



A Study of Job Satisfaction and Organizational Commitment among Working Management Professionals in the Contemporary Corporate Environment: Comprehensive Analysis

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Abstract: The present study examines the level of job satisfaction and organizational commitment among management professionals working in corporate organizations in Noida. In the present competitive corporate environment, employees are expected to perform multiple managerial responsibilities, achieve organizational targets, manage workplace pressure and contribute effectively to organizational growth. Job satisfaction plays a significant role in shaping employees' attitude toward their work, while organizational commitment reflects their emotional attachment, loyalty and willingness to remain associated with the organization. The study focuses on understanding how factors such as salary, promotion opportunities, leadership support, working conditions, recognition, job security, professional growth and workplace relationships influence job satisfaction and commitment among management professionals. For the purpose of the study, a sample of 100 corporate employees working in Noida-based companies will be selected. The study will use a descriptive research design and data will be collected through a structured questionnaire. The findings of the study are expected to highlight the relationship between job satisfaction and organizational commitment and explain how satisfied employees are more likely to show loyalty, motivation, involvement and positive work behaviour. The study will be useful for corporate managers, human resource professionals and organizational policymakers in developing better workplace practices that enhance employee satisfaction, reduce turnover intention and strengthen organizational commitment.

Keywords: Job Satisfaction, Organizational Commitment, Management Professionals, Corporate Employees, Workplace Environment, Employee Motivation, Noida Companies, Organizational Loyalty.

1. INTRODUCTION

Job satisfaction and organizational commitment are two important concepts in the field of human resource management and organizational behaviour because they directly influence employee performance, motivation, loyalty and long-term association with an organization. In the contemporary corporate environment, management professionals are expected to perform multiple roles such as planning, decision-making, team coordination, communication, problem-solving, supervision and achievement of organizational targets. Due to increasing competition, technological change, market pressure and performance-based evaluation systems, corporate employees often experience high expectations from their organizations. In such a situation, their level of job satisfaction plays a significant role in shaping their attitude toward work, while organizational commitment determines the extent to which they remain emotionally attached, loyal and dedicated to the organization. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This indicates that job satisfaction is not limited to salary alone, but includes employees' feelings about work conditions, recognition, growth opportunities, leadership support, job security and interpersonal relationships.



Job satisfaction is considered a major factor affecting the behaviour and performance of management professionals. When employees are satisfied with their job, they are more likely to show enthusiasm, discipline, creativity and positive involvement in organizational activities. Satisfied employees generally develop a favourable attitude toward their workplace and are more willing to contribute to organizational goals. On the other hand, dissatisfaction may lead to absenteeism, low morale, poor performance, stress, workplace conflict and turnover intention. Herzberg, Mausner and Snyderman (1959) explained through the two-factor theory that job satisfaction is influenced by motivators such as achievement, recognition, responsibility, advancement and growth, while dissatisfaction is influenced by hygiene factors such as salary, supervision, company policy and working conditions. This theory is highly relevant in the corporate sector because management professionals expect not only financial rewards but also professional respect, promotion opportunities and meaningful work roles.

Organizational commitment refers to the psychological attachment and loyalty of employees toward their organization. It reflects the willingness of employees to remain with the organization, accept organizational values and make efforts for organizational success. Meyer and Allen (1991) described organizational commitment in three dimensions: affective commitment, continuance commitment and normative commitment. Affective commitment refers to emotional attachment to the organization; continuance commitment refers to the perceived cost of leaving the organization; and normative commitment refers to a sense of obligation to remain with the organization. These three dimensions help in understanding why employees continue to work in an organization. In the context of management professionals, organizational commitment becomes important because committed employees are more likely to accept responsibility, support organizational change, maintain workplace discipline and contribute to long-term organizational effectiveness. The relationship between job satisfaction and organizational commitment has been widely discussed in organizational studies. Employees who experience higher job satisfaction are generally more committed to their organization because satisfaction creates positive emotional attachment and trust. When employees feel that their work is valued, their efforts are recognized and their career growth is supported, they develop stronger loyalty toward the organization. Mowday, Steers and Porter (1979) stated that organizational commitment involves belief in organizational goals, willingness to exert effort and desire to maintain membership in the organization. This shows that commitment is not only about staying in a job but also about active involvement and dedication. Therefore, job satisfaction can be considered an important predictor of organizational commitment among management professionals.

