ABSTRACT

Job satisfaction and organizational commitment are one of the most important issues for any organization. Many studies have been done on this aspect still many academic institutions have a little understanding of how it affects employee turnover, productivity and organizations performance. The purpose of this study was to find out the extent to which job security and job satisfaction of guest lecturer in arts and science colleges in wayanad district, Kerala state, India. The relative contribution of each of the two independent variables to the prediction was also investigated. A survey design was adopted and the study sample consisted of 50 lecturers selected from 10 arts and science colleges using purposive sampling technique. Instrument for data collection was a structured questionnaire. The result of the study revealed that both job security and job satisfaction jointly had a significant effect on organizational commitment of guest lecturers. Actions of government and management authority that would lead to threats of job security among academic staff should be avoided as this could jeopardize their sense of commitment. The two independent variables made significant relative contributions to the determinacy of organizational commitment of guest lecturers. Premised on these findings it was recommended that the government and college management should improve upon existing motivational strategies to ensure job satisfaction of academic staff in order to enhance their commitment.

Keywords: Job Security; Job Satisfaction; Commitment; Colleges; Guest Lectures

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 there are not much research efforts taken to explore attitudinal and behavioral aspects in the wayanad district of Kerala state. This study initiates an attempt to address this issue. This study is intended to examine the level of job satisfaction and organizational commitment among employees in the selected institutions in wayanad district of Kerala state. 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. For the organization, the rewards of commitment can mean increased employee tenure, limited turnover, reduced training costs, greater job satisfaction, acceptance of organization’s demands, and the meeting of organizational goals such as high quality. Different authors depending on their backgrounds have defined and measured organizational commitment differently. According to
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. Mowday et al. defined organizational commitment as a strong belief in an organization’s goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Demographic factors such as age, gender, marital status, education level and work experience have found to be significantly related to organizational commitment.

The college system is seen as a tool by which national identity and civil society are built through shared values and a commitment to a common goal. It is expected to train and produce high level manpower for national development. The college plays an important role in the social, economic, political and cultural development of a nation. The college system in Kerala cannot achieve its goals and objectives without an efficient and committed academic staff. The issue of academic staff commitment in our colleges has attracted the attention of the public, educators and other stakeholders in education. This is because organizational commitment results in better job performance and effectiveness. Therefore, for the college system to achieve the purpose of producing highly skilled labour to meet the socio-economic needs of the nation, the commitment of the academic staff must be given special attention. Organizational commitment refers to the degree to which a worker identifies with his/her work organization and its goals and the willingness to maintain membership in the organization. In the arts and science colleges, such loyalty is seen in workers’ feelings of attachment that develop as they share values in common with co-workers. There are three forms of commitment, namely, affective, continuance and normative commitment. Affective commitment refers to employees’ emotional or psychological attachment to, identification with and involvement in the organization. Thus, maintaining good human relations, involvement of staff in policy/decision-making as well as dispositional characteristics such as locus of control can enhance affective commitment among academic staff. Continuance commitment refers to commitment based on the costs that workers associate with leaving organization. This type of commitment is an outgrowth of employee consideration of the cost associated with quitting that result from investment in the organization as well as the perceived lack of alternative employment opportunity.

Evan defined job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met. Mowday et al. defined job satisfaction as the relative strength of an individual’s identification with and involvement in a particular organization. It is evident that there are numerous definitions of the construct “organizational commitment”. For the purposes of this study, it is the definition of Mowday et al. that will be used. Several researchers have reported mixed findings on the relationship between job satisfaction and organizational commitment.

OBJECTIVES OF THE STUDY

The purpose of this study was to investigate the relationship between job satisfaction facets and demographic variables with organizational commitment and the extent these variables can be the determinant of organizational commitment among employees selected in the sample.

1. To analyze the satisfaction level of the guest lecturers in arts and science colleges
2. To analyze the satisfaction level of the employees rewards
3. To analyze the satisfaction level of the employees welfare measures and Job security
4. To suggest some measures for improving the satisfaction level of the employees.
5. The extent to which job security and job satisfaction of guest lecturer in arts and science colleges
6. Determine the relative contribution of each of the independent variables to organizational commitment of guest lecturers.

SCOPE OF THE STUDY

1. Job satisfaction should be major determinants of an employee organizational behavior.
2. A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.
3. A person who places high importance on imagination, independence and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.

RESEARCH METHODOLOGY

The survey design was adopted for this study. This design was deemed appropriate because it makes comparisons and evaluation of existing conditions as well as collection of factual information through the use of questionnaire. The population of the study comprised 50 guest lecturers from arts and science colleges of Wayanad district of Kerala state. Purposive sampling technique was use to select 50 lecturers from arts and science colleges.

Research Design

This research is descriptive in nature. Sample design is determined before data is collected. Random sampling method is used to collect the data from the population. The study is designed as a descriptive one on survey method. Simple random sampling method is used to collect data. Data are collected directly from guest lecturer in arts and science colleges and collects opinions from officials like principal, permanent teachers in arts and science colleges.

Measures

Biographical Information Sheet: The biographical data information sheet was used to collect information on the participants’ age and job tenure.

