



IMPACT OF JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

Job satisfaction is one of the necessary factors that have drawn attention of the organization furthermore as academicians. Currently a day's several organizations facing a many challenges to satisfy its employees so as to fulfill their organizational commitment and reach success and stay in competition. Job satisfaction is delineate as the evaluation of person's job and his company as contributing appropriately to the attainment of one's personal objectives. The job satisfaction and dissatisfaction depends on the nature of job and additionally one amongst the expectations from their job. In order to increase potency, effectiveness, productivity and job commitment of employees, the business most satisfy the wants of employees by providing smart operating condition. Employees are most significant part for organization, which makes it an asset for organizations. Organizations have an interest in retention of employees, this need organizations makes job satisfaction and organizational commitment as a lot of interested conception to evaluate the behaviour of employees who are essential for the organization. Job satisfaction and organizational commitment both are interconnected with each other and additionally these two concepts are most significant to work out the attitudes of employees at the work place. These are the positive outcomes that facilitate organizations to reap its benefits in terms of performance and organizational productivity. The main purpose of this study is to judge the relationship between the job satisfaction and organizational commitment and additionally verify factors affecting the job satisfaction and organizational commitment.

Keywords: *Job satisfaction, Organizational commitment, Effectiveness, Efficiency, Productivity, Working condition, Performance, Behaviour*

I. INTRODUCTION

Organizations see employees as a very important investment and that they required to be managed well by developing strong and affective motivation. Job satisfaction and organizational commitment, each are interconnected with one another. Job satisfaction and organizational commitment of employees towards organization are the clamant ideas that directly have an effect on the profit and competitiveness of the organization within the market. The challenge of an organization is to hire a motivated, satisfied and more committed employee. Job satisfaction concepts have gained popularity for organization similarly researchers.

14th International Conference on Science, Technology and Management (ICSTM-19)

Guru Gobind Singh Polytechnic, Nashik, Maharashtra (India)

2nd March 2019, www.conferenceworld.in



ISBN: 978-93-87793-74-3

The term job satisfaction was initially defined as it is a blend of emotional, psychological, physical, substantial, ecological and environmental situations and conditions that build an individual to state that he/she is contented, satisfied and fulfilled with his job. Job satisfaction is that the consequence of interaction among individual employee's standards, principles and his/her sensitivity and insight towards job and work atmosphere and surrounding.

Organizations which are well developed and managed are ready to sustain the pressure of the competition. Organizational commitment is the issue that is gaining significance over the years. Management and owners are greatly involved about the organizational commitment of employees. Commitment of employee's towards the gaining extensive importance and directly affects the performance of employee within the organization, if individuals are committed towards the organization they surely work and achieve better and even surpass their co-workers and help to gain a company a more competitive position and brings additional profit to the organization.

II. OBJECTIVES

- To measure the relationship between job satisfaction and organizational commitment
- To examine the relationship between intrinsic and extrinsic satisfaction and organizational commitment.
- To find out factors affecting job satisfaction and organizational commitment.

III. LITERATURE REVIEW

M.S.Chetnapan and **Mrs.Rajnikhare** (2012) published an article that is "Impact of Job satisfaction and Organizational Commitment on Employee Loyalty", find out the relationship between job satisfaction and organizational commitment by comparing of employee loyalty in manufacturing and service industry. There is a significant relationship between job satisfaction and organizational commitment and loyalty in manufacturing industry and in case of service industry job satisfaction has less impact on employee loyalty but organizational commitment has no impact on employee loyalty. **Khalid Rehman et.al** (2013) published an article on "Impact of Job satisfaction on Organizational Commitment". This paper offers a theoretical model of the complexity of relationships between these attitudes and other related variables or factors which explain the whole story of their interdependencies between the job satisfaction and organizational commitment of teachers in higher education institutions. **K.NathGangai, K.R Mangalam** (2015) published an article "Job satisfaction and organizational commitment: Is it important for employee performance" based correlation matrix analysis, all the dimensions of organizational commitment clearly have no significant relationship with job satisfaction. **Chung-Chieh Lee, Chih-Jen Chen** (2013) published an article "The Relationship between Employee Commitment and Job attitude and its effect on service Quality in the Tourism industry" The study established that in many cases, employees who have stayed longer in the job develop a more negative attitude towards their jobs, which affects their commitment to their work. It revealed that motivation is the key to employees' success in the workplace. The more motivation employees have, the more committed they become to the organization. **Nildes Raimunda Pitombo et.al** (2014) published an article "Organizational commitment and Job

