

Full Length Research

Employees' Job Satisfactions and Organisational Commitment in Nagarjuna Fertilizers and Chemicals Limited, India

Shanmukha Rao Padala

Department of Management Studies, Andhra University Campus, Vizianagaram, (AP), India.
Handset: +91 94403 23606, E-mail: drsrpadala@gmail.com

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Job satisfaction has been described as an output of a work environment. The agreement between the environment and the workers' expectations result in job satisfaction. Organizational commitment maximized innovative and spontaneous behavior which implied that organizations need not go beyond attracting and holding people in the system to achieve better efficiency. Organizational commitment may be related to the morale of the work force, it has come to be considered a desirable goal in itself and the characteristic of effective healthy organization. An attempt is made in this study to identify the various parameters for employee job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemicals Limited (NFCL), Kakinada, India to measure the level of employees' job satisfaction and organizational commitment in the selected organization based on the selected factors, and to examine the relationship between employees' socio-economic character and the factors of job satisfaction and organizational commitment. Around ten per cent of the sample (out of 1940 employees, 200 respondents are selected i.e., 35 executive cadre, 55 junior executive cadre and 110 non executive cadre employees) is selected based on the stratified random sampling and used Mean, Standard Deviation, ANOVA and t-tests analysis. The study revealed that Employees are found to have a positive inclination in their intensity of commitment towards their organization. Age, Education, Nature of the job, length of service and income have negatively relations with the employee job satisfaction as well as organizational Commitment. Employees having very active participation in trade union are found to have more job satisfaction and high degree of organizational commitment compared to other groups of employees.

Keywords: Job Abstract, Job Concrete and Organizational Commitment

INTRODUCTION

The term 'job satisfaction' is quite frequently used for individual attitudes towards the specific aspects of total work situation. Since the time when the occupation of individuals became a socially significant phenomenon, social scientists focused their attention on the problem of job satisfaction. Even from early days social scientists stressed the significance of studying job satisfaction of workers in an industrial atmosphere. Job satisfaction has been described as an output of a work environment. Katzwl, Barrett and Parker (1961) observed the employee satisfaction and performance as the outputs and the working environment and the employees' efforts as the inputs. Inputs affect the outputs via employees' ability

and motivation.

Bullock (2003) described that the job satisfaction as "an attitude which result from balancing and summation of many specific likes and dislikes experienced in connection with the job". Peptone (1999) defined job satisfaction as summation of employees feelings in four important areas namely, job, management, personal adjustment and social relations. Hop Pock (1996) defined employee satisfaction as any combination of psychological, physiological and environmental circumstances that causes the person truthfully to say I am satisfied with my job. He stated that the study was comparing job satisfaction of public and private sectors

have consistently reported that private sector professionals to be more satisfied than their counterparts in the public sector.

The word commitment means the 'sense of being bound emotionally or intellectually to some course of action' (Weiner (1992). But in an organizational context, the concept of commitment has varied depending on its stage of development. The most common definition of Organizational Commitment (OC) is 'the identification with an organization and acceptance of its goals and values as one's own'(Porter et. al (2004). Organizational commitment is the link between the employees and the organization. It implies identification with an organization, acceptance of its goals and values as one's own and a strong desire to remain as a part of the organization.

A highly committed person feels that he is working for himself and not for somebody else. As a result he develops a sense of responsibility and does not require any external drive for his job performance. Weiner (1992) suggested that organizational Commitment is likely to predispose employees to put in their best in organizational programme activities. While actual performance may be influenced by several factors, those with greater Organizational Commitment are likely to be inclined to contribute effectively and efficiently to achieve the organizational goals. Such pre-dispositions along with stable membership provide a 'psychological security' to the organization and the organization can rely upon its members' voluntary cooperation especially during crises.

Sherwin (1972) stated that lack of commitment is said to be behind the major problems faced by organizations like high costs of production and poor services. Organizational commitment may be related to the morale of the work force, it has come to be considered a desirable goal in itself and the characteristic of effective healthy organization. Katz and Khan (1978) stated that developing high organizational commitment maximized innovative and spontaneous behaviour which implied that organizations need not go beyond attracting and holding people in the system to achieve better efficiency. Commitment is based on internalized motivational patterns but not on competence.

The involvement of a human being in the attainment of organizational objectives depends largely on how far he/she feels that the organization is concerned about him/her and responding to his/her needs. A common phenomenon considered to be prevalent in work atmosphere was the reciprocal approach in effort-reward exchange. Many empirical studies concluded that effort is not a perfect match of reward. More relevant is the expectations of employees and their attainment in a work environment, which in turn, may lead to job satisfaction. The relatively higher level of satisfaction is expected to cause identification of the employee with the organization, accepting its goals and values, which ultimately may result in creating a strong desire to remain as a part of the organization.

