

EXPLORING THE RELATIONSHIP BETWEEN JOB COMMITMENT AND JOB SATISFACTION THROUGH A REVIEW OF LITERATURE

Management Insight
13(1) 74-79
<https://doi.org/10.21844/mijia.v13i01.8363>

Babulal Rajak*, Mrinalini Pandey**

Email : babu1112@rediffmail.com

ABSTRACT

The primary motivation behind the review was to examine the interrelation between job commitment and job satisfaction of individuals in higher education institutions and its effect on their performance. This study focuses on various theories related to job commitment and job satisfaction. Keeping in mind the end goal to have better standard of life and to satisfy one's needs, one has to work with satisfaction as it brings about development not only for the employees but also enhances the productivity and service to the institution consequently it increases the commitment to the institution. Following are the research objectives for this study (1) To look at the interrelation between job commitment and job satisfaction among the employee of an institution of higher education (2) To examine the effect of employee on job satisfaction and job commitment due to their biographical characteristics (3) To examine the significant way to motivate employee in order to boost the job satisfaction. The result showed that there exists a critical connection between job commitment and employment fulfillment of a person. The study highlights that the higher the level of motivation the greater the enhancement of satisfaction and commitment of the employees towards their institution.

Key Words : Job Satisfaction, Job Commitment

INTRODUCTION

In this era of globalization, job satisfaction is a major concern for all the higher education institutions, no matter whether it is public or private. Academic institution should plan and manage the employees or academic staffs effectively and should concentrate on the representative's dedication and dispositions to work so as to improve their administration or execution. Job commitment represents the attitude towards the work. Job commitment relates the employee's feelings towards the institution; the more employees are satisfied with their work the more they are dedicated or committed to the institution.

Job satisfaction can be observed as agreeable emotional state which comes about because of the examination of one's employment

encounters. Another meaning of occupation fulfillment is 'how much representatives have a positive full of feeling introduction towards work by the organization' [1] the probability that employees remain committed to the institution depends strongly on the institution's commitment to support them. Academic staff's work execution can be confirmed by measuring the level of the fulfillment that lands them from the position they do.

Commitment has been defined in many ways and numerous research has been done regarding work commitment and satisfaction in the higher educational institutes. Job commitment is identified with representatives' state of mind and their execution effectiveness [2]. Employee's commitment, is omni-directional, their excitement to give more push to the establishment, builds

* Deputy Registrar (IIT Kharagpur) and Research Scholar, IIT (ISM) Dhanbad (Jharkhand)

** Assistant Professor, Department of Mmanagement Studies, IIT (ISM) Dhanbad (Jharkhand)

the institutional esteem. Employee commitment is strongly affected by the level of motivation, which is necessary for boosting the employee's attitude towards the job. To explain the motivation issue more specifically, Arif Damar [3], focuses on issues related to relation between institutional commitment and job satisfaction of academics. They assert that institutional commitment is an outcome desired by all institutions. As responsibility builds, work fulfillment and execution will increment also, and numerous issues in view of representatives will be settled. Current analysis shows little growth in the higher education institutions which confirms that the employees in higher education institutions having a varied level of commitment to their jobs. Some of the employee committed to their job; and some are having low sense of professionalism; they are lazy and come to work only to receive salary. The institution needs to concentrate on workplace so as to raise the involvement employees towards their work. The institutions need to make the participation of employee mandatory in decision making related to their job environment so that they can develop a positive attitude and their satisfaction and institution's productivity can be enhanced.

RATIONALE OF THE STUDY

Employees' satisfactions are mostly affected when there is a change in the job policies. Specialists are not generally counseled when such changes appear and some of their rights are abused, which turns into the explanations behind their dissatisfaction and disillusionment and the level of executing their duty and efficiency get influenced.

OBJECTIVE

This paper aims to understand the relationship between job commitment and job satisfaction through a review of existing literature.

RESEARCH METHODOLOGY

The study is based on secondary research. The data and set of information has been derived

through various researches conducted across diverse fields and educational institutes. Articles and journals have been referred to and understood to identify the current scenario and factors extrinsically as well as extrinsically affecting the job commitment and job satisfaction of an individual, in order to understand the interrelationship between the two.

LITERATURE REVIEW

Breaking down the interrelationship between job commitment and job satisfaction is imperative these days, as more often than not representatives switch their occupation or don't work for a similar establishment all through their lifetime. It is also sometimes difficult to find suitable candidate for certain post. So once a perfect candidate is selected, institution tries to retain them.

