Research Paper

Organizational Commitment as a Mediator: Exploring the Relationship between Job Satisfaction and Job Performance in the Ghanaian Public Sector

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Abstract

Public sector organizations in developing countries face significant challenges related to workforce retention, job satisfaction, and performance, particularly in Ghana, where limited resources and economic constraints exacerbate these issues. Addressing these challenges is vital for improving organizational outcomes and ensuring effective delivery of public services. This study explores the relationship between job satisfaction and job performance in Ghana's public sector, focusing on the mediating role of organizational commitment. Understanding these dynamics is becoming increasingly important as public sector organizations grapple with the complexities of workforce management in resource-constrained environments. A sample of 300 employees was selected through purposive and convenience sampling, with 200 valid responses (66.6% response rate). Data were analyzed using SMART PLS 3.0 and SPSS 22, applying partial least squares structural equation modeling (PLS-SEM) to assess the research model and hypotheses. The findings reveal that job satisfaction significantly impacts affective, continuance, and normative commitment. Additionally, continuance and normative commitment positively influence job performance, whereas affective commitment does not. This study underscores the importance of job satisfaction in enhancing job performance through its effect on organizational commitment. To improve workforce outcomes, the study recommends targeted training programs that address skill gaps and increase job satisfaction. Public sector organizations, particularly local governments, should prioritize the implementation of effective job satisfaction strategies to boost employee performance and commitment. This research provides valuable insights into how public sector entities in developing countries like Ghana can foster employee performance through improved organizational commitment.

Keywords *Job satisfaction, Organizational Commitment, Job performance, Public Sector, Ghana*

INTRODUCTION

In recent years, the public sector has faced escalating challenges in attracting, retaining, and ensuring the satisfaction of skilled personnel. The ability to secure and maintain committed employees has become increasingly crucial not only for the operational efficiency of public organizations but also for the delivery of high-quality public services. This struggle is especially pronounced in developing countries, where economic constraints, limited resources, and rising populations intensify difficulties in cultivating capable workforces. In Ghana, the situation is exacerbated by a significant shortage of qualified personnel, making it imperative to focus on job satisfaction, organizational commitment, and employee performance as key areas for public sector reform.

Research has revealed that organizational commitment is a vital determinant of job performance, as noted by Motsaathebe (2023). This study highlighted the importance of fostering an environment in which employees feel valued and aligned with the organization's goals. Mabaso

and Dlamini (2021) also emphasized that job satisfaction is essential for attracting and retaining skilled workers in the public sector. They asserted that a satisfied workforce not only performs better but is also more likely to remain with the organization, thereby reducing turnover rates. Furthermore, Ashraf (2020) identified compensation as a significant factor that influences employees' decisions to stay, arguing that fair and competitive compensation packages enhance morale and foster long-term organizational commitment.

Moreover, the nuanced aspects of organizational commitment have been explored by Nguyen et al. (2020) explored nuanced aspects of organizational commitment, classifying it into affective, continuance, and normative components. Their findings revealed that affective commitment—characterized by emotional attachment to the organization—serves as the strongest predictor of high job performance. This is supported by the work of Keller et al. (2020), who found that employees who are emotionally invested in their organizations are more motivated to contribute positively. The present study aims to deepen the understanding of how job satisfaction, organizational commitment, compensation, and working conditions interact within Ghana's public sector, ultimately providing practical recommendations to enhance employee performance and workforce retention.

The research questions guiding this study focus on the mediating role of organizational commitment in the relationship between job satisfaction and job performance, particularly in the context of Ghana's public sector. By examining these relationships, this study contributes new insights into the interplay between these critical factors, addressing the limitations of previous studies that may have overlooked the unique challenges faced by the public sector in developing countries. Through this exploration, this research highlights the importance of organizational commitment as a key mechanism for translating job satisfaction into improved job performance.

LITERATURE REVIEW
Theoretical Benchmark

The theoretical benchmark of this study is rooted in equity theory, which was developed by Adams (1965), which suggests that individuals assess fairness in their work environment by comparing their inputs (e.g., effort, experience) and outcomes (e.g., salary, recognition) with those of others. According to Adams, employees strive for equity in their contributions and rewards relative to their peers. When workers perceive inequity—such as being undercompensated or underappreciated—job dissatisfaction arises, which can negatively impact their commitment and performance. In this study, Equity Theory is used to explain the mediating role of organizational commitment in the relationship between job satisfaction and job performance (Silva et al., 2023). The theory suggests that employees who perceive fairness and equity are more likely to exhibit higher levels of organizational commitment, which, in turn, enhances their job performance. Therefore, this study applies Equity Theory to explore how perceptions of fairness affect job satisfaction, organizational commitment, and, ultimately, job performance in Ghana's public sector (Addo, 2022).

