Antecedents of Organizational Commitment:
The Mediating Effect of Job Satisfaction in Saudi Labor Sector

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Abstract

In the Saudi labor sector, this study aims to determine the function of job satisfaction as a mediator in the relationship between authentic leadership and organizational commitment, as well as mindfulness and organizational commitment. The respondents of this research were 204 Saudi employees. The information was gathered using electronic questionnaires and examined in three stages: descriptive statistics, confirmatory factor analysis to test dimensionality, and path analysis. The descriptive statistics and correlation matrices of all variables were analyzed in the first phase. The confirmatory factor analysis and reliability consistencies were used in the second phase to look into the unit-dimensionality of each variable. Amos was used to do the path analysis in the third phase. The findings of the study revealed that there is a link between mindfulness and job satisfaction, there is also link and relationship between authentic leadership and job satisfaction. As well as a significant relationship between job satisfaction and organizational commitment and between mindfulness and organizational commitment. The findings of this study can be used as a guide for organizations in the Saudi sector to improve employee satisfaction and, as a result, support corporate goals.

Keywords: *Organizational Commitment, Mindfulness, Job Satisfaction, Authentic Leadership.*

Introduction

The importance of job commitment has increased in these days because it is considered one of the important factors for the success of any organization. Organizations have realized that they must obtain the loyalty and commitment of their employees in order to continue to compete in the market, and the realization of this fact has attracted many researchers to conduct studies and research on job commitment. Organizational commitment has grown increasingly important to both employers and employees in today's corporate environment. Committed human resources are regarded as an organization's most valuable intangible asset, as they help to maintain a competitive advantage (Dwi Putranti, 2018). Corporate commitment is critical to attaining organizational goals, boosting innovation, stability, and employee trust (Top, Akdere and Tarcan, 2015; Kuron et al., 2015; Choi et al., 2015; Hou et al., 2011). Job satisfaction's mediating role in the relationship between Authentic Leadership and Organization Commitment, as well as the relationship between Mindfulness and Organization Commitment, has been investigated in this study in order to bring attention to job satisfaction and how it can contribute to the relationship. However, there

is a significant lack of previous studies and literatures that have examined this relationship. This study sheds light on the role of job commitment and its impact on several factors by looking at job satisfaction as a mediator in the Saudi labor sector. The factors that will be studied are the Authentic Leadership and Mindfulness as well as the mediating role of job satisfaction. This would help to streamline HR procedures by focusing efforts on the most important variables and achieving better results.

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Literature Review & Hypotheses Development
The Relationship between Mindfulness and Job Satisfaction:

Mindfulness can be defined as per Dr. Jon Kabat-Zinn, one of the fundamental pioneers of the area for which I propose the term mindfulness science, who provided one of the most well-known Western definitions of mindfulness, it is paying attention in a certain way: on purpose, in the present time, and dispassionately. Mindfulness also described as the state of consciousness characterized by attentiveness that is responsive to and awareness of current events and experiences, free of judgment, assessment, and cognitive filters. Mindful people pay careful attention to their immediate reactions to ideas, feelings, and physical stimuli, including their own internal body sensations, and accept them (Khanna & Greeson, 2013). According to the literature, several research has established a positive relationship between mindfulness and job satisfaction (Ramaci, Rapisarda et al., 2020; Song, Pan & Wang, 2021). As pr Hülsheger et al, People differ in terms of how attentive they are at any specific time (state mindfulness) and how mindful they are generally (trait mindfulness). Work satisfaction was likewise predicted by mindfulness levels, with higher levels of mindfulness leading in better job satisfaction Trait mindfulness may be positively connected with work satisfaction, according to affective event theory (Weiss & Cropanzano, 1996). Job satisfaction refers to pleasant emotional state coming from the evaluation of one's job as attaining or helping the accomplishment of one's job values (Locke, 1969: 316). Job satisfaction was also defined by Klassen and Chiu (2010) as conceptions of fulfillment obtained from day-to-day work activities (p. 742). In compared to individuals with poor mindfulness, aware employees are more satisfied with their jobs and have fewer levels of job burnout, according to the research (Charoensukmongkol, 2013; Monroe et al., 2021; Saini, 2020). Employees who are more mindful are better able to focus on current job needs, filter out non-essential job demands, and improve their capacity to focus on using key task resources .Workers who work in challenging situations cope with

the expectations by utilizing several resources ,and mindfulness, which can reduce employee stress, may play a role in improving job satisfaction. Previous research has been analyzed to see if there is a link between mindfulness and job satisfaction. Therefore, we formulate the following hypothesis: *H1: mindfulness is positively correlated with job satisfaction.*

