

**AN EMPIRICAL STUDY ON UNDERSTANDING  
RELATIONSHIP BETWEEN JOB SATISFACTION &  
ORGANIZATIONAL COMMITMENT IN PRIVATE  
SECTOR- WITH SPECIAL REFERENCE TO MEERUT  
REGION**

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**ABSTRACT**

*Employee loyalty can be defined as employees being committed to the success of the Organization and believing that working for this organization is their best option.*

*The objective of this research was to determine the level of job satisfaction & the effect of satisfaction on commitment of employees towards the organization. The study focused at identifying to what extent these employees are committed to their job & satisfied with different dimensions to their job. The study was carried on in HDFC Bank, ICICI Bank, Axis Bank, Airtel and Docomo in Meerut region. About 50 surveys questionnaires were distributed by using E-mail, in person.*

***Keywords: Job Satisfaction, Organizational Commitment***

**I INTRODUCTION**

Now a days, the biggest problem faced by organization is how to control labor turnover that may be provoked by the exodus of a lot of highly qualified people. These turnovers are related with costs of recruiting selecting & training of a newcomer, wastage in production until the newcomer becomes as skilled as the employee who vacate.

High rates of turnover also damage the goodwill of an organization.

As a result few questions raised like what factors keep professionals in the organization? What means & tools can help in reducing turnover?

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Research said that stress in the job is the biggest reason for turnover. Turnover is negatively related with job satisfaction, state by **Schoenfeldt L.F., Fisher C.D. and Shaw J.B. (1993)**. According to result, employees who are more satisfied with their organization, pay, leadership, work itself & opportunities for growth, are less likely to leave the organization.

Job involvement and organizational commitment also influence turnover rates.

This study was another effort which aimed at investigating the relationship of organizational commitment and job satisfaction among employees.

Labour turnover can be controlled by maintaining the job satisfaction & organizational commitment. So we can say that job satisfaction & organizational commitment are related. And we can increase the organizational commitment by increasing the job satisfaction of employees.

This study is helpful in understanding of how employees become satisfied & committed to their work, and to what degree various factors contribute to their level of commitment, and there is any need to boost up their performance.

With the help of this research, the question can be raised that, “High organizational commitment may be the result of high job satisfaction?”

The subject is relationship between job satisfaction of employees and organizational commitment.

The aim is to reveal the relationship between organizational commitment & job satisfaction of employees.

## II THEORETICAL FRAMEWORK AND LITERATURE

Job satisfaction is the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (**Glisson and Durick, 1988**).

Job satisfaction is the most widely investigated job attitude, as well as one of the most extensively researched subjects in Industrial/ Organizational Psychology (**Judge & Church, 2000**).

Many theories of work motivation have depicted the implied role of job satisfaction. In addition, many work satisfaction theories have tried to explain job satisfaction and its impact, such as: **Maslow’s (1943) Hierarchy of Needs, Herzberg’s (1968) Two-Factor (Motivator-Hygiene) Theory, Adam’s (1965) Equity Theory, Porter and Lawler’s (1968) modified version of Vroom’s (1964) VIE Model, Locke’s (1969) Discrepancy Theory, Hackman and Oldham’s (1976) Job Characteristics Model, Locke’s (1976) Range of Affect Theory, Bandura’s (1977) Social Learning Theory, and Landy’s (1978) Opponent Process Theory.**

