



STUDY ON JOB SATISFACTION AND ORGANISATIONAL COMMITMENT RELATIONSHIP

*Priyanka and **Dr. Rahul Garg

*Research Scholar, Department of Commerce, SunRise University, Alwar, Rajasthan (India)

**Associate Professor, Department of Commerce, SunRise University, Alwar, Rajasthan (India)

Email priyankasugoor@gmail.com

Abstract: Organizational commitment has been a subject of interest to scholars and human resource practitioners over many decades. However, organizations seem to struggle to have employees who will be dedicated to their organizations. In an attempt to comprehend the concept better, this paper endeavors to analyze the antecedents of organizational commitment by categorizing them so as to foster academic research in this area and help organizations in their quest to increase the commitment of their workforce. This review focused more on affective commitment over the last five years. It was found that the antecedents of organizational commitment are broad but they have been analyzed from narrow perspectives and less attention has been given to environmental or external factors.

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Introduction: Organizational Commitment which is not a recent concept drew the attention of many scholars and practitioners and as such many scholars attempted to define the term “Organizational Commitment”. Organizational Commitment (OC) was defined as the extent to which an employee is attached to the organization. It was also described as “the process by which individuals become locked into a certain organization”. The concept was also viewed as the extent to which employees are involved in and identify themselves to their organization. Another group of researchers defined organizational commitment as an emotional response expressed by employee’s behaviors, beliefs, and attitudes. It is a psychological state that expresses the degree of affiliation of an employee to an organization. Earlier research works on the subject has been consolidated in the Three Component Model (TCM) which identified three types of organizational commitment: affective, continuous and normative commitments. Affective Commitment is the emotional attachment of the employee to an organization. Normative Commitment is related to the personal ethic, moral or ideology. Continuance commitment is linked with the costs associated with quitting one’s job. More recently OC has been defined as the desire of an employee to be part of an organization and to contribute to the achievement of the objectives of that entity. A group of scholars argued that OC is an individual’s attachment to an organization with which he or she is willing to continue working for different reasons.

Organisations over the years are confronting with one of the toughest challenge of having a committed workforce in order to feature in the worldwide economic competition. The factors that lead to Organisational Commitment has suddenly started gaining a lot of attention. In a nonprofessional’s word, commitment is nothing but a positive attitude towards something. Some authors have argued that organizational commitment, as a construct, is too broad for effective organizational analyses (Benkhoff, 1997). In response, Meyer and Allen (1991) proposed a distinction between the dimensions of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees’ perceptions of their emotional attachment to or identification with their organization. Continuance commitment refers to employees’ perceptions of the costs associated with leaving the organization. Finally, normative commitment refers to employees’ perceptions of their obligation to their organization. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, the employee may report higher degrees of normative commitment. " This reflects a difference between a preference to stay with the present organization arising out of a sense of attachment, compared to one rooted in a sense of economic necessity or of moral obligation" (Gallie, Felstead, & Green, 2001, p. 1085). This three-pronged classification allows for identification of the underlying basis for each type of commitment and researchers have clarified the unique antecedents and

outcomes related to each type (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Like job satisfaction, reliable measures of the three types of commitment has also been developed and validated (Meyer & Allen, 1994).

Job satisfaction

It is a positive feeling towards one's job. In the works of Newsstrom (2007), "Job Satisfaction is a set of favourable or unfavourable feelings and emotions with which employees' view their work". An employee's interpretation of values may vary regarding satisfaction or dissatisfaction. For example, some employees may feel a sense of accomplishment in their jobs while other employees' may not. The finding by Hackman and Oldham's (1980) was found to be similar. They surveyed blue and white-collar workers and determined that completing interesting tasks was not as important as job security and compensation for blue-collar employees. The findings also indicated that interesting and varied assignments were of higher importance to white-collar workers when compared to blue-collar workers (Hackman and Oldham, 1980).

Trust

There is a evidence that workers of all generations are sceptical of their organisations and have many reasons for their distrust.(Brandes, Castro, James, Martinez, Matherly, Ferris, & Hochwarter, 2008). In addition to the growing acceptance that trust is a multi-dimensional concept, organizational researchers are starting to realize that just like organizational commitment, trust has multiple bases and foci or referents. McCauley and Kuhnet (1992) identified the notion that trust consists of lateral and vertical elements. Lateral trust according to them was the relationship among the employees whereas, vertical trust referred to the trust amongst the employee, his supervisor, his subordinates and top management. The pervasiveness of trust and distrust in the workplace is well documented in the literature (e.g., Kanter, 1977; Barber 1983; Sitkin and Roth, 1993; Fox, 1974; Kramer, 1996, Kramer and Tyler, 1996, Whitner et al., 1998). The extant research focuses on how subordinates' trust in managers affect their (i.e., subordinates') perceptions, behaviour and job related outcomes (e.g., Ross, 1994, Fulk, Brief and Bair, 1985). However, according to our knowledge, research on the question of how managers' trust in subordinates may influence the managers' control behaviour (i.e., how the managers control subordinates when they trust and distrust) is extremely rare.

