

IDENTIFYING THE RELATIONSHIP BETWEEN JOB SATISFACTION, WORK VALUE AND ORGANIZATIONAL COMMITMENT IN INDIAN CONTEXT

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PURPOSE

EMPLOYEE'S Job Satisfaction and Employees Commitment are two widely research areas in each organization. Many researchers in the world conducted useful studies on both these variables, still this area can be explored more to test the different context. The purpose of the present study is to explore the effect of Job Satisfaction and Work Values on Organisational Commitment.

Approaches: *Using convenience sampling, five point likert scale questionnaire has been used to collect the data from the employees of private sector organization. Data of 150 respondents were used for further analysis. Multiple regression test was used to examine the relationship between Job Satisfaction, Work Values and Organisational Commitment. All the liner assumptions were checked before applying the regression test.*

Findings: *The findings indicate that there is a positive relationship between Job Satisfaction and Employees Commitment; Work values and Employees Commitment.*

Practical Implication: *The result shows that there is a strong relationship between work value and organization commitment. Modern companies should use it as an strategy and try to inculcate more and more motivational work value in organization so that it may compete with it's competitors with a strongly committed team.*

Key Words: *Employee Satisfaction, Organizational Commitment, Work Value.*

Introduction

Spector (1997) refers Job satisfaction as “how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. It is a psychological variable which measures how employee thinks about their job overall. Job satisfaction has multiple dimensions, at one side it is based on needs of employees and other side it's an attitude relating to different aspects of the job. Job satisfaction is an individual aspect which defer from one individual to another but it is widely researched. Earlier research shows that job satisfaction leads to psychological attachment with the organization. Organisational outcomes like Organizational Commitment are also an important and widely researched concept. Organizational commitment is defined as the strength of an individual's identification with and involvement in a particular organization. Work values are important factors which help identify individual's choices and behavior. Work values

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may be viewed as the conditions or circumstances that the individual or the organization desire and have been associated with academic engagement, job satisfaction, and organizational commitment. Work value affects behavior on individual's workplace and their job satisfaction. There are relationships that exist between forms of organizational commitment and elements of job satisfaction. A happy and satisfied employee tends to be committed to the organization, and return back to the organization. This positive affect gives good and relevant outcomes. This study examines the individual's job satisfaction and it's relationship between work value and organizational commitment in the organization.

Literature Review

Smith, et al., (1989) described Job Satisfaction as the feeling an employee has about their job. Morrison (2008) identified that job satisfaction involves employees' affection and emotions. It has influence on job productivity, employee turnover, life satisfaction, etc. Locke (1969) referred that job satisfaction and dissatisfaction can be measured and determined by the difference between what an individual wants from his or her job and what he or she perceived it is being offered.

Spector (1997) referred that job satisfaction affects people's attitude to their jobs and various aspects of their jobs. Job satisfaction is also affected by personal as well as organizational factors, which cause an emotional reaction in the form of affective organizational commitment. Yousef (2000) stated that the relationships between organizational commitment and the work outcomes of job satisfaction and job performance are positive and significant indicate that those who are committed to their organizations are more satisfied with their jobs and their performance is high. Staw & Ross (1985) commented that a individual's job satisfaction scores will remain stable even if he or she changes jobs or companies.

Porter, Steers, Mowday & Boulian (1974) referred that there are different dimensions of job satisfaction. Job satisfaction is not more comprehensive and universal in comparison to organizational commitment but the job satisfaction reflected only the employee's reaction or response towards their job. Job satisfaction turned out less stable than organizational commitment up to some extent. Okpara, (2004) conducted a research which is characterized as employees' willingness to contribute their work in the organizational goals and objectives. When employees are assured that they will have growth and learning opportunities with their present employers, commitment level is likely to be improved with time in that organisation.

