

Mediating Effect of Employee Engagement in the Relationship between Employee Job Satisfaction and Affective Organizational Commitment: Evidence from Hotel Industry in Bangladesh

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ABSTRACT

Purpose: The purpose of this study is to examine the mediating effects of employee engagement in the relationship between job satisfaction and affective organizational engagement. The hotel industry of Bangladesh is selected as the context to investigate the relationship.

Methodology: Using G-Power software, a sample size of 107 respondents have been chosen, who had already passed two years of their tenure in the three-stars and above hotels in Dhaka, Chattogram, Sylhet, and Cox's Bazar regions of Bangladesh. Data are collected through a survey questionnaire using the convenience sampling technique. In the analysis, the partial least square-structural equation modelling (PLS-SEM) is used preceded by the test of reliability and validity of each indicator. In this regard, SPSS 23 and SmartPLS-3 applications have been used.

Findings: The findings show that job satisfaction increases the affective organizational commitment of the employees. Besides, job satisfaction boosts employee engagement, and engagement further accelerates employees' affective commitment. Hence, employee engagement performs the mediating role between job satisfaction and affective organizational commitment.

Limitations: The findings of the study cannot be generalized across the country in a larger context due to the small sample size and specific to one single industry, which could be addressed in future studies.

Practical Implications: This study provides useful implications for hotel managers to boost the employees' affective commitment by accelerating job satisfaction and engagement in the organization.

Originality: This study also contributes to the body of knowledge by revealing employee engagement as a mediator in the relationship between employee satisfaction and commitment.

1. Introduction

Modern hospitality, especially the hotel industry, is characterized by a dynamic and people-oriented business environment in which frontline employees' performance plays a vital role. Individual customer mostly evaluates the quality of services based on subjective performance criteria when they interact with these frontline employees of the hotel industry. Hence, to ensure customer satisfaction and long-term loyalty; there is no alternative to better employee performances. Besides, employees can offer a satisfactory service to the customers only when their performance is up to the mark, which again comes from employees' satisfaction by working in that organization. Despite this fact, the hotel industry's frontline employees suffer job stress and are underpaid compared to other industries (Karatepe & Sokmen, 2006). DeFranco and Schmidgall (2001) highlighted the importance of measuring

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job satisfaction in the hotel industry as it is a highly human-dominated industry. They also mentioned that measuring job satisfaction is crucial to keep the labor turnover at a certain level, and also employees' dis/satisfaction with the business might also lead to customer dis/satisfaction with the organization's services. Therefore, employee satisfaction regarding their job is responsible for meeting customer expectations (Karatepe & Sokmen, 2006; Kim, Leong, & Lee, 2005).

Moreover, the service-oriented hotel industry relies on committed and engaged human resources (Chen & Peng, 2019). As engaged and committed workforce invest energy, dedication, and deep concentration towards work (Bakker, Albrecht, & Leiter, 2011), they are crucial to the financial success of the firm, long-term growth, and competitive advantage (Albrecht., Arnold B, Jamie A, William H, & Alan M, 2015). Despite the positive outcomes of a committed and engaged employee base, many developing countries like Vietnam, Thailand are unable to attract highly skilled workforce (Lashley, 2009). This is because of several constraints, such as low salary (Williams, Harris, & Parker, 2008), little career development opportunities (Lewis, Gruyère, & Sciences, 2010), and enormous job strains (Khantimirov & Karande, 2018). However, the hotel industry is expected to contribute to the Millennium Development Goals (MDGs) in developing countries and their sustainable future since it can generate jobs, income, and national currency (Choi & Sirakaya, 2005)

Similar to this global trend, the tourism industry, in particular the hotel industry, is the unsung partner of Bangladesh's economic growth. This emerging industry has begun to contribute significantly to Bangladesh's national economy in recent years (WTTC, 2017). In addition to financially assisting the country's economy, the hotel industry performs extraordinarily by offering business and job opportunities. The estimated size of the tourism economy in Bangladesh currently stands at approximately USD 5.899 billion, with total revenues of USD 1157 billion from 2009 to 2019. According to World Travel & Tourism Council (2020), the overall contribution of tourism to Bangladesh's national GDP is 10.3%. The report also mentioned that 25% of net new jobs are created by tourism over the last five years. Based on these facts, this study purposes to examine the relationship among the three key concepts: work satisfaction, affective commitment, and employee engagement in the context of the hotel industry in Bangladesh.

Job satisfaction refers to an employee's feelings toward the job and its characteristics (Gunlu, Aksarayli, & Perçin, 2010) or emotional attitudes toward the job (Landy & Conte, 2007). Qazi et al. (2017) suggested that an employee's job satisfaction determines the organization's success or failure. Because it plays a significant role in increasing employee commitment, retention, organizational performance, and customer satisfaction (Abdulkhaliq & Mohammadali, 2019; Ghayas & Hussain, 2015; Omah & Obiekwe, 2020). Moreover, Mahmood (2013) alluded that when employees are satisfied with their job, they are successfully committed to their organizations and contribute effectively towards ultimate survival. So, employee engagement is an essential requirement for organizations as it positively impacts organizational profitability, organizational citizenship behavior, organizational commitment, innovative behavior, productivity, employee loyalty, and employee retention (Abraham, 2012; Albdour & Altarawneh, 2014). Managers also want to improve employees' engagement to enhance the overall firm's performance (Anitha, 2014).