The Relationship between Job Satisfaction and Organizational Commitment:

Organizational commitments refer to employees' psychological attachment to their workplace; it also encompasses companies, individuals, and all working groups inside organizations, as well as their goals and behaviors. The degree of identification of an employee with a specific organization and its goals, and wants to maintain participation in the organization, according to Robbins (2005). Commitment, according to the attitudinal approach, is a favorable emotion toward the company that is influenced by what employees encounter on the job and how they view the organization. Many studies and research have investigated the effects of job satisfaction on employee organizational commitment, and many of these studies have found that job satisfaction has a direct impact on employee organizational commitment. Organizations that pay attention to their employees' needs and preferences, as well as allow for the flow of ideas and information, will have a beneficial impact on employee job satisfaction, which is a critical aspect in achieving organizational commitment. The high level of job satisfaction will increase all employees' commitment to the organization, as well as the organization's ability to retain their best employees. Organizational commitment includes how employees feel about the firm or organization as a whole, and it is a significant response to the entire organization (Chen, 2006: 274). Saberinia and Zadeh (2019) conducted a study that examines Job Satisfaction and Organizational Commitment on Emergency Medical Technician in the Southeast of Iran. The study resulted that job satisfaction related positively to organization commitment. Meaning that a higher level of job satisfaction leads to a higher level of commitment inside the organization. The fact that commitment is interrelated to satisfaction in such a way that if the job dimensions meet the needs of the teachers, they will never consider quitting whereas if they do not, they may minimize their commitment or even transfer to another job (Ramayah & Nasurdin, 2003). There were many job satisfaction factors affecting the level of organizational commitment according to a study by Tatar, 2020. Satisfaction with work, compensation and incentives, possibilities for growth, progress, and career progression, leadership and supervisory style, work group and social interactions among employees, and work circumstances such as safety, health, and stability. Based on this, the following hypotheses are proposed in this study:

H2: Job Satisfaction is Significantly Positively Relating to Organization Commitment.

The Relationship between Authentic Leadership and Job Satisfaction:

The concept of authenticity may be traced back to the ancient Greeks, as seen by their ageless injunction to "be true to oneself" (Walumbwa et al., 2008: 89). Authenticity, as stated by Martin Seligman (Seligman, 2002), may be characterized as owning one's personal experiences, whether they are thoughts, feelings, wants, preferences, or attitudes, processes encapsulated by the imperative to know oneself and act in line with the genuine self (Walumbwa et al., 2008: 92). Authentic leaders can be directive, participative, or even authoritarian, and their behavior does not distinguish them from non-authentic leaders. To establish credibility and earn employees' confidence and respect, authentic leaders operate in accordance with personal principles and convictions (Avolio & Gardner, 2005) Authentic Leadership is crucial not only for employees' psychological well-being, but also for their job satisfaction and retention (Alimo-Metcalfe, Alban-Metcalfe, Bradley, Mariathasan, & Samele, 2008). There are many studies and research such business and manufacturing, have conducted extensive research into the relationship between authentic leadership and other outcomes, such as job satisfaction (Onorato & Zhu, 2015), Alilyyani et al (2018) assessment of authentic leadership literature in health care found statistically significant connections between authentic leadership and 43 outcomes in 21 studies. Authentic leadership

