RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANISATIONAL COMMITMENT: A STUDY OF SELECT TEXTILE MANUFACTURING UNITS

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Abstract

The study seeks to investigate the relationship of employees' job satisfaction with their organisational commitment in the context of select textile manufacturing units. The data was collected from 100 middle level employees of 8 textile manufacturing units situated in Baddi region of Himachal Pradesh. Statistical techniques ofcorrelation and, linear regressionwere used to analyse the data. The study has revealed that majority of the middle level employees working in textile manufacturing units are highly satisfied with their jobs and exhibiting strong organisational commitment towards their respective units.

Keywords: Job satisfaction, Organizational commitment, Textile units, Working conditions, Emotional bonding.

INTRODUCTION

Job satisfaction is a combination of advantageous and disadvantageous feelings with which employees judge their work. This is employee's own hypothesized feeling and general attitude towards the job which he or she may gradually develop over a period of time. This concept was initially underscored by industrial psychologist Hoppock (1935) whodescribed job satisfaction as a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say "I am satisfied with the job". He included both on- the- job and off -the- job factors which brings satisfaction or dissatisfaction among the employees. In the opinion of Bullock (1952), Blum (1956), Sinha (1958) and Harrell (1964) job satisfaction is work attitude of employees towards their job which is the result of three specific factors i.e. organisational factors (salaries, wages, promotion chances, company policies), work environment factors (supervision, working conditions and work group) and personal factors (age and seniority, tenure, personality). Robbins (1997) posits job satisfaction as "difference between the amount of rewards employee receive and the amount they believe they should receive". Locke (1976) defined job satisfaction in a very comprehensive way by including cognitive, evaluative reactions and attitudes and explained

that it is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Luthans (2015) and McShane (2006:132) maintain that job satisfaction is an emotional response to a job situation which is generally determined how well outcomes meet or exceeds expectations. It is the result of employee's acuity of how well his job provides those things that are viewed as significant. He further added that job satisfaction is an evaluation of the perceived job characteristics, work environment and emotional experiences at work. e.g. if employees feel that they are working harder than others and are less rewarded, they will obviously have negative attitude towards the organisation and will be dissatisfied. In contrary, if they feel they are treated well and are paid equally, they will be satisfied. So, job satisfaction symbolizes various interrelated attitudes. An employee's assessment of how satisfied he is with his job is a complex aggregate of numerous discrete job elements. Performance and satisfaction model developed by Lawler and porter (1967) found that job satisfaction relates to performance factors. When good job performance follows intrinsic and extrinsic rewards, it leads to job satisfaction. A poor performer will feel worse about his incompetence and will receive fewer rewards; he will be less satisfied with his work experiences. Many scholars (Ostroff,1992;Ryan, *et al.*1996;Harter, *et al.* 2002;Randhawa, 2007) suggested that job satisfaction and job performance are significantly positive related variables which signifies that satisfied employees are more effective and productive to the organisation. Later research has shown that managerial leadership styles and social awareness has great influence on employee engagement and job satisfaction (Shankar, 2013). This has been established that emotional intelligence and employer's positive and motivational behaviourmoderates' employee's reactions to job insecurity and help him to evaluate his/her own needs and future course of action.

ORGANISATIONAL COMMITMENT

Commitment can be defined as anattachment, emotional bonding and loyalty. It is a psychological promise of an employee to deliver through his/her own definition. Employee's organisational commitment is of greatest significance because committed employees are likely to deliver more and perform better in the organisation. Mowday *et al.* (1982) proposed this concept by integratingseveral of the personal characteristics and experiences that individuals bring to the organisation.

Commitment was defined as the extent to which an individual identifies and is involved with his or her organisation and/or is unwilling to leave it. Employee's commitment is negatively

associated with absenteeism, labor unrest and employee turnover (Cohen, 1992). Employees who possess high organisational commitment are regarded as company's competitive advantage. The three-component model developed by Meyer &Allen (1991, 1994) predicted that employees bond with their organisation is based on following three factors:

1.Affective Commitment: It includes employee's belief in the organisation and its values, his emotional attachment and identification. Employees having strong affective commitment want to stay in the organisation and shows loyalty.

2.Normative Commitment: It directs to the feeling of obligation to attach and stay in the organisation because of moral and ethical reasons.

3.Continuance Commitment: It refers to the employee's perception of the costs associated with leaving the organisation. Employees who assume that the cost of leaving the organisation is more than cost of staying remain because they need to.

