational commitment and job satisfaction research.

3.5 Discussion

The systematic review and bibliometric analysis of organizational commitment and job satisfaction research from 2014 to 2023 reveals growing interest and publications in these areas, with a surge in 2019. The field is diverse but concentrated in certain regions, lacking consensus on key terms. Quantitative methods dominate, with emerging themes like COVID-19's impact and emotional intelligence. The research highlights complex relationships between job satisfaction, organizational commitment, and various outcomes, emphasizing the need for multifaceted approaches. While offering managerial implications, gaps exist in longitudinal studies and exploration of new organizational forms. Increased international collaboration is noted, particularly among developed countries. This review provides insights into the current state of research, underscoring these factors' importance in organizational success and identifying areas for future investigation.

3.6 Managerial implications

The promotion of job satisfaction and organizational commitment ought to be a top priority for managers, considering their noteworthy influence on turnover, innovation, and performance. Implementing

supportive human resource practices, adopting transformational and ethical leadership styles, and developing emotional intelligence are crucial. Creating a positive organizational climate, addressing work-life balance, and managing diversity effectively is essential, especially in light of COVID-19's impact. Clear communication during change, providing growth opportunities, and recognizing the complex interplay of factors affecting employee attitudes are important. Managers should tailor their approaches using a combination of strategies to enhance satisfaction and commitment. The trend towards international collaboration suggests adopting a global perspective and considering cross-cultural factors in these efforts.

3.7 Future research directions

Future research should prioritize longitudinal studies to understand the dynamic nature of organizational commitment and job satisfaction over time. A unified conceptual framework is needed to address the lack of consensus in defining key terms. More qualitative and mixed-methods approaches could provide deeper insights into employee experiences. Studies should explore emerging workplace trends like remote work, the gig economy, and AI's impact on these constructs. Cross-cultural research, especially in underrepresented regions, is essential. Research is needed on the effects of external factors like economic conditions as well as the role that new organizational forms and technologies play in influencing employee attitudes. It is essential to conduct research on mediating and moderating factors, as well as the efficacy of interventions aimed at enhancing commitment and job satisfaction. Finally, a wider range of international collaborations may result in more thorough and broadly applicable research in this area.

4. Conclusions

An extensive overview of the field's current status and future directions is given by this systematic review and bibliometric analysis of organizational commitment and job satisfaction research from 2014–2023. It reveals growing interest in these topics, highlighting their importance in organizational success. The research is diverse but shows some regional concentrations. Key findings emphasize the complex relationships between job satisfaction, organizational commitment, and organizational outcomes. The review calls for multifaceted approaches to understanding employee attitudes, considering factors like leadership styles and HR practices. Emerging themes such as

COVID-19's impact and emotional intelligence reflect responsiveness to current challenges. The analysis identifies research gaps, including needs for longitudinal studies and exploration of new organizational forms. Increased international collaboration suggests the potential for more diverse global perspectives. Overall, this review synthesizes current knowledge and offers insights for researchers and practitioners, underscoring the importance of these factors in modern workplaces. Bibliometric analysis has been studied in the literature [21-28].

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