

## THE EXAMINATION OF RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION OF EMPLOYEES

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### Abstract

Concepts of organizational commitment, job satisfaction and their relationship are analyzed in the paper. The paper consists of three main parts. In the first part theoretical assumptions are presented. Job satisfaction in this paper is perceived as person's emotional reaction towards his job and its different aspects. Organizational commitment here is defined as the employee's psychological attachment to the organization which has three forms – affective, continuance and normative. The methodology of research and research results are presented in the second and third parts of the paper. The aim of the research was to reveal the relation between job satisfaction and organizational commitment by answering the question if low job satisfaction can be the reason of low commitment to organization. To achieve the aim the questionnaire survey was carried out.

**Keywords:** job satisfaction, organizational commitment, affective, normative, continuance commitment

### Introduction

**Relevance and problem.** One of the greatest challenges organizations face today is how to manage turnover of workforce that may be caused by the migration of a lot of highly qualified people. Such turnover is related with costs of recruiting, selecting, and training a replacement; lost production until the newcomer becomes as skilled as the worker who quit; supervisory time and attention required to break in a new hire; and disruption or demoralization of the work group. High rates of turnover may also damage the organization's reputation as an employer or render it unable to exploit growth opportunities because of insufficient staff. Therefore organizations together with scientists are seeking the answers to such questions as "what factors keep specialists in their companies? What means and tools can help diminish turnover?" A few studies have found that turnover is more likely among people who experience greater stress in their jobs. Fisher C. D., Schoenfeldt L. F., Shaw J. B. (1993) state that turnover is negatively related to job

satisfaction. According to them, employees who are more satisfied with their job as a whole – with pay, supervision, the nature of the work itself, and/or opportunities for advancement – are less likely to quit. Moreover, according to results of studies job involvement and organizational commitment also seem to influence turnover rates. In this respect the importance of high commitment to organization and workplace when dealing with a problem of turnover cannot be ignored.

If turnover can be controlled by managing the level of job satisfaction and organizational commitment, maybe these two objects are interrelated? In other words, maybe it is possible to increase organizational commitment by increasing the level of job satisfaction?

This article is aimed to the problem that can be formulated as a question "May high job satisfaction be a reason of high organizational commitment?"

**The subject** is relationship between organizational commitment and job satisfaction of employees.

**The aim** is to reveal the relationship between organizational commitment and job satisfaction of employees.

For fulfilling the aim literature analysis, questionnaire survey and correlation analysis were carried out.

### Theoretical background

Although there are many different work attitudes, *job satisfaction* is a central construct that has dominated the attention of both practitioners and social scientists. Scientific literature analysis confirms that job satisfaction influences person's attitude and emotional reaction towards work situations. Why do people leave organizations? Most of human resources managers would instinctively say that people leave because of the following reasons: there are better opportunities elsewhere, it is difficult to work here, never did fit in, poor management, inadequate workload, lack of challenge, insufficient recognition, etc. This means they are not satisfied with work situations. To understand job satisfaction, positive or negative, is vi-

tal to understand the relationship to absenteeism and turnover rates. By taking proactive actions to increase job satisfaction, a manager can help diminish turnover and retain key staff.

Following Locke, job satisfaction can be defined as a pleasurable feeling that “results from the perception that one’s job fulfills or allows for the fulfillment of one’s important job values” (Noe, Hollenbeck, Gerhart, Wright, 1994, p. 281). In this definition three aspects of job satisfaction are revealed. First, job satisfaction is a function of values, defined as “what a person consciously or unconsciously desires to obtain.” Second, different employees have different views of which values are important, and this is critical in determining the nature and level of their job satisfaction. One person may value high pay more than anything else; another may value career or growth opportunity. The third aspect of job satisfaction is perception. It is one’s perception of one’s present situation relative to one’s values that matter. An individual’s perceptions may not be completely accurate reflection of reality, and different people may view the same situation differently.

French W. (1990) claims that job satisfaction is a complex notion that manifests itself in different ways in different people. Whether job satisfaction is high or low depends on a number of factors, including how well a person’s needs and wants are met through work, work conditions themselves, the extent to which an individual defines himself or herself through work, and individual personality traits.

