

# **Impacts of Job Satisfaction and Organizational commitment: A Study Describing Influence of Gender Difference on Job Satisfaction and Organizational Commitment**

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## **ABSTRACT**

*The purpose of this study is to explore the factors influencing job satisfaction and organizational commitment of working individuals. The study also tries to examine the impact of gender difference on organizational commitment and job satisfaction. Then, literature is discussed about organizational commitment and job satisfaction which is focusing on the relationship between them. The study generated a 100 percent response rate from 121 respondents. Instrument contains twenty three items related with different dimensions of job satisfaction and organizational commitment. Data was collected through random sampling on*

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*five point Likert scale using a questionnaire. Cronbach's Alpha reliability of questionnaire was analyzed using SPSS (Statistical Package for Social Science) version 20.0.*

*The objective of the study was to explore the relationship between employees' job satisfaction (as measured by the Job Satisfaction Survey) and organizational commitment (as measured on the Organizational Commitment Scale).*

*Key Words: Job satisfaction, organizational commitment, impact of gender difference*

## **Introduction**

Organizations are increasingly stating that employees are their most important asset, and as a result they are constantly striving to create an employment brand that is attractive to both existing employees and budding talent, while competing in a "war for talent" (Glen 2006). This has led researchers to emphasize the importance of reviewing the factors that influence individuals' job satisfaction and organizational commitment within the IT environment (Lumley 2010).

Motivated employees are crucial to an organization's success, and therefore understanding people in their jobs and what motivates them could be a motivating force in strengthening organizational commitment. Organizational commitment has attracted considerable interest as efforts have been made to better understand the intensity and stability of an employee's dedication to the organization. Scholars have identified a link between organizational commitment and employee turnover, and concluded that employees who were strongly committed to the organization were less likely to leave it.

## **Job Satisfaction**

Job satisfaction can be defined as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of aptness between the individual and the organization . A person with high job satisfaction appears to hold positive attitude, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993).

Research has indicated that job satisfaction does not come about in isolation, as it is hooked on organizational variables such as structure, size, pay, working conditions and leadership, which

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represent the organizational climate. However, if job satisfaction is lacking and other work opportunities present themselves, turnover could well increase.

### **Organizational Commitment**

In the context of the present scenario, organizational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organization (Allen & Meyer 1990). Organizational commitment is generally assumed to reduce deserted behaviors, which include tardiness and turnover. In addition, employees who are committed to their organization may be more willing to participate in 'extra-role' activities, such as being creative or innovative in their work process, which frequently guarantee an organization's competitiveness in the market (Katz & Kahn 1978).

Organization commitment refers to the employee's attachment to, identification with, and involvement in the organization. In essence, measuring organizational commitment is an assessment of the similarity between an individual's own values and beliefs and those of the organization.

### **Components of Organizational Commitment**

Several substitute models of commitment were proposed in the 1980s and early 1990s; multidimensionality was common in all. There are three-component model of organizational commitment which are affective, continuance, and normative commitment.

Individuals who have strong affective commitment remain in the organization because they feel they want to, some with a stronger normative commitment continue because they ought to and those with strong continuance commitment remain because they need to.

Studies on commitment have delivered strong evidence that affective and normative commitments positively related and continuance commitment is negatively related with organizational outcomes such as performance and citizenship behavior.

### **Literature Review**

Strong positive relationships have been witnessed between organizational commitment and desirable work outcomes such as performance, adaptability and job satisfaction. Research results indicate that satisfied employees inclines to be committed to an organization, and employees

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who are satisfied and committed are more prospective to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization.

To make employees satisfied and committed to their jobs, there is a need for strong and operational motivational strategies at various levels of the organization. Besides that, it is found that there is a strong relationship between job satisfaction and organizational commitment. Job satisfaction is mostly determined through how well the organization encountersemployee's expectations.

All the three components namely Affective Commitment that is psychological attachment to organization; Continuance Commitment- costs associated with leaving the organization; and Normative Commitment- perceived obligation to stay with the organization have implications for the continuing participation of the individual in the organization.

