

# The Effects of Job Satisfaction on Organizational Performance in the Travel Agencies: The Mediating Role of Employee's Commitment

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**Abstract** *This research investigates the role of employee commitment as a mediator between job satisfaction and organisational performance based on data gathered from a convenience sample of 623 employees of travel agencies in India via both personally and an electronic questionnaire. Employing Partial Least Squares Structural Equation Modeling (PLS-SEM) by Smart PLS 3.0, the study revealed that job satisfaction is positively related to both employee commitment and organisational performance. The outcomes also confirms that Job satisfaction is a prominent predictor of employee commitment and both significantly predictors of organisational performance. Further, employee commitment significantly mediated the impact of job satisfaction on organizational performance in Indian travel agencies. The research also extends the literature by filling a gap in research on the relationship between job satisfaction and organisational performance in India especially in tour operation industry.*

**Keywords:** Travel Agency, Job Satisfaction, Employee Commitment, Organisational Performance, India

## INTRODUCTION

Job satisfaction viewed as the degree of gratification employees feel with their profession. In fact, it is the extent to which employee feel secure, progression and have strengthen robust balance between work and family life. Moreover, job satisfaction significantly impacts office culture, employee attitude, and the magnitude of the work produced by an organization viz-a-viz overall well-being and productivity (Kreitner & Kinicki, 2004; Ali, 2016; Davis & Nestrom, 1985). Significantly, the thought of job satisfaction is interdependence between organization & employee and the determinants that influence relationship between these (Hoppock, 1935; Davis & Nestrom, 1985; Locke, 1976; Ali, 2016). Thus, job satisfaction is a universal management

approach which pursues to combine human resources with organizational resources to enhance profitability and productivity (Tett & Meyer, 1993; Kovacevic et al., 2012; Vandenberg & Lance, 1992).

During past two decades, Job satisfaction (JS) and its effects on Organisational performance (OP) have received a pivotal significant attention by the researchers globally (Ali, 2016; Ahmad et al., 2010; Gagic et al., 2014; Dramicanin et al., 2021). Interestingly, several investigations have considered the straight connection involving Job satisfaction and Organisational performance yielded both inconclusive and ambiguous results (William & Aderson, 1991; Lakhera et al., 2022). On the other sides, some authors have established a progressive association between JS and OP (Gupta et al., 2012; Sigler & Pearson, 2020; Shahid & Azhar, 2021; Lok

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& Crawford, 2004; Solanki & Jodhana, 2016), while some studies opined no relationship between these two constructs (Gajic et al., 2014; Ameer & Othman, 2012; Lakhera et al., 2022b; Mondal & Ghosh, 2012; Chand & Ambadar, 2020). Although earlier researches have offered important insights into the direct association between JS and OP and suggested for considering the moderating variables which may influence the JS-OP relationship (Ali, 2016; Gagic et al., 2014; Dramicanin et al., 2021; William & Aderson, 1991; Ahmad et al., 2014). In particular, the interaction between the job satisfaction and the employee commitment in this process is reckoned a determinant of organizational performance. Interactivity, as an important form of human stimulation in human resource management literature, can invigorate employees' self-motivation arousal and consequently can influence their attitudes and behavioral responses (Pang & Lu, 2018; Chand & Ambardar, 2020; Lok & Crawford, 2004; Solanki & Jodhana, 2016). Tourism industry especially travel agencies is experiential and dynamic, and thus employees' mental states such as self-efficacy and emotional attachment are positively related to their commitment (Chand, 2009; Gagic et al., 2014; Dramicanin et al., 2021; Girish et al., 2022). Therefore, to better elucidate the commitment of employees is essential to apprehend the job satisfaction that affects their motivation to engage in the organisational performance. Moreover, many studies have revealed the certain relationship between job satisfaction, organizational performance and employee commitment (Ahmad et al., 2010; Pnheiro & Lama-Moreira, 2025; Stackhouse et al., 2022). However, given the important link between these in the travel agencies, little is known about the result of the effect of job satisfaction on organizational performance and mediating role of employee's commitment. Besides, to date, Limited research exists on the impact of job satisfaction on organisation performance.