Determinants of Job Satisfaction

The following are the determinants of the job satisfaction (Vijayakumar and Annamalai (2008):

Job Concrete: Nature of Job, Working conditions, Place of posting, Communication network.

Job Abstract: Relation with controlling officers and colleagues, Democratic functioning, Attitudes and morale.

Psycho-social: Occupational and social status, Promotion prospects, Attitude towards the job in general.

Economic Aspects: Salary and allowances, Fringe benefits and perks, Post retirement benefits.

Community Growth: Contribution to the national economy, Quality of life.

Determinants of Organizational Commitment

Allen and Meyer (1997) proposed three determents of OC, viz. the emotional belongingness to their organization (affective commitment), the feeling of obligation to remain with the employer (normative commitment) and the cost associated with leaving the organization (continuance commitment). Affective commitment refers to the employee's emotional attachment to and involvement in the organization and its goals. It results from the fact that the employee wants to remain the relationship with the organization. Continuance commitment is calculative and exchange-based in nature and refers to the costs associated with leaving the organization. It makes the individuals to feel that they have to stay in the relationship, because levering would cost too much like sacrificing pensions, status, seniority etc., or because they perceive few employment alternatives exist elsewhere. Normative commitment refers to an employee's desire to stay with the organization based on a sense of duty, loyalty, or obligation. This sense of loyalty makes individuals feel that they ought to stay committed to the relationship. This study makes use of Allen and Meyer's three determents of organizational commitment measuring i.e., affective, continuance, and normative commitment.

Review of literature

Turner and Lawrence (1965) stated that enriched job characterized by variety, autonomy; responsibility etc. will lead to increase job satisfaction. The study conducted by Khaleque and Chowdhary (1984) examined the factors relevant to overall job satisfaction among industrial mangers. It revealed that top managers considered the nature of work as the most important factor of job satisfaction and fringe benefits as the least important factor of job satisfaction. Salinas (2006) hypothesizes that security satisfaction and satisfaction with other job

benefits play a compensatory role for a low satisfaction from financial incentives. Savery and Wingham (1991) in a study of directors of child care centre, it was reported that intrinsic motivators such as 'interesting and challenging work' and 'feeling of achievement' were more important to their job satisfaction than 'salary'.

The job satisfaction scale by Singh and Sharma (1999) measures the level of job satisfaction in two types of areas - 'Job intrinsic' (factors lying within the job itself) and 'Job extrinsic' (factors lying outside the job). 'Job intrinsic' consists of the factors like nature of job, working conditions, communication network, relation with controlling officers and colleagues, democratic functioning and attitudes and morale of the personnel etc.. 'Job extrinsic' consists of economic factors, occupational and social status, promotion prospects, contribution to the national economy and attitude towards the job in general. Carrol, Bonnie (2005) stated that the studies on job satisfaction have consistently shown that the level of a worker's job within the industrial hierarchy or the status of his occupation holds a direct and strong relationship with the degree of worker satisfaction.

Ahuja (2006) reported that participative situation increase the degree of involvement with the enterprise, boost morale, increase motivation for work, and provide opportunity to demonstrate the skills of the employees. James and Kanungo (2009) on his study of employee morale and motivation emphasized that the type of supervision is important for motivating employees for better performance. Arun & Misra (2007) found that the impairment of interpersonal relations may affect individual well being and the health of the organization. Vinokur et al. (1994) examined the impact of work place conditions and motivators on the job satisfaction and retention of social workers in public agencies, non-profit agencies and private agencies. They found opportunities for promotion and job challenge were the most important factors influencing the job satisfaction of individuals in non-profit and public agencies. Slomon (2007) stated that studies comparing job satisfaction of public and private sectors have consistently reported that private sector professionals to be more satisfied than their counterparts in the public sector. Aryee (2009) said that the higher degree of bureaucratization in the public sector, is not surprising that the public sector professionals perceived low realization of their expectations when compared with their counterparts in the private sector. Shukla (2009) found that private and public sector professionals differ in their job satisfaction. Private sector executives scored higher on job satisfaction in terms of the companies' policies and intrinsic job satisfaction.