It is also found that gender may Impact employees perception of the work place and their attitudinal reactions to the organization. They also suggest that gender may impact whether individuals become more committed to the organization that offer various kinds of opportunities such as flexible work hours, Flexible work hours may enable women to balance the conflicting demands between work and family roles .

## **Research Methodology**

### **Objectives**

- To find out the factors affecting job satisfaction
- To find out factors affecting organizational commitment.
- To study the impact of gender difference on job satisfaction and organizational commitment.

### **Research Method**

The research is based on primary data which is collected through self-designed questionnaire administered on the employees belonging to various sectors such as- manufacturing , service,

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and other to generate views on job satisfaction and organizational commitment .the title of the questionnaire was “ AN ACADEMIC SURVEY ON JOB SATISFACTION” where in organizational commitment was a hidden component, the questionnaires on 5-point(Likert) scale were prepared to evaluate job satisfaction and organizational commitment consisting 11 and 12 items respectively. Random sampling technique was used for this study .A sample of 121 employees was selected for the purpose of this study, which included 38 females and 83 males.

In this study statistical tools such as Cronbach's alpha test was used to check reliability further F-test ( one way anova analysis) was applied to make comparision between job satisfaction and organizational commitment of male and female employees of varied organizations. At last KMO and Bartlett's Test was used for factor analysis to find out the factors affecting job satisfaction and organizational commitment. Data Analysis was conducted using (Statistical Package for Social Science) Version 20.0

**Data Analysis and Findings**

Reliability test (cronbach’s alpha) was first applied on the collected data. Cronbach’s Alpha coefficient on 11 items of organization commitment has been found as.695, suggesting that the items have internal consistency.

**Reliability test**

Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
.674	.695	11

Reliability test (cronbach’s alpha) was first applied on the collected data. Cronbach’s Alpha coefficient on 12 items of job satisfaction has been found as.845, suggesting that the items have relatively high internal consistency.

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**Reliability test**

Cronbach's alpha	Cronbach's alpha based on standardized items	N of items
.845	.845	12

Factor loadings were identified using rotated component matrix. 4 factors affective commitment, normative commitment, continuance commitment and belongingness have emerged as major factor affecting organizational commitment.

**Table.1 Showing Results Of Factor Analysis of Organizational Commitment**

FACTOR	EIGEN VALUE		VARIABLE /CONVERGENCE STATEMENT
	TOTAL	% VARIANCE	
AFFECTIVE COMMITMENT	6.2	56.33	I feel like a part of this family in this organization
			I owe a lot to this organization. To work in this institute has a special meaning for me
			To work in this institute has special meaning for me.
			I am proud of this organization.
			This organization has a great deal of personal meaning for me.
NORMATIVE COMMITMENT	1.25	11.36	Quitting this organization will put me in a difficult financial position
			Even if it were to my advantage, I do not feel it would

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			be right to leave my organization now.
			I would feel guilty if I left my organization now.
CONTINUANCE COMMITMENT	2.81	25.57	Actually ,I work in this organization from obligation
			If I find better job, I will quit this organization right away.
BELONGINGNE SS	0.74	6.74	This organization or any other organization makes no difference for me.

Factor loadings were identified using rotated component matrix. 3 factors promotional potential and work activity, salary and use of skills and working conditions and work relationship have emerged as major factor affecting job satisfaction.

**Table 2: Showing Results Of Factor Analysis Of Job Satisfaction**

FACTOR	EIGEN VALUE		VARIABLE / STATEMENT	CONVERGENCE
	TOTAL	% VARIANCE		
PROMOTIONAL POTENTIAL AND WORK ACTIVITY	2.826	23.554	Opportunities for promotion	
			Job security	
			Recognition for work	
			Degree of independence associated with your work roles.	