Locus of Control

Locus of Control refers "to the extent to which people believe them or external factors such as chance and powerful others are in control of the events that influences their lives" (Firth, Mellor, Moore and Loquet, 2004). One of the most important variables

that has been extensively researched in organisational settings is Locus of Control. Numerous researches has opined that employees with internal locus of control are more contended with their jobs, they are less stressed and resulting in alongated job term (Spector,1982). A study done in the past revealed that employes with internal locus of control owned the authority to make judgement and perceive challenges as an opportunity for knowledge and professional development (Knoop, 1981). In contrast, someone with an external locus of control would close the eyes to these challenges due to their intellect that learning will not have a bang on him or her. Findings of a study by Judge et al. (1998) firmed that locus of control is highly linked with selfefficacy. They define self-efficacy as one's estimation of one's potential to marshal the motivation, cognitive capital, and route of action needed to implement general rule over events in one's life

Job Satisfaction and Organisational Commitment

Numerous studies use different facets of satisfaction to predict employee attributes such as performance, organisational commitment, and service quality.(Dienhart & Gregoire,1993;Oshagbemi,2000a,200b;Yousef,1998). It is a debateable issue whether job satisfaction is the predictor of organisational commitment or vice versa. Several researchers have made the case that job satisfaction is a predictor of organisational commitment (Porter,Steers,Mowdy, & Boulian,1974;Price,1977;Rose,1991).Slattery & Selvarajan (2005) examined the associations between job satisfaction, Organisational commitment, and turnover intention among temporary employees. They found positive associations between job satisfaction and organisational commitment. Several studies have focused directly on testing tha causal relationship between Job Satisfaction and Organisational commitment (Bateman & Strasser, 1984; Curry et al., 1986; Dossett & Suszko, 1990; Farkas & Tetrick, 1989; Lance, 1991). Pettijohn, Pettijohn, Taylor and Keillor (2001), examined the relationships existing between performance appraisals, salesperson organizational commitment, and job satisfaction. If various characteristics of performance appraisals that build commitment and satisfaction could be identified, then managers may be more capable of using performance appraisals that yield positive results. A survey of 185 retail salespeople and 58 retail sales managers provided the data required to evaluate the relationship between satisfaction, commitment and various aspects of performance appraisals. The results of the study indicate that managerially mediated factors may be used to enhance salesperson job satisfaction and organizational commitment. When an employee leaves, organizations incur hiring, orientation, and

decreased productivity costs as well as temporary replacement costs. Estimates of these substantial costs are 1.2 to 1.3 times the 1-year salary of a registered nurse (RN) (Jones, 2004; Jones, 2005) to replace a single RN, or up to 5% of a hospital's budget for yearly turnover costs (Waldman, Kelly, Arora, & Smith, 2004). These costs often are paid by the government as a major payer of health care costs in the United States. The present study, wants to gauge the relationship between Job Satisfaction and Organisational Commitment. Thus, the first hypothesis for the present study is:

Locus of control and Organisational commitment

Locus of control is linked to a range of variables concerning internals and externals on diverse sets of principles (Spector, 1982). He states that internals are devoted more to their respective organizations and are more contented with their work than those with an external locus of control. Those with an internal locus of control are also likely to continue in their jobs longer, and they have a propensity to execute better. The individual trait of locus of control was found to temperate the control of work-related quality on job satisfaction and organizational commitment (Loscocco & Roschelle, 1991)

Locus of control and Job satisfaction

For years, industrial psychologists and organizational behaviourists have debated the influence of a person's disposition on job satisfaction. Various researchers have argued the person versus situation debate (Judge et al., 1998; Bell and Staw, 1989). Bell and Staw (1989) considered locus of control to be a dispositional (personality) trait. As a personality characteristic, internal locus of control is hypothesized to be an important variable that influences the employee. The internal-external locus of control of a person has a tremendous impact on his performance and job satisfaction (Dailey, 1980; Brownell, 1981; Kasperson, 1982). A study conducted by Dailey on scientists in the year 1980 found that scientists with an internal locus of control were more satisfied, motivated and had a high level of participation within their jobs as compared with those who had external locus of control. Those scientists were associated with low job satisfaction and psychological distress (Springer, 2000). Research has also shown that having an internal locus of control is related to organizational satisfaction (Lester and Genz, 1978; Organ and Greene, 1974; and Petersen, 1985). Internals are more inclined to take action, are better performers, and consequently receive promotions and re-wards related to their performance.

Trust and Organisational Commitment

Moye (2003) examined the extent to which employee empowerment and employee commitment to the organization are related to interpersonal-level and system-level trust in the organization. The results

indicated that employees who possess higher levels of commitment to the organization also possess higher levels of interpersonal-level trust and system-level trust. Employees who feel empowered in their work environment also tend to have higher levels of interpersonal-level trust and system-level trust

Trust, Locus of Control, Job Satisfaction and Organisational Commitment relationship

An important element in building a successful organisation is trust. Organisational trust provides the basis for employee's motivation, effective team-building, open communication, and employee retention. An employee will be committed to the organisation if he trusts the organisation of its capabilities and its limitations. When trust is a "guiding principle in the corporate culture, it provide a firm foundation to build job satisfaction and committed staff" (DerFrank & Ivancevich, 1998). When Trust becomes less than a back-and-forth commitment, there is a potential for a decrease in employees' Job Satisfaction and Commitment to the task at hand and to the organisation as a whole. Similarly, employees with Internal Locus of Control will tend to be more satisfied with their jobs because they will try to introspect for any unpleasant situation before reacting to it. This dimension of personality will make him more adjustable and thus, will be more satisfied and committed to their job. Studies usually recommend that internal subjects have a propensity to be more contented with their job than do external ones, see their superior as higher on concern and initiating composition account less role stress, observe more sovereignty and control, and have a tendency to support elongated job term. (Spector, 1982). Although there have been numerous studies linking job satisfaction with other personality variables, the moderating role of Trust and Locus of Control on the relationship between Job satisfaction and Organisational commitment of Managers has not received much attention. Increasing or decreasing level of trust certainly affects the intensity or the nature of relationship between Job Satisfaction and Organisational Commitment.

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