In summary, job satisfaction relates to positive attitudes and beliefs towards different aspects of the job. These aspects – in other words, “facets of satisfaction” – include supervision, relations with coworkers, pay, reward, work conditions, work hours, work itself, opportunities for career, growth and development, given responsibility, etc. It means that:

- employees want to work in a system that is perceived as just and fair (do promotion and pay systems policies meet the requirements of employees?);
- the working environment is very important in terms of safety, health and wellness;
- for many employees the opportunity for social interaction with friendly coworkers and supervisors adds greatly to the dimension of job satisfaction;
- employees with a high level of involvement strongly identify with and care about the kind of work they do.

So, the conceptual domain of job satisfaction is broad, because it includes all characteristics of the job itself and the work environment.

It is important to mention that an employee can be satisfied with his job because he has job security and a good salary. However, he may not like the job itself resulting in a negative attitude towards the job. That is why it is relevant to measure satisfaction with different aspects of the job instead of only measuring overall level of job satisfaction (the employee is either satisfied or dissatisfied with the job).

Moreover, it may be important to distinguish between positive and negative aspects of job satisfaction. In other words, in any work situation it is possible to distinguish between factors that dissatisfy and those that satisfy.

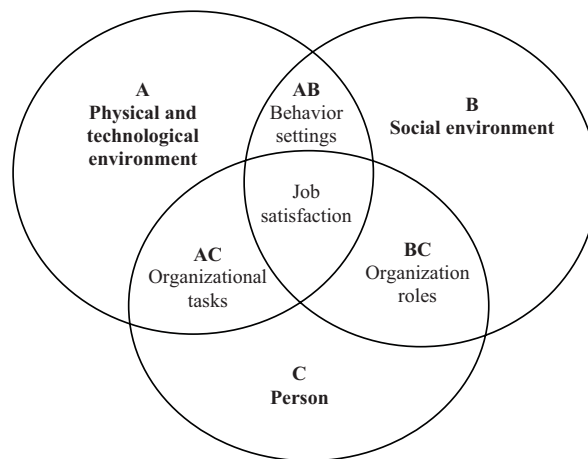
Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (1994) distinguish six sources of dissatisfaction that originate out of the interaction of three separate systems (see Fig. 1):

- the physical and technological environment (A), in which behavior takes place (most employees react negatively to extreme physical environments);
- the social environment (B), in which interpersonal relationships among members of an organization occur (the two primary sets of people in an organization who affect job satisfaction are coworkers and supervisors);
- the person (C) whose job satisfaction is being looked at.

In addition to these three systems, dissatisfaction can derive from the overlapping areas shown in the Figure 1.

*Behavioral settings (AB)* is the intersection of the physical and technological environment and the social environment. The behavioral setting can be thought of as the physical surroundings as it relates to other people, including such factors as crowding or privacy. According to Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (1994), behavioral settings have two important and interrelated aspects: 1) social density, the number of people in an area divided by the number of square feet in the area, 2) privacy, the freedom from external observation and interruption.

*Organizational tasks (AC)* is the intersection of the physical and technological environment and the person. It is simply what the person’s job is – that is, the formal function that he plays in carrying out the organization’s mission. Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (1994) discuss three primary aspects of tasks that affect job satisfaction: the complexity of the task, the degree of physical strain and exertion on the job, and the value the employee puts on the task.



**Figure 1.** Six potential sources of job dissatisfaction (Noe, Hollenbeck, Gerhart, Wright, 1994, p. 292)

Tasks slightly differ from *roles* (BC), which occur at the intersection of the person and the social environment. Roles are the behavioral expectations that the other people in the organization have for the person, including all the aspects of the task formally defined by the organization, but they also include many other things. These expectations develop over time through a negotiated process between the person and various other organization members who have a stake in how the person performs the job. Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (1994) think that three aspects of organizational roles stand out as significant influences on job satisfaction: role ambiguity, role conflict, and role overload.

