FACTORS AFFECTING EMPLOYEE JOB SATISFACTION AND ORGANISATIONAL COMMITMENT: A COMPARATIVE STUDY BETWEEN LECTURERS WORKING IN PRIVATE AND GOVERNMENT UNIVERSITIES AND COLLEGES IN RAJASTHAN

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ABSTRACT
One of the most pressing problem facing organizations today is how to motivate employees to work more productively and to increase their feelings of satisfaction, involvement, and commitment. All around us we see examples of shoddy and imperfect work in products. This paper aims at studying the factors which are contributing towards employee job satisfaction and organizational commitment. This report focuses on all categories and attempts to find the relation between factors of employee job satisfaction and organizational commitment.

Keywords: Job Satisfaction, organizational commitment, Lecturers in universities

INTRODUCTION
Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees are normally high performers that contribute towards organizational productivity. This study is intended to examine the factors affecting level of job satisfaction and organizational commitment among employees in organizations. The success of an organization and the pursuit of quality depend not only on how the organization makes the most of human competencies, but also on how it stimulates commitment to an organization. Commitment has been related to valuable outcomes for both employees and employers. Greater commitment can result in enhanced feelings of belonging, security, efficacy, greater career advancement, increased compensation and increased intrinsic rewards for the individual.

Organizational commitment can be defined as an employee’s level of identification and involvement in the organization. For Meyer and Allen’s organizational commitment is a psychological state that characterizes the employee’s relationship with the organization with its implications for the decision to continue membership in the organization. Demographic factors such as age, gender, marital status, education level and work experience have found to be significantly related to organizational commitment.

Job satisfaction describes how content an individual is with his or her job. There are a variety of factors that can influence a person’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).
Luthans defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It is a result of employee’s perception of how well their job provides those things that are viewed as important. The main objective of this study is to find out the various factors affecting employee job satisfaction and organizational commitment.

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

There are numerous investigations that have studied the relationship between organizational commitment and job satisfaction (Currivan, 1999). Predominant view is that job satisfaction is an antecedent to organizational commitment (Lincoln & Kalleberg, 1990; Mowday; Porter, & Steers, 1982; Mueller, Boyer, Price, & Iverson, 1994; Williams & Hazer, 1986). There is also some support for the reverse causal ordering, organizational commitment as an antecedent to job satisfaction (Vandenberg & Lance, 1992). LaLopa (1997) effectively used the Organizational Commitment Questionnaire to evaluate 300 non-supervisory resort employees' levels of commitment. Further, LaLopa developed a “Resort Job Satisfaction” scale by adopting items from previous studies. Findings provide further evidence that job satisfaction is a significant predictor of organizational commitment. Many studies use different facets of satisfaction to predict employee attributes such as performance, organizational commitment, and service quality (Dienhart & Gregoire, 1993; Oshagbemi, 2000a, 2000b; Yousef, 1998). It’s a debatable issue whether job satisfaction is the predictor of organizational commitment or vice versa. Several researchers have made the case that job satisfaction is a predictor of organizational commitment (Porter, Steers, Mowday, & Boulian, 1974; Price, 1977; Rose, 1991).

Andrew Hale Feinstein did a study on the relationships between job satisfaction and organizational commitment of employees at two locations of a national restaurant chain in Southern Nevada. They also worked on revealing homogeneous demographic characteristics these employees exhibit that affect their satisfaction level. Research was conducted through a survey instrument consisting of demographic, job-satisfaction, and organizational commitment questions adopted from the validated Minnesota Job Satisfaction and Organizational Commitment Questionnaires.

Results of the study indicate satisfaction with policies; compensation, work conditions, and advancement have a significant relationship to organizational commitment. Slattery & Selvarajan (2005) examined the associations between job satisfaction, organizational commitment, and turnover intention among temporary employees. The results, based on structural equation modeling, provide support for nearly all of the hypothesized associations in the model. They found positive associations between job satisfaction and organization commitment.

FACTORS AFFECTING ORGANIZATIONAL COMMITMENT

There are a variety of factors that shape organizational commitment. Such factors include the following: job-related factors; employment opportunities; personal characteristics; positive relationships; organizational structure; and management style.

Job-related factors : Organizational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa (Randall, 1990). The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish organizational commitment (Curry, Wakefield, Price & Mueller, 1996).

Other job factors that could have an impact on commitment are the level of responsibility and autonomy. Baron and Greenberg (1990, p 174) state that “the higher the level of responsibility and autonomy connected with a given job, the lesser repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it’.