Werkmeister (1967) did a study which provided a relationship between work values and organizational commitment suggesting that the act of commitment is a manifestation of the individual's own, and the value consideration leading to commitment which reflects value standards that are basic to the individual's existence as a person. According to Schein (1996), Organizational Commitment has attracted a lot of interest to understand the intensity and stability of an employee's dedication to the organization. Allen & Meyer (1990) stated Organizational Commitment as "psychological phenomenon that sticks the individual to the organization. Meyer & Allen, (1991) explained that Organization Commitment contains three kinds or types of commitment: affective commitment, continuance commitment and normative commitment. Marthis & Jackson (2000) referred that organizational commitment as the extent in which employees stay with organizations and considers seriously the organizational objectives, goals, targets, etc.

Ramayah, Jantan & Tadisina (2001), stated job satisfaction reflects the willingness of employees to come to perform their work and how they get enforced to do their jobs. It includes various aspects so that employees remain happy doing their work and do not leave the job. Balfour & Wechsler (1990) mentioned that Organizational Commitment is divided into three categories: (1) a willingness to expend effort in order for the organization to realize its objectives; (2) A strong belief in the mission and objectives of the organization; and (3) the assumption of long-term association with the organization.

Kidron (1978) referred to a relationship between work value and organizational commitment. In this study the work value were related more to moral than calculative commitment. Putti, Aryee & Liang (1989) did an investigation on work value and organizational commitment which revealed that work values had a strong association with organizational commitment. There are some findings which shows that expectation of values of the employees influence the level of employee commitment.

Oshagbemi (2000) stated that there have been differences in findings about the relation of job satisfaction due to various factors. Campbell, Converse & Rodgers (1976) explain the different level of work satisfaction which is sometimes reported for men and women that women's expectation with regard to their work is different. Choo & Bowley (2007) stated that satisfaction and work value are interconnected with each other. Singh & Sharma (2011) revealed sufficient evidence to establish a correlation between organisational culture, organisational learning, knowledge management and employee satisfaction. Singh (2002) found the level of job satisfaction among the employees and found it to be above average. Singh and Dhingra (2013) found the multi dimensional ethical approach which lays the foundation for work values in any organization. Singh, Maheshwari, and Goel (1998), Singh and Goel (2001), Singh and Goel (2007), Singh et al. (2000), Singh (2001), Singh and Rastogi (2001), Singh (2002), have worked extensively on the areas related to the work values that are prevalent in select Indian organizations. Singh and Vasudeva (2013) found the relevance of teaching ethical values.

Objectives

To standardize measures for evaluating work value, job satisfaction and organizational commitment in Indian context.

1. To evaluate the cause and effect relationship between work value, job satisfaction and organizational commitment.
2. To open new vistas of further research.

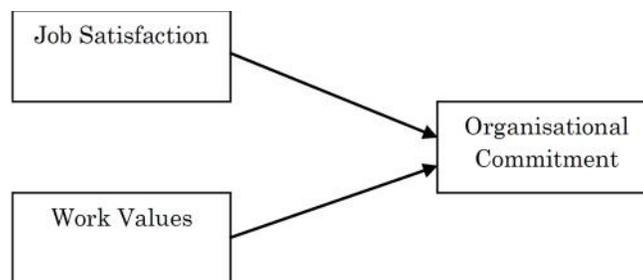


Figure No. 1: Hypothesized Model

Research Methodology

The study was causal in nature with survey method used to complete the study. Population was the employees of Private Sector in Gwalior region, wherein the individual respondents were the sampling element. Non – Probability Purposive sampling technique was used to select the sample. Sample size was 150 respondents.

Research Instruments

Standardized questionnaires were used for the evaluation of work value, job satisfaction and organizational commitment. The work value questionnaire was developed by (Schwartz, 1992), this questionnaire contained ten items, the job satisfaction questionnaire was developed by Weiss, Dawis, England & Lofquist (1967) having 20 items, and the organizational commitment questionnaire developed by Mowday, Porter, Steers (1983) contains 9 items that have been used to measure the study variables.

Data was collected on a likert type scale, where 1 stands for minimum agreement and 5 stands for maximum agreement.

Tools Used for Data Analysis

Item to total correlation was applied to check the internal consistency of the questionnaires. The measure was standardized through computation of reliability and validity. Principal Component Factor Analysis Test was conducted to explore underlying factors of work value, job satisfaction and organizational commitment. Linear regression Tests were applied to evaluate the relationship between work value, job satisfaction and organizational commitment. T-test was conducted to know the demographic effect on study variables.