Concept of Job Satisfaction

Nabawi (2019) defined job satisfaction as a state of pleasant emotional state resulting from a person's love and passion for their work. Workplace morale, discipline, and output all reflect this mindset. Working within the home, working outside the home, or working both inside and outside the home can all lead to job satisfaction. According to Putra et al. (2019), job satisfaction refers to how well- or poorly-employed employees feel about their employment. How someone feels about their employment is reflected in their job satisfaction. In Kurniawan and Alimudin's (2015) Understanding Work Satisfaction, they claim that job satisfaction is the outcome of an employee's

belief that their position offers something significant. The efforts to strengthen principals organizational commitment to raising educational standards are significantly impacted by their job satisfaction. Work involves communicating with coworkers and superiors, according to organizational norms and policies and reaching performance criteria (Nuraini et al., 2022; Campos, 2024).

Various academic researchers in Ghana have conducted numerous studies on job happiness. In a study conducted in Ghana, Owusu and Owusu (2014) discovered that salary is the most vital predictor of work satisfaction. According to Nutsuklo (2015), teacher job satisfaction is quite poor. Mensah and Adjei (2015) conducted a study in Ghana and found that demographic variables impacted commitment. The results of a second study in Ghana by Mensah (2016) showed that operational guidance was utilized for record management in state-owned hospitals, but this was not in accordance with the norms and practices that were in place for record management. Amo (2016) claims that although the hospital has a records management program with a disaster management strategy, staff members do not undergo records management training.

Organizational Commitment

Organizational commitment refers to commitment to an organization (Karmakar, 2020). It is a crucial construct in organizational research because it is associated with a range of outcomes, including higher job performance, lower turnover rates and improved mental and physical health. Three elements of organizational commitment have been found in research (Meyer & Allen, 1991; Acharya & Dasbiswas, 2017): affective, normative and continuation commitment. Normative commitment reflects a sense of duty to remain loyal to the organization, while affective commitment represents a person's emotional attachment to the organization. A person's commitment to continuity shows how aware he or she is of the costs associated with leaving the company.

Numerous academic studies have examined the antecedents and outcomes of organizational commitment. For example, according to studies, abusive supervision has a negative relationship with organizational commitment, and transformational leadership has a positive relationship (Wang et al., 2022). Furthermore, studies have shown a favorable relationship between organizational commitment and job performance (Brown et al., 2019; Meyer et al., 1993; Panchal et al., 2022) as well as job satisfaction.

Job Performance

Simbolon et al. (2021) defined job performance as the results an individual accomplishes while performing the activities assigned to him based on skill, experience, sincerity, and time. The definition of work performance, according to Zermane et al. (2022) is the capacity to perform work in accordance with the predefined time, quality, and goals established.

The degree to which people work to achieve organizational objectives determines the success of an organization. Organizations must therefore establish strategies to ensure that staff consistently perform well (Omar et al., 2020). Organizations must recognize that employees have unique needs that must be considered for them to function at their best and to guarantee that workers constantly deliver on their promises. This might reveal whether workers have favorable or unfavorable opinions of a company, and each employee must be evaluated individually (Bin & Shmailan, 2015; Dellova, & Tian, 2024). There are several ways to evaluate an employee's performance, one of which is to determine whether they are capable of achieving the objectives and criteria set by the company (Omar et al., 2020; Yanty et al., 2024). In addition, performance can be evaluated in terms of the quantity, quality, efficiency, and effectiveness of a particular work (Arifin, 2015).

Job Satisfaction and Organizational Commitment

In organizational studies, numerous studies have been conducted on the complex and diverse concept of job satisfaction. Locke (1969) described job satisfaction as "a pleasant or positive emotional state resulting from an evaluation of one's work or professional experiences." This shows how satisfied, happy, and motivated the employees are with their work and how much they enjoy it. Job satisfaction has been linked to a number of outcomes, including higher job performance (Judge & Bono, 2001), lower turnover rates (Hackett et al., 2001), and improved mental and physical health (Wright & Cropanzano, 1998).

Organizational commitment is a crucial concept in the field of organizational science. Meyer and Allen (1991, p. 67) defined it as "a psychological state that characterizes the employee's relationship with the organization and influences the decision to either maintain or terminate membership in the organization". Comprising affective commitment, normative commitment, and continuation commitment, organizational commitment encompasses the emotional connection, sense of duty and understanding of the costs associated with leaving the organization, respectively. Normative commitment signifies commitment based on a sense of duty and loyalty to the organization, while affective commitment pertains to an individual's emotional bond with the organization. Commitment to continuity reflects an individual's awareness of the repercussions of leaving the organization (Omar et al., 2020).

