

IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT AMONG THE ACADEMIC LEADERS OF TAMIL NADU UNIVERSITIES

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ABSTRACT

Virtuous, enthusiastic, satisfied, involved and committed people are the actual assets of the organization. Without quality human resource nothing can ever be accomplished. Satisfaction in job and commitment towards the organization is the foundation for developing the above qualities in an individual. When it comes to academic leaders of universities, the study on job satisfaction and organizational commitment sounds more significant as they are the pillars of higher education system. So the researcher investigated the relationship and influence of job satisfaction on organizational commitment among the Academic Leaders of Tamil Nadu Universities. Job satisfaction is considered as the independent variable and organizational commitment is used as the dependent variable. 145 Data were gathered using purposive stratified random technique from the academic leaders of Tamil Nadu universities. To collect the job satisfaction and organizational commitment details self-administered questionnaire was used by the researcher. The collected data was analyzed with the tools like ANNOVA, Correlation and Regression. The researcher found positive and significant relationship between job satisfaction and organizational commitment.

Keywords: Job Satisfaction, Organizational Commitment

INTRODUCTION

In current competitive environment of educational institutions, they have begun to realize that their employees are their most valuable asset and they are the determinants of their brand value (Glen, 2006; Govaerts *et al.*, 2011; Fulmer and Ployhart, 2014; Vomberg *et al.*, 2015; Millar *et al.*, 2017). Satisfied and motivated academicians are imperative for a successful educational institution. The level of job satisfaction seems to have association with various aspects of work behavior such as accidents, absenteeism, turnover and productivity (Gopinath, 2016). In the education institutions, job satisfaction has been found to increase productivity in terms of better teaching learning process, good academic results and extensive research by

academicians (Sivakumar & Chitra, 2017). In India, there numerous studies about primary and secondary school teachers and their satisfaction and commitment; however, there has been limited work done on university level academicians' satisfaction (Gopinath, 2020).

Organizational commitment, characterizes the extent to which the employees identify themselves with the organization in which they work, how tied up they are in the organization and whether they are ready leave it (Greenberg and Baron, 2008). Several studies have confirmed the strong relationship between organizational commitments, job satisfaction. (Porter *et al.*, 1974), in the views of Gopinath & Kalpana, (2019) in general the people who are more committed to an organization are don't want to leave the organization. Organizational commitment is considered as an extension of job satisfaction. It deals with the positive approach that an employee has, not only toward her/his own job, but also towards the organization. And it is characterized by the attachment of the employee to the organization and inclination to make sacrifices for the organization.

So it is clear that both the job satisfaction and organizational commitment is doing prominent role in the performance of the individual. In this scenario this is a small step to study the job satisfaction of academic leaders of Tamil Nadu universities and its impact on organizational commitment. Gopinath & Kalpana (2019) concluded that Job Satisfaction is the result of Job involvement and organizational commitment. From the study, the researcher discovered that job involvement and organizational commitment have been acting as important factors that contribute to job satisfaction.

REVIEW OF LITERATURE

Mobley and Locke (1970) viewed, Job satisfaction and dissatisfaction are effect of the perception between what one expects and receives from his job. Locke (1970) explained job satisfaction as a pleasant or positive state of mind resulting from the appraisal of one's job or performance. Happiness at work is a foundation for, organizational commitment. Singhai (2016) described job satisfaction as the assessment of person's job and his company, and its contribution to attainment of one's personal objectives. The job satisfaction and dissatisfaction depends on the nature of job and also on the expectation from their job. Organizational commitment is the extent to which the employee, emotionally associates himself with the organization in which he work (Greenberg and Baron, 2008). It is also a state of being, in which organizational members are committed by their actions and beliefs that withstand their activities and their involvement in the organization (Miller & Lee, 2001). Job satisfaction of an academician is slightly vary from others, it is not determined by his monetary benefits alone (Rosen, 1986; Machin & Oswald, 2000; Stevens, 2005); there are several factors like prestige, sense of self-esteem, independent style of working and supportive supervisor determining the satisfaction level of academicians. They need independence, commitment and compliant colleagues to feel satisfied (Jones, 2016). To be a good teacher, one needs to prepare, train and enhance one's own personality. They use to get more satisfaction in appreciations rather than monetary benefits. Job satisfaction and