Result and Discussion

Consistency of Job Satisfaction, Work Values and Organisational Commitment

Consistency of all the statements in the questionnaire was checked through item to total correlation. In this, co-relation of every item with total was measured and the computed value was compared with standard value of 0.4. The measures having item to total correlation lower than the critical value were declared as inconsistent and dropped from the questionnaire but none of the statement was found inconsistent. Therefore, none of the statements from questionnaire was dropped.

Reliability Test on Job Satisfaction, Work Values and Organisational Commitment

Nunnally (1978) recommended that instruments used in basic research have reliability of about 0.70 or better. Cronbach's Alpha reliability coefficient was computed using PASW 18 software.

Table No. 1: Results of Reliability

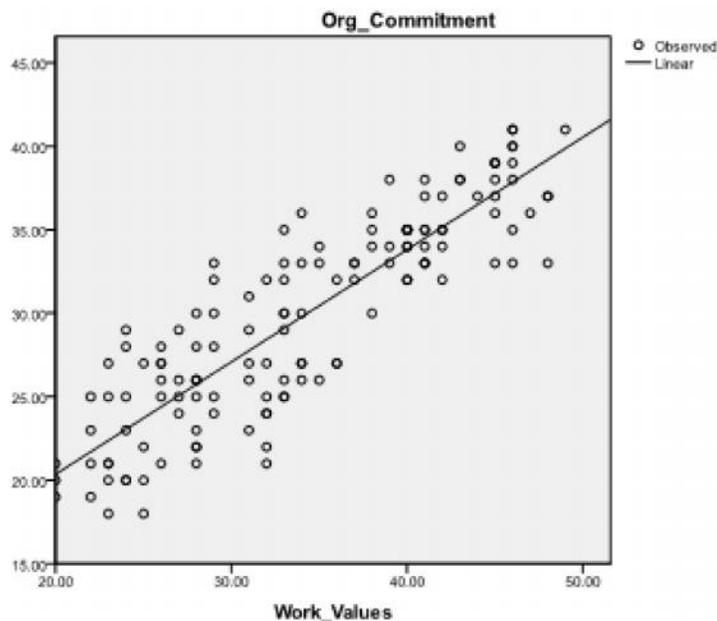
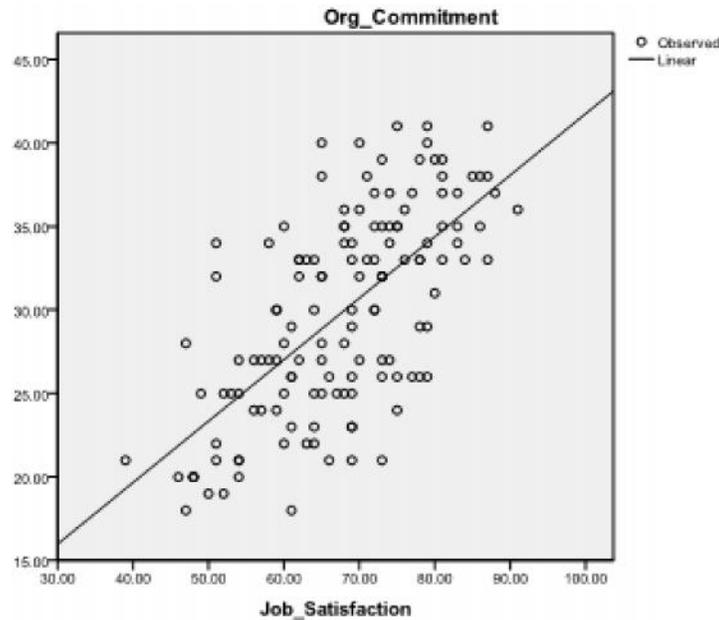
Sl. No.	Name of the Constructs	Cronbach's Reliability	No. of Statements used in the Current Study
1.	Job Satisfaction	0.809	20
2.	Work Values	0.870	10
3.	Organisational Commitment	0.788	9

The Cronbach's reliability coefficient was found to be 0.809 for the Job Satisfaction variable; therefore, the questionnaire measuring Job Satisfaction can be treated as reliable. Similarly, the Cronbach's alpha reliability coefficient for Work Values variable was found to be 0.870; therefore, the questionnaire measuring Work Values can also be treated as reliable and the Cronbach's alpha reliability coefficient for Organisational Commitment was found to be 0.788; therefore, the questionnaire measuring Organisational Commitment can also be treated as reliable.

