Job Satisfaction as A mediator: The Impact of Human Security on Organizational Commitment of Academic Staff at Jordanian Universities

Fuad Talafha[1], Amani Mashhoor Al-Refai[2*], Husam Arman[3], Ammar Abdallah[4], Farida Boulesnane[5], Alaeddin Ahmad[6]

Abstract

Advancing the education system in developing countries is essential in building creative human capital. Higher education institutions (HEIs) are key actors in any country's education ecosystem, and their faculty's organizational commitment is the engine of any development. This paper utilizes structural equation modelling (SEM) to investigate the role of human security and job satisfaction in influencing organizational commitment. A quantitative method used a cross-sectional online research questionnaire to collect the primary data. A sample of (N=356) respondents, who are academic staff at Jordanian universities. The results demonstrated a strong relationship among the aforementioned factors, where human security has a significant positive effect on job satisfaction and organizational commitment. In addition, job satisfaction has a partial mediating effect since there is a direct, significant positive relationship between human security and organizational commitment. The paper recommends that universities' top management address all human security components to retain its human resources, which is critical in the education sector.

Keywords: *Human Security, Job Satisfaction, Organizational Commitment, Academic Staff, Jordanian Universities.*

1. Introduction

Human security is an urgent necessity and a definite need for individuals, peoples, and nations, aiming to enable stability, development, and progress. Security is the foundation of civilization and a fundamental pillar for growth and prosperity. Human security is a necessity for individuals and a goal simultaneously. Without achieving it, people cannot live in society. It revolves around human beings and aims to improve their quality of life. Although the concept of human security is continuously evolving as it emerges from reality and responds to its requirements, there are many points of agreement regarding its content. Its features are still evolving to strengthen its independence from other concepts, such as those included in the content of human rights.

Referring to numerous studies that have discussed the concept of human security, researchers agree on addressing the individual rather than the state. However, there are differences in the definitions, with some presenting the concept narrowly, while others

---

[1] Mutah University, Karak, Jordan, dfmsma@mutah.edu.jo
[2] Applied Science Private University, Amman, Jordan, a_refai@asu.edu.jo
[3] Kuwait institute for Scientific Research, Kuwait, Harman@kisr.edu.kw
[4] Princess Sumaya University for Technology, Amman, Jordan a.qasaimeh@psut.edu.jo
[5] Al-Ahliyya Amman University, Amman, Jordan, f.bolsenan@ammanu.edu.jo
[6] Digital Marketing Department, Al-Zaytoonah University of Jordan, Amman-Jordan a.ahmad@zuj.edu.jo

expand it to encompass all aspects of individual security and dignity. The Commission on Human Security, established in 2001 by the Japanese government, defines it as a fundamental aspect of development that includes protection from risks such as hunger, disease, and oppression. It also includes protection from sudden and harmful disruptions to people's daily lives at home and work (Yazgi, 2012).

Given the importance of human security, institutions seek to instill this sense in their human resources. As important institutions in economic, environmental, intellectual, cultural, and social life, universities require highly competent faculty members to fulfill their roles successfully. Therefore, universities play a role in providing a suitable work environment and support for their faculty members. The university environment plays a key role in making faculty members committed employees due to the strong bond between them and the institution where they work (Al-Tahir, 2020).

One of the recent concepts that has gained attention from researchers is organizational commitment, which represents the degree to which employees feel attached to the organization where they work and their concern about its fate. Howard and Meyer (2009) defined it, as mentioned in the study by Al-Omrat (2020), as the full engagement of employees in their work, their concern for the organization they work for, their colleagues at work, and their willingness to make extra efforts to ensure the success and progress of the organization.

Al-Zahrani (2017) pointed out that organizational commitment is a concept related to both individual and organizational behavior. It is important in any organization as it represents the final outcome of all human, social, customary, and traditional relationships. It has gained attention from researchers because it represents desirable behavior and practices that must be strengthened and developed among employees in any organization. It gives employees a strong sense of involvement and integration with the organization, which positively affects their work and its results on the organization as a whole.

According to Al-Harbi (2020), organizational commitment is a force that defines an individual's identity and connection to their institution. It results in a strong belief in the institution, acceptance of its goals, willingness to exert maximum effort in its service, a strong desire to maintain membership in it, emotional attachment to it, and an influence based on the perception of the distinctive features of one's work. Therefore, individuals strive to acquire high skills and actively participate in the decision-making process. They also become aware of the losses they will incur from leaving their job, especially when suitable alternative employment opportunities are scarce. This drives them to commit to their work and put forth their utmost effort, leading to a sense of job satisfaction. Several studies have indicated a relationship between organizational commitment and job satisfaction, particularly among faculty members in universities and colleges. For instance, Madhuri's (2017) explored the relationship between these concepts and found a positive and significant correlation between job satisfaction and organizational commitment among faculty members.Attia's (2016) study also focused on job satisfaction and its impact on organizational commitment among faculty members, concluding that job satisfaction has a moral influence on the level of organizational commitment among faculty members.

Al-Akur (2020) sees job satisfaction as an important indicator of organizational effectiveness and success. An individual with high job satisfaction is highly motivated to work, enthusiastic, and committed to it. Job satisfaction creates a strong sense of belonging to the organization. This enhances the emplpyee's performance and productivity, and achieves the psychological and social balance of employees, develops their capabilities and skills, and increases their motivation to work and excel.

Sabeh (2019) pointed out that there are several factors that affect employees' job satisfaction, including the nature of the work itself, the surrounding conditions, the individual's sense of security and stability in the workplace, the presence of a motivation

and goal-setting system at work, in addition to relationships with colleagues, work democracy, growth and promotion opportunities, and equal opportunities among employees.