commitment towards the institution, of academicians enhances their professionalism, decision-making, and ensures their development and growth. It makes them feel empowered, have a more positive view on their institution and working conditions, later it becomes organizational commitment (Pepe *et al.*, 2017; Roch & Sai, 2017). The dissatisfying factor for an academician is use to be the external factors of the job (Herzberg, 1966; Sergiovanni, 1967; Graham & Messner, 1998). Normally job dissatisfaction of non-academicians may lead to low performance, lack of morale and intention to leave the organization. The dissatisfaction of individual will not have influence the others. But the dissatisfaction of an academician is harm to the young minds that has the power to influence the total life of students (Chamundeswari, 2013). There are extensive researches to study the association between job satisfaction and organizational commitment (Mathieu and Zajac, 1990; Martin and Bennett, 1996; Meyer *et al.*, 2002; Falkenburg and Schyns, 2007; Moynihan and Pandey, 2007; Morrow, 2011), all are ensuring the relationship between job satisfaction and organizational commitment, but the direction is only controversial. Some research supports that job satisfaction leads to organizational commitment (Stevens *et al.*, 1978; Angle and Perry, 1983; Williams and Hazer, 1986; Tsai and Huang, 2008; Yang and Chang, 2008; Yucel, 2012; Valaei *et al.*, 2016). Some studies stated that the organizational commitment is an originator of job satisfaction (Price and Mueller, 1981; Bateman and Strasser, 1984; Curry *et al.*, 1986; Vandenberg and Lance, 1992; Gopinath, 2019). But all are confirming the relationship.

Gopinath (2019 a) conducted a study on impact of organizational commitment to faculties in educational institutions. Based on the CFA results, the researcher concluded the organisational commitment factors findings of that the staff will contribute to the exchange of knowledge; especially the knowledge management practices within the organization regarding the level of their organizational commitment and this will contribute to the development of both the organization and the staff.

Gopinath (2019 b) had investigated factors of job involvement among the engineering college teaching faculties. Based on the results, the researcher concluded the job involvement factors influence to the knowledge management very positive manner.

Gopinath (2019 c) emphasizes that relationship between the Job Involvement and Organizational Commitment. The study concluded Organizational commitment is usually limited to the extent to which employees are loyal to the organization. Job satisfaction is recognized as an element of organizational commitment and also that the work environment gives a positive relationship to job satisfaction.

Gopinath (2016 a) studied made an effect to analysis the impact of job satisfaction on managing people. The job satisfaction was evaluated by using work, promotion, supervision, pay and co worker in Job Descriptive Index (JDI) Scale (Smith *et al.*, 1969). It concluded HRD practices techniques of managing people, which makes the employees, were highly satisfied in doing their jobs. Similarly, another research concluded good industrial relation process with the employees was highly satisfied (Gopinath, 2016 b). Gopinath (2016c) suggested that based up on the HRD importance to the Job Satisfaction using by JDI Scale. From the CFA model and path

model of this study concluded that, HRD practices giving high impact to the job satisfaction. Another research study revealed that Compensation Management and Welfare Measure gives good impact to Job Satisfaction for the employees by the measure of JDI scale (Gopinath, 2016 d). Gopinath (2016 e) confirmed that the effect to analysis the impact of job satisfaction employee health and safety system which is highly accepted through job satisfaction by using work, supervision, pay, promotion and co worker in JDI scale. Gopinath (2016 f & g) investigated the impact of job satisfaction on Promotion and Transfer and Industrial Relation of the organization's good performance management systems and transparent, quick widely accepted promotion & transfer policy which makes the employees, were highly satisfied.