The present work contributes to the tourism management literature by adopting an integrated approach to examine how embedding job satisfaction in daily travel agency operations affects employee commitment and, consequently, enhances organizational performance. The current work is structured as follows: The subsequent section presents the research contextual, followed by the investigation model and hypotheses concerning the relationship between job satisfaction and organizational performance, including the mediating role of employee commitment, analyzed via Smart PLS-SEM. The procedure used in this empirical study and its key findings are then detailed. Finally, the results are discussed, conclusions are drawn, and theoretical/managerial implications, limitations, and directions for future research are outlined.

## THEORETICAL FRAMEWORK

The present study involves three main constructs: Job satisfaction, employee commitment and organisational performance are examined in the following subsections.

### Job Satisfaction

Today, job satisfaction is recognised as a crucial determinant of business accomplishment in the current competitive landscape. The concept of job satisfaction was originated from the ideas piece rate system of Scientific Management Theory introduced by F.W. Taylor in 1911 (Ghafoor, 2012). However, the concept popularized during the Hawthorne Studies conducted in the late 1920s and early 1930s, giving more emphasis on working conditions and employee attitudes. Thereafter, Hoppock (1935) examined job satisfaction to identify a range of dominants contributing to job satisfaction. Many researchers have defined the concept job satisfaction in different manners as Locke (1976) Job Satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Davis et al. (1985) job analysis could be defined as overall emotional response and attitude of employees towards their work. In the opinion, Kreitner and Kinicki (2004) conceptualize job satisfaction as "an affective and emotional response to various facets of one's job". In subsequent research, numerous definitions have been proposed for job satisfaction. However, they all share a common goal, which is to help individuals enhance their job performance and commitment in an organisation. Recently, many scholars assessed the significance of job satisfaction in tourism enterprises such as (Kovacevic et al., 2012; Ahmad et al., 2010; Gagic et al., 2014; Dramicanin et al., 2021) stated that employee satisfaction is a key determinant of success and a achieves higher profitability and effectiveness in travel agencies. Gajic et al., (2014) evaluated the influence of job satisfaction on the employees of travel agencies and opined that contented employees are essential for organizational success of the organisation to achieve financial performance.

Further, Elbaz et al. (2020) suggested that relaxation activities are crucial in reducing the harmful consequences of work-life conflict on employees' feelings of emotional tiredness, cynicism, and diminished professional efficacy in the hotel and travel industries. Heimerl et al. (2020) reported the most crucial elements for job satisfaction are personal growth, conformity to the duty roster, and a good rapport with the supervisor. Phuong and Tran (2020) demonstrated that job satisfaction directly and constructively effects

organizational commitment and employee performance favorably influences job performance; and the impact of job position on the connection between job happiness and employee loyalty varies. Thus, the research indicates that many tourism organizations conduct employee satisfaction surveys because it's a crucial component of organizational and human resource development. Discontented employees can lead to increased absenteeism due to illness, operational inefficiencies, frequent workplace injuries, and high staff turnover.

## Employees' Commitment

Employee commitment is considered as an imperative mechanism linking human resource management practices with organizational performance. Many scholars have differently defined employee commitment as Mowday et al. (1979) identifies commitment as "the process of believing / accepting the goals & value of an organization and willing to apply extra effort to achieve desiring performance. Further, Meyer and Allen (1991) define employee commitment as "a psychological state that characterizes the employee's relationship with their employer and has implications for the employee's decision to continue or discontinue working within the company". The previous literatures widely demonstrate the connotation of employee commitment including job satisfaction (Vandenberg & Lance, 1992), performance outcomes (Mathieu & Zajac, 1990), lower turnover rates (Cohen, 1991) and reduced absenteeism (Cohen, 1993; Barber et al., 1999). Thus, employee commitment is viewed as a necessity for an organisation without which it is difficult to retain, replace competent employees and to optimise performance.

Moreover, a few studies evaluated the association of employee commitment with other constructs and suggested pivotal role of employee commitment in an organisation especially in tourism sector such as Al-Romeedy (2017) showed that emotional commitment, continuation commitment, and normative commitment are significantly enhanced by distributive justice, interactional justice, and procedural justice. Peric et al. (2021) suggested that employees' organizational commitment rises in tandem with improvements. Zhenjing et al. (2022) opined that internal service quality positively influences employee satisfaction in travel firms. These findings indicate that a positive work environment enhances employee performance. Similarly, a supportive workplace atmosphere boosts employees' dedication and goal attainment.

The above discussion prevails that employee commitment is both emotional and professional dedication of an employee towards organization's mission, goals, values and their alignment with these.

