

## REVISITING THE RELATIONSHIPS OF JOB SATISFACTION AND JOB COMMITMENT

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### Abstract

Ample evidence abound in the literature on organizational behavior that reports positive relationship between employee satisfaction and employee commitment. This is one such relationship that is consistently found significantly across the multicultural context across the world. Surprisingly, what is grossly ignored is the research on relationship between dimensions of job satisfaction and job commitment, though organizational commitment is much broader. The justification is that job satisfaction should have direct bearing on job commitment and indirect bearing on organizational commitment. Further, the dimensions of satisfaction are intrinsic and extrinsic in nature. Therefore, this study attempts to explore the deeper relationship between dimensions of job satisfaction and Job commitment which were measured using standardized scales included in a structured questionnaire which was administered to 120 randomly chosen employees of a private engineering company. Results reveal that job satisfaction and Job commitment are positively and strongly related to one another. Further, multiple regression analysis concludes that all the dimensions of job satisfaction predicts 53 percent of variance in Job commitment. Implications are drawn for future directions to the managers and researchers.

**Keywords:** Job satisfaction, Job commitment, Employee commitment, Organizational commitment, Stress, Job performance, Rewards

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### Introduction

In the domain of behavioral sciences, a variable that has received much attention throughout the years consistently is commitment. Commitment, along with job satisfaction, is probably the two most investigated variables in personnel research (Koslowsky, Caspy, and Lazar, 1991). Many

researchers have questioned whether these two variables are actually the same owing to their nature of both being attitudes. Several studies have, however, confirmed the discriminate validity of these two variables (Mathieu and Farr 1991, Brooke, Russell and Price 1988). Therefore, attitude begets attitude. In other words, one attitude is the cause of another attitude being the effect.

Organizational commitment has been a prominent topic in the OB literature because of being one of the most desirable outcomes of organizational and job design, though the ultimate outcome of such arrangement is organizational effectiveness. Most literature has examined commitment in regard to its predictive value of other outcomes such as Employee turnover (Huselid and Day,

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1991).,work stress, self-performance, Loyalty and the like.

Organizational commitment can be measured in many ways. Several studies have determined links between different types of organizational commitment. Organizational commitment has been divided into several different aspects. Occupational commitment and union commitment are two aspects of organizational commitment that have been separated and studied in the literature. Morrow(1983) reported on occupational commitment, focusing on the employees' attachment to the particular profession rather than to the specific organization. Several studies have examined union commitment. This is related to organizational commitment, but can be moderated by other factors such as union-management relations. Morrow (1983)reported that union commitment yields a weaker correlation when compared to organizational commitment.

Other variables have been examined in their relation to organizational commitment. Gray (1989) examined the relationship between organizational commitment, gender ideology, domestic relations, and personal characteristics. Gray (1989) further reported that the degree that work interfered with family life and the presence of children were significantly correlated to organizational commitment. Interestingly, a rare study conducted had addressed the effect of children on the organizational commitment of males, a weaker but, positive relationship was established (Aranya and Jacobson 1975). This positive relationship is in accordance with the "side bet" hypothesis, which says that the presence of children increases the importance of the male maintaining steady employment (Becker 1960).

Several studies have tried to determine the link between stress and job satisfaction. This may be due to the fact that stress should relate negatively to organizational commitment by employees since stress is a negative experience and commitment is a positive experience (Mathieu and Zajac 1990). One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction (Cooper, Rout, and Faragher 1989). The relationship between variables can be very important to managers. If a definite link exists between two variables, it could be possible for a manager to provide intervention in order to increase the level of one of the variables in hope that the intervention will also improve the other variable as well (Koslowsky, Caspy, and Lazar 1991). They examined the relationship between occupational stress and organizational commitment among law enforcement officers and health care professionals.

### **Job Commitment Vs Organizational Commitment:**

During the last few decade research studies over emphasized the broader concern for employee's commitment to their organizations.(Bhupinder Singh, et.al, 2008).As a result, multifold research culminated in the conceptualization of commitment, identification of antecedent and outcomes of the commitment in various business concerns. However, research on employees' commitment to their jobs is underrepresented in the literature and focus has been not laid on the prominence of such concept called job commitment even though organizational commitment is well studied and documented.( Cater, et.al, 2009)