Job Satisfaction: Job satisfaction was measured with the aid of Job Descriptive Index (JDI), developed by Smith et al. [2]. The JDI has probably been the most popular facet scale among organizational researchers and attempts to study employee reactions to several aspects or facets of the job.

These include:

- Nature and content of the job
- Pay
- Supervision
- Promotion opportunities
- Relationships with co-workers.

Procedure

Two self-administered questionnaires were personally distributed randomly to the respondents with a covering letter, detailing the nature of the study and assurances of confidentiality. Detailed instructions were provided to respondents on how questionnaires were to be completed and returned.

Population and Sample

Population comprises of guest lecturers in arts & science colleges and other officials in Wayanad district of Kerala state. The guest lecturers include both from government and aided colleges. And officials like principal, permanent teachers in arts and science colleges both government and aided for the period from December 2014 to February 2015.
Tools for Data Collection
Both primary and secondary data are used for the study. Primary data was collected directly from guest lecturers, principal and permanent teachers of government and aided colleges through a structured questionnaire. Secondary data was collected from journals, articles, websites, blogs etc.

Tools for Data Analysis
Data was analyzed by using simple statistical tools like tables, bar diagrams and pie diagrams.

LIMITATIONS OF THE STUDY
- Some of the results of the study cannot be generalized to other areas of the state and country as it is highly subjective.
- It took time to collect the data due to the busy schedule officials.
- Some guest lecturer did not fully disclose details as they fear this may affect their job.

FINDINGS OF THE STUDY
1. The results of this study showed that the two independent variables (job security and job satisfaction) were effective in predicting organizational commitment of guest lectures.
2. The inferential statistical tool used was multiple regression analysis statistics. This was used to find out the combined relative contributions of job security and job satisfaction of guest lecturers in arts and science colleges
3. Job security and job satisfaction do not significantly predict organizational commitment of guest lectures.
4. Some guest lecturers consider that guest lecturing period is improving their teaching skill and class room management.
5. Many guest lecturers have the feelings that they are not considered for decision making and other college related meetings.
6. Some of guest lecturers have the opinion of discrimination from students and some permanent teachers.
7. Many guest lecturers opined that the salary package of guest lecturers should be equal to basics of permanent teachers as they (guest lecturers) perform the same duty of permanent teachers.
8. The college teachers often complaint that they are not adequately consulted regarding policy changes and that their rights are violated

SUGGESTION AND RECOMMENDATIONS
This paper recommends the following
1. College management and the government should improve upon existing motivational strategies to ensure job satisfaction of guest lecturer. They should provide for better conditions of service, improved working conditions, improved earned allowances, recognition and advancement. When the lecturers are well motivated, they feel happy and enthusiastic and show more commitment to their job and the institution.
2. College management should develop a system for recognizing and rewarding outstanding and excellent performance of lecturers. This will engender high morale, competition among academic staff and enhance their organizational commitment. When morale is high workers contributes more than expected to the achievement of organizational goals and objectives.
3. The job security of guest lecturers must be taken seriously. Actions of government and university authority that could lead to threats of job security among academic staff should be avoided. Pay development should be promising and better career advancement opportunities should be provided for academic staff. This would encourage them to stay on the job and be committed to their professional responsibilities. Thus, academic staff turnover or brain drain would be greatly reduced.

4. If colleges’ administrators want to manage their institutions efficiently, they need to know what academic staff want and what factor would motivate them. This would help them to develop strategies to enhance their job security for improved organizational commitment.

CONCLUSION

The results from the study indicated that age and job tenure significantly predicted organizational commitment. These results are consistent with previous studies that older workers have more commitment to their organizations than the younger ones. Age and job tenure were found significant predictors of organizational commitment may be because the longer the employees stay with an organization the more time they have to understand the organization and their relationship with it.

The conclusion drawn from this study is that job security and job satisfaction jointly and significantly predict organizational commitment of guest lecturers. Also, there is a significant difference in the relative contribution of job security and job satisfaction to academic staff commitment, with job satisfaction being the most potent contributor followed by job security. It would be deduced that college teachers who experienced job satisfaction are expected to exhibit high institutional commitment. The same would be applicable with lecturers who perceive their job as being secure. Therefore, job security and job satisfaction are two related concepts that affect job attitudes and organizational commitment of college teachers. Job satisfaction and organizational commitment are one of the most important issues for any organization. Many studies have been done on this aspect still many academic institutions have little understanding of how it affects employee turnover, productivity and organizations performance. Due to these institutional efforts towards employee satisfaction can sometimes create more dissonance than cohesion between employees and management leading to excessive employee turnover. This research paper highlights the theoretical approach to job satisfaction and organization commitment of guest lecturers in arts and science colleges in Wayanad district of Kerala state. An attempt has been made to emphasize the theories explaining job satisfaction, meaning and importance of job satisfaction and organization commitment for effective performance of the academic institutes. With the high costs involved in faculty selection and recruitment, institutes are increasingly concerned with retaining employees. Generating employee commitment is an important consideration for the institutes.

REFERENCES

Books and journal


Websites