
A STUDY ON ORGANIZATIONAL COMMITMENT AND PROFESSIONAL COMMITMENT IMPACTING JOB SATISFACTION OF THE EMPLOYEES IN THE EDUCATIONAL INSTITUTIONS

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ABSTRACT

The study aims to identify the relationship and the impact of Organizational Commitment and Professional Commitment on Job Satisfaction among the professors of educational institutions. The Study was conducted among 150 professors from different educational institution in Kerala. Data collected was interpreted using SPSS. The reliability of the scale used for measuring the three variables was obtained through the calculation of Cronbach's alpha, all showing a reliability value of 0.6 and above. The findings of the study are consistent with that of the previous studies in this area and say that Organizational Commitment (OC) and Professional Commitment (PC) are predictors of Job Satisfaction (JS) as they both are found to have a direct positive relationship with Job Satisfaction.

Key Words: *Organizational Commitment, Job Satisfaction*

INTRODUCTION

Organizational success and its contributors are emerging with changing times and business complexity. One such contributors for the survival of any organization today have been recognized as non-task behaviour of employees. The relevance of this study is to identify the importance and impact of organizational and professional commitment on the job satisfaction of the professors. Organizational and professional commitment of the professors refers to all the voluntary and helping behaviour extended to colleagues, deans and students. The success of an educational institution therefore depends on how willing

the teachers are to perform beyond their formal job expectation and who go the extra mile to voluntarily help their students and the entire institution.

OBJECTIVES OF THE STUDY

- To identify the impact of professional commitment on job satisfaction.
- To find the impact of organizational commitment on job satisfaction.

RESEARCH QUESTION

- Is there a positive relationship between organizational commitment and job satisfaction?
- Is there a direct relationship between the professional commitment and job satisfaction?

HYPOTHESIS

H1: Organizational commitment has a positive impact on job satisfaction of the professors.

H2: Professional commitment is positively related to the job satisfaction of the professors.

RESEARCH DESIGN

The research design used for this study is the descriptive design. This a method which is used to describe the participants responses in an accurate way. This method can be used in various ways that is by observation, case study and survey. Thus, it helps in attaining the results to the study conducted.

Under this study the survey method of descriptive design is being used to attain data for the further analysis in order to get the results to the study. The **respondents** participated in this survey are the professors of the educational institutions in Kerala. The sample size used for this survey is 150. A structured questionnaire was made in order to collect the data from the respondents. The scale for measurement used was the 5 point likert scale.

The sampling technique used here is the convenience sampling which a non-probability method of sampling. The term convenience itself makes it evident that it is an easy way to reach the people or the participants involved in the survey.

The statistical method used for the analysis is the correlation and regression method.

VARIABLES OF THE STUDY AND THE MEASUREMENTS

<u>Variables</u>	<u>Source</u>	<u>Items</u>
Independent-Organizational commitment	Jae Yoon Chang & Choi, Sungshin Women’s University and Jin Nam Choi, McGill University-’ The dynamic relation between Organizational and Professional Commitment , Journal of social psychology, 2007	5
Independent-Professional Commitment	Jae Yoon Chang & Choi, Sungshin Women’s University and Jin Nam Choi, McGill University-’ The dynamic relation between Organizational and Professional Commitment , Journal of social psychology, 2007	5
Dependent- Job Satisfaction	Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. Journal of management, 17(3), 601-617.	14

RELIABILITY

	Organizational commitment	Professional commitment	Job satisfaction
Cronbach’s Alpha	.912	.63	.95

CORRELATION

Correlations

		OC_Mea n	PC_Mean	JS_Mean
OC_Mea n	Pearson Correlation	1	.369**	.794**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
PC_Mean	Pearson Correlation	.369**	1	.420**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
JS_Mean	Pearson Correlation	.794**	.420**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

- As per the analysis, Organizational Commitment is moderately correlated to Professional Commitment and Organizational Commitment is highly correlated to Job satisfaction and Professional commitment is moderately correlated to Job satisfaction.

REGRESSION

H1: Organizational commitment has a positive impact on the job satisfaction of the professors.

- **Independent Variable**- Organizational Commitment
- **Dependent Variable**- Job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.627	.39888

a. Predictors: (Constant), OC_Mean

From the **model summary** table, the R square is value is obtained. The R square value is .63 which means 63% of variation in the dependent variable i.e., Job satisfaction is explained by the independent variable i.e., Organizational commitment.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	40.051	1	40.051	251.718	.000 ^b
1 Residual	23.548	148	.159		
Total	63.599	149			

