



A study on impact of job satisfaction on employee Commitment

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ABSTRACT:

Job satisfaction and employee commitment are essential factors in understanding the dynamics of an organization and its workforce. This conceptual study aims to explore the impact of job satisfaction on employee commitment and the underlying mechanisms that link these two constructs. By examining existing literature, theoretical frameworks, and empirical studies, this research seeks to provide insights into the relationship between job satisfaction and employee commitment.

The study begins by defining and conceptualizing job satisfaction as an individual's perception of their job-related experiences and fulfillment of their needs within the work environment. Employee commitment is described as the degree of dedication and loyalty an employee exhibits towards their organization, its goals, and values.

KEYWORDS:

Jobsatisfaction, intrinsicsatisfaction, extrinsicsatisfaction, employeecommittment.

INTRODUCTION:

Employee is an essential component in the process of achieving the vision and mission of a business. Job satisfaction is under the influence of a series of factors like the nature of work, salary, advancement opportunities, management, workgroup and work conditions.

Dr.R.Anita(2011) studied that jobsatisfaction level of employees was measured on the basis of employees working conditions, rewards, welfare measures and job security. Cook, Hepworth,

Wall and Warr (1981), job satisfaction considered as overall satisfaction and as a specific concept referring various aspects work, such as pay supervision or workload Becker and Gerhart (1996) studied on job satisfaction. Here vealed job scan improve firm value .AziriBrikend(2011)defined that jobsatisfaction is the combination of positive or negative feelings that workers have towards their work. Job satisfaction is the combination of advancement opportunities, nature of work, work conditions and workgroup.

OBJECTIVES OF THE STUDY:

- ✓ To study the concept of job satisfaction.
- ✓ To identify the factors influencing the job satisfaction and employee commitment.
- ✓ To find out the casual relationship between job satisfaction and employee commitment.

RESEARCH METHODOLOGY:

The study is mainly descriptive type in nature based on purely literature review basis of secondary data and data is collected from different books, seminar, proceeding, journals and websites etc.

ANALYSIS AND DISCUSSION:

- History of jobsatisfaction.
- Concept of jobsatisfaction.
- Affective commitment.
- Normative commitment.
- Continuance commitment.

HISTORY OF JOBSATISFACTION:

For almost one hundred years, employee job satisfaction has been targeted by research. The origin of these studies dates back to at least 1911, when Taylor began to study employees and their job duties to develop better ways to train workers. By 1927, the study of employee's positive or negative reaction to their jobs had fully begun to take hold when Elton Mayo first studied the effect of lighting at the Western Electric Hawthorne Works in Chicago. These studies showed that lighting had little connect onto worker productivity, creating the fundamental groundwork for future studies that asked about other factors that may have an impact on employees. The Hawthorne Studies continued until 1932, and in the five-year interval, the research widened to include factors such as temperature, fatigue, breaks, and working hours. Mayo's work may seem marginally relevant to job satisfaction today, but he discovered that the mere act of studying workers and providing them with more attention increased their motivation and productivity. Mayo had stumbled upon the essence of human motivation, marking a new era of humanistic job satisfaction research, and revolutionizing there search and theories of jobsatisfaction.

CONCEPT OF JOBSATISFACTION:

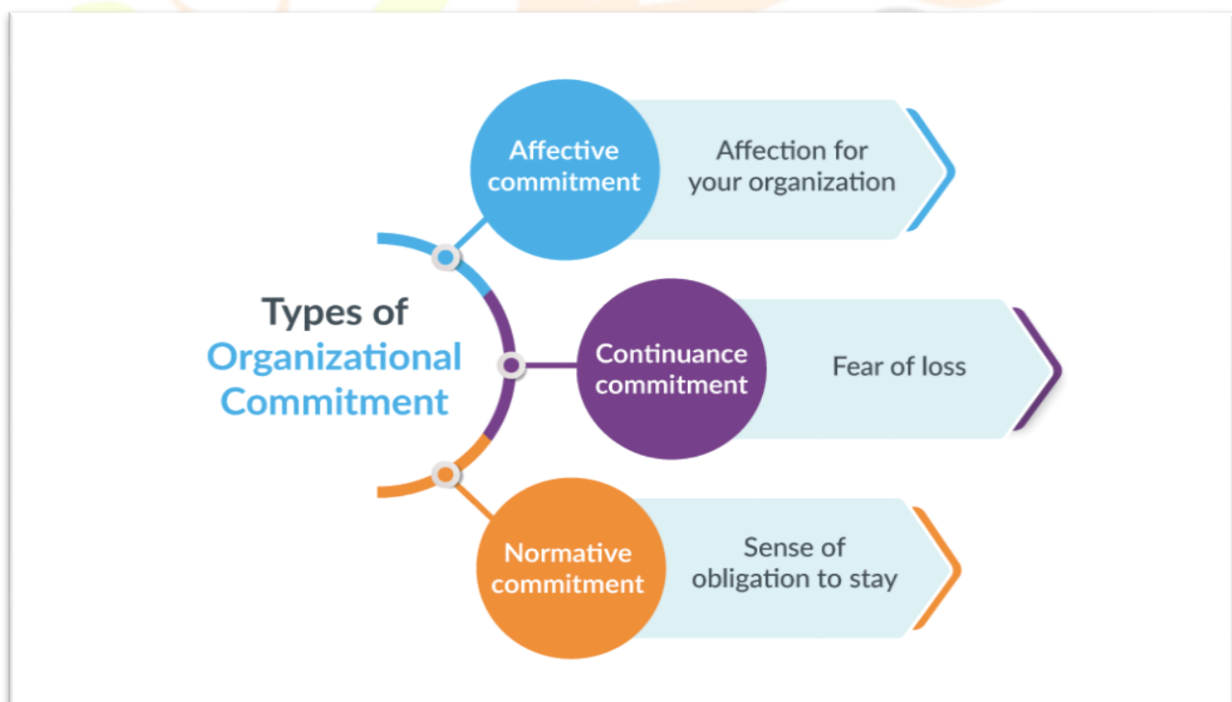
Job satisfaction is one of the most researched variables in the area of workplace psychology and has been

associated with numerous ranging from leadership to job design .It can be defined as an employee’s attitude towards the job. It is not same as motivation, rather it is concerned with the attitude and internal state of an individual regarding a particular job. It could, for example, be associated with a personal feeling of achievement and hence, shape determined by pay, supervisory style, and age factors. If the existing job fails to provide psychological logical need do firm individual, satisfaction the job might below.

The concept to jobsatisfaction, viewed through differentlenses by various scholars, is defined differently. Greenberg and Baron (2008), forinstance, viewed jobsatisfaction as a feeling that can produce a positive or negative effect toward one’s roles and responsibilities at work and added that it is important to understand the concept of jobsatisfaction as there is no single way to satisfy all workers in the workplace.

EMPLOYEE COMMITMENT

Employee commitment is an emotional attachment to and involvement with an organization. Employee commitment is a bond between the employee and the organization such that the employee wants to continue serving the organization and helping it achieve its objectives.



AFFECTIVE COMMITMENT:

This type of commitment refers to an employee's emotional attachment to the organization. Employees with high affective commitment feel a strong sense of loyalty and identification with the company They genuinely believe in the organization's goals and values and are more likely to stay with the company long-term, even in the face of challenges or better job offers else where.

NORMATIVE COMMITMENT:

Normative commitment is driven by a sense of obligation or duty towards the organization. Employees with high normative commitment stay with the company because they feel it is the right thing to do. This commitment type is influenced by social norms, values, and a sense of responsibility towards the organization and its members.

CONTINUANCE COMMITMENT:

Continuance commitment is based on the perceived costs associated with leaving the organization. Employees with high continuance commitment may not feel a strong emotional connection to the company, but they stay because they believe the potential negative consequences of leaving (such as loss of benefits, pension, or seniority) outweigh the benefits of leaving.

THEORETICAL FRAMEWORK:

The earlier research is carried out in the area of job satisfaction indicates that where the job satisfaction are carried out professionally they would reflection on the overall commitment of employees. The result of the study indicates the direct relationship between the best job satisfaction and their relationship with the employee commitment. This model can be used to overall the industries to enhance the commitment among the employees. The key indicator for this study is better job satisfaction. The focus is on the pay security social, supervisory and growth which can be considered as the basic factors of any employee satisfaction. Since there exists a relationship between these variables,

Not only the human resource managers but also the managements have to take it as a challenge and re energize the whole human resource activities in a professional manner to get the satisfaction among the employees.