Scholars have long been interested in the association between organizational commitment and job happiness. Studies have repeatedly demonstrated a favorable association between job satisfaction and organizational commitment, particularly affective commitment (Meyer & Allen, 1991; Rhoades & Eisenberger, 2002). This implies that people who are happy with their jobs are more likely to have a strong emotional connection to their company. Likewise, studies have shown that employees who experience normative commitment and a sense of duty to remain loyal to their company experience higher job satisfaction (Meyer & Allen, 1991). However, commitment to compliance is inversely correlated with job satisfaction (Meyer & Allen, 1991; Rhoades & Eisenberger, 2002). This means that people may be less satisfied with their jobs if they are aware of the costs associated with leaving the company.

Job satisfaction and organizational commitment go hand in hand (Rakowska et al., 2014). According to Sattar et al. (2014), job satisfaction affects employee commitment and involvement. Eslami and Gharakhani (2012) discovered that indications of job satisfaction, such as promotions, interpersonal connections, and favorable conditions, have a beneficial impact on organizational commitment. Masale et al. (2021) stated that public sector personnel which are satisfied with their work are more likely to stay in their jobs and develop a talent pool. According to Masale et al. (2021), contentment among council employees increases commitment and lowers turnover. Job satisfaction was discovered by Baruti (2017) to be a predictor of public sector employees' organizational commitment in Botswana. Based on this, the first route examines the connection between job satisfaction and elements of organizational commitment using the following hypothesis:

H1: Job Satisfaction affects Affective Commitment
H2: Job Satisfaction affects Normative Commitment
H3: Job satisfaction affects commitment commitment

Organizational Commitment and Job performance

Several pieces of evidence from the literature indicate an association between organizational commitment and job performance. In particular, results from earlier studies imply that organizational commitment is a significant predictor of job performance (Vuong et al., 2019).

According to Mowday et al. (1982), loyal employees are more likely to put forth their utmost effort, which improves job effectiveness (Turner & Chelladurai, 2005). Nonetheless, a lack of staff engagement can be harmful to the company, resulting in subpar service offerings and increased costs, which in turn contribute to lower performance (Mallin et al., 2022). In other words, employees who are more committed to their organization perform better at work than those who are less committed. Although some research (Khan et al., 2010; Mallin et al., 2022) has indicated that organizational commitment has a favorable impact on work performance, it should be noted that the outcomes of different samples may vary. In a meta-analysis involving studies conducted in 14 nations over the course of 25 years, Carrillat et al. (2009) discovered a positive but shaky correlation between organizational commitment and sales force job performance. However, Meyer and Allen's (1991) meta-analysis of the association between organizational commitment and job performance in 2002 found conflicting results. There should be more research on this connection in various service industries (Carrillat et al., 2009). The following hypotheses are based on this study:

H4: Affective Commitment positively impacts Job performance.
H5: Normative Commitment positively impacts Job performance.
H6: Continuance Commitment positively impacts Job performance.

The Association Among Organizational Commitment, Job Satisfaction and Job Performance

In previous studies, organizational commitment in relation to work satisfaction has garnered significant attention. To give a few examples (Nasir et al., 2022; Yang et al., 2018), in contrast, researchers discovered no connection between the two structures. The causal association between organizational commitment and work satisfaction was investigated by Swanson and Niehoff (2017). They discovered that dedication to their company promoted job satisfaction. Russ and McNeilly (1995) used performance, gender, and experience as moderators to examine the connection between organizational commitment and job satisfaction. They discovered that the association between work satisfaction and organizational commitment dimensions is moderated by experience and performance.

Research has revealed that the association between job performance and job satisfaction is mediated by affective commitment (Meyer et al., 2002; Rhoades & Eisenberger, 2002). This supports the idea that employees who have an emotional connection to their company are more likely to be satisfied with their jobs and, therefore, perform better at work. Additionally, normative commitment has been found to mediate the association between job performance and job satisfaction (Meyer et al., 2002). This implies that employees who feel committed to remaining loyal to their company are more likely to be satisfied with their position and engage in better work. Continuity commitment has been shown to have a negative association with job satisfaction (Meyer & Allen, 1991; Rhoades & Eisenberger, 2002) and is therefore less likely to mediate the association between job satisfaction and job performance. However, some researchers have suggested that commitment to continuance may play a mediating role in certain contexts, such as when employees perceive a lack of alternative employment opportunities (Meyer et al., 2002). In addition, some studies have examined the effects of JS on the influence of various factors (Dinc & Aydemir, 2014). Based on the studies described above, the following hypothesis are presented:

H7: Job Satisfaction affects job performance through overall affective commitment.
H8: Job Satisfaction affects job performance through overall normative commitment.
H9: Job Satisfaction affects job performance through overall continuance commitment.