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satisfaction” by using the combination of qualitative analysis with quantitative analysis the results indicated that satisfaction with rewards does not predict organizational commitment. On the other hand, satisfaction with interpersonal relationships is an antecedent of commitment. **MariaBatool, RazaUllah**(2013) published an article “Impact of Job satisfaction on Organizational Commitment in Banking Sector: Study of Commercial Banks in District Peshawar” The investigation of these two researchers is there are negative relationships between job stress and organizational commitment. It could be inferred that although stress and overall organizational commitment had a negative relationship, but no significant negative relationships were found in job stress and the sub-variables of organizational commitment i.e. affective commitment, continuous commitment and normative commitment. **Azma Ismail, MohdRidwan ABD Razak** (2016) published an article “Effect of Job satisfaction on Organizational Commitment” This study is about association between job satisfaction and organizational commitment. This research was conducted at Fire and Rescue Department of Malaysia. Their study confirms that when employees satisfied with intrinsic satisfaction and extrinsic satisfaction from his or her job condition may lead to greater organizational commitment in the studied organizations. **MosammodMahamudaParvin, M MNurulKabir**(2011) “Factors affecting employee Job satisfaction of Pharmaceutical Sector” The Pharmaceutical sector plays a vital role in underpinning the economic development of a country, So to evaluate job satisfaction of employees in different pharmaceutical companies. Satisfied employees offer good services for the organization which increases organizational performance, so fairness is a key factor affecting job satisfaction in pharmaceuticals companies. In pharmaceuticals companies’ job security is vital aspect of job satisfaction to male employees than to female employees. **D.Thiagaraj, Dr.A. Thangaswamy** (2017) “Theoretical Concept of Job satisfaction” this study about concept of job satisfaction. Job satisfaction is an important issue to be addressed to get better result in any organization. Job satisfaction affecting on productivity, absenteeism, safety, stress, unionization. They are used some concepts of job satisfaction are Abraham Maslow’s need hierarchy, Clayton Alderfers ERG theory, Frederic Herzberg two factor theory, Douglas McGreger theory X and theory Y, David McClelland’s Need theory, Vroom’s valence expectancy theory, Equity theory, Goal setting theory and Porter and Lawler model. **AmirAbouElnaga, Amen Imran** (2014) “Impact of Employee Empowerment on Job satisfaction” there study find outs are due to the increase of the employees’ performance, the performance of the company will also increase. Managers of different companies apply some of the concepts of employee involvement. However, they do not involve employees in the decision-making process in order to increase.

IV. CONCEPT

Job satisfaction:

Job satisfaction refers to how well a job provides fulfillment of a need or want or how well it serves as a source or means of enjoyment. Job satisfaction is degree to which an individual feel positively or negatively regarding their jobs.



(Source: Researchgate.net)

Job satisfaction has been defined in several ways that, it should be as simple because the feeling of satisfaction with a job. An individual likes their job, they feel job satisfaction. When the employee performs their work well, they feel they have sense of job satisfaction. When the works has smart communication relationships with their boss and colleagues they feel job satisfaction. The psychologists who study the behavior of industries and organizations also look at job satisfaction in numerous paths. Job satisfaction measures employees contentedness with their job whether (or) not they just like the job (or) individual aspects of jobs, such as nature of work, supervision etc. one among the foremost important variable in industry or organization in the job satisfaction. A large number of factors determine his satisfaction and this influence to an excellent extent the quality and quantity of output job satisfaction is nebulous concept.

V. THEORIES OF JOB SATISFACTION

Vroom's expectancy theory:

The expectancy theory places an emphasis on the process and on the content of motivation similarly, and it integrates needs, equity and reinforcement theories.

Victor vroom's (1964) expectancy theory aim to explain however individuals select from available actions. Vroom defines notification as a process that governs our choices among various types of voluntary behavior. The basic rational of the theory in that motivation stems from the belief that decisions will have their desired out comes. The motivation to have interaction in an activity is decided by appraising three factors.

These three factors are:

1.Expectency,2. Instrumentality,3.Valence

Expectency:

A person's belief that a lot of effort will result in success. If you work harder, it will result in better performance. When employee performs better he get more benefits from the organization and also he is motivated towards his job satisfaction.

Instrumentality:

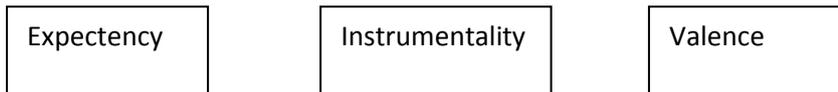
The person's belief that there is a relationship between the activity and goal. How because when an individual set goal (or) commitment towards his job, then he perform well, then he



can get reward.

Valence:

The degree to which an individual values the reward, the results of success. For example in this case the question is that: “do I value the reward that I get?” Appraisal of this factor is based on the importance of its job, putting {of good|ofexcellent|of fine} efforts and good performance in general.



Expectancy + Instrumentality + Valence = **Motivation**

(Source: Authors compilation)

Vroom supposes that expectancy, instrumentality and valence are added together to determine motivation. This means that if any of these is zero then the motivation to do something is incomplete. Because the expectancy, instrumentality and valence are depend upon each other.

The expectancy says that, the relationship between effort and performance and instrumentality tells about the link between performance and reward and also valence provides the link between the value the anticipated outcome, reward.

Adam’s equity theory:

The equity theory states that when individuals are motivated if they are treated equitably. And receive what they consider fair for their effort and costs.

The theory was proposed by Adams (1965) and relies on social exchange theory.

