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# **A study on the relationship between organizational commitment and job satisfaction among staff of some Universities in Mandalay**

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## **Abstract**

The purpose of the present study was to examine the relationship between organizational commitment and job satisfaction among staff of some Universities in Mandalay. In order to do so, firstly we constructed Myanmar version of the Organizational Commitment and Job Satisfaction Scale based on the original scale of Organizational Commitment Scale by Allen and Meyer (1990) and General Satisfaction Scale by Taylor and Bowers (1972). To examine the relationship between organizational commitment and job satisfaction, a sample of 200 (35 males and 165 females) University staffs from Mandalay was studied by using this test. In order to find out the correlation between organizational commitment and job satisfaction, Pearson's Product Moment method and regression analysis was used. According to the results of Pearson's Product Moment method, we found that affective, continuance and normative organizational commitment was positively correlated with job satisfaction. According to the results of regression analysis, affective, continuance and normative organizational commitment was significant relationship with job satisfaction. In order to examine the relationship between job satisfaction and demographic variables, t-test analysis and ANOVA analysis was used. According to the results of t-test analysis, male and female were significantly difference in job satisfaction. Similarly, single and married were significantly difference in job satisfaction. According to ANOVA analysis, education and length of service were significant related with job satisfaction. But age and income were not significant related with job Satisfaction.

**Key Work:** Job Satisfaction, Organizational Commitment

## **Introduction**

Job satisfaction has been an important topic over the years (Akfopure, 2006). The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him to the society. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well.

One of the most important goals of an organization is to maximize employee performance in order to accomplish those goals (Butler & Rose 2011). In doing this, the organization needs not only highly motivated but also satisfied and psychologically balanced employees to increase performance and productivity in the organization.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita, Bozeman, Young & Meurs, 2007). An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job satisfaction level since it would affect the performance of the organization as well (Awang, Ahmad & Zin, 2010).

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Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity (Steinhaus & Perry, 1996). In the eyes of employees they believe that they have done a lot for their organization and they also have emotional involvement in their organization.

According to Locke (1976), job satisfaction can be generally defined as the employee's feelings towards his or her job. It is a pleasurable emotional state resulting from the appraisal of one's job and as an attitudinal variable that can be a diagnostic indicator for the degree to which people like their job. According to Meyer, John P., Stanley, David J., Herscovitch, Lynne, Topolnytsky, Laryssa. (2002), job satisfaction is a determinative of organizational commitment. The main difference between organizational commitment and job satisfaction is that while organizational commitment can be defined as the emotional responses which an employee has towards his organization; job satisfaction is the responses that an employee has towards any job. It is considered that these two variables are highly interrelated. 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.

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. 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. 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.

The main purpose of the present study is to find out whether there is a relationship between organizational commitment and job satisfaction among staff of some universities in Mandalay. To identify which, among the three components of organizational commitment (affective, continuance and normative organizational commitment), is the most importance driver that relates to job satisfaction. In addition, this study is to examine the relative importance of demographic variables of staff on the different components of organizational commitment and job satisfaction. It is seen that in some of the empirical surveys, the relations among organizational commitment (Allen et.al 2000; Meyer, Allen and Smith 1993), job satisfaction (Morrow 1993; Meyer, Allen and Smith 1993) and demographic characteristics (Allen et.al. 2000; Scarpello and Vandenberg, 1992) were studied

## **Objective**

The purpose of the present study is to examine the relationship between organizational commitment and job satisfaction among staff of some University in Mandalay.

## **Definitions of the variables**

### **Organizational Commitment**

Organizational commitment defined as an employee' strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).

**Affective Organization Commitment**

The effective emotional attachment to identification with, and involvement in the organization (Allen & Meyer, 1990).

**Continuance Organization Commitment**

The wish associated with leaving the organization (Allen & Meyer, 1990).

**Normative Organization Commitment**

A feeling of obligation to continue employment (Allen & Meyer, 1990).