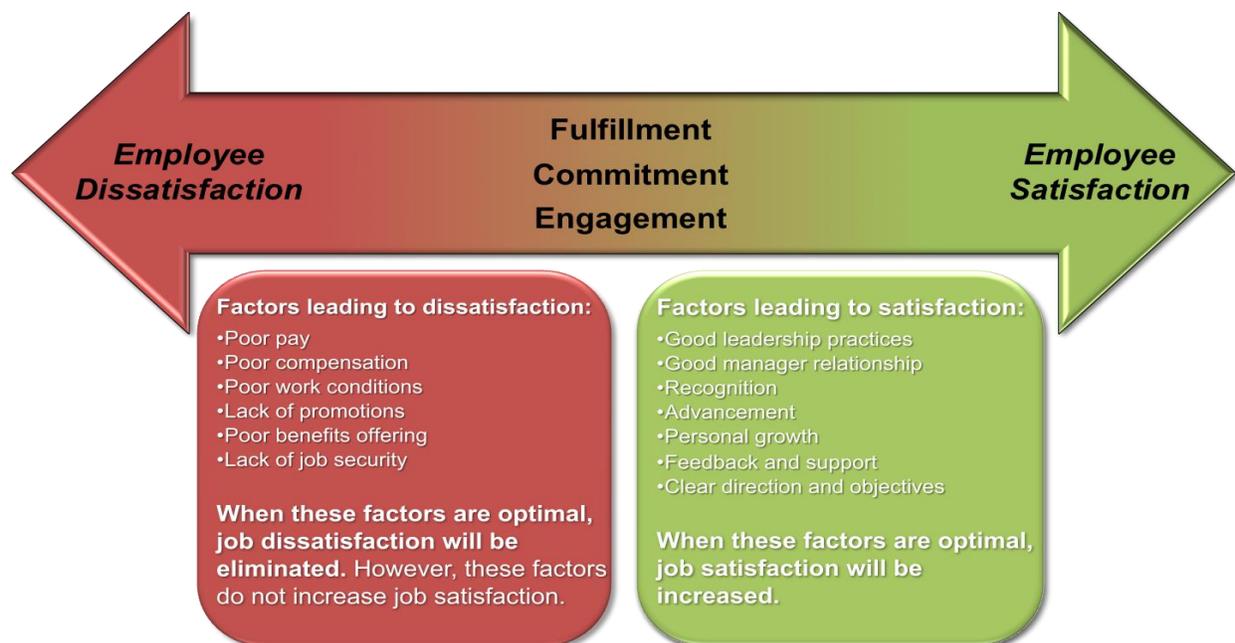
As a result of this extensive research, job satisfaction has been related to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health, and general life satisfaction (**Landy, 1978**). A common idea within the research has been that, to some extent, the emotional state of an individual is affected by interactions

with their work environment. People identify themselves by their profession, such as a doctor, lawyer, or teacher. A person's individual well-being at work, therefore, is a very significant aspect of research (Judge & Klinger, 2007).

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as "a positive emotional state resulting from the appraisal of one's job or job experiences". Additionally, job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash, 2008). The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally / demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work (Bernstein & Nash, 2008).

According to the level of employees' feelings about their job, there are two types of job satisfaction. The first, and most studied, is global job satisfaction, which refers to employees' overall feelings about their jobs (e.g., "Overall, I love my job.") (Mueller & Kim, 2008). The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (e.g., "Overall, I love my job, but my schedule is difficult to manage.") (Mueller & Kim, 2008). According to Kerber and Campbell (1987), measurements of job facet satisfaction may be helpful in identifying which specific aspects of a job require improvements. The results may aid organizations in improving overall job satisfaction or in explaining organizational issues such as high turnover (Kerber & Campbell, 1987).

### III COMPONENTS OF JOB SATISFACTION



## IV JOB SATISFACTION MODEL (FIELD, 2008).

According to **Cherrington (1994)**, research on job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet Satisfaction: Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job (**Johns, 1988**). Overall Satisfaction: Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual.

**French W. (1990)** claims that job satisfaction is a complex concept that betray itself in different ways in different people. Whether job satisfaction is low or high depends on a number of factors, including how well a individual's needs and wants are met through work, work conditions themselves, the extent to which an individual defines himself or herself through work, and individual personality qualities.

In brief, job satisfaction relates to positive attitudes and beliefs towards different aspects of jobs, like supervision, relations with colleagues, salary, reward, working condition, working hours, career growth, development, duties & responsibilities, etc.

It is important to state that job security & a good salary can be the reason of job satisfaction and positive attitude towards the job for an employee. Meanwhile, he may have negative attitude towards the job in absence of job security and good salary. So it is important to measure satisfaction with different factors of job instead of only measuring overall level of job satisfaction.

According to **Noe R. A., Hollenbeck J. R., Gerhart b., Wright p.M. (1994)**, organizational commitment is the degree to which an employee identifies with the organization and is willing to put forth effort on its behalf. Employees who have low organizational commitment are often just waiting for the first good opportunity to quit their jobs. Organizational commitment is the feelings of employees towards their job and company and a sense of oneness with their organization and job.

**Meyer and Allen's (1991)** three-component model of commitment allows distinguish three separate types of employee's commitment to the organization:

1. Affective commitment refers to the employees' emotional attachments to organization, identification with & involvement in organization. In other words: It occurs when employee want to stay.
2. Continuance commitment refers to the commitment based on the costs that an employee associates with leaving the organization. In other words: It occurs when the employee needs to stay.
3. Normative commitment refers to employees' feelings of obligation to remain with the organization. In other words: It occurs when the employee feels she/he ought to stay in the organization.