## Organizational Performance

Although numerous studies indicate that travel companies across various countries prioritize distinct aspects such as goals, values and missions, literature suggests that organisational performance is most consideration for all organisations. Richardo & Wade (2001) defined "organizational performance as the ability of the organization to achieve its goals and objectives". According to Kaplan and Norton (2001) "organisational performance is its ability to achieve organisational objectives more efficiently and effectively through the optimal use of its resources". The preceding literatures mentioned that the core components of organisational performance include Return on Assets (ROA), Return on Equity (ROE), Net Profit Margin (NPM) Current Ratio (CR), Cash flow, Business Growth rate / Ranking and long-term sustainability (Bacidore et al., 1997; Ameer & Othman, 2012; Mondal & Ghosh, 2012; Racardo & Wade, 2001)

Thus, organisational performance is significant and it should not be only based on achieving goals/ missions and values but it should reflect how effectively and efficiently an organisation utilizes its resources to sustain and grow in a volatile business environment.

## OPERATIONALIZING RESEARCH HYPOTHESES

### Job Satisfaction (JS) and Employee Commitment (EC)

Empirical indication suggests that job satisfaction significantly influences organizational commitment such as Ramman (2011), argued that job satisfaction in Amman's travel and tourist businesses is positively correlated with the type of work performed by employees. Job satisfaction discloses employees' feelings and beliefs about their current jobs along with attitudes towards their professions which can vary greatly from extreme satisfaction to extreme discontent. Kasim and Ghaffar (2012) stated that job satisfaction increases commitment, self-assurance, devotion, and loyalty to the company. It also boosts productivity and reduces organizationally aberrant behaviours, absenteeism, and turnover. Therefore, a happy workplace has an affirmative influence with employee commitment. Dramicanin et al. (2021) shown as strong relationship between organizational commitment and work happiness especially with pay, promotions, fringe benefits, coworkers, and communication, whereas job satisfaction and organizational commitment exhibit a modest correlation with the other components. Hefny (2021) the findings showed that, in the presence of an ethical climate, there is a adverse link between job

satisfaction and turnover intention and a positive connotation between job satisfaction and organizational commitment.

However, some studies differ in their findings such as (Wang, 2017; Ilhami, 2012; Ismail & Razak, 2012) discovered that a few major issues affecting tour guides' job satisfaction were low work intensity, a dearth of training possibilities, the absence of labour contracts and social insurance, among other issues negatively associated with guiding commitment. Kara and Acar (2023) suggested job motivation has a beneficial effect on organizational commitment however indicated low relationship between these two.

Thus, following hypothesis is proposed to be tested:

*H1: Job satisfaction is significantly associated with employee commitment.*

## Job Satisfaction and Organizational Performance

Prior researches argue that job satisfaction is interrelated to organisation performance and gives a confirmed and significant influence towards performance (Chand & Katou, 2007; 2019; Lok & Crawford, 2004; Solanki & Jodhana, 2016). Many scholars asserted that there is a convincing association relating to job satisfaction and effort, commitment, besides employ performance (Almutairi, 2016; Feinstein et al., 2018; Zopiatas et al., 2014; Konget al., 2018). Sunayana and Parveen (2019) stated that the notions of job satisfaction and organisational commitment are closely linked and notably influence the rate of employee performance. Ahmad and Raja (2021) findings support the notion that all aspects of job satisfaction have a substantial impact on employees' happiness, yielding high employee's organisational commitment and business performance.

Although there are adequate literatures to examine the effect of job satisfaction in tourism / service sector (Kovacenic et al., 2012; Lekhera et al., 2022; Chand, 2006; Phuong & Vinh, 2020; Feinstein et al., 2018; Zopiatas et al., 2014; Kong et al., 2018), however, findings are scarce to link job satisfaction with organizational performance (Ramman, 2011; Hafny, 2021; Girish et al., 2022).

Thus, to synthesize the primary works and associate the variations with measurement scale and research design issues, the following hypothesis is proposed text the relationship between job satisfaction and organisational performance.

