

A STUDY OF RELATIONSHIP BETWEEN JOB SATISFACTION & EMPLOYEE COMMITMENT

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ABSTRACT

Job satisfaction could be defined as 'the cheerful emotional state of mind that occurs in people when they realize their motives (or values) at work'. Job satisfaction as the way people feel about their work in organization and its various manifestation. It suggests the extent of satisfaction and / or dissatisfaction (in gradation to which people like or dislike) their work. It is definitely a perspective or attitudinal variable. Employees are among the most imperative elements and important factors that determine the achievement of an organization in a competitive environment. In this paper a study of relationship between job satisfaction & employee commitment has been made.

KEYWORDS: *Job Satisfaction, Competitive Environment, Efficacy, Productivity, Employee Commitment.*

Introduction

Employees determine the achievement of organization. Their satisfaction and commitment increase efficacy at both individual and organizational levels. If employees are dealt appropriately, their commitment can lead to greater organizational benefits like increased effectiveness, decreased absenteeism and turnover, increased performance and productivity, at both individual and organizational levels. Employees who are happy with their jobs carry out their duties well and are dedicated to their job, and ultimately to their organization.

Organizational commitment is the employees' frame of mind of being committed to facilitate in the accomplishment of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty. It is an emotional response driven by employee behaviour, belief and attitude; ranging between very low to very high levels. Another study in 1976 by J. R. Hackman and G. R. Oldham said if employees could satisfy their needs at work, it could lead them to remain devoted to their organization. Meyer and Allen (1997) identified three kinds of organizational commitment:

- Affective,
- Continuance, and
- Normative.

Job Satisfaction and Organizational Commitment

From way back the Hawthorne studies until the 21st century, satisfaction in the direction of job and commitment to organizations have been a burning subject for debate amongst academicians and

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experts. It has increased greatly since then, due to the significant impact they have on organization and individual behaviors (Al-Aameri, 2000). It was found that employee satisfaction and commitment are clear indicators to the harmony between the team of employees and their management (Tonges et al., 1998).

According to Meyer et al. in 2002, job satisfaction is a determining factor of organizational commitment. While organizational commitment refers to employees' emotional responses towards their organization, job satisfaction differs by referring towards employees' responses towards their job. Again, past research study in 1990, by Mathieu & Zajac found a conclusive correlation between job satisfaction and organizational commitment.

According to Allen and Meyer, (1990); Meyer and Herscovitch, (2001), employees' emotional attachment to their organization may arouse a strong personal commitment and enable them to experience a sense of belonging. Organizational commitment is less influenced by daily events than job satisfaction; it develops more slowly but consistently over time, and therefore is seen to be a more complex and enduring construct (Mowday et al., 1979). Job satisfaction is one of the attitudinal constructs that has been shown to be related to organizational commitment (Steers, 1977), but its treatment as an independent construct should be emphasized.

Additionally, job satisfaction and organizational commitment may not essentially occur simultaneously: it will be possible that an employee exhibits high levels of job satisfaction without having a logic of attachment to it, or obligation to continue in the organization. Likewise, a deeply committed employee may not like the job he or she is undertaking (demonstrating lower levels of job satisfaction) (McPhee & Townsend, 1992).

Objectives of the Present Study

- To study Job Satisfaction levels of respondents.
- To study Employee Commitment levels of respondents.
- To study relationship between Job Satisfaction & Employee Commitment

Hypothesis

No significant correlation between organizational commitment and job satisfaction exists.

Research Methodology

Locale of the Study: The desired sample was collected from people working in different industries like IT, manufacturing etc. from all over India

Sample Size: A total sample of 200 samples was collected from people belonging to different age groups, gender and designations.

Sampling Method: Convenient sampling method is generally used to collect data. Collecting data through random sampling method was not possible due to reluctance of target population to provide data. The convenience sample is one of the key type of non-probability sampling methods. The convenience sample is made up of respondents who are easy to connect.

Data Collection Tools

- **Job Satisfaction Survey**

The questionnaire for the job satisfaction measurement was adopted from, Spector (1997) stressed on 9 aspects for employees, which are namely Pay, Promotion, Supervision, Other Fringe benefits, Rewards (contingent), Working environment, Co-workers, Nature of the assignment and communication within organization, for overall job satisfaction. The questionnaire consists of questions set (~36 numbers), of equal weightings whose ratings will then be summated into a Likert-type scale to drive meaningful insights.