Regression Analysis

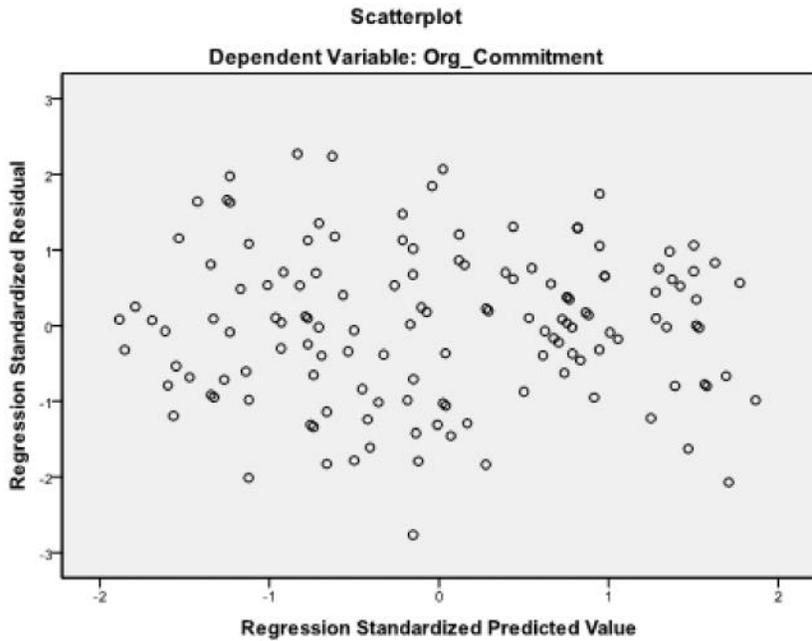
To check the hypothesis H_{01} and H_{02} to evaluate the relationship between Job Satisfaction and Organisational Commitment, and Work Values and Organisational Commitment; linear regression test was applied. But to evaluate the liner relationship between independent and dependent variable some assumptions must be tested. These assumptions are-

1. Variables should be measured at the **continuous** level (i.e., they are either **interval** or **ratio** variables). The data was collected on likert scale of 1-5 which is a interval scale so therefore first assumption is true to conduct linear regression.
2. There needs to be a **linear relationship** between the two variables. Whilst there are a number of ways to check whether a linear relationship exists between two variables, in this research we have used scatter plot to check the linearity.



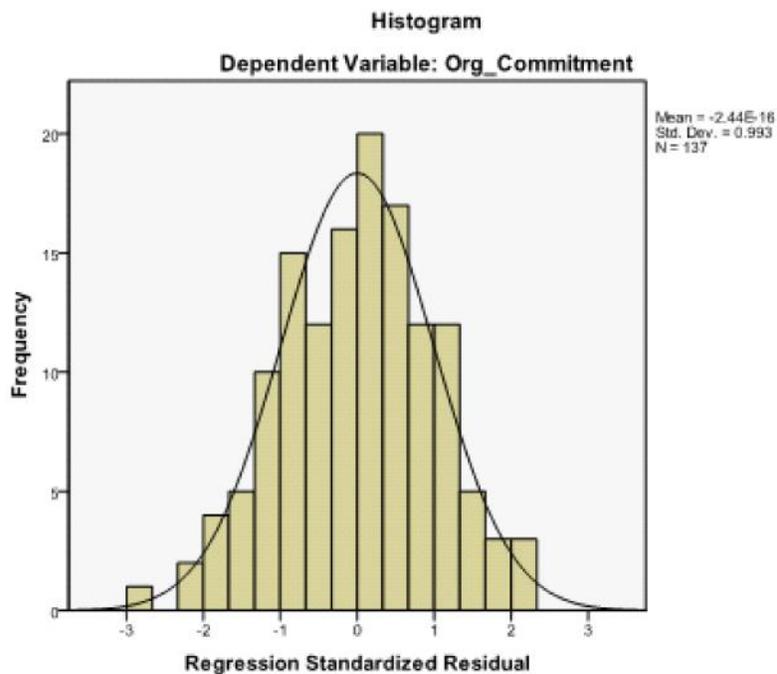
The above diagrams shows a linear curve between the independent variable - Job Satisfaction, Work Values, and dependent variable - organizational commitment, therefore, the second assumption of linear relationship was also found true.

