



Linking Commitment and Job Satisfaction of Social Service Employees of Regional Nonprofit Organizations

KEYWORDS

JCM, job satisfaction, organizational commitment, organizational identification, job dimensions.

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ABSTRACT *The work environment job characteristics are empirically tested by researchers to relate job satisfaction and commitment of various types of employees. Our research work has been undertaken to unfold the influence of job related factors on the commitment and job satisfaction behavior. The work environment characteristics of social and human service workers typically include organizational identification, job stress, job variety, autonomy, quality of supervision that are theorized to affect the level of job satisfaction and commitment of employees in the service sectors. In this research we draw from the Job Characteristics Model (JCM) to argue that job related dimensions and the dependent variables included in this study are significantly related. The managerial implications, limitation of the study and scope for further research have also been addressed.*

Introduction

The work related job characteristics have been empirically tested by a large number of organizational behaviorists to relate outcome variables and job related dependent variable like, productivity, commitment job satisfaction and customer orientation. This is obviously not an exhaustive list and many more positive outcomes can accrue to an organization if the job relates factors are properly controlled and manipulation. It is true that the Job Characteristic Model (JCM) is highly versatile and can be applied to any commercial or non-profit making organizations including human and social workers employed in various government and non-government organization (popularly known as NGOs).

It is to be pointed out that the Mission, Vision, Objectives, strategies of a social service organization vary substantially from a commercial organization. The organizational structure, divisional delegation, departmentalization & the degree of formalization cannot be compared with a multi-product-multi divisional monolithic structure. It is true without dedicated, motivated, committed employees an organization can't perform well and improve the bottom line of the organization. A plethora of studies have been undertaken in the field mostly to examine the customer orientation behavior of workers and job related dimensions (Brady & Cronin, 2001; Goff et al., 1997). Some amount of research have also been undertaken to study the job related characteristics and commitment behavior of employees in the development factors.

In fact, Hackman and Oldham's (1975, 1976, and 1980) Job Characteristics Model (JCM) is one of the most influential theories ever presented in the field of organizational psychology. It has served as the basis for scores of studies and job redesign interventions over the past two decades, and this research has been extensively reviewed (Taber & Taylor, 1990). The vast majority of research has supported the validity of the JCM, although critiques and modifications have been offered (Roberts & Glick, 1981; Salancik & Pfeffer, 1978). The argument of JCM is that the motivation to work is actually a function of three critical psychological states—experienced meaningfulness of the work (or experienced meaningfulness), experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities. Furthermore, according to the JCM these three critical psychological states, in turn, are determined by five job characteristics—skill variety, task identity, task significance, autonomy, and feedback (Hackman and Oldham, 1980; Renn

and Vandenberg, 1995). Later on, a thorough empirical testing of the full model (i.e. JCM) has actually shown that the experienced meaningfulness is the key mediator of all the five core job characteristics on motivation (Jones et al., 1992), thereby making it a potent driver of motivation. It is already been observed that job-related effects have been examined not so extensively in prior customer orientation research and given the importance of experienced meaningfulness in JCM, we focus upon the effect of this affective evaluation of the job on customer orientation. In the discussion below, the relationships between experienced meaningfulness, customer orientation are discussed. In addition to establishing that job-induced psychological states (or affective evaluations of the job) affect employee work behavior, JCM argues that this effect will be moderated by employee affective evaluations of the work context. We focus upon various other aspects of the work context like pay satisfaction, job stress, job autonomy, job variety as well as job supervision—and then examine the moderating effects of employee affective evaluations on all of these aspects on the focal main effect. Here in this study the organizational identification construct represents the employee's affective evaluation with organizational values, and the pay satisfaction construct represents the employee's affective evaluation of their pay.

Literature Review

The Job Characteristic Model (JCM) states that the motivations to work is a function of a few important psychological states experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and the knowledge of actual results of the work activities (Thakor and Joshi, 2005; Johari, Yahya, 2009). These situations will eventually lead to positive workplace outcomes such as higher work motivation, organizational commitment and job satisfaction which are likely to be reflected in the performance appraisal scores assigned to each individual employees. (Johari and Yahya, 2009). The studies on job characteristics adopt the JCM developed by Hackman and Oldham (Morgeson and Campion, 2003) job characteristics have been related to various organization construct. Bhuian and Menguc (2002) explored the new configuration of job characteristics, organizational commitment and job satisfaction.

