

Relationship between job satisfaction and organizational commitment of employees working in a public undertaking: a pilot study

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ABSTRACT

The aim of this study was to investigate the relationship between Job satisfaction and Organizational commitment of employees working in public undertaking in India. The study focused on assessing the nature of relationship of the two variables, using Pearson's correlation coefficient. This was a correlational pilot study, targeting a sample of 60 employees (1:1 sex ratio), who are currently working at a public undertaking organization. The study used The Organizational Commitment questionnaire to assess the level of commitment employees have towards their organization and to assess the levels of satisfaction employees present towards their job, The Minnesota satisfaction questionnaire was used. The study found a strong positive (+0.01) relationship between Job satisfaction and Organizational commitment. The study also found that male employees have higher levels of Job satisfaction and Organizational commitment when compared to female employees for the same designation and under the same organization. The study was unable to find a definitive cause behind this, as the cause-effect was out of interest of this research.

Keywords: *Correlation, Organizational commitment, Job satisfaction, Pearson's correlation coefficient, cause- effect.*

Job satisfaction is an important issue for all workplaces whether they are in public or private undertaking or in a first world or third world countries (Getahun, Tefera & Burichew, 2016). The main purpose behind the intense researches on job satisfaction is because a satisfied employee is assumed to be more committed and commitment to an organization results to an increase in organizational output and effective projects (Robbins & Coulter, 2005). Job satisfaction is a matter of concern for both the employers and employees of public as well as private undertakings. Similarly, it has been postulated that the low pay, limited chances for up-gradation are qualities of government sector organization which avert the most educated employees from residual in government agencies. The result to it can be a decrease in the organizational output and initiative in public undertakings (as cited in Rehman et al., 2013). Hence, job satisfaction is bothered as to the need of the employees in the work unit are in

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regards to the outcome (Khan, 2006). More accurately, it has been described as an agreeable emotional state resulting from the assessment, emotional feedback and attitudes towards one's job (Wikipedia, 2009).

In the field of organizational behavior, studies of bonds with the organization, especially those which study commitment, have been given special attention due to their eminent role in enabling a more descriptive knowledge of the relationships established between the employees and their organizations. From these organizational functional points of view, commitment is expected due to its impact on desirable variables, such as performance and organizational citizenship behavior, among employees. Starting from this premise, a number of studies have been conducted in recent decades in order to assess the variables that contribute to the development of this connection, and the consequences expected due to the establishment.

Organizational Commitment is referred to the loyalty of an individual towards an organization (as cited in Rehman et al., 2013). It is a mental state that ties the individual to the institution, a strong wish to remain a member of a specific organization, a person readiness to struggle a high level of efforts and a strong trust and acceptance of, the principles and goals of the institution (as cited in Rehman et al., 2013). Results of job satisfaction and organizational commitment along with the interest and motivation towards the work have an effect on intentions to give up or continue at a particular organization or in a field (Bashir & Ramay, 2008). Literature has suggested that an individual might commit to an organization for various reasons these can range from realizing the cost of leaving to attachment of values or self to the organization.

Recent empirical research has discovered the meaning of organizational commitment differs depending on the organizational context and environment in which it was assessed. For example, private sector employees have, on average, organizational and job attitudes that are different from those of public sector employees (as cited in, Markovitz, Davis, Fay, and Dick, 2010). Thus, organizational commitment is expected to be different in its nature and meaning in different organizational settings as well as in different cultural environments (as cited in, Markovitz, Davis, Fay, and Dick, 2010). The present study seeks to enhance the understanding of this area by exploring the relationship between organizational commitment and job satisfaction.

The importance of job satisfaction and its relationship with organizational commitment had been acknowledged for several years in managerial psychology. It had been proposed that reciprocal relationships exist between forms of organizational commitment and elements of job satisfaction. Employees are amongst the most powerful 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 for the organization as well as the individual, there will be more turnover and less absentees as well as better incentives (as cited in Gangai and Agrawal, 2010).