a. Dependent Variable: JS_Mean

b. Predictors: (Constant), OC_Mean

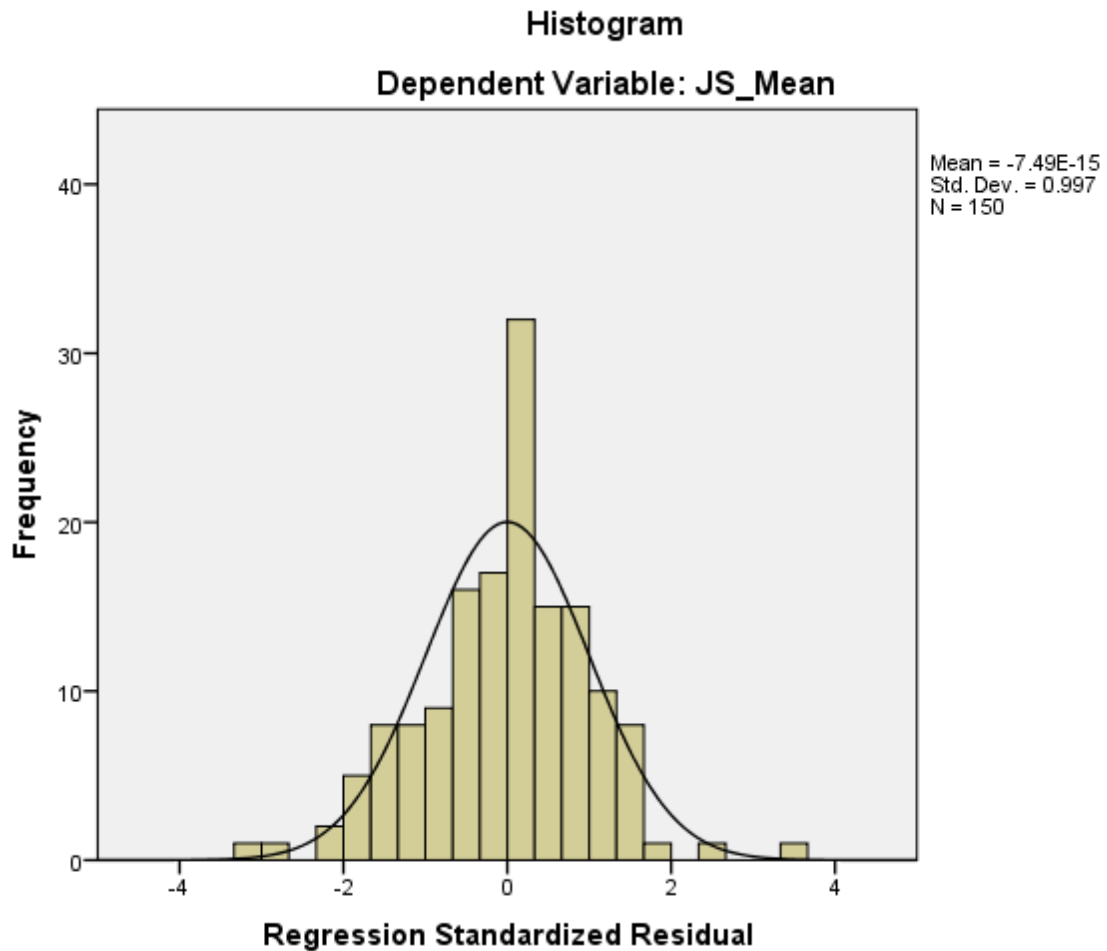
From the above table, significance value i.e., p value is $.000 < 0.05$, which shows that the hypothesis is accepted and so the R square value $.63$ is also accepted. Thus, this value can be projected as a positive result of the analysis.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.139	.178		6.383	.000
	OC_Mean	.700	.044	.794	15.866	.000

a. Dependent Variable: JS_Mean

The significance value obtained for constant is $.000 < 0.05$ and the significance value of organizational commitment is $.000 < 0.05$, thus, these value projects the positive relationship between the independent and the dependent variable. As per this study the Beta value is $.79$ which means a unit change in organizational commitment can explain $.79$ change in the job satisfaction.



Thus, as per the analysis, **H1** is accepted. Organizational commitment has a positive impact on the job satisfaction.

H2: Professional commitment is positively related to the job satisfaction of the professors

- **Independent Variable**- Professional Commitment
- **Dependent Variable**- Job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 ^a	.176	.171	.59493

a. Predictors: (Constant), PC_Mean

From the **model summary** table, the R square is obtained.

The R square value is .176, which means 17.6% of variation in the dependent variable i.e., Job satisfaction is explained by the independent variable i.e., Professional commitment.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.216	1	11.216	31.689	.000 ^b
	Residual	52.383	148	.354		
	Total	63.599	149			

