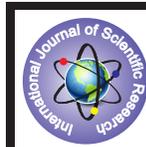


## A Study on Job Satisfaction as a Mediating Factor between Organizational Support and Organizational Commitment with Special Reference to Women Faculties of Engineering Colleges.



### Human Resource Management

**KEYWORDS :** Organisational commitment, organisational support, Job satisfaction

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### ABSTRACT

*Perceived organizational support (POS) is an employee belief that the organization cares for and values his or her contribution to the success of the organization. Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well being. POS has been found to have important consequences on employee performance and well-being. The present study reveals that the job satisfaction as a mediating factor between organisational support and organisational commitment with special reference to women faculties of engineering colleges. The universe of the study comprises 852 women faculties working in 15 engineering colleges in Trichy region of Anna university. Out of the universe a sample unit of 213 women faculties taken up for the study the sample unit is chosen on Stratified Proportionate sampling method. Primary data collected from respondents by administering a structured questionnaire dealing with various aspects of workplace sequences. This study was carried out through a survey method using questionnaires as the main instrument. In this study, the researchers find the relationship between job satisfaction, organisational commitment and organisational support.*

### INTRODUCTION

Education is basically the influence which the teacher exerts on the students entrusted to his care. Effective teachers are required in the classroom because even the best curriculum and most perfect syllabus remain ineffective in the absence of a good teacher. Hence retention of high quality teachers becomes important. It is also important to understand the factors behind the retention of the good teachers.

The University Education Commission(1948) emphasised the importance of the teacher and his responsibility. The commission was categorical about the need for improving his status, salaries, service conditions, and about providing facilities for the pursuit of knowledge and performing his duties satisfactorily. In creative work like teaching, job satisfaction remains the 'sine-qua-non' and plays a very significant role in attracting and retaining the right type of persons in the profession. The term 'Faculty' refers to the teaching staff or the academic staff of any university or college. Institutions employ faculty members to attain the mission and goals of the organization.

Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well being. POS has been found to have important consequences on employee performance and well-being. Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Considering this fact organization's success is based on employee's commitment and their focus towards achieving the organization's prime goals (Mosadeghrad, 2003). Research on perceived organizational support began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them.

Employees supported by their organisation feel this support is given because they are valuable employees for their organisations. Employees who feel their organisation value and appreciate them are satisfied with their job and attached to their organisation. Considering the relationships among the all three

concepts, perceived organisational support, job satisfaction and organisational commitment, it is realized that job satisfaction is not only the consequence of perceived organisational support but also an antecedent of organisational commitment.

### OBJECTIVES OF THE STUDY

To know whether any relationship between job satisfaction, organisational commitment and organisational support.

### Hypotheses of the Study

The present study tested the following Null hypotheses.

**NH1:** There is no significant difference between job satisfaction correlating organisational commitment and organisational support.

**NH2:** There is no significant difference between job satisfaction influence organisational support and organisational commitment.

**NH3:** There is no significant difference between Job Satisfaction as a Mediator of the Relationship between Organizational Support and Organizational Commitment.

### Period of the Study

This study covers a period of three months from October to December 2013.

### METHODOLOGY

#### Sample Frame

The universe of the study comprises 852 women faculties working in 15 engineering colleges in Trichy region of Anna University. Out of the universe a sample unit of 213 women faculties taken up for the study the sample unit is chosen on Stratified Proportionate sampling method.

#### Data Collection Method

Primary data collected from respondents by administering a structured questionnaire dealing with various aspects of workplace sequences. This study was carried out through a survey method using questionnaires as the main instrument. A Likert scale format with 5 choices per item is used ranging from "strongly agree" to "strongly disagree".

#### Statistical Tools

Primary data were collected, tabulated. A pilot study was carried out to revise the questionnaires and for item analysis. The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through com-

puting Cronbach's Alpha. Correlation, t test and one way Anova were used in this study.

**Limitations of the study**

The outcome of the study will be applicable only to these colleges and women faculties. So the results cannot be generalized.

**Statement of Problem**

Organisational commitment refers to the employee's emotional attachment to, identification with and involvement in the organisation.. Organisational support refers to employee's perception concerning the extent to which the organisation values their contribution and cares about their well being. Organisational commitment and support creates intangible benefits to the organization which include reduction in complaints and grievances, absenteeism, turnover and termination. In India over the years, there have been private initiatives in education initially for philanthropic reasons and eventually in professional and even in general higher education to meet the growing demand Privatization of higher education has emerged in several forms and types in the recent decade in India. It is indispensable to understand the level of organisational commitment and organisational support of employees and the teaching faculty of self financing colleges, because the level of organisational commitment and organisational support attained by employees would help to frame strategies not only to improve the involvement, commitment level but also for the efficient practice of privatization policy.