Many educational institutions care about the job satisfaction levels of their administrative and faculty staff (Abu Khadeer, 2018). Job satisfaction is one of the important variables related to their performance levels and motivation to work. The interest in studying job satisfaction among faculty members in educational institutions has increased due to the importance they attach to it while performing their duties, given their roles in shaping the future of their communities and their influence in developing and conveying the goals and objectives of educational institutions.

Organizations, including higher educational institutions (HEIs), aspire to increase their employees commitment utilizing different incentives. The authors of this paper investigate the role of human security in achieving employee commitment and attachment to their jobs and their desire to continue in them, especially if institutions work on providing many factors that increase employee satisfaction with their jobs. Therefore, the hypotheis in this paper is that faculty members who are committed and satisfied with their jobs will feel secure and stable in their positions. This study aims to explore the impact of human security on organizational commitment and job satisfaction among faculty members in Jordanian government and private universities.

2. Research Background and Hypotheses

2.1 Human Security

Some studies have linked elements of human security to the success factors of academic environments in the Arab world by establishing a connection between higher education and the development cycle within societies. These studies have examined human security through five elements: job security, legal security, economic security, research security, and personal and moral security (Fuentes & Ararena, 2005; Najjar et al., 2021). Job Security is a psychological state that arises from employees' confidence in the continuity of their job in the same position, the absence of threats, and organizational belonging. It is also a sense of no threat of job loss for any reason, whether internal or external. Legal Security involves a sense of justice, the rule of law, procedural objectivity, and the absence of corruption. It includes aspects such as legal practices, legal texts, legislation, and the prevalence or combatting of corruption.

Economic Security is the feeling of self-sufficiency and assurance of regular income for an individual. It also involves the availability of health insurance programs and social security systems. It branches into economic job security and financial security (national currency security) and includes the absence of inflation and the stability of purchasing power in the local currency. Research Security involves the freedom to choose research topics, conduct research, secure the results, and ensure equitable opportunities for specialized research development, regardless of academic promotions.

Finally, personal and Moral Security is a state in which an individual is assured of their physical and psychological safety, the security of their belongings, and their relationships. In this context, individuals feel valued, enjoy the desired freedom, and receive adequate care.

Academic bodies within higher education institutions are expressing dissatisfaction with university environments and the essential elements necessary to achieve the desired development outcomes. Many individuals have developed a sense of job insecurity, while others have felt a lack of legal security. Another group highlighted imbalances in economic or research security, while others identified threats to personal and moral security. These threats and shortcomings affect the elements of human security for

individuals in achieving the goals of higher education institutions and their effectiveness in developmental processes within societies (Yazji, 2012).

Human security in its broad form is defined as an academic approach that seeks to crystallize fundamental rules and meaningful standards, from which a state characterized by availability, deprivation, or absence emerges in all or some of its elements. When present, these conditions characterize individuals' lives and enable them to contribute maximally to developmental processes in their small and large communities. Therefore, their absence or deprivation constitutes an obstacle to individual participation in these processes, with the hindrance in participation directly proportional to the extent of deprivation (Taher, 2020).

This study addresses human security in a narrow sense, which limits its focus on academic jobs. Since human security is a more general and encompassing framework than human rights, focusing on individuals rather than the political frameworks of states and borders. Consequently, it continues to be accepted in nearly all countries worldwide, with some countries even basing their constitutions on this concept (Najjar, 2022). This paper uses empirical data from a survey to examine the reality of human security for academics in Jordan and its connection to job satisfaction and organizational commitment.

2.2 Organizational Commitment

The concept of organizational commitment is closely related to both individual and organizational behavior. It holds a significant place within any institution, as it represents the final outcome of all human, social, customary, and moral relationships. Researchers have shown increasing interest in organizational commitment, considering it a desirable behavior and practice that should be strengthened, nurtured, and promoted among employees in an organization. Therefore, organizational commitment has become the focus of attention for many, as it provides individuals with a strong sense of engagement and integration with the organization. All of this positively influences the work and its outcomes for the organization as a whole (Salama, 2003).

Al-Ahmadi (2013) believes that organizational commitment is a product of the interaction of three factors: alignment, which means the individual's adoption of the organization's goals and values; engagement, which refers to the individual's immersion in the organization's activities; and loyalty, which involves the individual's emotional attachment and strong affiliation with the organization.

Mayer and Allen (1991); Ahmad et al., (2014) view organizational commitment as a multidimensional concept, with some key dimensions being:

- Continuance commitment: This type of commitment is based on the assumption that organizational commitment reflects the accumulation of common interests, such as promotions and end-of-service rewards, between the individual and the organization. It is more of a utilitarian value that the individual can achieve by staying with the organization. The degree of commitment, in this case, is influenced by factors such as job experience and career advancement.

- Affective commitment: This represents an emotional attachment to the organization. It is influenced by the individual's perception of the distinctive characteristics of their work, such as autonomy, skill development, relationships with supervisors, participation in decision-making, and social relationships within the organization.

- Normative commitment: This reflects the individual's moral commitment to remain with the organization, often stemming from values acquired before joining the organization, either from family, school, community, or after joining the organization. Therefore, an individual's behavior is a reflection of what they consider ethical.

Bou Nqab (2021) pointed out several aspects indicating organizational commitment among employees in institutions. Committed employees tend to have high job performance, exhibit punctuality and low absenteeism, receive high performance ratings, and have more ethical behavior. They also tend to have high job satisfaction, enjoy their work, experience less psychological and emotional stress, and have no intention of leaving the job. Committed individuals have complete acceptance of the organization's goals, making them more dedicated to the institution.