has been linked to positive employee outcomes such as job satisfaction and empowerment. In a study prepared by Simeon Amunkete & Sebastiaan Rothmann which is an Authentic leadership, psychological capital, job satisfaction and intention to leave in state-owned enterprises have proven that there is a strong positive relationship between authentic leadership and job satisfaction. Employees who self-report having strong psychological capital and authentic leadership are less likely to leave their jobs or organizations (Barkhuizen, Rothmann & Van de Vijver, 2014), and are more likely to persevere in the face of challenges (Peterson, 2000). They are robust and quick to recover from unfavorable employment situations, which may limit their desire to leave (Avey, Luthans & Youssef, 2010). Additionally, those with high levels of hope are more likely to find strategies to succeed in their existing occupations (Avey et al., 2010). Furthermore, people with strong psychological capital are less likely to abandon their positions since they are more content with their jobs. Previous research has investigated the link between authentic leadership and a variety of organizational outcomes, with the conclusion that authentic leadership is linked to employee job satisfaction (Bamford, Wong & Laschinger, 2012) thus:

H3: Authentic Leadership Significantly and Positively Relates Job Satisfaction.

The Relationship between Mindfulness and Organizational Commitment:

There are few studies and research that examined the relationship between Mindfulness and organizational commitment. Employee organizational commitment and ethical leadership behavior, such as emotional intelligence, have been linked in studies. According to some of these research, high levels of perceived ethical leadership behavior are linked to higher levels of employee organizational commitment (Ponnu & Tennakoon, 2009; Upadhyay & Singh, 2010). In a similar vein, there was a positive correlation between Leaders ethical behavior and employees' commitment to the company (Mize, 2000 referred to in Zhu, May & Avolio, 2004) several research have investigated the link between mindfulness and emotional intelligence, as well as a thorough review of the literature. According to several studies, there are three distinct ways in which this can occur. The first is that frequent mindfulness meditation practice may improve one's ability to understand one's own emotional state. As a result, one may be able to clearly monitor his or her own emotional state and so effectively regulate them (Creswell, 2007). On this foundation, a deeper understanding of mindfulness and behaving constructively in a difficult situation can be gained (Greeson & Laurenceau,2007). In the organizational setting, this attentiveness leads to the establishment of a culture of relatedness, cooperation, coordination, collaboration, and commitment (Bonner et al. 1998). Arif and Zia-ur-Rehman (2017) examined the relationship between mindfulness and organizational commitment, and they found that a high level of mindfulness affects a high level of job commitment. Therefore, according to the literature, the hypotheses is:

H4: Mindfulness Significantly and Positively Relates to Organizational Commitment.

Job Satisfaction as a Mediator between Authentic Leadership and Organization Commitment:

The concept of authenticity may be traced back to the ancient Greeks, as seen by their ageless injunction to be true to oneself (Walumbwa et al., 2008: 89). Authenticity, as stated by Martin Seligman (Seligman, 2002), may be characterized as owning one's personal experiences, whether they are thoughts, feelings, wants, preferences, or attitudes, processes encapsulated by the imperative to know oneself and act in line with the genuine self (Walumbwa et al., 2008: 92). As it is discussed above, authentic leadership has a direct impact on job satisfaction and the job satisfaction directly affects the organizational commitment. Consequently, job satisfaction mediates the relationship between authentic leadership and the organizational commitment.

Authentic leadership has an influence on job satisfaction, which in turn has a direct impact on organizational commitment. Construction job satisfaction, on the other hand, mediates the relationship between

authentic leadership and the organizational commitment. Many studies show that job satisfaction predicts organizational commitment, and this is due to the resources that are traded between the organization and its members. Some predicted future workers explain the organization's future needs and objectives, as well as their willingness to give their knowledge, abilities, and skills in exchange for resources that meet their goals and requirements. One the research of part-time students investigated a strong link between work satisfaction and organizational commitment (the lower satisfaction causes the lower level of commitment). Job satisfaction depicts an individual's emotive response to many aspects of work-related activities, and it is determined by both personal and organizational elements, i.e., job qualities, whereas organizational commitment depicts an individual's attitude to the entire company. According to study, an individual's perceived favorable and equitable conduct, which an organization provides through meeting their needs, is aligned with the focal organization. However, satisfied worker is more likely to stay with a company, which has a direct beneficial influence on organizational commitment (Malik et al., 2010). According to result acquired from employees in both the service and industrial field, there is a significant and positive relationship between organizational commitment and job satisfaction, it provides evidence that job satisfaction predicts organizational commitment (Akdere et al., 2015). Furthermore, an extensive amount of HRM research evidencing the assumption that work satisfaction is one function of organizational commitment provides support to this finding (Aydogdu, Chan et al., 2011). Therefore, we propose hypotheses:

H5: Job Satisfaction Mediate the Relationship between Authentic Leadership and Organization Commitment.

