

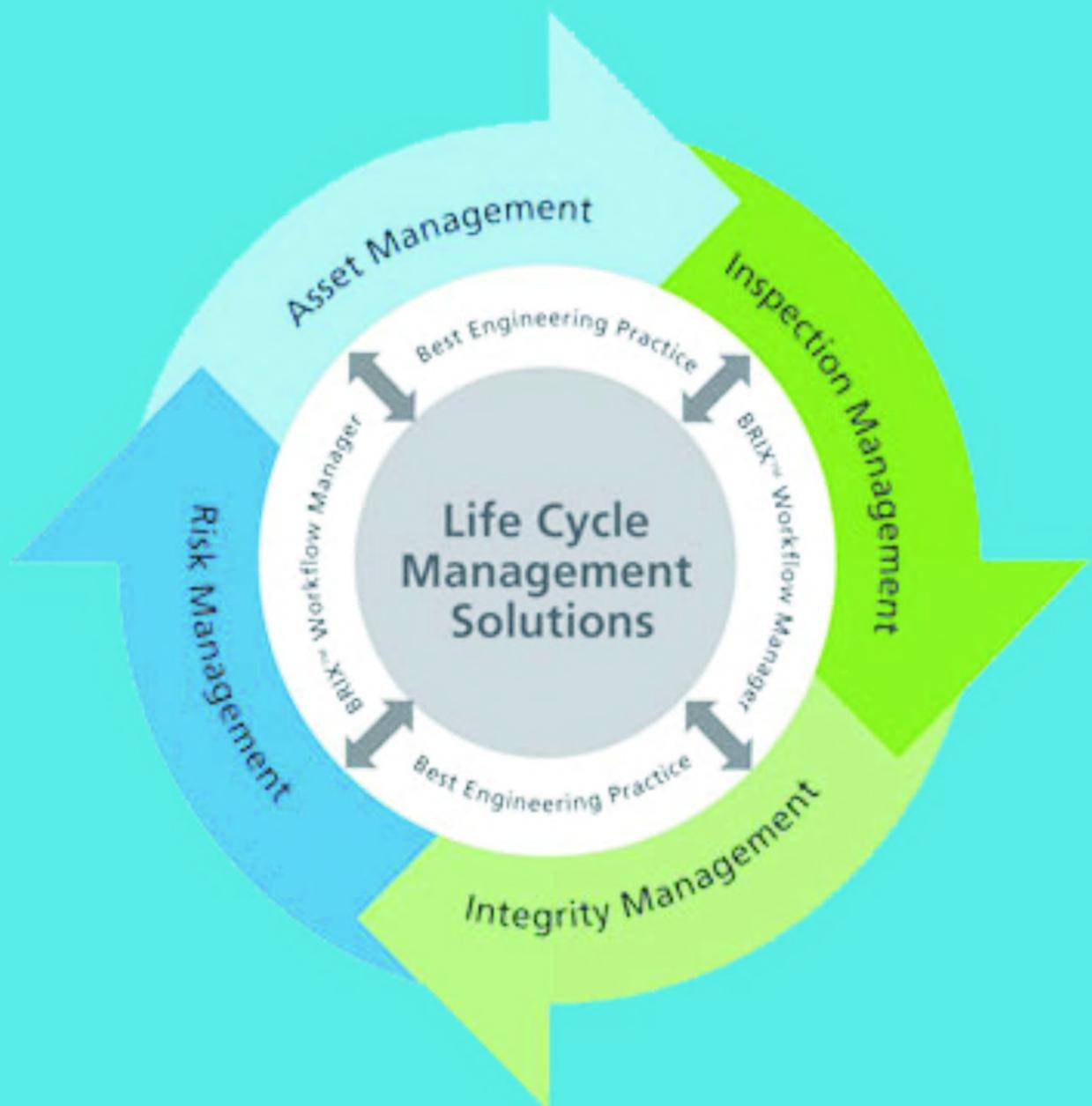
International Journal of Economic and Management Strategy

Editor-in-Chief

John S. Gallagher,
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Minnesota,
Minneapolis, MN