2.3 Job Satisfaction

Satisfaction is an internal state experienced by an individual and is reflected in their behavior and responses. It indicates their contentment and acceptance of all aspects of life, including self-acceptance, acceptance of others, and acceptance of the changing circumstances in their environment. An individual with a high level of satisfaction tends to exhibit patience and resilience when faced with adversity and stress. Such individuals have a strong will to face crises and always maintain optimism even in difficult circumstances, striving for improvement. They also tend to be more resilient in dealing with pressures and crises encountered during different stages of their lives, maintaining their mental well-being (Shaqoura, 2017).

Job satisfaction is essential to an individual's work and economic well-being. This concept has received significant attention from researchers in the fields of management and behavioral sciences. Many experts believe that satisfying the needs of employees in organizations is one of the most significant determinants of satisfaction. The organization's ability to influence an individual's behavior and meet their needs affects their job satisfaction (Mahmoud, 2020).

Sabah (2019) mentioned that researchers have not reached a consensus on the concept of job satisfaction. There are two main perspectives: the first focuses on defining job satisfaction in terms of negative and positive feelings and emotions that an individual experiences in their work. The second perspective defines job satisfaction in terms of the positive feelings and emotions that an individual experiences in their work. The first perspective emphasizes the degree to which an individual's psychological needs are satisfied, leading to self-respect and respect for others. Job satisfaction measures how well individual expectations from their work align with the incentives and rewards they receive.

According to Qashmar (2019), several factors play a significant role in shaping the level or degree of job satisfaction among individuals, including:

• Satisfaction with income: There is a direct relationship between income levels and an individual's job satisfaction.

• Satisfaction with job content: Diverse job tasks that allow individuals to utilize their skills and abilities make them feel happier and more satisfied with their work.

• Satisfaction with advancement opportunities: The perception that one's work will be recognized and rewarded with career advancement enhances job satisfaction.

• Satisfaction with supervision: Effective supervisors who understand their subordinates tend to have satisfied employees.

• Satisfaction with work hours: Job satisfaction is positively influenced when work hours are considerate of employees' well-being, making them more content.
• Satisfaction with work conditions: The physical conditions of the workplace, such as temperature, ventilation, humidity, and cleanliness, affect job satisfaction by creating a comfortable work environment.

Considering the reviewed empirical literature, this paper argues that human security would contribute to job satisfaction, which has an effect on organizational commitment. Therefore we hypothesize that:

- H1: Human security has a statistically significant positive effect on organizational commitment at $\alpha \leq 0.05$
- H2: Human security has a statistically significant positive effect on job satisfaction at $\alpha \leq 0.05$
- H3: Job satisfaction has a statistically significant positive effect on organizational commitment at $\alpha \leq 0.05$
- H4: Job satisfaction have a statistically significant mediating effect between human security and organizational commitment.
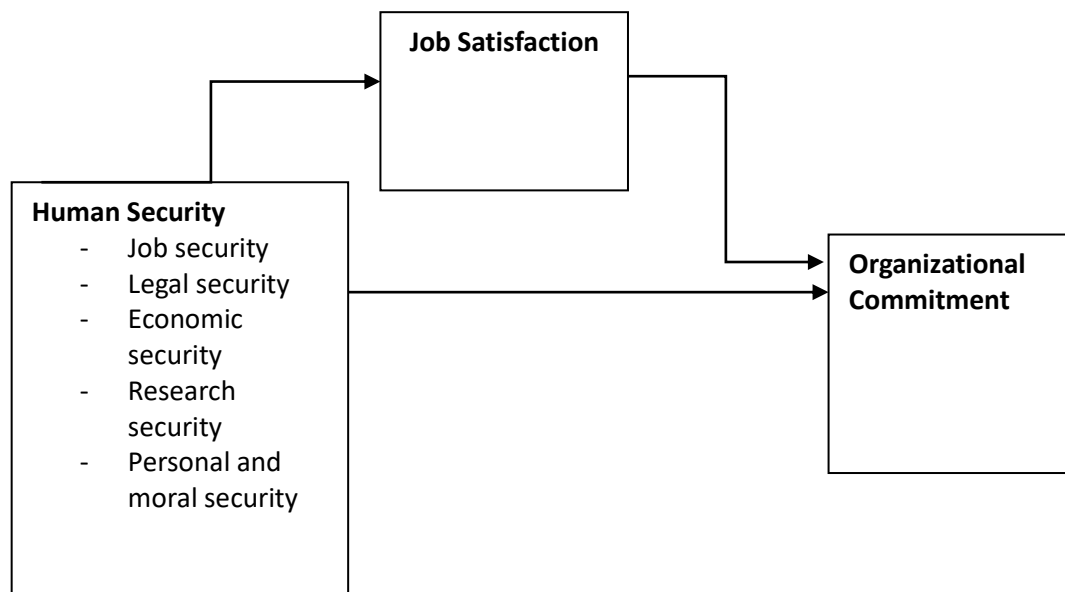

Figure1: Research Model

3. Research Methodology

3.1   Sample and Data Collection Procedure

The aim of this study is to investigate the impact of human security on academic staff job commitment in Jordan using job satisfaction as a mediating effect . The sample was drawn from academic staff working in both public and private universities in Jordan (356 responses were valid for analysis). Convenience sampling technique was found to be the best sampling design that fits the purpose of this study, since it is affordable, simple to implement, and efficient (Jager et al., 2017).Nonprobability convenience samples are known of their poor generalizability compared to probability samples, nut they have been utilized by many social science studies for the aforementioned reasons.