Job Satisfaction as a Mediator between Mindfulness and Organization Commitment:

Members with high organizational commitment show high loyalty to the organization and develop self-esteem to achieve organizational goals, efforts are made to be active in one's job to form a lively organizational atmosphere. There is a real scarcity of studies that have examined the relationship of job satisfaction as a mediator between mindfulness and job commitment, but there is a study, which is 'The Effect of Mindfulness on Their Organizational Commitment of Flight Attendants Focused on the Mediating Effect of Job Satisfaction' (lee and lim, 2017). The findings of this study show that mindfulness sub-factor focus has a favorable impact on job satisfaction and organizational commitment. Furthermore, the sub-factor of mindfulness and organizational commitment were partially mediated by job satisfaction. The study proved that mindfulness had a significant positive effect on job satisfaction and mindfulness is related to emotional intelligence, and emotional intelligence leads to organizational commitment through trust so there is also a positive relationship between mindfulness and organizational commitment. As a result, the higher the job satisfaction, the more the organization commitment. It was confirmed that the sense of belonging and loyalty. In addition, mindfulness, job satisfaction, and according to previous research on organizational commitment, job satisfaction is related positively to mindfulness and organizational commitment. So, we formulate this hypothesis:

H6: Job satisfaction mediate the relationship between mindfulness and organization commitment.

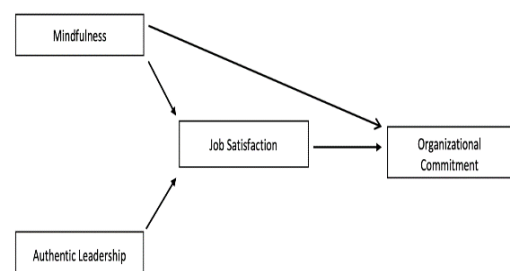Based on the above-mentioned literature the conceptual model for the study can be developed as in Figure 1.

Figure 1. Model of the Research

Method

Sample and Data Collection

The purpose of this study was to experimentally evaluate a theoretical model of job satisfaction as a mediating factor between authentic leadership and organization commitment, as well as mindfulness

and organization commitment, among Saudi labor sector employees. The responses needed to meet the research objectives were collected using a questionnaire (see in Appendix). The first component dealt with respondents' demographic characteristics, such as gender, age, and years of employment with the current employer. The study variables, mindfulness, authentic leadership, job satisfaction, and organizational commitment, were addressed in the second half. The questionnaire came with a cover letter that explained the study's origins and goals. It also includes assurances of anonymity and confidentiality of responses, as well as a call for correct data to guarantee realistic results. A web-based questionnaire was given to Saudi sector employees. There were 204 usable responses received. The data was gathered over a one-week period at a particular moment in time. Most responders were female, in their mid-career, and between the ages of 40 and 49 and with experience more than 15 years.

Measures:

To get responses on all the dimensions, researchers utilized a five-point Likert-type scale with anchors of (1) strongly disagree and (5) strongly agree. The scales are described as follows:

- **Mindfulness:** The presence of mindfulness was assessed using the Mindful Attention and Awareness Scale (MAAS), a 15-item questionnaire that had previously been validated (Brown & Ryan, 2003). The MAAS is designed to evaluate mindfulness features, or core qualities of mindfulness, in everyday situations, often known as "present-centered attention-awareness" (Brown & Ryan, 2003: 824).