Communicate:

1-383, Avenue Louise
19th Floor,
Bressels Lane-15
Belgium - 1050
Europe



European Economic Research Publications

Five-Year Impact Factor: 1.752

Impact Factor: 1.17

Immediacy Index: 0.213

Cited Half-Life: 5.4

ISSN: 1330 - 9722





Employees' Level of Satisfaction and their Commitment towards Organisation

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Abstract

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. Commitment of employees is also considered as important because it may be used to predict employee's performance, absenteeism and their other behaviors. This research article aims to analyse the association between organizational commitment and job satisfaction among the employees' working in parcel service firms around Tamilnadu, in South India. The Herzberg's theory of motivation and Meyer et.al (2002) understanding on employee commitment and job satisfaction has motivated the authors to apply these theories in this study. The current study is both explorative and descriptive in nature. The study applied judgmental & conveniences sampling techniques for selection of the sample. The researcher has adopted judgmental sampling technique for defining the entire population of surface transport operators (parcel service operators) in Tamilnadu. In Tamilnadu there are 12 large size surface transport companies in operation. Of these 12 companies, seven companies operate throughout the state and five companies operate in seven districts. The seven firms that operate throughout Tamilnadu are selected as research population. Due to vast spread of these seven transportation service providers and difficulties encountered by the researcher in data collection, sample population was restricted to 7.5 per cent of the total workers working in these seven companies. The sample population of the study consists of 650 respondents in middle and low cadres. The study found that majority of the sample employees have opined that they prefer move from one organization to other and also feel less committed toward their organisation as they are dissatisfied with the salary /monetary benefits currently paid to them and also because of job tiredness, lack of recognition and lack of career growth opportunities. Thus the authors suggest to the parcel service companies to fostering employee commitment strategies, as these have a great impact on decreasing turnover rates.

EERP Classifications: GS56A, JZ45Q, 56F3

Key Words: Job Satisfaction, Employee Commitment, Parcel Service Providers

Introduction

Job satisfaction of employees is important for both employees as well as to the organization. If the employees are satisfied and contented, their commitment

levels will be high and hence their contribution to the organization also will be high. When employees are satisfied with their jobs, the Quality of work improves and productivity increases. They tend to

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continue in the job and be more loyal to the job and to the organization. Lower employee turnover will further reduce recruiting and training costs for the logistic service firms in general and parcel service firms in particular. Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. Commitment of employees is also considered as important because it may be used to predict employee's performance, absenteeism and their other behaviors. In short, it can be said that there exists positive relationship between employees' commitment towards their organisation and their performances. Similarly, employees' job satisfaction determines their level of commitment towards their organisation.

Purpose of the Study

The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the commitment towards their organization. Based on this conceptual understanding this research article aims to analyse the association between organizational commitment and job satisfaction among the employees' working in Parcel Service Firms around Tamil Nadu, in South India.

Theoretical References for the Effective Conduct of the Study

Herzberg's theory of motivation postulates that the phenomenon of job satisfaction and/or dissatisfaction is the function of two need systems, namely, hygiene factors (known as satisfiers) and

motivation factors (known as motivators). These two groups of factors imply needs to avoid unpleasant situations, discomfort and the need for personal development. Herzberg had conducted research work and interviews where he had asked people to explain situations where they felt good or bad in relation to their jobs. The results were categorised and certain characteristics were related to job satisfaction, namely, motivators, like achievements, recognition, work itself, advancement, responsibility and growth. These factors influence job satisfaction. Without these motivators, employees become neutral. The presence of motivators increases the satisfaction and motivation levels. Other factors related to job dissatisfaction include hygiene factors, like supervision, company policy and administration, working conditions and interpersonal relations. Poor hygiene factors promote dissatisfaction. However, good hygiene factors do not promote motivation but simply reduces dissatisfaction. Therefore hygiene factors focus on job dissatisfaction and motivators focus on job satisfaction. Poor pay structures in a company will cause dissatisfaction and improvements of pay will only remove the dissatisfaction but will not lead to job satisfaction nor enhance motivation levels. In institutions that recognize achievements and provide promotion opportunities, employees are more likely to be highly motivated and therefore also committed to their jobs.