*H2: Job analysis is positively associated with organisational performance.*

## Employee Commitment and Organizational Performance

Employee commitment is a straight manifestation of employees' capability to attain objectives, values, missions and exceed organizational potentials. Many scholars recognised that dedication has a profound impact on the organisational performance (Sigler & Pearson, 2020; Shahid & Azhar, 2021; Zhenjing et al., 2022). Jung et al. (2020) demonstrated there was a greater indirect impact of empowering leadership on commitment to organisational transformation through risk-taking behaviour. Peric et al. (2021) shown that employee' organizational commitment rises in tandem with improvements in service excellence and employee gratification in tourism firms. Similarly, Alkahtani et al. (2021) opined that organizational performance is significantly and favorably influenced by employee commitment. Zhenjing et al. (2022) found that work commitment enhances employee performance by boosting dedication and goal attainment. Similarly, Awwad et al. (2023) demonstrated that supposed organizational support plays a critical moderating role in the relationship between affective commitment and performance outcomes. Therefore, we suggest:

*H3: Employee's commitment is significantly connected with organizational performance.*

The past literature indicates a relationship of job satisfaction, employees' commitment and organizational performance in different industrial set up. The Studies have shown that their mediating and moderating role to enhance their concomitant (Chand & Ambardar, 2020; Xue et al., 2023; Elbaz et al., 2020). Sunayana and Parveen (2019) identified that the job satisfaction and organisational commitment are closely associated and significantly impact the rate of employee turnover and organisational performance. Eliyana, et al. (2019) stated that Job satisfaction and organizational commitment significantly and positively influence employee performance. Ahmad and Raja (2021) findings supported the notion that job satisfaction has a substantial impact on workers' organisational commitment and business performance. Perić et al. (2021) showed a positive correlation between organisational performance, work happiness and employee commitment. Hefny (2021) explored the moderating effect of decent climate in the relationship between job happiness and organisational commitment, as well as the relationship between job satisfaction and intention to leave the company. On the other hand, some studies in travel agencies such as Bakotić (2016) suggested that Job satisfaction is a critical determinant

of higher performance and lower absenteeism in service organisations. Kim et al. (2016) found that Job satisfaction significantly influences both organisational commitment and reduced turnover intentions in the hospitality sector. Xue et al. (2023) confirmed that the key mediating factors in the connection between the Internet and organisational performance were organisational learning capability and market competitiveness.

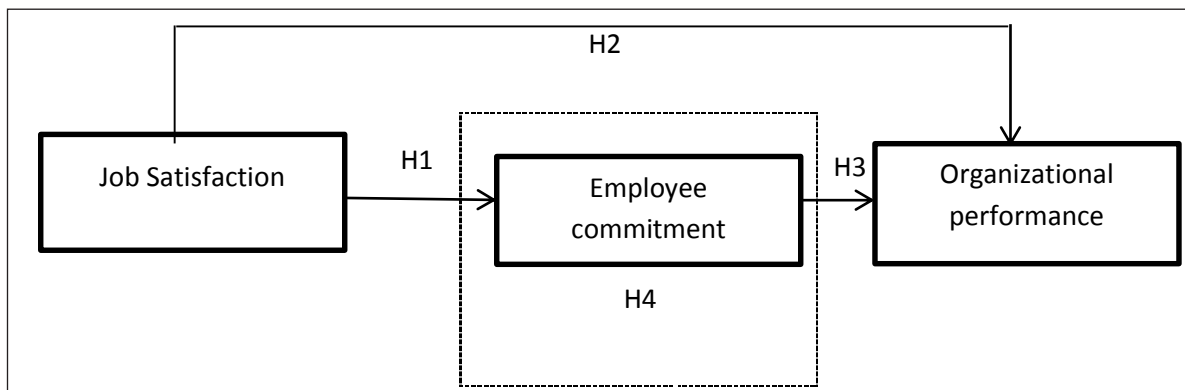
The findings indicate that when travel agency organizations employees tend to demonstrate extra effort and deliver high quality service by enhancing organizational performance

and it provides a satisfactory work environment. Thus, we propose:

*H4: Employees' commitment mediates the association between job satisfaction and organization performance.*

## Theoretical Framework Model

The Fig. 1 elucidates the proposed hypotheses in the preceding sections. It displays the direct and mediating relationship among the independent variable and dependent variables and also the mediating variable.