REVIEW OF RELATED LITERATURE

Job satisfaction and organisational commitment are one of the most studied topics in industrial psychology and organisational behaviour because of their direct linkage with performance, productivity and success. Various studies have been conducted in the past to know more about these two variables individually or collectively.

Sharma and Joshi (2001) tried to find out the determinants which affect commitment of the employees towards their organisation. They explored 14 organisational characteristics and found that only two factors i.e. job content and performance appraisal as best predictors of enhancing employees job satisfaction and organisational commitment at individual level.

Kassahen Tilaye (2005) through his research on 210 respondents established that organisational practices and personal characteristics like freedom to participate, recognition, trust, job content, interpersonal relationship, fairness in procedures are directly correlated with organisational commitment of employees.

Chou& Robert (2008) established a relationship between workplace support, role overload and job satisfaction through a study on direct care workers in assisted living. Data was collected from a sample of 984 respondents. It was hypothesized that job satisfaction is negatively correlated with role overload. On the other hand, institutional support, coworkers 'emotional support, and supervisory emotional support enhances the job satisfaction level of the workers.

Colakoglu *et al.* (2010) conducted extensive research to find the effect of organisational support on job satisfaction and organisational commitment and to analyze the role of job satisfaction on the dimensions of organisational commitment of employees of hotel industry. Findings of their study suggested that perceived organisational support has statistically significant relationship with job satisfaction and normative, continuous and affective commitment of the employees. Further job satisfaction has moderate linkage with different dimensions of organisational commitment.

Azeem (2010) in his study of 128 employees from the service sector investigated the relationship of demographic variables with job satisfaction and organisational commitment and found that supervision, pay, age and job tenure were strong predictors of organisational commitment. Study also revealed the moderated relationship of job satisfaction and organisational commitment.

Senthilnathan (2013) conducted a study on university teachers of Sri Lanka to find any relationship between job satisfaction, organisational commitment and job performance. Bivariate analysis of the variables proved significant relationship between overall job performance and overall job satisfaction (r=.188, p=.043,) but correlation analysis showed no relationship between job performance and organisational commitment at 5%level of significance.Awasthi and Bansal (2014) conducted a study on 598 respondents working in public and private sector organisations to find the role of organisational commitment in determining different job attitudes and found that all levels of attitude like interpersonal relations, autonomy trust, sense of belongingness enhances organisational commitment at individual level.

RESEARCH GAP AND OBJECTIVES

While reviewing literature it was found that studies have been conducted to establish a linkage of job satisfaction and organisational commitment with work culture, job content, job climate, pay, promotions and performance separately. But very limited empirical data is available to explore the impact of job satisfaction as independent variable on organisational commitment of employees in textile units. It has been observed that employees, who exhibit high levels of job satisfaction are generally more loyal, committed and show emotional bonding with their organisation. In this context, job satisfaction may be a very important variable in enhancing organisational commitment of the employees. By taking into account

the knowledge gap and literature review, this study proposes to focus on the following objectives:

1. To assess the level and determinants of job satisfaction of employees working in select textile units.

2. To study the level and different dimensions which affect the commitment of employees towards their organisation.

3. To investigate whether employees' job satisfaction has any influenceon their commitment towards the organisation.

Hypotheses

H_{a1}: Thereis significant relationship between employees' job satisfaction and organisational commitment.

$H_{a2}$the employees' job satisfaction has significantimpact on theirorganisational commitment.

RESEARCH METHODOLOGY

TheSampling Design and Size: The descriptive research design was used in the present study. The target population was middle level employees in the cadre of executives, officers and staff of select textile manufacturing units situated in Baddi region of Himachal Pradesh. Stratified random sampling technique was used for the collection of the data from eight units. Each unit was considered as one stratum and from each stratum,proportionate allocation technique was used to finalise the sample. The textile units which participated in the study were Auro spinning mills, Arisht spinning mills,Auro weaving mills, Vardhman yarn and thread mills, Auro dyeing,Auro textile, Mahavir spinning mills and Vardhman textile division.