In relevance to Herzberg's theory of motivation, Meyer et.al (2002) had stated that job satisfaction is a 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 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.

The Herzberg's theory of motivation and Meyer et.al (2002) understanding on employee commitment and job satisfaction has motivated the authors to apply these theories in this study.

Research Methodology

The current study is both explorative and descriptive in nature. The study applied judgmental & convenience sampling techniques for selection of the sample. The researcher has adopted judgmental sampling technique for defining the entire population of surface transport operators (Parcel Service Operators) in Tamil Nadu. And researcher also applied convenience sampling techniques for the collection of primary data. The respondents' are approached with the support of the surface transportation associations and references groups reference. In this study only voluntary respondents' were included in the survey. In Tamil Nadu there are 12 large size surface transport companies in operation.

Of these 12 companies, seven companies operate throughout the state and five companies operate in seven districts. The seven firms that operate throughout Tamil Nadu are selected as research population. Due to vast spread of these seven transportation service providers and difficulties encounter by the researcher in data collection, sample population was restricted to 7.5 per cent of the total workers working in these seven companies. The sample population of the study consists of 650 respondents in middle and low cadres.

Results and Discussions

Analyzing the relationship between job satisfaction and organizational commitment is particularly crucial nowadays. Managers are more interested in knowing about the relationship between job satisfactions and organizational, because it would become clear as to how important and worthy it would be to retain their most satisfied employees.

Table: 1
Type of the Organization, the Employees Serve

Sl.No.	Type	No. of Respondents	Percentage
1.	Regional Level Service Providers	227	34.90
2.	National Level Service Providers	333	51.20
3.	International Level Service Providers	90	13.80
	Total	650	100

Table: 2
Size of the Organisation of the Employees

Sl. No.	Size	No. of Respondents	Percentage
1.	Large Scale	291	44.80
2.	Medium Scale	209	32.20
3.	Small Sale	150	23.10
	Total	650	100

From the empirical data analysis it has been inferred that out of 650 respondents' surveyed, 51.20 per cent of respondents' are working for the national level parcel service companies. Followed by, 34.90 per cent of employees have opined that they work for regional level service providers. Similarly, 13.80 per cent of respondents' are working for the

international level service providers.

The table above indicates that out of 650 respondents' surveyed, 44.80 per cent of respondents' are working in large scale organizations. Followed by, 32.20 per cent of employees' are in medium scale organizations. Further, the rest of 23.10 per cent of respondents' have opined that they are in small scale industries.

Table: 3
Employees' Opinion on Level of Job Satisfaction Derived

Variables	Percentage of Satisfaction	Percentage of Dissatisfied Satisfaction
Hygiene Factors		
Organizational fit	45.85	54.15
Recognition system	46.52	53.48
Career development & Advancement	45.30	54.70
Work Nature & Responsibility	44.96	55.04
Motivation Factors		
Leadership practices & team level co-operations	45.90	54.10
Pay range	45.40	54.60
Working environment	45.51	54.49
Organizational polices / culture	44.80	55.20

Table: 4
Employees' Level of Perception on Organization Commitment

Variables	Sum	Mean	Rank
Strong sense of belonging	1302	2.00	7
Agreement with organization's policies	1774	2.73	1
Organization really inspires the employee to perform	1325	2.04	6
Similarities in values	1581	2.43	2
Expected to help the organization be successful	1385	2.13	5
Feel of proud being part of the organization	1470	2.26	3
Concern for the organization	1392	2.14	4

Table: 5
Association between Employees' Job level of Satisfaction and their Organisational Commitment using Pearson's Correlation