3.2 Data Analysis Procedure

Multiple software applications were used to process the data, including Microsoft Excel 2016, SPSS 24, and AMOS. Microsoft Excel was used to code and filter the data. SPSS was used to apply descriptive analysis to the data. AMOS was used to perform structure equation modeling (SEM) to be able to combine qualities of factor analysis and multiple regression analysis (Lowry & Gaskin, 2014).

3.3 Measurement and Scale

A five-point Likert scale was used to assess respondents' level of agreement with each of the measurement items. Participants were asked to rate how strongly they agreed with

each statement on a scale of strongly disagree (1) to strongly agree (5), with a middle point representing a neutral level of agreement. Revised items are stated in Table 1. Items used to measure human security dimensions (Job security, Legal security, Economic security, Research security, Personal and moral security), organizational commitment, and job satisfaction.

Table 1: Measurements Revised Items

Variable	Items	Adopted from
Human security	Najjar, et al, (2021); Coetzer, et al, (2023); Afaq et al, (2022) Ahmad et al, (2014)	
Job security		
Academics are secure in their jobs.		Najjar, et al, (2021); Coetzer, et al, (2023); Afaq et al, (2022)
Confirmation in a permanent service job.		
Promotion procedures.		
Appointment of academic administrators.		
Forming an association is a basic requirement.		
Legal Security		
Rule of law in university life.		Najjar, et al, (2021); Afaq et al, (2022)
University environment fairness.		
Reward and punishment procedures.		
Domination of academic management.		
Sensitivity of administrative staff.		
Administrative tyranny, emigration.		
Academic (clique).		
Economic security		
Financial sufficiency and savings.		Najjar, et al, (2021)
Adequate health insurance system.		
Social security system.		
Additional teaching burdens for financial reasons.		
Financial factor is a major reason for the emigration.		
Research security		
Safe on the results of their research, inventions and scientific achievements.		Najjar, et al, (2021); Coetzer, et al, (2023); Afaq et al, (2022)
Academic development.		
Faculty members' research contributes appropriately to development in Jordan.		
The main reason academics do research is promotions.		
Personal and moral security		
Personal security on a physical level.		Najjar, et al, (2021)
Security at the level of property and belongings.		

Security on a psychological level.	
Recognition they deserve outside the academic community.	
Bear part of the responsibility for the conditions in which they live .	
Sufficient teaching and research freedoms.	
Policy-makers at the national level give due attention to the university sector.	
Graduates of Jordanian universities meet the needs of society.	
Universities suffer from a clear decline in their academic level.	
Deficiencies in human security are reasons for the emigration of academics.	
Job Satisfaction	
Career opportunities.	Afaq et al, (2022); Ahmad et al, (2014)
University's policies.	
University's support.	
Opportunities for advancement.	
Environment motivates me (scientific research).	
Motivates the faculty to pursue research.	
Academic environment of my university.	
I am happy with the overall job.	
Organizational Commitment	
Spend the rest of my career at this university.	Ahmad et al, (2014)
Discussing my university with people outside of it.	
University's problems are my own.	
I could easily become as attached to another university as I am to this one.	
I do not feel like "part of the family" at my university.	
I do not feel "emotionally attached" to this university.	
This university has a great deal of personal meaning for me.	

4. Analysis and Results

4.1 Demographic Data

Of the 372 responses received, 356 were analyzed. The remaining 16 responses were excluded since they didn't match the conditions to proceed to the survey items.

Table 2: Demographic Data

Item		Frequency	Percent
Age	Less than 30	0	0
	30-39	66	18.5
	40-49	118	33.1
	50-59	98	27.5
	More than 59	74	20.8
	Total	356	100.0
Sex	Female	84	23.0
	Male	272	76.4
	Total	356	100.0
Education level	Ph. D	336	94.4
	Master	20	5.6
	Total	356	100.0
Academic Ranking	Instructor	26	7.3
	Assistant Prof.	82	23.0
	Associate Prof.	130	36.5
	Full Prof.	118	33.1
	Total	356	100.0
University ownership	Private	64	36.0
	Government	114	64.0
	Total	356	100.0

The demographics data revealed that the majority of the respondents were male (Table 2), males were approximately 76 percent of the respondents. Closely 60 percent of the respondents were between the 40-49 and 50-59 years old. Nearly 94 percent of the respondents hold Ph. D degree. A total of 64 percent of the respondents are in government universities.

4.2   Descriptive Analysis

Table 3: Means and Standard Deviations of all Variables

	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
Job Security	2.1135	.59169	-.440	.182	.087	.362
Legal Security	2.0721	.45167	-.979	.182	4.020	.362
Economic Security	2.0180	.55450	.467	.182	-.204	.362
Personal and Moral Security	2.1587	.45232	-.094	.182	.971	.362
Research Security	1.9238	.64741	-.172	.182	.093	.362

Human Security	2.1039	.32419	.070	.182	2.068	.362
Job Satisfaction	2.1408	.46251	.321	.182	1.856	.362
Organizational Commitment	1.8962	.4827	.165	.182	2.324	.362
Valid N (listwise)	356					

Table 3 shows the means and standard deviation of each variable in the questionnaire. All items' mean ranged from 1.89 to 2.15 representing that most respondents agreed with the variables. The variable Personal and Moral Security shows to have the highest value among all items, with a mean of 2.15. The lowest value of mean is for the variable organizational commitment.

4.3   Inferential Analysis

According to the study of Taber, K. S. (2018), the reliability is satisfied if the value of Cronbach's alpha is higher than 0.7 (Table 4).

