

Understanding the relationship between Job Satisfaction and Work Commitment in Academics

Dr. Sushmita Goswami

Assistant Professor, Institute of Business Management, GLA University, Mathura

Email: sushmita60485@gmail.com

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Abstract

Employee's commitment towards their work and organization is widely based on their job satisfaction. The most debatable issues now a day is how to keep employees engaged and satisfied. The objective this paper is to throw light on the relationship between work commitment and job satisfaction particularly in teachers of higher educational institutions in Mathura and NCR Region. The paper shows a strong relationship between work commitment and job satisfaction through empirical investigation.

Keywords: Employee engagement, Job satisfaction, Work commitment, Organizational Commitment, Academicians.

INTRODUCTION

A happy employee is also valuable to the company because it is committed to producing the best of its abilities. Every employee wants strong professional growth and a balance between working and working life. If an employee is satisfied with their business and work, they try to return the organization with all their efforts. The importance of professional satisfaction can be seen from two points of view, that is, from the point of view of employees and employers. Professional satisfaction from an employee's point of view is earning a decent gross wage, maintaining stable professional development, earning prizes and awards, and always providing new opportunities and from employers point of view employers' happiness at work is an important part of getting the most out of them. Satisfied workers often contribute more to the business by helping to manage turnover and helping the company expand. Employers must maintain a clear job requirement to retain staff and continually offer incentives for the improvement and development of people. Work commitment is characterized as a positive action or a positive mental state at work which contributes to work-related positive outcomes. Employees with a high degree of dedication to work are enthusiastic, engaged in their work and impressed with their work. The idea of participation in the work falls within the context of constructive psychology, a branch of psychology that focuses on ways to improve our disease instead of diagnosing or managing psychiatric diseases. The participation of the work corresponds to a high intensity emotional-motivational optimistic state associated with a high degree of dedication and a profound emphasis on work (Schaufeli & Bakker, 2010). It is extremely beneficial for contemporary public and private organizations to involve workers as the commitment has been found in line with high rates of innovation, job success, corporate citizenship and customer satisfaction (Bakker et al., 2014). Participation in work is a critical aspect of well-being in the workplace and is the goal of strategic strategies aimed at improving employee behavior and morale through leadership. Work commitment is a measurable degree of an employee's positive or negative emotional attachment to their work that influences their willingness to learn and perform in the workplace. Work commitment is a workplace strategy aimed at ensuring that workers are committed to the employer's goals and ideals and feel driven to contribute to business success while reinforcing their sense of well-being.

If the employee has a high degree of professional satisfaction that has been guided by incentives and rewards enabled by the work commitment. Work interaction is fundamental in all companies because excessive competitive trade is an aggressive market environment. Employees participate in their work and engage in their agency, together with a high turnover and a lower employee turnover, offering organizations a significant aggressive advantage. These two factors relate to each other if employee are satisfied with their job, so they are better trained and interested in the organization's goal at work.

LITERATURE REVIEW

The concept of Job satisfaction is a widely studied concept and be stated as a pleasant or optimistic state of emotions which results out an individual's job experience or job appraisal (Schneider and Snyder, 1975; Locke, 1976). One of the fundamental parameter that governs one's behavior at work is job Satisfaction. In study conducted on lecturers it was explored that they feel satisfied when they are happy with their teaching and research related jobs along with having a good interpersonal relations with their colleagues (Oshagbemi, 2000). Research on the academic staff in tertiary institutions in Zimbabwe highlighted several reasons for job dissatisfaction such as high workload, less salaries and inadequate allowances and loan facilities for buying cars and home (Chimanikar et al. 2007)

Chua (2005) in his research suggested that work commitment majorly has three components normative, affective and continuance and henceforth an individual feels obliged towards his job may be risk associated with job leaving is high or they feel affective towards the job or probably they feel socially responsible towards their jobs. Commitment of the academicians has three components i.e. professional commitment, union commitment and organizational commitment, further more independent variables intent to stay in teaching, group cohesion, variables like autonomy, feedback and friendship which are characteristics of job task, various items of variable leadership (administrator responsiveness, principle leadership), personal needs (achievement, affiliation) and role stress etc. and findings of the study confirmed that all these dimensions are affected by leadership factors, teaching experience and job task characteristics.

In the research paper by Andrade et al. (2018) which is based on non panel longitudinal data collected from the International social survey program, showed that age has a significant impact on job satisfaction i.e. older the person, more satisfied he is with his job. The various planned developments approved specifically to clarify workplace outcomes for human resource activity (Guan & Frenkel ,2018).Li (2018) in their study examined the relationship between living a vocation, workmanship and work commitment for skilled workers.

Alessandri et.al. (2018), explored a complex model of meditation that represents work commitment as a mediator of the longitudinal relationship between Psychological capital and work results and it was found that as per resources theory, workers feel motivated to protect, gain and foster their psychological valuable resources to employees are motivated to acquire, protect and foster their valued (psychological) resources to accomplish favorable outcomes in their jobs which in turn will create a gain cycle of resources (Salanova *et al.*, 2010). As per another study which provided supported this findings empirically that process like work commitment are more sufficed by personal resources which indirectly affects the organizational behavioural outcomes (Xanthopoulou *et al.*, 2009).

Yalabik et.al (2017) in his study explored the connection between job satisfaction facets and work commitment. Previous research focused on the correlation between work engagement and by and large workplace satisfaction but neglected the multifaceted complexity of career satisfaction creation which are related to three dimensions of job participation in this analysis-i.e. Vigor, dedication , and absorption. The results show that the "satisfaction with work itself" among all the aspects of tasks satisfaction is that it is the key driver of all dimensions of labor engagement, i.e., vigor, dedication and absorption. Literature shows few more studies which explored the relationship between work commitment and job satisfaction and it was highlighted that workers remain committed towards their job if they feel satisfied and vice versa (Nasurdin and Ramayah,2003). Basically, if the job dimensions meet their needs, the employees will give full commitment.