The employers likely hire the more satisfied individuals to stay in their institutions because such employees have higher level of job satisfaction which leads to institutional commitment.

Another reason with reference to why fulfillment will prompt to job involvement is that a larger amount of employment fulfillment may prompt to a superior family life and a diminishment in stress [4]. The reason is because an employee's feeling of job satisfaction affects his/her emotions as well as behavior of the individual inside and outside the institution.

The dissatisfaction of employees with his or her job due to negative emotion leads to thinking about quitting the job. The choice procedure starts when the person locates alternate contrasting options to work and such grouping of choices will influence the representative's dedication level. Fulfillment with supervision is additionally liable to be a critical indicator of institutional responsibility among wellbeing of the workers. This is because management/supervisor creates much of a subordinate's work environment. In this manner, supervisor assumes a critical part in the observation worker shape about the establishment's strength and the degree to which they can be trusted to take care of their

interests. The higher authorities are more interested in knowing about the relation between job commitment and job satisfaction of an individual, because it would make them clear, that how important it would be to retain their most committed employee. In turn, the management will take effective steps to satisfy their employees. This would surely profit the establishment, as this is realized that these same workers are very dedicated to the foundation. When employees are satisfied, they work for their institutions and for their personal goals in a better manner.

Good working condition and comfortable surrounding always provides an effective platform for the employees to perform their work smoothly which in turn have a positive impact on the institutional commitment too. Regular training and development reminds the employees that the institution cares about them and supports them, which results to increase in institutional commitment. Furthermore, providing good facilities and high compensation leads to higher institutional commitment. Following are the reasons:

- (1) It allows the institution to attract large number of applicants during recruitment process.
- (2) Good facilities and high compensation, indicates how much an institution cares about and values its employees, thereby enhancing their feelings of importance.
- (3) Compensation increases the level of performance of the employees which results to institutional commitment

JOB COMMITMENT

Job commitment is “a solid confidence in and acknowledgment of the foundation’s destinations and qualities; an eagerness to apply significant exertion for the organization; and a powerful urge to keep up participation in the establishment” (Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The idea of job commitment has been examined from different points of view. In this present review, the idea of occupation responsibility will be confirmed from the mental

approach. The psychological approach looks at institutional commitment from the view of the attachment of employees with the institution where they work.

Job commitment is a standout amongst the most looked into subjects as it affects job performance. Chen and Aryee (2007) affirmed that dedication of workers is an essential apparatus for effectively enhancing the execution of the institutions. In other words, commitment can also be defined as a bond between an individual (the employee) and the institution (the employer).

The model of Meyer and Allen (1997) utilized as a part of this present review proposed a three-segment model of institutional duty as per the way of the bond that exists between a worker and business as Affective commitment, Continuance commitment, and Normative commitment.

Affective commitment is the individual’s psychological or emotional connection to, identification with and participation in the organization (Meyer & Allen 1997). In other words, it is an involvement that an employee has with its institution and goals. Mathew and Shepherd (2002) [8] further explained affective commitment by three factors (1) “belief in and acceptance of the institution’s goals and values, (2) a willingness to focus effort on helping the institution to achieve its goals, and (3) a desire to maintain institutional membership”. Employee’s affective commitment is commitment to the goal of the institution for its own advantage. Meyer & Allen (1996) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). The development of affective commitment involves recognizing the institution’s worth and internalizing its principles and standards (Beck & Wilson 2000)

Continuance commitment is regarded as an awareness of the costs associated with leaving the organization. It is considered to be calculative because of the individual aware about the

expenses and threats linked to leaving the organization, (Meyer & Allen 1997). People with continuance responsibility stay with a particular association in view of the cash they acquire as a worker accordingly of the time spent in the association, and not on account of they need to. At the point when a worker joins a foundation, he or she will undoubtedly keep up a connection with the organization or resolved to proceed with the establishment since nonappearance of option opportunity or consciousness of the outcomes with leaving the establishment. The cost aligned with leaving incorporates appealing advantages, the danger of squandering the time. The cost allied with leaving includes attractive benefits, the risk of wasting the time. This was more appropriately defined by Allen & Meyer (1990) he proposed that continuance commitment develops on the basis of two factors: (1) number of investment (side – bets) individuals make in their current institution and (2) perceived lack of alternatives. These investments can be anything that the individual considers valuable such as pension plans, institution benefits, status etc. that would be lost by leaving the institution, which makes them stay with their current employers. When an individual's consciousness or thought about expenses and threats associated to leaving the institution, this form of commitment is considered to be calculative. Meyer and Allen (1991) also stated that an individual whose most significant link with the institution is based on continuance commitment to stay with the institution only because they have no choice. However affective commitment is where individuals go on with an institution because they want to and because they are aware with it and they have emotional affection with it.

Normative commitment can be clarified as an awareness of other's expectations to proceed with work with a particular organization. Normative commitment is the dedication that a man trusts that they have to the establishment or their sentiment commitment to their working environment. Regularizing responsibility can be clarified by different duties, for example, marriage, family, religion, and so on thusly with

regards to one's dedication to their place of business they frequently feel like they have an ethical commitment to the foundation.

JOB SATISFACTION

Job satisfaction mirrors the enthusiastic introduction towards employment possessed by an individual or their passionate reaction towards the occupation. In short occupation fulfillment can be characterized as representative's enthusiastic state of mind towards their employment and work life. At the end of the day it can be communicated as individual's sentiments and observation that can change the level of recognition amongst them and the organization about the possessed employment and different parts of the occupation. Work fulfillment is ordinarily investigated in the writing and specialists change in their definitions to the idea. McNeese-Smith (1996) defines it as the feelings of individuals about their jobs. In the broadest sense, it refers to an employee general attitude toward the job or some dimensions of it. Cumbey and Alexander (1998) consider it as "a compelling feeling that relies on upon the collaboration of representatives, their own qualities, qualities, and desires with the workplace, and the association". Research has shown that job satisfaction or dissatisfaction leads to a number of consequences that satisfaction results in more productivity, high value of care and intent to stay in the job. On the other hand, job dissatisfaction was found to increase absenteeism, high stress. Herzberg's two-factor distinguished the job between factors leading to satisfaction and those leading to dissatisfaction. The factors that increase satisfaction are appreciation for achievement, work itself, improvement, etc. The factors that influence dissatisfaction are job policy and management, supervision, salary, interpersonal relationship, etc. (Herzberg, 1966).

Moynihan and Pandey (2007) have studied the effects of individual attributes, job personality, in three aspects, which are measured to be job inspiration dimensions: job satisfaction, job involvement, and job commitment.

Also, some managerial arrangements can

possibly control the issues of fulfillment and stress, and backer that, by distinguishing and executing strategies that work toward advancing useful outcomes, Job fulfillment is a standout amongst the most as often as possible measured institutional factors and routinely alluded to as a representative's worldwide attitudinal or nostalgic reaction to their employment.

Makanjee et al. (2006) explained that job satisfaction was basically the way individuals thought and felt about their complex work experience. Loui (1995) examined the relationship between job satisfaction and job commitment among 109 workers and reported that there is a positive relationship between institutional commitment and job satisfaction. Another study by Coleman & Cooper (1997) explained that job satisfaction was positively related to both affective and normative commitment.

In institutional researchers, the social exchange theory and the concept of Perceived Institutional Support (POS) have been applied to explain the psychological process underlying the employee attitudes and behaviors (Settoon, Bennet & Liden, 1996; Wayne et al., 2002). Exchanges between an employee and employing institution are called POS. Review of OS literature uses social exchange theory interpretation of institutional commitment to explain how an employee's commitment to an institution is influenced by the institution's commitment to employee.

PROBLEM STATEMENT

Educational institution is well thought-out as a service industry playing key role in developing smart, well-educated with human assets who would provide impetus to the future generation. Therefore, the most important performers are academicians who are responsible to construct future human capital needed by the country. Academic staffs that are dedicated to develop teaching and education techniques, escalation research and innovation are the main factor in order to turn India into leading education hub. In view of the fact that loyal

human resources are institution's supreme assets, identifying factors that help to encourage job commitment of an individual is important. Moreover, with high cost and suggestions for the instruction framework may also pose an issue. This review seeks to understand how commitment and performance are related and whether employment fulfillment impacts work responsibility among employees in organization.

The present study is thus conducted to address the following agenda of job satisfaction contributing towards individual's institutional commitment; job involvement contributing towards individual's institutional commitment; apparent institutional support contributing towards institutional commitment- in affective, continuance and normative front.

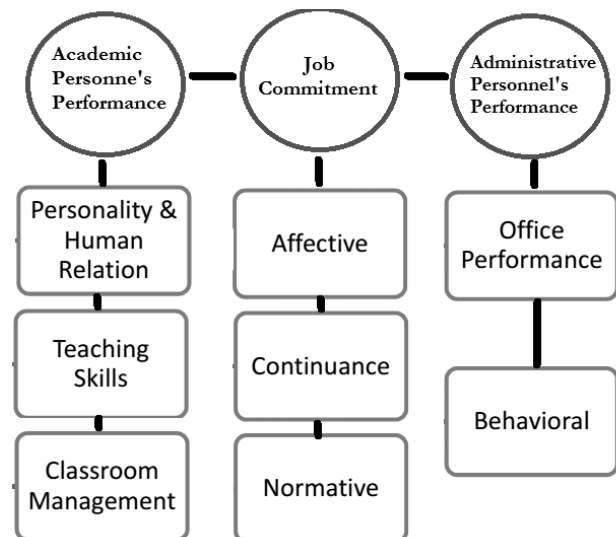


Fig. Job Commitment and Job Satisfaction of Academic and Administrative Personnel

CONCLUSION

Education is the center institutional associations of a nation. It directs matters on across the country plan. A helpful and sound college condition deciphers into better scholastic worker's employment fulfillment. Also, it gets to be distinctly essential to occupation fulfillment in light of the fact that typically held thoughts and perspective, appended with an empowering domain, carry with them vitality for accomplishment. Job is an essential part of life.

Work-life is one of the crucial parts of our everyday life which creates pressure if worker is not happy with his/her work. Due to the complicated nature of the job most of the citizens in the country who are performing their jobs with professional capability ignore the stress which affects their job and life. There is a need to see each individual institutional circumstance independently as far as occupation and individual related components. The outcomes demonstrate that there is no huge distinction between representative occupation fulfillment and in addition worker's employment duty both are diverse terms, however interrelated to each other. Furthermore, the results of the present study are therefore understood to have contributed to the field of institutional behavior in general, on both the academic and theoretical level. Therefore, higher learning institutions can utilize these results to shape the employees' level of satisfaction as well as commitment. Though there are certain inherent limitations of this study. There exists a vast expanse of literature on the subject and all of which has not been included in the study. Further, the results can be analyzed on the basis of empirical research.

NOTE: The authors are grateful to the anonymous referees of the journal for their suggestions to improve the overall quality of the paper. Usual disclaimers are applicable.

REFERENCES

- Adeyinka Tella, Popoola S O , C.O. Ayeni (2007) "Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria" Philosophy and Practice (e-journal)
- Akanbi, Paul Ayobami, and Kehinde Adeniran Itiola. "Exploring the Relationship between Job Satisfaction and Organizational Commitment among Health Workers in Ekiti State, Nigeria." Journal of Business and Management Sciences 1.2 (2013): 18-22
- Buchko, Weinzimmer & Sergeyev 1998, "The Relationship between Job Satisfaction and Organizational Commitment: The Case of Hospital Employees"
- Camp, S. D. (1994). Assessing the effects of organizational commitment and job satisfaction on turnover: An event history approach. The Prison Journal, 74(3), 279-305.
- Irving, G.P., Coleman, D.F. and Cooper, C.L. (1997) Further assessments of a three-component model of organizational commitment: Generalizability and differences across occupations. Journal of Applied Psychology, 82, 444-452. doi:10.1037/0021-9010.82.3.444
- L.N. Mclurg "Institutional commitment in the temporary help service Industry", Journal of Applied Management Studies, Vol.8, No.1,1999, pp. 5-26
- Makanjee, R.C., Hartzer, Y., & Uys, I. (2006). The effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers. Radiography, 12(2), 118-126.
- Mowday, Richard T., Richard M. Steers, and Lyman W. Porter. "The Measurement of Institutional Commitment" Journal of Vocational Behavior 14.2, 1979, pp. 224-247.
- Meyer, John P., Natalie J. Allen, and Catherine A. Smith. "Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization." Journal of Applied Psychology 78.4,1993, pp. 538.
- Chen, Zhen Xiong, and Samuel Aryee. "Delegation and Employee Work Outcomes: An Examination of the Cultural Context of Mediating Processes in China." Academy of Management Journal 50.1,2007), pp. 226-238.
- Mathews, Brian P., and Jeryl L. Shepherd. "Dimensionality of Cook and Wall's (1980) British Organizational Commitment scale Revisited" Journal of Occupational and Organizational Psychology 75.3,2002, pp.369-375.
- Settoon, R., Bennett, N., & Liden, R. (1996). Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. Journal of Applied Psychology, 81(3), 219-227.