Table 4: Reliability

Variable	No of items	Cronbach's' Alpha
Job Security	5	.765
Legal Security	7	.732
Economic Security	5	.814
Research Security	4	.708
Personal and Moral Security	7	.786
Human Security	28	.766
Job Satisfaction	5	.722
Organizational Commitment	5	.822

4.4 Confirmatory factor analysis

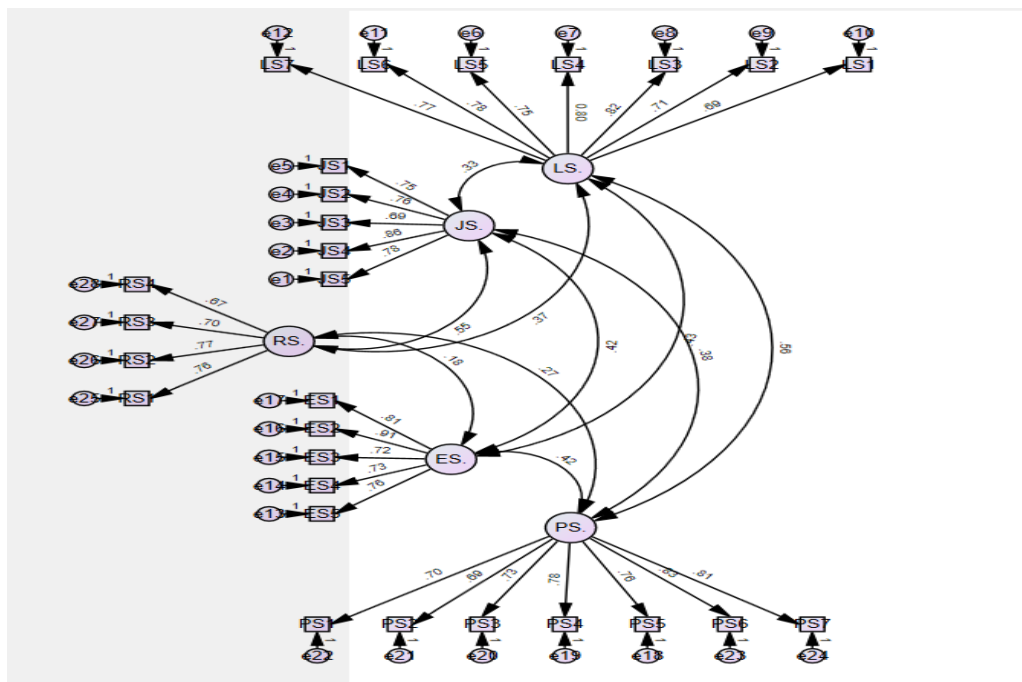The results of (CFA) are described in Figure 2, and Table 5.

Figure 2: Standardized output of CFA for independent variable

Table 5: Standardized regression weight output of pool CFA

Path			Factor Loading	(AVE)	(CR)	Root Square (AVE)
JS5	<---	JS.	.75			
JS4	<---	JS.	.76			
JS3	<---	JS.	.69	.59	.79	.77
JS2	<---	JS.	.86			
JS1	<---	JS.	.78			
LS5	<---	LS.	.77			
LS4	<---	LS.	.78			
LS3	<---	LS.	.75			
LS2	<---	LS.	.80	.58	.77	.76
LS1	<---	LS.	.82			
LS6	<---	LS.	.71			
LS7	<---	LS.	.69			
ES5	<---	ES.	.81			
ES4	<---	ES.	.91			
ES3	<---	ES.	.72	.62	.81	.79
ES2	<---	ES.	.73			
ES1	<---	ES.	.76			
PS5	<---	PS.	.70			
PS4	<---	PS.	.69			
PS3	<---	PS.	.73			
PS2	<---	PS.	.78	.56	.79	.76
PS1	<---	PS.	.76			
PS6	<---	PS.	.83			
PS7	<---	PS.	.81			
RS1	<---	RS.	.67			
RS2	<---	RS.	.70	.52	.78	.73
RS3	<---	RS.	.77			
RS4	<---	RS.	.76			
JoS1	<---	JoS.	.76			
JoS2	<---	JoS.	.74			
JoS3	<---	JoS.	.73	.58	.81	.76

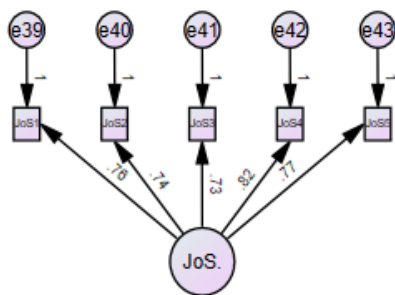| Path	Factor Loading	(AVE)	(CR)	Root Square (AVE)
JoS4 <--- JoS.	.82			
JoS5 <--- JoS.	.77			
OC1 <--- OC.	.75			
OC2 <--- OC.	.73			
OC3 <--- OC.	.72	.54	.83	.73
OC4 <--- OC.	.77			
OC5 <--- OC.	.69			

Figure 3: CFA of the mediating variable
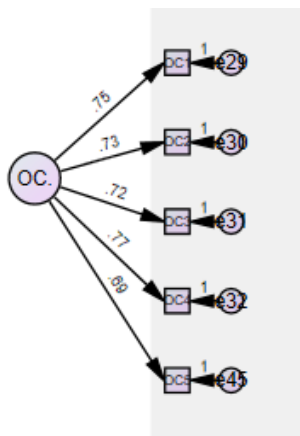
Figure 4: CFA of the dependent variable

Table 6: Correlations between variables in CFA

Path	Correlation
JS. <--> LS.	.33
LS. <--> RS.	.37
LS. <--> ES.	.43
LS. <--> PS.	.56
JS. <--> RS.	.55

Path	Correlation
JS. <--> ES.	.42
JS. <--> PS.	.43
ES. <--> RS.	.18
PS. <--> RS.	.27
ES. <--> PS.	.42

According to the results of Figure 3and 4, and Tables 5, the values of average Variance Extracted (AVE) were more than 0.5 for all variables which satisfy the recommended value according to Fornell and Larcker (1981) while the values of Composite Reliability (CR) were more than 0.7 for all variables. Hair et al. (2014) recommend the value to be equal to or greater than 0.7. Accordingly, the convergent validity and composite reliability were satisfied. Also, the values of correlations between independent variables were less than the root square of (AVE), which ensures the discriminant validity (Hair et al, 2014).

