

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

Razia Saleem^{1*}

ABSTRACT

An attempt was made to study relationship between organizational commitment and job satisfaction as well as role of organizational commitment on job satisfaction among private sector employees. The sample of the study was selected by using the purposive sampling technique. The sample consisted of 50; participant's age range was 35 to 55 years. Organizational Commitment Scale (2001) developed by Shawkat and Ansari and Job Satisfaction Scale developed by Dubey, Uppal, Verma and Maini (1989). Pearson product moment correlation was used to study the relationship between different dimensions of organizational commitment and job satisfaction as well as simple linear regression was used to examine the role of organizational commitment on job satisfaction among private sector employees. It was found that different dimensions of organizational commitment significantly and positively correlated with job satisfaction, it was also found that organizational commitment has significant influence on job satisfaction among private sector employees. The result revealed that, when organizational commitment increases job satisfaction also increases and vice versa.

Keywords: *Organizational commitment, Job satisfaction, Organization, Private sector employees.*

Job satisfaction plays an important role in determining ones quality of life and work commitment towards their job. It will boost ones morale and aspire to rise further in life and always committed with their work and organization also makes a person more confident and secure future. If a person not satisfied with their work they suffer from difficulties and abnormalities occur in their personal and work life. 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 describe that which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's

¹ Research Scholar, Department of Psychology, Aligarh Muslim University, Aligarh, India
**Responding Author*

Received: July 23, 2017; Revision Received: August 24, 2017; Accepted: September 5, 2017

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

job. In simple words, it is about how employees feel about various aspects of the job (Bashir and Ramay, 2008).

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. (Vroom, 1964). Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Spector (1997) and Kreitner and Kinicki (2006) defined job satisfaction a global construct or as a constellation of different dimensions to which the employee reacts affectively. Job satisfaction can be understood as the way employees feel about their jobs and different aspects of their jobs. Spector (1997) says that a shift has taken place in the last 30 years of research from job satisfaction as need to job satisfaction as an attitudinal variable. For example, employees can have an attitude of being engaged with or disassociated from their organization. Job satisfaction as a psychological construct is defined by Dawes (2004) as having two components: a cognitive Component (the perception that one's needs are being fulfilled), and an affective component (the feeling that accompanies the cognition). McNamara (1999) defines job satisfaction as: one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of the fulfillment of their work, etc".

According to Mishra (1980), job satisfaction is a feeling accruing out of different conditions within a job and outside the job. Pleitner (1982) has pointed out that job satisfaction results from the degree of correspondence between the individual's expectations on the one hand and the circumstances of his job situation on the other, as compared by the individual employee. Dattuar and Prasad (1986) have found that the personnel in private organization with the exception of those at the middle level are more satisfied than those working in public organizations.

Mira and Pestonjee (1990) in their study of bank employees have observed that middle managers expressed the greatest degree of satisfaction followed by foremen and chiefs and then by workers. Dayanandan (1997) in his study of Human Resource Management in co-operative banks found that satisfaction with co-employees was favourable among both the senior and junior level employees. He also states that increased satisfaction was noticeable among the senior level employees with regard to environment and working conditions of banks in comparison with junior level employees. Jha and Pathak (2003) in their study of the nature of differences in the levels of job satisfaction among executives of four public and private sector organizations of Eastern and Northern part of India found the differences in different aspects of job satisfaction, viz., job itself, pay and security were felt by the

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

executives. These aspects were found to be significantly higher in the case of private sector organizations as compared to public sector organizations.

Jain (2010) analysed the impact of liberalization on HRM practices in public sector banks over a period of almost two decades. Variables were measured and conclusions were drawn striking a blend between micro level changes and their consequent impact on banking operations. Majority of the respondents agreed that the primary reasons for improved productivity post liberalization were uses of IT, Infrastructure, competition in the market place and outsourcing back office functions.

ORGANIZATIONAL COMMITMENT

In present period organizational commitment is universally acceptable phenomenon and conducive atmosphere of the organization attract employees commitment towards their organization and increase attachment with the work. Attachment of employee with his/ her work and the organization has received a considerable attention in management and organizational behavior approaches and as a result the phenomenon like attachment, identification, loyalty to the organization etc. has clearly emerged as the most recognized research construct.

Organizational commitment has been defined as “a psychological state that characterizes an employee’s relationship with an organization and has implications for the decision to continue membership of the organization” (Meyer and Allen 1991). March and Simon (1958) interpreted that real commitment creates an exchangeable relationship in which employees attach themselves to the organization in lieu of rewards or outcomes. The employees who are truly committed to the goals and values of an organization are more likely to participate on organizational activities.