Commitment is also viewed as a tendency to engage in consistent lines of activity based on the individual's recognition of the costs associated with discontinuing the activity (Becker, Farrell & Rusbult (2007). Hackett et al. (2004) tend to associate increased productivity with high commitment. Viteles (2007) found that communication is

a 'powerful factor' in moulding attitudes and that well-informed individuals have 'sounder' attitude than ill-informed individuals. Buchanan (1974) suggested that Organizational Commitment of managers is essential for survival and effectiveness of organizations because the fundamental responsibility of management is to maintain the organization in a state of health necessary to carry out its work. Mathur and Vadera (2003) observed that there is a direct relationship between the level of the organizational success and the level or commitment of its manpower to the target of achieving organizational objectives. Kumar Sharad (2006) stated that committed workers always keep the interest of the organization at the top and are not carried by the restraining forces of organizational culture. Jaros (2006) developed this dimension of commitment based on the idea of sunk costs and investments and have not associated it with options and alternatives available to the employee. Venkatachalam (1998) recognized that the concept of Organizational Commitment proved its usefulness not only as a theoretical, empirical predictor, but also as a powerful tool, it can also be used as an aid to achieve higher levels of performance and discipline in an organization. He found that it related to many important outcome variables like performance, absenteeism, personnel turnover, tenure tardiness etc. Pincus (2006) in a study of hospital nurses revealed that the significant positive relationship between communication satisfaction and job satisfaction and between communication satisfaction and job performance.

Motivational perceptions of personnel are important from the point of view of explaining and controlling employee behaviour in an organization. It is vitally imperative to have motivated and committed personnel, which will have a positive impact on the competitive strength of the organization. Lack of commitment and low satisfaction seems to be important problems in the HRM of manufacturing industry in India. The study also assumes significance in the absence of a coordinated approach to job satisfaction and organizational commitment of managerial employees.

The review of literature on the job satisfaction shows that different researchers examined the concept on different dimensions like: autonomy, responsibility, variety, nature of job, communication network, democratic functioning, public and private sector, relation with controlling officers and colleagues, attitudes and morale, salary and allowances, promotion prospects, work place conditions, recognition, intrinsic and extrinsic rewards, job security, absenteeism, turnover, tardiness, job dissatisfaction, sabotage and low levels of performance in the job, child care centre, interesting and challenging work, feeling of achievement etc. The earlier research shows that the factors like increased productivity, survival and effectiveness of organization, organizational success, keep the interest of the organization, absenteeism, personnel turnover, tenure

tardiness, achieve higher levels of performance and discipline in an organization are influenced the Organizational Commitment.

The present study makes a coordinated approach to job satisfaction and organizational commitment therefore, a modest attempt to fill the existing research gap to some extent. No comprehensive study has been made so far covering different dimensions of Job Satisfaction Factors like: Job Concrete, Job Abstract, Psycho-social, Economic, Community Growth and Organizational Commitment Factors like: affective, continuance, and normative commitment are considered for the present study. It is intended to carry out the study in Nagarjuna Fertilizers and Chemicals Limited (NFCL), Kakinada, India, for the following reasons:

1.) NFCL is a leading manufacturer and supplier of plant nutrients in India. Commencing its operations in 1985, today their asset value is around Rs. 21 billion. NFCL has the distinction of being the single largest private sector investment in Southern India and an ISO 9001:2000 certified company. The vision of NFCL is Global "Leadership" in Plant Nutrition and Excellence in products/performance, processes/costs and relationships. It is the first gas based fertilizer factory in South India. The plant is based on the latest fertilizer technology from M/s. Snamprogetti, Italy for Urea process with an installed capacity of 1500 Mt/day for each unit. The ammonia process is based on technology from M/s. Haldor Topsoe, Denmark with an installed capacity of 900 MT/day per each unit.

2.) NFCL one of the plant is located at Kakinada, India. The site selected for the location of the project is about five kilometers from Kakinada town and three kilometers from the port of Kakinada. One of the largest Urea complexes in India, the plant is spread over 1130 acres. It is strategically located at Kakinada, a seaport on the east coast of India in the state of Andhra Pradesh. The company enjoys close proximity to raw materials and a ready market at its doorstep. The site faces the Bay of Bengal on the East Side, 300 meters away from the highest high tide line. The Nagarjuna Project at Kakinada is one of the most Eco-Friendly fertilizers Plant in India. Right from the concept and design stages, the Management gives highest importance to pollution prevention and maintenance of a natural ecological system, which is an integral part of the company's philosophy.