**Fig. 1: Research Conceptual Model- JB-Job Satisfaction; OP- Organisational Performance; EC- Employee Commitment**

## RESEARCH METHODOLOGY

### Research Sample and Data Collection

The researcher determined the sample population from 1405 travel agencies registered with the Ministry of Tourism, Government of India as on 12<sup>th</sup> Dec. 2024 located in Northern, Eastern, Southern and Western Zones of India. These travel agencies were selected due to their diversity in both tourism products and services as inbound and outbound tourism providers in the country. The researchers followed the guidelines suggested (Schumacker & Lomax, 2016; Hair et al., 2012) for selection of sample size and employed a simple random sampling technique. In this study, we used the survey method, firstly reviewed the existing literature on job satisfaction, organisational performance and employee commitment in general and service sector particularly to identify and develop measurement scale. The research instrument was reviewed by the three academicians who have specialization in human resource management and psychology and two practitioners with over two-decade

experience in this field. Secondly, we conducted pre-test on twenty randomly selected travel agencies to evaluate the usefulness of the research instrument as a measurement tool in this research. Finally, in order to test our hypotheses, we collected data through direct and online survey from travel agencies located in India during January 2025 to April 2025.

Thus, to initiate a sample, we contacted the employees of more than one thousand organizations and this procedure resulted in a pool of 950 respondents, all of which were sampled during the month of January-April 2025. Of the total sample, 623 usable questionnaires were returned by the respondents (65.58% response rate). Non-response bias was measured as suggested by Armstrong and Overton (1977). As shown in Table 1, the overall sample (N 623) included male 401 (64.37%) and female 222 (35.63%). The table exhibits that most of respondents were between 25-35 years of age group (45.60%) followed by the 35-45 years of age group (30.7%). Most of the respondents have College & university (Graduate/PG degree 37.60%) and 45% were the managerial position from the travel agency.

**Table 1: Demographic Profile of the Respondents (N= 623)**

| Title                  | Description                              | No. of Respondents | Percentage |
|------------------------|------------------------------------------|--------------------|------------|
| Age                    |                                          |                    |            |
|                        | Less than 25                             | 111                | 17.8%      |
|                        | 25-35                                    | 284                | 45.6%      |
|                        | 35-45                                    | 191                | 30.7%      |
|                        | 45-60                                    | 37                 | 5.9%       |
| Job title/ position    |                                          |                    |            |
|                        | Managerial                               | 282                | 45.3%      |
|                        | Non-Managerial                           | 341                | 54.7%      |
| Gender                 |                                          |                    |            |
|                        | Male                                     | 401                | 64.4%      |
|                        | Female                                   | 222                | 35.6%      |
| Job Experience         |                                          |                    |            |
|                        | Less than 01 year                        | 108                | 17.3%      |
|                        | 1-5 years                                | 313                | 50.2%      |
|                        | 6-10 years                               | 128                | 20.5%      |
|                        | 11-15 years                              | 33                 | 5.3%       |
|                        | More than 15 years                       | 41                 | 6.6%       |
| Professional Education |                                          |                    |            |
|                        | Diploma in Travel & Tourism, Hospitality | 195                | 31.3%      |
|                        | U.G in Travel & Tourism, Hospitality     | 129                | 20.7%      |
|                        | P.G in Travel & Tourism, Hospitality     | 105                | 16.9%      |
|                        | Others                                   | 194                | 31.1%      |
| Travel Agency Location |                                          |                    |            |
|                        | Northern India Zone                      | 162                | 26.0%      |
|                        | Southern India Zone                      | 156                | 25.0%      |
|                        | Western India Zone                       | 154                | 24.7%      |
|                        | Eastern India Zone                       | 151                | 24.2%      |

## Research Measurements

Since this study collected data from travel agencies of different zones in India and to increase the external validity and generalization of the research results we adopted cross-sectional field survey approach to collect information. A Likert's 5-point scale extending from one (strongly disagree) to five (strongly agree) was used to measure research variables. Job Satisfaction (JS) was assessed by employing six items following (Hoppock, 1935; Vandenberg & Lance, 1992; Kovacevic et al., 2012; Ahmad et al., 2010; Gagic, 2014; Dramicanin et al., 2021; Williams & Anderson, 1991; Ali, 2016). Organisational performance (OP) was measured by four items adopted from previous literature (Ameer & Othman, 2012; Mondal & Ghosh, 2012; Racardo & Wade, 2001; Bacidore et al., 1997; Kaplan & Norton, 2001) and four dimensions were derived from prior researches to assess employee commitment (Cohen, 1993; Barber et al. 1999; Mowday et al., 1979).

## Validity and Reliability

In order to test the proposed hypotheses and research model, we employed partial least squares structural equation modelling (smart PLS-SEM, PLS 2.0 M3 software) as PLS-SEM approach generates better results (Hair et al., 2018). According to Hair et al. (2022) PLS-SEM has higher statistical capability and therefore it does not necessitate normally distributed data. Thus, in the present study convergent validity and discriminant validity established. The convergent validity was rated using factor loadings (FL); the average variance extracted (AVE) and discriminant validity was assessed by the Heterotrait–Monotrait (HTMT) ratio. According to Hair et al. (2011) Average Variance Extracted (AVE) values should be higher than 0.50 and Heterotrait–Monotrait (HTMT) values should be less than 0.85. Further, the reliability was evaluated based on Cronbach's alpha coefficients ( $\alpha$ ) and composite reliability (CR) and the values of these two i.e. Cronbach's alpha

coefficients ( $\alpha$ ) and composite reliability (CR) should be higher than 0.70 (Hair et al., 2011). The results of validity and reliability indicate as (Table 2) that the suitable values of reliability and validity are as per the threshold values i.e.,

factor loadings are higher than 0.50, AVE value is above 0.60, HTMT values are lower than 0.85, alpha coefficients and CR value are above 0.70.

**Table 2: Result of Reliability and Convergent Validity**

| Factors and Items                                   | Convergent Validity |       | Reliability |       | Discriminate Validity (HTMT) |       |    |
|-----------------------------------------------------|---------------------|-------|-------------|-------|------------------------------|-------|----|
|                                                     | FL                  | AVE   | $\alpha$    | CR    | JB                           | EC    | OP |
| Job Satisfaction (JS)                               |                     | 0.621 | 0.894       | 0.842 |                              |       |    |
| 1. Workload is reasonable                           | 0.69                |       |             |       |                              |       |    |
| 2. Fair Remuneration                                | 0.67                |       |             |       |                              |       |    |
| 3. Perks & Benefits                                 | 0.66                |       |             |       |                              |       |    |
| 4. Support from Superiors                           | 0.77                |       |             |       |                              |       |    |
| 5. Career Growth & Development                      | 0.72                |       |             |       |                              |       |    |
| 6. Employee Value                                   | 0.70                |       |             |       |                              |       |    |
| Employees Commitment (EC)                           |                     | 0.608 | 0.850       | 0.827 | 0.465                        |       |    |
| 1. Emotional Commitment                             | 0.65                |       |             |       |                              |       |    |
| 2. Career Commitment                                | 0.68                |       |             |       |                              |       |    |
| 3. Loyalty                                          | 0.62                |       |             |       |                              |       |    |
| 4. Value Commitment                                 | 0.72                |       |             |       |                              |       |    |
| Organizational Performance (OP)                     |                     | 0.637 | 0.866       | 0.836 | 0.562                        | 0.482 |    |
| 1. Overall organization's performance has improved. | 0.72                |       |             |       |                              |       |    |
| 2. The overall ranking has improved.                | 0.77                |       |             |       |                              |       |    |
| 3. Cash flow increased.                             | 0.74                |       |             |       |                              |       |    |
| 4. Profitability has improved.                      | 0.70                |       |             |       |                              |       |    |

Note: FL=Factor Loading; CR =Composite Reliability; AVE =Average Variance Extracted;  $\alpha$ = alpha coefficients.

## Model Fit Analysis

In the present study, the model fit analysis was performed to show structure model fit validity. In this study we used four indicators such as Standardized Root Mean Square Residual

(SRMR), d\_ ULS (Unweighted Least Squares Discrepancy), d\_ G (Geodesic Discrepancy) and NFI (Normed Fit Index) as suggested (Hair et al., 2022). As reported in Table 3 all parameter estimates meet the minimum threshold value and confirm the proposed model to be valid.