Bateman and Strasser (1984) have indicated that commitment has a positive casual impact on job satisfaction. Oscar (1966) has found that the strength of a person’s commitment to an organization is influenced by the rewards he has received from the system and the kinds of experiences he has had to undergo in order to receive the rewards.

Mowday, Steers and Porter (1979) have found that the better performing branches of a bank have employees with relatively higher levels of organizational commitment than the low performing branches have. Aranya, Kushnir and Valency (1986) in their study among men and women accountants working in professional organizations indicate that women accountants tend to have lower levels of commitment than their men colleagues.

LITERATURE REVIEW

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

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

satisfaction and commitment are indicators to the solidarity between organizational members and management (Tonges et al., 1998).

Heslin (2003) in his study 'job satisfaction and organizational commitment' stated that employees' productivity is largely related to their level of job satisfaction and in fact the turnover rate can be reduced with a higher level of organizational commitment. There is relatively strong relationship between job satisfaction and organizational commitment.

Padala (2011) during a study on employees' job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemical Limited, India found the overall satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of good social and culture background of employees. Further, results showed that the employees as inclined positively in their commitment to organization. Age, education, nature of job, and income have negative relations with respondents' job satisfaction as well as organizational commitment.

Suki and Suki (2011) conducted a study to find out the influence of gender on employee's perception of job satisfaction and organizational commitment. Findings revealed that employee's gender has no significant effect on his/her perception of job satisfaction. Further they found that men and women employees have the same level of organizational commitment. Raju and Srivastava (1986) have suggested that employees who are satisfied with a company may develop commitment to the organization and vice versa.

Objectives of the Study

1. To study the relationship between different dimensions of organizational commitment and Job satisfaction and among private sector employees.
2. To study the role of organizational commitment on job satisfaction among private sector employees.

Hypothesis of the Study

In the light of available literature the following hypotheses were formulated:

1. There will be insignificant relationship between different dimensions of organizational commitment and Job satisfaction and among private sector employees.
2. There will be no role of organizational commitment on job satisfaction among private sector employees.

METHODOLOGY

Sample of the Study

The present research investigation was included of N=50 respondents of private sector employees of Aligarh district of Uttar Pradesh. The age range was 35 to 55 years. The data was collected by convenience sampling method.

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

Tools Used

The two different scales namely; Job Satisfaction Scale and Organizational Commitment Scale were used for data collection. The brief description of the scales used in the present study is presented in the following manner.

- 1. Job Satisfaction Scale-** This scale developed by B.L.Dubey, K.K.Uppal, S.K. Verma, C.K.Maini (1989). It was a five point scale comprises twenty five items. Strongly agree to score 0 to 4 items. Total 0 to 100 per subject. Reliability: test retest= 0.64, split half reliability co efficient=0.72.
- 2. Organizational Commitment Scale-** This scale was developed by Shawkat and Ansari (2001) at Aligarh Muslim University, Aligarh. It was a seven point scale comprised with fifteen items. The minimum and maximum score of this scale ranges between 15 to 105. Higher score indicates the higher commitment of the employees. The split-half reliability coefficient of the present scale was found to be $r=0.80$ and congruent validity was found to be $r=0.76$ respectively.

Procedure of Data Collection

Good rapport was established with each respondent before requesting to fill up the questionnaire and then instructions were invariably explained to the respondents. After that questionnaires were distributed individually. Subjects were assured of confidentiality of their responses and were requested to extend their co-operation. Finally questionnaires were collected from all the respondents, scoring done and analysis was carried on.

Statistical Analyses

In order to meet the research objectives data were analyzed; Pearson product moment correlation was administered to study the relationship between different dimensions of Organizational Commitment and Job Satisfaction while; Simple linear regression was applied to study the role of organizational commitment on job satisfaction.

RESULTS

Table-1: shows Correlations between different dimensions of Organizational Commitment and Job Satisfaction among Private sector Employees.

		Organizational Commitment	Affective Commitment	Continuance Commitment	Normative Commitment
Job Satisfaction	Pearson Correlation	.625 ^{**}	.341 [*]	.656 ^{**}	.573 ^{**}
	Sig. (2-tailed)	.000	.015	.000	.000
	N	50	50	50	50
**.					
*.					

Table-1 indicates that Organizational Commitment as well as its different dimensions significantly and positively correlated with job satisfaction. Whereas, job satisfaction correlated with organizational commitment ($r= .625$, $p<001$), Affective commitment ($r= .341$,

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

$p < .01$), Continuance Commitment ($r = .656$, $p < .001$) and Normative Commitment ($r = .573$, $p < .001$).