Several attempts have been made so far to identify and establish the relationship between job satisfaction and organizational commitment, job satisfaction, and employee engagement as well as employee engagement and organizational commitment. However, few studies have been able to establish the relationship of all these constructs altogether. Besides, previous studies have not dealt with any mediator or moderator in this relationship. Furthermore, the evidence for this relationship is inconclusive in the context of the hotel industry in Bangladesh. Hence, this study addresses these research gaps and seeks to determine the impact of job satisfaction on affective organizational commitment through the mediating effect of employee engagement.

1.1 Research Aim and Objectives

This study aims to establish the relationship between job satisfaction, affective organizational commitment, and employee engagement in the context of Bangladesh's hotel industry. More specifically, this study has the following objectives.

1. To identify the effect of employee job satisfaction on employee affective organizational commitment.
2. To examine the effect of employee job satisfaction on employee engagement.
3. To observe the effect of employee engagement on employee affective organizational commitment.
4. To assess the mediating effect of employee engagement in the relationship between employee job satisfaction and employee affective organizational commitment.

To achieve the above-mentioned research objectives, this study utilizes social exchange theory (SET) and the job demand resource model (JD-R) to explain the relationship among all variables. SET states that when two parties comply with the rules of exchange, a social relationship based on mutual respect and commitment will be created (Cropanzano & Mitchell, 2005). Employees who deeply recognized their organization, carry out their work duties better than those who only work based on employment responsibilities (Malhotra, Mavondo, Mukherjee, & Hooley, 2013). Also, satisfied employees are trying to balance their relationship with affective engagement and trust (Lee & Ok, 2016). Moreover, the JD-R model entails that a satisfied employee is an engaged member who creates value for the organization.

The remaining of the paper is as follows: the relevant literature, research framework, and hypotheses development are summarized in section 2. In section 3, the detailed methodology of this study is explained considering the research design, sampling, measure of the variables, and data analysis techniques. Section 4 includes the analyses, while section 5 focuses on the relevant discussion of the significant findings. Finally, the conclusion and significant implications of the study are presented in the final section of the paper.

2. Literature Review

The following section illustrates the brief review of existing literature on affective organizational commitment, employee engagement, and job satisfaction. Moreover, the next part of the literature review focuses on the development of the hypothesis and research framework.

2.1 Individual Discussion of Study Variables

2.1.1 Affective Organizational Commitment

Affective organizational commitment is a prominent part of organizational commitment. Numerous studies were performed in the field of organizational commitment (Boon & Kalshoven, 2014; Meyer, Stanley, & Vandenberg, 2013; Yusuf, 2018). Organizational commitment is represented as the psychological link between the employer and the employee, reducing the employees' chance to leave voluntarily (Meyer & Allen, 1996). It can also be assumed that the identification (Mowday, Steers, & Porter, 1975) and devotion for the organization (Powell & Meyer, 2004). Organizational commitment can take three different forms: affective commitment, normative engagement, and calculative engagement (Thomsen, Karsten, & Oort, 2016). Literature reveals affective commitment as a crucial and vital organizational commitment component (Mercurio, 2015). Generally, an employee's psychological relation to their organization is entitled to affective commitment, which is a positive sense of belonging, attachment, and involvement in the employment relationship (Allen & Meyer, 1990). Kumar and Giri (2013) further described affective involvement as the employee's desire to connect with the organization to retain their membership. Collectively, it can be concluded that someone who is effectively committed to the company will be more likely to be participated and involved in the required work-related activities to expand one's tenure in the organization.

2.1.2 Employee Engagement

Though it is used interchangeably as "personnel engagement" (Kahn, 1990) and "work engagement" (Bakker & Demerouti, 2008), the term "employee engagement" is more dominant in the literature. In academia, employee engagement has received much attention over the past decade when Kahn (1990) concluded that engaged employee brings three aspects (e.g., cognitive, emotional, and physical) to their performances. Generally, employees exert two types of effort on their job. One is the obligatory effort, which refers to the in-role job responsibility, and another is the discretionary effort, which refers to the different role and citizenship behavior.

Therefore, the basic premise is that the more discretionary action employees employ, the higher engaged they are. The explanation is supported by Rich et al. (2010) as they indicated that when individuals are engaged, they are investing not only their hands but also their heads and hearts in the performance. In general, an engaged employee is mostly positive, interested, motivated, and ready to go the extra mile in the job. An engaged employee's attitude is also displayed by three dimensions- vigor, absorption, and dedication (Schaufeli & Bakker, 2004). Hence, it can be inferred that employee engagement is the positive work-related behavior that inspires employees to prepare themselves emotionally, cognitively, and physically to strive for excellence in their work tasks.