Data Collection: Data was collected with the help of standardized questionnaire which was divided into three parts; PartI consisted of personal information of the employees, part II consisted of questions regarding organisational commitment and part III included questions regarding job satisfaction of the respondents:

Organisational Job Satisfaction Questionnaire: OJSQ developed by Hardeo Ojha (2009) was used to measure the level and different determinants of job satisfaction of respondents. The scale included 32 items to measure fourteen dimensions of job satisfaction which include salary,working conditions, personallife, company's policy and practice, jobsecurity, supervision, work itself,job status, promotion, responsibility, ability utilization, recognition,

co-worker,achievement. There were 16 positive and 16 negative items in the questionnaire. Cronbach's alpha reliability co-efficient was .756 for 32 items.

Organisational Commitment Scale:In order to measure the level of organisational commitment and its variousdimensions, the scale developed by Anukool M. Hyde and Rishu Roy (2011) was used. The OCS wasa 30-item instrument on 5-pointLikert scale ranging from strongly agree to strongly disagree to measure eight dimensions of organisational commitment which were work environment, affection towards organisation, contentment, goal fulfillment, positive thinking, career goal, empathy and empowerment. The scale was tested for reliability and the Cronbach's alpha co-efficient was0.837 for the present study.

Procedure

For the purpose of collection of data, approvalwas obtained from the human resource department of each unit. Thereafter, each unit was visited and the respondents were personally contacted by the researcher   with the help of personnel managers and executives of each unit. The purpose of the study was also explained to them and surety was given to maintain complete confidentiality of the data.150 questionnaires were distributed in departments ofhuman resources, finance, production, marketing, engineering and maintenance and 100 questionnaires were returned with complete information. The data was analyzed by using SPSS 21version and descriptive statistics, t-test, Pearson r correlation, and linear regression analysis were used to test the hypotheses.

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

The details relating to demographic profile and descriptive statistics of the respondents containing frequency distribution, mean, median and standard deviation are summarized in **Table1**.As shown in the table, total 75 males and 25 female employees participated in the study with mean age of 31.48 years (S.D. =8.198). The minimum age of the respondents was 21years and the maximum age was 56 years.

Table1: Demographic Profile of Respondents

Profile	Categories	Frequency	Mean	Median	S. D.
Age	20-30	60	31.48		
	31-40	23		29.50	8.198
	40-60	17			
Gender	Male	75	-	-	-
	Female	25			

Raw Scores on JS and OC

The detailed results relating to observed mean, norm mean, minimum score, maximum score obtained by respondents on both the studied variablesis presented in **Table 2.**

Table 2: Raw Scores on JS and OC

Variable	N	Observed Mean	Norm Mean	S.D.	Minimum	Maximum
JS	100	24.41	18.4	4.399	16	32
OC	100	121.15	97.5	10.060	99	146

Panel I of the table revealed that the surveyed scored high on job satisfaction (M=24.41) as compare to norm mean (M=18.4) The minimum score obtained was16 and maximum was 32 with (S. D. = 4.39).High average score in overall job satisfaction specifies strong agreement of employees' faith in organizational policies regarding promotion, ability utilization, working conditions and supervision practices of leaders. Similarly, the respondents scored high on organisational commitment (M=121.5 S.D.=10.060) as compare to norm mean (M=97.5). The minimum and maximum score secured by the respondents was 99 and 146 respectively. High score on commitment indicates the positive attitude of the employees and their willingness to continue in the organisation. Higher mean score reflects the gratification of the employees towards policies and practices followed by the organization. When employees' embrace organization's culture, philosophy and values they start feeling a sense of moral obligation and as a result, commitment increases. The reason for high score can be endorsed to supportive business strategies and rich culture of textile units. If an organization is investing in the training and development of its workforce, employees are involved in decision making process, there is a climate of mutual trust and cooperation, career growth and opportunities are available and a satisfactory promotion and performance appraisal system prevails, the employees develop robust wisdom of self-worth and demonstrate enhanced trustworthiness which results higher level of commitment.

Relationship Between JS and its Determinants

Data entered in **Table 3** indicates the strength of all the sub variables/dimensions of job satisfaction used in the study with highest and lowest correlation relationship with total job satisfaction score. All the determinants were positively associated with job satisfaction of the respondents.