Therefore, drawing from the discussions and findings of previous studies, the hypotheses for this research were developed. The conceptual framework, depicted in Figure 1, illustrates the relationship between organizational commitment, job satisfaction, and job performance.
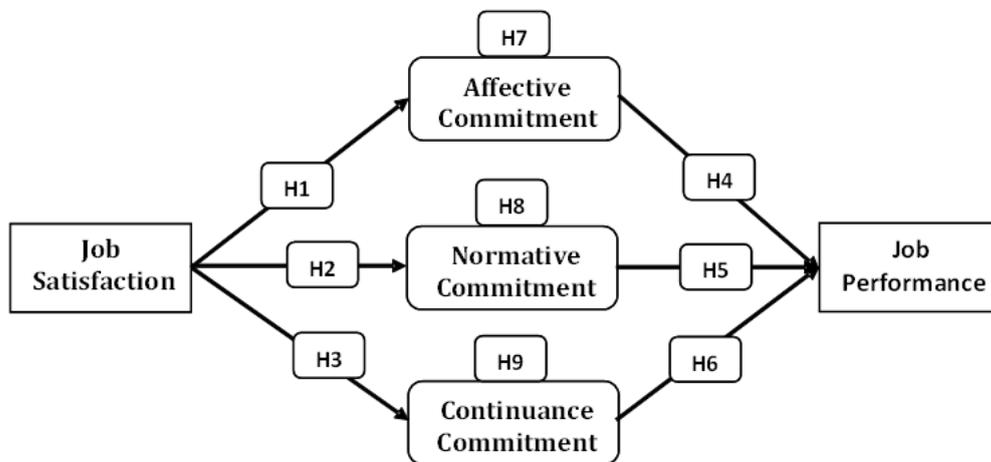

Figure 1. Conceptual Framework

RESEARCH METHOD

In this research, we adopted a quantitative research approach to examine the influence of job satisfaction on job performance and the mediating influence of organizational commitment in the Ghanaian public sector. The research covered a population of 2,000 employees in various government functions and departments in metropolitan, municipal, and district assemblies. These sectors were chosen due to their strategic role in public administration and service delivery, where employees' experiences with job satisfaction and performance dynamics are particularly relevant. We obtained approval from the heads of departments of the Metropolitan, Municipal, and District Assemblies in the Ashanti Region of Ghana before distributing the questionnaire to respondents between October 5, 2023 to December 6, 2023. Consent was sought from individual participants, and the objective of the study was explained to them.

The confidentiality of the views of the participants was also ensured before the questionnaire was distributed. The questionnaire was administered personally to 300 participants. A total of 200 forms were proved suitable for the analysis due to incomplete responses. Purposive and convenience sampling techniques were used to select sample elements from a sampling frame. Utilizing Smart PLS version 3.0 software and the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, recognized for its utility in theory development and testing (Hair et al., 2013), we explored causal relationships in path models involving latent constructs indirectly measured by various indicators (Ringle et al., 2012). The structural model, which describes relationships between unobserved variables (such as job satisfaction and job performance), constitutes the inner model, whereas the outer model illustrates relationships between latent variables and their observed variables. Despite some criticisms in the literature (Hair et al., 2013), PLS-SEM was chosen for its capability to simultaneously examine interrelated dependence relationships, account for measurement error, and optimize predictions through the combination of indicators or proxies (Ali et al., 2021; Rigdon, 2012).

Measurements of the Constructs

A comprehensive survey was conducted in the Ashanti region of Ghana, encompassing

metropolitan, municipal, and district assemblies. The primary objective was to evaluate the relationship between job satisfaction and job performance, considering the mediating impact of organizational commitment. The survey instrument was structured into two distinct sections: (a) The initial section addressed respondent demographics, and (b) the subsequent section delved into discussions on job satisfaction, organizational commitment, and job performance. The second section featured 19 questions using a five-point Likert scale (ranging from 1 to strongly disagree to 5 to strongly agree). Questionnaire surveys were used in the research process. Job satisfaction was gauged using Spector's (1997) 4-item scale, organizational commitment was assessed through Jaros (1997) 10-item scale, and job performance was measured using Podsakoff et al.'s (1996) 5-item scale.

FINDINGS AND DISCUSSION
Respondent Demographic profiles

The study revealed that 82 (41%) of the 200 (100%) respondents were male and 118 (59%) were female. Furthermore, the results revealed that 21 (10.5%) of the respondents were between the ages of 16 and 20, 94 (47%) were between the ages of 21 and 30, 62 (31%) were between the ages of 31 and 40, and 23 (11.5%) were between the ages of 41 and 50. Respondents with JHS as their highest educational level accounted for 81% of the total (40.5%). There were 11 students at the SHS level (5.5%). Respondents with a diploma accounted for 41 (20.5%), those with a degree accounted for 59 (29.5%), and those with a postgraduate degree accounted for 5 (2.5%). Furthermore, the other three (1.5%).

Structural Equation Modeling and Analysis Results

The association between job satisfaction (an independent variable), job performance (a dependent variable), and organizational commitment (mediating variables) was tested using structural model analysis. Structural model assessment consists of a) explained variance; b) path coefficients; and c) effect sizes (Hair et al., 2013).

