

อิทธิพลของความพึงพอใจในการปฏิบัติงานที่มีต่อความผูกพันต่อองค์กรของบุคลากรสายสนับสนุนใน
มหาวิทยาลัยเอกชนภายใต้บริบทการเปลี่ยนผ่านสู่ยุคดิจิทัล: การทบทวนวรรณกรรมเชิงบรรณมิติและการ
กำหนดวาระการวิจัย

IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT AMONG
ADMINISTRATIVE STAFF IN PRIVATE UNIVERSITIES WITHIN THE DIGITAL ERA: A
BIBLIOMETRIC REVIEW AND RESEARCH AGENDA

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บทคัดย่อ

ภายใต้บริบทของยุคดิจิทัล มหาวิทยาลัยเอกชนได้นำเทคโนโลยีดิจิทัลมาประยุกต์ใช้เพื่อยกระดับประสิทธิภาพการบริหารจัดการ ตลอดจนส่งเสริมความผูกพันต่อองค์กรของบุคลากรสายสนับสนุน การวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิเคราะห์อิทธิพลของความพึงพอใจในการปฏิบัติงานของบุคลากรสายสนับสนุนที่มีต่อความผูกพันต่อองค์กรในมหาวิทยาลัยเอกชน เนื่องจากการเปลี่ยนแปลงทางดิจิทัลได้ส่งผลให้มิติของความพึงพอใจในการปฏิบัติงานและความผูกพันต่อองค์กรมีความซับซ้อนและเปลี่ยนแปลงไป อย่างไรก็ตาม งานวิจัยที่ผ่านมายังขาดกรอบแนวคิดเชิงบูรณาการที่สามารถอธิบายความสัมพันธ์ระหว่างตัวแปรทั้งสองได้อย่างชัดเจนในบริบทของมหาวิทยาลัยเอกชน

การวิจัยนี้ใช้ระเบียบวิธีการทบทวนวรรณกรรมอย่างเป็นระบบร่วมกับการวิเคราะห์บรรณมิติ เพื่อสังเคราะห์องค์ความรู้ที่มีอยู่ ระบุช่องว่างของการวิจัย และกำหนดแนวทางสำหรับการศึกษาวิจัยในอนาคต โดยมุ่งศึกษามิติสำคัญของความพึงพอใจในการปฏิบัติงานที่ส่งผลต่อความผูกพันต่อองค์กร รวมทั้งสำรวจบทบาทของปัจจัยคั่นกลางและปัจจัยกำกับ อาทิ การรับรู้การสนับสนุนจากองค์กร ความผูกพันในงาน และความรอบรู้ด้านดิจิทัล

ผลการศึกษาสะท้อนให้เห็นว่า การเปลี่ยนผ่านสู่ดิจิทัล แนวปฏิบัติด้านภาวะผู้นำ และความผูกพันของบุคลากร เป็นปัจจัยสำคัญที่ช่วยเสริมสร้างความผูกพันต่อองค์กร การวิจัยนี้มีส่วนสนับสนุนเชิงทฤษฎีด้วยการนำเสนอกรอบการสังเคราะห์เพื่ออธิบายอิทธิพลของความพึงพอใจในการปฏิบัติงานที่มีต่อความผูกพันต่อองค์กร

ในเชิงปฏิบัติ ผลการวิจัยนำเสนอแนวทางเชิงกลยุทธ์สำหรับมหาวิทยาลัยเอกชนในการส่งเสริมความพึงพอใจในการปฏิบัติงานของบุคลากรสายสนับสนุน ซึ่งจะเอื้อต่อการยกระดับความผูกพันต่อองค์กร งานวิจัยนี้จึงเป็นพื้นฐานสำคัญสำหรับการศึกษาพลวัตของความสัมพันธ์ระหว่างตัวแปรดังกล่าวในอนาคต และเสนอข้อค้นพบที่สามารถนำไปใช้ประโยชน์ในการรับมือกับความท้าทายอันเกิดจากการเปลี่ยนผ่านสู่ดิจิทัลได้อย่างเหมาะสม

คำสำคัญ: ความพึงพอใจในการปฏิบัติงาน, ความผูกพันต่อองค์กร, การเปลี่ยนผ่านสู่ดิจิทัล, การสร้างแบบจำลองสมการโครงสร้าง, บุคลากรสายสนับสนุนในมหาวิทยาลัยเอกชน

ABSTRACT

In the digital era, private universities leveraged technology to improve administrative efficiency and enhance organizational commitment. This study aimed to examine the influence of job satisfaction among administrative staff on organizational commitment within this context. Given that the digital revolution reshaped dimensions of job satisfaction and commitment, existing research lacked a cohesive model to explain their interaction in private universities.

This research employed a systematic literature review and bibliometric analysis to synthesize current knowledge and highlight gaps. The study investigated the core dimensions of job satisfaction affecting organizational commitment and explored mediating and moderating factors such as perceived organizational support, job engagement, and digital literacy.

Key findings highlighted how digital transformation, leadership practices, and employee engagement strengthened organizational commitment. The study contributed to theory by proposing a synthesis regarding the effect of job satisfaction on organizational commitment.