Over the past few years a personal observation led to an understanding that in Indian culture public sector jobs are more prioritize and valued rather than the ones in the private sector. The society has produced highly driven and enthusiastic adults who would like to procure jobs in the public sector. A survey conducted in 1979 by various news channels in the Indian journalism industry displayed that the working population of the society prefers government/

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public sector jobs over private jobs but over the past few years' government have been failing to attract millennials to join the public sector force (Bates, 2016). This can be due to the portrayal of the public sector jobs as more satisfied and fulfilling by the society but in 1979 a study conducted by Rainey (as cited in Bordia and Blau, 1988) mentioned that public sector managers and employees at senior executive post has presented dissatisfaction towards there organization's policies which had led to detriment of the good task performance. Whereas private sector employees have presented high level of intrinsic job satisfaction and organizational commitment, it was found that the employees felt well compensated and appreciated at their jobs (Bordia and Blau, 1988). Through the collection of these literature and observations, it was important to understand how commitment towards the public sector have changed for the employees and what role job satisfaction is playing in it. This study have tried to study the influence of job satisfaction on organizational commitment in various public sectors and positons of employees. The particular cultural values and societal practices of a country, coupled with the political, economic, and social conditions, create different profiles for private and public sector employees (Markovitz et al., 2010).

The importance of this study is, it focuses on collecting data and statistical information in context of Indian workspace and cultural context. The significance of this study is that it provides a quantitative perspective to the relation of these two variables and allows to draw a conclusion whether the two are directly proportional to each other or indirectly proportional. The studied had tried to collect quantitative data about satisfaction and commitment in a public sector organization. The study have tried to include both the gender's perspectives and how each experience the organization in terms of job satisfaction on organizational commitment. The study have also tried to measure the gender difference between job satisfaction's influence on organizational commitment of men and woman, the study researches that whether gender affects the job satisfaction and commitment of the employees.

METHODOLOGY

Objective of the study

1. The study focuses on understanding statistical and empirical data on the effects of job satisfaction on organizational commitment of employees in various organizational sector.
2. To understand how job satisfaction and organizational commitment are related to each other and how one affects another.
3. To find whether job satisfaction is directly or indirectly proportional to organizational commitment.
4. To collect statistical data in regards to job satisfaction and commitment in context to Indian culture and workplace.
5. To study gender difference in scores of job satisfaction on organizational commitment of male and female employees of the same organization.

Hypotheses of the study

After thoroughly studying the literature and theories on job satisfaction and organizational commitment, the following hypotheses were designed.

- *Null Hypothesis:* There is no relationship between job satisfaction and organizational commitment of employees working in public undertaking.
- *Hypothesis 1:* There is a relationship between job satisfaction and organizational commitment of employee working in public undertaking.

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- *Hypothesis 2:* Job satisfaction is directly proportional in relationship to organizational commitment.
- *Hypothesis 3:* Gender of employees also counts as a factor in determining the relationship of job satisfaction and organizational commitment.

Sample

The participants of the study were selected on the basis whether they were working in a public sector. There was no age criteria based selection for the sample. To collect the sample for the study, sampling techniques snowballing and convenient sampling were used. The total size of the sample was 60, with an equivalent sex ratio of 1:1 for male and female. Participants were in between the ages of 26 to 40 years old, the mean of their ages was 40, belonging to the managerial designation at a public sector. The sample was heterogeneous in terms of age, gender, cultural, religion and race.

Instruments

Two measures were used in this study,

1. **Organizational Commitment Questionnaire (OCQ):** Organizational Commitment Questionnaire is a 15 item scale by Mowday, Steers and Porter. The questionnaire was used for assessing organizational commitment in employees in different sectors. It has a Cronbach alpha of .90 and two subscales were created using factor analysis i.e. value commitment and commitment to stay with a Cronbach alpha of .89 and .72 respectively. The scores are calculated on a seven point scale from highly disagree to extremely agree. The response scale of the questionnaire is likert. The interpretation of the scores are done by referring to the manual. Five items from the questionnaire are reversed scored. To calculate the scores of the participant pencil and calculator were used to obtain accurate scores.
2. **Minnesota Satisfaction Scale (MSQ – SS):** The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. Three forms of this questionnaire are available to the users: two long forms (1977 version and 1967 version) and a short form which has been used in this research. The MSQ is known to provide more specific information on the factors of a job that an individual finds rewarding than other general measures of job satisfaction. The MSQ is also useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers present in jobs. This tool have been tested for test-retest reliability, internal consistency and construct validity. In terms of test- retest reliability for general satisfaction 0.89 and 0.70 over one year, for internal consistency the alphas for intrinsic satisfaction range from 0.84-0.91, with a median of 0.86, whereas for extrinsic satisfaction 0.77-0.82, with a median of 0.80 and for general satisfaction 0.87-0.92, with a median of 0.90. The MSQ have been used to obtain data from various occupational groups to differentiate job satisfaction at the 0.001 significance level on all scales. The MSQ can be scored using the information in the manual. It has a likert scale with five response areas, each scored accordingly. There is no reverse scoring in the questionnaires. The interpretation of the score is done using the manual. To calculate the scores of the participants pencil and calculator were used to obtain accurate scores.

