



The Effects of Personal Characteristics on Organizational Behaviour

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ABSTRACT

The concept of Job satisfaction has been developed in many ways by many different researchers and practitioners. The Data is collected from 19 Arts & Science Colleges in Tirunelveli District. This study presents an analysis of various categories of factors affecting Job Satisfaction among Private Arts' and College Lecturers in Tirunelveli District. Employee retention is developed with dependence on Employee Involvement, Work Place Conflict, Working Condition and Employee Satisfaction. The Non-Recursive SEM is used to test the hypothesis and solve the model using ADF Estimators. The Non-Recursive CFA model is fitted. The SEM model is fitted. The fitted model is Non-Recursive SEM Model. In the research work, the relationship between Employee Retention and Employee satisfaction did not have the significant result and can't be supported.

KEYWORDS : ADF, Non-Recursive SEM, Non-Recursive CFA.

Introduction

The concept of Job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997 lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature, of the work, Organization, Personal growth, Political and procedures, Promotion opportunities, Recognition, Security, and Supervision. This work presents the effects of personal characteristics on the study of the job satisfaction among Private Arts and Science College Lecturers in Tirunelveli District.

Literature Review

Mohammed Ali keramatia, Mohammad Sadegh Horria and Seyed Hamid Reza Afzalipoorb (2013) discussed about "A study on effects of personal characteristics on organizational commitment" in this article.

Valentin Konya, Dejan Matic, Jasmina Pavlovic (2016) explained about "The Influence of Demographics, Job Characteristics and Characteristics of Organizations on Employee Commitment" in this article.

Ming-chen Lai and Yen-Chun Chen (2012) discussed about the "Self Efficacy, Effort, Job performance, Job satisfaction, and Turnover Intention: The effect of personal characteristics on Organization performance" in the article.

Methodology

A. The Hypothesized model

Based on the theoretical frame work shows in figure B1, 6 major hypothesis are proposed.

H1 : Employees "Involvement" has a positive effect on "Employee satisfaction"

H2: "Workplace conflict" has a positive effect on "Employee satisfaction".

H3 : Employees "Involvement" has a positive effect on "Employee Retention"

H4: "Working condition" has a positive effect on "Employee satisfaction".

H5: "Employee satisfaction" has a positive effect on "Employee Retention"

H6: "Employee Retention" has a negative effect on "Employee satisfaction"

B. Sample Size Determination:-

For Finite Population, $N=1372$

$$n = \frac{N}{1 + N(e^2)} = \frac{1372}{1 + 1372(0.05)^2} = 307.9 \approx 310.$$

For the accuracy of the result, researcher has distributed 475 Questionnaires among arts' and science college lecturers. Among 475 arts' and science college lecturers in Tirunelveli District, 400 are taken into consideration and 75 are non-responses. Eliminate the omission or incomplete answer, yielding a response rate of 84.2%

A. Sample Profile:-

In this approach, summarize the demographic characteristics the respondents things as gender, age and so on. Table A2 shows the respondents' demographics.

B. Sampling Design

The Data is collected from 19 Arts & Science Colleges from Tirunelveli District. It is collected from 5 Departments (25 Persons) in each college. The Departments namely B.com, English, Chemistry, Physics, Computer Science. Researcher applied Simple Random sampling (Lottery Method) from probability sampling Technique to collect primary data through structured Questionnaire.

C. Scale reliabilities and validity

From the Table A3, the analysis shows the good reliabilities and validity of the data. On the other side, we also adopt the other discriminant validity as table A4. The analysis also shows the good disc validity (Narver, Slater and MacLachlan, 2004).

D. Model Assessment

After the analyzed of the scale reliabilities and validity, in this approach. The researcher use the structural equation modeling

(SEM) with AMOS to analyze the data and the overall structure model in the fitness and the results of hypothesis testing.

Results and Discussion

AVE:

A good rule of thumb is an AVE of .5 or higher indicates adequate convergent validity. An AVE of less than .5 indicates that on average, there is more error remaining in the items than there is variance explained by the latent factor structure you have imposed on the measure.

CR:

The rule of thumb for a construct reliability estimate is that .7 or higher suggests good reliability. Reliability between .6 and .7 may be acceptable provided that other indicators of a model's construct validity are good. A high construct reliability indicates that internal consistency exists. This means the measures all are consistently representing something.