Practical contributions included strategies for private universities to enhance job satisfaction among administrative staff, thereby fostering greater organizational commitment. The research established a foundation for future exploration of these dynamics, offering actionable insights to address the challenges posed by digital transformation.

Keywords: Job Satisfaction, Organizational Commitment, Digital Transformation, Structural Equation Modeling, Administrative Staff in Private Universities

INTRODUCTION

Today, this digital revolution has affected all walks of life, including the higher education sector. This transformation has been spearheaded by private universities, which have begun using digital technologies to improve administrative efficiency and promote organizational commitment (Bieńkowska et al., 2022). In this sense, the job satisfaction of administrative staff played a vital role as it was associated with organizational commitment and performance (Ahmad & Raja, 2021). This study aimed to explore the relationship between job satisfaction and organizational commitment (in terms of affective, continuance, and normative commitment) among administrative staff in private universities within a digitalization context.

In the past few years, there has been a growing interest in how job satisfaction affects organizational commitment in the digital age of management (Sahni, 2021). However, the literature is heterogeneous and lacks an integrative theoretical framework explaining the

relationship between job satisfaction and organizational commitment in a distinctive context such as private universities.

Despite the growing interest in the relationship between job satisfaction and organizational commitment, there is a lack of empirical research addressing these structures during the digital transformation at private universities (Martin et al., 2022). This study aimed to address this gap by examining the unique attributes of job satisfaction and its role in shaping organizational commitment.

1.1 Research Objectives

This study aimed to examine the influence of job satisfaction on organizational commitment among administrative staff in private universities within the context of digital transformation. Specifically, the research sought to clarify the methodological landscape through a bibliometric review and propose a cohesive conceptual framework for future empirical investigations.

1.2 Research Questions

To address these research objectives, several research questions were posited:

1. What are the key dimensions of job satisfaction that significantly influence organizational commitment among administrative personnel in private universities?
2. How does job satisfaction directly and indirectly affect organizational commitment in the digital context of private universities?
3. What mediating and moderating factors influence the relationship between job satisfaction and organizational commitment in the digital environment?

The theoretical framework for this study is developed by amalgamating concepts from job satisfaction theory, organizational behavior, and digital transformation. It posits that job satisfaction influences organizational commitment through various pathways, such as perceived organizational support, job engagement, and digital literacy.

The significance of this study is manifold; it not only contributes to the theoretical discourse on job satisfaction and organizational commitment but also provides actionable insights for private universities to develop strategies that enhance administrative personnel's job satisfaction and, consequently, organizational commitment. By employing a bibliometric review and a systematic literature review, this research aims to synthesize the existing knowledge, pinpoint potential opportunities and gaps, and propose a research agenda for future studies on job satisfaction and organizational commitment in the digital context. These results are expected to guide human resource policies and management development programs in private universities so that they can be better prepared for the challenging educational context.

An overview of Job Satisfaction of Administrative Personnel in Private Universities on Organizational Commitment

Job satisfaction has become one of the most important issues to study in relation to its consequences, especially in the realm of commitment where private university institutions are involved with being part of the higher education revolution which is at threshold nowadays because this new and revolutionary era is marked by digitalisation.

Szromek and Wolniak (2020) define job satisfaction as a multifaceted attitude toward one's job. In higher education, factors such as workload, leadership styles, and organizational support influence job satisfaction among academic staff (Putri & Meria, 2022). Ahmad and Raja (2021) highlight organizational commitment as a mediator between job satisfaction and business performance, showing that satisfied employees are more likely to remain committed.

Donkor et al. (2021) examine how organizational commitment mediates the relationship between leadership styles and employee performance, emphasizing the role of digital transformation in influencing these dynamics. Their use of structural equation modeling highlights the complexity of these relationships.

Leadership styles, particularly transformational leadership, emerge as critical antecedents to both job satisfaction and organizational commitment (Saad Alessa, 2021). Transformational leaders foster employee motivation and instill a sense of purpose, which effectively builds organizational commitment (Almohtaseb et al., 2021). Within the context of digital transformation, leadership influence is paramount in assisting administrative staff to navigate the disruptions introduced by new technologies.

Furthermore, leadership styles significantly interact with organizational culture to shape employee job satisfaction and enhance commitment (Jamali et al., 2022). Beyond leadership, job satisfaction is intrinsically linked to turnover intentions and employee engagement. Organizational commitment often serves as a mediating variable between job satisfaction and turnover intention (Mohyi, 2021).

In digital work environments, factors such as technostress can exacerbate turnover intentions, making job satisfaction a crucial buffer (Abdillah et al., 2021). Conversely, high job satisfaction correlates positively with employee engagement (Sahni, 2021), and highly engaged employees consistently exhibit greater levels of job involvement and organizational commitment. The digital landscape facilitates new avenues for engagement, notably through collaborative platforms and digital communication tools (Putra & Ali, 2022).

Nemteanu & Dabija (2021) have also analyzed the influence of internal marketing and job satisfaction on task performance and counterproductive work behavior in the emerging markets context during the COVID-19 crisis. The implications of these broader themes conclude with a focus on understanding the effects of digital transformations in organisations first on job satisfaction and second upon organisational commitment.

Duan et al. (2023) explore how digital work reshapes work-life balance and job performance, using the technology affordance perspective to examine its effects on job satisfaction and organizational commitment.