3. There should be a **independence of observations**, which we have checked through Durbin-Watson statistic. The multiple regression shows the Durbin - Watson value of 1.899 which is near to 2, therefore, it can be interpreted that there is no auto correlation existing between the independent variables and dependent variable. So this assumption was also found true in this study.
4. Data needs to show **homoscedasticity**, which is where the variances along the line of best fit remain similar as you move along the line.

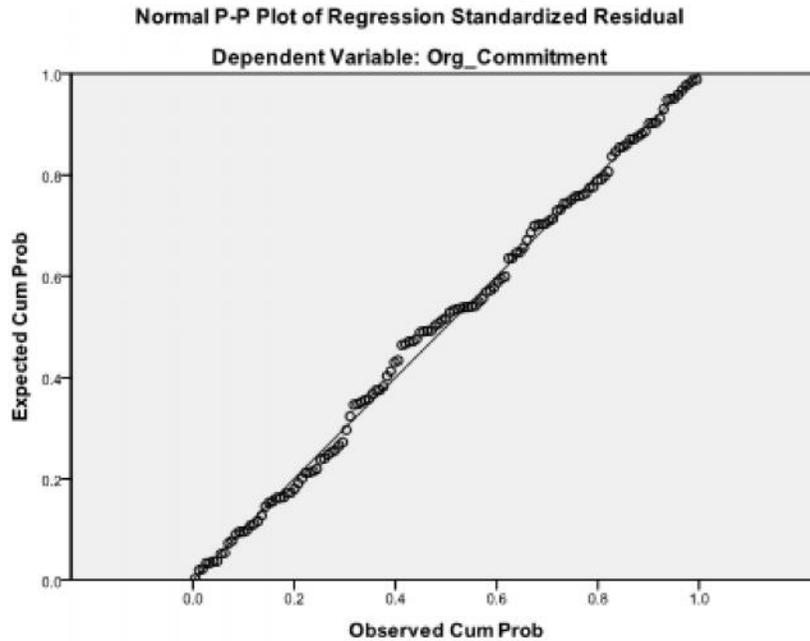


In the above diagram, the standardized residual against predicted value shows random pattern centered around the line of zero. From the above, no clear relationship can be seen between the residuals and the predicted values which are consistent with the assumption of linearity, therefore, this assumption was also found true.

5. To check that the **residuals (errors)** of the regression line, are **approximately normally distributed**.



The above plot is a check on normality; the histogram should appear normal. The above histogram does appear normal for the data of 137 respondents. This assumption was also found true.



The above plot is a check on normality; the plotted points should follow the straight line. In the above plot no serious departures have been observed so it can be interpreted that normality assumption is met.

To evaluate the linear relationship between variables, all the assumption should be met. In this study we can conclude that data is qualifying all the assumptions so it is suitable to use multiple linear regression tests to find out the cause and effect relationships.

Multiple Linear Regression Test

Null hypothesis (Ho): It states that there is no cause and effect relationship between Job Satisfaction, Work Value, and Organisational Commitment.

The linear regression analysis was applied to establish cause and effect relationship between Job Satisfaction and Work Values as independent variables, and Organizational Commitment as dependent variable through PASW 18 software.