Procedure

The participants were provided with informed consent forms before the conduction of the survey. The participants were given prior instructions before the conduction of the

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questionnaire. The participants were given two questionnaires one for job satisfaction and one for organizational commitment. A minimum of 15-20 minutes were provided to the participants to complete the questionnaires. The questionnaires were conducted through pencil and paper as well as electronic devices by creating google forms which will include the questionnaire. After the collection of data, scores were interpreted and correlated using an IBM software named Statistical package for the social sciences (SPSS).

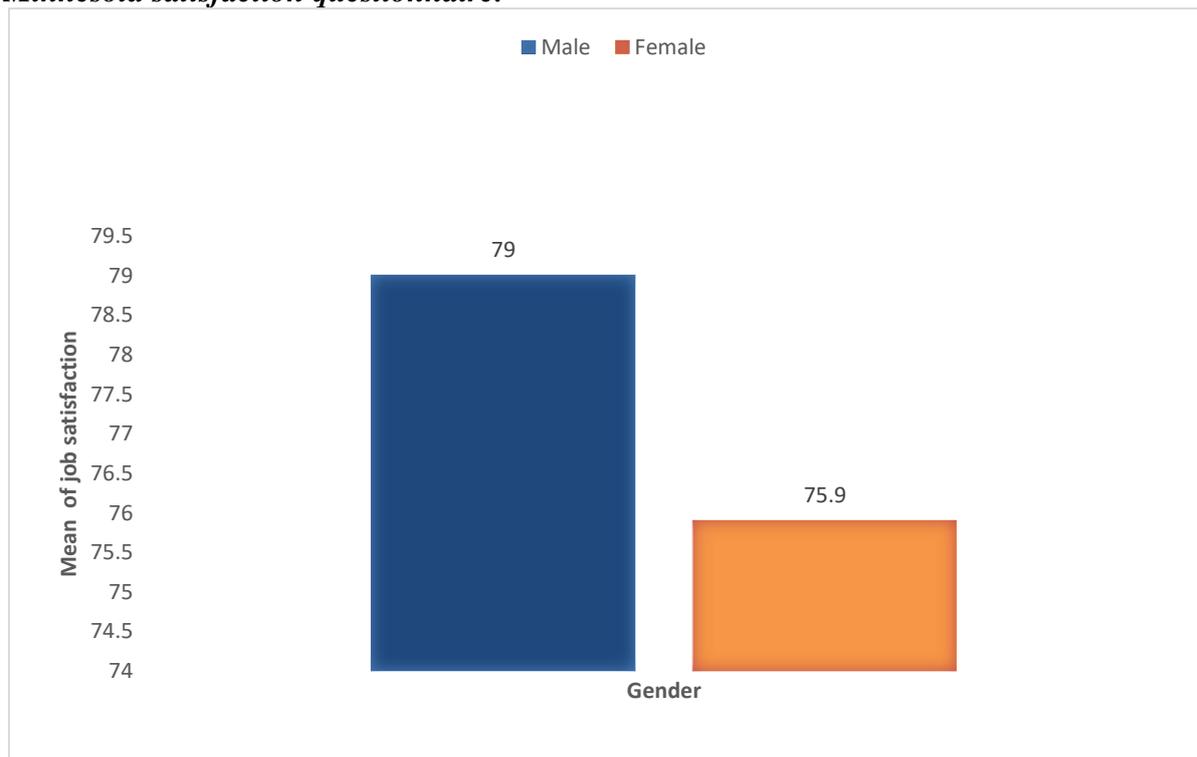
RESULTS

The present study had performed Pearson's correlation on the quantitative data of the participants to assess the hypotheses and the variables of the study. The data consisted of participant's scores on the measures of The Minnesota satisfaction questionnaire short form (MSQ) and The Organizational Commitment Questionnaire (OCQ) (Mowday). Data were managed and statistically analyzed using statistical package of social sciences (SPSS) software for windows. The result of the present study are mentioned in this chapter.