Employment opportunities: The existence of employment opportunities can affect organizational commitment (Curry et. al., 1996). Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organization as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level
of organizational commitment (Vandenberghe, 1996). As a result, membership in the organization is based on continuance commitment, where employees are continuously calculating the risks of remaining and leaving (Meyer & Allen, 1997).

**Personal characteristics:** Organizational commitment can also be affected by the employee’s personal characteristics such as age, years of service and gender (Meyer & Allen, 1997). Baron and Greenberg (1990, p 174) state that ”older employees, those with tenure or seniority, and those who are satisfied with their own levels of work performance tend to report higher levels of organizational commitment than others”. This implies that older people are seen to be more committed to the organization than other age groups.

Another personal characteristic that may affect organizational commitment is associated with gender (Meyer & Allen, 1997). However, it is argued that gender differences in commitment are due to different work characteristics and experiences that are linked to gender (Mathieu & Zajac, 1990).

**Work environment**

The working environment is also identified as another factor that affects organizational commitment. One of the common working environmental conditions that may affect organizational commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process (Klein, 1987). A study conducted by Subramaniam and Mia (2001) also indicates that managers who participate in budget decision-making tend to have a high level of organizational commitment. Another factor within the work environment that may affect organizational commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style (Meyer & Allen, 1997).

**Positive relationships**

The organization as a workplace environment is built up of working relationships; one of which is the supervisory relationship. According to Randall (1990, p 370) “the supervisory relationship can affect organizational commitment either positively or negatively”. A positive supervisory relationship depends on how work-related practices such as performance management are being implemented in the organization (Randall, 1990). When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organization (Benkhoff, 1997). Other work relationships, such as teams or groups, which exist in the workplace, can affect organizational commitment. Brooke, Russell and Price (1988, p 141) state that “employee commitment and attachment to the organization can be increased through efforts made to improve the organizations social atmosphere and sense of purpose”. In essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organization.

**FACTORS AFFECTING JOB SATISFACTION**

Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.. Numerous research results show that there are many factors affecting the job satisfaction. There are particular demographic traits (age, education level, tenure, position, marital status, years in service, and hours worked per week) of employees that significantly affect their job satisfaction. Satisfying factors motivate workers while dissatisfying ones prevent. Motivating factors are achievement, recognition, the job conducted, responsibility, promotion and the factors related to the job itself for personal development. Motivating factors in the working environment result in the job satisfaction of the person while protective ones dissatisfy him/her.

Maslow connects the creation of the existence of people's sense of satisfaction with the maintenance of the classified needs. These are: physiological needs (eating, drinking, resting, etc.), security needs (pension, health insurance, etc.), the need to love (good relations with the environment, friendship, fellowship, to love and to be loved), need to self-esteem (self-confidence, recognition, adoration, to be
given importance, status, etc.) need of self-actualization (maximization of the latent [potential] power and capacity, development of abilities, etc.)

Working Environment and Conditions: Work environment plays a vital role since it influences job satisfaction, as employees are concerned with a comfortable physical work environment that will ultimately render a more positive level of job satisfaction. (Robbins 2001). Lack of favorable working conditions, amongst other things, can affect poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions. Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquility. Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well.

Opportunity for Advancement: Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

Workload and Stress Level: Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate.

Respect from Co-Workers: Various studies had traced this factor as a factor of intermediate importance. One’s associates with others had frequently been motivated as a factor in job satisfaction. Certainly, this seems reasonable because people like to be near their friends. The workers derive satisfaction when the co-workers are helpful, friendly and co-operative. Employees seek to be treated with respect by those they work with. A hostile work environment -- with rude or unpleasant coworkers -- is one that usually has lower job satisfaction. In an August 2011 survey published by FoxBusiness.com, 50 percent of those responding said they had personally experienced a great amount of workplace incivility. Fifty percent also believe morale is poor where they work. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers.

Relationship with Supervisors: Effective managers know their employees need recognition and praise for their efforts and accomplishments. Employees also need to know their supervisor's door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office.

Financial Rewards: There is no doubt that monetary rewards play a very influential role in determining job satisfaction. Pay is one of the fundamental components of job satisfaction since it has a powerful effect in determining job satisfaction. Individual has infinite needs and money provides the means to satisfy these needs, (Arnold and Feldman 1996). Job satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee
performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace.

Promotion: There is a consensus among the researchers that job satisfaction is strongly associated to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999). The positive relationship between job satisfaction and promotion is dependent on perceived equity by employees (Kreitner & Kinicki, 2001). As compared to recognition and achievement the degree of promotion has a stronger impact on job satisfaction. Locke (1976) advocates that the aspiration to be promoted emanates from the desire for social status psychological growth, the desire for justice. Therefore management should commemorate that promotion furnishes a positive motivating tool in ensuring that the employee attains goals at a higher level. So we hypothesize, job promotion has low degree of impact on job satisfaction of the employees.