Studies have confirmed positive relationship between job satisfaction and job commitment and other variables like transformational leadership, perceived organizational support etc. (Mahmoud Al Hussami, 2008). Hagemester et.al. (2018), examined social conflicts with colleagues daily as predictors of job satisfaction with colleagues, the study highlighted the emotionl regulation as an important component that shielded the negative impact of workplace conflict considerably thereby increasing satisfaction. Lee et.al (2015), in their research paper collected information about the reasons of job satisfaction from the frontline hotel staff and managers and found several attributes like fair pay, workplace safety, effective training and empowerment as some of the reasons which enhanced job satisfaction. In a recent literature it was empirically explored that HR practices and policies were greatly impacted by organizational culture and indirectly impacted by organizational commitment and job satisfaction, along with this HR policies affected job satisfaction which in turn effects organizational commitment (Park, 2020). In another research it was highlighted that work motivation significantly affects the performance of employees; organizational commitment significantly affects the performance of employees, and job satisfaction and these results strengthen the fact that work motivation, organizational commitment, and job satisfaction simultaneously and positively affect the performance of employees. (Santoso et.al.

2020).

METHODOLOGY

This study involves exploratory research that involves the collection of preliminary information that has helped identify the impact on job satisfaction of the work commitment. A sample size of 275 respondents who were academicians from various private universities in Mathura, Uttar Pradesh and NCR region, out of 275 respondents only 240 responses were found to be suitable for study. The primary data was collected using a structures questionnaire and secondary data was collected from various journals and websites.

The reliability of all two measures was calculated using SPSS software, i.e. employee engagement, job satisfaction. To measure the reliability of all elements in the questionnaire, Cronbach's alpha-reliability coefficients were determined. The reliability check using SPSS software and the measurements of reliability are given below:

Table (1):Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.825	16

All reliability values are visible to be greater than the standard value of 0.7. Reliability of the tall test is considered satisfactory. Therefore the argument was viewed as accurate claims in the questionnaire.

REGRESSION

Table (2):Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.578	.25462

a. We predict: (Constant),

Our study forecasts the relationship of job satisfaction (JS) between work commitments (WC). R denotes a link between the effects of the expected and observed. In our case, there is a high correlation between $R=0.761$.

The modified R square measures the R square population for our sample and hence provide a more practical sense of predictive power of the variable.

Because the value of the R^2 is .579, this means that the independent variables influence 57.9 per cent of the dependent variable.

Table (3):ANOVA^a

Model	Sum of Squares	D.F	Mean Square	F	Sig.
1 Regression	21.256	1	21.256	327.862	.000 ^b
Residual	15.430	238	.065		
Total	36.686	239			

JS: Dependent Variable

We predict: (Constant),

Shows in table (F (1, 239) = 327.862, sig. VAT = .000)

Hypothesis is rejected since the value i.e.,.065 mean value is greater than the.05 value. The model is therefore correct.

Table (4):

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.338	.182		1.858	.064
We	.936	.052	.761	18.107	.000

a. Dependent Variable: JS

The value in the column B below the column of unstandardized coefficients was used to represent the equation of regression.

$$Y = a + a$$

$$Y = .338$$

$$\text{and } .936X$$

DISCUSSION

According to analysis it was found that 29% of university teachers firmly believe that they are rewarded for a job well

done, while 12% firmly deny that they are not recognized for a job well done. 25% of university professors firmly accept that they feel close to people at work, while 8% firmly deny that they do not feel close to those at work. 29% of university-educated workers feel good about working in this sector, while 4% firmly deny that they don't feel good about working in this sector. 38% of university teachers feel comfortable with their job, while 4% firmly deny that they don't feel confident in their job. 17% of university employees believe that management is concerned about them while 12% of respondents strongly deny that management doesn't know about me. 175 of respondents believe that work is positive for their physical health, while 12% believe that work is not positive for their physical health. 29% of respondents are satisfied with their salary, while 8% of respondents are not satisfied with their salary. 25% of respondents strongly agree that all their skills and experiences are used in the workforce, while 45 respondents strongly deny that their strengths and abilities are unnecessary in the workplace. 25% fully agree with their supervisors at work, while 8% firmly deny that they get along with their supervisors at work. 25% of respondents fully agree that they feel good about their job, while four percent of respondents disagree about feeling bad about their job. Both measure reliability, that is, employee commitment, job satisfaction when measured with SPSS tools. To measure the overall reliability in the questionnaire, the alpha reliability coefficients of Cranach are determined and the value of the square R obtained is equal to 0.579. $R = 0.761$ and the correlation is high.

CONCLUSION

Since organizational elements have many influencing factors that are both tangible and intangible, this study uncovered job satisfaction and involvement factors. In addition to dedication, companies should consider improving work situations and provide each employee with the equipment and resources necessary to complete the process to beautify employee professional satisfaction. In addition, periodic reviews and the boss's contribution to employees are essential to support acceptable performance. As regards participation in work, greater coordination and a single revision of the human aid administration is needed to involve effective workers, in general managers should keep staff updated on the principles of organizations and dreams. And HR managers need to hire employees who know what they are doing and enjoy their jobs. As we know, to improve efficiency and productivity, work commitment and employee satisfaction are a priority for the new work environment.

The organization will provide employees with the best and it is also very important to consider their needs. Ongoing HRD assessment and mediation initiatives will be encouraged to encourage the employee to deal with ineffective conflicts / resolution / complaint management, which will also improve community cohesion and involve all participants. The negatives and criticisms should be seen as steps to improve and grow.

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