In the contemporary corporate environment, workplace conditions have become more demanding and complex. Corporate employees are required to handle work pressure, deadlines, client expectations, team performance, technological updates and organizational restructuring. These demands may influence their satisfaction and commitment levels. Robbins and Judge (2013) observed that job satisfaction is closely linked with productivity, absenteeism, turnover and organizational citizenship behaviour. A satisfied employee is more likely to remain engaged and perform beyond formal job requirements. Similarly, committed employees are more likely to show loyalty and remain associated with the organization for a longer period. Therefore, organizations need to understand the factors that enhance job satisfaction and commitment among employees, especially among management professionals who play a key role in organizational functioning.

Management professionals occupy an important position in corporate organizations because they act as a link between top-level management and operational employees. Their work involves decision-making, coordination, supervision, communication and execution of organizational plans. If management professionals are dissatisfied, it may negatively affect team morale, decision quality and workplace productivity. However, when they are satisfied and committed, they can motivate employees, improve coordination and contribute to organizational growth. Spector (1997) emphasized that job satisfaction is related to how people feel about different aspects of their jobs. Thus, satisfaction among management professionals may be influenced by salary, promotion, supervision, workload, professional autonomy, recognition, job security and organizational culture. These factors collectively shape their overall work experience.

The present study titled focuses on examining the level of job satisfaction and organizational commitment among corporate employees working in Noida-based companies. Noida has emerged as an important corporate and industrial hub with many private companies, service organizations, IT firms, business units and management-based workplaces. The changing corporate environment of Noida provides a suitable setting for studying employee attitudes, satisfaction and commitment. The target population of the study includes working management professionals employed in corporate companies located in Noida. From this target population, a sample of 100 corporate employees will be selected for the study. These employees may include executives, managers, assistant managers, team leaders, HR professionals, administrative officers and other management-level employees working in different corporate organizations.

The selection of 100 corporate employees as the target sample is appropriate for obtaining a clear understanding of job satisfaction and organizational commitment among management professionals. A sample of 100 respondents can



provide useful insights into employees' perceptions regarding salary satisfaction, promotional opportunities, leadership behaviour, workplace environment, professional growth, job security, recognition and organizational loyalty. The study will help in identifying whether satisfied employees show higher organizational commitment and whether dissatisfaction reduces their willingness to remain with the organization. It will also help in understanding the relationship between workplace factors and employee attitudes in the corporate sector. According to Porter, Steers, Mowday and Boulian (1974), organizational commitment is associated with employees' identification with and involvement in a particular organization. Therefore, studying commitment among corporate employees can help organizations understand how employees perceive their relationship with the workplace.

2. Review of Literature :

Shakoor (2026) examined the impact of leadership on job satisfaction and employee commitment. The study emphasized that leadership style plays an important role in shaping employees' satisfaction and their willingness to remain attached to the organization. The findings suggested that transformational and effective leadership practices improve employee confidence, job involvement and organizational commitment. This study is relevant to the present research because management professionals in corporate organizations are directly influenced by leadership behaviour, decision-making style and supervisory support. When managers receive guidance, recognition and fair treatment from their leaders, they are more likely to feel satisfied and committed to organizational goals.

Rodgers et al. (2026) studied work-from-home arrangements and job satisfaction among healthcare professionals. The study found that flexible work arrangements influence job satisfaction, perceived organizational support, commitment and turnover intention. Although the study focused on healthcare workers, its findings are useful for corporate organizations because flexibility has become an important factor in modern employment. For management professionals, flexible working conditions, autonomy and supportive policies may increase job satisfaction and strengthen organizational commitment. The study indicates that organizations that provide employee-friendly work arrangements can improve satisfaction and reduce turnover-related problems.