Table: 2- show simple Linear Regression analysis, organizational commitment as a predictor of job satisfaction among private sector employees.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 ^a	.391	.378	13.779
a. Predictors: (Constant), Organizational Commitment				

Summary table-2 provides the value of R and R^2 . Whereas, R has a value of .625 and because there is only one predictor, this value represents the simple correlation between organizational commitment and job satisfaction among private sector employees. The value of R^2 is .391, which tells us that organizational commitment can account for 39.1% of the variation in job satisfaction. This means that 60.9% of the variation in job satisfaction cannot be explained by organizational commitment alone. Therefore, there must be other variables that have an influence also on job satisfaction of private sector employees.

Table: 3- show F-value (ANOVA table).

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5855.285	1	5855.285	30.839	.000 ^a
	Residual	9113.595	48	189.867		
	Total	14968.880	49			
a. Predictors: (Constant), Organizational Commitment						
b. Dependent Variable: Job Satisfaction						

The most important part of the table is F -ratio, which is calculated using equation, and associated significance value of that F -ratio. In this table, F is 30.839, which is significant at $p < .001$ (because the value in the column labeled $Sig.$ is less than .001) this result tells us that there is less than 0.1% chance that organizational commitment has no influence on job satisfaction of private sector employees.

Table: 4- show the Coefficients details of Organizational Commitment and Job satisfaction among private sector employees.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.543	11.294		.491	.626
	Organizational Commitment	.878	.158	.625	5.553	.000

a. Dependent Variable: Job Satisfaction

Whereas, table-4 shows that b_1 value (i.e. .878) which represents 87.8% chances are there that when organizational commitment will increase job satisfaction will also increase and vice versa. The Value of Beta is = .625 for which t-value (t=5.553) is also significant at the level of .001 level of significance which indicates that organizational commitment has positive and significant influence on job satisfaction among Private sector employees.

DISCUSSION

Result of the study revealed that Organizational Commitment as well as its different dimensions significantly and positively correlated with job satisfaction. Whereas, job satisfaction correlated with organizational commitment. The value of R and R^2 . Whereas, R has a value of .625 and because there is only one predictor, this value represents the simple correlation between organizational commitment and job satisfaction among private sector employees. The value of R^2 is .391, which tells us that organizational commitment can account for 39.1% of the variation in job satisfaction. This means that 60.9% of the variation in job satisfaction cannot be explained by organizational commitment alone. Therefore, there must be other variables that have an influence also on job satisfaction of private sector employees. The most important part of the table is F -ratio, which is calculated using equation, and associated significance value of that F -ratio. In this table, F is 30.839, which is significant at $p < .001$ (because the value in the column labeled $Sig.$ is less than .001) this result tells us that there is less than 0.1% chance that organizational commitment has no influence on job satisfaction of private sector employees. Whereas, table-4 shows that b_1 value (i.e. .878) which represents 87.8% chances are there that when organizational commitment will increase job satisfaction will also increase and vice versa. The Value of Beta is = .625 for which t-value (t=5.553) is also significant at the level of .001 level of significance which indicates that organizational commitment has positive and significant influence on job satisfaction among Private sector employees. Bateman and Strasser (1984) have indicated that commitment has a positive casual impact on job satisfaction. Oscar (1966) has found that the strength of a person's commitment to an organization is influenced by the rewards he has received from the system and the kinds of experiences he has had to undergo in order to receive the rewards. Celik (2008) has surveyed the relation of job satisfaction and organizational commitment. In his study, he used variance analysis. The results indicated that there was a meaningful correlation between satisfaction and commitment.

CONCLUSION

On the bases of the findings it was found that organizational commitment and its dimensions have significant positive relationship with job satisfaction among private banks employees. Therefore highly satisfied employees would make a positive contribution to their respective organization. Thus, organization which seek to retain their employees by building strong organizational commitment are in better position to reap the benefits of a more dedicated, motivated, and reliable private sector employees.

In total this study contributes organizational commitment has positive relationship with job satisfaction and also job satisfactions play a very vital and positive role with organizational commitment among private sector employees.

Acknowledgments

The author appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interests: The author declared no conflict of interests.

