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Organisational Commitment and Job Satisfaction among Employees

Angel Jaison
MSc Psychology Student, Kristu Jayanti College (Autonomous), Bangalore, India

Abstract: ***The present paper examines the organisational commitment and job satisfaction among employees.80 employees working in several companies and institutions were taken. To evaluate Organisational Commitment Questionnaire (OCQ) was used to measure organisational commitment and Job Satisfaction Scale (JSS) was used for measuring job satisfaction of the employees. To analyse the obtained data, Person's Correlation and t-test were employed. The result of the present study indicates that there is a significant relationship between organisational commitment and job satisfaction. The t-test results indicate that there is no significant difference in organisational commitment and job satisfaction among male and female employees. This study gives an understanding about organisational commitment and job satisfaction among employees.***
Keywords: Organisational Commitment, Job satisfaction

I. INTRODUCTION

Studies on employees' commitment to and satisfaction with their workplaces are commonly undertaken in the field of organisational psychology. An individual's psychological state of organisational commitment reflects their devotion and attachment to their organisation. Strong organisational commitments increase a worker's likelihood of remaining with the company and putting out more effort at work. (Mowday et al., 1982).Job satisfaction is the overall positive or bad feelings that a person has about their job. Increased productivity, enhanced job performance, and lower turnover rates are all related to employee happiness. Job satisfaction and organisational commitment are favourably associated. Employees that are truly committed to their organisation often have higher levels of job satisfaction (Meyer, J. P., & Herscovitch, L., 2001)

Job characteristics, leadership style, organisational culture, and social support at work are just a few of the factors that might influence both organisational commitment and job happiness.

According to research, organisational commitment and job happiness can have a considerable impact on organisational outcomes such as staff turnover, productivity, and customer satisfaction(Lok, P., & Crawford, J.,2004).Organisations can increase organisational commitment and job satisfaction among employees by providing opportunities for employee development, acknowledging and appreciating employee contributions, promoting work-life balance, and nurturing a positive organisational culture. Overall, research on organisational commitment and employee satisfaction emphasises the importance of encouraging employee commitment and job satisfaction, which can lead to superior organisational outcomes (Meyer et al., 2004).Research on the construct organisational commitment has come up with a variety of definitions however; most definitions describe the construct in terms of Mowday, Steers and Porter (1979) three dimensions focusing on affective attachment. (a) The extent to which employees identify with, involvement in, acceptance of, and, support the achievement of organisational goals and values. (b) A willingness to apply energy on behalf of the organisation. (c) A strong desire to remain in that organisation, (Allen & Meyer, 1990; Eslami & Gharakhani, 2012; Mowday, et al., 1979; Porter et al., 1974). Therefore highly committed employees desire to remain with their employing organisation (Cohen, 1993).

Organisational commitment raises performance and aids in achieving goals since motivated employees are more devoted to their work and more productive. Relationships between employees and their employers are referred to as organisational commitment. The psychological connection a person has to an organisation is explained by this, which is based on industrial-organisational psychology (Mowday et al.,2013).A person's psychological attachments to a corporation are referred to as organisational commitment. Organizational commitment and job satisfaction are frequently closely related to lower levels of intention to leave the company. The main distinction between organisational commitment and job satisfaction is that, whereas job satisfaction refers to how an employee feels about all of their jobs, organisational commitment relates to how an individual feels about their organisation.

Locke (Saari & Judge, 2004) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

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According to Ivancevich & Matteson (2002) Job satisfaction is defined as" an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between individual and organisation".

Job satisfaction is defined as the level of contentment that employees have with their jobs. This extends beyond their daily activities to include happiness with team members/managers, satisfaction with organisational rules, and the impact of their job on employees' personal lives(Spector, P. E.,1997).Job satisfaction, an unquantifiable statistic, is described as a positive emotional response you experience while doing your job or being present at work. Leading firms are now attempting to quantify this sentiment, with job satisfaction surveys becoming commonplace in most organisations.(Chiradeep BasuMallick,2021).Job satisfaction measures how satisfied individuals are with their jobs, whether they like the job as a whole or specific aspects of it, such as the type of work they do or the level of supervision they receive. It is possible to assess its cognitive (evaluative), affective (or emotional), and behavioural components (Locke, E. A., 1969).