Job Commitment differentiates from organizational commitment even though the former is integral to the later. Job commitment also differentiates between someone who is more oriented towards the organization, its members and its mission than someone whose goals are more personally focused, besides someone who is committed to the organization who will be more involved in the decision making, more identified with the organization and more loyal to the organization (Koslowsky, Meni, 19897). Further someone who is more committed to the jobs is more focused and likely to perform task and responsibilities that will help organizations achieve their goals. On the other hand organizational commitment is conceptualized as the extent to which members of an organizational are identified with, involved in and loyal to the originations. Such definition may also suggest that commitment here is more of behavioural in nature and less in attitudinal in nature. Though, both types of commitment bases are needed for organizations today. Whereas, attitudinal commitment 'a desire to maintain a relationship, feeling of attachment'(Winkler, et.al, 2012). Job commitment is assumed to increase with increase in rewards from the job. Particularly such contention is being addressed in this study.

### **The Present Study**

Job is the centrality of life for everyone in today's world. Therefore, anything that stems from the job itself has various implications to the lives of the people. Jobs not only help people realize their personal needs, but also help them to explore their abilities to grow and develop into the future. In addition, jobs also keep people occupied for stipulated time and hold them until they retire. Since a critical part of one's life is spent in the job

anything that happens in the job has impact on themselves, and their families (Ilies, et.al, 2009). Thus, what holds them to their jobs is the commitment that they have developed having been involved in them over the time. Such commitment to their jobs need not be equivalent to their commitment to the organizations. For instance, a person might be committed to his or her job and not necessarily committed to the organizations which have provided such job opportunity. However, when job commitment occurs, people tend to stay in such jobs for a longer time resulting in commitment to the organizations. At this juncture, job commitment is assumed to be more important than commitment to the organizations which happens when people commit to their jobs.

Job commitment is very crucial to the outcomes which are immediate to the outcomes related to the Job itself. Why would anybody be committed to their jobs? People will be committed to their jobs because of various factors which primarily stem from the jobs they are associated with and secondly form the organization which takes care to their livelihood (Yalabik et.al, 2012).

All of such job related factors, culminate in one representing factor called Job satisfaction. Job satisfaction has been the subject of research since the Hawthorne studies of 1920. Job satisfaction is defined as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Richa N. Agarwal and Anil Mehta, 2014). The importance of job satisfaction lies not in its relationship with performance but with its stabilizing effects and through its effects on cohesion among employees. In this study, job satisfaction and

its influence on job commitment is examined in detail.

Previously research studies have reported results relating to the causal relationship between Job satisfaction and organizational commitment, however it is argued that job satisfaction is likely to influence job commitment at first level and organizational commitment level at final level on the other hand studies in the past have not suggested which facet of job satisfaction contributes more to the outcome variable called commitment (Abhishek Kumar Totawar and Ranjeet Nambudiri, 2014). (Su Sophia, et, al, 2009). (Mahanta, \_\_\_\_\_ Monoshree, 2012). (Agarwal, Prachi and Sajid, S. M 2017). In this study such concern is addressed. To be more specific the dimensions of job satisfaction namely, satisfaction with work itself, pay, and their influence on job commitment are addressed in this study.

### **Objectives and Hypotheses**

This study has two-fold purpose, firstly it intends to access Job satisfaction and job commitment among employees of a private engineering company, secondly it examines the relationship between the dimensions of job satisfaction and the job commitment. In the light of these objectives, the null hypothesis proposed is that “dimensions of job satisfaction (viz. work-itself, coworkers, supervision, promotion, and pay), and job commitment are not related”. The alternative hypothesis is “dimensions of job satisfaction (viz. work-itself, coworkers, supervision, promotion, and pay), and job commitment not related”. Testing of this hypothesis forms the centrality of this research study owing to the paucity of understanding about job satisfaction and job commitment in the organizational literature.

### **The Method**

The study area includes a private engineering company specialized in manufacturing engine valves in the twin cities of Hyderabad and Secunderabad. It employees around 600 of them, which includes artisans, supervisors, and engineers. Around 120 employees who were randomly selected participated in this research study. A structured questioner was prepared which included two standardized scales to measure the study variables namely job satisfaction and job commitment.

Job Commitment is measured with a standardized scale developed by Farrel and Rusbult (1981). This scale consisted of four items measured with 9 point semantic differential response categories. The score ranges between 4 and 36 when the responses to all the four items are summated. The reliability of scale is 0.76 indicating that the scale is internally consistent.