## V RELATIONSHIP BETWEEN ORGANIZATION COMMITMENT & JOB SATISFACTION

There are numerous researches that have told about the relationship between job satisfaction & organization commitment. Some researchers have found that organizational commitment may be an independent variable with job satisfaction as an outcome ( **Bateman and Strasser, 1984; Vandenberg and Lance, 1992**).

Job satisfaction and organizational commitment have been shown to be positively related to performance (**Benkhoff, 1997; Klein & Ritti, 1984**), and negatively related to turnover (**Clugston, 2000; Mathieu & Zajac, 1990**) and turnover intent (**Lum, Kervin, Clark, Reid & Sirola, 1998**). The vast majority of research indicates a positive relationship between satisfaction and commitment (**Aranya, Kushnir & Valency, 1986; Boshoff & Mels, 1995; Harrison & Hubbard, 1998; Johnston et al., 1990; Knoop, 1995; Kreitner & Kinicki, 1992; Morrison, 1997; Norris & Niebuhr, 1984; Ting, 1997**) and their relationship has an influence on performance and turnover intent (**Benkhoff, 1997; Clugston, 2000; Klein & Ritti, 1984; Lum, et al., 1998; Mathieu & Zajac, 1990**).

Organizational commitment focuses on attachment to the employing organization as a whole, including the organization's goals and values, while job satisfaction focuses on the specific task environment where an employee performs his or her duties (**Mowday 1979**). Organizational commitment is less influenced by regular events than job satisfaction; it develops more slowly but consistently over time, and therefore is seen to be a more complex and enduring construct. Furthermore, job satisfaction and organizational commitment do not necessarily occur concurrently: it is possible that an employee may exhibit high levels of job satisfaction without having a sense of attachment to, or obligation to remain in, the organization. Similarly, a highly committed employee may dislike the job he/she is doing (exhibiting low levels of job satisfaction) (**McPhee & Townsend, 1992**).

## 5.1 Research Methodology

The objective of research was to find out the relationship between the level of job satisfaction of employees and the level of their commitment towards the organization. To target the objective questionnaire survey was carried out and the overall level of commitment and the overall level of job satisfaction were evaluated. In order to define the relationship between organizational commitment and job satisfaction

### Hypothesis

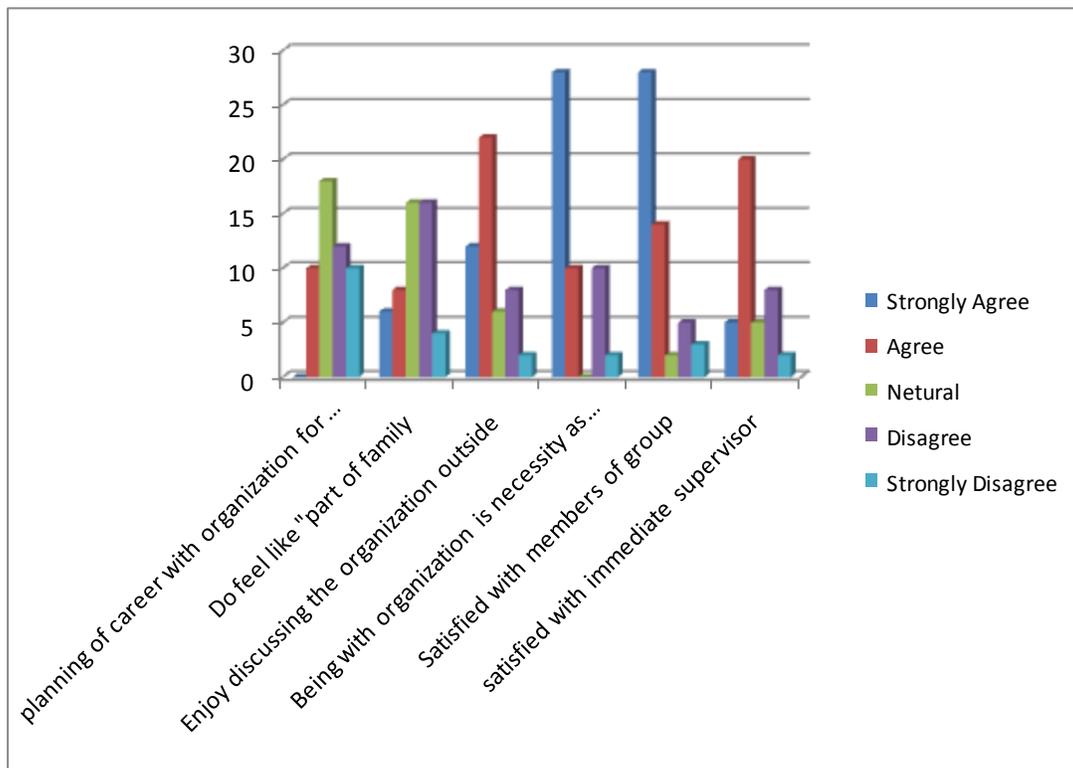
**Null Hypothesis:** There is a significant relationship between job satisfaction & commitment of employees.