Kumari and Bhanu Priya (2017) conducted a study on Organisational commitment of public and private sector bank managers and looked at the relationship between organisational commitment and management levels in the banking sector. It found that private sector bank managers are less committed to their organisations than public sector bank managers. Data was collected from 600 managers of the banking sector using a questionnaire method. The impact of emotional intelligence on organisational commitment and job performance were found to be positive and statistically significant through a regression analysis test. (Kumari, P., & Priya, B., 2017).Ismail and Razak (2016) investigated on the effect of organisational commitment and job satisfaction. The purpose of this research is to evaluate the association between job satisfaction and organisational commitment. This research was conducted at the Fire and Rescue Department of Malaysia. This research employed a convenient sampling technique to collect 100 usable survey questionnaires from the employees who work at different job categories and levels in the organisations. (Ismail, A., & Razak, M. R. A. (2016). Eslami and Gharakhani (2012) conducted a study on Organisational Commitment and Job Satisfaction. The purpose of this paper is to examine the role of Job satisfaction on Organisational commitments. In this study, Data collected from 280 Iranian employees. Questionnaire Survey method was used to collect data. Regression was used for further statistical analysis. The results indicate that job satisfaction have positive and significant effects on organizational commitments(Eslami, J., & Gharakhani, D.,2012).Nath Gangai,K.,& Agrawal.(2015) conducted a study on the relationship between components of organizational commitment and job satisfaction among employee at EN Reality solution Pvt. Ltd. in Lucknow, UP, India. The total of 50 data were collected through convenience sample technique and the data were calculated usage of statistical application of correlation matrix. The results shown that there is a highly significant correlation among factors of organizational commitment, including both gender. But, there is no significant correlation between job satisfaction and organizational commitment and among three dimensions, only continuance commitment and normative commitment is significant correlation with job satisfaction at 0.05 level. Similar finding shown in the case of gender (male and female) that there is no correlation between organizational commitment components and job satisfaction (Nath Gangai, K., & Agrawal, R., 2015). A study by Al-Ajmi, R. (2006) explored the effect of gender on employees 'perception of job satisfaction and organizational commitment in Kuwait. The study was conducted on 436 employees in five Kuwaiti government ministries. In this study no significant differences were found with regard to gender. Suki, N. M., & Suki, N. M. (2011) conducted on a study that to examine the effect of gender on employees' perception of job satisfaction and organisational commitment. Survey conducted on 112 employees in Labuan. Regression results showed that both male and female employees in Labuan have the same level of perception of job satisfaction and organisational commitment. Implications and recommendations were also discussed.

II. METHODOLOGY

A. *Objectives of The Study*

1) To study the relationship between organizational commitment and job satisfaction among employees.
2) To study the gender differences on organizational commitment and job satisfaction among males and females.

B. *Hypothesis*

1) *Ho1:* There will be no significant relationship between organizational commitment and job satisfaction among employees.
2) *Ho2:* There will be no significant gender differences on organizational commitment and job satisfaction among male and female employees.

C. *Operational Definitions*

1) *Organizational commitment:* Organizational commitment is the employee's dedication or devotion to the organization.
2) *Job satisfaction:* Job satisfaction is the employee's contentment and comfortness with the job.

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III. RESEARCH DESIGN

Quantitative Research Design is used in this study.

1) *Sample:* The study was conducted on all employees. The sample consists of 80 samples,40 males and 40 females.
2) *Sampling Design:* Convenience sampling method is used in the study.

a) Inclusion criteria

- The sample includes all types of employees.

b) Exclusion criteria

- The sample excludes all unemployed individuals.

3) *Assessment Tools*

a) *The Organizational Commitment Questionnaire*

The instrument of choice for assessing organizational commitment is the Organizational Commitment Questionnaire (OCQ) (Mowday, Steers, and Porter, 1979).