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SALARY AND USE OF SKILLS	1.986	16.547	Salary
			Opportunity to utilize your skills and talents.
			Support for additional training and education.
WORKING CONDITIONS AND WORK RELATIONSHIP	2.333	19.43	Relationship with your co-workers
			Relationship with your supervisor
			Flexibility in scheduling

### **Finding of the Study**

The findings related to factors affecting organizational commitment of an employee were as follow:

- There was no significant impact of gender difference on feeling of being a part of the organization with respect to organization commitment as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.349; p = 0.556$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on feeling of obligation towards organization with respect to organization commitment as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.133; p = .716$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on decision of quitting organization for better job with respect to organization commitment as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 3.481; p = 0.065$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on feeling that they owe a lot to the organization with respect to organization commitment as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.283; p = 0.596$ ]. Henceforth the Null hypothesis is accepted.

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- There was no significant impact of gender difference on special meaning of the organization to an employee with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =0.008; p=0.928]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference between that organization or any other organization with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =0.060; p=0.808]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on financial difficulties by quitting the organization respect to organization commitment as the value of  $P > .05$  for the three conditions [F (1,199) =0.001; p=0.979]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on proud that an employee feel for his organization with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =0.215; p=0.644]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on the personal meaning of the organization in an employee's life with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =1.345;p=0.248]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on the feeling that it won't be right to leave that organization, with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =0.151; p=0.698]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on feeling guilty for leaving that organization, with respect to organization commitment as the value of  $P > .05$  level for the three conditions [F (1,199) =0.163; p=0.687]. Henceforth the Null hypothesis is accepted.

The findings related to factors affecting job satisfaction of an employee in an organization were as follow:

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- There was no significant impact of gender difference on flexibility in scheduling with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.545$ ;  $p = 0.462$ ]. Henceforth the Null hypothesis is accepted.
- There was a no significant impact of gender difference on salary with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.147$ ;  $p = 0.702$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on opportunity for promotion with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 4.857$ ;  $p = 0.029$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on job security with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 1.540$ ;  $p = 0.217$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on recognition for work with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.009$ ;  $p = 0.923$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on relationship with co-workers with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 0.142$ ;  $p = 0.707$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on relation with supervisor with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 1.492$ ;  $p = 0.224$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on opportunity for utilizing their skills and talent with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 2.624$ ;  $p = 0.108$ ]. Henceforth the Null hypothesis is accepted.
- There was no significant impact of gender difference on support for additional training and development with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 1.404$ ;  $p = 0.238$ ]. Henceforth the Null hypothesis is accepted.

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•There was no significant impact of gender difference on degree of independence associated with work roles with respect to job satisfaction as the value of  $P > .05$  level for the three conditions [ $F(1,199) = 1.026$ ;  $p = 0.313$ ]. Henceforth the Null hypothesis is accepted.

### **Limitations of the Study**

Our study was limited mostly to service sector as the number of participants from manufacturing and other sectors was comparatively less. Sample was not heterogeneous but a little inclined towards homogeneity. The second limitation is about the sample trait related with gender as sample size was 83 (male) and 38(female) not evenly distributed or proportionately equal. Hence, the analysis done by comparing an uneven sample size is not as reliable as done by equally distributed sample size.

### **Conclusion**

The objective of the study was to explore the underline factors affecting job satisfaction and organizational commitment and also to see the impact of gender difference on employee's job satisfaction and organizational commitment in an organization.

•The findings of the research conclude that affective commitment, normative commitment, continuance commitment and belongingness are the factors that affected organizational commitment and promotional potential and work activities, salary and working conditions were the underlying factors affecting job satisfaction.

•There was no significant influence of gender difference on the overall employee attitude towards his or her organization. The general job satisfaction and organizational commitment is not greatly affected by the gender of the employee.

•The result suggest that in order to create a working environment that enhances the job satisfaction level of the employee in the organization, managers need to review schedule flexibility , promotional opportunities, support for additional training and job security. Besides this, a degree of independence associated with work roles and relationships with supervisors play a crucial role in increasing the job satisfaction level of employees in the organization.