- **Employee Commitment Survey**

Organizational commitment was measured using the 3-dimensional Meyer, Allen and Smith (1993) instrument. The normative, continuance and affective organization commitment scales each comprises of 6 items, adapted from the original questionnaire containing of 24 items. Meyer et al. (1993) reported standard internal consistency reliability estimates (Cronbach's alphas) for affective commitment (0.82), continuance commitment (0.74) and normative commitment (0.83). Responses were mapped on a 5-point Likert type scale and further averaged to yield composite commitment scores for individual respondents.

- **Reliability of the Questionnaire**

Reliability indicates the degree to which the results derived from measurement and procedure can be repeated. Reliability in the questionnaire is measured by Cronbach's Alpha method. Cronbach's alpha methodology is a measure of internal consistency, as how closely related set of items are, to as a group. It also indicates the measure of scale reliability. For our questionnaire the Cronbach Alpha scores were as follows:

Factor	No. of Items	Cronbach Alpha	Inference
Job Satisfaction	36	0.813	Reliable
Organizational Commitment	18	0.767	Reliable

Since both the Cronbach alpha values were above 0.7 hence our questionnaire was considered reliable. Statistical Tools & Technique used for the analysis of the data:

- **Mean**

The statistical mean is the mean / average that is considered for deriving central tendency of the data under analysis. It is calculated by adding data points (all) in a population and then dividing the total by the number of points. The resulting number will be the mean or the average.

- **Standard Deviation**

Standard deviation is used to highlight how measurements for a group are spread-out from the mean (average) and / or expected value. Lower standard deviation value means that most numbers in dataset are close to the average. Likewise, high standard deviation value means that the numbers vaguely are spread out (Gauss, Carl Friedrich (1816)). Coefficient of Correlation (Karl Pearson's coefficient of correlation) The Pearson's Correlation coefficient typically denoted by 'r' is a measure of the correlation (linear dependence) between two variables X and Y, giving a value between +1 and -1 inclusive. It is widely used as a measure of the strength of linear dependence between two variables. It was developed by Karl Pearson. The correlation coefficient is sometimes called Pearson's r. Correlation coefficient between two variables is defined as the covariance of the two variables divided by the product of their standard deviations

Data Analysis Results

Table 1: Distribution of Respondents According to Gender

Gender	N	%
Male	120	60.00
Female	80	40.00
Total	200	100.00

Table 1 shows distribution of respondents according to Gender. Sample consists of 60% male respondents & 40% female respondents.

Table 2: Distribution of Respondents According to Age

Age	N	%
Up to 30 yrs	63	31.50
31 – 35 yrs	57	28.50
36 – 40 yrs	33	16.50
41 – 45 yrs	23	11.50
46 – 50 yrs	11	5.50
Above 50 yrs	8	4.00
No Response	5	2.50
Total	200	100.00

Table 2 shows distribution of respondents according to age. Maximum respondents belong to younger generation up to 40 years. However, 31.50% respondents belong to age group up to 30 years. 28.50% respondents belong to age group of 31 to 35 years. 16.50% respondents belong to 36 to 40 years. 11.50% respondents belong to age group of 41 to 45 years respectively. The older age group i.e. 46 years & above are 9.50% respondents. There are 2.50% of respondents who have not given any response.

Table 3: Distribution of Respondents According to their Work Experiences

Work Experience	N	%
Up to 5 yrs	118	59.00
6 – 8 yrs	25	12.50
9 – 11 yrs	20	10.00
12 – 14 yrs	10	5.00
15 – 17 yrs	12	6.00
Above 17 yrs	15	7.50
Total	200	100.00

Table 3 shows distribution of respondents according to work experience. Maximum respondents have experience up to 5 years i.e. 59%. However, 12.50% respondents have experience of 6 – 8 years. 10.00% respondents have experience of 9-11 years. 5% respondents have experience of 12-14 years respectively. 6% respondents have experience of 15-17 years and around 7.50 % have experience more than 17 years.

Job Satisfaction

Respondents were given 36 statements related to various aspects of job satisfaction to rate on five-point Likert scale from strongly disagree (1) to strongly agree (5). The higher score represents higher satisfaction. These 36 statements were then clubbed into seven factors which are described below:

Factor 1: Pay & Benefit

Pay & Benefits plays an important role in determining an employee's level of job satisfaction. They play a vital role in attracting, motivating and retaining talented employees. According to Ibrahim and Boerhaneoddin⁸, monetary compensation motivate employees to continue in employment for longer duration of time. (Ibrahim, I.I. and A. Boerhaneoddin, 2010).