To go further into the matter, when analyzing factors that satisfy and those that dissatisfy it is important to mention F. Herzberg's theory. On the basis of his research studies, he maintains that factors that dissatisfy and those that satisfy are not the opposites of each other. Dealing with the dissatisfying factors does not turn them into satisfying or motivating factors (Handy, 1993). According to F. Herzberg, dissatisfying factors are things to do with conditions of work – company policy, supervision, salary, interpersonal relations and physical working conditions. He called these the hygiene or maintenance factors. The satisfiers are achievement, recognition, work itself, responsibility and advancement. These he called the motivators. Good hygiene deals with the question "Why work here?", the motivators deal with "Why work harder?". This allows assuming that in order to enhance level of job satisfaction hygiene factors are of great importance.

Another key concept in the study of the employee-organization relations is *organizational commitment*. According to Noe R. A., Hollenbeck J. R., Gerhart B., Wright P. M. (1994), organizational commitment is the degree to which an employee identifies with the organization and is willing to put forth effort on its behalf. Employees who have low organizational

commitment are often just waiting for the first good opportunity to quit their jobs. Organizational commitment is, in a general sense, the employee's psychological attachment to the organization. In other words we can say that organizational commitment is an employee's feelings about their job, and can be defined as the degree to which an employee experiences a "sense of oneness" with their organization.

Meyer and Allen's (1991) three-component model of commitment allows distinguish three separate types of employee's commitment to the organization:

- 1) *affective commitment* (AC) which is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee remains a member of the organization because he/she "wants to".
- 2) *continuance commitment* (CC) refers to an awareness of the costs associated with leaving the organization. It means that the individual commits to the organization because he/she perceives high costs of losing organizational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".
- 3) *normative commitment* (NC) reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. The sources and reasons of these feelings may be different. For example, the organization may have invested resources in training an employee who then feels a "moral" obligation to put forth effort on the job and stay with the organiza-

tion to “repay the debt”. It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one’s organization. So, the employee remains a member of the organization because he/she “ought to” (Dereli, 2006).

According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity (Dereli, 2006).

In summary, organizational commitment can be defined as a psychological state characterizing an employee’s relationship with the organization that has implications for the employee’s decision to remain or leave the organization. Commitment reflects the employee’s acceptance of the goals of the organization and willingness to engage in behaviors that are specified in the job description.

As the analysis of scientific literature (Bowen, Radhakrishna, Keyser, 2004; Petkevičiūtė, Kalinina, 2004; Pakalkaitė, 2006; Reichheld, 2006, etc.) showed, the level of organizational commitment depends on the number of factors. These are microclimate, relationship with co-workers, teamwork, pay, involvement, work conditions, age, marital status, work experience of employees. It is important to mention that most of these factors have influence on the level of employee’s job satisfaction as well (see Herzberg’s hygiene factors). Therefore naturally the question if there is relation between those two concepts (job satisfaction and organizational commitment) arises.

Further in this article the question if there is the correlation between the level of organizational commitment and the level of job satisfaction of employees is examined.

## Methodology of research

The aim of the research was to reveal the correlation between the level of organizational commitment and the level of job satisfaction of employees. To achieve that aim questionnaire survey was carried out and the overall level of job satisfaction (employees’ emotional reaction to job), the overall level of commitment (employees’ desire to remain in organization), affective commitment to organization (employee *wants to* stay with the organization and feels emotionally attached), continuance commitment (he *needs to* stay with the organization because the cost of leaving is too high) and normative commitment to organization (feels *obligated to* stay with the organization because it is the moral and right thing to do) were evaluated. In order to measure the level of commitment the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS) that were developed by Meyer and Allen’s were used. In order to define the correlation between job satisfaction and organizational commitment correlation analysis was used (Pearson coefficient,  $p < 0.01$ ).

Questionnaire survey was carried out in February, 2008. 120 questionnaires were delivered to joint stock company “Malvina” (the name of the company is changed), 114 questionnaires were returned (95 percent).

## Results of research

Results show that the overall level of job satisfaction in the organization is high: 66 percent of respondents are satisfied with the job, 26 percent of respondents experience weak satisfaction and only 8 percent of respondents are dissatisfied with the job (see Fig. 2).

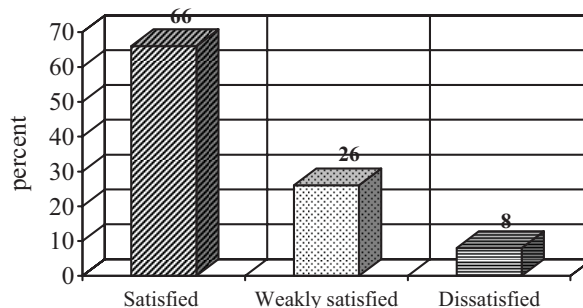


Figure 2. The overall level of job satisfaction

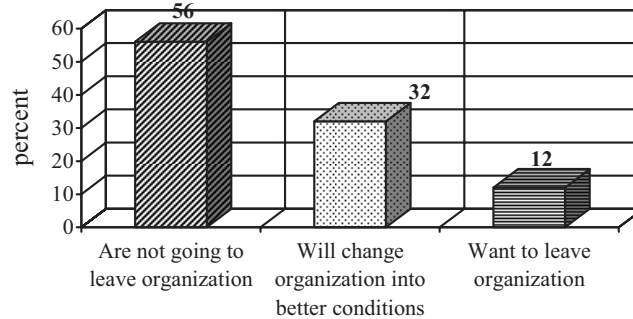
It means that most respondents are satisfied with the job as a whole. When analyzing employees’ satisfaction related to a specific aspect of work (“facets of satisfaction”) it was defined that employees are satisfied with benefits (42 percent), relationship

with manager (35 percent), and relationship with co-workers (31 percent). These results allow assuming that main hygiene factors, absence of which according to Herzberg can cause dissatisfaction, are satisfied in the organization and allow affirming that the level of

job satisfaction in joint stock company “Malvina” is high.

Further analysis of research results showed that overall level of organizational commitment is also high as most workers (56 percent) are not going to leave the organization even if other organization

would offer better conditions, 32 percent of employees would move to organization that offers better conditions and only 12 percent of respondents would leave organization if they have the opportunity (see Fig. 3.).



**Figure 3.** The overall level of organizational commitment

Consequently, we can maintain that employees are strongly psychologically attached to the organization and their feelings about the job are positive. So, as research results show, job satisfaction and commitment of employees are high, therefore we can logically suppose that there is relationship between those two states. The question is how strong correlation is

and if it is statistically significant. To answer this question correlation analysis was performed and the relationship between overall level of job satisfaction and organizational commitment was evaluated. It has been determined that there is strong positive relation between overall level of employees’ job satisfaction and commitment to organization ( $r = 0.790$ ) (see Table 1).

Table 1

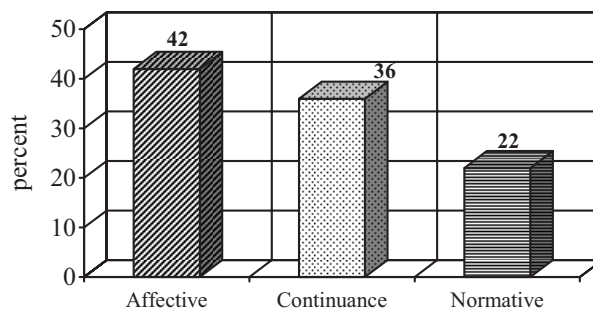
**The results of correlation analysis: job satisfaction and organizational commitment (\*\* $p < 0.01$ )**

	Mean	Standard deviation	Pearson correlation	
Job satisfaction	1.7400	.89921	1	.790**
Organizational commitment	2.1200	1.39445	.790**	1

This allows claiming that the more employees are satisfied with job the more they are committed to organization.

As it was mentioned three forms of commitment – affective, continuance and normative – are distinguished in scientific literature. All of these forms embrace different way or reason for attachment to or-

ganization. Presumably job satisfaction can have different influence on different forms of organizational commitment. Therefore further measurement on the level of different forms of organizational commitment was done. Results show that most respondents (42 percent) are committed to organization emotionally (see Fig. 4).



**Figure 4.** Forms of organizational commitment

This means that employees identify themselves with organization and its goals, are involved in

the organization. They stay in organization because they want to, rather than they have to (normative com-

mitment) or they feel they ought to (continuance commitment). This result implies the presumption that employees are emotionally attached to organization because they feel satisfied with their jobs and/or different aspects of their jobs.

Comparing overall job satisfaction with separate forms of organizational commitment (affective, continuance and/or normative) sufficient correlation ( $r=0.50-0.70$ ) was observed (see Table 2).

Table 2

**The results of correlation analysis: job satisfaction and forms of commitment (\*\* $p<0.01$ )**

Form of organizational commitment	Mean	Standard deviation	Correlation with job satisfaction
Affective commitment	2.2184	.83598	.640**
Normative commitment	2.0130	1.01073	.678**
Continuance commitment	2.2924	.90352	.577**

As we can see from the research results presented in Table 2, the strongest correlation was fixed between job satisfaction and normative commitment. These findings allow claiming that job satisfaction is related with obligation to stay with the organization because it is the moral and right thing to do rather than with a need to stay in the organization because of the fear that the cost of leaving is too high. In other words, strong correlation between normative and affective commitment and job satisfaction confirms our presumption which was stated above: satisfied employees stay in organization not because they ought to but because they want to or feel a sense of duty.

It was mentioned above that job satisfaction can be defined as emotional reaction of an employee to different aspects related with job, for example, job itself, given career, development, growth possibilities, work hours, work conditions, supervision, etc. Obviously, satisfaction with different aspects of the job can have different influence on the overall level of organizational commitment as well as on the different forms of organizational commitment. While analyzing the results the strongest relation of organizational commitment with such facets of job satisfaction as good relationship with co-workers ( $r=0.912$ ), involvement and participation in decision making ( $r=0.909$ ) and management style ( $r=0.896$ ) was fixed (see Table 3).

Table 3

**The results of correlation analysis: aspects of job and organizational commitment (\* $p<0.05$ , \*\* $p<0.01$ )**

Aspects of job	Mean	Standard deviation	Organizational commitment	AC	NC	CC
Career opportunity	1.447	.89132	.829**	.780**	.796**	.641**
Satisfactory pay	2.048	.69677	.756**	.607**	.580**	.773**
Convenient work hours	1.757	.83017	.801**	.785**	.852**	.655**
Participation in decision making	1.324	.70923	.909**	.630**	.651**	.635**
Achievement opportunity	1.861	.72320	.800**	.836**	.771**	.598**
Benefits	2.341	.61684	.890**	.598**	.624**	.576**
Given responsibility	1.857	.60112	.714**	.701**	.639**	.728**
Relationship with supervisory	2.351	.48398	.875**	.448**	.510**	.291
Relationship with co-workers	2.205	.61471	.912**	.586**	.592**	.635**
Work conditions	2.237	.48958	.817**	.417**	.450**	.352*
Work itself	2.053	.56699	.788**	.590**	.570**	.732**
Management style	2.167	.60945	.896**	.585**	.588**	.646**

If we compare these results and the results that indicate the aspects of the job with which employees are satisfied most, we can notice that two aspects - relationship with coworkers and manager - tally.

Further on analyzing the results presented in Table 3, the different correlation between various aspects of the job and separate forms of commitment was observed. The research results presented in Table 3 allow stating that various aspects of the job correlate differently with separate forms of commitment. As we can see, affective and normative commitment are supposed to be higher when employees are satis-

fied with such job aspects as achievement opportunity ( $r=0.836$  (AC),  $r=0.771$  (NC)), convenient work hours ( $r=0.785$  (AC),  $r=0.852$  (NC)) and career opportunities ( $r=0.780$  (AC),  $r=0.796$  (NC)). Unlike these two forms of organization commitment, continuance commitment strongly correlates with satisfactory pay ( $r=0.773$ ), given responsibility ( $r=0.728$ ), work itself ( $r=0.732$ ). So, according to the research results we can assume that in order to enhance affective commitment, which means that employees stay in the organization because they are emotionally committed to the organization, and because they want to, employers

have to ensure high level of satisfaction with such aspects of job as achievement, growth, development, career opportunities as well as convenient work hours.

In summary, should it be the goal of management to have satisfied workers? It is obvious that it is important that workers have a positive attitude towards their work. Moreover, given the evidence that satisfaction is inversely related to organizational commitment, concurrently to absenteeism and turnover, having satisfied employees may result in lower costs of recruiting, selecting, and training a replacement. This line of reasoning affirms importance of regular examination of work conditions and intentions to enhance the level of employees' job satisfaction.

