JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

The purpose of this study is to examine the relationship between components of organizational commitment and job satisfaction among employee at EN Reality solution Pvt. Ltd. in Lucknow, UP, India. Therefore this study could make important contribution to extant research in management and organizational behavior. The following research objectives were formulated for the study: To investigate role of job satisfaction influence organizational commitment among the employees. To find out the job satisfaction and organizational commitment among the gender. The totals of 50 data were collected through convenience sample technique and the data were calculated usage of statistical application of correlation matrix. The results shown that there is a highly significant correlation among factors of organizational commitment, including both gender. But, there is no significant correlation between job satisfaction and organizational commitment and among three dimensions, only continuance commitment and normative commitment is significant correlation with job satisfaction at 0.05 level. Similar finding shown in the case of gender (male and female) that there is no correlation between organizational commitment components and job satisfaction.

Keywords: Organizational commitment, Affective commitment, Continuance commitment, Normative commitment, Job satisfaction

INTRODUCTION

Job satisfaction is a foremost crisis for all organization, no matter whether in public or private organizations or working in highly developed or underdeveloped countries (Rehman et al., 2013). Job satisfaction is noted as a person's estimation of his or her job and work situation. It is further, we can described that which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job. In simple words, it is about how employees feel about various aspects of the job (Bashir and Ramay, 2008). Since job consists of various aspects, job satisfaction is often conceptualized as a multidimensional construct that consists of many elements, typically called job satisfaction facets (Singh and Pandey, 2004). Common job satisfaction facets include coworkers, appreciation, benefits, job conditions, pay, promotion, supervision, and organization's policies or procedures.

Job satisfaction has been defined by researchers as an essential to organizational performance (Mathieu, 1991; Ostroff, 1992). Most people experience one degree of satisfaction or dissatisfaction with their work which tends to vary from one job to another; also, some aspects of the job are more satisfying than the others. It is also found that satisfaction with one's job may influence various aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit and also an employee's overall wellbeing (Baron, 1986; Maghradi, 1999; Robbins and Coulter, 2005).

Job satisfaction refers to connect with individuals mind that the working environment meets the needs and values of employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury and Higgins, 2006). Lambert (2004) describes job satisfaction as "the degree to which a person likes his/ her job," while

Lambert, Barton, and Hogan (1999) define the term as "the fulfillment of gratification of certain needs that are associated with one's work."

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita et al., 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of most importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, et al., 2010).

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is one of the most important organizational concepts that have widely been examined in managerial literature due to its significance for organizational performance and effectiveness. Organizational commitment is generally confined to as the degree to which an employee is loyal to their organization. Organizational commitment was found to have significant relationship with turnover, productivity and satisfaction (Mathieu and Hamel, 1989).

Porter et al. (1974) pointed out that organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". According to Meyer and Allen (1997), "Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment remain because they ought to and those with strong continuance commitment remain because they need to". These three fundamental components related to the definitions of organizational commitment have been found in literature very frequently, such as: affective, continuance, and normative (Allen and Meyer, 1990, 1996; Karrasch, 2003; Greenberg, 2005; Turner and Chelladurai, 2005). Affective Commitment- that is psychological attachment to organization. It refers to "a positive affection toward the organization, reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the organization" (Cohen, 2003). Continuance Commitment- costs associated with leaving the organization. It refers to "an individual's awareness of the costs of leaving the organization" (Meyer et al., 1993).

An employee with continuance commitment finds it difficult to give up his organization due to the fear of the unknown 'opportunity cost' of leaving the organization or having few or no alternatives. Employees with high level of this type of commitment therefore remain a member of the organization because they need it (Nagar, 2012) and Normative Commitment- perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization (Wiener and Gechman , 1977; Meyer and Allen, 1991; Meyer et al., 1993; Ayeni and Phopoola, 2007). It can be said in other words: affective commitment occurs when employee wants to stay; continuance commitment occurs when the employee needs to stay; and the normative commitment occurs when the employee feels s/he ought to stay in the organization (Meyer et al., 1993; Suma and Lesha, 2013).

Studies on commitment have provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively connected with organizational outcomes such as performance and citizenship behavior (Hackett et al., 1994). Research also provides evidence that, employees with higher levels of affective commitment to their work, their job and their career exhibit higher levels of continuance and normative commitments (Cohen, 1996).