It is also pointed by researchers that at the customer level, an employee's adoption of marketing concept is positively related to the customer satisfaction with the service personnel and indirectly to satisfaction of the firm (Goff et al., 1997). Ac-

cording to the JCM these three critical psychological states, in turn, are determined by five job characteristics—skill variety, task identity, task significance, autonomy, and feedback (Hackman and Oldham, 1980; Renn and Vandenberg, 1995). In addition to establishing that job-induced psychological states (or affective evaluations of the job) affect employee work behavior, JCM argues that this effect will be moderated by employee's affective evaluations of the work context. In this paper we try to establish a causal relationship between various job dimensions initially proposed by Heckman and Oldham (1980) and subsequent modifications suggested by researchers over the last three decades.

Experienced meaningfulness is a key determinant of activity importance; however, it is not the only determinant. Activities take place within organizational contexts and as such, the values of this context can shape employee's perceptions of activity importance (Thakor and Joshi, 2005). We define organizational identification as a state of psychological congruence between employee and organizational values (Mael and Ashforth, 1992). The positive affective evaluation of the magnitude of the reward that is received in exchange for the investment of effort is actually known as pay satisfaction (Churchill et al., 1974; Thakor and Joshi, 2005). Thus, we can say that on one hand the experienced meaningfulness and organizational identification motivate employee effort by enhancing the feeling of accomplishment similarly on the other hand pay satisfaction motivates employee effort by enabling the employee to pursue valued outcomes (Hackman and Lawler, 1971).

Poor supervision is found to be linked to burnout (Cherniss 1980a; Itzhaaky and Aviad-Hiebloom 1998) and job satisfaction (Cherniss and Egnatios 1978) among social and human service workers where as supportive supervision was associated with increased job satisfaction (Poulin 1994). Thus, in this research, we focus on job supervision also as another key characteristic along with experienced meaningfulness, organizational identification, pay satisfaction etc.

Studies have also found non-significant effects of role conflict, role ambiguity, and role overload on employee performance (e.g. Babakus et al. 1996; Jones et al. 2007). Self-report employee performance measures have also been utilized by many other studies in the marketing literature (e.g., Homburg et al. 2011; Shannahan et al. 2013). Although objective measures of employee performance are favored, those cannot be used to compare employee performance across organizations (Homburg et al. 2011).

Objectives of the Study

The specific objectives of the study are listed below:

- (i) to develop valid and reliable measures to capture relevant constructs of the employees engaged in the Social & Human sector.
- (ii) To establish construct validity of the scale by applying confirmatory factor analysis.
- (iii) To examine relationship between job dimension scores and other key job dimensions.
- (iv) To assess the relationship between social & human workers level of job satisfaction and commitment toward the organization.
- (v) To integrate the findings mentioned above and formulate effective human resource management strategies to improve their performance.

The Sample, Scale Validation and Methods:

The data for this present study was gathered from a few social & human service organizations operating in the North Bengal region. Due to constraint of time and resources only 110 respondents could be contacted to provide response on a multiple item Likert scale on various job dimension issues. On further scrutiny it was found that only 92 responses were correct in all respect and the final analysis was done with these responses.

Table-1 Descriptive Statistics

Descriptive	oi	em	ps	js	jv	autonom	sup	jobsat	comm	
Mean	26.29	13.6	11.1	13.7	21.4	10.5	24.7	21.163	21.97	
Median	27.00	14.0	12.0	14.0	22.0	11.0	26.0	22.000	23.00	
Mode	30.00	15.0	12.0	8.00	23.0	11.0	28.0	23.00	24.00	
Std. Deviation	3.584	1.68	3.48	3.52	2.71	2.28	3.96	3.0929	2.717	
Percentiles	25	25.00	13.0	9.00	11.0	20.0	9.00	22.0	20.000	20.00
	50	27.00	14.0	12.0	14.0	22.0	11.0	26.0	22.000	23.00
	75	29.00	15.0	13.0	16.0	23.0	12.0	28.0	23.000	24.00

Results and Discussion:

Table-1 presents the descriptive statistics and is self-explanatory. The descriptive statistics presented in the above table reveal some interesting results. The mean value of organizational identification is quite high by any standards. The employees feel that they are the part of the organization. It means that the workers are cooperating with fellow employees and are ready to accept change which is quite common in any organization. It is very interesting to observe that modal value is 30 which is the maximum value. The organizations from where the data have been gathered are properly managed by the supervisors. The average supervision score is also quite high which indicates that the subordinate staff is not dissatisfied with the quality of supervision. One distinguishing fact is that the employees are not highly satisfied with their compensation. Regarding job stress, we find that the modal value is quite low and the employees do not suffer from job related stress. Another distinctive feature that is evident from the table is that the employees, in general, feel that they have some amount of autonomy and can take decisions independently. If we consider the job satisfaction and commitment of employees, we would discern that the workers are quite committed towards the organization and enjoy a high degree of job satisfaction. These results indicate that the management is very conscious about the staffs they have recruited to perform the desired task assigned to them.