Table 1. Validity and Reliability

Research constructs	Cronbach's alpha	Rho _A	CR	AVE	Loadings
Affective Commitment	**0.939**	**0.948**	**0.961**	**0.892**	
AC1: I feel a strong sense of belonging to my organization.					**0.919**
AC2: I would be very happy to spend the rest of my career with this organization.					**0.982**
AC3: I feel emotionally attached to my organization.					**0.931**
Continuance Commitment	**0.901**	**0.925**	**0.939**	**0.838**	
CC1: It would be very hard for me to leave this organization, even if I wanted to.					**0.821**
CC2: I stay with this organization because leaving would require considerable personal sacrifice.					**0.964**
CC3: Too much of my life would be disrupted if I decided to leave my organization now.					**0.954**

Research constructs	Cronbach's alpha	Rho _A	CR	AVE	Loadings
Job Performance	**0.992**	**0.992**	**0.993**	**0.967**	
JP1: I consistently meet the performance targets and objectives set for my job.					**0.990**
JP2: I complete my tasks efficiently and on time.					**0.976**
JP3: I take initiative to go beyond my regular job duties when necessary.					**0.979**
JP4: I maintain a high level of quality in the work I produce.					**0.988**
JP5: I contribute positively to the overall success of my team or department.					**0.984**
Job Satisfaction	**0.953**	**0.953**	**0.966**	**0.876**	
JS1: I am satisfied with the overall working conditions at my job.					**0.885**
JS2: My job gives me a sense of personal accomplishment.					**0.955**
JS3: I am satisfied with the support I receive from my supervisor.					**0.958**
JS4: I feel motivated to perform well in my job because of the rewards and recognition I receive					**0.945**
Normative Commitment	**0.922**	**0.933**	**0.945**	**0.812**	
NC1: I feel a sense of obligation to remain with my organization.					**0.867**
NC2: I believe it is morally right to stay with my organization, even when offered a better opportunity elsewhere.					**0.874**
NC3: I would feel guilty if I left my organization					**0.965**
NC4: This organization deserves my loyalty, and I feel committed to staying					**0.896**

Source: Field data (2023)

Validity and Reliability of Results

The use of the Cronbach's alpha value can improve the reliability test using the composite reliability mentioned above. A variable's Cronbach's alpha value is greater than 0.7, it can be deemed dependable or fit the criteria for Cronbach's alpha (Eisingerich & Rubera, 2010). Each research variable's Cronbach's alpha value is greater than 0.7, as can be observed from the data visualization shown above in Table 1. Therefore, considering these results, it can be concluded that all research variables have a high degree of reliability because each complied with the criteria for the Cronbach alpha value.

Discriminant Validity

The data provided in Table 2 show that job satisfaction, job performance, and organizational commitment variables have AVE values that are > 0.5. As a result, each variable has

strong discriminant validity (Fornell & Larcker, 1981).

Table 2. Discriminant Validity

	Affective Commitment	Continuance Commitment	Job Performance	Job Satisfaction	Normative Commitment
Affective Commitment	0.944				
Continuance Commitment	0.772	0.915			
Job Performance	0.806	0.937	0.984		
Job Satisfaction	0.956	0.819	0.887	0.936	
Normative Commitment	0.828	0.929	0.963	0.868	0.901

Source: Field data (2023)

Test for Mediation

The path correlation between the study variables was determined using PLS path analysis of bootstrapping (Shang & Marlow, 2005). This was done to determine whether the path coefficient for the hypothesis association is significant or not. Table 4 and Figure 1 both display the study's structural model. The connection between job satisfaction and job performance was measured using a mediator calculator to determine the t-statistic value for the mediating influence of organizational commitment (Hayes, 2009).
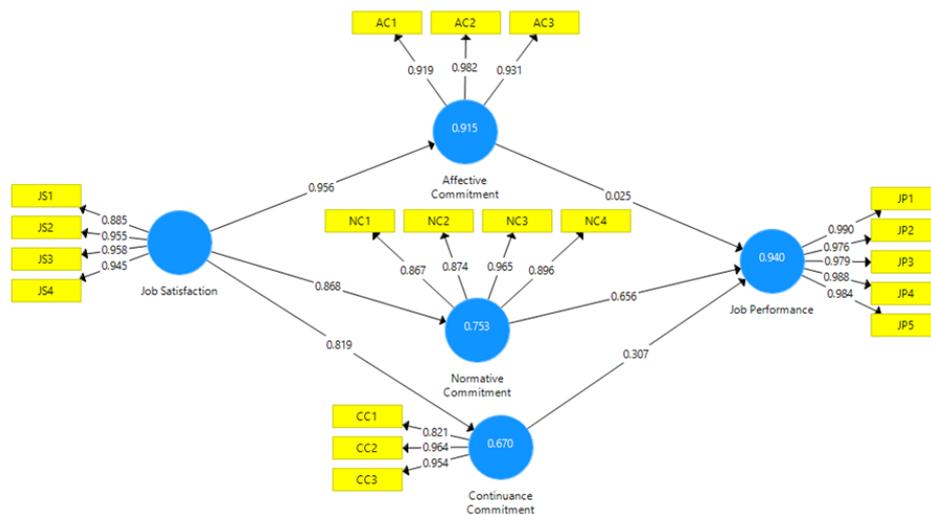