**Job Satisfaction**

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

**Method****Participants**

The sample was made up of 200 University staff (59 office staff and 141 teaching staff) from Mandalay University, Mandalay University of Distance Education and Yadanabon University.

**Procedure**

For data collection, research instruments were administered to subject with the permission of the Professor Head of the Department. The questionnaires were administered to 80 Mandalay University Staff, 20 Mandalay University of Distance Education Staff and 100 Yadanabon University Staff. To establish good rapport with the staffs, introduction was given about the objective of the study. It was important to have their cooperation and their sincere responses. They participated in the study on a voluntary basis.

The first page of the test booklet presents demographic data. The Next page, include Mandalay organizational commitment and job satisfaction scale. Then the response of the subjects were scored for each subject basis on the scale, their relationship was computed.

**Measures**

A present study used Mandalay organizational commitment scale and job satisfaction scale with demographic variables including gender, age, marital status, educational level, monthly income, and length of service

**Results and Discussion****Correlation analysis**

To assess the direction and strength of the relationship between the affective organizational commitment, continuance organizational commitment, normative organizational commitment and job satisfaction, Pearson's product moment method was used.

**Table (1) Pearson's correlation coefficients for Organizational Commitment and Job Satisfaction**

<b>Variables</b>	<b>AOC</b>	<b>COC</b>	<b>NOC</b>	<b>JS</b>
Affective Organizational Commitment	-			
Continuance Organizational Commitment	.98**	-		
Normative Organizational Commitment	.98**	.96**	-	
Job Satisfaction	.99**	.99**	.98**	-

\*\* Correlation is significant at the 0.01 level.

According to Table (1), the result indicated that; Affective organizational commitment was positively correlate with job satisfaction ( $r = .99$ ), Continuance organizational commitment was positively correlate with job satisfaction ( $r = .99$ ) and Normative organizational commitment was positively correlated with job satisfaction ( $r = .98$ ).

### **Regression Analysis**

The Multiple Regression Analysis (MRA) treated the dimension of dependent variables and independent variables separately.

**Table (2) Summary of multiple regression analysis of the three components of organizational commitment and job satisfaction**

<b>Variables</b>	<b>Dependent Variables Usage – Job Satisfaction (Beta Standardization)</b>	<b>Sig</b>
Affective commitment	.30	.001
Continuance commitment	.40	.001
Normative commitment	.30	.001

\*\*\* $P < .001$

From the table (2) below, it shows sufficient explanation or the variance. This is a way to recognize whether there is significant relationship between independent variables and dependent variables or not. The model sufficiently explained the variance or coefficient of determination or the R Square in the dependent variable. Three components of independent variables are affective, continuance and normative organizational commitment. Affective organizational commitment ( $\beta = .30$ ), Continuance organizational commitment ( $\beta = .40$ ), and Normative organizational commitment ( $\beta = .30$ ) were found to be significant predictors of job satisfaction.

### **T-Test Analysis**

The t-test analysis was computed to examine whether staff's job satisfaction was related to gender and marital status.

**Table (3) Gender comparisons for Job Satisfaction**

<b>Components</b>	<b>Male N = 35</b>		<b>Female N = 165</b>		<b>t</b>	<b>Sig</b>
	<b>M</b>	<b>SD</b>	<b>M</b>	<b>SD</b>		
Job Satisfaction	26.20	4.81	24.16	4.56	2.38	.05

\* $P < .05$

From table 3, the results of t values showed that males were significantly higher than females in job satisfaction.

**Table (4) Marital Status comparisons for Job Satisfaction**

Components	Single N = 35		Marriage N = 165		t	Sig
	M	SD	M	SD		
Job Satisfaction	25.16	4.06	23.71	5.22	2.22	.05

\*P< .0

From table 4, the results of t values showed that singles were significantly higher than married in job satisfaction.

#### ANOVA Analysis

A one-way analysis of variance (ANOVA) was calculated to examine the effect of Age, Education, Income and Length of Service on job Satisfaction.