4.5   Structural Equation Modeling

The research model was simulated by the structural equation modeling (SEM) to investigate the effects of: Human Security on Organizational Commitment, Human security on Job satisfaction, and Job satisfaction on Organizational commitment. The Human Security construct includes five components (JS, ES, PS, RS, and LS). Figure 5 and Table 7 and 8, describe the output of (SEM) and the estimates regression weights between variables.
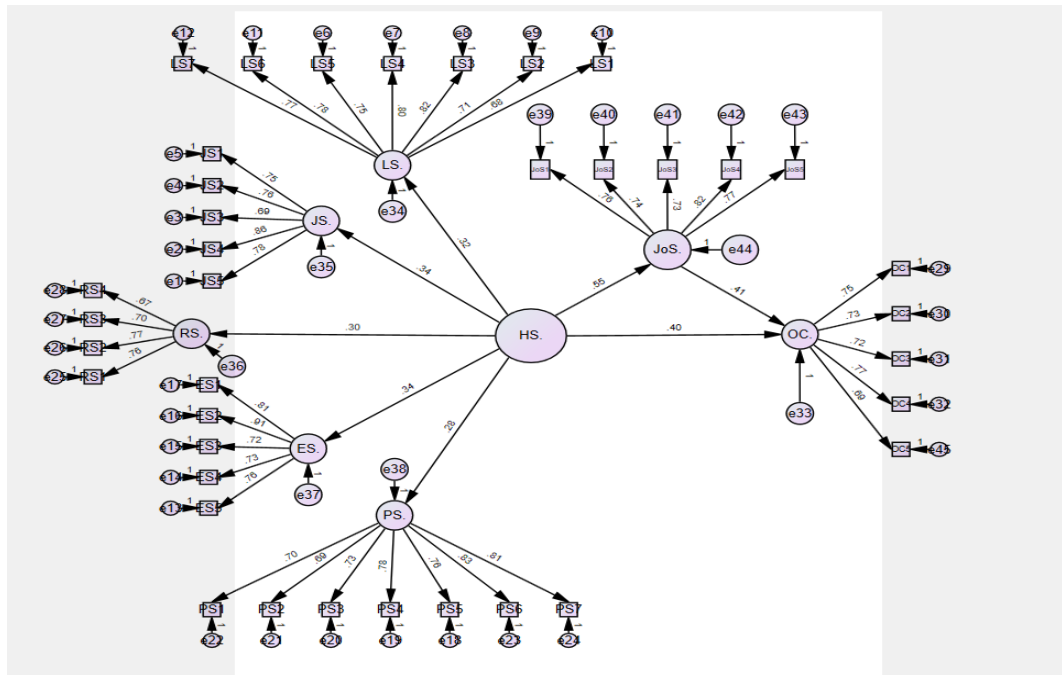

Figure 5: Standardized output of SEM

Table 7: Regression Weights of SEM

Variables			Estimate	S.E.	C.R.	P
OC	<---	HS	.507	.087	5.811	***
JoS	<---	HS	1.619	.188	8.619	***
OC	<---	JoS	.176	.029	6.052	***

Table 8: Standardized Regression Weights

Variables		Estimate
OC <--- HS		.401
JoS <--- HS		.545
OC <--- JoS		.415

4.5.1 Model Fit Indices

According to Asparouhov and Muthén (2009), Jöreskog et al. (2016) and Tarka (2018), the validity of the structural model is tested by the means of the goodness-of-fit parameters to determine if the model is good or not. To do this, three good-ness of fit parameters were tested:

1) - CMIN/df: Reference to the study of Kline (2016) and Hair, Howard and Nitzl (2020) shall be less than 3.0.

2) - Comparative Fit Index (CFI): Based on the study of Brand Maier et al. (2016) and Hair et al. (2020), shall be more than 0.90.

3) - Root Mean Square Error of Approximation (RMSEA), which shall be less than 0.08 as per the study of Wang and Wang (2019) and Hair et al. (2020).

The output of the evaluation of these goodness-of-fit measures is shown in the Table 9.

Table 9: Goodness-of-Fit Measures

Measure	Estimate	Limit	Interpretation
CMIN	1763.3	--	--
DF	656	--	--
CMIN/DF	2.688	Between 1 and 3	Excellent
CFI	0.93	>0.90	Excellent
RMSEA	0.058	<0.08	Excellent

According to the results as shown in Table 9, all model fit indices values were satisfied.

4.5.2 Direct Effect Hypotheses (H1, H2, and H3)

The direct effects between variables: Human security on Organizational commitment, Human security and job satisfaction, and Job satisfaction on organizational commitment were investigated using (SEM) to test Hypotheses 1, 2, and 3.
-        H1: This hypothesis was accepted since there was a significant positive relationship between Human security and Organizational commitment, (P=.000), (Beta=.401).
-        H2: This hypothesis was accepted since Human security has a statistically significant positive effect on Job satisfaction, (P=.000), and (Beta=.545).
-        H3: This hypothesis was accepted since Job satisfaction has a statistically significant positive effect on Organizational commitment, (P=.000), and (Beta=.415).