**REVIEW OF LITERATURE**

Many studies related to the antecedents of job satisfaction have been conducted; however, one of the most important predictors of job satisfaction is organisational support (Randal et al., 1999; Rhodes and Eisenberger, 2002; Stamper and Johlke, 2003). On the other hand, organisational commitment is viewed as an outcome of job satisfaction. Job satisfaction is significantly and positively related to (Williams and Hazar, 1986; O'Driscoll and Randall, 1999; Lam and Zhang, 2003, Karatepe and Uludag, 2007; Yang, 2010; Gunlu et al., 2010).

Employee pay satisfaction can evolve from the perception that the pay is in right proportion in comparison to work or input and comparing with other fellow co-workers (Equity theory; Adams 1965 Cited In Salimaki, Hakonen and Heneman, 2008) and what they think they should be earning (Discrepancy theory; Lawler, 1971, 1981 Cited In Salimaki, Hakonen and Heneman, 2008). The two theories equity theory (Adams, 1965) and discrepancy (Lawler, 1971 and 1981), directed research on pay satisfaction. In equity theory the satisfaction of pay depends on the comparison of the person's outcome-input ration with the ratio of other employees. When the similarities are high in ratio the employee will feel more satisfied with his pay.

In a recent empirical investigation of linkages between POS and job involvement, Cropanzano, Howes, Grandey, and Toth (1997) obtained only mixed support for an association between these variables. The present study sought to confirm and extend these findings by directly examining the relationship of POS with both affective and continuance commitment and by incorporating job involvement as a further possible correlate of perceived support. Based on Shore's findings and on the aforementioned reasoning, our prediction was that organisational support would be associated positively and substantially with affective commitment and job involvement, but would show little relationship with employee levels of continuance commitment.

**FINDINGS**

**NH1:** There is no significant difference between job satisfaction correlating organisational commitment and organisational support.

As shown in the table, there is high degree of correlation between organisational support and job satisfaction, job satisfaction and organisational commitment, organisational support and organisational commitment based on correlation value, since P value less than 0.01, null hypotheses rejected at 1% level.

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**Table No.1 Correlation Analysis**

Items		N	Correlation value	P value
Pair 1	Organisational support & Job Satisfaction	213	0.854	<0.001**
Pair 2	Job Satisfaction & Organisational commitment	213	0.413	<0.001**
Pair 3	Organisational support & Organisational commitment	213	0.461	<0.001**

**Source: Primary Data**  
\*\* significant at 1% level

**NH2:** There is no significant difference between job satisfaction influence organisational support and organisational commitment.

As shown in the below table, Job satisfaction, Organisational support and commitment associated by using paired samples t test. Based on t value, since P value less than 0.01, null hypotheses rejected at 1% level. Hence it is calculated that there is significant difference between job satisfaction influence organisational support and organisational commitment.

**Table No.2 t test**

Items		N	Mean	Std. Deviation	T Value	P Value
Pair 1	Organisational support - Job Satisfaction	213	25.347	5.294	69.874	<0.001**
Pair 2	Job Satisfaction - Organisational commitment	213	9.667	2.593	54.410	<0.001**
Pair 3	Organisational support - Organisational commitment	213	35.014	7.243	70.555	<0.001**

**Source: Primary Data**  
\*\* significant at 1% level

**NH3:** There is no significant difference between Job Satisfaction as a Mediator of the Relationship between Organizational Support and Organizational Commitment.

**Table No. 3 Job Satisfaction as a Mediator of the Relationship between Organizational Support and Organizational Commitment by using one way Anova analysis**

Items		Sum of Squares	df	Mean Square	F Value	P Value
Organisational support	Between Groups	9000.733	14	642.909	46.369	<0.001**
	Within Groups	2745.267	198	13.865		
	Total	11746.000	212			

Organisational commitment	Between Groups	10.762	14	0.769	4.451	<0.001**
	Within Groups	34.195	198	0.173		
	Total	44.958	212			

Source: Primary Data

\*\* significant at 1% level

Based on F value, since P value less than 0.01, null hypotheses rejected at 1% level. Hence it is calculated that there is significant difference between Job Satisfaction as a Mediator of the Relationship between Organizational Support and Organizational Commitment.

## CONCLUSION

Perceived organisational support meets the socio-emotional needs of an employee (Rhoades and Eisenberger, 2002), it is thought to be an antecedent of job satisfaction. In the light of these findings, it might be thought that job satisfaction is viewed as a mediator variable in the relationship between perceived organisational support and organisational commitment.. Suggesting that faculties who feel supported by their organisation also feel morally obligated to remain with that organisation, according to findings of this study, shows that perceived organisational support affects commitment positively. This result is similar to previous findings (Aube et al., 2007; LaMastro; 2008). Job satisfaction has a much more partial mediating role in the relationship between perceived organisational support and commitment when examining job satisfaction as a mediator in the effects of perceived organisational support on organisational commitment separately. Consequently, employees who feel support from their organisation because of their well being in employment are more satisfied with their job and satisfied employees with their job attached to their organisation in an affective way.

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