Fairness of Treatment: Adams (1965) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (overcompensation) and too little (under-compensation) is evaluated as unfair, according to equity theory. Consequently, individuals try to reduce the unfairness by altering input (e.g., working less) or output (e.g., stealing from the company). Adam's work is considered the basis of organizational justice research. However, its popularity was waning by the mid-1980s (Greenberg, 1990). Along with various methodological criticisms, equity theory's predictive usefulness was questioned. A main drawback for organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity (Byrne & Cropanzano, 2001). This limitation of equity theory promoted the shift of emphasis in organizational justice research toward procedural justice. Hence Fairness has low degree of impact on job satisfaction of the employees Job Security

Relation with Co-workers: Various studies had traced this factor as a factor of intermediate importance. One’s associates with others had frequently been motivated as a factor in job satisfaction. Certainly, this seems reasonable because people like to be near their friends. The workers derive satisfaction when the co-workers are helpful, friendly and co-operative.

AGE: Age has also been found to have a direct relationship to level job of satisfaction of employees. In some groups job satisfaction is higher with increasing age, in other groups job satisfaction is lower and in other there is no difference at all.

MARITAL STATUS: Marital status has an important role in deciding the job satisfaction. Most of the studies have revealed that the married person finds dissatisfaction in his job than his unmarried counterpart. The reasons stated to be are that wages were insufficient due to increased cost of living, educations to children etc.

EDUCATION: Studies conducted among various workers revealed that most of workers who had not completed their school education showed higher satisfaction level. However, educated workers felt less satisfied in their job.

SUPERVISION: To a worker, Supervision is equally a strong contributor to the job satisfaction as well as to the job dissatisfaction. The feelings of workers towards his supervisors are usually similar to his feeling towards the company. The role of supervisor is a focal point for attitude formation. Bad supervision results in absenteeism and labor turnover. Good supervision results in higher production and good industrial relations.
OBJECTIVES OF THE STUDY

1. To compare the Level of Job Satisfaction of Lecturers working in Government and Private Universities and Colleges in Rajasthan.

2. To assess the relationship between organisational Commitment with Job Satisfaction level of the lecturers.

RESEARCH METHODOLOGY

Research Methodology may be defined as a systematic way to solve the analysis problem. When we speak research methodology, we tend to not solely talk about research methods however additionally think about the logic behind the strategies we use within the research study and take a look at to elucidate why we tend to are using a specific methodology or technique and why we tend to don't seem to be using the other, in order that analysis results are evaluated by the investigator himself or by others.

RESEARCH DESIGN:- The research design is a basic research. It is the conceptual structure inside which research analysis is conducted; it constitutes the blueprint for the gathering, measuring and analysis of information.

Type of Research:- This Research is descriptive in nature and has used surveys, fact-findings, and inquiries from different groups.

Research Instrument:- Study has been done on the basis of feedback received through structured closed-end Questionnaire along with personal Interview and feedback from lecturers of various universities and colleges in Rajasthan.

Sources of Data Collection:- The data was collected from the sample for fulfilling research objectives and to verify the research hypotheses with the utilization of tool. The data was collected to measure the job Satisfaction of lecturers working in Government & private Universities and colleges in Rajasthan.

The data for the planned study has been collected from the under define following sources.

Primary Data:- The primary data for present study had been collected through the Structured questionnaire, observations, Personal Interviews etc.

Secondary Data:- In this study the required data was collected from secondary sources like Internet, Websites, Magazines, Newspapers, Periodicals, Published books and literatures, Published reports Journals etc.

SAMPLING DESIGN:- A sample design is a design is a definite plan for getting a sample from a given population.

Universe:- The Universe is Rajasthan State.

Sampling unit:- Keeping in view cost, expenses, time and efforts concerned for the study, it was decided that the analysis of present study will be done in all seven regions of Rajasthan which were Ajmer, Bharatpur, Bikaner, Jaipur, Jodhpur, Kota, and Udaipur for the exploration of job satisfaction factors which affect Lecturers working in various government and private universities and colleges effectively.

Sampling Method:- The researcher had selected Non Probability Convenience sampling method for the present study.

Sample size:- An optimum sample is one, which is appropriate representative and within the reach of the researcher. In the present research work, the sample size will be of 300 respondents (150 respondents from Government Universities and Colleges and 150 respondents from Private Universities and Colleges of Rajasthan).
HYPOTHESIS

A hypothesis could be a specific, testable informed prediction. It describes in concrete terms what you expect can happen in a very bound circumstance. A tentative theory or supposition provisionally adopted to elucidate bound facts, and to guide within the investigation of others; therefore, often referred to as a working hypothesis.