Figure 2. Analysis of PLS Path after Convergent and Discriminant Validity (n = 2000)

Table 3. Structural Analysis

Study's hypothesis	Hypothesis	Path coefficients	T - Statistics	P - Values	Supported/Rejected
JS -> AC	H1	0.956	77.430	**0.000**	supported
JS -> NC	H2	0.868	33.444	**0.000**	supported
JS -> CC	H3	0.819	20.753	**0.000**	supported
AC -> JP	H4	0.025	0.726	0.468	Rejected
NC-> JP	H5	0.656	7.434	**0.000**	supported
AC -> JP	H4	0.025	0.726	**0.468**	Rejected
CC -> JP	H6	0.307	3.655	**0.000**	supported
JS -> AC	H1	0.956	77.430	**0.000**	supported
JS -> CC	H3	0.819	20.753	**0.000**	supported
JS -> NC	H2	0.868	33.444	**0.000**	supported
NC-> JP	H5	0.656	7.434	**0.000**	supported

Source: Field data (2023)

Table 4. Indirect Effects

Study Hypothesis	Hypothesis	Path Coefficient	T Statistics (|O/STDEV|)	P Values	Supported/Rejected
JS -> AC -> JP	H7	0.024	0.721	**0.471**	**Rejected**
JS -> NC -> JP	H8	0.570	7.706	**0.000**	**Supported**
JS -> CC -> JP	H9	0.251	3.330	**0.001**	**Supported**

Source: Field data (2023)

Note: JP = job satisfaction; AC = affective commitment; CC = Continuance Commitment; NC = normative commitment; and JP = job performance.

Discussion

This study investigated the relationship between organizational commitment, job performance, and job satisfaction as a mediator in the public sector. Findings, presented in Tables 3 and 4 and Figure 2 elucidate the results of hypothesis testing regarding the associations among these components. Job satisfaction exhibits substantial positive effects on affective commitment (β = 0.956, t = 77.430, p = 0.000), supports Hypothesis 1 (H1), and aligns well with the existing literature. Kaur et al. (2020) emphasized that job satisfaction serves as a crucial precursor to affective commitment, as employees who are satisfied with their jobs are more likely to feel emotionally attached to their organization. This relationship is further supported by the work of Meschke (2021), who found that job satisfaction significantly influences employees' emotional ties to their workplaces, fostering a sense of belonging and loyalty.

Similarly, Manelkar et al. (2023) highlighted that satisfied employees tend to demonstrate higher levels of organizational commitment, suggesting that job satisfaction enhances employees'

willingness to contribute positively to organizations' goals. Therefore, the significant relationship identified in this study is consistent with established theories on the interplay between job satisfaction and affective commitment, affirming the importance of fostering a satisfying work environment to enhance employee commitment.

In addition to the above, the significant positive effect of job satisfaction on normative commitment (β = 0.868, t = 33.444, p = 0.000), supporting Hypothesis 2 (H2), is consistent with the existing literature that highlights the relationship between these constructs. Ashraf (2020) suggested that job satisfaction significantly influences normative commitment, which reflects an employee's sense of obligation to remain with an organization. Employees who feel satisfied with their work are more likely to develop a sense of loyalty and duty toward their organization, which in turn fosters normative commitment. Additionally, Bakhshi et al. (2023) found that satisfied employees are more inclined to adhere to organizational norms and values, thus reinforcing their commitment to the organization. Similarly, the research conducted by Paruzel et al. (2023) indicated that higher levels of job satisfaction correlate with stronger normative commitment because employees feel a moral responsibility to contribute to their workplace. Therefore, the findings of this study align well with the established understanding that job satisfaction is a key driver of normative commitment.

Furthermore, this study finds that job satisfaction has a substantial positive effect on continuity commitment (β = 0.819, t = 20.753, p = 0.000), thereby supporting Hypothesis 3 (H3) and aligning with the existing literature that highlights the relationship between these constructs. Continuity commitment reflects the perceived costs associated with leaving an organization, and satisfied employees often recognize the benefits of remaining with their current employer.

According to Reig-Botella et al. (2022), job satisfaction enhances continuity commitment as employees weigh their options and consider the costs of departure versus their satisfaction levels. Similarly, a study by Ali et al. (2021) found that when employees are satisfied with their jobs, they are more likely to remain with the organization because of the perceived loss of valuable benefits, such as salary and relationships with colleagues. Furthermore, the research conducted by Singh & Tarkar (2022) supports this notion by indicating that high job satisfaction increases the likelihood that employees will develop continuity commitment because they appreciate the stability and security that their current positions provide. Thus, the findings of this study reinforce the notion that job satisfaction plays a crucial role in fostering continuity commitment among employees.