a. Dependent Variable: JS_Mean

b. Predictors: (Constant), PC_Mean

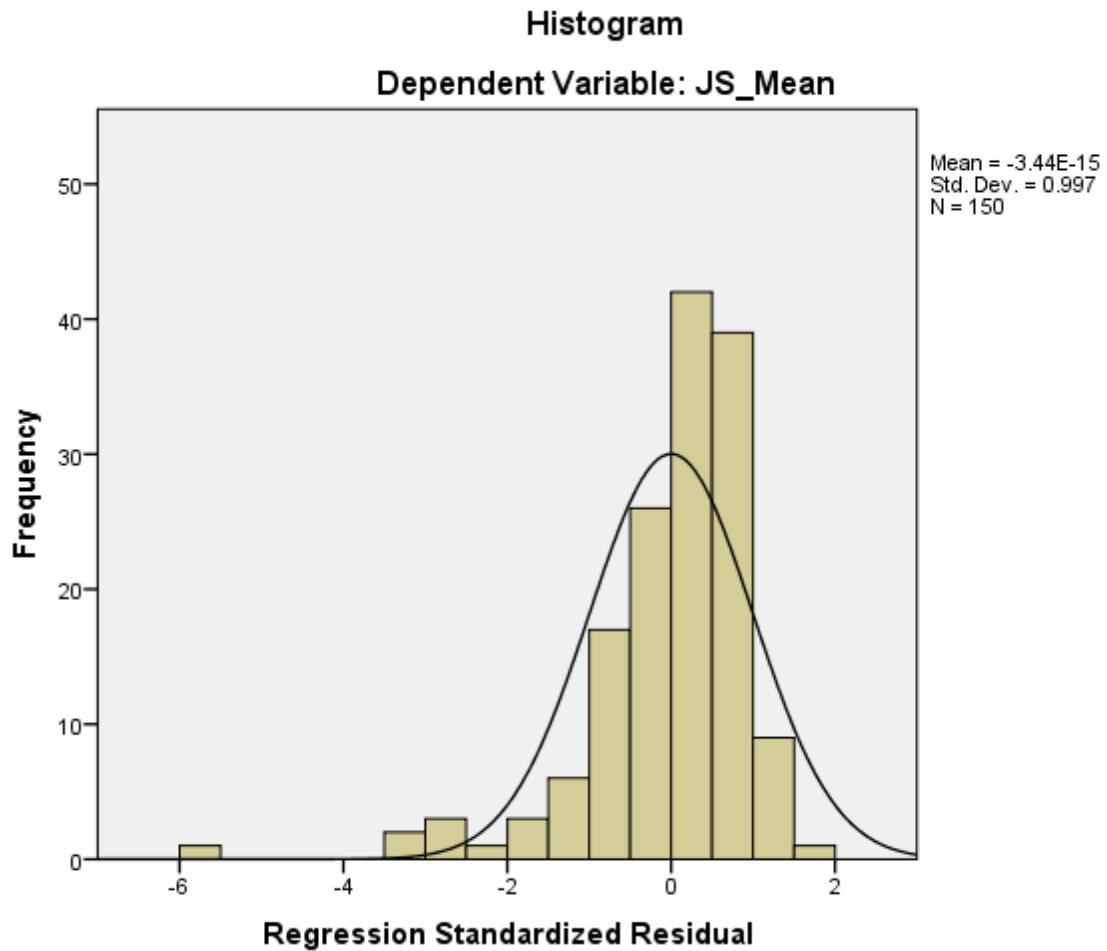
From the above table significance value i.e., p value is $.000 < 0.05$, which shows that the hypothesis is accepted and so the R square value .176 is also accepted. Thus, this value can be projected as a positive result of the analysis.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.435	.445		3.226	.002
	PC_Mean	.651	.116	.420	5.629	.000

a. Dependent Variable: JS_Mean

The significance value obtained for constant is $.002 < 0.05$ and the significance value of professional commitment is $.000 < 0.05$, thus, these value projects the positive relationship between the independent and the dependent variable. As per this study the Beta value is .42 which means a unit change in organizational commitment can explain .42 change in the job satisfaction.



Thus, as per the analysis, **H2** is accepted. Professional commitment is positively related to job satisfaction.

FINDINGS

Results of Hypothesis testing

HYPOTHESIS	RESULTS
H1: Organizational commitment has a positive impact on job satisfaction of the professors.	SUPPORTED*
H2: Professional commitment is positively related to the job satisfaction of the professors	SUPPORTED**

Here, the results are:

*Supported by $p < 0.01$

**Supported by $p < 0.01$

- From the study, it is being found that all the three variables have met the reliability criteria set for the study i.e., above 0.5. Thus in this case, the reliability scale of organizational commitment is .912, professional commitment is .63 and that of job satisfaction is .95. Thus, it is being proved that the questionnaire used for the survey in this study was reliable.
- As per the study, the results show that the first hypothesis support the study and it has made it very evident that organizational commitment is positively related to job satisfaction and as per the analysis the relationship is significant at $p = .000$ and the path coefficient Beta is .79, which means a unit change in organizational commitment can explain .79 change in the job satisfaction.
- In case of second hypothesis, it also supports the study and as per the analysis professional commitment is positively related to job satisfaction and the relationship is significant at $p = .000$ and the path of coefficient Beta is .42, which means a unit change in professional commitment can explain .42 change in the job satisfaction.
- Thus, the relationship between the variables that were being assumed stands true as a result of the study conducted.

CONCLUSION

According to the findings, it can be stated that organizational commitment and professional commitment has a positive significant relationship with job satisfaction and any factor which affect the organizational commitment and professional commitment of the professors in the educational institutions will affect their job satisfaction as well. Further it was found that the dimensions of the organizational commitment and professional commitment has a significant effect on the dimensions of organizational

commitment. Thus, it can be said that once the professors in the educational institutions are given appropriate reward for their committed and dedicated performance for the welfare of the institution, it will result in increasing the level of job satisfaction.

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