- **Authentic Leadership:** The Authentic Leadership Inventory (ALI), established by Neider and Schriesheim, was used to assess the existence of authentic leadership as viewed by the employees (2011). The ALI is a 14-item assessment that includes questions to measure different levels of self-awareness, transparency, ethical/moral conduct, and balanced decision-making in leaders. The current study, like Coxen, van der Vaart, and Stander (2016), looked at authentic leadership as a single loading factor.

- **Job Satisfaction:** A subscale of the MOAQ that evaluates overall satisfaction is used to investigate the variable of satisfaction. "The Michigan Organizational Assessment Questionnaire features a 3-item overall satisfaction subscale, according to Spector (1997). (Camman et al., 1979). The scale is short and uncomplicated, making it excellent for use in questionnaires with multiple scales**.**

- **Organizational Commitment:** The Organizational Commitment Questionnaire of Porter et al. (1974) was used to assess commitment (OCQ). The six items on the OCQ are intended to gauge respondents' commitment to the organization, their belief in and acceptance of the organization's values and goals, and their readiness to go above and beyond to assist the organization succeed. Example of items are: 'I am willing to go above and beyond what is expected of me in order to assist this organization succeed'; I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful'; ' I am proud to tell others that I am part of this organization'; 'Deciding to work for this organization was a definite mistake on my part '.

Data Analysis

The data was analyzed using SPSS and AMOS. To determine the profiles of the guides, we first used descriptive statistics. We used Cronbach's alpha to determine the reliability of mindfulness, authentic leadership, job satisfaction, and organizational commitment measures.

Results

Descriptive Statistics

According to table1, most of the employees were female, with 71.6 percent (N=146) being female and 28.4 percent (N=58) being male. The age range of the responders was: under 20 years old 2.5%, 21-

29 years old 22.1%, from 30 to 39 years old 26%, between 40 to 49 years old 33.3%, and above 50 years old 16.2%. Furthermore, the respondents' experience was as follows: more than fifteen years, with 44.1 percent, from ten to fourteen years 9.3 percent, five to nine years 15.2 percent, and less than five years 31.4 percent.

Table1. Demographic Variables

%		
Gender		
male	58	28.4
female	146	71.6
Total	204	100
Age		
Less than 20	5	2.5
21-29	45	22.1
30-39	53	26
40-49	68	33.3
More than 50	33	16.2
Total	204	100
Experience		
Less than 5 years	64	31.4
5-9	31	15.2
10-14	19	9.3
More than 15 years	90	44.1
Total	204	100

Means, Standard Deviations and Correlation Analysis of Variables

The mean, standard deviations, and correlations are shown in the table2. The mean findings showed that the mindfulness score was (3.19). Job satisfaction (3.97) received the highest mean score, followed by authentic leadership (3.34). The mean result for employees in the Saudi labor sector demonstrated organizational dedication. According to these statistics, employees assessed their job satisfaction and organizational dedication as high (3.63).

A Pearson Correlation was also used to test hypotheses about the links between mindfulness and job satisfaction, authentic leadership and job satisfaction, job satisfaction and organizational commitment, and mindfulness and organizational commitment. Job satisfaction and organizational commitment have a positive correlation, according to the finding, and it is the strongest correlation (r=0.594; p<0.01). The correlation between authentic leadership and mindfulness had the weakest correlation (r = 0.161; p<0.05). The relationship between authentic leadership and job satisfaction was also found to be significant and positive. The most significant correlation was (r = 0.459; p<0.01). The relationship between mindfulness and organizational commitment was (r = 0.268; p<0.01). Lastly, the correlation between mindfulness and job satisfaction was (r = 0.265; p<0.01).

Table2. Desecreptive Statistics

	Mean	S.Dev	1	2	3
1.Mindfulness	3.19	0.50			
2.Authentic leadership	3.34	0.60	0.161*		
3.Job satisfaction	3.97	0.76	0.265**	0.459**	
4.Organization commitment	3.63	0.62	0.268**	0.341**	0.594**

Reliability Analysis of the Scales

The reliability analyses for the mindfulness, authentic leadership, job satisfaction, and organizational commitment scores are shown in Table 3. The Cronbach's Alpha for mindfulness scale was 0.764, according to the reliability analysis. While the reliability of authentic leadership scale was 0.876. The reliability of the job satisfaction scale was 0.802. And the reliability of organizational commitment scale was 0.730. Based on these findings. The scales are acceptable and reliable.