In addition, affective commitment (β = 0.025, t = 0.726, p = 0.468) was found to have an insignificant effect on job performance, leading to the rejection of H4. This finding contrasts with much of the existing literature. Park et al. (2022) proposed that affective commitment, characterized by emotional attachment to an organization, typically leads to enhanced job performance. However, this study's outcome aligns with recent research by Iqbal et al. (2023), which suggested that the relationship between affective commitment and job performance may be moderated by contextual factors such as organizational culture and individual employee differences. Their findings indicate that in certain environments, employees may feel emotionally connected to their organizations without the connection translating into higher performance.

Furthermore, this study shows that normative commitment (β = 0.656, t = 7.434, p = 0.000) significantly demonstrates job performance, thereby supporting Hypothesis 5 (H5) and is consistent with literature that emphasizes the importance of normative commitment in enhancing employee performance. Normative commitment reflects an employee's sense of obligation to remain with an organization, and this sense of duty can motivate individuals to perform better in their roles. According to Inam et al. (2023), employees with high normative commitment are more likely to go above and beyond in their job performance because they feel a moral responsibility to

contribute positively to the organization's success. Additionally, the research conducted by Jiatong et al. (2022) found a strong correlation between normative commitment and job performance, indicating that employees who feel obligated to their organizations are motivated to exhibit higher levels of effort and dedication. Furthermore, a study by Terrell (2024) corroborated these findings, suggesting that normative commitment acts as a catalyst for improved performance by fostering a supportive work environment in which employees are more engaged and productive. Thus, the results of this study align well with existing research that highlights the positive influence of normative commitment on job performance.

Conversely, continuity commitment (β = 0.307, t = 3.655, p = 0.000) demonstrated a significant positive impact on job performance, supporting H6. This finding is consistent with research by Anand et al. (2023), who found that employees exhibiting strong continuity commitment—often linked to perceived job security and the costs associated with leaving—are likely to show higher levels of job performance. Their study indicated that this form of commitment fosters a sense of obligation and responsibility toward the organization, motivating employees to perform effectively.

Again, regression models were employed to assess how job satisfaction influences job performance through organizational commitment components. The results indicate that overall affective commitment does not mediate the relationship between job satisfaction and job performance (β = 0.024; t = 0.721; p = 0.471), which raises important considerations regarding the assumed positive link between these constructs. Although many studies, such as DiPietro et al. (2020), have historically posited that higher levels of job satisfaction leads to increased affective commitment, which, in turn, enhances job performance, the current study's results suggest a more complex interaction. Riaz et al. (2023) found that although affective commitment is often associated with positive work outcomes, contextual factors may dilute this relationship. In certain public sector contexts, the pressures of bureaucracy and job security may lead employees to feel committed to their roles without experiencing the job satisfaction necessary to enhance their performance. This nuanced perspective implies that affective commitment alone may not sufficiently mediate the impact of job satisfaction on job performance in specific environments.

Conversely, the finding that overall normative commitment mediates the relationship between job satisfaction and job performance (β = 0.570; t = 7.706; p = 0.000) aligns well with existing literature that emphasizes the critical role of normative commitment in organizational behavior. Jaros (2017) described normative commitment as the feeling of obligation that employees must remain with an organization, which can be bolstered by job satisfaction. Research by Marcos et al. (2020) supported the notion that employees who feel satisfied with their jobs are more likely to develop a sense of obligation to their organization, which, in turn, enhances their performance. This finding reinforces the idea that normative commitment act as a significant driver of job performance, particularly in contexts where employees perceive a moral or ethical duty to contribute positively to their organizations. These insights illuminate the mechanisms through which job satisfaction can be translated into enhanced job performance through normative commitment.

Additionally, the study's finding that overall continuance commitment mediates the relationship between job satisfaction and job performance (β = 0.251; t = 3.330; p = 0.001) resonates with existing research that highlights the stabilizing effect of continuance commitment. Ahmad (2018) posited that employees with high continuance commitment perceive significant costs associated with leaving their jobs, often leading them to invest effort into their roles to secure their position. This is supported by findings from Vance et al. (2020), who demonstrated that continuance commitment can serve as a motivator for improved job performance, particularly

when employees feel satisfied with their roles and see value in their continued employment. The results from this study underscore the importance of job satisfaction in enhancing continuance commitment, suggesting that satisfied employees are more likely to perform well in their jobs due to the perceived risks of disengagement. Overall, these findings contribute to a deeper understanding of the nuanced relationships between job satisfaction, commitment types, and job performance in the public sector context as shown in Table 4.