Variables	Strong sense of belonging	Agreement to organization's policies	Inspires the employee to perform	Similarities in values	Expected to help the organization	Feel of proud being part of the organization	Concern for the organization
Hygiene Factors Vs Organisational Commitment							
Organizational fit	.426	.445	-.097	.383	.137	.246	.317
Recognition system	.226	.400	-.108	.279	-.098	.314	.450
Career development	.545	.302	-.028	.209	.074	.277	.343
Work Nature	.410	.508	-.134	.215	.055	.329	.322
Motivation Factors Vs Organisational Commitment							
Leadership practices	.334	.490	-.043	.137	.018	.342	.416
Pay range	.263	.100	-.011	.126	.100	.461	.547
Working environment	.452	.342	.021	.236	.121	.438	.575
Organizational polices / culture	.299	.302	.133	.067	.046	.503	.276

Source: Computed From Primary Data

Table: 6
Association between Employees' Job level of Satisfaction and their Organisational Commitment using Multiple Regression Analysis

Variables	R	R²	β	t	Sig
Job Satisfaction Vs Strong Sense of Belonging	.699	.488	.673	5.59	.000
Job Satisfaction Vs Agreement with organization's policies	.467	.218	2.052	12.86	.000
Job Satisfaction Vs Organization inspire the employee to perform	.529	.279	.814	5.89	.000
Job Satisfaction Vs Similarities in values	.681	.463	.583	4.91	.000
Job Satisfaction Vs Expected to help the organization be successful	.501	.251	1.482	9.29	.000
Job Satisfaction Vs Feel of proud being part of the organization	.999	.999	.000	-	-
Job Satisfaction Vs Concern for the organization	.707	.500	.343	2.47	.014

Level of Significance 5 per cent

From the elaborate data analysis it has been inferred that more than 55-56 per cent of the employees' have expressed dissatisfaction towards Hygiene and motivation factors that are currently in practices in their organisation.

Employees' perception towards organizational commitment is briefly illustrated in the above table. It has been inferred that, majority of respondents' have opined that they find similarities with their own opinion agrees with the organizational policies on important matters', it has been ranked in first place with an average of 2.73. Followed by, the sample respondents' have said that they find similarities between the individual and organizations' values; it has been ranked in second place with an average of 2.43. Similarly, the employees' serving in logistics service sector have opined that they feel being part of the organization and they also have concern towards it. These variables are ranked in third and fourth places with mean score of 2.26 and 2.14, respectively. Further, the sample subjects' have stated that they are willing to work hard for the growth of their organizations' expectations and also they have opined that their company inspires them to perform well. These variables are ranked in fifth and sixth positions with

mean score of 2.13 and 2.04, respectively. Also, the sample respondents' have opined that they feel a strong sense of belonging to the concern they are working, it has been ranked in seventh place with an average of 2.00.

The cross sectional data analysis indicated that employees' find good association with their own & organisation of work fit, agreement with organisational policies, opportunities available for career development, leader and subordinate relationships, work nature and the work environment. However, the employees' perception exhibits a negative correlation with employee recognition systems, pay ranges and inspiration of organization on employees to perform.

Empirical data results derived from the Multiple Regression Analysis indicated that there exists close association between the level of job satisfaction derived by the employees' in an organisation and their commitment towards the job they perform and also towards their employer.

Summary of Findings

From the data analysis it has been observed that, majority of the employees have opined that they prefer move from one organization to other and also feel less committed toward their organisation as

they are dissatisfied with the salary /monetary benefits currently paid to them and also because of job tiredness, lack of recognition and lack of career growth opportunities.

Conclusion

The logistics and transportation companies operation in India have apparently failed to attract and retain highly skilled logistics employee even after paying good pay and advancement potential. The problem is compounded by a dearth of training programmes in many areas and an insufficient focus on learning and development within individual companies. The author suggest to the Parcel Service companies to fostering employee commitment strategies, as these have a great impact on decreasing turnover rates. "Research shows commitment has a positive effect on productivity, turnover and employees willingness to help co-workers". In fact, increased employee commitment has been shown to improve team performance and productivity and decrease absenteeism, turnover, and intention to quit. The sample Parcel Service Providers operation in Tamil Nadu are suggested to adopt the construction measures in creating and enhancing employee commitment, to retain them for a longer tenure available & best use the abilities even employee pose.

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