Bieńkowska et al. (2022) highlight the significant impact of COVID-19 on HRM strategies, emphasizing the heightened importance of job satisfaction and organizational commitment for ensuring organizational success during crises.

The broader organizational environment and human resource practices also dictate satisfaction levels. For instance, transformational leadership has been consistently shown to positively impact job satisfaction across various sectors (Hussain & Khayat, 2021). Moreover, the shift toward remote or hybrid work models necessitates robust support systems. Deschênes (2023) investigated professional isolation among teleworkers, emphasizing that perceived organizational and supervisory support play critical roles in sustaining job satisfaction and organizational commitment during periods of physical separation from the professional community. In a related context, the study by Martin et al. (2022) describes the outcomes of home office digitalization on job satisfaction, job stress, and job productivity, focusing on the demands of the COVID-19 pandemic. This study adds substantively to what is known about the effects of digital transformational on organizationally relevant attitudes and behaviors among administrative staff, including job satisfaction and organizational commitment.

Omotunde and Alegbeleye (2021) analyzed the impact of talent management practices on job performance among librarians in Nigerian university libraries, revealing a significant positive correlation. The study confirms that effective talent management enhances the performance of library professionals in academia.

In short, job satisfaction and organizational commitment are the multifaceted constructs which can be strongly affected by digital transformational leadership. These are some of the factors that need to be examined by private universities in order to formulate strategies for improving job satisfaction and organizational commitment among administrative personnel. Future studies should examine the mechanisms of digital technologies on organizational commitment and job satisfaction, antecedent/dimensions of leadership styles for a committed/satisfied worker in the digital era.

Methodology: Materials and Methods

This study employed a systematic bibliometric review methodology to analyze research trends related to job satisfaction and organizational commitment among administrative personnel in private universities in the digital era.

3.1 Data Collection

STEP 1: Initial Searching. The first step of our methodology corresponded to initial searching. To conduct a focused extraction of relevant articles, a systematic search was

performed in the Scopus database using the TITLE-ABS-KEY field codes. The search string utilized was: ("job satisfaction") AND ("organizational commitment") AND ("university" OR "higher education") AND ("digital*"). The search was limited to publications from the year 2000 to 2024 to capture the evolution of the digital era. This step ensured the comprehensiveness of our initial dataset.

3.2 Scopus Screening

STEP 2 Scopus screening: We restricted our collection to only those documents published in English from peer-reviewed journals. This was vital in maintaining the academic integrity and relevance of the existing literature. The screening was performed through Scopus, a database with broad coverage including multidisciplinary journals, which permitted a systematic and rigorous filtering of the search results. We used filters to remove non-English documents, non-peer-reviewed documents, and those out of scope for this research. This systematic review process ensured that the literature included in our study was high-quality academic literature.

3.3 ABS Data Classification

Building on STEP 3 ABS data classification, we next filtered our dataset by assigning each of the remaining documents a journal ranking according to the Association of Business Schools (ABS) Academic Journal Guide. The Research Excellence Framework (REF) classification of papers allowed us to concentrate on high-quality research through preference for papers ranked 2, 3, 4 and 4*. This action played an essential role in improving academic standards and the overall impact of our literature review. Evaluating the higher-tier journals ensured that our study was building off of the most robust, advanced studies in this area.

Figure 1 illustrates the research protocol and the systematic approach taken to filter and classify the literature. From an initial pool of 349 articles, the application of our stringent criteria culminated in a refined dataset of 36 papers that form the empirical bedrock of our study.

By adhering to this methodological blueprint, our research endeavors to provide a robust, data-driven analysis that lays the groundwork for a bibliometric review and sets the stage for a well-informed research agenda on the mechanisms of job satisfaction's impact on organizational commitment in private universities under the digital background.

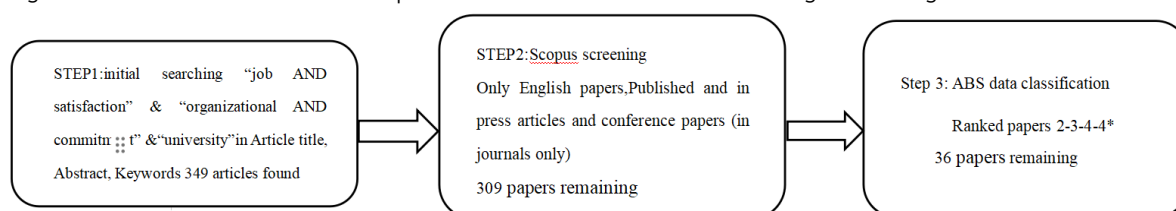


Figure 1 Bibliometric analysis protocol

Source: Author et al., 2025

4. Results

4.1. Literature Mapping: Descriptive Analysis

The results of our bibliometric analysis offer a comprehensive overview of the existing body of literature on the impact of job satisfaction of administrative personnel in private universities on organizational commitment under the digital background, as analyzed through the lens of structural equation modeling. The descriptive analysis, echoing the methodology outlined in the reference article, sheds light on the distribution, scope, and trends within this niche field of research.