REFERENCE

- Al-Aameri, A. S. (2000). Job Satisfaction and Organizational Commitment for Nurses. *Saudi Medical Journal*, 21 (6), pp. 531-535.
- Aranya, N., Kushnir, T., & Valency, A. (1986). Organisational commitment in a male dominated profession. *Human Relations*, 39 (5), 433-448.
- Bashir, S. and Ramay, M. I. (2008). Determinants of Organizational Commitment: A Study of Information Technology Professionals in Pakistan. *Institute of Behavioral and Applied Management*, 9 (2), pp. 226-238.
- Bateman, T.S., & Strasser, S. (1984). A longitudinal analysis of the Antecedent of organizational commitment. *Academy of Management Journal*, 27(1), 95-112.
- Çelik, C. (2008). Relationship of Organizational Commitment and job satisfaction: A Field Study Of Tax Office Employees. Mersin University, Turkey 138-155. <http://ces.epoka.edu.al/icme/11.pdf>
- Dattuar, N., & Prasad, H.N. (1986). Job enrichment and job satisfaction. *Productivity*, 27 (2) 169-173.
- Dawes, R. V. (2004). Job satisfaction. In M. Hersen & J.C. Thomas (Eds.) *Comprehensive handbook of psychological assessment: Vol. 4*, 470-481. Hoboken, N.J.: John Wiley & Sons. *International Journal of Business and Management Vol. 5, No. 6; June 2010*
- Dayanandan, R. (1997). *Human resource management in co-operative banks*. Ph.D. Thesis, University of Kerala, Thiruvananthapuram.
- Hoppock, R. (1935). Job Satisfaction, Harper and Brothers, New York, p. 47. *European Academic Research - Vol. II, Issue 9 / December 2014*
- Heslin, P. (2003). *Job satisfaction and organizational commitment*. Ph.D. Thesis, March 2003.
- Jain, S. (2010). Management of HR in Public Sector Banks' 1999-08. *Journal of Commerce and Management Thought*, I (I), 58-68.

Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees

- Jha, P., & Pathak, G.S. (2003). A Comparative study of job satisfaction in the post liberalization of private and public sector organizations. *Indian Management Studies Journal*, 7, 21-31.
- Kaliski, B.S. (2007), Encyclopedia of Business and Finance, Second edition, Thompson Gale, Detroit, p. 446
- Kreitner, R., & Kinicki, A. (2006). *Organizational Behavior*. New York: McGraw Hill. *International Journal of Business and Management Vol. 5, No. 6; June 2010*
- March J.G. and Simon, H. (1958). *Organizations*, New York: Willey.
- McNamara. (1999). Job satisfaction. Retrieved December 6, 2006, [Online] Available: http://www.managementhelp.org/prsn_wll/job_stfy.htm.
- Meyer, J.P. & Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*, 1,61 -89.
- Mira, S., & Pestonjee, D.M. (1990). *Job satisfaction, job involvement and participation amongst different categories of bank employees*. Unpublished Working Paper, IIMA.
- Mishra, P., Dhar, V., & Dhar, S. (1999). Job satisfaction as a correlate of HRD climate. *Indian Journal of Training and Development*, 29 (2), 3-11.
- Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14, 224 – 247.
- Oscar, G. (1966). Career mobility and organisational commitment. *Administrative Science Quarterly*, 10 (4), 488-503.
- Padala, S.R. (2011), “Employees’ job satisfactions and organisational commitment in Fertilizers and Chemicals Limited, India”, *International Research Journal of Management and Business Studies*, Vol. 1, No.1, pp. 017-027.
- Pleitner, H.J. (1982). Job satisfaction as a managerial concern. *Productivity*, 22 (4), 43-50.
- Raju, P.M., & Srivastava, R.C. (1986). Organisational commitment in relation to certain job attitudes. *Indian Journal of Industrial Relations*, 21 (4), 462-472.
- Rehman, K., Saif, N., Khan, A. S. and Nawaz, A. (2013). Impacts of Job Satisfaction on Organizational Commitment: A Theoretical Model for Academicians in HEI of Developing Countries like Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3 (1), pp. 80–89.
- March J.G. and Simon, H. (1958). *Organizations*, New York: Willey.
- Spector, P. (1997). *Job satisfaction*. Thousand Oaks, CA: Sage. *International Journal of Business and Management Vol. 5, No. 6; June 2010*
- Suki, N., & Suki, N. (2011). Job Satisfaction and Organizational Commitment: The Effect of Gender. *International journal of psychology research*, 6(5), 1-15.
- Tonges, M. C., Rothstein, H. and Carter, H. K. (1998). Sources of Satisfaction in Hospital Nursing Practice: A Guide to Effective Job Design. *Journal of Nursing Administration*, 28 (5), pp. 47-61.
- Vroom, V.H. (1964). *Work and motivation*, John Wiley and Sons, New York, p.99

How to cite this article: Saleem R (2017). Organizational Commitment as a Predictor of Job Satisfaction among Private Sector Employees. *International Journal of Indian Psychology*, Vol. 4, (4), DIP:18.01.098/20170404, DOI:10.25215/0404.098