Employee engagement has recently been investigated in the hospitality sector also (Rigg et al., 2014). Rigg et al. (2014) alluded to demographic characteristics as determinants of employee engagement, such as gender, age, marital status, and educational level. Besides, they referred to organizational aspects, such as service tenure, department, and visitor contact, also impacting employee engagement in the hotel industry. Karatepe and Olugbade (2009) also noted that work and personal attributes affect hotel staff engagement. They highlighted manager support, subordinates' self-efficacy, and competitiveness as the antecedents of employee engagement. The discussion above demonstrates the relevance and significance of employee involvement in the hotel industry.

2.1.3 Job Satisfaction

Job satisfaction is the most widely studied concept in the field of labor productivity and organizational performance. According to Locke (1976), job satisfaction is the employee's subjective judgment, which derives from comparing expected and perceived outcomes. The definition of Beardwell and Thompson (2017) also reflects the same idea where they termed job satisfaction as the employee's positive approach deriving from the comparison. Except for subjective judgment, objective employment conditions are also vital for job satisfaction, which is neglected in most definitions. Ezzat and Ehab (2018) provided a complete definition of job satisfaction, where they termed it as both subjective and objective evaluation of employment conditions and other related factors. The simplest yet best definition is provided by Abdulla et al. (2011), where job satisfaction is defined as the degree to which people like their jobs.

Researchers found that job satisfaction is connected with a variety of organizational consequences, such as turnover (Thatcher, Stepina, & Boyle, 2002), stress at work (Judge, Ilies, & Zhang, 2012), absenteeism (Borgogni, Dello Russo, Miraglia, & Vecchione, 2013), and job performance (Azadeh & Ahranjani, 2014). Hence it is mandatory to ensure the job satisfaction of employees. On the other hand, there exist many debates regarding the antecedents of job satisfaction. However, the explanation of Ezzat and Ehab (2018) is acceptable in this regard. According to them, the level of job satisfaction is influenced by three categories of factors, namely monetary compensation (wages and compensation), job characteristics (job security, stability, flexibility, working hours, both paid and sick leaves, and firm size), and individual characteristics (gender, age, marital status, and educational attainment).

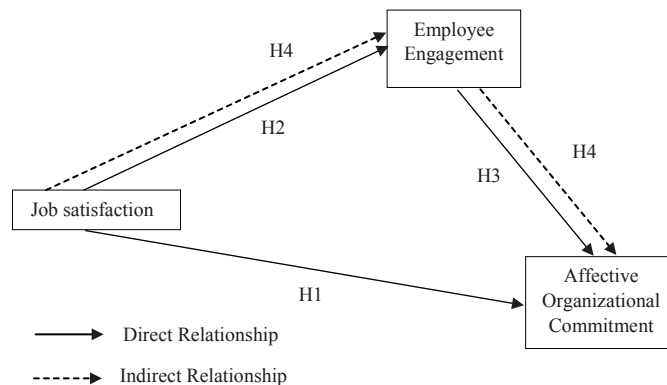


Figure 1. Research framework of mediating role of employee engagement in the satisfaction-commitment relationship.

Source: Authors' development based on previous literature

2.2 Research Framework & Hypotheses Development

This study deals with three different variables where job satisfaction is the independent variable; affective organizational commitment is the dependent variable, and employee engagement is the mediating variable. The research framework is developed based on the existing literature of these three variables which is depicted in Figure 2.1. The later part of the literature review is discussed this research framework and proposed hypotheses in detail.

2.2.1 Job Satisfaction and Affective Organizational Commitment

Affective commitment and job satisfaction are two different and varied concepts. However, many studies have been carried on job satisfaction and organizational commitment in different cultural and corporate settings. Several studies found a positive linkage between job satisfaction and organizational commitment (Gharib & Khairy, 2019; Gheitani, Imani, Seyyedamiri, & Foroudi, 2019; Moon, Cho, Lee, & Oah, 2014; Mwesigwa, Tusiime, & Ssekiziyivu, 2020; Saimir & Jonida, 2013; Sang et al., 2019) while both job satisfaction and organizational commitment are used interchangeably as predictor and outcome variable. However, Ahmad (2013) had claimed that job satisfaction and organizational commitment is not linked with each other as an employee might be committed to their organizations without being satisfied. Furthermore, Curry et al. (1986) exceptionally found an insignificant relationship between job satisfaction and organizational commitment.

On the other hand, recent literature suggests a positive linkage between job satisfaction and affective commitment where job satisfaction has a positive and significant impact on affective organizational commitment (Ampofo, 2020; Cao, Liu, Wu, & Zhao, 2020; Suifan, 2019; Tarkar, Dhamija, & Singh, 2019; Zopiatis, Constanti, & Theocharous, 2014). Moreover, Zopiatis (2014) added that affective commitment positively correlates with job satisfaction compared to normative commitment. The social exchange relation theory can also explain the relationship between job satisfaction and affective organizational commitment, along with these studies. According to this theory, employees always weigh the potential benefits and risks and determine the relationship's worth. Hence, if an employee finds his or her job fair and satisfactory, he or she is likely to be effectively committed to the organization.