This questionnaire consists of 15 structured statements. There were 6 negatively phrased and reverse scored items. Responses to each item are measured on a 7-point scale with scale point anchors labelled; (1) strongly disagree: (2) moderately disagree: (3) slightly disagree: (4) neither disagree nor agree: (5) slightly agree: (6) moderately agree: (7) strongly agree.

b) *Job Satisfaction Scale*

Job Satisfaction Scale (JSS) was used for measuring job satisfaction of the employees.

The scale has been constructed following the scale published by Dr. Amar Singh and Dr. T. R. Sharma (1986) technique of job satisfaction scale. It consists of 30 job statements.

The scale consists of 30 statements which starts from positive attitudes where the scoring are followed as 4, 3, 2, 1, 0, and the negative statements carrying a weightage of 0, 1, 2, 3, 4.

IV. DATA ANALYSIS

The data collected from participants was being analysed using SPSS version 20.0 software.

V. RESULTS AND DISCUSSION

The results are discussed hypothesis wise as follows.

1) *Ho1:* There will be no significant relationship between organizational commitment and job satisfaction among employees.

Table 1

Descriptive statistics of correlation between Organisational Commitment and Job Satisfaction.

Variables	N	M	SD	1	2
1.Organisational commitment	80	69.80	14.807	-	
2.Job satisfaction	80	71.21	10.912	.352**	-

**p>0.01

Table 1 shows that the descriptive statistics of the correlation between organisational commitment and job satisfaction. The mean and standard deviation of the variable of the organisational commitment are 69.80 and 14.807 respectively.

The mean and standard deviation of the variable job satisfaction are 71.21 and 10.912 respectively. Here the mean of job satisfaction is higher than organisational commitment.

The correlation obtained is .352, and the significance value is .001, which is less than 0.01.

Hence the null hypothesis is rejected. And accepts the alternate hypothesis that there is a significant relationship between organisational commitment and job satisfaction among employees.

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In the line with the above results, a study by Eslami, J., & Gharakhani, D. (2012) found a significant and positive effects on organisational commitment. Another study by Ismail and Razak (2016) results that job satisfaction is highly associated with organizational commitment.

On contrary to above results, a study by Gangai and Agrawal (2015) shows that of organisational commitment clearly have no significant relationship with job satisfaction.

2) *Ho2:* There will be no significant gender differences on organizational commitment and job satisfaction among male and female employees.

Table 2

Descriptive Statistics of the T-test.

Variables	Male		Female		t
	M	SD	M	SD	
Organisational commitment	70.10	15.396	69.88	14.403	.068
Job satisfaction	71.44	11.422	71.10	10.657	.135

Table 2 shows the descriptive statistics of the t-test. The mean and standard deviation of organisational commitment of male employees are 70.10 and 15.396 and of female employees are 69.88 and 14.403 respectively. The mean and standard deviation of job satisfaction of males are 71.44 and 11.422 and 71.10 and 10.657 for females subsequently.

The t value of .068 for organisational commitment and .135 for job satisfaction as well. Thus the null hypothesis is accepted. As there is no significant gender differences on organizational commitment and job satisfaction among male and female employees.

A study conducted by Suki, N. M., (2011) shows that the employee's gender has no significant difference on job satisfaction and confirmed that men and women have the same level of organisational commitment. Another study by Al-Ajmi, R. (2006) shows that the employee's gender has no significant effect on their perception of job satisfaction.

VI. CONCLUSION

The study aims to analyse organisational commitment and job satisfaction among employees. The sample consists of 80 employees, 40 males and 40 females. A convenient sampling method was used for the data collection. Organizational Commitment Questionnaire (OCQ) and Job Satisfaction Scale (JSS) were the tools used to collect data. The data were statistically analysed using SPSS software.

As the results shown that the study concluded that there is a significant relationship between organisational commitment and job satisfaction among employees. There is no significant gender differences on organizational commitment and job satisfaction among male and female employees.

A. Implications

The findings of the study showed that organisational commitment and job satisfaction are positively correlated. Thus the practical implications of the results can be the managers to improve their firm's job satisfaction to employees would achieve higher level of organizational commitment. An appropriate backing in job satisfaction can increase organisational commitment.