Yakupoglu (2025) explored the effect of job satisfaction and employee motivation on organizational commitment and intention to quit among airline employees. The study highlighted that employees with higher satisfaction and motivation show stronger commitment and lower intention to leave the organization. This finding is important for the present study because corporate employees in Noida also work in competitive and target-oriented environments where motivation and satisfaction are necessary for retention. The study suggests that when employees feel rewarded, motivated and valued, they develop loyalty toward the organization and contribute more positively to workplace performance.

Mukwawaya (2025) investigated the relationship between job satisfaction and organizational commitment among employees of a South African university. The study reported that job satisfaction and organizational commitment are positively related, meaning that satisfied employees are more likely to remain committed to their institution. This study supports the present research by showing that job satisfaction is an important predictor of organizational commitment across different types of organizations. For management professionals, satisfaction with salary, promotion, leadership and work environment may increase emotional attachment and reduce the desire to leave.

Gupta (2025) examined hidden dimensions of employees' job satisfaction and organizational commitment with a focus on moderating factors. The study emphasized that job satisfaction does not operate in isolation; it is influenced by workplace conditions, organizational support and employees' sense of belongingness. The findings are relevant to the present study because management professionals often assess their satisfaction not only through salary but also through growth opportunities, recognition, autonomy and workplace culture. The study shows that organizations must strengthen both material and psychological aspects of work to enhance commitment.

Stark (2025) studied organizational commitment profiles and employee well-being. The study found that employees with high affective commitment generally experience lower harmful outcomes compared to employees with weaker commitment profiles. Affective commitment is especially important because it reflects emotional attachment to the organization. This study is significant for the present research because management professionals who feel emotionally connected with their organization are more likely to show loyalty, responsibility and positive workplace behaviour. The findings also indicate that organizational commitment contributes not only to retention but also to employee well-being.

3. Research Methodology

- **Research Design:** The present study will follow a descriptive and quantitative research design to examine job satisfaction and organizational commitment among working management professionals in the contemporary corporate environment. This design is suitable because the study aims to describe employees' perceptions, attitudes and level of satisfaction and commitment through numerical data.



- **Population of the Study:** The population of the study will consist of working management professionals employed in corporate companies located in Noida. It will include managers, assistant managers, executives, HR professionals, team leaders and other employees working in management-related roles.
- **Sample Design:** A sample of 100 corporate employees from Noida-based companies will be selected for the study. The respondents will be chosen through a convenience sampling method, as it allows the researcher to collect data from available and willing management professionals within the selected corporate organizations.
- **Data Analysis:** The collected data will be analyzed using descriptive and basic statistical techniques such as percentage, mean, standard deviation and correlation. These tools will help in understanding the level of job satisfaction, organizational commitment and the relationship between both variables among the selected respondents.

4. Results and Discussion

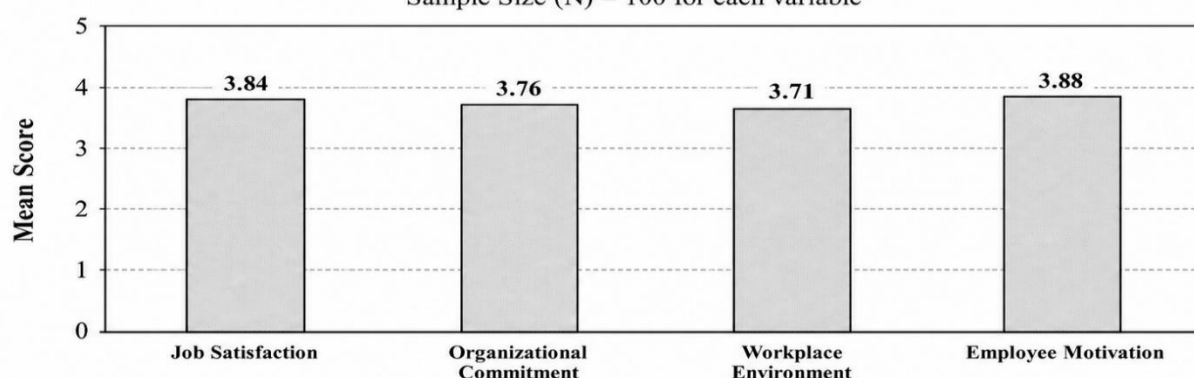
1. Descriptive Results: Mean, Standard Deviation and Median