Overview of the results

Descriptive analysis were conducted to obtain an overall profile of the sample for the variable job satisfaction variable. Participant mean score for the scale, Minnesota satisfaction questionnaire was calculated through t-test and mean obtained from it was used for interpretation. It was observed that male participant had scored higher i.e. 79 at The Minnesota Satisfaction questionnaire, whereas female participant had a relatively low score of 75.9. The number of participants is 60 and the male to female ratio is 1:1.

Fig. 1: The bar graph below depicts the mean value of male and female participant at The Minnesota satisfaction questionnaire.

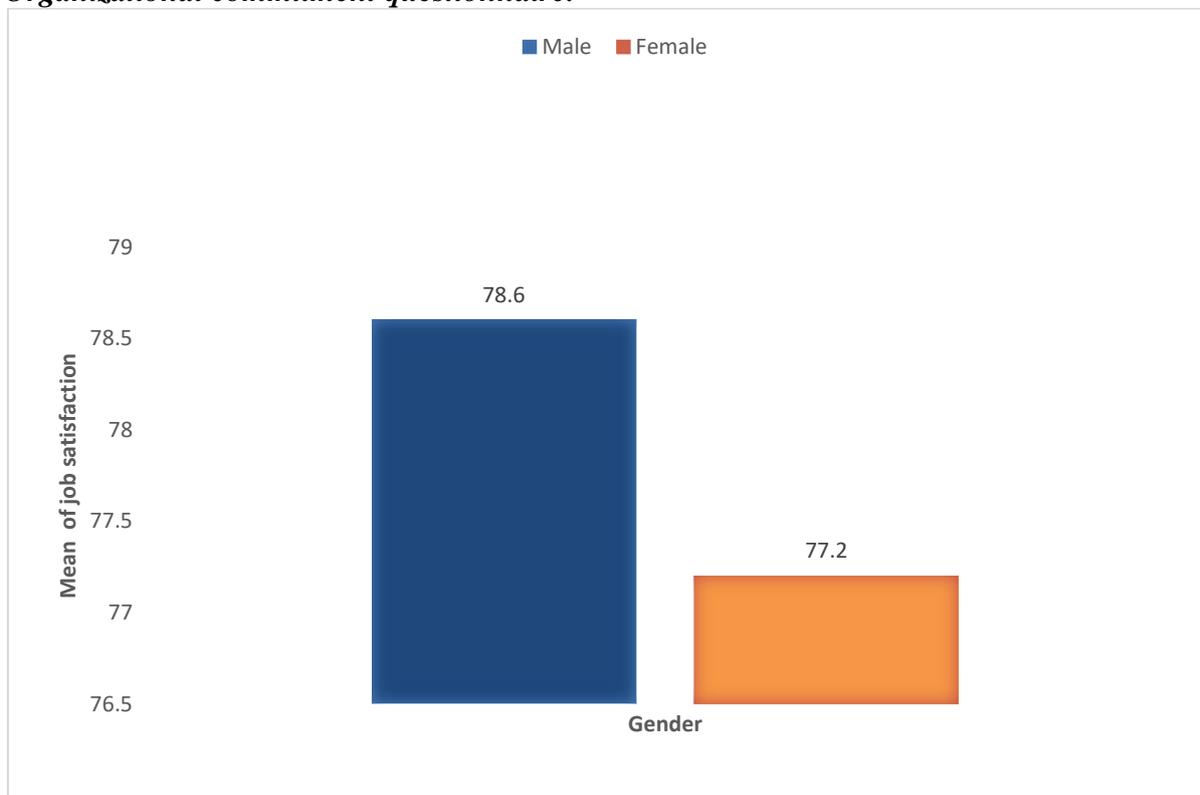


Descriptive analysis were conducted to obtain an overall profile of the sample for the organizational commitment variable. Participant mean score for the scale Organizational

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commitment questionnaire, was calculated through t-test and mean obtained from it was used for interpretation. It was observed that male participant had scored higher i.e. 78.6 at Organizational commitment questionnaire, whereas female participant had a relatively low score of 77.2. Total number of participants for female and male was 30.