H1: *There is a significant positive effect of employee job satisfaction on employee affective organizational commitment.*

2.2.2 Job Satisfaction and Employee Engagement

The number of studies explaining the relationship between job satisfaction and work engagement is also quite noteworthy. However, some studies show job satisfaction due to employee engagement, while others offer it as a predictor. Saks (2006), in his study of 'Antecedents and consequences of employee engagement,' had statistically proved that job satisfaction is the result of employee engagement. The same researcher recently tests the same relationship to address some issues raised during the last ten years. Nevertheless, the relationship is statistically significant, and there is no change in job satisfaction and employee engagement linkage over time (Saks, 2019).

Moreover, Memon et al. (2020) examined the employees' job satisfaction with human resource management (HRM) practices and their work engagement effect. They found satisfaction with training and performance appraisal significantly drives employee engagement at work but unexpectedly, satisfaction with pay and compensation leads to the opposite. However, Anitha (2014) reported that pay satisfaction significantly influences employee engagement. Several other recent studies demonstrated the positive job satisfaction and employee engagement linkage where job satisfaction found statistically significant antecedent in improving employee engagement (Al-dalahmeh, Masa'deh, Abu Khalaf, & Obeidat, 2018; Boštjančič & Petrovčič, 2019; Garg, Dar, & Mishra, 2018; Shmailan, 2016; Vorina, Simonič, & Vlasova, 2017).

On the other hand, the relationship between job satisfaction and employee engagement can be explained by the job demand resource model. The model is developed based on two major components: job requirements and job resources. According to this model, satisfied employees often have the right balance between job resources and job requirements. It further entails that a satisfied employee is also generally more engaged. These engaged employees create value for the organization. The explanation is supported by (Kotze, 2018) where who discovered that satisfaction with job resources had a statistically significant favorable influence on employee engagement.

H2: *There is a significant positive effect of employee job satisfaction on employee engagement.*

2.2.3 Employee Engagement and Affective Organizational Commitment

Prior literature supports the positive linkage between employee engagement and organizational commitment (Agyemang & Ofei, 2013; Imam & Shafique, 2015; van Gelderen & Bik, 2016). Khalid and Khalid (2015) found a significant positive relationship and reported that both employee engagement and organizational commitment are closely related. On the contrary, an ample number of studies demonstrated that engagement is positively associated with affective commitment (Albrecht & Marty, 2020; Asif, Qing, Hwang, & Shi, 2019; van Gelderen & Bik, 2016; Yalabik, van Rossenberg, Kinnie, & Swart, 2015). Gyensare et al. (2017) mentioned that employee engagement and affective commitment are positively associated with each other, and the association helps to minimize employee turnover intention. Recently, Basit (2019) highlighted a new construct name respectful engagement, where he discovered a significant positive association between respectful engagement and affective commitment. Moreover, in the same study, the author also concluded that job engagement increases affective organizational commitment.

Like other relationships, the association between employee engagement and affective commitment can be explained by the social exchange theory. According to the SET, employees are inspired to give back the organization's favor in balancing the relationship. Similarly, highly engaged workers, resulting from organizational support, tend to respond with enhanced affective involvement (Saks, 2006).

H3: There is a significant positive effect of employee engagement on employee affective organizational commitment.

As literature has supported that employee engagement is associated with both job satisfaction and affective commitment, so it can be assumed that employee engagement performs the mediating role in this arrangement.

H4: There is a positive and significant mediating effect of employee engagement in the relationship between employee job satisfaction and employee affective organizational commitment.

3. Methodology

3.1 Research Design and Participants

This study follows the explanatory research design with the deductive approach. Employees from the three-stars and above-hotels in Dhaka, Chattogram, Sylhet, and Cox's Bazar are considered the study's targeted population. The sampling frame is further narrow down by considering employees who had already passed two years of their tenure in the respective organization. According to Hair et al. (2017), the complexities of a structural model do not require a large sample size since the "PLS algorithm does not calculate all relationships at the same time." Besides, Reinartz et al. (2009) revealed that, even if the sample size is limited, PLS-SEM can achieve high statistical power levels. Moreover, several studies support Smart PLS's adequacy in studying data with a limited sample size of 100. See for example, (Reinartz et al., 2009; Rigdon, 2016). Furthermore, Hair et al.(2014) suggested that one can adjust the minimum required sample size based on statistical power to be more restrictive.

To calculate the sample size, G*power 3.1 (Erdfelder, Faul, Buchner, & Lang, 2009; Faul, Erdfelder, Lang, & Buchner, 2007) software is used with the setting as Effect size = 0.15 (medium), $\alpha = 0.05$, the number of predictors = 2, and the power is set at 95%. A total of 107 are the sample in the study where 74 (69.16%) are male, and 33 (30.84%) are female. The survey questionnaire is used as the research instrument, and it is distributed by both hand and mail, with a response rate of 98%.

3.2 Measures

The survey questionnaire used for collecting the data of this study consists of four main sections. Section 'A' comprised questions that focus on participants' demographic profiles such as gender and tenure of work. Rest three included the questions related to study variables. The variables of the study include: affective organizational commitment, job satisfaction, and employee engagement, where affective organizational commitment is the dependent variable, job satisfaction is independent, and employee engagement is a mediating variable. Each variable employed several items where the responses to items rated on a 5-point scale ranging from strongly agree (5) to strongly disagree (1). The items are selected based on previous valid and reliable instruments. The detailed measures of this study are shown in Table 1.