CONCLUSIONS

This study provides valuable insights into the relationships between job satisfaction, organizational commitment, and job performance in Ghana's public sector. The findings emphasize that organizational commitment, particularly normative and continuance commitment, plays a critical role in shaping employee performance. Although affective commitment did not show a significant impact, the positive influence of normative and continuance commitment on job performance highlights the need for organizations to focus on fostering these types of commitment to achieve better results from their employees. Furthermore, this study demonstrates that job satisfaction significantly influences all forms of organizational commitment, which in turn affects job performance. The strong mediation effects of normative and continuance commitment between job satisfaction and job performance suggest that when employees feel a strong obligation to remain with their organization or recognize the cost of leaving, they tend to perform better. This underscores the importance of creating an environment where employees are satisfied with their roles and committed to their organizations. Ultimately, the research highlights the need for organizations, particularly in the public sector, to recognize the intricate connection between job satisfaction, organizational commitment, and job performance. By understanding and enhancing these dynamics, public sector institutions in Ghana can work toward improved employee performance and organizational effectiveness. The study's findings offer practical insights for policymakers and managers in developing strategies to boost workforce commitment and satisfaction, leading to greater operational success.

Theoretical Implications

The theoretical implications of this research span several key aspects. First, the findings align with Martin and Bennett's (1996) four theories of job satisfaction and organizational commitment, asserting that job satisfaction predicts organizational commitment, organizational commitment influences work satisfaction, and organizational commitment and job satisfaction are related. Notably, the study sheds light on the underexplored link between organizational commitment and job satisfaction, emphasizing the determinative roles of "normative" and "affective" commitment components in shaping work satisfaction. This study establishes that employees who exhibit affective and normative commitment to their organizations tend to experience higher job satisfaction, which is consistent with prior research by Namasivayam and Zhao (2007) and Wong et al. (2001).

Second, the study contributes to the literature by providing evidence for a strong connection between employee job satisfaction and performance, corroborating existing studies (Jones, 2006). The study also supports earlier findings regarding the positive relationship between "affective commitment," "work satisfaction," and job performance, aligning with social exchange theory's reciprocity tenets. The identification of job satisfaction as a significant mediator in the link between organizational commitment and job performance adds a nuanced perspective to the understanding of these relationships, addressing a gap in prior research that often overlooked the mediating role of total job satisfaction on organizational commitment components.

Furthermore, the research underscores the importance of "affective" and "normative

commitment" in enhancing employee satisfaction and performance, which is consistent with previous studies (Fu et al., 2014; Jha & Pandey, 2015). However, it reveals a lack of evidence for a connection between "continuance commitment" and total job satisfaction, consistent with the notion that individuals with high "continuance commitments" may persist in their roles out of necessity rather than genuine satisfaction. This result aligns with prior research suggesting a negative correlation between job satisfaction and "continuance commitment" (Jaros, 1997; Tsai & Huang, 2008). In summary, the study not only advances existing theories but also offers valuable insights into the nuanced relationships among organizational commitment, job satisfaction, and job performance.

Implications for Practice

The findings highlight a significant opportunity for metropolitan, municipal, and district assemblies to improve employee job satisfaction and strengthen organizational commitment. By addressing key factors such as compensation, opportunities for promotion, task satisfaction, co-worker relations, and satisfaction with supervision, as originally identified by Judge et al. (2020), these assemblies can boost overall job satisfaction. In particular, fostering a positive work environment through constructive feedback from supervisors, as Serenko et al. (2024), is essential for enhancing employee morale and performance. Local government managers in Ghana should focus on improving recruitment, providing continuous training, and addressing employee concerns to build a more satisfied and committed workforce, ultimately leading to greater organizational effectiveness.

LIMITATION & FURTHER RESEARCH

Although this study offers important insights, it has certain limitations. First, the research focused exclusively on the public sector in Ghana, which restricts the generalizability of the findings to other sectors and geographical contexts. Future studies could be expanded to other regions or industries to test the applicability of these findings across different settings. Second, reliance on self-reported data presents a risk of common method bias because participants' perceptions and experiences may not fully align with objective measures of job satisfaction and performance. Future research should consider integrating objective performance metrics, such as supervisor evaluations and performance records, to enhance the validity of the results. Another limitation is the cross-sectional nature of the study, which prevents the establishment of causal relationships between variables such as job satisfaction, organizational commitment, and job performance. Longitudinal research designs, which follow participants over time, could offer a clearer understanding of how these relationships evolve and interact. Additionally, employing mixed-method approaches, combining quantitative data with qualitative insights, can provide a more comprehensive view of the factors influencing employee behavior and performance.

Lastly, future studies could explore the influence of contextual factors such as economic conditions, political environments, and technological changes, as well as organizational culture elements like leadership style, communication practices, and diversity initiatives. Investigating these factors could offer a deeper and more nuanced understanding of the dynamics between job satisfaction, organizational commitment, and job performance in different organizational settings and sectors.

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