## VI ANALYSIS AND INTERPRETATION

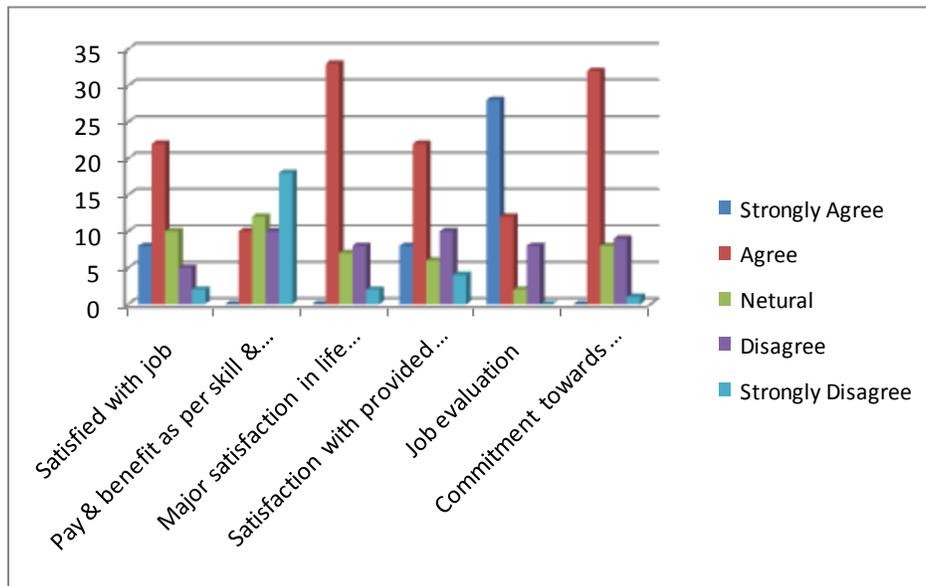
From the below table, we infer that 40 respondents are male and 10 are female. On further classification according to age group, we find that 30 are between 20-30 years, 18 are of the age group 31-40 and 2 are of the age group 41-50. From the responses collected for Education 10 are Diploma, 35 are Graduation and 5 are Post Graduation. On the basis of monthly income 5 are having below Rs 10000, 40 are having more than Rs 10000 but less than Rs 20000 and 5 are having more than Rs 20000 but less than Rs 30000 .

**TABLE1: Personal Information of the Respondents**

SEX	Male	Female		
	40	10		
AGE	20-30	31-40	41-50	
	30	18	2	
EDUCATION	Diploma	Graduation	Post Graduation	
	10	35	5	
MONTHLY INCOE	<10000	10000-20000	20000-30000	
	5	40	5	
LENGTH OF SERVICE	Below 1 year	1-3year	3-6 year	6-9 year
	2	28	15	5
ARE YOU SATISFIED WITH YOUR JOB	Yes	No		
	40	10		



**Figure 1 & 2- Response of the Respondents**



## VII CHI-SQUARE TEST

### 1. Planning of career with the same organization for the rest of life

**Table 2**

	Observed N	Expected N	Residual
1	7	10.8	-3.8
2	13	10.8	2.3
3	14	10.8	3.3
4	9	10.8	-1.8
Total	43		

From the above table we derived that employees don't want have their career with same organization for rest of life.

### 2. Do feel like "part of family"

	Observed N	Expected N	Residual
1	3	8.6	-5.6
2	11	8.6	2.4

3	17	8.6	8.4	<b>Table 3</b>
4	6	8.6	-2.6	
5	6	8.6	-2.6	
Total	43			

From the above table we derived that employees feel like “a part of the family of organization.”

### 3. Enjoy discussing the organization outside

**Table4**

	Observed N	Expected N	Residual
1	2	8.6	-6.6
2	7	8.6	-1.6
3	10	8.6	1.4
4	14	8.6	5.4
5	10	8.6	1.4
Total	43		

From the above table we derived that employees enjoy talking about their organization with people outside.

### 4. Being with this organization is necessity as much as desire

**Table 5**

	Observed N	Expected N	Residual
1	2	10.8	-8.8
2	6	10.8	-4.8
4	12	10.8	1.3
5	23	10.8	12.3
Total	43		

From the above table we derived that it is the necessity of the employees for being with this organization.

