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**ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN RELATION TO JOB INVOLVEMENT AND JOB SATISFACTION**

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**ABSTRACT**

The purpose of this study is to examine the relationship among organization commitment, job involvement and job satisfaction among employees at higher educational institute in India. The samples consist of numbers of teaching staff randomly selected from systematically higher educational institute of India of metro cities. Research is based on both primary and secondary data. Primary data is gotten by sending questionnaire to different colleges electronically and secondary data is gathered from Journals, articles, books while internal sources such as organization website, brochure and etc. Results shows that the success of the organization depends on the commitment, job involvement and job satisfaction of the employees within the organization. A moderate significant positive relationship is found among organizational commitment, job involvement and job satisfaction.

**Keywords:** organizational commitment, job involvement, job satisfaction.

**INTRODUCTION**

The educational sector is the dominant sector in the metro cities of the India. The overall performance of educational organization is depend upon the teaching staffs of the institution and successional growth & development of these organizations depend upon the organizational commitment, job involvement and job satisfaction of the employees towards the organization. The employees are the key factors in providing the better education to the students and ultimately it helps to improve the overall performance of organization & society.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). Those employees who are firmly committed to their organization, they have satisfied with their job and they perform

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their duties towards the organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad &Zin, 2010). Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity (Steinhaus & Perry, 1996).

Generally satisfied employees believe that they have done a lot for their organization so that they have emotional job involvement with their organization. However, it has been seen that their management has very little involvement in their growth and development of employees. But management of the organization have very little understanding that, how to satisfy their employees and how these employees' satisfaction levels influence their intention to leave their positions (Feinstein, A., 2002). In fact, because of this limited understanding, managers' efforts toward employee satisfaction can sometimes create more dissonance than cohesion between employees and management, leading to decreased performance and excessive employee turnover (Locke, 1969).

Therefore, in order to meet the changing needs and demands of private organization in the global world, it is necessary to develop an organizational climate and culture to satisfy the employees. So, it is important to increase job satisfaction & job involvement and to put organizational commitment into practice.

According to Locke (1976), job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job.

According to Meyer, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee as positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the job he has in the organization.

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### **Research Objective**

Specifically, this study mainly seeks to achieve the following objective:

- To determine the relationship among organizational commitment, job involvement and job satisfaction.

### **Definition of Key Terms**

- i. **Organizational Commitment:** Organizational commitment defined as an employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).
- ii. **Job satisfaction:** The term job satisfactions refer to the attitudes and feelings that people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).
- iii. **Job involvement:** Job Involvement is the degree to which the job meets the need for prestige and self-respect or the level of importance to one's self esteem to (Allport, 1943).

### **LITERATURE REVIEW**

#### **Organizational commitment**

Organizational commitment researchers' can be divided into two major views, one as an attitude and second as a behavior (Meyer and Allen, 1991). Steers (1977) viewed organizational commitment as an employee attitude and as a set of behavioral intentions; the willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization. Organizational commitment has also been viewed as a dimension of organization effectiveness which contributes to increased effectiveness through work performance and reducing turnover (Scholl 1981, McDermott et al. 1996). According to Poter et al., (1974) an attitudinal view refers as psychological attachment or Affective Commitment (AC) formed by an employee in relation to his identification and involvement with the respective organization. Further it can be explain as "an attachment to the organization, characterized by intention to remain in it, identification with the values and goals of the organization, and a willingness to exert extra effort on its behalf." It is

considered to be the linkage between the individual employee and the organization because of individuals consider the extent to which their own values and goals related to that of the organization as part of organizational commitment.

Behavioral view of organizational commitment is explained under the side bet theory (Becker, 1960) Side bets theory refers to the accumulation of investments valued by the individual which would be lost if she or he were to leave the organization (Becker, 1960).

According to this theory organization commitment by the individuals is confirmed irrespective of the stressful condition which they experience for holding their position in the organization. However, if they have been given alternative benefits, they will not to leave the organization. Mowday, Poter and Steers (1982) support the Becker's view and describe organizational commitment as a behavior relating to the process by which individuals become locked in to a certain organization.

Mayer and Allen (1990) viewed organizational commitment as multidimensional concept. They proposed a Three-Component Model, including: Affective Commitment (AC), continuance commitment (CC), and normative commitment (NC). AC refers to the employee's emotional attachment to, identification with, and involvement in the organization. CC refers to commitment based on the costs that the employee associates with leaving the organization due to the high cost of leaving. NC refers to an employee's feeling of obligation to remain with the organization based on the employee having internalized the values and goals of the organization.

### **Job involvement**

Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work and life are commingled. Having low job involvement contributes to employees' feelings of alienation of purpose, alienation in the organization or feeling of separation between what the employees see as their "life" and the job they do. Work alienation and job involvement are correlated with one another (Hirschfeld & Field, 2000; Rabinowitz & Hall, 1981).