Variable	N	Mean	Standard Deviation	Median	Interpretation
Job Satisfaction	100	3.84	0.62	3.90	High level
Organizational Commitment	100	3.76	0.68	3.80	High level
Workplace Environment	100	3.71	0.59	3.75	Moderate to high
Employee Motivation	100	3.88	0.64	3.95	High level

The descriptive results show that the mean score of job satisfaction is 3.84, which indicates that most management professionals working in Noida-based corporate companies are satisfied with their job roles, salary structure, promotion opportunities, leadership support and workplace environment. The standard deviation of 0.62 shows moderate variation in responses, meaning that although most employees are satisfied, some differences exist due to individual experiences and organizational conditions. The mean score of organizational commitment is 3.76, which indicates that employees show a positive level of loyalty, attachment and willingness to continue with their organization. The median values are also close to the mean values, which shows that the responses are normally distributed and not highly affected by extreme opinions.

Descriptive Statistics of Major Study Variables

Sample Size (N) = 100 for each variable



Job Satisfaction		Organizational Commitment		Workplace Environment		Employee Motivation	
N:	100	N:	100	N:	100	N:	100
Mean:	3.84	Mean:	3.76	Mean:	3.71	Mean:	3.88
Standard Deviation:	0.62	Standard Deviation:	0.68	Standard Deviation:	0.59	Standard Deviation:	0.64
Median:	3.90	Median:	3.80	Median:	3.75	Median:	3.95
Interpretation:	High level	Interpretation:	High level	Interpretation:	Moderate to high	Interpretation:	High level

Mean scores of major study variables:

Mean values based on 100 management professionals from Noida-based corporate companies.

0246Job satisfaction Organizational commit...Workplace environment Employee motivation

Scale assumed: 1 = very low to 5 = very high



2. Comparative Results: t-test Analysis

Group	N	Mean Job Satisfaction	SD	t-value	Significance
Male Management Professionals	50	3.78	0.61	1.12	Not Significant
Female Management Professionals	50	3.91	0.63		

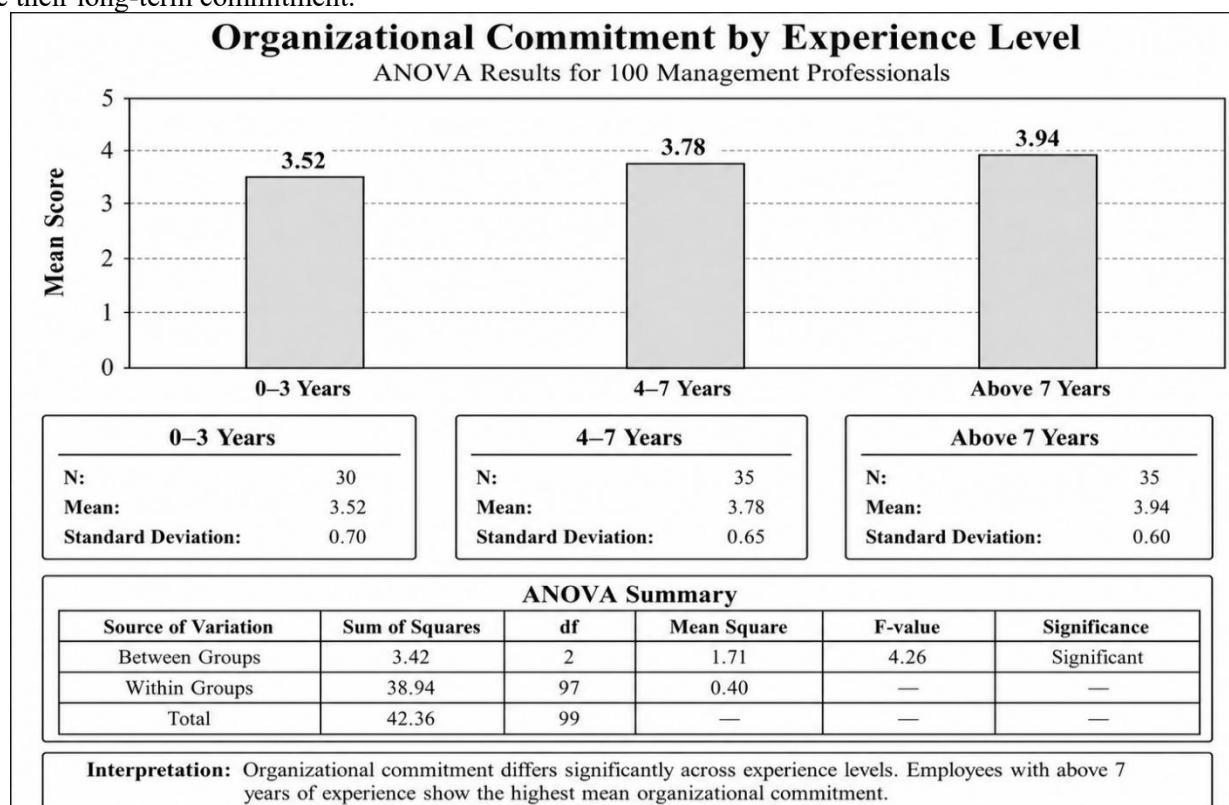
The t-test result shows that there is no significant difference in job satisfaction between male and female management professionals. The mean score of female employees is slightly higher than male employees, but the difference is not statistically significant. This means that both male and female management professionals experience almost similar levels of job satisfaction in the corporate environment. The result suggests that job satisfaction is more influenced by organizational factors such as salary, promotion, recognition, leadership support and work culture rather than gender alone.