4.5.3 Mediating Effect Hypothesis (H4)

Since there was a statistically significant positive effect of Human security on Job satisfaction and statistically significant positive effect of Job satisfaction on Organizational commitment, which confirms that there is an indirect effect between Human security and Organizational commitment. As a result Job satisfaction mediates the

relationship between Human security and Organizational commitment, which supports hypothesis H4. This mediation is considered partial mediation as there is direct significant positive relationship between Human security and Organizational commitment.

5. Discussion

The study results indicated a positive and significant relationship between the elements of human security for academics and organizational commitment. In other words, as the level of human security improved, this had a positive impact on the organizational commitment of academics in the Jordanian universities. This result can be explained by the role of human security provided by universities to their faculty members and other human resources. This plays a significant role in making these members a committed workforce because their sense of security enhances their freedoms and enables them to realize their potential.

For faculty members, security means being secure in their positions, which constitute the financial resources that enable them to lead a secure and stable life. They also need to constantly feel secure about the progress of their work, as the rule of law prevails in universities, preventing administrative dominance. Additionally, they require ongoing assurance of security for their research and achievements, along with support from the university which will eventually encourage them to excel in their work and be more productive.

Simialar results are found in the literature , see Taher (2020), who emphasizes the importance of universities providing human security to their members, which has a major role in creating a conducive work environment on campus and build a healthy relationship between them and the universities they work for. The emergence of this healthy relationship leads to organizational commitment. In other words, the academics will feel concerned about the fate of their institution, which increases their dedication to it, making them more engaged in their work. Additionally, their relationship with their colleagues at work improves because a committed employee's primary goal is their institution's success and progress. Therefore, the employee's sense of security in all aspects (job, legal, economic, and moral) generates a strong sense of involvement in their work and integration with the organization. This positively affects their work and its results, as pointed out by Al-Harbi (2020), who stated that organizational commitment is a force that determines an individual's attachment to the institution they work for, leading them to work willingly towards its goals, putting in their maximum effort in serving it, and developing emotional ties with it.

The study's results also indicate a positive moral impact relationship between the elements of human security, collectively, for academics and their job satisfaction. In other words, the better the level of human security for academics, the more positively it reflects on their job satisfaction.. Security is considered a fundamental condition for establishing faculty's rights in the university. This can be achieved by empowering human security within the university, by giving academics the ability to act and plan within it, whether for their benefit or that of their colleagues. This is done by granting them freedom in their work and the freedom to find solutions to the problems they face at the university. The vital essence of academics' lives in the university consists of the sum of rights and freedoms they should enjoy, ensuring their protection from difficult situations and threats, preserving their dignity and worth. This guarantees their economic and social well-being, as indicated by Yazji (2012), who stated that human security includes protecting individuals from sudden and harmful disruptions they may face in the work environment.

Faculty members attain job satisfaction when they perceive satisfaction with the university's administrative and financial policies and its support for them. This makes them feel like they are working in a motivating academic environment, which leads to job

satisfaction. In such an environment, they are motivated to work actively and diligently, fostering a sense of belonging to the university. This drives them to improve their performance, productivity, and overall job performance. This is supported by Al-Aqouri (2020), who suggests that job satisfaction experienced by individuals in their workplaces within institutions helps them achieve psychological and social balance and enhances their capabilities, skills, and work motivation. In other words, without a faculty member's sense of security at the university, they would not achieve job satisfaction. As a result, they wouldn't feel a solid connection to their university.

The study's results also indicate a positive relationship between organizational commitment and job satisfaction among academics in Jordanian universities. Job satisfaction significantly and positively influences organizational commitment. The authors interpret this result as follows: whether the reasons for faculty members' commitment to their university are material or social, they are direct factors in achieving self-realization and job satisfaction. This motivates faculty members to engage enthusiastically in their work and to harness their full potential and abilities to contribute to the university's success. This positively affects their continued employment and enhances their job performance. Hence, one of the most important effects of organizational commitment among faculty members is the improvement of their job performance, which results from job satisfaction. Faculty members are aware that their job performance is in the university's best interest. Any shortcomings on their part will negatively impact it.

This is consistent with what Honoree (2006) mentioned about the growing interest in job satisfaction among faculty members in educational institutions, as they play pivotal roles in shaping the future of their communities and have the power to develop and convey goals and objectives to educational institutions. Morever, the results of Madhuri's (2017) study highlighted a positive and statistically significant relationship between job satisfaction and organizational commitment among faculty members.

Finally, the study's results indicate that job satisfaction (the mediating variable) partially mediates the positive relationship between human security and organizational commitment. This suggests that job satisfaction improves the relationship between the elements of human security and organizational commitment. This can be attributed to the faculty members' sense of job satisfaction leading to organizational commitment to the university where they work. In this context, universities should provide conditions that make faculty members content with their jobs, such as a sense of security and stability in the workplace, democratic work environments, opportunities for growth and promotion, equal opportunities among employees, and positive relationships with colleagues. This is in line with Sabeh's (2019) findings regarding factors that influence employee job satisfaction, which include the job itself, the surrounding conditions, a sense of security and stability in the workplace, a system of motivation and goal setting, relationships with colleagues, democratic work environments, and growth and promotion opportunities. Similar conclusion also in the Attia's (2016) study, which explored job satisfaction and its impact on organizational commitment among faculty members, highlighting that job satisfaction has a moral impact on the level of organizational commitment among faculty members.

6. Conclusion

This paper explored the impact of the human security components on job satisfaction and organizational commitment among academic staff at Jordanian universities. This study contributes uniquely to the education sector literature in terms of investigating the human security components and their impact on job satisfaction and organizational commitment.