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If an organization is successful in maintaining features like adequate promotional potential strategies, work activity, salary and use of skills of employs, working conditions and work relationships than the job satisfaction and organizational commitment of the employs will increase automatically.

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**APPENDIX**

**TABLE 3: ANOVA ANALYSIS OF JOB SATISFACTION**

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**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
VAR00014	Between Groups	.584	1	.584	.545	.462
	Within Groups	127.565	119	1.072		
	Total	128.149	120			
VAR00015	Between Groups	.135	1	.135	.147	.702
	Within Groups	108.972	119	.916		
	Total	109.107	120			
VAR00016	Between Groups	5.128	1	5.128	4.857	.029
	Within Groups	125.648	119	1.056		
	Total	130.777	120			
VAR00017	Between Groups	2.127	1	2.127	1.540	.217
	Within Groups	164.385	119	1.381		
	Total	166.512	120			
VAR00018	Between Groups	.009	1	.009	.009	.923
	Within Groups	108.223	119	.909		
	Total	108.231	120			
VAR00019	Between Groups	.088	1	.088	.142	.707
	Within Groups	73.383	119	.617		
	Total	73.471	120			
VAR00020	Between Groups	1.050	1	1.050	1.492	.224
	Within Groups	83.760	119	.704		
	Total	84.810	120			
VAR00021	Between Groups	2.605	1	2.605	2.624	.108
	Within Groups	118.139	119	.993		
	Total	120.744	120			
VAR00022	Between Groups	1.635	1	1.635	1.404	.238
	Within Groups	138.596	119	1.165		
	Total	140.231	120			
VAR00024	Between Groups	1.197	1	1.197	1.026	.313
	Within Groups	138.885	119	1.167		
	Total	140.083	120			

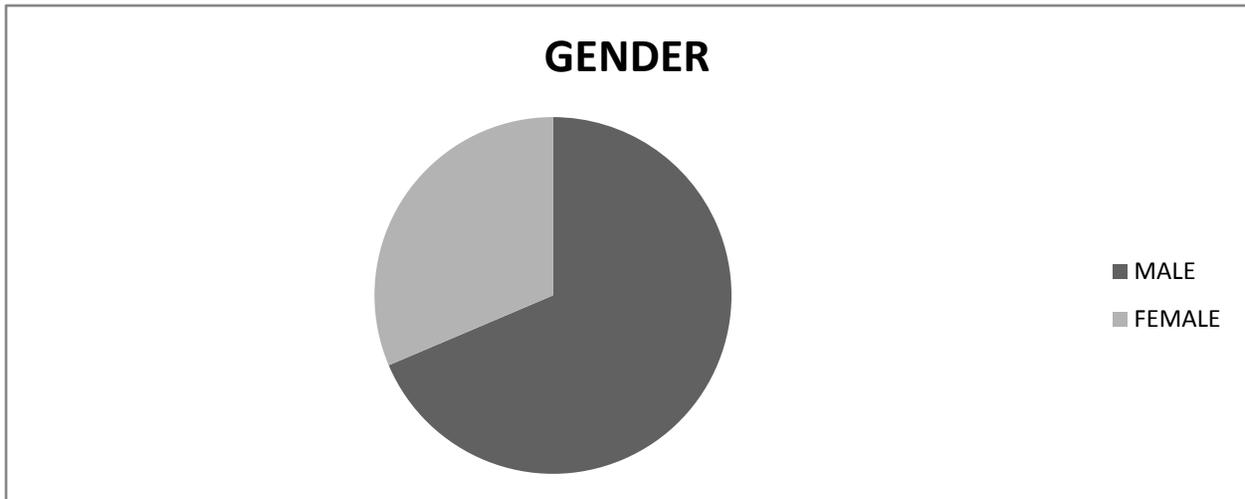
**TABLE 4. ANOVA ANALYSIS OF ORGANIZATIONAL COMMITMENT**