### Conclusions

1. The analysis of scientific literature allows stating that the conceptual domain of job satisfaction is broad; it includes all characteristics of the job itself and the work environment. In summary, job satisfaction can be defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Employees can embrace different emotional states according to various aspects of the job. Operationally, job satisfaction consists of several facets, including satisfaction with the supervisor, pay, coworkers, work, work conditions, career and development opportunities, level of responsibility, etc.
2. Organizational commitment can be defined as the employee's psychological attachment to the organization which has three forms – affective, continuance and normative – and can be influenced by various factors: microclimate, relationship with co-workers, teamwork, pay, involvement, work conditions, age, marital status, work experience of employees, etc. The research results allow claiming that organizational commitment and its different forms can be influenced by job satisfaction and its different aspects as well.
3. The analysis of research results showed that coefficients of correlation signifying relations between job satisfaction, various aspects of job and organizational commitment and its separate forms are substantial or strong. All of this

assumes that there is relationship between job satisfaction and organizational commitment, in other words, the more employees are satisfied with job the more they are committed to organization.

4. Research results also indicated different correlation between various aspects of the job and separate forms of commitment: affective and normative commitments strongly correlate with such job aspects as achievement opportunity, convenient work hours and career opportunities; continuance commitment strongly correlates with satisfactory pay, given responsibility, work itself. Results show that achievement opportunity and the relationship with supervisor are not that important for continuance commitment of employees. According to these findings particular form of commitment can be enhanced by ensuring high level of satisfaction with different aspects of job.

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## Ryšio tarp darbuotojų pasitenkinimo darbu bei jų įsipareigojimo organizacijai tyrimas

### Santrauka

Mokslinėje literatūroje didelis dėmesys skiriamas darbo jėgos kaitos, darbuotojų migravimo bei protų nutekėjimo problematikai. Didelė darbo jėgos kaita siejama su padidėjusiomis darbuotojų atrankos, samdos, mokymo išlaidomis. Taip pat teigiama, kad didelė darbo jėgos kaita kenkia organizacijos įvaizdžiui. Todėl mokslininkai ir praktikai ieško atsakymų į klausimus, kas gali paskatinti specialistus likti organizacijoje, kokiomis priemonėmis galima sumažinti darbuotojų kaitą? Remiantis įvairių atliktų tyrimų rezultatais teigtina, kad darbuotojų kaita yra susijusi su stresu, pasitenkinimo darbu bei įsipareigojimo organizacijai lygiu. Šiame straipsnyje sprendžiama mokslinė problema, kuri formuluojama klausimu: ar aukštas pasitenkinimo darbu lygis gali įtakoti aukštą įsipareigojimo organizacijai lygį? Tyrimo tikslas – atskleisti darbuotojų pasitenkinimo darbu bei įsipareigojimo organizacijai tarpusavio ryšį. Tyrimui atlikti pasirinktas anketinės apklausos ir korelia-

cinės analizės metodai. Straipsnyje pasitenkinimas darbu siejamas su individo požiūriu ir emocine reakcija į darbą bei įvairius darbo aspektus. Įsipareigojimas organizacijai suvokiamas kaip psichologinis darbuotojų prisirišimas prie organizacijos, kuris gali būti trijų formų – emocinis, normatyvinis bei tęstinis. Tiek pasitenkinimas darbu, tiek įsipareigojimas organizacijai gali būti įtakojamas įvairių veiksnių. Atlikus tyrimą nustatyta, kad tarp pasitenkinimo darbu ir įsipareigojimo organizacijai egzistuoja stiprus teigiamas ryšys, t.y. didesnis pasitenkinimas darbu sąlygoja didesnį įsipareigojimą organizacijai ir atvirkščiai. Taip pat tyrimo rezultatai parodė, kad įvairūs darbo aspektai skirtingai įtakoja skirtingas įsipareigojimo organizacijai formas. Normatyvinio ir emocinio įsipareigojimo lygiui įtakos turi pasitenkinimas tokiais darbo aspektais kaip pasiekimo ir karjeros galimybės bei patogios darbo valandos, o tęstinio įsipareigojimo lygiui įtakos turi tokie veiksniai kaip atlyginimo dydis, suteikta atsakomybė ir pats darbas.