Job Satisfaction (JS) is measured adopting job descriptive index, a scale developed by Smith et.al (1965). They defined Job satisfactions are multidimensional psychological responses to one's job. These responses have cognitive (evaluative) and affective (emotional) components. This measure using words, mainly adjectives, to describe the employee's feelings about his job was developed. The JDI is the most valid measure of job satisfaction and contains 72 questions. This scale consists of five sub scales, the job in general, supervisor's behaviour, salary, colleagues and promotions. Using three-point Likert- scale (where 0= not applicable, 1=no and 3=yes). The reliability of overall scale is 0.78 indicating that the scale is internally consistent.

## Results and Discussion

It was hypothesized that the dimensions of job satisfaction and job commitment are not related. In order to test this null hypothesis,

zero-order correlations were computed between job satisfaction, dimension-0wise and job commitment. Results in this regard are presented in the table 1.

TABLE 1 : INTERCORRELATION MATRIX OF STUDY VARIABLES

Correlations:	Work	Promotion	Pay	Supervision	Coworkers
Work	--				
Promotion	.5877**	--			
Pay	.1638	.0462	--		
Supervision	.2623*	.1053	.2914**	--	
Coworkers	.1353	.2322*	-.0554	.5422**	--
Job Commitment	.3277**	.3181**	.2412*	.6201**	.6029**

It is quite evident from the table that all the dimensions of job satisfaction have yielded positive and significant correlations with job commitment. However, promotion emerged as a strong correlate, followed by work itself. The remaining of them namely, pay, coworkers and supervision emerged as moderate to weak correlates of job commitment.

What is more important from these relationships to understand is that all of the

dimensions of job satisfaction are significant determinants of job commitment and they have qualified to be included in the multiple regression equation. This equation is very important from the point of view of completion of the hypothesis testing since correlation coefficients only suggest that there exists significant relationships between the study variables, but the causation can be explained only by multiple regression analysis. Thus, the results pertaining to them are presented in table 2.

TABLE 2: MULTIPLE REGRESSION ANALYSIS

Sno	Variable	B	SE B	Beta	T	Sig T
1	Work	0.18005	.24214	.46968	2.688	.0000
2	Supervision	0.76970	.18144	.34303	4.242	.0000
3	Coworkers	1.09016	.22691	.37952	4.804	.0000
4	Promotion	0.88572	.28336	.20181	3.126	.0022
5	Pay	0.95100	.37715	.17163	2.522	.0131
	(Constant)	8.06503	1.44326		5.588	.0000
Adjusted R Square = .53134		F =	34.72940	D.F=4,115	P =	.0000

From the results obtained from the multiple regression analysis of the study variables, it is interesting to note that all the dimensions of job satisfaction yielded positive and significant beta coefficients with the dependent variable namely job commitment. Further, among all of the dimensions of job satisfaction, satisfaction with work itself yielded strong and positive relationships with

job commitment ( $\beta=0.46$ ,  $P=.000$ ). In other words, if satisfaction with work itself improves by one unit, job commitment increases by .46 units, indicating that some concrete evidence of justification that satisfaction with work itself can be an immediate cause of job commitment as argued in the preceding section. Employees and organizations are connected through the

contract of relationship between them, but the functional relationship through work is more influential in determining job related outcomes like commitment because, employees are occupied for most of the part with their work than anything else at work. Therefore, improvements in the work pave the way for more positive outcomes that will contribute to the long term survival of the organizations.

Secondly, coworkers, after satisfaction with the work, has a positive and significant effect on job commitment ( $\beta=0.37$ ,  $P=.000$ ). In other words, if satisfaction with coworkers improves by one unit, job commitment increases by .37 units. Employees spend more time at work place with coworkers like friends and they share most of their personal and professional information with each other which relieves them of their stressful experiences. Besides, coworkers can often be an important source of support and information for employees who need advice, information or help when they are not confident of what they are doing. In addition, coworker support can help both in resolving role conflict (directly conflicting tasks) and minimize role overload (excessive demands given the amount of resources).

Thirdly, satisfaction with supervision yielded a significant effect on job commitment ( $\beta=0.34$ ,  $P=.000$ ), indicating that supervision is also important determinant of job commitment, after satisfaction with coworkers. In other words, if satisfaction with supervision improves by one unit, job commitment increases by .34 units. Supervision is the most important element of organizational structure, which necessitates the bridge connection between employees and the management. Communication that flows from the management levels need to be interpreted to the employees. The communication from the former will be more formal and codified which needs to be interpreted to the later who can understand only when such message is decodified and

simplified. Such possibility is made only by the supervision. Therefore, work related expectations from the management can be understood by the employees well if they were explained in a simple way by the supervisors. Supervision is also necessary for promoting skills and development among employees through accountability and responsibility. In the absence of supervision, employee growth and development will be chaotic. Therefore, satisfaction with supervision contributes to job commitment.