All variance extracted (AVE) estimates in the above table are larger than the corresponding squared inter-construct correlation estimates (SIC). This means the indicators have more in common with the construct they are associated with than they do with other constructs. Therefore, the three construct CFA model demonstrates discriminant validity.

A) H1: Employees "Involvement" has a positive effect on "Employee satisfaction"

Regarding our work, the hypothesis H1 is proposed : Employees "Involvement" has a positive effect on "Employee satisfaction". The analysis results lend support for H1. It is consistent with the results of Mengue's (1996) work. Employees' Involvement could have the better performance.

B) H2: "Workplace conflict" has a positive effect on "Employee satisfaction".

Regarding our work, the hypotheses 2 is proposed: "Workplace conflict" has a positive effect on "Employee satisfaction". The result shows that there has significant positive relationship between the employee satisfaction and work place conflict. It is consistent with Mengue's (1996) work. "Workplace conflict" could have the better performance.

C) H3 : Employees "Involvement" has a positive effect on "Employee Retention"

Regarding our work, the hypothesis H3 is proposed : Employees "Involvement" has a positive effect on "Employee Retention". The analysis results lend support for H3 . It is consistent with Mengue's (1996) work. Employees "Involvement" could have the better performance.

D) H4: "Working condition" has a positive effect on "Employee satisfaction"

Regarding our work, the H4 is proposed: H4: "Working condition" has a positive effect on "Employee satisfaction". The result shows that there has significant positive relationship between the Working condition and employee satisfaction. It is consistent with Mengue's (1996) work. It is indicated that Employee satisfaction would increase by finish the work in deadline, do the best to apply the abilities, and completeness of the responsibilities coverage. As the result, well-appointed schedule detailed the work standard, and the job description could assist the employees in getting more targets to measure the working condition. Because of the maturely supporting policies would enhance the effect : Working condition on the Employee satisfaction.

E) H5: "Employee satisfaction" has a positive effect on "Employee Retention"

Regarding our work, the H5 is proposed: H5: "Employee satisfaction" has a positive effect on "Employee Retention". The analysis results lend support for H5 . Our finding is consistent with the finding of

wang Netemever (2002). A person who have better Employee satisfaction will look forward to being better than other collageness. As the result, they will set a moderate standard, mean while better performance than others.

F) H6: "Employee Retention" has a negative effect on "Employee satisfaction"

Regarding our work, the H6 is proposed: H6: "Employee Retention" has a negative effect on "Employee satisfaction". The result shows that there has no significant positive relationship between the Employee Retention and Employee Satisfaction. It is inconsistent with Boshoff and Allen's (2000) work. There have a possible reason is the adoption of karatepea's (2005) measurement that focus on self-evaluation of employee in the external objective perspective. Employees may consider the high performance as an advantage that could help to find a better job. In this research, Employees that have large percentage of samples, balanced the rewards against the high performance mentality. Since the failure of equilibrium caused the disconnect and rise the Employees Satisfaction.

Conclusion

In our research work, the relationship between Employee Retention and Employee satisfaction did not have the significant result and can't be supported. As the result, we hope conduct further research in this area.

To our measurement, because of the lack of the literature in the topics in this work observed by the author, we have short of the theoretical support. Therefore, the research side with the exploratory research needs the further replicated and amended.

To the variables, thus we focus on the service-side, there still have other organization variables. We recommend the follow-up research to include the relevance of variables in organization theory, such as Employee's orientation and organizational culture, etc., Another direction for further research is to assess these theories in other organization. Test in different areas will raise the understanding in a great diversity of the organization.

Appendix A

Table - A1

Model Fit Summary for Non-Recursive SEM

Model	CMIN	DF	CMIN/DF	RMSEA	GFI	AGFI	RMR	SRMR
ADF	2.594	1	2.594	0.06	0.979	0.998	0.541	0

Table - A2

Demographic Details (N=400)

Variable	Category	Sample Size	%
C ₁	Male	209	52.3
	Female	191	47.8
C ₂	Part Time	191	47.8
	Full Time	209	52.3
C ₃	Outside Tirunelveli	200	50
	Tirunelveli	200	50
	Less than 25	2	0.8
	26-30	11	2.5
Age	31-35	37	9.2
	36-40	92	23.5
	40 + above	258	64
	Less than 2	16	4.3
	2.1-5	50	11.2