**Table 3: Findings of Structural Model Fit**

| Criteria for Model Fit | SRMR           | d_ ULS           | d_ G             | NFI              |
|------------------------|----------------|------------------|------------------|------------------|
| Suggested value        | Less than 0.10 | Higher than 0.05 | Higher than 0.05 | Higher than 0.80 |
| Estimated value        | 0.060          | 0.507            | 0.431            | 0.896            |

## RESULTS AND DISCUSSION

Fig. 2 depicts the structural model that was used to test research hypotheses. It demonstrates as per the results shown in Table 4 and indicating that job satisfaction (JS) is a important predictor of employee commitment (EC) ( $\beta = 0.234, p = 0.002$ ) and is similarly an significant predictor of organisational performance (OP) ( $\beta = 0.274, p = 0.003$ ),

employee's commitment is significantly associated with organizational performance which in turn exerts a significant effect on organisational performance ( $\beta = 0.284, p = 0.005$ ). Moreover, the results indicate that employee commitment plays a significant mediating role in this concern ( $\beta = 0.269, p = 0.005$ ). The Fig. 2 shows that R-square of EC is 0.074 and R-square of OP is 0.085, with small effect sizes, i.e., f-square value is less than 0.15, as shown in Table 4.

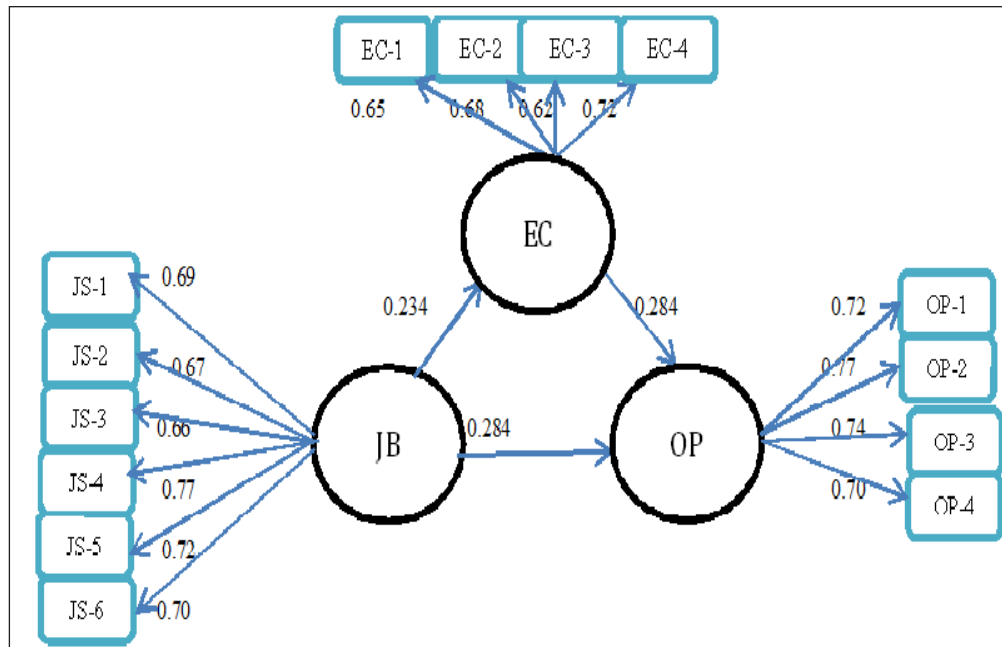


Fig. 2: SEM Results

Table 4: Findings of Hypotheses Path Testing

| Hypotheses Path |    |   |    |   |    | f Square | Direct Effects |       | Indirect Effects |       | Confidence Intervals |       |
|-----------------|----|---|----|---|----|----------|----------------|-------|------------------|-------|----------------------|-------|
|                 |    |   |    |   |    |          | $\beta$        | $p$   | $\beta$          | $p$   | 2.5%                 | 97.5% |
| H1              | JS | → | EC |   |    | 0.062    | 0.234          | 0.002 | -                | -     | 0.067                | 0.348 |
| H2              | JS | → | OP |   |    | 0.067    | 0.274          | 0.003 | -                | -     | 0.085                | 0.455 |
| H3              | EC | → | OP |   |    | 0.058    | 0.284          | 0.005 | -                | -     | 0.074                | 0.394 |
| H4              | JS | → | EC | → | OP | -        | -              | -     | 0.269            | 0.005 | 0.011                | 0.127 |

R-square (EC) = 0.074, R-square (OP) = 0.085.

The result revealed that all proposed hypotheses (H1, H2, H3 & H4) are accepted/ supported and are significant at level 0.05. Thus, Job satisfaction is a significant predictor of employee commitment and both significantly predictors of organisational performance.

Firstly, the results support the H1 as job satisfaction is a vital determinant to form employee commitment which is also confirmed by the prior studies (Dramićanin & Pavlović, 2021; Al-Romeedy, 2017; Hefny, 2021; Phuong & Vinh, 2020; Feinstein et al., 2006; Zopiatis et al., 2014; Kongg et al., 2018).