Table 3: Correlation of Job Satisfaction with its Determinants

	JST	1	2	3	4	5	6	7	8	9	10	11	12	13	14
JST	--														
1	.462*	--													
2	.496*	.100	--												

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
3	.502**	.245*	.258*	--										
4	.407**	.092	.227*	.056	--									
5	.627**	.260**	.263**	.294**	.083	--								
6	.705**	.305**	.415**	.187	.300	.345*	--							
7	.553**	.155	.200*	-0.35	.285	.269**	.339**	--						
8	.281**	.000	.043	.116	.218	.068	.052	.171	--					
9	.337**	.156	.214*	.252*	-.07	.202*	.004	.000	.058	--				
10	.403**	.279**	.116	.158	.339	.109	.271**	.110	.013	.037	--			
11	.358**	.033	.050	.361**	.114	.194	.146	.065	.034	.274**	.017	--		
12	.670**	.175	.215*	.378**	.253	.316**	.314**	.400**	.336**	.172	.187	.169	--	
13	.436**	.172	.237*	.111	.186	.247*	.575**	.178	-.022	-.090	.196	.012	.163	--
14	.348**	.076	.139	.255*	.098	.178	.048	.005	.029	.415**	.169	.227*	.162	.051	--
N	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

*Source: primary data, *significant at 5%, **significant at 1%,1=salary,2=working cinditions,3=personal life,4=company policy and practice,5=job security,6=supervision,7=work itself,8=job status,9=promotion,10=responsibility,11=ability utilization,12=recognition,13=co-workers,12=achievement.*

On careful examination of results, it was observed that supervision (r=.705, p<0.01) is strongly positively correlated with job satisfaction which is followed by recognition (r=.670, p<0.01). This indicates employees give a great amount of weightage to interpersonal relations with supervisor and acknowledgement given to them in the organization by their superiors. The autonomy provided by the leaders create conducive work environment which increase employee satisfaction. It is Followed by job security (r=.627), work itself (r= .553), personal life (r=.502), working conditions (r=.496), salary (r=.462), co-workers (r=.436), company policy and practice (r=.407) responsibility (r=.403). Correlation coefficient (r=.281, p<0.01) is showing positive but weak association of job status of employees with their total job satisfaction. Employees' cordial relationship with team members acts as a source of social support and fulfills emotional needs of the employees at workplace. Friendly and cooperative behavior of coworkers makes the job more enjoyable and increases overall job satisfaction.

Relationship between OC and its Dimensions

The association of eight dimensions of organisational commitment with total average score of organisational commitment of the employees is presented in **Table 4.**

Table 4: Correlation of OC with its Dimensions

	OC	WE	ATO	CONT	GF	PT	CG	EMP	EMPOW
OC	-								
WE	.902**	-							
ATO	.863**	.734**	-						
CONT	.489**	.273**	.172	-					
GF	.687**	.557**	.558**	.281**	-				
PT	.480**	.300**	.234*	.602**	.295**	-			
CG	.480**	.343**	.291**	.409**	.263**	.311**	-		
EMP	.227**	.068	.189	.173	.042	.270**	.050	-	
EMPOW	.328**	.165	.221*	.201*	.314**	.233**	.066	.280**	-
N	100	100	100	100	100	100	100	100	100

**sig.at 0.01 level, significant at the 0.05, where OC=organisational commitment, WE=work environment, ATO=affection towards organisation, CONT=contentment, GF=goal fulfillment, PT= positive thinking, CG=career goal, EMP=empathy, EMPOW=empowerment (Source: primary Data)

Close scrutiny of the data revealed that all the dimensions are positively leading to enhancement of commitment of the employees towards their organisation. There is a very strong positive correlation between work environment (r=.902, p<0.01) and organisational commitment. When organisation is providing safe and healthy working conditions, support in work family issues and importance is given to interpersonal relations, then employees feel contended and their commitment tends to increase. Results also indicate that employee's affection towards organisation (r=.863, p<0.01) is highly positively correlated with their organisational commitment. It shows affective commitment (emotional attachment) where employees identify themselves with their workplace. It is followed by goal fulfillment (r=.687, p<0.01) employees show commitment when they are capable to fulfill their career dreams in the organisation they are working for. Other strongly positive correlated dimension is contentment (r=.489, r=0.01), positive thinking (r=.480, p<0.01), career goal (r=. 480.p<0.01). Empowerment (r=.328, p<0.01) and empathy (r=.227, p<0.01) have weak positive association with organisational commitment of respondents.

Testing of Hypotheses

H_{a1} There exist significant relationship between job satisfaction and organisational commitment of   employees.

One of the objectives of the study was to explore the relationship of job satisfaction and organisational commitment. The purpose was also to find out the impact of job satisfaction on various dimensions of organisational commitment.**Table 5**gave picture of inter correlation results of association of job satisfaction with organisational commitment and its various dimensions.