Further there searcher suggests that they should provide on-the-job as well off-the-job training programmes. Employees feel happy when their performance is up to the mark. Training gives ego satisfaction, and improves the morale of the employees. Training helps to reduce labour turnover and absenteeism.

Equitable reward system should be attached with productivity it should be fair and justifiable Organization should provide job security among the employees should provide the proper growth and development opportunity to employees. Satisfaction level among the employees enhance the productivity and also increase the efficiency and effectiveness.

REVIEW OF LITERATURE:**Jobsatisfaction and employeecommitment:**

Many previous studies used a direct effects model to examine the relationship between jobsatisfaction and employee commitment using different samples, such as 621 employees from various sectors in Belgium (Caroline et al., 2015), 327

Employees from a social work organization (Jonathan et al., 2010), 214 individuals from 22 non-profit organization in a Midwestern State of the USA (Hyunjinet al., 2012) and 730 employees from retail sectors (Miguel et al., 2014). These studies found that the ability of managers to appropriately provide what employees want in the working environment is an important determinant of employee commitment (Caroline et al., 2015; Jonathan et al., 2010;

Hyenjin et al., 2012; Miguel et al., 2014). Thus, it was hypothesized that there is a positive relationship between jobsatisfaction and employee commitment.

Intrinsic satisfaction and employee commitment:

Several recent studies were conducted using a direct effects model to research intrinsic satisfaction based on different samples, such as perceptions of 434 graduate and post graduate distance learning students (Enache et al., 2013), 337 bank employees from private and public banks in Kerala, India (Elizerberth & Zakkariya, 2015), 352 nurses form private hospital in Damascus, Syria(Ali&William,2014)and 180critical nurses from three hospital in Amman, Jordan(Ahmadetal.,2012).These studies found that heability of an organization'sad administrator to providing employee' sintrinsic satisfaction had been an important determinant of employee commitment(Enacheetal.,2013;Elizerberth&Zakkariya,2015;Ali&William,2014; Ahmad et al., 2012). Thus, it was hypothesized that there is a positive relationship between intrinsi csatisfi ction and employeecommitment.

Extrinsic satisfaction and employee commitment:

Further extant studies used a direct effects model to examine the extrinsic satisfaction and employee commitment using different samples, such as 108 managers of four and five stars hotels in Aegean region of Turkey (Ebruetal.,2010),418police officers from Korean National Police Agency(Matthewetal.,2012),547members of Institute of Certified Public Accountants of Uganda(ICPAU)(Samuel &Twaha,2014)and200freshgraduatesinMalaysia who has been employed for less than two years (Mazuki et al., 2011). These studies found that the ability of organization's administrator to properly design and administer job related and working environment that provide extrinsic satisfaction to the employees had increased employee's commitment to the organization(Ebruetal.,2010;Matthewetal.,2012;

Samuel&Twaha,2014;Mazukietal.,2011).Thus,itwashypothesizedthatthereisapositivereationshipbetweenextrinsic satisfaction and employee commitment.

FINDINGS:

- Higher job satisfaction is positively associated with greater employee commitment. Employees who are more satisfied with their jobs tend to be more committed to their organization and their role within it.
- All the studies which were taken for the present review demonstrate a positive relationship between job satisfaction and employee commitment. This relationship indicates that as job satisfaction increases, so does the level of commitment employees have toward their work and their employer.
- The level of intrinsic and extrinsic satisfaction plays a significant role in determining employee commitment. When employees experience high levels of satisfaction with both the intrinsic aspects of their job (such as meaningful work and personal growth) and the extrinsic aspects (like salary, benefits, and recognition), they are more likely to exhibit high levels of commitment to the organization.

Conclusion:

This conceptual study confirms that the ability of administrators to provide intrinsic satisfaction and extrinsic satisfaction in managing employees' jobsatisfaction has motivated employees to strengthening employees' commitments of the organization studied. This finding has so strengthened and widened jobsatisfaction research literature mostly published in western. Thus, current research and practice within jobsatisfaction mode needs to consider the intrinsic satisfaction and extrinsic satisfaction as key driving forces of the jobsatisfaction domain. This research further suggests that the ability of administrators of the organization to appropriately provide employees' jobsatisfaction will strongly induce positive subsequent employee outcomes (e.g., productivity, performance and commitment). Further, these positive outcomes may lead to maintain and supported organizational competitiveness in a global economy era.

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