Secondly, Job satisfaction has been regarded as pivotal of enhancing firm's performance through extending work culture, environment, fair compensation, career growth and other benefits to employees. Moreover, job satisfaction enhances employee retention and commitment which assisted to strengthen the firm's ability to cope with changing business environment (Bacidore et al., 1997; Stackhouse et al., 2022; Irina, 2018; Gupta et al., 2012) Therefore, job satisfaction supports the firm's ability to develop its

efficiency and profitability in a dynamic environment.

The third hypothesis on the influence of employee's commitment on organizational performance was accepted. A travel agency with committed employees can surpass its competitors in utilizing assets and capabilities to achieve goals (Chand, 2006; Al-Romeedy, 2017; Ilhami, 2012; Ismail & Razak, 2016; Lok & Crawford, 2004; Williams & Anderson, 1991). Such commitment of employees also enriches the organization's capability to acclimatize to the volatile variations in the corporate setting, specifically in tourism marketplace.

The final hypothesis on the mediating role of employee commitment between job satisfaction and organisational performance was validated, which means that organisational performance can be shaped by job satisfaction and employee commitment. This result indicates that job satisfaction is a core component of a company's competence to adapt with changing environment and more successfully and resourcefully using its human resources than its competitors.

## THEORETICAL AND PRACTICAL IMPLICATIONS

The study investigates the mediating mechanism of employee dedication on the relationship between job satisfaction and organisational performance. The results of the research indicate on the ambiguity in works on job satisfaction, employee commitment and performance (Ali, 2016; Dramicanin et al., 2021; Phuong & Vinh, 2020; Feinstein et al., 2018; Zopiatis et al., 2014; Kong et al., 2018; Gajic et al., 2014; Girish et al., 2022). Job satisfaction and employee commitment are significantly associated. The outcomes validate preceding studies that employees' commitment is positively allied with job satisfaction, including (Hefy, 2021; Ismail & Razak, 2016; Shahid & Azhar, 2021). This study also recognized with an earlier studies that established a positive effect of job satisfaction on employee commitment, thereby increasing organisational performance (Pang & Lu, 2018; Irina, 2018). The results also exhibit that employee commitment and organizational organisational performance are closely associated with each other's. Further, the findings reveal that employees who are highly committed have a profound impact on the organizational competitiveness and success. The results show that increased commitment levels improve performance (Stackhouse et al., 2022; Tett & Meyer, 1993). Furthermore, the results show that employee commitment mediates the association between job satisfaction and performance. The results are also supported by the prior studies, which suggest that organizational commitment enhances employee loyalty, levels of job involvement and reduces turnover intentions (Tett & Meyer, 1993; Vandenberg & Lance, 1992; Sigler & Pearson, 2020). The results suggested that travel agencies would have to revisiting commitment campaigns where employees have a positive mindset and attitude towards organisational performance. Travel agencies would have to (re) scrutinize commitment tactics where employees are gratified with their jobs and feel they were in charge of the firm's performance (Chand, 2006; Solanki & Singh, 2016; Pinheiro & Palma-Moreira, 2025). Satisfied employees feel further allied to their organizations and have an affirmative mind-set and attitude towards work. Further, travel agencies may focus more on employee commitment as it is crucial to develop a favorable workplace environment which will enhance both job satisfaction and organisational performance. Thus, the tourism industry would have to embrace, design and implement positive job satisfaction interventions to maintain highly commended employees for organizational competitive and sustainable performance.

## Limitations and Suggestions for Future Study

Despite the practical and theoretical significance of the study, there are a few pitfalls which need to be considered such as

Firstly, the study based on cross-sectional aspect which might be converse causality or a casual association cannot be ruled out while applying the results.

Secondly, duration of study was limited therefore to achieve goals more future longitudinal researches are required to verify the past studies.

Thirdly, this study solely considered the random perspectives of employees for data collection could be personal bias.

Fourthly, mediation mechanism used in this study required more comprehensive grasp of the interconnection among job satisfaction and organisational performance in travel agency perspectives.

Finally, the generalization of the results will be confined due to the research area to travel agency industry; it may require more in-depth research to apply in different fields or sectors.

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## Availability of Data Statement

Relevant data to the conclusions of this study is availed by the concerned author on reasonable request.

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