Job Satisfaction

Job satisfaction is widely researched in the literature and researchers vary in their definitions to the concept. McNeese-Smith (1996) defines it as the feelings of individuals about their jobs. In the broadest sense, Knoop (1995) stated that it refers to an employee general attitude toward the job or some dimensions of it. Cumbey and Alexander (1998) considered it as "an effective feeling that depends on the interaction of employees, their personal characteristics, values, and expectations with the work environment, and the organization". Locke (1969) defined

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"job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it"

Research has shown that job satisfaction or dissatisfaction leads to a number of consequences. It was revealed by many studies (Kirsch, 1990; Knoop, 1995; McNeese-Smith, 1996) that satisfaction leads to more productivity, high quality of care and intent to remain in the organization. On the other hand, job dissatisfaction was found to increase absenteeism, turnover, high stress, and grievances (Mc Neese-Smith, 1996).

The antecedents of job satisfaction are also examined by a number of studies (Nolan et al., 1995; Herzberg, 1966; Tonges et al., 1998). One of the sounding studies in this regard is Herzberg's two-factor theory of job satisfaction. He distinguished between factors leading to satisfaction and those leading to dissatisfaction. Of the factors that increase satisfaction are recognition for achievement, work itself, advancement, etc. The factors that influence dissatisfaction are organizational policy and administration, supervision, salary, interpersonal relationship, etc. (Herzberg, 1966). In addition, empirical research shows that leadership (democratic or autocratic), pay and working conditions, workload factors are determinants of job satisfaction (Nolan et al., 1995). On the other hand, several determinants of job satisfaction have been established in past researches, such as organizational reward systems, power distribution individual differences, self-esteem, locus of control etc. (e.g. Chen and Silverthorne, 2008) When employees are not satisfied, they tend to shift and look for satisfaction elsewhere.

Organizational Commitment and Job Satisfaction

Since the Hawthorne studies, job satisfaction and commitment to employing organizations have received a great deal of attention from both academicians and practitioners till in the 21st century. It has increased largely due to their significant impact on organization and individual behaviors (Al-Aameri, 2000). It was found that employee attitudes toward satisfaction and commitment are indicators to the solidarity between organizational members and management (Tonges et al., 1998).

According to Meyer et al. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization (Çelik, 2008).

In the past many empirical research has indicated that there is a low correlation between job satisfaction, commitment, and the intention to leave an organization, which suggests that no direct relationship exists. There are satisfied, committed employees who decide to leave, and dissatisfied, ambivalent employees who steadfastly remain at their jobs (Nunn, 2000; Norizan, 2012).

Other factors might weigh in the decision to stay or to leave, and these factors may be both work related and personal. Some authors concluded that only a weak negative correlation exists between job satisfaction and voluntary turnover (Mobley et al., 1979; Schwepker, 2001). For example, employees may lack alternatives to staying with their present job situation, or other types of barriers and commitments may affect their decision to stay. Kalleberg and Mastekaasa (2001) found that previous research on the relationship between job satisfaction and organizational commitment has not shown any consistent and easily reconcilable findings. It is posited that a relationship between the level of job satisfaction and turnover intention may be influenced by an employee's efforts to stay with his or her job and try to change the elements of the job that are dissatisfies (Steers and Mowday, 1981). This suggests that an employee might have strong commitment to an organization although he or she is unsatisfied with certain aspects of his or her specific job.

Data Collection Procedure

Primary data were collected through filled up the standardized questionnaire of job satisfaction and organizational commitment scale from the employees which were are in managerial level, executive level, supervisors, coordinators and other middle level staff in the organization.

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CONCLUSION

Based on correlation matrix analysis, all the dimensions of organizational commitment clearly have no significant relationship with job satisfaction. Luchak et al. (2008), advocate that employees who are emotionally associated to their organization are likely to remain with the organization past the age that would benefit them the most by retiring. This shows that to some employees, it is about the sense of belonging with the organization. The finding of the present study is in similarity to the study by Lok and Crawford (2001), who found that the variable closely to the commitment is job satisfaction. Those who stay just because they need it (Meyer et al., 1993) not because of satisfied. In addition, the finding of present study also can help the organization in planning and developing the strategies to enhance the organizational commitment of the employees which directly link to the organizational performance, effectiveness, productivity of the organization. It may become one of the tool and guidance for further actions of management. This is vital to keep the continued existence of the organization in the global era whereby nowadays it is very difficult to make employees to feel obliged and become more committed to the organization and job satisfaction at workplace. So, new strategies must be developed and execution from time to time and it depends on the result of this kind of study.

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