3.) NFCL is achieving the status of the leading player in plant nutrition in India in the states of Andhra Pradesh, Orissa and West Bengal, Karnataka and Chhattisgarh. The company got various awards like: "EPIC" Award for Anti-Pollution measures taken by the Industry by Environment Public Interest Committee, Kakinada in 1993, Award of Merit for 1994-95 by National Safety Council, U.S.A. for completing 2 Million Accident Freeman Hours, British Safety Council's National Safety Award for the five consecutive years, 1994 -1998 and also for the year 2000, "Best Workers Welfare" (including Family Planning) effort by an Industrial or Commercial

Unit in the State for the year 1997-98 by Andhra Pradesh Chambers of Commerce & Industry (FAPCCI) etc.

Objectives of the study

The objectives of the study are:

- 1.) To identify the various determinants for Employee Job Satisfaction and Organizational Commitment.
- 2.) To measure the level of employees' job satisfaction and organizational commitment in the selected organization based on the selected factors.
- 3.) To examine the relationship between employees' socio-economic character and the factors of job satisfaction and organizational commitment.
- 4.) To offer suitable suggestions for improving the job satisfaction and organizational commitment in the selected organization.

The nature of the study

The study is based on both primary and secondary data. The secondary data was collected from organization records, management reports and special project reports to understand the present state of job satisfaction in terms of selected job satisfaction factors. Primary data was collected from the workers of the organization with the help of questionnaire. The researcher constructed a questionnaire using five-point scale. Each statement in the questionnaire has five alternatives ('Strongly Agree', 'Agree', 'Neither Agree nor Disagree', 'Disagree', 'Strongly Disagree'). The questionnaire has two parts. The first part of the questionnaire was relating to socio-economic background of employees consisted of 15 questions relating to age, educational qualification, religion, mother tongue, income, earning members in the family, job category, length of service etc. The second part of the questionnaire consisted of 80 statements to various factors of Job Satisfaction and organizational commitment under study. There are 1940 employees in Nagarjuna Fertilizers and Chemicals Limited, Kakinada out of which 314 are in executive cadre, 562 are junior executives and the remaining 1064 employees are non-executive category. The sample is selected based on stratified random sample technique. A sample of ten per cent from each category has been drawn, which come to around 200 employees consisting of 35 executive cadre, 55 junior executive cadre and 110 non executive cadre employees.

Tools for Data Analysis

The processing and analysis of data was done with the help of the computer software SPSS (Statistical Package for Social Sciences) and STATISTICA software. Uni-variate and bi-variate tables were generated and Mean,

Table 1. Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Mean	Standard Deviation
Job Satisfaction Factors		
Job Concrete	4.12	1.99
Job Abstract	4.06	1.33
Psycho-social	3.49	1.24
Economic Aspects	3.60	1.02
Community growth	3.56	1.07
Organizational Commitment		
Affective Commitment	3.29	0.29
Continuance Commitment	3.04	0.34
Normative Commitment	3.15	0.29

Source: Survey data

Standard Deviation, ANOVA and t-tests were carried out for finding out of the relationships, analysis and interpretation of job satisfaction factors and measurement of organizational commitment.

RESULTS AND DISCUSSION

The main theme of the study is to examine the job satisfaction and organizational commitment among the employees to perform the tasks assigned to them in an efficient manner and with a sense of satisfaction and commitment. As explained in the methodology part, five factors have been identified for job satisfaction and three factors for organizational commitment. The employees' ratings were collected on a constant sum scale. The resulting mean score and standard deviations of the factors are presented in Table 1. Among the job satisfaction factors 'Job Concrete' with a mean score of 4.12 appear as the most significant factor of job satisfaction, followed by 'Job Abstract', 'Economic Aspects', 'Community Growth' and Psycho-social factor with a mean score of 4.06, 3.60, 3.56 and 3.49 respectively. It can be observed from the table that among the organizational commitment factors 'affective commitment' with a mean score of 3.29 emerged as the most significant factor of organizational commitment of the employees for better performance, followed by 'normative commitment' and 'continuance commitment' with mean values of 3.15 and 3.04 respectively.

All the mean scores presented in the Table are more than 3, the 'neutral' point. It may be assumed that the strength or the intensity of an attitude score is represented by the extremity of the position occupied by

it on a continuum. Hence it is clear that the managers are inclined positively in their commitment to their organization.

It can be concluded that based on the analysis of the above table that the mean score in respect of various job satisfaction factors are fall on the more or less same and there is no extreme difference. Hence it can be assumed that the overall satisfaction level of employees is fairly high. It is interesting to note that the mean score of all the job satisfaction factors is more than the organizational commitment factors. Hence it is suggested that the organization motivate the employees towards the organizational commitment link with the employees' career development.