Geographical Coverage analysis, as presented in Table 1, reveals a diverse global engagement in research pertaining to the nexus between job satisfaction and organizational commitment among administrative staff in private universities. The United States emerges as the leading contributor, underscoring its pivotal role in shaping the discourse on this topic. The United Kingdom, Australia, and Canada also feature significantly, highlighting the prominence of English-speaking countries in this research domain. Notably, China's presence in the research output indicates a burgeoning interest and academic contribution from non-Western contexts, reflecting the global relevance of the subject matter.

Figure 2 displays the temporal distribution of the papers included in our study. The graph offers an objective visual representation of the growing scholarly interest in the impact of job satisfaction on organizational commitment within the digital context. The number of publications increased steadily over recent years, mirroring the increasing recognition of digital transformation's influence on employee attitudes and organizational dynamics.

Figure 3 involves an analysis of documents by author, providing insights into the most prolific and influential scholars contributing to this field. Such information is crucial for identifying key thought leaders and understanding the concentration of research efforts in the study of job satisfaction and organizational commitment among administrative personnel in private universities.

Table 2 presents the main sources of citations in the field of job satisfaction and organizational commitment research within the digital context of private universities. The "Journal of Vocational Behavior" and "Journal of Applied Psychology" are highlighted as the most frequently cited sources, suggesting their foundational influence on the theoretical and empirical frameworks underpinning this research domain. The "Journal of Business and Psychology" and "Journal of Organizational Behavior" also feature prominently, reflecting the interdisciplinary nature of the field, which intersects with psychology, management, and educational administration.

The total link strength, as indicated in Table 2, provides a measure of the interconnectedness of the citations, offering a glimpse into the density of the research network within the field of job satisfaction and organizational commitment under the digital

background. This metric is invaluable for understanding the cohesion and fragmentation of the academic discourse, particularly as it pertains to the structural equation modeling approach in analyzing these relationships.

In conclusion, the analysis above reveals a growing body of literature that is increasingly recognizing the importance of digital transformation in shaping employee attitudes and organizational outcomes. This review sets the stage for a more nuanced understanding of the research landscape and informs a research agenda that seeks to further explore the complexities of job satisfaction and organizational commitment in the digital era.

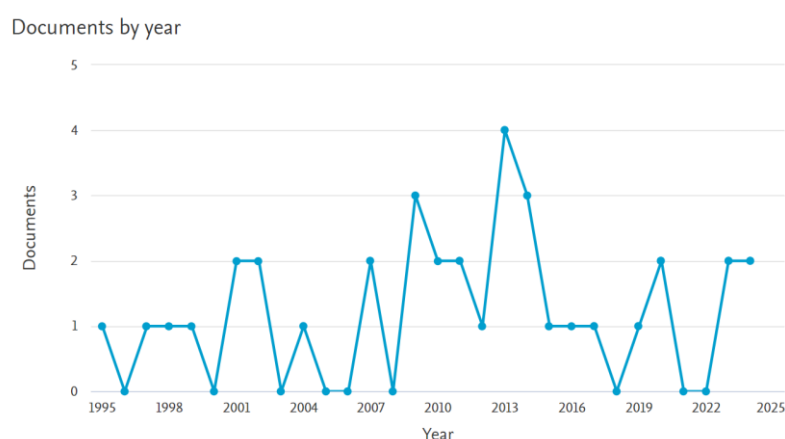


Figure 2 Documents of the 36 papers by year
Source: Author et al., 2025

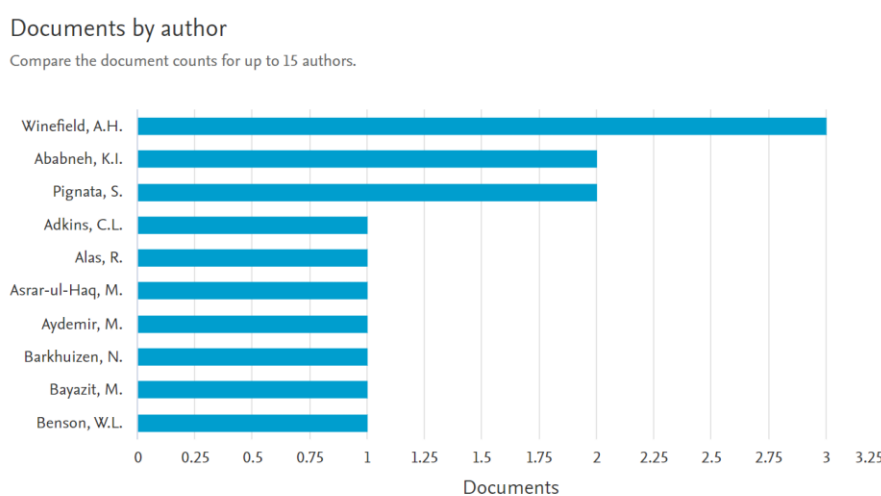


Figure 3 Documents by author
Source: Author et al., 2025

Table 1 Geographical coverage

Country	Number of articles	percentage
United States	8	22.2
Australia	5	13.9
United Kingdom	4	11.1
Canada	2	5.6
Netherlands	2	5.6
Turkey	2	5.6
China	2	5.6
South Korea	2	5.6
United Arab Emirates	2	5.6
Austria	1	2.8
Belgium	1	2.8
Estonia	1	2.8
Ireland	1	2.8
Italy	1	2.8
South Africa	1	2.8
Spain	1	2.8
Total	36	100