Table3. Cronbach's Alpha

Variable	Cronbach's Alpha	N of items
Mindfulness	0.764	15
Authentic leadership	0.876	14
Job satisfaction	0.802	3
Organization commitment	0.730	6

Testing Research Model and Hypothesis

The results of model fit are summarized in Table4. Our model fit well (CFI =.996, IFI =.996, TLI = 0.973, x2/df = 1.677, RMSEA =.058), as evidenced by the indications. The best model that explains the relationship between the variables according to the indicators we stated has been found, indicating that the model is adequate. Overall, the findings demonstrated that this study was valid and reliable, with no issues with multiple collinearities. Furthermore, the analytical model is well-suited to the data.

Table4. Results of Model Fit

Statistic	Result of model fit
RMSEA	0.058
CFI	0.996
IFI	0.996
TLI	0.973
$X^{2/df}$	1.677
NFI	0.989
GFI	0.996
AGFI	0.959

According to finding as showing in table 5, there is a positive and significant relationship between authentic leadership and job satisfaction, there is also a positive and significant relationship between mindfulness and job satisfaction, there is a positive and significant relationship between job satisfaction and organizational commitment, and there is a positive and significant relationship between mindfulness and organizational commitment.

Table 5. Path Analysis

	Estimate	S.E	C.R	P	Label
Job satisfaction --Authentical leadership	.541	.078	6.922	***	
Job satisfaction -- Mindfulness	.298	.094	3.188	.001	
Organizational commitment job satisfaction	.458	.047	9.695	***	
Organizational commitment Mindfulness	.147	.072	2.054	.040	

Discussion

The study's aim was to identify the antecedents of organizational commitment in Saudi labor sector. Mindfulness, Authentic leadership, and job satisfaction are found to be causes and factors effecting organizational commitment. The results support the previous research that mindfulness is positively correlated with job satisfaction. Indi-

Figure 2. Standard Estimation Model in AMOS

vidual job satisfaction is influenced by individual's views of control over their work and mindfulness, which help people focus their attention on the current moment rather than on issues and repercussions outside their control in the workplace. According to several studies (Ramaci, 2020; Yaacob, 2015; Barattucci et al, 2018) employees can be mor satisfied if they have control over their work, which mean a positive and pleasurable psychological state that occurs because of a positive assessment of one's work. Aware employees are more satisfied with their jobs and have fewer levels of job burnout in compared to individuals with poor mindfulness (Charoensukmongkol, 2013; Monroe et al., 2021; Saini, 2020). Employees' emotional reactions to work events are a proximate source of job satisfaction (Hülsheger et al., 2013). Interpersonal connections can help explain the link between mindfulness and job satisfaction. Individuals who are more mindful are more open and friendly and respectful, which can lead to better professional relationships (Epstein et al., 2015; Glomb et al., 2011). They tend to be more interested to the surroundings and place less importance on potential unfavorable assessments of them by others. Furthermore, they avoid making unfavorable depressing comparisons to others (Carson & Langer, 2006) and are more effective in utilizing social support (Glomb et al., 2011). This can help you build better relationships with your coworkers (Charoensukmongkol, 2014). Emotional awareness may also contribute to the understanding of the link between mindfulness and job satisfaction. Job satisfaction is directly linked to emotional awareness (Weng et al., 2011). It was proposed that greater levels of mindfulness are linked to less negative emotions and a better mental health at work, resulting in more job satisfaction and pleasure (Glomb et al., 2011; Hunter & McCormick 2008). The works of Roeser et al. (2012), Jennings et al. (2011), and Jennings et al. (2019), acted as theoretical foundations for the present research.