3.3 Data Analysis

This study has an independent, dependent, and mediating variable where the mediating variable's effect is determined on the relationship between IV and DV. To assess the mediating effect of employee engagement in job satisfaction-affective organizational commitment relationship, the partial least square-structural equation modeling (PLS-SEM) is used with the help of Smart PLS version 3. The PLS-SEM is a variance-based estimation method that tests the constructs' reliability and validity and estimates the relationships between those variables (Barroso, Carri'on, & Rold'an, 2010). The data analysis method used in this research contains two sub-processes. The first is to assess the measurement model to ensure the reliability and validity of each indicator. The second involves evaluation of the structural model through the examination of the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and goodness of fit model, as well as testing of both direct and indirect hypotheses using a 95% confidence interval.

Table 1. Measures Used from Previous Studies

Construct	Status	No of Items	Example Items	Source
Job Satisfaction	Adapted	14	The chance to do something that makes use of my abilities.	Minnesota Satisfaction Questionnaire.
Affective Organizational Commitment	Adopted	9	I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful.	Meyer, Allen, and Smith (1993)
Employee Engagement	Adapted	8	At my job, I feel strong and vigorous.	Utretch Work Engagement Scale developed by Schaufeli and Bakker (2003)

Source: Authors' Development based on Previous Literature

4. Result

This study aims to determine the relationship between the independent and dependent variables and predict the mediating variable's impact on the relationship between the independent and dependent variables. For this reason, the partial least squares structural equation modeling (PLS-SEM) is applied (Henseler, Ringle, & Sinkovics, 2009). Subsequently, all the hypotheses are examined through Smart PLS-SEM. As a causal modeling approach, PLS-SEM develops through two phases. One is to assess the measurement model (also known as the outer model). The other is to evaluate the structural model (also known as the inner model) (Joseph F. Hair, Ringle, & Sarstedt, 2011). The external model established relations between valuable and relevant items. In contrast, the internal model showed the relationship between exogenous (independent) and endogenous (dependent and mediating) variables (Joseph F. Hair et al., 2014).

4.1 Assessment of Measurement Model

Assessment of the measurement model has been conducted for checking reliability and validity (Hair et al., 2014). Under the measurement model, three different things are assessed: internal consistency, convergent validity, and discriminant validity. Internal consistency reflects the model reliability, whereas convergent and discriminant validity reflects model validity. Cronbach alpha and composite reliability measure internal consistency while average variance extracted (AVE) and factor loadings measure convergent validity. The measure of discriminant validity is Fornell and Larcker, HTMT, and cross-loadings.

Firstly, the suggested model's reliability has been determined based on Cronbach alpha and composite reliability (CR)(Chin, 2010). According to Robinson et al. (1991), an alpha value of more than 0.70 is acceptable, and if CR exceeds the value of 0.70, it confirms the model's reliability (Joseph F. Hair et al., 2011). Table 2 and Figure 2 demonstrate that all Cronbach alpha and CR exceeded the recommended value of 0.70, confirming the model's reliability, items, and constructs. Secondly, convergent validity measures the quality of the set of items in a research instrument. The convergent validity of the measurement model has been assessed through factor loadings and AVE. AVE should exceed 0.50 to suggest adequate convergent validity (Fornell & Larcker, 1981; Joe F. Hair, Black, Babin, & Anderson, 2010). Alternatively, loadings of 0.40, 0.50, 0.60, and 0.70 are accepted if it leads to an

AVE larger than 0.50. Loading value equals greater than 0.50 is acceptable if the summation of loadings results in high loading scores, contributing to AVE scores greater than 0.50 (Byrne, 2016). Table 2. shows that the measurement model's evaluation shows that factor loadings of each item and AVE for all constructs exceed the minimum acceptable value of 0.50, which provides adequate support to the convergent validity.

Table 2. Evaluation of the Measurement Model

Variables	Items	Factor Loading	AVE	CR	Cronbach α
Job Satisfaction	JS 2	0.881	0.607	0.938	0.925
	JS 3	0.798			
	JS 5	0.576			
	JS 6	0.743			
	JS 7	0.866			
	JS 8	0.759			
	JS 9	0.586			
	JS 10	0.882			
Employee Engagement	JS 11	0.828	0.625	0.921	0.900
	JS 14	0.803			
	EE 2	0.732			
	EE 3	0.781			
	EE 4	0.815			
	EE 5	0.745			
	EE 6	0.800			
Affective Organizational Commitment	EE 7	0.781	0.601	0.923	0.905
	EE 8	0.871			
	AOC 2	0.760			
	AOC 3	0.769			
	AOC 4	0.773			
	AOC 5	0.776			
	AOC 6	0.759			
AOC 7	0.769				
AOC 8	0.754				
AOC 9	0.841				

Source: Primary data collection, 2020

Note: [Items (JS 1, JS 4, JS 12, JS 13, EE 1 & AOC1) are deleted to comply the model fit]

Finally, the suggested model's discriminant validity is assessed through Fornell and Larcker (1981) criterion and HTMT ratio. According to Fornell and Larcker(1981) and chin (2010), the AVE of a latent variable should be higher than the latent variable's squared correlations and all other variables. Besides, the value of HTMT should be less than 0.90 to prove discriminant validity (Gold, Malhotra, & Segars, 2001). Tables 3 and 4 respectively verify the appropriateness of the model's discriminant validity.