Work	5.1-10	195	49.0
Experience (Years)	10.1-15	126	32.5
	15.1-20	12	3.0
	More than 20	1	0.2
Job Performance	Very Low Performance	3	0.8
	Some what low	23	5.8
	Average performance	56	14.0
Performance	Some what Higher	63	15.8
	Performance		
	Very High performance	255	63.8
Marital Status	Married		
	Male - 0	111	27.75
	Female-1	100	25
	Un Married		
Marital Status	Male - 0	80	20
	Female-1	109	27.25

Table - A3

FACTOR LOADING CONVERGENT VALIDITY

Table of Average Variance Extracted and Construct Reliability

	Estimate	Item reliability	Eigen value	Delta	AVE	C.R
E11 -- INVOLVEMENT	0.475	0.226	2.622	0.774	0.656	0.878
E12 -- INVOLVEMENT	0.913	0.834		0.166		
E13 -- INVOLVEMENT	0.83	0.689		0.311 (65.6%)		
E14 -- INVOLVEMENT	0.935	0.874		0.126		
WC1 -- CONDITION	0.875	0.766		0.234		
WC2 -- CONDITION	0.882	0.778	3.296	0.222	0.824	0.949
WC3 -- CONDITION	0.977	0.955		0.045 (82.4%)		
WC4 -- CONDITION	0.893	0.797		0.203		
ES1 -- SATISFACTION	0.712	0.507		0.493		
ES2 -- SATISFACTION	0.715	0.511	2.440	0.489	0.488	0.957
ES3 -- SATISFACTION	0.667	0.445		0.555 (48.8%)		
ES4 -- SATISFACTION	0.723	0.523		0.477		
ES5 -- SATISFACTION	0.674	0.454		0.546		
WPC4 -- CONFLICT	0.846	0.716		0.284		
WPC3 -- CONFLICT	0.87	0.757	2.947	0.243	0.737	0.918
WPC2 -- CONFLICT	0.839	0.704		0.296 (73.7%)		
WPC1 -- CONFLICT	0.878	0.771		0.229		
ERT4 -- RETENTION	0.844	0.712		0.288		
ERT3 -- RETENTION	0.769	0.591	2.518	0.409	0.630	0.872
ERT2 -- RETENTION	0.802	0.643		0.311 (63.0%)		
ERT1 -- RETENTION	0.756	0.572		0.428		

Table - A4

DISCRIMINANT VALIDITY

CONSTRUCT	AVE	EI	WC	ES	WPC	ERT
EI	0.656	0.656				
WC	0.824	0.454	0.824			
ES	0.488	0.035	0.043	0.488		
WPC	0.737	0.053	0.045	0.000	0.737	
ERT	0.630	0.317	0.336	0.044	0.091	0.630

Table - A5

HYPOTHESIS - TESTING RESULTS

HYPOTHESIS	Theoretical Model	Path coefficient	Conclusion
H ₁ : ES ← EI		1.343	Support
H ₂ : ES ← WPC		0.646	Support
H ₃ : ERT ← EI		0.003	Support
H ₄ : ES ← WC		2.071	Support
H ₅ : ERT ← ES		2.582	Support
H ₆ : ES ← ERT		-5.075	Not Support

Seems to have the good fit. The results of hypothesis testing are summarized in the table A5.

Appendix B

Figure B1. Theoretical Frame Work

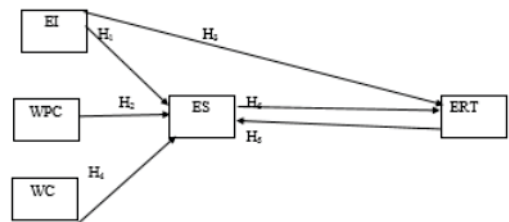
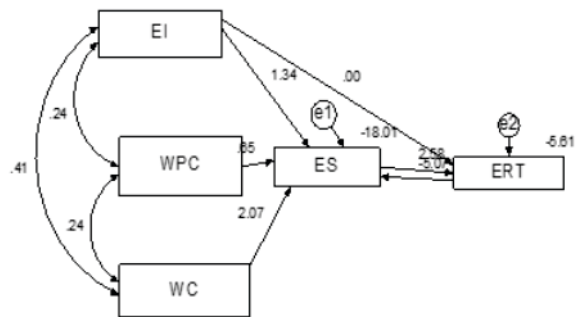


Figure B2. Non-recursive Structural Equation Modeling



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