Gopinath (2016 h) examines the impact of to Job Satisfaction using JDI Scale. It analyzed Measurement and Path Model 'Recruitment & Selection and Job Satisfaction'. Similarly, job satisfaction evaluated by using work, pay, promotion, supervision, and co worker in JDI scale. Study concluded impact of job satisfaction on training and development, which makes the employees, were highly satisfied (Gopinath, 2016 i). Gopinath (2016 j) studied made an effect to analysis the impact of job satisfaction analysis by JDI scale on appraisal and reward. The Employee attitudes typically reflect in Industrial Relations, Managing People and Performance Management Influencing Job Satisfaction. Job Satisfaction Employees would make a positive contribution to their respective organization and may lead to increase the effectiveness (Gopinath, 2016 k).

Gopinath & Shibu (2016 a & b) study investigates that the few Human Resource Development factors influencing Job Satisfaction. Job Satisfaction using by JDI Scale (Smith *et al.*, 1969). It concluded the Job Satisfaction factors influencing people at work and with their relationship within the organization. Study concludes level of job satisfaction in high level to the organization.

Gopinath & Shibu (2015 a & b) confirmed the impact of job satisfaction factors are the satisfactions with promotion opportunities, pay, supervision, coworkers, and the work itself (Smith *et al.*, 1969). Study concluded significant difference between Job Satisfaction factors associated with overall Job satisfaction and there is a positive relationship exists between the factors of job satisfaction.

Gopinath & Shibu (2014 a & b) examined that the HRD practices related entities and its impact towards job satisfaction in BSNL at various workplaces. The BSNL has a clear, fair and well Appraisal and Reward policy, which makes the employees, were highly satisfied (Gopinath & Shibu, 2014 c). Gopinath & Shibu (2014 d) identify the relationship between Job Satisfaction factors by Job Descriptive Index (JDI) Sacle. Based on the result, concluded that there is a positive relationship exists between HRD Practices and Job satisfaction. And also another study on few job related entities influencing job satisfaction using by JDI Scale. Examined the level of Job Satisfaction and influenced Factors of job satisfaction (Gopinath & Shibu, 2014 e).

1. Objectives

- To study the difference between demographic characteristics and organizational commitment among the academic leaders
- To identify the relationship between job satisfaction and organizational commitment among the academic leaders.
- To investigate or influence the impact of job satisfaction on organizational commitment among the academic leaders.

1.1.Hypothesis

H0₁: There is no significant difference among the demographic profile of the respondents with respect to job satisfaction and organizational commitment.

H0₂: There is no significant relationship between job satisfaction and organizational commitment.

H0₃: There is no significance of job satisfaction on organizational commitment.

2. Research Methodology

2.1. Procedure of the study

Aim of the study is to analyze the Impact of Job Satisfaction on Organizational Commitment among the Academic Leaders of Tamil Nadu Universities. For this purpose the researcher used ex-post-facto' research design. The study is based on primary data, the researcher used self-administered questionnaire on job satisfaction and organizational commitment. 145 samples were collected using Stratified Purposive Random Sampling technique.

2.2. Reliability of the Instrument

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OC1	34.56	27.619	0.515	0.365	0.725
OC2	34.01	27.406	0.576	0.456	0.719
OC3	34.12	26.790	0.613	0.513	0.713
OC4	33.96	29.061	0.552	0.368	0.728
OC5	34.05	30.019	0.320	0.247	0.749
OC6	34.16	28.373	0.436	0.302	0.735
JS1	35.10	32.569	-0.006	0.091	0.796
JS2	35.01	29.426	0.285	0.163	0.755
JS3	34.90	27.011	0.458	0.343	0.732
JS4	34.68	28.303	0.424	0.363	0.737
JS5	34.97	27.712	0.463	0.286	0.732

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
0.757	0.772	11

The reliability of the self-administered questionnaire was tested with SPSS. The Cronbach's Alpha of the instrument was found 0.772, since the value is >0.7, the questionnaires are highly reliable and can be considered for our study.