Fig. 2: The bar graph below depicts the mean value of male and female participant at The Organizational commitment questionnaire.



To find the correlation between job satisfaction and organizational commitment, Pearson’s correlation was performed. They were significant at 0.01 level, which interprets that there is a correlation between the two variables.

Table 1 Correlations

		MSQRS	OCQRS
MSQRS	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
	N	60	60
OCQRS	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	
	N	60	60

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

Group statistics was performed on the scores to obtain the gender difference in correlation scores of job satisfaction and organizational commitment.

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Table 2 Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MSQRS	M	30	79.000	9.8331	1.7953
	F	30	75.900	12.0211	2.1947
OCQRS	M	30	78.600	9.9051	1.8084
	F	30	77.200	13.0632	2.3850

From the above table mean, standard deviation and stand error mean of the participant’s score for Minnesota satisfaction questionnaire and organizational commitment questionnaire were obtained. Male participants had higher scores on the two scales, whereas female participants had relatively lower scores on the two scales. It was also observed that participants who had higher score on Job satisfaction scale also had higher scores on organizational commitment scale.

Hypothesis testing

The Pearson’s correlation is indicated strong when the value ‘r’ lies in-between 0.7 to 1.0, this indicates a strong linear relation between the variables. On the basis of this information the null hypothesis of the study was assessed.

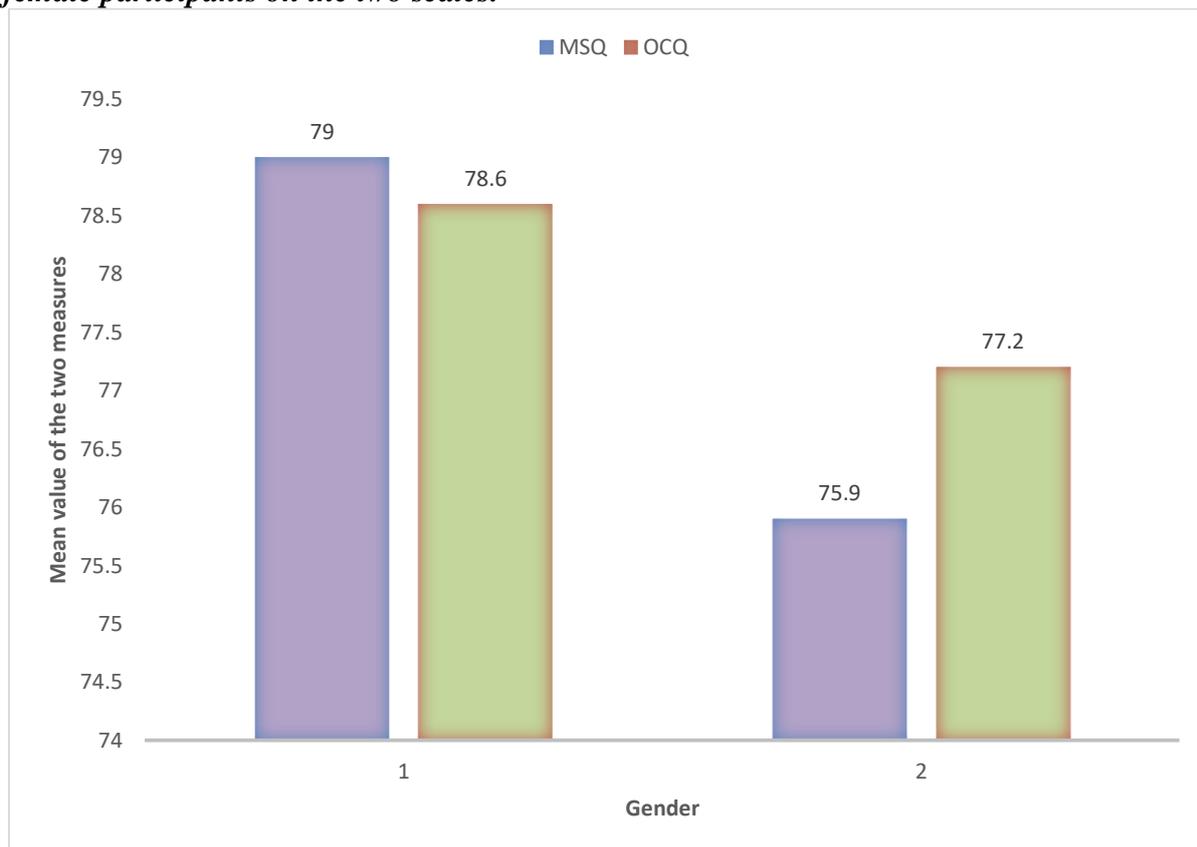
The Null hypothesis of the study states that ‘there is no relationship between job satisfaction and organizational commitment of employees working in public undertaking.’ For the present study null hypothesis was rejected because the Pearson’s correlation value was 0.01, indicating that there is a strong relationship between the two variable. In this case the first alternate hypothesis i.e. ‘there is a relationship between job satisfaction and organizational commitment’ will be accepted.