### 5. Satisfied with members of group

**Table 6**

	Observed N	Expected N	Residual
1	2	8.6	-6.6
2	3	8.6	-5.6
3	3	8.6	-5.6
4	14	8.6	5.4
5	21	8.6	12.4

Total	43		
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From the above table we derived that employees are satisfied with their group members.

## 6. Satisfied with immediate supervisor

**Table 7**

	Observed N	Expected N	Residual
1	2	8.6	-6.6
2	6	8.6	-2.6
3	12	8.6	3.4
4	14	8.6	5.4
5	9	8.6	.4
Total	43		

From the above table we derived that employees are satisfied with their immediate supervisor.

## 7. Satisfied with job

**Table 8**

	Observed N	Expected N	Residual
1	5	8.6	-3.6
2	4	8.6	-4.6
3	9	8.6	.4
4	16	8.6	7.4
5	9	8.6	.4
Total	43		

From the above table we derived that 45% employees are satisfied and 55% employees are not satisfied.

## 8. Pay & benefits as per skill & qualification

**Table 9**

	Observed N	Expected N	Residual
1	15	10.8	4.3
2	8	10.8	-2.8
3	12	10.8	1.3

4	8	10.8	-2.8
Total	43		

From the above table we derived that the pay and benefits of employees are not as per their skills and qualification.

## 9. Major satisfaction in life comes from life

**Table 10**

	Observed N	Expected N	Residual
1	2	10.8	-8.8
2	6	10.8	-4.8
3	8	10.8	-2.8
4	27	10.8	16.3
Total	43		

From the above table we derived that the major satisfaction in their life is not job.

## 10. Satisfaction with provided benefits

**Table 11**

	Observed N	Expected N	Residual
1	5	8.6	-3.6
2	12	8.6	3.4
3	6	8.6	-2.6
4	12	8.6	3.4
5	8	8.6	-.6
Total	43		

From the above table we derived that 44% employees are not satisfied with provided benefits.

## 11. Move towards other organization for better conditions

**Table 12**

	Observed N	Expected N	Residual
2	9	10.8	-1.8
3	2	10.8	-8.8
4	9	10.8	-1.8
5	23	10.8	12.3
Total	43		

From the above table we derived that employees would like to move towards other organization if they will get better conditions.

## 12. Commitments towards organization

**Table 13**

	Observed N	Expected N	Residual
1	1	10.8	-9.8
2	10	10.8	-.8
3	8	10.8	-2.8
4	24	10.8	13.3
Total	43		

From the above table we derived that employees are committed towards organization but not highly.

### Test Statistics

	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006
Chi-Square	3.047 <sup>a</sup>	14.093 <sup>b</sup>	9.209 <sup>b</sup>	23.326 <sup>a</sup>	33.628 <sup>b</sup>	10.605 <sup>b</sup>
Df	3	4	4	3	4	4
Asymp. Sig.	.385	.007	.056	.000	.000	.031

	VAR00007	VAR00008	VAR00009	VAR00010	VAR00011	VAR00012
Chi-Square	10.372 <sup>b</sup>	3.233 <sup>a</sup>	34.488 <sup>a</sup>	5.023 <sup>b</sup>	21.651 <sup>a</sup>	25.930 <sup>a</sup>
Df	4	3	3	4	3	3
Asymp. Sig.	.035	.357	.000	.285	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.8.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 8.6.

From the above SPSS calculation we conclude that there is significant relationship between job satisfaction and organizational commitment. In absence of any factor of job satisfaction, employee is not going to be highly committed towards his/her organization.

## VIII FINDINGS

Based on the Analysis of the data collected from the Questionnaires the findings can be consolidated as below:

Employees don't want to spend their rest of life with the same organization. Even they do feel like part of family of the organization & they enjoy discussing the organization with people outside. Employees are working with this organization because it is the matter of necessity not the desire. Employees are satisfied with their group members and immediate supervisor. In the other side, employees are not satisfied with provided pay & benefits because these are not as per their skills & qualification. The reason for major satisfaction in their life is not the job. Few employees are not satisfied with provided benefits Employees would like to move towards other organization if they will get better conditions and pay. Employees are committed but not highly towards their current organization.

## IX SUGGESTIONS

To increase the level of commitment of employees, organization should provide positive working environment. Pay and benefits should be as per skills & qualification of employees. Reward system (Monetary & Non monetary) should be followed in the organization. More tasks should be given for increasing employee engagement in organization. Unbiased job evaluation system should be there in organization.

There should be active participation of employees in decision making process. Promotion and recognition should be done timely.

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