

## RELATIONSHIP OF ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION

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### ABSTRACT

This study was conducted as part of a larger study in a public sector organization with an all India presence. This study explored the relationship of organizational commitment with job satisfaction. 220 managers of a large public sector organization were asked to rate 18 items of the commitment scale developed by Meyer & Allen and 15 items of the self developed job satisfaction scales on seven points. Results found that affective commitment is a potent predictor accounting for most of the variance in case of intrinsic, extrinsic and total job satisfaction. In addition, normative commitment accounted for some variance in case of intrinsic job satisfaction and continuance commitment accounted for some variance in case of extrinsic and total job satisfaction. It could therefore be concluded that employee exhibiting high degree of normative commitment may enjoy intrinsic job satisfaction and the ones exhibiting high degree of continuance commitment may enjoy extrinsic and total job satisfaction.

**Key Words:** Organizational Commitment, Job Satisfaction

## INTRODUCTION

Organizational commitment has an important place in the study of organizational behavior. This is to some extent because a vast number of studies have found relationships between organizational commitment and attitudes and behaviors in the workplace (Porter, Steers, Mowday & Boulian, 1974; Koch & Steers, 1978). The literature has multiple definitions of organizational commitment. Meyer & Allen (1991) identified three types of commitments; affective commitment, normative commitment, and continuance commitment. They defined affective commitment as the emotional attachment, identification, and involvement that an employee has with its organization and its goals, normative commitment as a feeling of obligation towards the organization and continuance commitment as the willingness to remain in an organization because of the investment that the employee has which are nontransferable. Affective and normative commitments have been found to be predictors of positive organizational behavior, including increased work performance, tenure and attendance (Allen & Meyer, 1996). Continuance commitment, on the other hand, has been found to be negatively related or unrelated to positive organizational behaviors.

Locke & Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Luthan (1998) posited that there are three important dimensions to job satisfaction: (a) Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred, (b) Job satisfaction is often determined by how well outcome meet or exceed expectations and (c) Job satisfaction represents several related attitudes such as work itself, pay, promotion opportunities, supervision and coworkers which are most important characteristics of a job about which people have effective response. Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997).

A variety of antecedents and outcomes of commitments have been identified in the past thirty years (Angle & Perry, 1981; Mowday, Steers, & Porter, 1979; Hall, 1977). Reichers (1985) says that "though the literature is fairly clear with respect to the outcomes of commitment, the antecedents of commitment seem to be much more varied and inconsistent due to the several different ways in which commitment has been defined and operationalized" (p. 467). Thus, even the outcomes of commitment are not conclusive.

Given the importance of commitment and job satisfaction for organizational effectiveness and the lack of research in the Indian context tracing the antecedents of job satisfaction in various components of organizational commitment, it is aimed to examine the relationship between the various components of organizational commitment and that of job satisfaction.

## METHOD

### RESPONDENTS

Questionnaires were distributed to 220 employees of a large public sector organization. All the 220 employees returned the completed questionnaire, yielding a return rate of 100%.

### MEASURES

*Organizational commitment.* To measure organizational commitment the scale developed by Meyer, Allen, & Smith (1993) was used. This scale measured commitment in three components namely affective, normative and continuance commitments. This scale has 18-items in it with six items measuring one particular component of commitment. This scale has been widely used in the field and has median reliabilities (assessed using coefficient alphas) across many studies of .85 for affective commitment, .73

for normative commitment and .79 for continuance commitment. A detailed discussion of the construct validity of this scale is found in Allen & Meyer (1996).

*Job satisfaction.* A 15 item scale was developed to measure job satisfaction. The coefficient alpha was .92.

## PROCEDURE

The participants were selected at random and assembled in small groups in various locations of the organization. Questionnaires were distributed and collected personally. Participants were assured that their responses will be completely confidential and anonymous, and that no individual questionnaire would be shown to any member of the organization. To measure organizational commitment the participants were asked to read each statement carefully and record their response on a 7 point scale, 1 being very strongly disagree and 7 being very strongly agree, and to measure job satisfaction, the participants were asked to read each statement carefully and record their response on a 7 point scale, 1 being very highly dissatisfied and 7 being very highly satisfied.

## RESULTS

### PRINCIPAL COMPONENT FACTOR ANALYSIS

To determine how different items of job satisfaction scale could be grouped into higher-order categories, a principal component factor analysis with a varimax rotation was run on the ratings. Although, the resulting solution displayed three factors with eigenvalues greater than one, an examination of the screen plot suggested a two-factor solution accounting for 59.61% of the variance with the individual factors contributing 34.75 and 24.85 % of variance, respectively. Items with rotated factor loadings of 0.484 or more were summed together to define a component scale. The results of the two-factor solution were used to create scales. The subscales are briefly described below.