The second alternate hypothesis of the study states that ‘Job satisfaction has a directly proportional relationship with organizational commitment.’ The hypothesis was supported in this case and the means of the participants were observed, in participants where mean value of job satisfaction was high, organizational commitment’s mean value was also high, whereas the participants where job satisfaction’s mean value was low, the mean value of organizational commitment was also relatively low. This observation supports the second hypothesis, as both the variables are interdependent and move in the same direction.

The third alternate hypothesis states that ‘gender of employees is also considered as a factor in determining job satisfaction and organizational commitment.’ The hypothesis was accepted, as a critical observation was made towards the means of the male and the female participants on the job satisfaction and organizational commitment scale. Male participants had a mean value of 79 and 78.6 in Minnesota Satisfaction questionnaire and Organizational commitment questionnaire, whereas female participants had a mean value of 75.9 and 77.2 in Minnesota satisfaction questionnaire and Organizational commitment questionnaire. The mean value scores for job satisfaction and organizational commitment scale of male and female participant were compared, it was concluded that male participants had relatively higher scores on both the domains in comparison to that of the female participants. From this observation, it can be stated that in the present study gender plays a role in determining the levels of satisfaction and commitment in employees at a public undertaking.

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Figure 5.3- The bar graph below represent comparison between mean values of male and female participants on the two scales.



1 = Male participants, 2 = Female participants

MSQ – Minnesota Satisfaction questionnaire (represented in violet color)

OCQ – Organizational Commitment questionnaire (represented in green)

DISCUSSION

The study sought to investigate the relationship between job satisfaction and organizational commitment of employees working in public undertaking regardless of their gender. The present study aimed on understanding the relationship between job satisfaction and organizational commitment, also whether gender plays a role in determining these two factors or not.

In support of the hypothesis stating that ‘There is a relationship between job satisfaction and organizational commitment of employees working in public undertaking.’ It was found that this hypothesis was significant at 0.01 level, hence there is a positive relationship between job satisfaction and organizational commitment. Positive associations between job satisfaction and organizational commitment have been found in the past literature, several studies have focused directly on testing the causal relationship between job satisfaction and organizational commitment (Srivastava, 2013). However, it is a debatable issue whether job satisfaction is the predictor of organizational commitment or vice versa. Several researchers have made the case that job satisfaction is a predictor of organizational commitment (Porter et al., 1974).

This study have also found significant difference in scores of male and female participants, female participants have relatively lower scores in organizational commitment and job

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satisfaction in comparison to their male counterparts. This difference could be due to several reasons but no one definitive cause for this difference in the scores was found. Female employees are paid less for the similar work as their male counterparts, this could be one of the few reasons which demotivates the job satisfaction and commitment towards the organization, pay gap, lack of incentives, and inappropriate treatment towards female employees could be one of the reasons in determining the levels of satisfaction and commitment. India being a patriarchal society, the chances of female employees achieving the higher authority positions at an organization are 2 out of 10, which is a relatively low statistics when compared to the male employees. The study could not find a definitive cause behind the difference in scores of male and female participants, however through that difference, the study was able to prove that job satisfaction and organizational commitment are directly proportional.