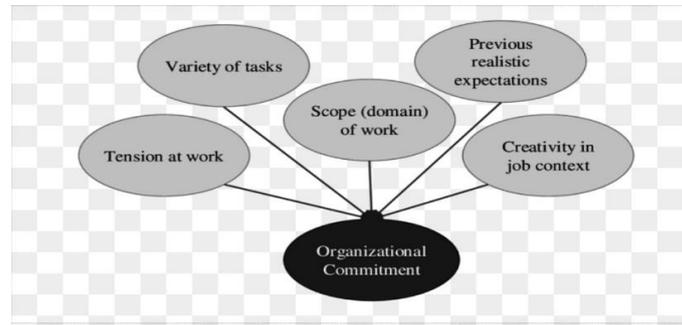
According to this theory, the people compare their contribution to work, costs of their actions and also the benefits the reference person.

If people perceive that the ratio of their inputs-outputs to the ratio of referent others input output is inequitable, then they will be motivated to reduce the inequity.

For example at the work place the employees are place their inputs into the job, such as education, experience, efforts, energy, and expect to get outcomes like salary, reward, promotion and interesting and challenging work each in equal manner they are happy towards their job and also they are perform well for the sake of job satisfaction.

VI. ORGANIZATIONAL COMMITMENT

Organizational commitment is that the bond of worker expertise with their organization. generally staff United Nations agency area unit committed to their organization usually feels a reference to their organization, feel that they fit in and feel they understand the goal of the organization. The added value of such worker is that they have a tendency to be additional determined in their work, show comparatively high productivity and area unit additional doing one thing (proactive) in giving their support.



(Source: Researchgate.net)

Organizational commitment is that the individual psychological attachment to on organization. Trustability to the organization willingness to exert effort on behalf of the organization's goal and values and want to take care of membership. Associate degree employee's feeling and attitudes regarding the whole work organizations.

VII. ORGANIZATIONAL COMMITMENT THEORIES

Behavioral theories:

Much of the literature during this field is behavior. this implies it warm-heartedness to seek out the particular ingredients that build somebody committed to a gaggle rather AdeyinkaTella etc.al, writing regarding librarians in Federal Republic of Nigeria, cites many behavioral factors in making a committed person. these area unit the various of labor "role ambiguity", the angle of coworker's relatives and friends, choice to the organization information and ability completely different on the duty. These appear to purpose to big role freedom and fewer of over specialization and fascinating, gratifying labor.

Social identity theory:

It is a positive self-concept. Social identity may be a mid-range theory of cluster membership, self-conception and cluster behavior that characteristics an informal role to collective self-conception. Social identity is practiced in a very vary of teams. Within the social identity theory focusing the demographic teams, cultural teams, family teams, per groups.

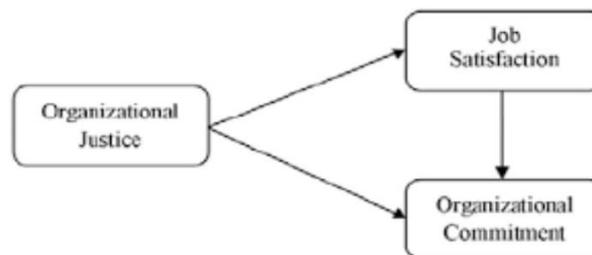
The creation of cluster identities concerned each styles of one's "in-group" with reference to social to associate degree "out-group" with a positive bias vis-à-vis the out cluster. Social identity may be a straightforward approach holding that each one soul need to extend the self image by being connected to a selected cluster.

Self-categorization theory: Self-categorization approaches hold that the self is built through these structure ties and also the individuals will read themselves on many completely different levels. Self-categorization theory is they in psychology that describes the circumstances underneath that someone can understand collections of individuals as a gaggle. As well because the consequences of pereeiving individuals in cluster terms.

Relationship between Job satisfaction and Organizational commitment:

Organizational commitment and Job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees and normally high performers that contribute organizational productivity. Job satisfaction and organizational commitment are

two most researched organizational behaviour constructs. It is generally agreed that low level commitment may result in employees voluntarily ceasing the employee or organization relationship with results in organization losing professional and skilled individuals. It is widely researched concept in both organizational behaviour and human resources management, it has been demonstrated to have substantial and meaningful communication, relationships with a lot of organizationally relevant outcomes, including trust, turnover intentions and absenteeism. Organizational commitment as defined as the strength of individual's identification with and involvement in a particular organization it is characterized by the belief and norms acceptance of organizational goals.



(Source: Researchgate.net)

VIII. CONCLUSION

The purpose of the research was to analyze the relationship between the job satisfaction and organizational commitment. The finding of this study is there is a huge relationship between the job satisfaction and organizational commitment. Both job satisfaction and organizational commitment are interrelated with each other. Every organization gives a huge importance to the job satisfaction. When the employee gets job satisfaction regarding his job, he works enthusiastically to achieve the organizational goals. In this we use the motivation theories on job satisfaction. The employees are motivated to work effectively and maintains a commitment towards their work that is like organizational commitment. When employee can reach commitment he must be satisfied with his job. So job satisfaction and organizational commitment have the positive relationship. Finally, we concluding this study the job satisfaction shows the more impact on organizational commitment.

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ISBN: 978-93-87793-74-3

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