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
VAR00001	Between Groups	.405	1	.405	.349	.556
	Within Groups	138.025	119	1.160		
	Total	138.430	120			
VAR00002	Between Groups	.168	1	.168	.133	.716
	Within Groups	149.832	119	1.259		
	Total	150.000	120			
VAR00003	Between Groups	5.888	1	5.888	3.481	.065
	Within Groups	201.269	119	1.691		
	Total	207.157	120			
VAR00004	Between Groups	.323	1	.323	.283	.596
	Within Groups	135.826	119	1.141		
	Total	136.149	120			
VAR00005	Between Groups	.011	1	.011	.008	.928
	Within Groups	161.229	119	1.355		
	Total	161.240	120			
VAR00006	Between Groups	.091	1	.091	.060	.808
	Within Groups	181.149	119	1.522		
	Total	181.240	120			
VAR00007	Between Groups	.001	1	.001	.001	.979
	Within Groups	164.247	119	1.380		
	Total	164.248	120			
VAR00008	Between Groups	.200	1	.200	.215	.644
	Within Groups	110.495	119	.929		
	Total	110.694	120			
VAR00009	Between Groups	1.244	1	1.244	1.345	.248
	Within Groups	110.045	119	.925		
	Total	111.289	120			
VAR00010	Between Groups	.187	1	.187	.151	.698
	Within Groups	147.334	119	1.238		
	Total	147.521	120			
VAR00011	Between Groups	.253	1	.253	.163	.687
	Within Groups	184.540	119	1.551		
	Total	184.793	120			

**DEMOGRAPHIC PRESENTATION THROUGH CHARTS**

**FIGURE 1:**



**FIGURE 2:**

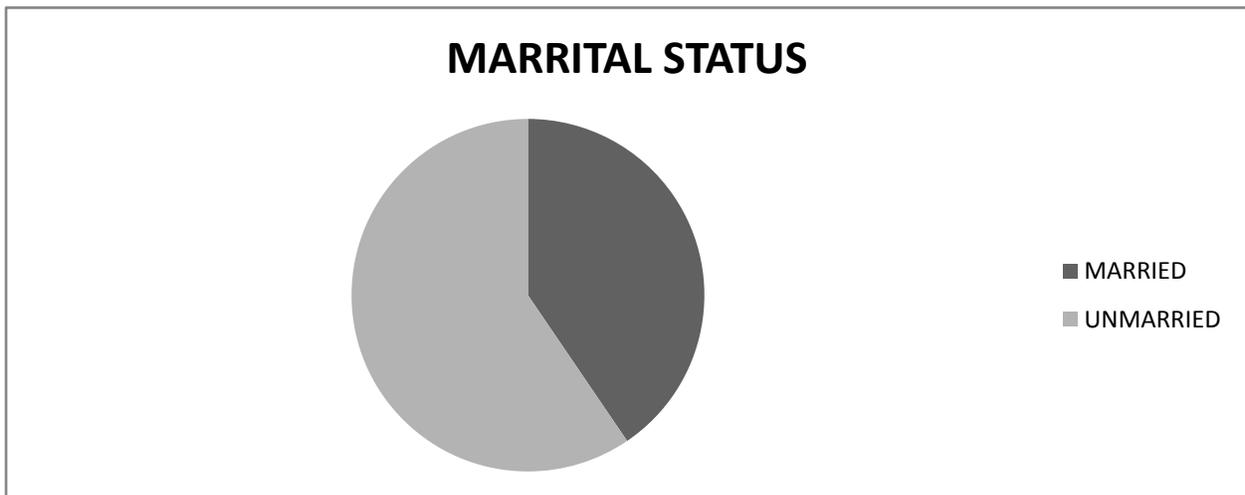


FIGURE 3:

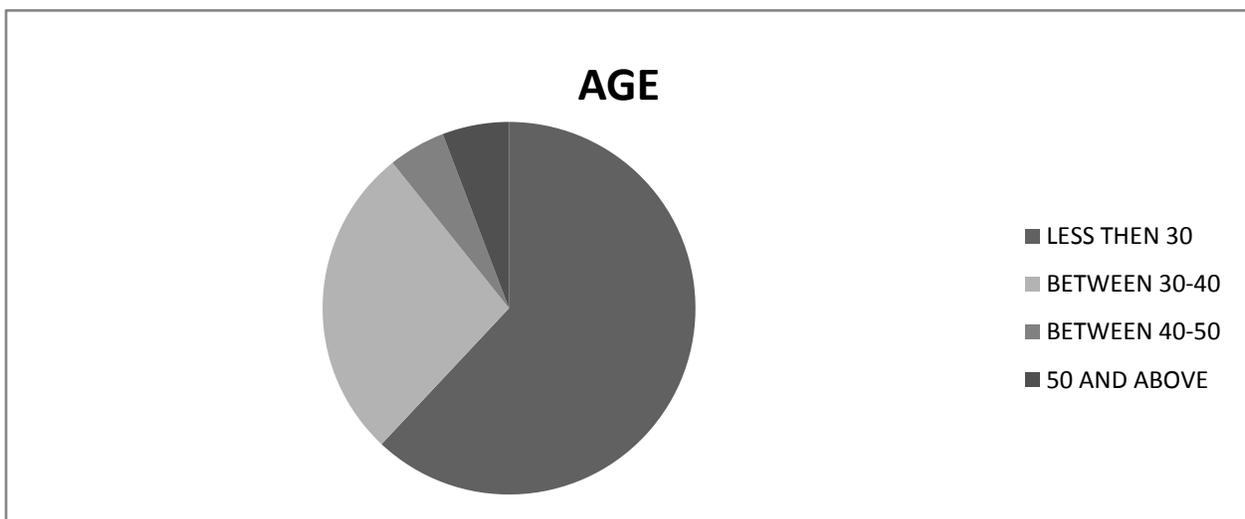


FIGURE 4:

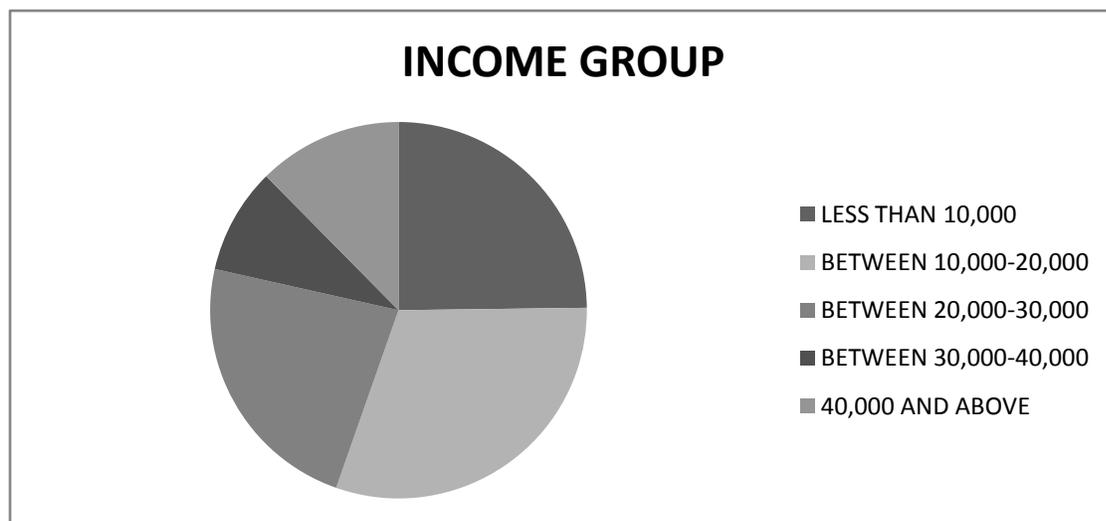


FIGURE 5:

