The relationship between Organizational Commitment and Job satisfaction

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Abstract
This study aims to analyse the relationship between organizational commitment and job satisfaction among public and private sector. The three component model of commitment developed by Meyer and Allen (1997) was used which dominated organizational commitment experienced by the employees that is affective commitment, normative commitment and continuance commitment. Affective commitment is based on positive work experience. Normative commitment reflects sense of obligation to stay and continuance commitment reflects the fear of loss. Regarding job satisfaction Minnesota satisfaction questionnaire was used. Job satisfaction is mental feeling of favourableness which an individual has about his job. Job satisfaction is very important because most of the people spend a major portion of their life at work place. A comparative study was conducted between private and public sector the data was collected from 40 private and public working employees with the help of questionnaire. Result of the study showed positive relationship between organizational commitment and job satisfaction.
Introduction

To study the relationship between organizational commitment and job satisfaction among working population. Organisational commitment is that the individual’s psychological attachment to associate organisation. Commitment is a force that guides a course of action towards one or more targets (Meyer, 2002) Usually organisational commitment and job satisfaction are closely correlated together with lower levels of intention to leave the organisation. 3 types of organisational commitment. Researchers have identified three types of organisational commitment:

Affective commitment : affective commitment is when the employee in the organization has a positive attachment towards his/her organization.

Continuance commitment: Continuance commitment refers to the employees willing to continue to work in the same organization. Employers feel that if they leave the organisation they might lose out a lot more than gain. In other words it is fear of lose that might be income, social relationships.

Normative commitment: normative commitment is a sense of obligation to the organisation. This sense could be staying is a right or moral thing to do.

Using the commitment model given by Meyers we’re trying to measure the commitment of the employees in the public and private sector.

“Job satisfaction is that the quantity of enjoyment or happiness related to employment. If you prefer job intensely, you will experience high job satisfaction. If you dislike your job intensely, you may expertise job-dissatisfaction” - Saint Andrew the Apostle.J.DuBrins. The purpose of this study is the find which sector has higher job satisfaction. If the worker has a stronger commitment to his work he is more likely to have higher satisfaction.

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Review of literature:

The level of organizational commitment of employees has long been considered a fundamental element to achieve better performance in private entities and greater efficiency and effectiveness in providing services to society in public organizations when the importance of building a commitment relation is recognized, the organization is in line with the changes in the surrounding environment. Involvement and commitment are important for productivity and for a higher level of work and activity, promoting optimization of capacity. (Schroffel, 1999). Numerous antecedents of job satisfaction and organisational commitment are recommended within the earlier studies (Chen and Francesco, 2000; Mathieu and Zajac, 1990; Williams and Hazer, 1986). This study investigated the effect of organisational culture and leadership style on job satisfaction and organisational commitment in Australian and Hong Kong (managers) samples. The results revealed that Australian managers had higher job satisfaction as compared to Hong Kong in terms of organisational culture. Numerous studies use totally different sides of satisfaction to predict worker attributes like performance, organisational commitment, and service quality. (Dienhart & Gregoire, 1993; Oshagbemi, 2000a, 2000b; Yousef, 1998). It is a debateable issue whether job satisfaction is the predictor of organisational commitment or vice versa. Several researchers have created the case that job satisfaction may be a predictor of organisational commitment (Porter, Steers, Mowdy, & Boulian, 1974; Price, 1977; Rose, 1991). Slattery & Selvarajan (2005) examined the associations between job satisfaction, Organisational commitment, and turnover intention among temporary employees. Several studies have focused directly on testing the causal relationship between Job Satisfaction and Organisational commitment (Bateman & Strasser, 1984; Curry et al., 1986; Dossett & Suszko, 1990; Farkas & Tetrick, 1989; Lance, 1991). According to Kotler (1998:53), the thought of satisfaction is that the “person’s feeling of delight or disappointment that resulted from scrutiny a product’s perceived performance or outcome against his/her expectations”. Siqueira (2008) correlates satisfaction with the organization’s social responsibilities, i.e., job satisfaction comprises a way of monitoring to what extend a company can promote the health and well-being of its employees. Brown and Huning (2010:2), in turn, define job satisfaction as the pleasure that employees experience in performing their work, “it is considered an important outcome due to its links with job-related stress, turnover, absenteeism and similar outcomes”. Francisco and Claro (2014) analyzed the relationships between job satisfaction, affective organizational commitment and the intention of changing jobs. The authors surveyed 151 randomly selected Angolan workers working in a diamond mining company in Angola. The results demonstrate that the workers are satisfied, and this satisfaction is the result of the number of promotions, professional skills of their superiors, as well as the way they are treated by their superiors. In general terms, it is
observed that the plan to leave the job decreases with the increase of job satisfaction and affective organizational commitment.