Table 3. Discriminant Validity at Construct Level (Fornell and Larcker criterion)

	AOC	EE	JS
AOC	0.776		
EE	0.710	0.791	
JS	0.694	0.588	0.779

Source: Primary data collection, 2020

Note: AOC = Affective organizational commitment; EE = Employee Engagement; JS = Job Satisfaction

Table 4. Heterotrait Monotrait (HTMT) Criterion for Discriminant Validity

	AOC	EE	JS
AOC	-		
EE	0.773	-	
JS	0.757	0.627	-

Source: Primary data collection, 2020

Note: AOC = Affective organizational commitment; EE = Employee Engagement; JS = Job Satisfaction

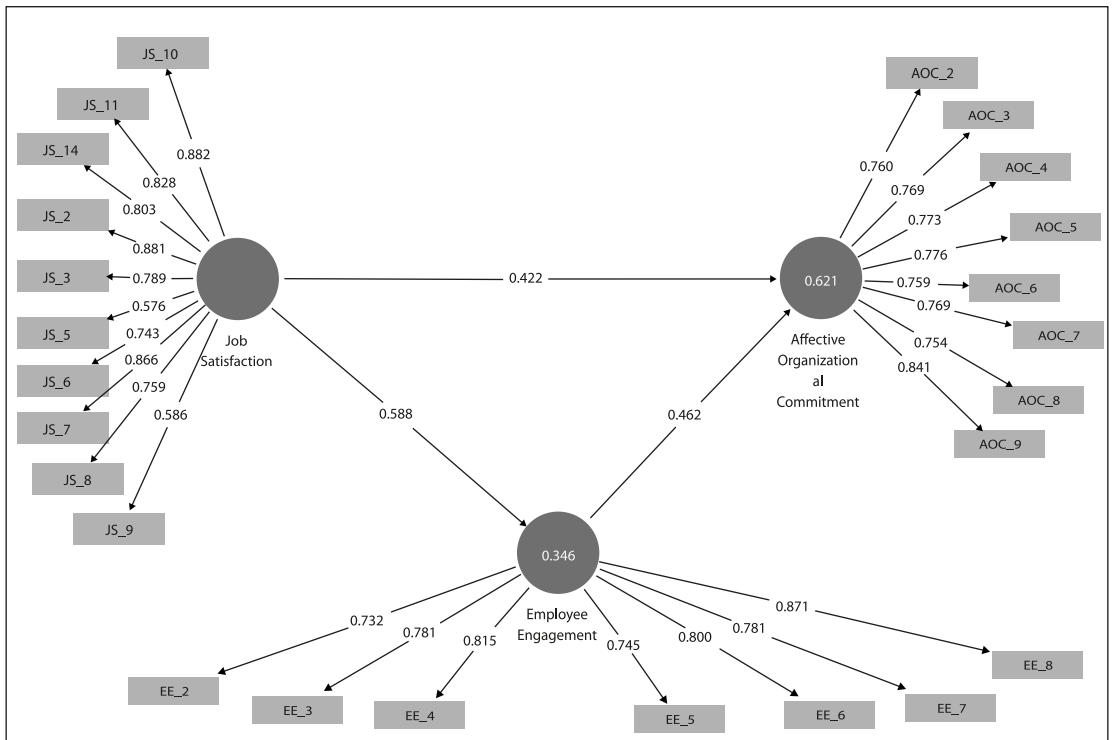


Figure 2. Measurement Model with outer loadings, Source: Primary data collection, 2020

4.2. Assessment of Structural Model

After assessing the measurement model, the structural model has been analyzed with Smart PLS 3. To assess the structural model, the researcher needs to evaluate the significance of the path coefficient, consider the variance explanation of endogenous constructs (R^2), determining effect size (f^2), and predict relevance (Q^2) (Henseler et al., 2009). To accomplish this, direct and indirect effects are examined. All the hypotheses are confirmed by considering path coefficient, t statistics, and p-value. Apart from this, R-Squared (R^2), effect size (f^2), and predictive relevance (Q^2) are also checked. This study has three direct hypotheses, as shown in Table 5 and Figure 3. All the direct hypotheses (H1, H2, H3) are accepted as the t-value is more significant than 1.64.