The second finding showed that there is a positive and significant relationship between job satisfaction and organizational commitment which has been confirmed. The result is consistent with current and previous studies in this field. The relationship between job satisfaction and organizational commitment has been studied extensively. According to the research, an organization's capacity to effectively deliver job satisfaction to its employees will substantially inspire favorable future employee outcomes (e.g., productivity, performance and commitment). Furthermore, these positive benefits may lead to organizational competitiveness being maintained and encouraged in a globalized world. Vahidian Rezazadeh (2002) investigating the relationship between job satisfaction and organizational commitment, researchers discovered that factors such as job satisfaction, supervisor satisfaction, coworker satisfaction, the possibility of
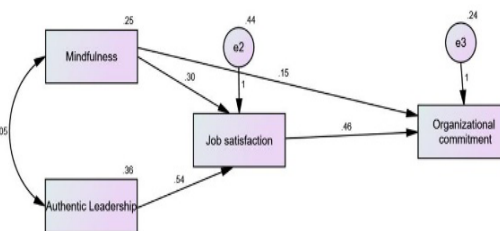
career advancement, and compensation and pensions all have an impact on employee organizational commitment. Bazvand, Kashif and Ismaili (2013) found a clear and significant positive connection between organizational commitment and job satisfaction in a survey of 50 employees of the General Department of Physical Education in Lorestan Province, Iran. The findings also suggested that by improving employee satisfaction with compensation, rules, and working conditions, managers may be able to increase organizational commitment. According to summary of much research, (Saberinia & Zadeh 2019; Ramayah & Nasurdin, 2003), the connection between job satisfaction and organizational commitment, as well as its aspects, has been confirmed in several studies conducted on numerous jobs.

The third finding showed that there is a positive and significant relationship between authentic leadership and job satisfaction. Authentic leadership causing healthy relationship among the teamwork which lead to several positive outcomes like employee engagement, organizational commitment, job satisfaction etc. (Hassan & Ahmed, 2011). According to Avolio et al. (2005), authentic leaders can enhance employee motivation, engagement, job satisfaction, commitment, and involvement to improve performance results through fostering personal connection with subordinates and social identification with the company. A research on hospitality enterprises resulted that there is a linear relationship between authentic leadership and job satisfaction (Betül, 2019). In exploring Authentic leadership in relation to job satisfaction in public and private sector universities, a study has been conducted by Syed, S. and Riasat, A. (2018). According to the finding of the study, there is a positive significant link between authentic leadership and organizational job satisfaction at the university level in private sector universities. The findings of this study are consistent with earlier research findings, i.e. (Dirks & Ferrin 2002; Walumbwa et al., 2008; Tate, 2008; Gardner & Schermerhorn, Jr, 2004; Rego, Vitoria, Magalhães, Ribeiro, Cunha, 2013).

The fourth finding showed that there is a positive and significant relationship between mindfulness and organizational commitment. It was also confirmed that the attention factor among the sub factors of mindfulness had a significant positive effect on organizational commitment, (Ju, L, Jae, 2017). These results support the previous research results by suggesting that hospital workers with high mindfulness have high organizational commitment and pride in the study of Jong, L. (2010) who organized mindfulness as the center of attention. Also, in the study of Jae, H. (2011), targeting elementary school teachers, it can be seen in the same context as the result that mindfulness has a positive effect on organizational commitment. Throughout this research, it has become obvious that mindfulness can be a critical element to consider in employee selection procedures, particularly in positions where high levels of stress are predicted; as a state, supporting mindfulness experiences at work (e.g., generating an atmosphere of organizational support or eliminating organizational restrictions); and through the implementation of training programs.

The fifth finding showed that Job satisfaction mediate the relationship between authentic leadership and organization commitment. Authentic leadership does not directly affect organization commitment. Job satisfaction is influenced by authentic leadership. Employees will ultimately be satisfied if the leader is transparent, truthful, and supportive. As a result, they will be more motivated and like their work. Similarly, if employees are satisfied, their motivation to stay with the company would grow. They develop a strong commitment to the organization. The impact of authentic leadership on organizational commitment is negligible. However, it has an indirect effect. This is proof of mediation. increasing employees' commitment to their company, need to create effective and efficient compensation plans and restructure their jobs over time, Yucel, K. T. (2012). This study will be useful to the field of managers and leaders since it provides valuable insights into the influence of authentic leadership on organizational commitment while also looking at the impact of job satisfaction elements on organizational commitment. A result of a study by Darvish and Rezael (2011), indicate that higher levels of satisfaction and commitment are directly correlated with greater levels of authenticity in leaders. It discovered that when orga-