Age-wise Analysis of Job Satisfaction and Organizational Commitment Factors

The age wise distribution of the mean scores of job satisfaction and organizational commitment factors are depicted in Table 2. In respect of organizational commitment factors, indicates that irrespective of age everybody gives topmost importance for 'Continuance Commitment' followed by 'Affective Commitment', and 'Normative Commitment'. It is apparent from the analysis that the mean score of the all the organizational commitment factors are decreases when increasing the employees age and vice-versa. There is no significant difference between age groups of employees in respect of Affective Commitment. Whereas, in respect of the Continuance Commitment differs among the age groups significantly. It may be observed that the score of Continuance Commitment is the highest for the lower age group and least for the upper age group of employees and the calculated 'F' value of 7.16, which is significant at 0.01 level. Secondly another factor 'Normative Commitment' is also found significant at 5 per cent level with 'F' value 2.90.

The mean score of job satisfaction factors of the low age group is highest when compare with high age groups employees. The difference between the scores of low age group and the middle age group and between middle age group and upper age group are found to be prominent. The mean scores are diminishing with the increase in age group. The differences are statically proved to be significant at 5 per cent level in respect of job concrete, Psycho-social and economic aspects with 'F' values 3.09, 3.23 and 2.97 respectively as indicated in table 2. It is interesting to note that the age is found to be an explanatory variable of job satisfaction and organizational commitment. The level of job satisfaction and organizational commitment is found to be high for the low age group and it declines in middle age and upper age group of employees.

Table 2. Age-wise Distribution of Mean Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Age	Below 30		30-45		Above 45		F-value
		Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction Factors								
Job Concrete		4.21	1.96	4.15	1.92	4.06	2.11	3.09*
Job Abstract		4.10	1.25	4.07	1.27	4.03	1.47	0.89
Psycho-social		3.58	1.20	3.50	1.24	3.44	1.24	3.23*
Economic Aspects		3.65	0.78	3.62	1.03	3.56	1.06	2.97*
Community growth		3.60	0.81	3.56	1.10	3.54	1.09	0.76
Organizational Commitment								
Affective Commitment		3.16	0.27	3.15	0.34	3.13	0.29	0.03
Continuance Commitment		3.50	0.27	3.30	0.35	3.20	0.30	7.16**
Normative Commitment		3.11	0.24	3.06	0.52	2.98	0.34	2.90*

* Significant at 0.05 level ** Significant at 0.01 level
Source: Survey data

Gender-wise Analysis of Job Satisfaction and Organizational Commitment Factors

Table 3 shows gender-wise distribution of the mean scores of job satisfaction and organizational commitment factors. 'Continuance Commitment' and 'Affective Commitment' occupy the top two positions respectively followed by 'Normative Commitment' in the inventory of needs of both males and females. It is interesting to note that the male employees' mean score in respect of the all the organizational commitment is more than the female. It can be seen from the analysis that gender difference influences significantly among the employees in respect of 'Continuance Commitment'. The mean scores of males and females are 3.30 and 3.22 respectively. The difference is statistically significant at five per cent level as indicated by 't' value of 2.10. The mean differences of Affective Commitment and Normative Commitment among the males and females are negligible.

In respect of the job satisfaction factors all the employees irrespective of the gender top most priority is given to the 'Job Concrete'. The next order of priority of male employees' is Psycho-social, Job Abstract, Community Growth and Economic Aspects with a mean score of 4.01, 3.78, 3.44 and 3.22 respectively, whereas in case of women employees order of the priority is Job Abstract, Economic Aspect, Psycho-social and Community Growth with a mean score of 3.96, 3.66, 3.56

and 3.20 respectively. The mean scores of aggregate factors of job satisfaction and that of its components do differ slightly, so the differences are not statistically significant as indicated by the respective 't' values. It is interesting to note that the female employees given high priority to their personal development aspects and given least importance to the community development as well as organizational commitment.

Education wise Analysis of Job Satisfaction and Organizational Commitment Factors

The influence of educational qualification in factors of job satisfaction and organizational commitment is examined in Table 4. The two significant groups identified on the basis of 'Education' are 'Below the Graduations' and 'Graduation, Post Graduates and above'. The comparison of the mean scores among the two groups indicates that the scores of continues commitment and normative commitment are higher for the less educated. It may be inferred that education is inversely related to Continues Commitment and Normative Commitment. The difference in mean scores of Continues Commitment and Normative Commitment are significant at 1 per cent level with 't' values 5.49 and 3.95 respectively.