Table 5. Structural Model Assessment Results and Decision (Direct and Indirect Effects)

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	SD (STDEV)	T Statistics	P Values	Decision
H1	JS -> AOC	0.422	0.425	0.067	6.269	0.000	Accepted
H2	JS -> EE	0.588	0.576	0.108	5.449	0.001	Accepted
H3	EE -> AOC	0.462	0.444	0.078	5.929	0.000	Accepted
H4	JS-> EE-> AOC	0.272	0.259	0.077	3.517	0.000	Mediation

Source: Primary data collection, 2020

Note: AOC = Affective organizational commitment; EE = Employee Engagement; JS = Job Satisfaction

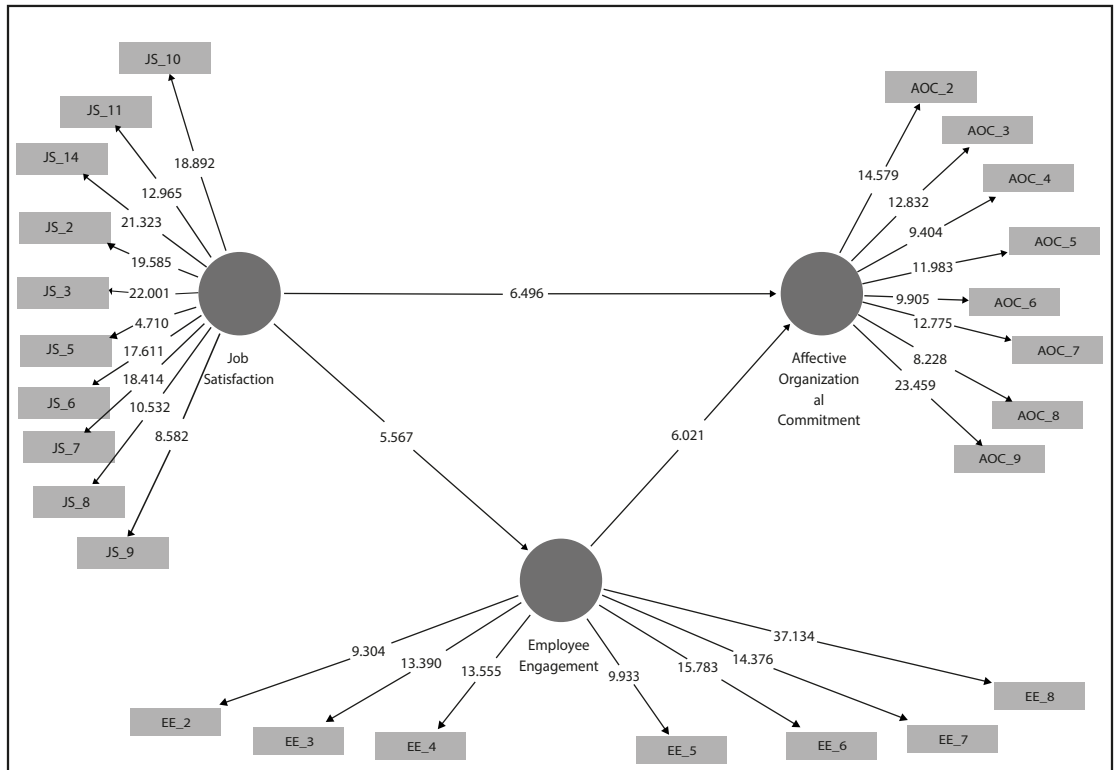


Figure 3. Structural model with inner path result, Source: Primary Data Collection, 2020

Regarding direct effects, three hypotheses are supported with $P < 0.01$ and t statistics > 1.64 (See Table 5 and Figure 3). Moreover, PLS bootstrapping is selected to observe the mediation effect. PLS bootstrapping is most appropriate while analyzing through the small sample (Joseph F. Hair et al., 2014). Thus, this study has analyzed the effect of employee engagement as a mediator by the bootstrapping method through Smart PLS 3.0 and carries out 5000 re-sampling to examine the t -value.

Regarding mediating effects (see Table 5), the result shows that employee engagement mediates the relationship between job satisfaction and affective commitment ($\beta = 0.272$, $t = 3.517$ or $p < 0.05$). Thus, H4 is supported. It is already apparent that both the direct relationship between job satisfaction and employee engagement and affective organizational commitment is significant. Similarly, the mediating effect of engagement in job satisfaction and affective commitment is also significant. Hence, employee engagement partially mediates the relationship. Partial mediation occurs when both indirect and direct effects are significant (Nitzl, Roldan, & Cepeda, 2016).

Table 6 shows that the R^2 value is 62.1%, indicating 62.1 percent change is influenced by the dependent variable (affective organizational commitment) by combining all the constructs. On the other hand, predictive relevance should be greater than zero (Chin, 1998; Henseler et al., 2009). Chin (1998) set three criteria in this regard. According to him, if Q^2 is 0.02, then the model has small predictive relevance; if Q^2 is 0.15, then the model has medium predictive relevance, and if Q^2 is 0.35, then the model has large predictive relevance. Table 7. proves the model's medium predictive relevance. Moreover, Table 8 shows the effect size (f^2). Cohen (1988) described that f^2 values of 0.02 are small, 0.15 is moderate, and 0.35 is strong. In this study, the f^2 for job satisfaction is moderate to strong and employee engagement is strong.