Note: Due to rounding to one decimal place, the sum of the percentages shown (100.4%) does not equal the reported total (100%). Source: Author et al., 2025

Table 2 Main sources of citations

Source	Citations
academy of management journal	492
british journal of educational technology	26
career development international	22
cornell hospitality quarterly	38
economic and industrial democracy	20
educational management administration and leadership	10
employee relations	17
group and organization management	75
higher education	26
higher education quarterly	23
human relations	39
human resource management review	161

international journal of business governance and ethics	21
international journal of human resource management	46
international journal of manpower	66
journal of applied psychology	37
journal of applied social psychology	119
journal of business and psychology	100
journal of business economics and management	40
journal of cleaner production	143
journal of comparative economics	25
journal of vocational behavior	338
stress and health	170
voluntas	48
work and stress	83

Source: Author et al., 2025

4.2. In-Depth Citation Analysis

The in-depth citation analysis offers a granular view of the scholarly landscape within the domain of job satisfaction and organizational commitment among administrative personnel in private universities, particularly in the context of digital transformation and structural equation modeling. This section explores the academic influence, theoretical linkages, and thematic cohesion that define the field.

Table 3 highlights key contributors to research on job satisfaction and organizational commitment. Ababneh, Khaldoun I., stands out with two documents and 72 citations, reflecting a significant impact. Winefield, Anthony H., with three documents and 64 citations, and Asrar-ul-Haq, Muhammad, with 143 citations, also demonstrate substantial influence, shaping the field's knowledge base.

The crystallized intellectual base and theoretical process of the job-study and an organizational commitment based on co-citation analysis are reported in Table 4. Meyer, J.P., is in first with 41 citations and a total link strength of 472, showing the author plays an important role in the intra-academic discourse. Follow Trajectory of Citation Counts and Link Strength Schaufeli, W.B., and Podsakoff, P.M. are next in line with significant citation counts/link strength that show their influential status within the network of scholars but also their contributions to advancing theory on how work instills meaning into workers such as work engagement.

Table 5 provides an overview of co-authorship links in the field — collaborative efforts that enhance the knowledgebase. Pignata, Silvia and Winefield, Anthony H. are also noteworthy

with several documents and citations each is a clear sign of active involvement in the field as well as successful collaboration between researchers to promote research output on job satisfaction and organizational commitment.

Table 6 Bibliographic coupling analysis (documents with the highest citation together marks thematic/conceptual relations) Asrar-ul-Haq, Muhammad and Iqbal, Anam with one document each based on 217 citations also has maximum total link strength. This combination may suggest that their works are frequently cited together simply because they are foundational or have a particular focus on the role of digital transformation on job satisfaction and organizational commitment in administrative personnel of private universities.

Overall, the detailed citation analysis presents a richer insight into the scholarly impact and linkage of job satisfaction and organizational commitment literature. We find a landscape with major impact authors, strong theoretical connections and co-authorship clusters which reflect the thematic evolution of the field. This review not only highlights the key players and foundational texts but also sets the stage for a research agenda that seeks to further explore the nuances of job satisfaction and organizational commitment in the digital era, particularly within the context of private universities and using structural equation modeling as a methodological approach.

Table 3 citation analysis

Author	Documents	Citations
ababneh, khalidoun i.	2	72
adkins, cheryl l.	1	75
asrar-ul-haq, muhammad	1	143
barkhuizen, nicolene	1	127
dik, bryan j.	1	279
duffy, ryan d.	1	279
farh, jiing-lih	1	75
gaertner, stefan	1	161
harvey, steve	1	60
hunter, sean	1	60
iqbal, anam	1	143
keashly, loreleigh	1	60
kirkman, bradley l.	1	492

kuchinke, k. peter	1	143
lowe, rosemary h.	1	97
nachbagauer, andreas g.m.	1	45
pignata, silvia	1	43
riedl, gabriela	1	45
rothmann, sebastiaan	1	127
shapiro, debra l.	1	492
steger, michael f.	1	279
talmud, ilan	1	119
van de vijver, fons j.r.	1	127
vigoda-gadot, eran	1	119
vodanovich, stephen j.	1	97
waters, lea	1	59
werbel, james d.	1	75
winefield, anthony h.	3	64

Source: Author et al., 2025

Table 4 Co-citation (CC) analysis Minimum 10 citations of an author

Author	Citations	Total link strength
meyer j.p.	41	472
schaufeli w.b.	26	399
podsakoff p.m.	23	382
bakker a.b.	21	379
allen n.j.	32	376
winefield a.h.	20	364
steers r.m.	21	354
mowday r.t.	21	347
porter l.w.	20	344
mackenzie s.b.	19	325
organ d.w.	18	292
dua j.	11	216
stough c.	11	216

judge t.a.	14	177
cooper c.l.	17	175
kacmar k.m.	11	169
price j.l.	12	169
ferris g.r.	11	157
oldham g.r.	11	154
spector p.e.	12	148
cropanzano r.	11	141
feldman d.c.	15	64
hofstede g.	11	52

Source: Author et al., 2025

Table 5 Co-authorship link

Author	Documents	Citations
pignata, silvia	2	43
winefield, anthony h.	3	64
ababneh, khalidoun i.	2	72

Source: Author et al., 2025

Table 6 Bibliographic coupling (BC)-19 orresponding documents with a minimum of 70 citations per document

Author	Documents	Citations	Total link strength
asrar-ul-haq, muhammad	1	143	217
iqbal, anam	1	143	217
kuchinke, k. peter	1	143	217
barkhuizen, nicolene	1	127	137
rothmann, sebastiaan	1	127	137
van de vijver, fons j. r.	1	127	137
dik, bryan j.	1	279	114
duffy, ryan d.	1	279	114
steger, michael f.	1	279	114
talmud, ilan	1	119	90
vigoda-gadot, eran	1	119	90
adkins, cheryl l.	1	75	79
farh, jiing-lih	1	75	79

werbel, james d.	1	75	79
kirkman, bradley l.	1	492	70
shapiro, debra l.	1	492	70
ababneh, khaldoun i.	2	72	40
lowe, rosemary h.	1	97	17
vodanovich, stephen j.	1	97	17
gaertner, stefan	1	161	11

Source: Author et al., 2025

4.3. Clustering Analysis and Theoretical Integration

To systematically navigate the scholarly terrain of job satisfaction and organizational commitment within private universities under the digital backdrop, the bibliometric analysis delineates pivotal thematic clusters gleaned from the most frequently cited references, charting a course for future academic exploration.

Figure 4 presents a co-citation map of the main contributions in the field of job satisfaction and organizational commitment, particularly within the digital context of private universities. The map provides a network visualization of the interconnections among the most influential works, showcasing a selection of 9 corresponding references out of a total of 2985 cited authors, each with a minimum of 20 citations. This visualization underscores the foundational nature of these works in shaping the discourse on job satisfaction and its impact on organizational commitment.

Table 7 offers a cluster analysis of the most frequently cited references, revealing two primary thematic clusters that have emerged from the literature.

The first cluster is centered on the analysis of job satisfaction's effect on commitment in digital private universities using SEM. This cluster aims to delve into the mechanisms through which job satisfaction influences organizational commitment, especially in the context of digital transformation within private universities. Theoretical frameworks in this cluster highlight job satisfaction's role in enhancing employee engagement and commitment. Key works include Gillespie et al. (2001), which explores occupational stress in universities and its effects on job satisfaction and commitment, and Schaufeli and Bakker (2004), which introduces the Job Demands-Resources (JD-R) model and its relevance to job satisfaction and burnout.

The second cluster is advances in OCQ based measures of organizational commitment and the relations of different forms of commitment to turnover, absenteeism, and job satisfaction. This cluster focuses on the measurement development and validation of organizational commitment construct as well as exploration of antecedents and consequences of commitment in diverse samples. This cluster, in turn, concerns theoretical frameworks

involving the psychological processes that underlie commitment/turnover. The most notable sources include Mowday, Steers, and Porter (1979), who developed the Organizational Commitment Questionnaire (OCQ) to measure this construct. This was complemented by Meyer and Allen (1991), who conceptualized the three-component model of organizational commitment. Additionally, methodological contributions such as Podsakoff et al. (2003) remain highly influential by addressing common method biases in behavioral research, which is critical for the validity of commitment studies.

Clusters identified in the clustering analysis serve to structure a theorizing process and outline where theory integration is needed for future research on job satisfaction and organizational commitment. This is the first study where an exploration of digital transformation can enable the job satisfaction- organizational commitment relationship be analyzed with a whole new perspective considering their understanding through mechanisms as well.

Within these clusters, future research may focus on the role of job satisfaction in predicting organizational commitment in the digital era and investigating how MNEs' or other organizations' digital transformations impact their employees' job satisfaction and/or organizational commitment and what strategies can bolster those attitudes at private universities. There should also be exploration of the effects of job satisfaction on other organizational behaviors and the real world implementation of interventions designed to increase job ,satisfaction and commitment.

This analysis not only highlights the key theoretical frameworks and empirical studies that have shaped the field but also sets the stage for future research that seeks to further explore the intricacies of job satisfaction and organizational commitment in the digital context.

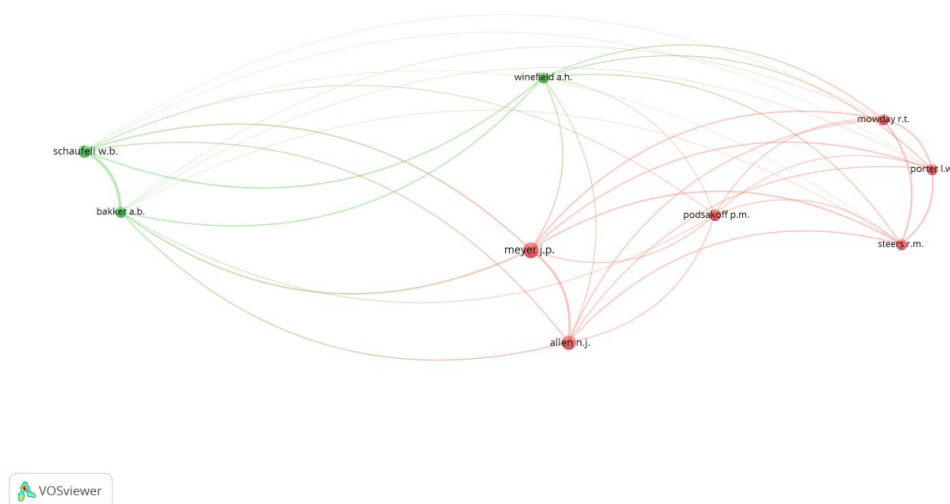


Figure 4 Co-citation map of the main contributions. 9 corresponding references (out of 2985 cited authors in total) with a minimum of 20 citations of a cited reference.

Source: Author et al., 2025

Table 7 Cluster analysis of most frequently cited references.

Cluster	Theme	AIM	Future Research Areas	Theories	Main Sources
Cluster 1-green	Analyzing job satisfaction's effect on commitment in digital private universities using SEM.	Explore the impact of job satisfaction on organizational commitment in digital-era private university administration.	Examine digital influence, management practices, cross-cultural job satisfaction, and long-term commitment dynamics.	Utilize job satisfaction-commitment, psychological contract, technology acceptance, and resource conservation theories.	Gillespie, N. A., Walsh, M., Winefield, A. H., Dua, J., & Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress, <i>Health & Organisations</i> , 15(1), 53-72.
		Investigate the relationship between job demands, job resources, burnout, engagement, and their consequences on health and turnover intentions.	1. Longitudinal causality in job stress. 2. Physiological correlates of burnout. 3. Objective engagement indicators.	1. Job Demands-Resources (JD-R) model. 2. Effort-Recovery model. 3. Self-Determination Theory. 4. State Regulation Model of Compensatory Control.	Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. <i>Journal of Organizational Behavior</i> ,

Cluster	Theme	AIM	Future Research Areas	Theories	Main Sources
			4. Model replication across settings.		
		Provide an overview of the Job Demands-Resources (JD-R) model, comparing it to other stress models and discussing its application in human resource management.	1. Examine reciprocal relationships between job demands, resources, and well-being. 2. Incorporate objective business and health outcomes in JD-R model research. 3. Further investigate main and interaction effects of job demands and resources. 4. Explore the role of personal resources in the JD-R model.	1. Job Demands-Resources (JD-R) model. 2. Conservation of Resources (COR) theory. 3. Demand-Control model. 4. Effort-Reward Imbalance model.	Bakker, A.B. and Demerouti, E. (2007). The Job Demands-Resources model: state of the art. Journal of Managerial Psychology, 22(3), 309-328.
Cluster 2-red	Developing Organizational Commitment Questionnaire	Develop and validate a measure of organizational commitment	1. Compare attitudinal and behavioral commitment.	1. Attitudinal commitment as a predictor of employee behavior.	Mowday, R.T., Steers, R.M., and Porter, L.W. (1979). The Measurement of Organizational Commitment.

Cluster	Theme	AIM	Future Research Areas	Theories	Main Sources
	Organizational commitment and analyzing factors linked to turnover, absenteeism, and job satisfaction.	Organizational Commitment Questionnaire (OCQ).	2. Examine antecedents and outcomes of commitment across diverse samples. 3. Investigate commitment-job performance relationship. 4. Broaden organizational behavior theories to include commitment.	2. Relationship between commitment and job performance.	Journal of Vocational Behavior, 14, 224-247.
		Examine factors influencing employee turnover and absenteeism, and their relationships with job satisfaction.	1. Psychology of withdrawal processes. 2. Expectation management and fulfillment. 3. Impact of organizational interventions. 4. Differentially valued employees'	1. Expectancy/Valence theory of motivation. 2. Equity theory. 3. Job characteristics theory.	Porter, L.W., & Steers, R.M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. Psychological Bulletin, 80(2), 151-176.

Cluster	Theme	AIM	Future Research Areas	Theories	Main Sources
			withdrawal behaviors. 5. Combined study of turnover and absenteeism.		
		Critically review behavioral research for common method biases, identify sources, and recommend control strategies.	1. Explore method biases in different research contexts. 2. Develop guidelines for selecting appropriate procedural and statistical remedies. 3. Investigate the impact of method biases on formative indicator measurement models.	1. Common Method Bias theory. 2. Multitrait-Multimethod (MTMM) theory.	Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies.
		1. Review commitment research. 2. Propose a framework.	1. Causality in commitments. 2. Component interactions. 3. Development and outcomes.	1. Three-component model. 2. Attitudinal-behavioral link.	Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. <i>Human Resource Management Review</i>, 1(1), 61-89.

Cluster	Theme	AIM	Future Research Areas	Theories	Main Sources
		Test model of organizational commitment antecedents and outcomes.	1.Explore commitment-performance link. 2.Develop comprehensive commitment models. 3.Examine commitment in diverse organizational types.	1.Exchange theory. 2.Motivation-ability-role clarity model.	Steers, R. M. (1977).Antecedents and Outcomes of organizational Commitment. Administrative Science Quarterly.
		Validate and differentiate affective, continuance, and normative commitment.	1. Longitudinal study of commitment development. 2. Impact of specific socialization practices. 3. Normative commitment's antecedents and consequences.	Three-component model of organizational commitment.	Allen, N. J., & Meyer, J. P. (1990).The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology.