The research found that human security components significantly affect academic staff job commitment as a direct effect. Similarly, job satisfaction mediating partially the relationship between human security components and organizational commitment.

The paper demonstrated empirically the importance of human security concept in higher education institutions. It stems from its crucial role in enhancing academic staff job satisfaction and organizational commitment. In contrast, universities that are not adopting human security components will face job dissatisfaction phenomena that often lead to job turnover. To guarantee the success of the organization, universities top management must address all human security components, which includes job security, legal security, economic security, research security, personal and moral security. These elements are critical for the university to achieve its goals of implementing a human resources strategy and providing educational services. The study's results indicate that such a strategy does not arise by chance but rather requires a deliberate effort by the university administration. Without considering these human security components, such an effort would be deficient.

Further research is necessary to enhance our understanding of human security components impacting staff job satisfaction and organizational commitment within this specific segment. Additionally, more research can explore human security components affecting staff job satisfaction, leading to better relationships between universities, managers, and students and more mutual benefits.

References

Abu Khadeer, B. (2018). The level of job satisfaction among faculty members in northern Jordanian universities. Journal of Educational and Psychological Sciences, 19(2), 569-605.

Afaq, A; Khan, Q; Arshad, ; Sibt, m; Ali, M; Malik, A, (2022), The Job Satisfaction of Academic Staff in Higher Educational Institutes, Journal of South Asian Studies, Vol, 10, No. 1, pp. 95-101.

Ahmad, A; Alsharqi1, O; Sindi, T; Rhbeini, Y, (2014) The Retention Policy Determinants and Physicians Job Satisfaction and Organizational Commitment: A Study of Hospitals in Saudi Arabia, American Academic & Scholarly Research Journal Vol. 6, No. 4, PP. 393-406.

Al-Ahmedi, Talal. (2013). Organizational Loyalty and Its Relationship with Personal Characteristics and the Desire to Leave the Organization and Profession. Arab Journal of Management, 24(1), 1-44.

Al-Akur, S. (2020). Organizational commitment among faculty members at Taif University and its relationship to job satisfaction. Journal of Humanities, Issue 21, 329-353.

Al-Harbi, M. (2020). The impact of organizational justice on organizational commitment: An applied study on faculty members at Taif University. Contemporary Business Research Journal, 34(3), 173-214.

Al-Omrat, M. (2020). Organizational commitment and its impact on teaching performance quality among faculty members at Al-Taif Technical University. Journal of Educational Sciences, 28(3), 293-332.

Al-Tahir, Y. (2020). Challenges of human security in the new global order. Journal of Legal Studies, 7(1), 347-383.

Al-Zahrani, A. (2017). Job performance and its relationship to organizational commitment among faculty members at Al-Baha University. Journal of Scientific Research in Education, 1(18), 247-276.

Atiya, Mohammad. (2016). Organizational Commitment Among Faculty Members at Al-Baha University and Its Impact on Their Job Performance. Education Journal, 2(171), 66-137.

Bounqab, Mukhtar. (2021). Organizational Justice and Its Effects on Organizational Commitment: A Field Study on Temporary Professors in Algerian Universities. North African Economics Journal, 17(26), 479-496.

Coetzer, J; MORALES, U; FLYNN, P; POP, L; BARKOCZI, N; MUNTEANU, S; CAMPIAN, C; RAJMIL, D, (2023), Enhancing Human Security by Transforming Education Through Science, Technology, and Innovations, C A D M U S, Vol, 5, Issue, 1.

Diner, E. (2003). Advances in quality of life theory and research. Kluwer Academic Publications. Boston.

Honoree, A. (2006). Job satisfaction and pay satisfaction levels of university faculty by discipline and by geographic region. Retrieved January 18, 2018, from source, http//www.search.ebescohost.com

Howard, J., Meyer, B. (2009). Commitment in Organization. Accumulated Wisdom and New: Direc organizational frontier.

Madhuri, J. (2017). The relationship between job satisfactions and organizational commitment among faculty members in select management educational institutions. The IUP Journal of organizational behavior, 12(3), 33-53.

Mahmoud, Saad. (2020). Quality of Work Life and Job Satisfaction Among University Faculty Members. Research in Qualitative Education, Issue 37, 281-310.

Mayer, J., & Allen, N. (1990). Commitment in the work place: Theory, Research and Application, Thousand Oaks, CA: SAGE Publication.

Najjar, M; Shehadeh, N; Ahmad, M; Omar, M; Jarrar, Y, (2021), Human Security for Academics on Jordan: a Field Study, Dirasat Human and Social Sciences, Vol, 48, No. 4.

Qashmar, Ali. (2019). Job Satisfaction Among Faculty Members in Palestinian and Algerian Universities. Afaq Journal of Sciences, Issue 16, 1—21.

Sabeh, S. (2019). Job satisfaction in light of some variables: A field study on faculty members at Tishreen University. Journal of Tishreen University for Research and Scientific Studies, 41(4), 483-503.

Salama, Intisar. (2003). The Level of Professional Affiliation and Job Satisfaction and Their Relationship Among Faculty Members in Palestinian Universities. Unpublished Master's Thesis, An-Najah National University, Nablus, Palestine.

Shaqqura, Yahya. (2017). Psychological Flexibility and Its Relationship with Life Satisfaction Among Palestinian University Students in Gaza Governorates. Unpublished Master's Thesis, Al-Azhar University, Gaza, Palestine.

Yanez, A. (2007). Character strength and psychology well-being as predictors of life satisfaction among multicultural. PhD, University of Nevada, Las Vegas.

Yazgi, A. (2012). Human security and its dimensions in international law. Journal of the University of Damascus for Economic and Legal Sciences, 28(2), 533-552.