Table 5:Correlation Between Overall JS and OC Dimensions

Constructs	Job satisfaction
OC total	.305**
Work environment	.303**
Affection towards org.	.286**
Contentment	.070
Goal fulfillment	.200*
Positive thinking	.038
Career goal	.248*
Empathy	.39**
Empowerment	.084

** significant at the 0.01, * significant at the 0.05 level

 The data established that there was a positive but weak association between job satisfaction (r=.305, p<0.01) and organisational commitment at 0.01 level of significance. Hence the result acceptedhypothesis **H_{a1}** and concludedthat with increase in the job satisfaction level of respondents there was increase in their organisational commitment but it was also affected by other variables prevail in the organisationThe results indicated that five of the eight dimensions of organisational commitment were positively related to job satisfaction i.e. work environment (r=.303, p<0.01) affection towards organisation (r=.286, p<0.01), career goals (r=.248, p<0.05) Goal fulfillment (r=.200, p<0.05) and empathy (r=-.39,p<.01). Employees feel lucky by working in those organisations who implement supportive policies and conducive environment which helps them to achieve their career goals. All these factors collectively enhance their job satisfaction level and loyalty towards the organisation.

H_{a2}: Job satisfaction has significant impact on organisational commitment level of employees.

Generally, it is believed that happy and satisfied employees exhibit higher level of loyalty and emotional bonding towards their organisation. So, job satisfaction can be an important predictor to enhance the commitment of respondents towards their organisation. To test this

hypothesis, liner regression model was used by taking job satisfaction total as independent variable and OC as dependent variable. The results of the regression model are presented in **Table 6.**

Table 6: Regression Model

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
For R=.305, R Square=.093, Adjusted R Square=.084 SE= 9.629					
	B	Std.Error	Beta		
Constant	108.186	5.455	.305	19.832	.000
Mean JS Score	.697	**.**220		3.170	.002

Predictors: (Constant), Job satisfaction total, Dependent Variable: OC total

Data Interpretation: The relationship between job satisfaction and organisational commitment can be quantified through a linear equation:

$$Y_1 = \alpha + \beta_1(X_1)$$

Where α = intercept, X_1 = JS = job Satisfaction Y_1 = OC = Organisational commitment.

Investigation of the data presented in Table 6 by considering two categories i.e. JS and OC revealed that employees' job satisfaction level had a significant positive linear relationship with their overall OC (R=.305, R^2=.093 p=.002<.05). the model was fit and 9% of the variance in dependent variable can be predicted by independent variable. The regression equation states that the value of OC can be predicted by adding a small fraction i.e..697 to the y intercept of job satisfaction. Further the effect of JS on organisational commitment of subordinates was found to be significant (t=3.170, p=.002) at 5% level of significance.

OC=108.186+.697 (JS)

Therefore,hypothesis **H_{a2} is accepted** and it can be concluded that employees job satisfaction has significant impact their organisational commitment. Committed employees feel proud of being part of their organisation and give priority to firm's development rather than personal benefits. They do extra efforts to improve company's functioning and remain persistent in pursuing goals regardless of obstacles and setbacks. Such individuals build rapport with their superiors and team associates and feel open and comfortable to new ideas and innovations

CONCLUSION AND POLICY IMPLICATIONS

Job satisfaction and organisational commitment are two important factors in manufacturing sector because these are closely associated with performance, productivity and profitability of the organisation. This study was an effort to know in detail about the association of these two variables in textile manufacturing units.The results from the study revealed that overall job

satisfaction and organisational commitment level of employees in these units is extremely high. Supervision and recognition are two important predictors which are strongly related to employee's job satisfaction. There is a very strong meaningful relationship between work environment and organisational commitment of the employees. This may be because of the fact that textile has a long tradition of robust value system and transparent procedure. Linear regression analysis predicts that withincrease in the job satisfaction level of respondents there is increase in their organisational commitment but it is also affected by other variables prevail in the organisation.Again, salary is one of the important key factors in enhancing employee's satisfaction level. Better working conditions, occupational health and Job security, interpersonal relationship, positive thinking, and opportunity for career growth and goal fulfillment are strong predictors in enhancing an employee's satisfaction and commitment towards the organisation.The findings of the study suggest that organisations should categorize some important issues like recognition, interpersonal relations, flexible working arrangements, mentoring, open and effective communication. These features should be incorporated in the workplace culture and employee's orientation, development and trainingprogrammes to further enhance their satisfaction and commitment towards the organisation.

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