Education is not seen related to job satisfaction of employees. The mean difference in both the aggregate

Table 3. Gender-wise Distribution of Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Gender	Male		Female		't' Value
		Mean	SD	Mean	SD	
Job Satisfaction Factors						
Job Concrete		4.39	1.73	4.21	1.76	0.21
Job Abstract		3.78	1.52	3.96	1.17	0.24
Psycho-social		4.01	1.27	3.56	1.63	1.47
Economic Aspects		3.22	1.12	3.66	1.87	0.94
Community growth		3.44	1.31	3.20	1.91	0.81
Organizational Commitment						
Affective Commitment		3.15	0.29	3.17	0.31	0.34
Continuance Commitment		3.30	0.30	3.22	0.26	2.10*
Normative Commitment		3.04	0.34	3.02	0.32	0.56

* Significant at 0.05 level ** Significant at 0.01 level
Source: Survey data

Table 4. Education wise Distribution of Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Education	Below Graduations		Graduation, Post Graduates and above		't' Value
		Mean	SD	Mean	SD	
Job Satisfaction Factors						
Job Concrete		4.26	1.43	4.13	1.76	1.24
Job Abstract		4.01	1.23	4.03	1.09	1.38
Psycho-social		3.64	1.96	3.70	2.33	1.03
Economic Aspects		3.57	1.72	3.39	2.38	1.52
Community growth		3.20	1.51	3.55	1.57	1.35
Organizational Commitment						
Affective Commitment		3.17	0.30	3.16	0.29	0.23
Continuance Commitment		3.42	0.28	3.24	0.28	5.49**

* Significant at 0.05 level ** Significant at 0.01 level
Source: Survey data

scores and component wise scores are negligible and the differences are not statistically significant. It is clear that the educational background of the employees is not that much of significant in explaining job satisfaction.

Nature of Job wise Analysis of Job Satisfaction and Organizational Commitment Factors

Based on the nature of job, the respondents are classified as executives, junior officers and non-executive. Table 5 shows the distribution of the mean scores of job satisfaction and organizational commitment factors on the basis of the nature of job engaged in by the respondents. The difference in mean scores of Continuance Commitment among the different levels of management is significant at 1 per cent level as indicated by the 'F' value of 14.921. Normative Commitment is also negatively correlated with the level of management with

highest score in non-executive level and lowest score in middle junior officers' level. The mean differences of Normative Commitment among the groups are significant at 5 per cent level with 'F' value 4.122. The difference in Affective Commitment among the junior, middle and senior managements is not significant.

The nature of job engaged in by individuals may be considered as an important factor influencing the level of job satisfaction. It can be seen that the mean scores of Job Satisfaction varies with the employees' different posts held. The mean scores presented show that there is difference in job satisfaction among the employees according to their nature of jobs. The difference is significant at 5 per cent level in respect of Job Abstract, Psycho-social and Economic Aspect is indicated by the relative 'F' value of 2.88, 3.25 and 2.67 presented in table 5 respectively. It can be concluded that the nature of job is related with the level of job satisfaction. The variation in the level of satisfaction is more among the executives,

Table 5. Nature of Job wise Distribution of Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Nature of Job	Executives		Junior Officers		Non-Executives		F- Value
		Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction Factors								
	Job Concrete	4.18	1.99	4.08	1.91	4.08	2.18	1.88
	Job Abstract	4.11	1.21	4.02	1.43	4.06	1.31	2.88*
	Psycho-social	3.54	1.20	3.47	1.25	3.45	1.26	3.25*
	Economic Aspects	3.60	1.01	3.63	1.02	3.55	1.01	2.67*
	Community growth	3.56	1.11	3.57	1.00	3.54	1.16	0.29
Organizational Commitment								
	Affective Commitment	3.16	0.28	3.15	0.29	3.15	0.34	0.018
	Continuance Commitment	3.37	0.30	3.23	0.27	3.18	0.28	14.921**
	Normative Commitment	3.09	0.32	2.99	0.34	3.02	0.35	4.122*

* Significant at 0.05 level

** Significant at 0.01 level

Source: Survey data

Table 6. Distribution of Scores of Job Satisfaction and Organizational Commitment Factors according to Length of Service