The results of multiple regression analysis have been presented in Table-2 where the dependent variable is job satisfaction and the set of independent variable are job related dimension. We have also taken into consideration the sex of the respondent by incorporating a dummy variable. The overall fit of the regression is quite good which is evident from the models summary. All most sixty percent variation in the dependent variable is explained by the dependent variables. The ANOVA result show that the "F" value is significant beyond $p < .000$. So far as the independent variable are concerned experienced meaningfulness job autonomy are found to be highly significant. Significant relationships also have been observed between pay satisfaction, job stress and quality of supervision. The unstandardized and standardized coefficients along with the "t" values have also been reported in the table. The experienced meaningfulness of the

employee enhances the activity importance (Hackman and Oldham, 1980, p. 73). Thus, by fostering the perception of activity importance, experienced meaningfulness generates service person believes that they will experience a feeling of accomplishment by contributing higher performance for the organization. Consistent with this argument, prior research has found experienced meaningfulness to be positively related to intrinsic motivation (see meta-analysis by Eby et al., 1999). In our study, we have found that the experienced meaningfulness influence the performance of employees but the coefficient is statistically significant

Table-2 Regression Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.599	2.501		1.039	.302
	oi	-.033	.107	-.038	-.307	.760
	em	.616	.182	.335	3.378	.001
	ps	.120	.070	.135	1.702	.093
	js	-.125	.069	-.143	-1.821	.072
	jv	.150	.111	.131	1.348	.181
	autonomy	.494	.113	.366	4.371	.000
	sup	.131	.072	.168	1.812	.074
	sex	-.468	.455	-.074	-1.029	.307

a Dependent Variable: jobsat

Note: R=0.794, Adjusted R²=0.594, Std. Error of the Estimate=1.97, F=17.653, p<0.000

Table-3 Regression Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.893	2.168		2.719	.008
	oi	.211	.092	.278	2.285	.025
	em	-.221	.158	-.137	-1.398	.166
	ps	.041	.061	.052	.670	.505
	js	-.015	.060	-.019	-.244	.808
	jv	.471	.096	.470	4.890	.000
	autonomy	-.084	.098	-.071	-.859	.393
	sup	.174	.063	.253	2.767	.007
	sex	-.366	.395	-.065	-.927	.357

a Dependent Variable: comm

Note: R=0.640, Adjusted R²=0.605, Std. Error of the Estimate=1.70, F=18.43, p<0.000

In Table-3 we reported the results of regression analysis keeping all the independent variables as above but the dependent variable is organizational commitment. Here also we find that the value of R square is highly significant. So far as the independent variable are concern organizational identification job variety quality of supervision are found to be highly significant. The organizational identification variable is found to be significantly influencing the performance rating of employees and the coefficient is significant beyond $p < 0.025$. We define organizational identification as a state of psychological congruence between employees and organizational values (Mael and Ashforth, 1992, p. 104). It is commonly held

organizational identification is high among the service people; they will experience the feeling of accomplishment on successful completion of their activity. Furthermore, we also expect that organizational identification will also intrinsically motivate social service personnel to engage in customer orientation.

In our study no statistical relationship has been observed between pay satisfaction and organizational commitment. We have pointed out that the employees of the organization reported a lower level of satisfaction with the reward they receive which may not be enough to contribute more effort to improve their performance standard.

We have found a highly significant relationship between the quality of supervision of the organization's supervisory staffs and the job satisfaction and commitment of the employees working under them. The impact of gender on the job satisfaction and commitment is not clear in the organizational behavior studies undertaken so far. In our study also no significant relationship has been observed between job satisfaction, commitment of workers and gender. The female employees are likely to be marginally higher than their counterparts who are male so far as job satisfaction and organizational commitment are concerned.

Managerial Implication and scope for further research

The data obtained indicates that organizational identification has a positive impact on commitment and job satisfaction of social and human workers. The managerial interpretation is that the employee engagement initiative has in the organization promotes a unique culture across a level which helps employees to identify themselves with the organization and thus likely to create positive impact on their respective performances. The organization should further improve the induction procedure and develop a two way communication to clear the perceptions and doubts of the employees joining the organization. The response of the employees with this respect to performance appraisal techniques, reward systems; promotion policies etc is simply fascinating and the organization should maintain this culture to enhance the performance of the employees and reduce the employee turnover.

Some of the important job dimensions have positive impact on job satisfaction and commitment. The managerial interpretation is that style of supervision which the company follows is in line with organization's values and ethics which is further defined by the Organizational Vision and Mission and hence has a positive impact is revealed on employee's performance. The data obtained also indicate that pay satisfaction has no significant impact on the dependent variables considered in our study.

The future studies should consider a cross section of medium, large and multinational firms operating in India. The studies in this field should consider a cross section of service sectors to generalize the findings.

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