**Factor 1: Intrinsic Job Satisfaction.** The ratings of the items which loaded on the first factor (i.e. Item nos 2, 4, 7, 11, 12, 14 & 15 of the scale) were summed. The coefficient alpha was 0.91. This grouping was labeled 'intrinsic job satisfaction' as they were more to do with aspects like recognition, growth etc.

**Factor 2: Extrinsic Job Satisfaction.** The second scale, labeled 'Extrinsic Job Satisfaction' consisted of item nos 3, 5, 6, 8, 9, 10 and 13. The coefficient alpha was .86. This grouping was labeled 'extrinsic job satisfaction' as they were more to do with material aspects.

The third factor included only one item i.e. item no 1 which was related to permanence of job with a loading of 0.86. But the same was not taken as a separate factor. Instead it was considered with the composite score. The coefficient alpha was 0.92.

## REGRESSION ANALYSIS

The results of stepwise regression analysis of organizational commitment predicting components of job satisfaction are presented in tables 1 to 3.

Table 1 - Step Wise Regression Analysis of Organizational Commitment Predicting Intrinsic Job Satisfaction						
S. No	Predictor	R	R Square	B	F	Sig
1	Affective Commitment	.667	.445	.667	174.81	.000
2	Normative Commitment	.677	.458	.157	91.56	.000

<b>Table 2 – Step Wise Regression Analysis of Organizational Commitment Predicting Extrinsic Job Satisfaction</b>						
S. No	Predictor	R	R Square	B	F	Sig
1	Affective Commitment	.426	.181	.426	48.26	.000
2	Continuance Commitment	.479	.230	.220	32.35	.000

<b>Table 3 – Step Wise Regression Analysis of Organizational Commitment Predicting Total Job Satisfaction</b>						
S. No	Predictor	R	R Square	B	F	Sig
1	Affective Commitment	.587	.345	.587	114.75	.000
2	Continuance Commitment	.617	.380	.189	66.59	.000

It is seen from the tables above that affective commitment predicts most of the variance in case of intrinsic, extrinsic and total job satisfaction. In addition, normative commitment predicts 1% of the variance in case of intrinsic job satisfaction and continuance commitment predicts 5.3% of variance in case of extrinsic and 3% of the variance in case of total job satisfaction.

## DISCUSSION AND RELEVANCE OF THE STUDY

Though it is logical to assume that commitment and job satisfaction will be related there is no finding which links specific components of commitment with components of job satisfaction. Further, Moser (1997) concluded that absence of Job satisfaction leads to reduced organizational commitment. However, there has been no conclusive finding to say that absence of commitment leads to reduced job satisfaction. Towards this the findings of the present study is quite significant. It has far reaching implications for HR managers.

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and its goals. This can be said to be the highest form of commitment. From the definition and the findings of the study it could be said that any employee who is affectively committed to the organization will have intrinsic, extrinsic and total job satisfaction. On the other hand, if the employee exhibits a high degree of normative commitment he will have only intrinsic job satisfaction and in case the employee exhibits a high degree of continuance commitment, he is likely to be satisfied only extrinsically. This means a simple commitment survey in an organization can group the employees based on the satisfaction that they derive and accordingly the target group can be identified and necessary interventions can be initiated and directed at specific target groups. It is possible that within an organization, a particular section like department or function or work group may exhibit a high degree of continuance commitment. Such isolated sections can be studied separately and interventions initiated.

## LIMITATIONS

Though the study has its limitations, it has opened up new avenues for further research. This study can be criticized firstly for the fact that only one organization was studied and consequently, the employees of that organization with high affective commitment may be coincidentally exhibiting high intrinsic, extrinsic and total job satisfaction. Another criticism of this study might be that common method variance may be inflating the correlations and thus predictability of job satisfaction through commitment. Common method variance, in this case, refers to the problem that occurs when the same participant

measures both personal and organizational values using the same type of paper-and-pencil response format. The correlation between the measures will be higher than it ideally should be because participants will apply the same biases to each task.

## CONCLUSION

In sum, it could be said that organizational commitment and job satisfaction are related where commitment leads to satisfaction also. An employee with affective commitment will be satisfied with his job intrinsically, extrinsically and totally. The ones with high normative commitment will be satisfied intrinsically and the ones with high continuance commitment will be satisfied extrinsically. The HR managers can therefore, arrive at job satisfaction level through commitment survey and design OD interventions to improve the commitment leading to higher job satisfaction.

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