Employee Job Satisfaction Enhances Organizational Commitment

Ms. E. Veronica	Dr. R. Indradevi
Research Scholar, VIT Business School, VIT University, Vellore, Tamilnadu, India.	Associate Professor, VIT Business School, VIT University, Vellore, Tamilnadu, India.

ABSTRACT *Job Satisfaction is one of the cherished goals a worker wants to achieve in his work environment. It is yet another colorful feather that adorns his cap of glory. Understanding how committed employees are within an organization is a valuable tool for managing and fostering a successful work environment. Committed employees contribute greatly to organizations because they perform and behave on achieving organizational goals (Sutano, 1999). Furthermore, commitment to organizations is found to have positive organizational outcomes as job satisfaction, motivation and attendance (Bennett & Durkin, 2000). This paper reveals to explore the relationship between employees' job satisfaction and organizational commitment.*

ORANIZATIONAL COMMITMENT

The concept of organizational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee's dedication to the organization (Lumley 2010). In the context of the present study, organizational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organization (Allen & Meyer 1990).

Gbadamosi (2003) contends that the more favorable an individual's attitude towards the organization, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization. Mathieu and Zajac (1990) believed that developing a better perception of the progression associated with organizational commitment has an effect on employees, organizations and the world in general. The level of employees' organizational commitment will possibly ensure that they are better suited to receive both extrinsic rewards (which include remuneration and benefits) and psychological rewards (which include job satisfaction) related to associations with fellow employees. Organizational commitment is generally assumed to reduce abandonment 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, which frequently guarantee an organization's competitiveness in the market (Katz & Kahn 1978).

Organizational commitment is viewed as a psychological connection that individuals have with their organization, characterized by strong identification with the organization and a desire to contribute to the accomplishment of organizational goals (Meyer & Allen 1997). Meyer and Allen's (1991) three-component model of organizational commitment is therefore of relevance to this research. Meyer and Allen (1991) conceived organizational commitment as reflecting three core themes, namely affective, continuance and normative commitment. Commitment can be seen as an affective point of reference towards the organization (affective commitment), acknowledgement of the consequences of leaving the organization (continuance commitment), and an ethical responsibility to stay with the organizations (normative commitment) (Meyer & Allen 1991).

Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success

and well being. Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment.

Affective commitment
Affective commitment is the individual's psychological or emotional connection to, identification with and participation in the organization (Meyer & Allen 1997). Employees who are affectively committed to the organization will probably carry on working for it because they wanted to (Meyer & Allen 1991). Individuals who are dedicated at an emotional level usually remain with the organization because they see their individual employment relationship as being in harmony with the goals and values of the organization for which they are currently working. Affective commitment development involves identification with the organization and internalization of organizational principles and standards (Beck & Wilson 2000).

Continuance commitment
Continuance commitment is regarded as an awareness of the costs associated with leaving the organization (Meyer & Allen 1997). Because of the individual's awareness or consideration of expenses and threats linked to leaving the organization, continuance commitment is considered to be calculative (Meyer & Allen 1997). Individuals with continuance commitment remain with a specific organization because of the money they earn as a result of the time spent in the organization, and not because they want to. This differs from affective commitment, where individuals remain with an organization because they want to and because they are familiar with the organization and its principles.

Normative commitment
Normative commitment can be explained as a sense of responsibility to continue employment with a specific organization (Meyer & Allen 1997). The internalized idea of responsibility and commitment allows employees continued membership that is appreciated by a specific organization (Allen & Meyer 1990). The normative element is seen as the commitment individuals consider morally appropriate regarding their remaining with a specific organization, irrespective of how much status improvement or fulfillment the organization provides the individual over the years (March & Manner 1977).

Meyer and Allen (1991) argued that commitment is purely a psychological state that characterizes the employee's relationship with the organization and this state has implications for decisions to continue or discontinue membership in the organization. Affective, continuance, and normative commitment are not mutually exclusive. For example, the affective and normative commitments have been found to be highly correlated whereas a negative relationship between the affective and continuance commitment has been observed (Meyer et al., 1993).

EMPLOYEES JOB SATISFACTION
Employee's satisfaction is an individual's general attitude towards his or her job. Job requires interaction with co-workers, bosses, and organizational rules and policies, meeting performance standards with working condition. This means than an employee's assessment of how satisfied are dissatisfied he or she is with his or her job. Employee's satisfaction is one of the main part, which is involved in improving the attitude and behavior of the human resource. Employee's satisfaction refers to one's feeling in his job. It can be realized but not seen.