3. Analysis

3.1. Demographic profile of the respondent with respect to job satisfaction and Organizational Commitment

Table 3.1.1: ANNOVA Table showing difference among demographic profile of the respondents with respect to job satisfaction and organizational commitment

Variables	Age Group (Years)	Job Satisfaction		Organizational Commitment	
		F - Value	P - Value	F - Value	P - Value
Age	Below 43 yrs	37.377	<0.001**	10.184	<0.001**
	43 - 48 yrs				
	49 - 53 yrs				
	54 & Above				
Designation	VC / Registrar / COE	12.074	<0.001**	18.556	<0.001**
	Dean				
	Director				
	SCAA/AC/Chair/Coordinator				
Educational qualification	M.Phil / Ph.D	15.155	<0.001**	4.466	<0.001**
	NET/SET/Ph.D				
	PDF				
	D.Lit / D.Sc				
Year of Experience	Below 15	6.645	<0.001**	6.692	0.002*
	15 to 20 yrs				
	21 to 26 yrs				
	Above 26				
Salary	Below 100000	17.847	<0.001**	6.692	0.002*
	100000 to 150000				
	150001 to 210000				
	Above 210000				

** denotes significance at 1% level;

* denotes significance at 5% level

Since the P- value is less than 0.01 the null hypothesis (H_{01}) is rejected at 1% level of significance with regard to age, designation, educational qualification, year of experience, salary and job satisfaction. Hence there is a significant difference among all the demographic profile of the respondents with respect to job satisfaction. And the P value for age, designation, educational qualification is less than less than 0.01 the null hypothesis is rejected at 1% level of significance, P- value for year of experience, salary is less than 0.05 the null hypothesis is rejected at 1% level of significance. Hence there is a highly significant difference among age, designation, and educational qualification with respect to organizational commitment and significant difference among year of experience, salary with respect to organizational commitment.

So the demographic profile of the respondents is significantly differing with respect to job satisfaction and organizational commitment.

3.2. Relationship between Job Satisfaction and Organizational Commitment

Table 3.2.1: Correlation table showing Relationship between Job Satisfaction and Organizational Commitment

Factors of Job Satisfaction and Organizational Commitment	Job Satisfaction	Organizational Commitment
Job Satisfaction	1.000	0.601**
Organizational Commitment		1.000

**** Correlation is significant at the 0.01 level (2-tailed)**

The correlation coefficient between Job Satisfaction and Organizational Commitment is 0.601 which indicates 60.1percentage positive relationships between Job Satisfaction and Organizational Commitment.

3.3. Significance of Job Satisfaction on Organizational Commitment

The regression table shows the impact of one variable on another variable as here we find out the impact of Job Satisfaction on Organizational Commitment. For this we used linear regression application in SPSS Software and we found out the values of R-square, which is 0.765. It indicates that job satisfaction contributes 76.5% in organizational commitment of employees. We have calculated F-value in our study, which is 20.143 and it means that the model is best fitted and has high predictability; B-value is found to be 0.439 which is significant at 1% level of significance, indicating that there is a positive relationship between job satisfaction and organizational commitment. Hence the null hypothesis (H_{03}) is rejected and we can say that the independent variable (Job Satisfaction) has significant impact on dependent variables (Organizational Commitment).

Table 3.3.1: Regression table showing Significance of Job Satisfaction on Organizational Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
1.	(Constant)	23.209	3.623		9.456	<0.001**
	Job Satisfaction	0.439	.084	.475	5.463	<0.001**
Dependent Variable: Organizational Commitment						

** Denotes significance at 1% level

CONCLUSION

The present study has attempted to examine the impact of Job satisfaction on Organizational Commitment of the academic leaders in Tamil Nadu Universities. The demographic factors are significantly differing with job satisfaction and organizational commitment. When studying the relationship between Job Satisfaction and Organizational Commitment, Job Satisfaction has 60.1% positive relationship with organizational commitment and the job satisfaction has 76.5% influences on organizational commitment. So the study shows moderate to strong connection exists between Job Satisfaction and Organizational Commitment, which is in line with the results of numerous previous studies (Currivan, 1999; Meyer *et al.*, 2002; Malhotra & Mukherjee, 2004; Saari & Judge, 2004). Gopinath, 2020 fined significant relationship between Job Satisfaction, Job Involvement and Organizational Commitment.

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