Fourthly, satisfaction with promotion leaves a weaker effect on job commitment ( $\beta=0.20$ ,  $P=.002$ ) which is positive and statistical significant. In other words, if satisfaction with promotion improves by one unit, job commitment increases by .20 units. Who does not want promotion in this world? Everybody wants promotion and there are quite many reasons. Work philosophies from around the world suggest that every person wants to take more responsibilities and likes to prove his/her abilities to do things differently and successfully. Promotion also helps employees experience higher levels of responsibilities as they succeed to higher rungs of the corporate ladder, and recognition for their previous high performance, coupled with higher incomes which help them in realizing personal and familial needs of the employees.

Fifthly, satisfaction with pay has very weak effect on job commitment ( $\beta=0.17$ ,  $P=0.01$ ) though it is positive and statistically significant. This may be due to the fact that job commitment is more attitudinal than behavioural in nature. Which means that employees when satisfied with their jobs, they derive many intangible benefits from it than the tangible benefits. For example, they derive meaningfulness in their jobs, recognition, responsibility, autonomy and finally rewards. Because, pay is a hygiene factor which does not contribute to the employee engaging in his/her work. Therefore, rewards become their final expectation and not immediate in nature. As a

result, their commitment to their jobs need not be strongly related to the pay that they get from their jobs.

Lastly, the coefficient of determination yielded a value of 0.53 is statistically significant. This indicates that all the dimensions of job satisfaction put together explain 53 percent of change in job commitment. Which means, further, the dimensions of job satisfaction contributes to the major portion of variance in job commitment? The remaining 47 percent of variance in job commitment can be explained by certain other factors which are outside of the job itself. They may be related to organizational structure, culture and climate that is prevalent in the organizations and certain processes like leadership, power, teamwork, interpersonal relations and the like.

### **Implications and Conclusion**

Employees working in heavy engineering companies experience work in a different way than the employees working in non-engineering companies. The sense of manual labour is more in the former companies than in the later ones. As a result, employees are more physically enduring, operating on the machines transforming raw material into finished goods.

This study highlights the fact that job satisfaction indeed contributes to job commitment more. Particularly, when analysed with the help of its dimensions, satisfaction with work itself is has the most power effect on job commitment, followed by satisfaction with coworkers, and supervision. Therefore, this study has some implications for human resource managers to tweak their policies which contribute to job satisfaction among employees. Some practical implications are i) create and diffuse congenial climate which accommodates employees from all backgrounds, help them in getting adapted, assimilated and start performing. A stifling climate or culture may have adverse effectiveness on the employees

resulting in loss of time addressing adjustment issues among them. ii) Participative management practices are known to have contributed to the productivity across organizations. The fore, encourage employee participation at various levels of decision making. This will also encourage employees to get going and learn to work with various teams resulting in healthy competition which is good for the success of organizations. iii) encourage employees to acquire skills and competencies in real-time by providing all the possible learning and developmental opportunities. In addition, enable them to transfer their learning in their workplaces and also help others to learn from each other. Lastly, plan and implement fair systems of reward and recognition particularly performance based pay and recognition. This will eliminate perceived inequity among employees who will concentrate on working without any ambiguity in their mind. Nevertheless, it is important to periodically conduct satisfaction surveys to know the progress in employee satisfaction over the time. It is consistently found across various studies and also in practices in organisations that when job satisfaction among employees is taken care off, the employees tend to contribute more of their resources towards committing to their jobs and organisations ultimately contributing to the effectiveness of the organisations.

Thus, this study of job satisfaction and job commitment among private engineering company employees has addressed the relationships between facets of job satisfaction and job commitment which are underrepresented previously in research works across various cultures. This study also brought to light certain important findings like satisfaction with work itself is an important variable contributing more to the commitment among employees, followed by satisfaction with coworkers and supervisors. There is also a need to replicate this study to know the robustness of such findings for future policy considerations. Researchers in

the future should explore the new facets of job satisfaction which are unintentionally ignored in the present study. For example, satisfaction with work environment, satisfaction with achievements in their work and the like need to be explored and examined in relation to job commitment. This kind of research works will contribute more knowledge about job commitment in the future.

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