Variables	Length of service	Below 10 years		10-20 years		Above 20 years		F- Value
		Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction Factors								
	Job Concrete	4.19	1.95	4.13	1.93	4.03	2.12	3.04*
	Job Abstract	4.11	1.24	4.06	1.27	4.03	1.50	1.70
	Psycho-social	3.56	1.21	3.49	1.25	3.43	1.23	4.08*
	Economic Aspects	3.62	0.91	3.53	1.02	3.54	1.08	4.42*
	Community growth	3.59	0.95	3.56	1.10	3.52	1.11	1.74
Organizational Commitment								
	Affective Commitment	3.16	0.30	3.15	0.27	3.16	0.32	0.003
	Continuance Commitment	3.42	0.29	3.27	0.29	3.21	0.27	14.429**
	Normative Commitment	3.12	0.32	3.03	0.32	2.98	0.37	3.986*

* Significant at 0.05 level

** Significant at 0.01 level

Source: Survey data

junior officers and non-executives. The Executives have the highest score of satisfaction than that of their counterparts.

Length of Service wise Analysis of Job Satisfaction and Organizational Commitment Factors

The length of service wise distribution of the mean score factors of job satisfaction and organizational commitment for better performance is given in table 6. It can be observed that Length of service appears to be the explanatory variable of Affective Commitment, Continuance Commitment and Normative Commitment.

Increasing services of employee are results in decreasing in degree of commitment to their organization. While there is no much difference in Affective Commitment, but the scores of Continuance Commitment and Normative Commitment have negatively respondent with the length of service and they are significant at 1 per cent and 5 per cent levels with 'F' values 14.429 and 3.986 respectively.

It can be seen from the table that the job satisfaction differs significantly among the different length of service. The lowest service group comes with highest mean score and the highest service group comes in the lowest positions of mean scores, establishing a negative relation between 'highly experience' and 'low experience'. The difference is statistically significant at 5 per cent level as

Table 7. Income wise Distribution of Scores of Job Satisfaction and Organizational Commitment Factors

Variables	Salary Income		Below 12,000		12,000-20,000		Above 20,000		F- Value
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction Factors									
Job Concrete	3.92	1.92	3.69	1.75	3.17	1.82	1.76		
Job Abstract	3.37	1.62	3.33	1.55	3.16	1.99	2.34*		
Psycho-social	3.21	1.05	3.17	1.32	3.04	1.32	1.16		
Economic Aspects	3.49	1.21	3.09	1.13	2.74	1.41	1.07		
Community growth	3.40	1.42	3.15	1.32	2.92	1.23	1.21		
Organizational Commitment									
Affective Commitment	3.16	0.33	3.15	0.27	3.17	0.31	0.20		
Continuance Commitment	3.47	0.27	3.25	0.29	3.24	0.26	20.25**		
Normative Commitment	3.19	0.38	3.00	0.31	3.01	0.32	10.60**		

* Significant at 0.05 level ** Significant at 0.01 level

Source: Survey data

shown by the 'F' value of 4.42 of 'economic aspects', 4.08 of 'psycho-social' and 3.04 of job concrete factors of the job satisfaction factors are shown in table 6. It can be concluded that the employees with low experience are highly satisfied and vice-versa in case of high experienced employees.

Income wise Analysis of Job Satisfaction and Organizational Commitment Factors

The income-wise analysis of job satisfaction and organizational commitment factors showed in Table 7. It is clearly indicated that the mean scores of Continuance Commitment and Normative Commitment decrease with the hike in income. The 'F' values presented in the following table indicate that the difference of mean scores of Continuance Commitment and Normative Commitment are significant at 1 per cent level with 'F' values 20.25 and 10.60 respectively and that of Affective Commitment has got no significance.

It can be observed from the table that among the job satisfaction factors 'Job concrete' emerged as the most significant factor to all the income group employees. Whereas the high income employees are expecting 'job abstract' and 'psycho-social' as their second and third job satisfaction factors, but the low income employee preferred 'economic aspect' and 'community growth'. But these differences are statistically not significant except 'job abstract' factor significant difference at 5 per cent

level as shown by the 'F' value of 2.34. It can be concluded that the junior employees with less number of years (< 10 years) of service and executives of low income group have shown high degree of Job Satisfaction compared to their seniors and high paid managers.