B. Limitations

1) The research was only conducted on the employees working in India.
2) Convenient sampling method was used in the study.
3) The number of samples selected is less due to restriction of time.
4) Due to limited sample size, the results cannot be generalized.

VII. ACKNOWLEDGEMENT

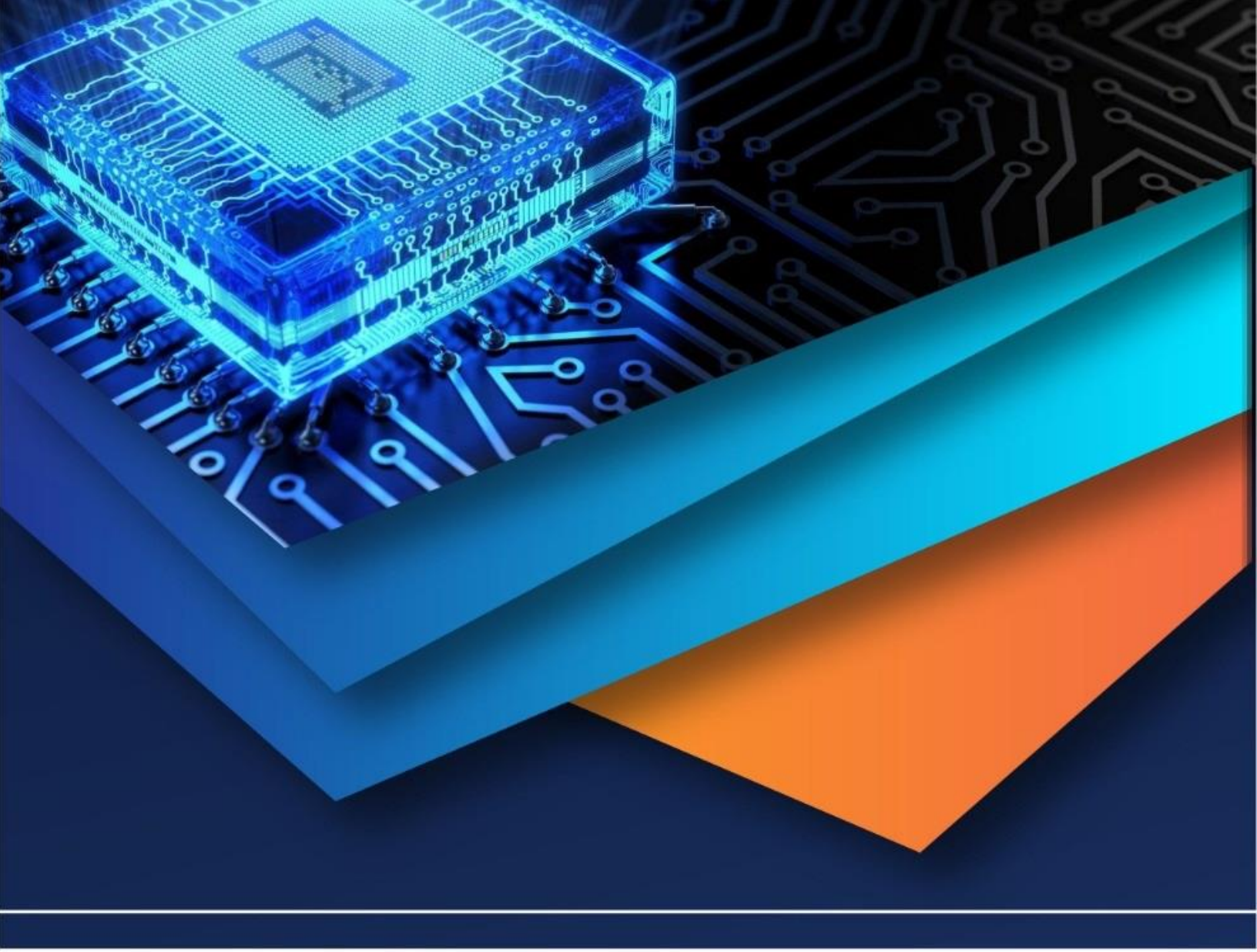
The author appreciate all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author declared to conflict of interest.

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