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Methodology:

The aim of this study was to find out the relationship between organizational commitment and job satisfaction of employees. The variables used in this study were the Organizational commitment and job satisfaction.

Sample:

The sampling method was used to collect data. It collected data from public and private sector. This sample used 40 employees in all.

Research tools:

Two scales were used to measure the variables in this study- organizational commitment and job satisfaction. Allen and Meyer (1990). And Minnesota satisfaction scale. All aspects of the scale used a likert scale.

Data collection Method:

Data collection method was through google forms. the participants were informed that their responses were collected for research purpose and that their results remain confidential.
Result and Discussion:

Table 1: Descriptive statistics:

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<th>Organizational Commitment</th>
<th>Job Satisfaction</th>
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<tbody>
<tr>
<td>Mean</td>
<td>101.43</td>
<td>69.23</td>
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commitment and Job satisfaction:

<table>
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<tr>
<td>0.21653</td>
<td>0.27531</td>
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<td>*0.05</td>
<td>*0.05</td>
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‘*’ means p<0.05 (the p value is significant)

With reference to Table 1: “Descriptive Statistics”, the Mean for Organizational commitment is found to be higher than job satisfaction that is 101.43. On the other hand the mean for job satisfaction is 69.23.

With reference to Table 2: “correlation between Organizational commitment and Job satisfaction. The statistical analysis showed positive and significant relationship between Organizational commitment and Job satisfaction.

Limitations:

- Research method uses google forms to collect the data so there is possibility of participant’s bias even though the participant was asked to be honest. Hence, better methods could have been used such as experimental method
- The sample was limited consisting of only 40 respondents.
Since the sample size was limited, the result found cannot be generalized.

Suggestions for future research:

- The sampling method can be changed, instead random sampling can be used to gather the data. This type of sampling would include the representation of the entire population.
- Future research can be conducted using a larger sample size.
- Experimental method can be used for collection of data instead of collecting the data via google forms. it is carried out to validate hypothesis.

Conclusion:

The main aim of this study was to investigate the relationship between organizational commitment and job satisfaction. The results found out replicated the previous research findings that organizational commitment has positive relationship with job satisfaction. Taking the findings of this study into consideration, it can be suggested that the level of organizational commitment can lead to more satisfaction. A strong invariance of the simplified three-factor model in two independent samples was found. However, some limitations on reliability and construct validity were identified, and additional studies are necessary.

Reference:


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Review of literature: The level of organizational commitment of employees has long been considered a fundamental element to achieve better performance in private entities and greater efficiency and effectiveness in providing services to society in public organizations. When the importance of building a commitment relation is recognized, the organization is in line with the changes in the surrounding environment. Involvement and commitment are important for productivity and for a higher level of work and activity, promoting optimization of capacity (Ehrenfeld, 1999). This study investigated the effect of organizational culture and leadership style on job satisfaction and organizational commitment in Australian and Hong Kong managers' samples. The results revealed that Australian managers had higher job satisfaction as compared to Hong Kong in terms of organizational culture. It is a debatable issue whether job satisfaction is the predictor of organizational commitment or vice versa. Satterly & Sehajian (2009) examined the associations between job satisfaction, organizational commitment, and turnover intention among temporary employees. According to Kolar (1998), the thought of satisfaction is that the "person's feeling of delight or disappointment that resulted from scrutiny a product's perceived performance or outcome against his/her expectations". Satterly (2009) correlates satisfaction with the organization's social responsibilities, i.e., job satisfaction comprises a way of monitoring to what extend a company can promote the health and well-being of its employees. Other studies (e.g., Satterly, 2009) have defined job satisfaction as the pressure that employees experience in performing their work. "It is considered an important outcome due to its links with job-related stress, turnover, absenteeism and morale outcome." Xu and Lee (2017) analysed the relationships between job satisfaction, effective organizational commitment and the intention of changing jobs. The authors surveyed 155 randomly selected Angolan workers working in a diamond mining company in Angola. The results demonstrate that the workers are satisfied, and this satisfaction is the result of the number of promotions, professional skills of their superiors, as well as the way they are treated by their superiors. In general terms, it is observed that plans to leave the job decreases with the increase of job satisfaction and effective organizational commitment. Plagiarism checked using https://www.textTools.com/plagiarism-checker

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