Factor 2: Supervisor

Supervisor support plays important role in accelerating employee's job satisfaction in organization. Support from Supervisor refers as their behavior in helping employees to exhibit and perform based on the knowledge, skills, and attitude gained from the regular training program (Rhoades & Eisenberger, 2002).

Providing appropriate timely feedback also forms part of supervisor support (van der Klink et al., 2001). Managers know that their employees need praise and recognition for their contribution and achievements. Employees should also be aware that their manager's door is always open for discussion on any issues they might have, and that are impacting their ability to do their work effectively and impacting their satisfaction in the organization. (Brian Hill, 2018)

Factor 3: Relationships

Employees always desire to be treated with due respect by supervisor and management. The intimidating work atmosphere with rude or unpleasant colleagues is one that generally has lower job satisfaction levels. Managers need to step in at right time and arbitrate conflicts before their escalation into more serious issues calling for disciplinary action or similar extreme step. Employees may need to be reminded what behaviors are considered inappropriate when interacting with co-workers.(Brian Hill, 2018)

Factor 4: Working Conditions

An employee's job satisfaction is the outcome of combination of certain factors and monetary compensation is only one among of it. As role of the management, for enhancing employees job satisfaction, they should ensure that the work environment in organization is positive, employee morale is always high and employees have the possessions they need to complete the tasks assigned to them. (Ref: What Are the Factors Affecting Job Satisfaction? by Brian Hill; Updated June 29, 2018)

Factor 5: Work Load

Distribution of workload that is too heavy for individual employee and completion timelines that are impossible to achieve can create job satisfaction levels to reduce for any employee. Falling short in the deliverables can result in conflict between employees and management and in turn increased the stress level at the workplace for all involved. Majority of times, this type of environment persists because of the poor planning and ineffective management. The organization works in emergency mode because managers don't allow reasonable time for employees to complete their assigned work effectively or because employee numbers are inadequate. (Ref: What Are the Factors Affecting Job Satisfaction? by Brian Hill; Updated June 29, 2018)

Factor 6: Promotions, Rewards & Recognitions

Ibrahim and Boerhaneoddin suggest liberal rewards hold employees back in the organization and ultimately delivers higher job satisfaction, organization commitment and loyalty from employees. (Ref: Ibrahim, I.I. and A. Boerhaneoddin, 2010.)

Factor 7: Sense of Fulfillment

- **Pleasant Work Environment**

Individuals spend a lot of time at work, meaning work is more like their second home away from home. Since they spend so much time with co-workers and management, they need a pleasant work environment. Argumentative and uncivil co-workers, broken equipment and unsafe work areas leave employees unhappy. Well-mannered team members, right working environment with all tools and equipment to perform the given tasks, pleasant work spaces make employees feel happy.

- **Job Security**

One important way employers can increase the job satisfaction at organization is to give job security. Employers that publish their forecasts for in-house teams along with meetings to detail-out results are appreciated by employees. Employer should understand that employees may wish to know all they can about the changing market conditions and competitors, which especially helps them in reference to their jobs. Employee's belief on safety from the pink slip will keep them content and happy.

- **Access to Management**

The chain of communication is a dependable force when it works properly in the organization. However, if employees feel that their voice is lost in company bureaucratic set-up, they will lose their precious trust in their organization and management. Employees need regular and direct access to company management to share their concerns, present potential solutions and offer suggestions which can streamline work in the organization. Management access to employees can be via email, one-on-one or group meetings or town hall meetings.

- **Clear Advancement Path**

Employee's inability to move up in the career progression can lead to frustration and dissatisfaction with the organization. Companies which have cleared chartered career progression path for its employees will have happy, motivated team members. In turn, employees should also know very well about the requirements are for higher position in the organization. More in-house promotions leads to better workplace, employee loyalty and overall employee output. When advancement requirements are vague, employees feel stagnant or unimportant to the company. There are many other factors as well which affect job satisfaction directly or indirectly.

Table 4: Satisfaction with Different Job Factors

Factor	% Point	Rank
Pay and Benefits	63.38	5
Supervisor	61.70	6
Relationships	76.95	1
Working Conditions	60.68	7
Work Load	65.55	3
Promotions, Reward and Recognitions	65.16	4
Sense of fulfillment	66.16	2

Table 4 given above shows level of satisfaction of respondents with respect to different aspects of job. The responses for level of satisfaction on five-point scale were converted to percentage points. The data in the table show that the maximum satisfaction was regarding relationships, secondly respondents were mentally satisfied i.e. they feel job is enjoyable and they feel pride in doing job in their organization. People were comparatively less satisfied with pay and benefits, their relationship with supervisors and certain working conditions.