This study had found contradicting results to two researchers by Nunn (2000) and Norzian (2012), which found that there is a low correlation between job satisfaction, commitment, and the thoughts to withdraw from 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 (as cited in, Gangai and Agrawal, 2014). There can be different factors which might affect commitment behavior this can be professional or personal. Some authors concluded that only a weak negative correlation exists between job satisfaction and voluntary turnover. For example, employees might not have options for staying with their present job situation. Kalleberg and Mastekaasa (2001) found that past studies have not discovered any consistent or definitive factor in determining the relationship (as cited in, Gangai and Agarwal).

The present research's finding could be a result of cultural difference, change of governmental organization and size of the sample, the studies which have contradicting findings than the present study have been conducted in parts of United States of America and Europe, hence there are slight chances of difference in result due to culture and geographic location. Although, the results of the present study have gained supportive findings from researches which have been performed in public organizations which are under Indian government or in South – east Asiatic geographic location.

Implication of the study

The present study suggests that there is a positive relationship between job satisfaction and organizational commitment of employees working in a public undertaking. The findings from this study can assist managers and policy makers in formulating incentives and criteria's which can nourish either organizational commitment or job satisfaction of employees, as increase or decrease in one factor will cause the same in the other. The study also suggests that if the employees are more satisfied with their job or the work they do at the organization, then they will also tend to have lower tendency of thoughts about leaving the organization and will be highly committed and motivated towards their job (Srivastava, 2013).

Limitations of the study

One of the major limitation of this study is the limited use statistical techniques and methods to analyze the result of the present study, however the use of Pearson's correlation in analyzing the results was appropriate for the study but it does not provide a rich statistical data. A limitation of the present study could be the manipulation of responses in order to seem more socially desirable (Smith, 1999), in order to counter act this an additional control

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group could be used to add more authenticity to the results of the study. The sample used in this study was convenient to begin the research, but in future a large number of sample should be used to gain more concrete results to prove the hypotheses. One other limitation of this study is the use of measures, although self -measures are known to be the most appropriate and convenient to assess internal behaviors such as satisfaction and commitment, but this can also lead misinterpretation as these behaviors are also highly subjective in nature, to prevent this doubtful scenarios use of interviews and projective psychometric measures could be used (Crowther, 2010). In terms of using a measure, a limitation that arises can be that the results of the same participants for the same variables could be different on different questionnaires. Alternatively, a number of different scales that asses the same variables could be used to facilitate within method triangulation so as to increase the internal validity of results (Mathison, 1988; Elliot et al.,1999). Due to the correlational nature of the study it was not possible to make assumptions about the casual direction of the relationship that were examined, therefore longitudinal experimental research designs are required to further investigate the causality of the observed relationship (McCabe and James, 2009). Definitive effects of gender on determining the job satisfaction and organizational commitment in employees working in public undertaking were not explained due to lack of sufficient statistical data and literature support.

CONCLUSION

This was a correlational pilot study targeting a sample of 60 employees both male and female in an equivalent ratio of 1:1, meant to find relationship between job satisfaction and organizational commitment of employees working in public undertaking. The present study found that there is a high significant correlation between job satisfaction and organizational commitment, as the study is significant at 0.01 level, hence proving the mentioned hypotheses in the study. The results found in this study have strong findings from the past literature and researches (Srivastava, 2013). The study was also able to discover that job satisfaction and organizational commitment are directly proportional in nature, and any change in one can lead to a change in the other. From the present study it can be concluded that organizational commitment and job satisfaction have a direct and positive relationship with each other. Lastly, according to the present study it can be concluded that in Indian public undertaking male employees are more satisfied and committed to their organization, in compared to the female employees at same post and in the same organization.

Suggestions for future research

- Future research should attempt to replicate the findings of the current study, while controlling the cultural, religion and race variations in the result as possible.
- Future research in this area can focus on understanding the factors which lead to difference in levels of job satisfaction and organizational commitment due to gender.
- Future research can focus on building understanding the factors which are prominent in determining job satisfaction and organizational commitment. Such researches can help employers in understanding the factors and they can formulate their policies based on those research.
- Future research can also use qualitative methods such as interviews in obtaining an in-depth knowledge about the managerial and industrial/organizational psychology.
- Future research can also do an age focused study to observe the attitude of emerging adults towards public sector occupations.

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- Future research can perform a cause- effect research to understand the effects of job satisfaction on organizational commitment and turnover.

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Conflict of Interest

The author declared no conflict of interests.

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