Highly involved employees identify with and care a lot about what they do (Robbins, 2001). According to Allport (1943), Job Involvement is the degree to which the job meets the need for prestige and self-respect or the level of importance to one's self esteem. Furthermore he conceptualizes Job Involvement as the degree to which one is actively participating in one's job. Lodahl and Kejner (1965) define job involvement as the degree of importance of one's work in one's total self-image. This definition also implies the significance of the job on the individual's work and

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non-work life. Kanungo (1982) defines Job Involvement as the extent to which one identifies psychologically with one's job. These individuals really care about the kind of work they do on their jobs. He describes Job Involvement as a belief descriptive of the present job and tends to be a function of how much the job can satisfy present needs. It is a specific belief resulting from the relationship with one's present job. Furthermore he explains that employees do not get involved in the job only for self-rational interest fulfillment; they also get involved in the job because their emotions play a role. Becoming highly involved in the job is often times a response to emotional rather than rational needs (Carmeli, 2003)

### **Job satisfaction**

Job satisfaction refers to the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury & Higgins, 2006). Lambert (2004, p. 210) defines job satisfaction as "the degree to which a person likes his/ her job," while Lambert, Barton, and Hogan (1999, p. 97) define the term as "the fulfillment of gratification of certain needs that are associated with one's work."

In studies Camp (1994) and Lambert (2004) conducted, correctional worker job satisfaction was measured as fulfillment from work, pay, coworkers, supervision, and promotion. Another common measure maintains that job satisfaction is associated with five dimensions, namely skill variety, task identity, task significance, autonomy, and feedback (Glisson & Durick, 1988). Glisson and Durick note that of these five dimensions, only three—task significance, role ambiguity, and skill variety—strongly predict levels of job satisfaction.

Job satisfaction is the feeling that employees have about their job in general (Smith et al. 1975). It is a multifaceted construct encompassing specific facets of satisfaction related to pay, work, supervision, professional opportunities, benefits, organizational practices and relationships with coworkers (Misener et al. 1996). Organizational research shows that employees who experience job satisfaction are more likely to be productive and stay on the job (McNeese-Smith 1997). The meta-analytical study by Irvine & Evans (1995) supports this. The result of the analysis demonstrated a strong negative relationship between job satisfaction and behavioral intentions and a small negative relationship between job satisfaction and turnover. A relationship has also been demonstrated between patient satisfaction and job satisfaction of caregivers (Morana 1987). Job dissatisfaction leads to absenteeism, problems of grievances, low morale and high turnover (Gangadhraiah et al.

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1990, Martin 1990). Altered performance in turn results in higher employment costs (Misener et al. 1996) is also found to be associated with decreased job satisfaction (Snarr & Krochak 1996).

Herzberg et al. (1959) defined the best known popular “theory of job satisfaction”. Their two factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

The theory suggests that job dissatisfaction is probable in the circumstances where hygiene factors do not exist in someone’s working environment. In contrast, when hygiene needs are supplied, however, it does not necessarily result in full satisfaction. Only the dissatisfaction level is decreased (Furnham et al., 2002). Whereas Herzberg stated in his two factors theory stated that there are two categorizes of motives for the employees known as satisfiers and dissatisfies. He related intrinsic factors with job satisfaction and extrinsic factors with dissatisfaction (Samad, 2007).

### **Research Methodology**

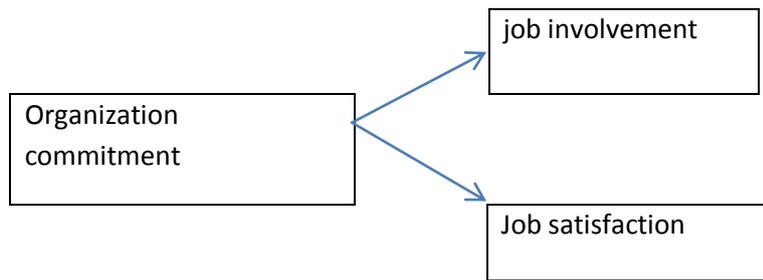
The present studies has been descriptive, the data for this study were obtained from secondary sources. The secondary data has been collected from various references which already existed in published from, part of the paper is based on literature review the method comprising of collecting all available papers and books for the review purpose selection of paper is done on the basis of their relevance and contribution to the body of knowledge. The author has made an attempt to do primary reading of selected paper which will constitute the core of this review study.

### **Relation among organization commitment, job involvement and job satisfaction**

Based upon the literature review, there is a need to study the relationship among organizational commitment, job involvement and job satisfaction among employee of the institutions. The conceptual framework below will offer the conceptual foundation to examine and explore more to the study in verifying the relationship between organizational commitment, job involvement and job satisfaction. The relationship between the various factors is displayed in the figure below.

**Independent variable**

**dependent variable**



In above figure organization commitment is independent variable and job involvement & job satisfaction are dependent variable.

On the basis of the responses of questionnaire and study of the journals, research papers, articles and organization's profile its results that those employees who are involved with their job are more satisfied and they are more committed with their organization. So the result is comes out that there is positive relationship among organization commitment, job involvement and job satisfaction.

### **CONCLUSION**

Based on the finding of the study there is positive correlation between dependent and independent variables. So the management of the organization must developed the organization culture much supportive, strategies and policies achievable, fair reward system and equal employee's participation in decision-making so that employees feel satisfied with their job and committed with their organization.

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