Trade Union Involvement wise Analysis of Job Satisfaction and Organizational Commitment Factors

The role of trade union involvement in the perception of job satisfaction and organizational commitment factors is examined from the analysis presented in Table 8. Union participation is another major factor of correlation with all the three forms of commitment. The degree of involvement in trade union activities has got an erratic correlation in case Affective Commitment and Normative Commitment. In case of Continuance Commitment the mean scores of commitment decrease with every declining incidence in the degree of trade union activism. This indicates managers with active participation in Trade Unions are having more Continuance Commitment. The scores of Normative Commitment, in case of active and neutral groups are the same and highest (3.07) compared to very active group (3.04) and no participation group (2.96). It is also statistically proved that the significance levels of 1 per cent and 5 per cent in case of Continuance Commitment and Normative Commitment with 'F' values of 10.87 and 2.65 respectively. It can be

Table 8. Trade Union Involvement wise Distribution of Scores of Job Satisfaction and Organizational Commitment Factors

Union Participation Variables	Very active		Active		Natural		No participation		F-Value
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	
Job Satisfaction Factors									
Job Concrete	4.14	1.27	3.94	1.82	3.67	1.64	3.81	1.59	1.17
Job Abstract	3.81	1.25	3.30	1.09	3.16	1.21	3.15	1.06	1.51
Psycho-social	3.83	1.56	3.46	1.59	3.18	1.18	3.18	2.38	4.37**
Economic Aspects	3.59	1.09	3.25	1.31	3.17	1.09	2.99	1.38	3.36*
Community growth	3.19	1.25	3.24	1.06	2.90	1.04	3.01	1.90	3.81*
Organizational Commitment									
Affective Commitment	3.09	0.27	3.19	0.27	3.16	0.28	3.14	0.32	1.10
Continuance Commitment	3.45	0.24	3.34	0.31	3.29	0.29	3.18	0.28	10.87**
Normative Commitment	3.04	0.22	3.07	0.28	3.07	0.34	2.96	0.38	2.65*

* Significant at 0.05 level ** Significant at 0.01 level

Source: Survey data

observed that 'job concrete', 'psycho-social' and 'job abstract' remain as the first three factors expected by the respondents of all the four groups employees respectively. But in respect of 'psycho-social' aspect a statically significant difference between the groups is found at 1 per cent level as indicated by the corresponding 'F' value of 4.37. While the active and very active group employees are expecting 'economic aspect' and 'community growth' as their fourth and fifth job satisfaction factors respectively, whereas, the natural and non-active group employees preferred 'community growth' and 'economic aspect' as their fourth and fifth job satisfaction factors respectively. The factors 'Economic aspects' and 'community growth' have significant difference at 5 per cent level with the 'F' value 3.36 and 3.81 respectively. It can be enlighten that the job satisfaction level of the members of trade union is positively related to their union participation. Employees with high degree of participation in Trade Unions have shown more Job Satisfaction levels.

Findings

An outline of the findings made on the job satisfaction and organizational commitment of employee is given below.

Male respondent employees are given least importance of the individual development and economic aspects among the selected factors of the job satisfaction and more commitment towards the organizational development and vice-versa in case of the female employees.

Employees are found to have a positive inclination in their intensity of commitment towards their organization.

Age, Education, Nature of the job, length of service and income have negatively related with the employee job satisfaction as well as organizational Commitment.

Employees having very active participation in trade union are found to have more job satisfaction and high degree of organizational commitment compared to other groups of employees.

Conclusions

As per the findings, the overall job satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of the good social and cultural background of employees, the relatively better monetary emoluments offered for job, the security of employment and the attractive service conditions prevailing in the organization. The results of analysis of the organizational commitment levels indicate that the employees are inclined positively in their commitment to their organization. Employees with low age group, less amount of service and non-executives are found to be highest job satisfaction and more organizational committed. The new entrants may be satisfied with their assignment at the initial stage. But the fact that there is inordinate delay in further promotions to the next level in the hierarchy tends to cause monotony in job, resulting in declining satisfaction among the middle and upper aged group. Also it has been concluded that 'Very actively' participating Trade Union employees are found to have highest job satisfaction along with higher degree of organizational commitment which is also a constructive sign of unions' involvement in the organizational administration.

Scope for further Research

On the basis of the exposure to the literature and the inferences drawn from the study, the researcher feels

that the following areas are amenable for further research:

- 1) The impact of new trends in HR on the morale and commitment of employees.
- 2) Reasons for changing gender-wise level on job satisfaction.
- 3) The scope of inter personal relations in the modern industry; its significance and effect on job performance.
- 4) The study on the constructs of Motivation, Job Satisfaction and Organizational Commitment impact on organization performance.
- 5) A comparative study of the psychological profiles of the personnel of the new and old generation organization.
- 6) The study on paradigm shift on HR Strategies in building the knowledge workforce.
- 7) Implications of gradual withdrawal of human resources from industrial sector due to rapid Automation.

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