The Hypothesis of the study is only one as all the inferences to be drawn out of the study will be around the following:

**H1:** Sense of belonging to the organization is more in Government lecturers as compared to Private lecturers.

**H2:** The lecturers in the Government universities and colleges have higher level of satisfaction as compared to the Private sector.

MEASUREMENT OF JOB SATISFACTION

Job satisfaction was measured through a five pointer scale. The scale used a five point rating scale with V.S for very satisfied, S for satisfied, D.S for dissatisfied, V.D for very Dissatisfied, N.A for not applicable. The responder was asked to tick the one of these according to his satisfaction level.

STATISTICAL TOOLS AND TECHNIQUES FOR DATA ANALYSIS

Various Tools and Techniques are used like Arithmetic Mean, Frequency Tables, Mann-Whitney U Test, Percentage Analysis, Standard Deviation, The SPSS software package 12.0 version and MS Excel had been used for the purpose of analysis.

FINDINGS

**H1:** Sense of belongingness and organisational commitment to the organization is more in Government lecturers as compared to Private lecturers.

<table>
<thead>
<tr>
<th>Sense of belongingness and organisational commitment to the organization</th>
<th>Government</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>12</td>
<td>8.0</td>
</tr>
<tr>
<td>Satisfied</td>
<td>130</td>
<td>86.7</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>8</td>
<td>5.3</td>
</tr>
</tbody>
</table>

INTERPRETATION

The sense of belonging to the organization and organisational commitment was compared among government universities and college lecturers, and private universities and college lecturers, by performing Mann-Whitney test. In terms of sense of belonging to the organization, no major difference was there among the lecturers working in both government, and private universities and colleges. But results slightly indicate that sense of belongings is more with Lecturers working in Private Colleges and Universities Compared to Government Institutes.

No significant difference was found between the two in terms of sense of belonging (U = 10404.000, p = 0.072) (Table 02). Hypothesis H1 is rejected.
Table 2: Comparison of Sense of belonging to the organization among lecturers of Government, and Private College and universities

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Mann-Whitney U</th>
<th>Sig.p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>150</td>
<td>156.14</td>
<td>23421.00</td>
<td>10404.00</td>
<td>.072</td>
</tr>
<tr>
<td>Private</td>
<td>150</td>
<td>144.86</td>
<td>21729.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This is in agreement with the study conducted by Saleem and Imran (2014), which showed that whether it is an academician working in a private university or a government university, Compared to Government, Private Universities and colleges felt a strong sense of belonging to the institutions. They assumed problems of institutions as their own. This level of commitment and sense of belonging resulted in better performance.

H2: The lecturers in the Government universities and colleges have higher level of satisfaction as compared to the Private sector.

Table 3

<table>
<thead>
<tr>
<th>Considering all aspects of your job as a PA educator, please indicate the overall level of job satisfaction</th>
<th>Government</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>138</td>
<td>92.0</td>
</tr>
<tr>
<td>Satisfied</td>
<td>12</td>
<td>8.0</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

INTERPRETATION

It was observed that Government lecturers are more satisfied in comparison with private lecturers, as a significant difference was found between the two in terms of overall job satisfaction (U = 2991.000, p = 0.000)(Table87). Hypothesis H1 is accepted.

Table 4: Comparison of Overall level of job Satisfaction

<table>
<thead>
<tr>
<th>Overall level of job Satisfaction</th>
<th>Variables</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Mann-Whitney U</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>95.44</td>
<td>14316.00</td>
<td></td>
<td>2991.00</td>
<td>.000</td>
</tr>
<tr>
<td>Private</td>
<td>205.56</td>
<td>30834.00</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This is in accordance with the study conducted by Khalid et al (2012), in which it was observed that academicians in public or government sector universities were more satisfied then academicians in private sector universities, in terms of job security and overall satisfaction. In contrast to the present study, a study conducted by Bas and Ardic (2002) showed that, job satisfaction of private university academicians is higher than that of the academicians working in government universities, in many respects.

However, there are some studies which also showed that the level of overall job satisfaction among academic staff of both government as well as private colleges is almost equal with respect to various variables like pay and job security (Naseem and Salman, 2015).
CONCLUSION

The central objective of this study was to explore the relationship between job satisfaction and the job satisfaction facets of work, pay, supervision, promotion and relationships with co-workers, and organizational commitment within employees of the organization. The results obtained in this study showed that job satisfaction had a significant positive correlation with organizational commitment. The findings indicate, Productivity and performance of an organization depend upon the job satisfaction and organizational commitment of its employees and escort to growing profits.

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