Table 6. R-Square (R^2) Value

Endogenous Variable	R Square	R Square Adjusted
Affective Organizational Commitment	0.621	0.616

Source: Primary data collection, 2020

Table 7. Predictive Relevance (Q-Square) Result

Endogenous Variables	CCR $Q^2 (=1-SSE/SSO)$	CCC $Q^2 (=1-SSE/SSO)$
Affective Organizational Commitment	0.325	0.456

Source: Primary data collection, 2020

Table 8. Effect Size (f^2 Result)

Exogenous Variables	f^2	Effect Size
Job Satisfaction	0.308	Moderate
Employee Engagement	0.369	Strong

Source: Primary data collection, 2020

5. Discussion

This study's findings indicate that job satisfaction has a substantial effect on employees' affective organizational commitment. The direct effect of job satisfaction on affective organizational commitment shows an at-value of 6.269 with a β -value of 0.422. These values show a significant positive impact on job satisfaction on affective organizational commitment. Therefore, it can be said that an increase in job satisfaction will improve employee's affective organizational commitment. The result is consistent with the assumption of social exchange theory and the Westover job satisfaction model where they conceptualized job satisfaction and organizational commitment as closely linked both as global measures and specific measures (Westover, Westover, & Westover, 2010). The findings of this study also match with that of some of the recent studies (Ampofo, 2020; Cao et al., 2020; Suifan, 2019; Tarkar et al., 2019).

Moreover, while examining the effect of job satisfaction on employee engagement, it is found that the t-value is 5.449 with β -values of 0.588. It indicates a direct positive relationship between job satisfaction and employee engagement. It suggests that a satisfied employee is involved both mentally and physically with the organization. This finding confirms the explanation of the job resource demand model and supports recent studies (Al-dalalmeh et al., 2018; Garg et al., 2018; Saks, 2019).

Furthermore, it is found that employee engagement has a significant positive impact on affective organizational commitment. While analyzing the data, it is found that the t-value is 5.929, and the β -value is 0.462. Hence, employee engagement drives affective commitment. The result confirms the social exchange theory and other prior studies (Albrecht & Marty, 2020; Asif et al., 2019; van Gelderen & Bik, 2016). Nevertheless, while examining employee engagement's mediating role, it is found that the t-value is 3.517, and the β -value is 0.272 for job satisfaction and affective organizational commitment. As the mediating effect is found significant, it can be said that employee engagement has significantly mediated the satisfaction-commitment relationship. In short, the study findings show the interconnections of the three constructs in which job satisfaction estimates both affective organizational commitment and employee engagement, and employee engagement also predicts affective commitment. Thus, employee engagement performs the mediating role between the satisfaction-affective commitment relationships.

6. Conclusion

The consequence of job satisfaction and affective commitment is crucial for any organization, irrespective of its size and type. Research has already proven that work satisfaction and commitment to the organization are significant contributors to employee retention and decreased intention of leaving (Joarder, 2012). Murat et al. (2014) alluded that absenteeism and turnover rates will be high if employees are not committed to or happy with their organization. If a company invests time, money, and other resources in employees who are not inspired to perform their job or

fulfill their intended functions, the investment is wasted (Martin & Kaufman, 2013). Jawaad et al. (2019) suggested that organizations should embrace and use incentives and improve their engagement to ensure employees' commitment. Therefore, the study is conducted to explore the relationship between job satisfaction and affective organizational commitment.

Although a significant portion of existing studies shows only how job satisfaction can influence employee engagement and affective commitment and how employee engagement confirms affective commitment, the mediating effect of employee engagement in this relationship is not still getting much priority. For this very reason, this study intended to determine the impact of job satisfaction on affective organizational commitment through the mediating effect of employee engagement. Employees from three-star and above-hotels in Dhaka, Chattogram, Sylhet, and Cox's Bazar are selected to test the research hypotheses. The study includes a total of 107 employees who have already served two years in those organizations.

This study offers significant practical and academic implications for HR in Bangladesh's hotel industry. The study provides conclusive evidence that job satisfaction enhances the affective organizational commitment among the Bangladeshi hotel industry employees. Moreover, it is also discovered that job satisfaction expedites employee engagement, and engagement further accelerates employee's affective commitment. Thus, employee engagement performs the mediating role between job satisfaction and affective organizational commitment. This study's results can help practitioners recognize and highlight adequate evidence to confirm the significant causal link between job satisfaction and affective commitment and the intermediating role of employee engagement. Therefore, firms must create an atmosphere where employees are happy and satisfied to ensure an emotionally attached employee base. Besides, every company must recognize the importance of employee engagement in the workplace. Hence, corporate management critically analyzes and equally focuses on all of these constructs to ensure its competitiveness and success. On the other hand, this study contributes to the following improvements. First, this study sheds a few lights on the existing literature on the relationship between job satisfaction, affective organizational commitment, and employee engagement. Second, this study has partially tested and confirms the effect of two different theories (social exchange theory and job demand resource model) in Bangladesh's context. Finally, the study confirms the outcome of recent research and validates the measurement scale of three different constructs in the context of Bangladesh's hotel industry.

The study is subject to some constraints. The findings cannot be generalized across the country in a larger context. The study participants are limited to 107 respondents, where the primary intention is to test the model. Therefore, the possible area of future research would be to investigate the relationship from a broader perspective. Besides, the study has discussed affective commitment only, which can be extended in future studies by considering other organizational commitment forms; normative and continuance commitment.

7. References

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