Model Summary^b

Model	R	R Square	Std. Adjusted R Square	Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
dimension0	1	0.880 ^a	0.775	0.772	2.90824	0.775	230.970	2	134	0.000	1.899

a. Predictors: (Constant), Work_Values, Job_Satisfaction

b. Dependent Variable: Org_Commitment

The Result of Model summary indicated through adjusted R2 value which was found to be 0.772, indicating that Job Satisfaction and Work Values had 77.2% variance on Organisational Commitment.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3907.013	2	1953.507	230.970	0.000 ^a
	Residual	1133.352	134	8.458		
	Total	5040.365	136			

a. Predictors: (Constant), Work_Values, Job_Satisfaction

b. Dependent Variable: Org_Commitment

The goodness fit for the model was tested using ANOVA and the F-value was found to be 230.97 which are significant at 0.0 level of significance, indicating that the model is showing highly fit.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.760	1.580		2.380	0.019		
	Job_Satisfaction	0.085	0.030	0.150	2.788	0.006	0.576	1.736
	Work_Values	0.597	0.042	0.775	14.362	0.000	0.576	1.736

a. Dependent Variable: Org_Commitment

$$Y = a + bx_1 + bx_2 + \text{error}$$

So the regression equation is-

$$Y (\text{Organisational Commitment}) = 3.760 + 0.085 (\text{Job Satisfaction}) + 0.597 (\text{Work Values}) + \text{Error}$$

The contribution of individual independent variable was evaluated through computation of beta value which was 0.150 for independent variable, Job Satisfaction, and 0.775 for Work Values with the T-Test values of 0.006 & 0.000 respectively. These values indicated that Job Satisfaction and Work Values contribute significantly to the Organisational Commitment. Therefore, Hypothesis H₀₁ was rejected, indicating that there is strong positive cause and effect relationship between Job Satisfaction, Work Values, and Organisational Commitment.

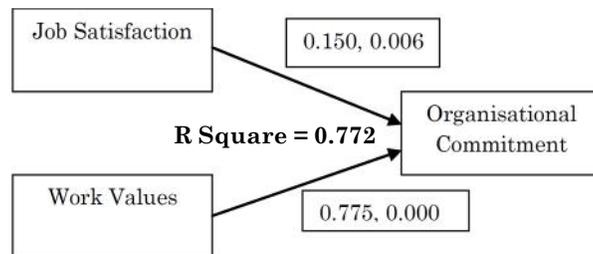


Figure No. 2: Final Model of Regression Test

Since hypothesis was found rejected and value of beta have shown positive with higher r square value of 0.772, the hypothesized model was found proved.

Discussion of Results

The main objective of this study was to evaluate the causes and affect relationship between Job Satisfaction, Work values and Organisational Commitment. The study found strong and positive cause and effect relationship between Job Satisfaction, Work values, and Organisational Commitment. The results are in line of Kidron (1978) which referred to a relationship between work value and organizational commitment. In this study the work value were related more to moral than calculative commitment. Putti, Aryee & Liang (1989) they did an investigation on work value and organizational commitment which revealed that work values had a strong association with organizational commitment.

Oshagbemi (2000) stated that there have been differences in findings about the relation of job satisfaction due to various factors. Forgionne and Peeters (1982a,b), according to these studies there are other factors that may be involved in the relationship between organizational commitment and job satisfaction, such as the number of dependants in the level of management position held in the workplace. Choo & Bowley (2007) stated that satisfaction and work value are interconnected with each other.

Conclusion

Organizations are now more concern to build the committed workforce for themselves. It takes years of times to develop such workforce which is ready to support the organisation in all the tasks to be done. More strategies are planned by the managers to develop the commitment level of their employees. The result of this study shows that commitment can be enhanced, if organizations concentrate on Job Satisfaction and Work Values. Organisation should adopt those policies which can enhance the job satisfaction of the employees. Better working environment, developmental opportunities, flexibility in system, freedom, fair salary benefits are some of the areas where organization can focus when designing the policies. These employees' friendly policies would get a significant support from work values. Positive work values in the employees and job satisfaction may lead to higher employees commitment. A well conducted work value creates a positive impact on the employees, and they feel committed towards the organization. The result of the study shows that there is a positive relationship between work value, job satisfaction and organizational commitment.

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