Source: Author et al., 2025

5.Discussion of the systematic literature review: A holistic approach for organizational commitment

To build a robust theoretical foundation, this study integrated established organizational behavior models. Specifically, the Job Demands-Resources (JD-R) model (Schaufeli & Bakker, 2004) was utilized to understand how digital transformation introduces new job demands while

requiring adequate digital resources to maintain job satisfaction. Furthermore, Meyer and Allen's (1991) Three-Component Model of organizational commitment provided a critical lens to evaluate how affective, continuance, and normative commitment are distinctly influenced by these changing job satisfactions in the digital era.

This systematic literature review unravels a complex interplay of factors influencing the job satisfaction and organizational commitment of administrative personnel in private universities, particularly within the digital landscape. Through a rigorous examination of the existing scholarly work, this discussion seeks to synthesize the diverse research findings into a comprehensive perspective that addresses the intricate dynamics of job satisfaction and its implications for organizational commitment.

This review revealed a key insight: digital transformation acts as a catalyst for job satisfaction and organizational commitment. The surveyed studies imply that the rise of digital technologies has added new dimensions to how job satisfaction is understood and its subsequent impact on commitment. This aligns with the perspective that digitalization has significant potential to reshape the employee experience (Duan et al., 2023), as explored through the technology affordance perspective on job performance and work-life balance.

Another key theme that emerged was the importance of leadership styles in fostering job satisfaction and, consequently, committed workers. Leadership practices within the private universities either strengthen or weaken the job satisfaction of administrative personnel, hence the commitment level. According to Saad Alessa (2021), one of the more engaging types of leading is transformational leadership which has a significant impact on creating and instilling motivation among the employees by giving them a sense of belonging that helps associate themselves with the vision presented by their leader ultimately strengthening their commitment towards the organizational goals.

The study also highlights the necessity of universal and inter-universities views on job satisfaction and organizational commitment. Although prior literature has primarily been situated within Western contexts, there is a rapidly-growing appetite for examining these constructs in non-Western and/or multilingual educational contexts. It is this cross-cultural perspective that 21st century researchers are missing if they wish to gain a fuller understanding of job satisfaction and organizational commitment in the digital age on the basis of culturally-embedded institutional underpinnings.

The thematic clusters that emerge from our bibliometric analysis provide a basis for an integration of theory. We integrated insights from job satisfaction theory, organizational behavior, and digital transformation to present a cohesive conceptual framework. This framework explicitly maps key constructs: digital literacy and perceived organizational support as antecedents to job satisfaction, with transformational leadership acting as a mediating variable. These factors collectively influence the three dimensions of organizational

commitment (affective, continuance, and normative). This framework provides a roadmap for future structural equation modeling (SEM) research, guiding the exploration of the long-term effects of digital transformation on employee attitudes.

Finally, the findings of systematic literature review provide a comprehensive perspective on job satisfaction and organizational commitment for adequate explanation of administrative personnel in private universities. Such an approach serves to synthesize the critical empirical and theoretical legacy from prior work while establishing avenues for future research that can explore the complex relationships among job satisfaction, organizational commitment, and the digital environment. With this more holistic view, it can lead private universities to take more effective steps to improve job satisfaction and create a more dedicated and high-performing administrative workforce in the digital age.

6. Conclusions

This research presents a comprehensive investigation into how the job satisfaction of administrative staff in private universities affects organizational commitment during the digital transformation stage. We conducted a bibliometric and systematic literature review that shed light on the importance of digital technologies, leadership practices, and employee engagement in fostering commitment within organizations. These findings highlight that job satisfaction is critical in creating an environment that leads to employee engagement and commitment to the larger goals and values of an organization.

Advancing Theoretical and Practical Fields — The holistic approach elaborated in this study represents an advancement of both the theoretical field as well as the practical one. In the conceptual, it connects diverse lines of research to provide a more nuanced understanding of job satisfaction and organizational commitment. This paper provides practical and direct indications for private universities that want to strengthen the commitment of administrative staff through job satisfaction by promoting digitalization and leadership development programs.

Looking back at the scene of current research, there are many paths still to be travelled. Further research should continue to explore the long-term effects of job satisfaction on organizational commitment, unpack how digital environments can create and maintain job satisfaction, and evaluate the interaction of these costs in different cultural and educational contexts. A better understanding of job satisfaction and organizational commitment will help to empower private universities harness the potential of satisfied and committed administrative staff groups towards innovation, competitive performance, and achieving academic excellence in higher education systems.

The absence of the voices and lenses from authors in non-Western cultures largely limits this contribution, providing an avenue for future research employing longitudinal methodologies that illuminate culturally-bound discourse features. This will provide a more integrated and worldwide relevant insight into the job satisfaction and organizational commitment in the digital era.

Finally, the findings of this study highlight the complexity in the job satisfaction and organizational commitment nexus with administrative staff in private universities amid digitalization. It not only synthesizes the current body of knowledge and theories but also provides directions for future research to understand job satisfaction and commitment in a digital world. With a wider understanding of these vital constructs, private universities can develop more effective strategies for improvement of job satisfaction and establish a committed and productive cadre of administrative personnel to face the necessity of digital transformation.

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