nizational leaders understand and act on their actual values, beliefs, and strengths, while also assisting others in doing so, better levels of employee well-being result, which has been demonstrated to improve follower satisfaction and commitment. The relationship is consistent with the results of previous studies (Malik et al., 2010; Aydogdu, et al., 2011; Top et al., 2015; Chan, Qiu, 2011).

The six-finding showed that Job satisfaction mediate the relationship between mindfulness and Organization commitment. A study investigated the mediating effect of job satisfaction on the relationship between mindfulness, job satisfaction, and organizational commitment, targeting cabin crew in charge of international flights. The result was job satisfaction had a partial mediating effect on the relationship between attention and organizational commitment among the sub-factors of mindfulness (lee & lim, 2017). The meaning of this result is that in the relationship between mindfulness and organizational commitment, the higher the concentration factor, the higher the level of organizational commitment. Thus, both the mindfulness and job satisfaction had significant effects on organizational commitment. Therefore, job satisfaction plays a partial mediating role.

In summary, this research aimed to examine antecedent of organizational commitment. Our findings underline the view that mindfulness and authentic leadership play a role in helping employees improve their job satisfaction and thus, increasing organizational commitment. To increase in organizational commitment to their organization, the managers need to be authentic and focusing on hiring mindfulness employee to maintain a high level of employee satisfaction, which makes employees not abandon their organization easily.

Practical Implications

The results of this study have several implications, this research adds to the present and restricted research on organizational and leadership literature on the effects of employee mindfulness on organization commitment, and on the job satisfaction as a mediator between mindfulness and organizational commitment. The findings will aid researchers and practitioners in determining the processes by which they can enhance work satisfaction levels, which will have an impact on an organization's commitment and performance. Organizations will have a better practice on developing employee's commitment by focusing on the results of this study which lead the organization to be the organization that everyone aspires to join, and the profit tend to be increase as the costs of hiring, training, etc. will be reduced. Individuals gain from the antecedent of organizational commitment in the workplace not just at work but also in their personal life.

Limitation and Future Direction

Even though every effort has been taken to ensure the study's objectivity, validity, and reliability, several limitations need to be kept in mind whenever its conclusions are examined for application or further research. There are several limitations to the current study. First and foremost, the sample size is limited to a particular location. It may be improved by doing study in other Arab Gulf and Asian countries. This research can't be generalized. As a result, it will be interesting to investigate these factors on a large and diverse sample. Second, the sample size was small, and a larger sample size might produce more meaningful connections between variables. Third, there is a lack of evidence and resources in the literature about Job satisfaction as a mediator between mindfulness and Organization commitment, which could be good for future research to investigate more on them. In this study, we collected responses from the labor sector in the Kingdom of Saudi Arabia, whether the employee was working in a government or private sector, which made the results in general. For future research, it is possible to collect responses from only one sector to increase credibility. In this study, there were some methodological limitations, one of suggestions to improve the research for the future is by introducing a demographic variable measuring respondents' administrative

levels; this variable can help assess organizational commitment between administrative levels and the impact of this organizational commitment on the dependent variables.

Concolusion

The findings of this study emphasize the need to increase employee job satisfaction in a way that meets and exceeds individual expectations to gain their commitment. Mindfulness, authentic leadership, job satisfaction, and organizational commitment were all investigated in this study. There is a greater relationship between mindfulness and job satisfaction, authentic leadership and job satisfaction, the mindfulness in relation with organizational commitment and the mediating role of job satisfaction with these variables. Job satisfaction has the strongest association with organizational commitment, according to the research, which means that feeling satisfied with your job will favorably improve your organization's commitment. These findings will aid researchers and practitioners in determining the processes by which they can enhance work satisfaction levels, which will have an impact on an organization's commitment and performance.

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