Employee Commitment

- **Affective Commitment Scale**

Affective commitment refers to the employees' emotional connect with their organization, their umbilical connect with the organization and overall involvement within the organization. Employees, displaying strong affective commitment with the organization, stay for more duration in the organization, as they want to. (Allen & Meyer 1990, 1–3.)

- **Continuance Commitment Scale**

Continuance commitment refers to the commitment based on monetary value that would have to be incurred if the employee leaves the organization. Thus, employee having high continuance commitment continues in the organization because they believe the need of it. In other words, it will cost too much to leave. For case example, if employee has used considerable amount of time and resources to learn something specific that can only be implemented in that particular company or at this point in time there are no same or better job employment openings available than their current position in the organization. (Garcia-Gabrera & Garcia-Soto 2012, 3155–3156; Meyer & Herscovitch 2001, 316; Allen & Meyer 1990, 1–3)

- **Normative Commitment Scale**

Normative commitment related to the employees feeling of obligation to stay put with the current organization. It is understood that normative commitment is reasonably prejudiced by person's experiences, both before joining the current organization and after joining. This also indicates that socialization that occurs in the families and society outside of the organization also affects how employee's normative commitment scales, besides in-house socialization levels. (Markovits, Boer & van Dick 2013; Allen & Meyer 1990, 1–4) Until today, this is the one that has been studied the least out of these three (Bergman 2006, 647).

Table 5: Overall Level of Commitment

Level of Commitment	N	%
Very Low	7	3.50
Low	20	10.00
Moderate	137	68.50
High	33	16.50
Very High	3	1.50
Total	200	100.00

Table 5 shows the overall commitment level of 68.5% was moderate. 16.50% were found to be highly committed & 1.50% was very highly committed. 13.50% were found to have low or very low commitment level.

Table 6: Level of Different Type of Commitment

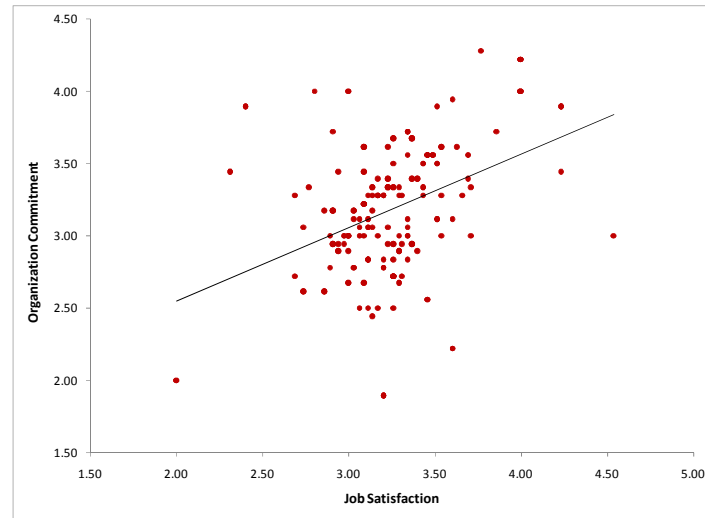
Commitment	% Point	Rank
Affective Commitment	61.05	3
Continuance Commitment	65.41	1
Normative Commitment	64.38	2

From the above table we can see that Rank 1 goes to Continuance commitment is commitment based on the costs that would occur if the person left the organization with 65.41% of points, rank2 goes to Normative Commitment which states the feeling of obligation towards organization with 64.38% of points, rank 3 goes to Affective Commitment which shows how employees are emotionally attached to the organization is 61.05%.

Relationship between job Satisfaction and Organizational Commitment

H₀: There is no significant correlation in the organizational commitment and job satisfaction.

To test the relationship between job satisfaction and organization commitment coefficient of correlation was calculated. Test result given below show highly significant correlation between organization commitment and job satisfaction ($r = 0.401$, $p < 0.001$). Since highly significant positive correlation between job satisfaction and organizational commitment was found thus null hypothesis that there is no significant correlation between job satisfaction and organizational commitment is rejected and it is concluded that highly significant positive correlation between job satisfaction and organizational commitment exists.



Conclusion

To study the relationship between job satisfaction and organizational commitment a sample of 200 respondents working in different industries was taken. To measure job satisfaction a questionnaire of Spector (1997) was adopted and to measure organizational commitment organizational commitment scale of Meyer, Allen and Smith (1993) was adopted. Testing correlation between job satisfaction and organizational commitment yields highly significant positive correlation organizational commitment and job satisfaction, which shows that high level of job satisfaction results in high level of organizational commitment of employees towards organization.

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