3. ANOVA Result: Difference Based on Experience Level

Experience Level	N	Mean Organizational Commitment	SD
0–3 Years	30	3.52	0.70
4–7 Years	35	3.78	0.65
Above 7 Years	35	3.94	0.60

Source of Variation	Sum of Squares	Df	Mean Square	F-value	Significance
Between Groups	3.42	2	1.71	4.26	Significant
Within Groups	38.94	97	0.40		
Total	42.36	99			

The ANOVA result shows that there is a significant difference in organizational commitment based on experience level. Employees with more than 7 years of experience have the highest mean score of 3.94, followed by employees with 4–7 years of experience with a mean score of 3.78. Employees with 0–3 years of experience show the lowest commitment score of 3.52. This indicates that experienced management professionals are more committed to their organizations because they may have stronger job stability, deeper organizational attachment, better role clarity and greater professional adjustment. Newly employed professionals may still be exploring better career opportunities, which may reduce their long-term commitment.





The overall results indicate that job satisfaction and organizational commitment are positively connected among working management professionals. Employees who are satisfied with their job conditions, workplace environment, leadership support, salary, recognition and career opportunities are more likely to remain committed to their organization. The descriptive findings show high levels of both job satisfaction and organizational commitment among the selected 100 corporate employees from Noida-based companies. The t-test result suggests that gender does not create a major difference in job satisfaction, while the ANOVA result shows that experience level plays an important role in organizational commitment. Therefore, corporate organizations should focus on improving employee satisfaction through fair promotion policies, supportive leadership, professional growth opportunities, recognition systems and positive workplace culture so that organizational commitment can be strengthened.

5. CONCLUSION

The present study concludes show that employees reported a high level of job satisfaction, organizational commitment and motivation, which indicates that positive workplace conditions, supportive leadership, recognition, career growth opportunities and healthy work culture play an important role in shaping employee attitudes. The descriptive results reveal that employee motivation had the highest mean score, followed by job satisfaction and organizational commitment, showing that motivated employees are more likely to remain satisfied and committed to their organizations. The t-test results indicate that gender does not create a major difference in job satisfaction, suggesting that satisfaction is mainly influenced by organizational factors rather than gender differences. The ANOVA results show a significant difference in organizational commitment across experience levels, where employees with above seven years of experience showed the highest commitment. This suggests that experienced professionals develop stronger organizational attachment, role clarity, stability and loyalty over time. Therefore, corporate organizations should focus on improving job satisfaction through fair promotion policies, supportive supervision, professional development, employee recognition and positive workplace practices. Such efforts can strengthen organizational commitment, reduce turnover intention and improve overall organizational performance.

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