Employees satisfaction is indeed determined by job satisfaction. Job position is one of the critical but controversial issues in industrial psychology and behavior management in an organization climate. Job satisfaction is the mental feelings of favorableness, which an individual has in his/her job. An individual is satisfied with his job if it provides him with what he desires and he performs effectively in his job on the extent that effective performance leads to attainment of what he desired.

Locke (1976) stated that "job satisfaction is a pleasure or positive emotional state resulting from the appraisal of one's job or job experiences".

Job satisfaction is one of the widely discussed topics of employee's behaviors at work. Satisfaction of employees is a concern for organizations as it leads to higher productivity, low turnover, reduced absenteeism, increased moral and many other positive returns. Schermerhorn, Hunt and Osborn, (1997). Job satisfaction could be defined as positive feelings that employees have towards their jobs or satisfaction and loyalty that employees have towards their jobs George and Jones, (1996), Moorhead and Griffin, (1995). Job satisfaction is an employee's general attitude towards his job Robbins, (1986) and the events and/or elements which an employee attaches more importance. Besides individual variables like gender Vaydonoff, (1980) & Hulin and Smith (1967), age Lee and Wilbur, (1985), marital status, education and personality King et al., (1982) wage Borjas, (1979), promotion Jamal and Baba, (1991), working conditions Near et al., (1984), job and jobs' characteristics Robbins, (1991) also affect job satisfaction Blegen, (1993).

EFFECT OF JOB SATISFACTION
Employee's satisfaction has a variety of effects. They are
1. Physical and mental health
2. Productivity
3. Absenteeism.
4. Employee's turnover.

1. Physical and mental health
The degree of employees satisfaction affects an individual's physical and mental health. Since employees satisfaction is a type of mental feeling, its favorableness or unfavorableness affects the individual psychologically, which ultimately affects their physical health.

2. Productivity
There are two views about the relational between employee's satisfaction and productivity.

- A happy worker is a productive worker.
- A happy worker is not necessarily a productive worker.

The first view establishes a direct cause effect relationship between employee's satisfaction and productivity, when employees satisfaction increases productivity also increases. The basic logic behind is that happy workers will put more effort for employee's satisfaction.

3. Absenteeism
Absenteeism refers to the frequency of absence of employees from the work place either unexecuted due to some avoidable reasons or long absence due to some unavoidable reasons.

4. Employees turnover
Turnover of employees is the rate at which employees leave the organization with in a period of time. Individual who are dissatisfied with the job in the organization, try to overcome this, through the various way of defense mechanism. When they are unable to do, they opt to leave the organization.

Job satisfaction and organizational commitment
Strong positive relationships have been observed between organizational commitment and desirable work outcomes such as performance, adaptability and job satisfaction Angle & Perry (1981), Hunt, Chunk & Wood (1985), Mowday, Porter & Dubin (1974). Research results indicated that satisfied employees tend to be committed to an organisation and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors that are helpful to the organization (Alamode 2007).

Meyer et al. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it is possible for him to be unsatisfied with the job he has in the organization. Thus job satisfaction relates significantly and positively to organizational commitment.

Job satisfaction has been defined in a number of ways. Vroom (1964) defined job satisfaction as the positive orientation of an individual towards the role which he/she is presently occupying, while Hackman and Oldham (1975) defined it as "the degree to which the employee is satisfied and happy with his job". Job satisfaction can also be defined as "a pleasurable or positive emotional state, resulting from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, providing these values are compatible with one's physical and psychological needs" McPhee & Townsend, (1992).

According to Cherrington (1994), research on job satisfaction has identified two aspects to understanding the concept of job satisfaction, namely, facet satisfaction and overall satisfaction. These two concepts are explained as follows: Facet Satisfaction: Facet satisfaction refers to the tendency for an employee to be more or less satisfied with various facets or aspects of the job Johns, (1988).Overall Satisfaction: Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual.

Kotze and Roodt (2005), found a strong correlation between job satisfaction and organization commitment. Organization commitment is most probably affected by factors such as type and variety of work, autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

CONCLUSION

This paper concludes by saying that job satisfaction has a strong positive association with organization commitment. Employees who are satisfied with their job and the environment are more committed and tend to stay longer in the organization. Satisfied employees are more productive and efficient. Hence the effects of job satisfaction on organizational commitment should be taken into consideration. In fact, it plays an important role in increasing the service quality and minimizing the problems which occur in human resources management. The more committed the employees regard themselves, the more successful they are on the job. Thus, it becomes the need of the hour for the organizations to see to that the employees are happy, contended and satisfied with their job. This would in turn lead to increased productivity, profitability and improved commitment towards the organization.

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