**Table (5) Job Satisfaction by Age (ANOVA)**

Factors		M	DF	F	Sig
Job Satisfaction	Between Groups	13.720	3	.628	.597
	Within Groups		196		

**Table (6) Job Satisfaction by Education (ANOVA)**

Factors		M	DF	F	Sig
Job Satisfaction	Between Groups	182.444	4	9.909	.001
	Within Groups		195		

\*\*\*P< .001

**Table (7) Job Satisfaction by Income (ANOVA)**

Factors		M	DF	F	Sig
Job Satisfaction	Between Groups	14.055	3	.644	.588
	Within Groups		196		

**Table (8) Job Satisfaction by Length of Service (ANOVA)**

Factors		M	DF	F	Sig
Job Satisfaction	Between Groups	1181.306	3	298.357	.001
	Within Groups		196		

\*\*\*P< .001

Table 5, 6, 7, 8 provides a summary of these results. Regarding Age, the results were not significant,  $F(3, 196) = .628$ . Regarding Education, the results were significant,  $F(4, 195) = 9.909$ ,  $P < .001$ . Regarding Income, the results were not significant  $F(3, 196) = .644$ .

Finally, regarding Length of Service, the results were significant,  $F(3, 196) = 298.357$ ,  $P < .001$ .

The aim of the present research was to investigate the relationship between organizational commitment and job satisfaction among staff of some Universities in Mandalay. Base on the findings of the study, there was significant relationship between organizational commitment and job satisfaction. Affective, continuance and normative organizational commitment were positively correlated with job satisfaction.

Although we expected that demographic variables would be related with job satisfaction, we found that gender, marital status, education and length of service were related with job satisfaction. But age and income were not related with job satisfaction.

### **Summary and Conclusion**

The purpose of the present study was to examine the relationship of the affective, continuance and normative organizational commitment and job satisfaction. In order to do so, firstly Organizational Commitment scale developed by Allen and Meyer (1990) and Job Satisfaction scale developed by Taylor and Bowers (1972) were translated into Myanmar. Analysis of the items was conducted before determining reliability. Two hundred subjects were used. The significant level of items was computed by using Chi-square method. According to the results, all of the items were significant at .001 level. Then, coefficient alpha available in SPSS was used to calculate the internal consistency reliability of the Organizational Commitment and Job Satisfaction. According to the results of internal consistency reliability analysis, the reliability coefficients were found to be .78 for Affective Organizational Commitment, .72 for Continuance Organizational Commitment, .58 for Normative Organizational Commitment and .72 for Job Satisfaction.

In order to find out the correlation between the affective, continuance and normative organizational commitment and job satisfaction, Pearson's Product Moment method and regression analysis was used. According to the results of Pearson's Product Moment method, we found that affective, continuance and normative organizational commitment were positively correlated with job satisfaction.

According to the results of regression analysis, affective, continuance and normative organizational commitment were significant relationship with job satisfaction.

In order to examine the relationship between job satisfaction and demographic variables, t- test analysis and ANOVA analysis were used. According to the results of t-test analysis, male and female were significantly different in job satisfaction. Similarly, single and married were significantly different in job satisfaction.

According to ANOVA analysis, education and length of service were significant related with job satisfaction. But age and income were not significant related with job satisfaction.

In conclusion, the findings of this study can help the organization in planning and developing the strategies to enhance the organizational commitment of the employees. It may become one of the tool and guidance for further actions.

### **Limitations and Future research**

In this research, Mandalay University, Mandalay University of Distance Education and Yadanabon University staffs were used as the participants. Thus, the results may not be generalized to other professions because of the samples were used from universities.

As with other research that uses questionnaire as the instrument to collect data, there may be a problem of social desirability. Some respondents may have the tendency to exaggerate or provide responses deemed to be desirable by others, instead of giving honest responses.

This study had provided only a small portion of idea regarding relationship between organizational commitment and job satisfaction in the context of some Universities. Hence, it would be beneficial for research to consider the following suggestions:

Expand the study into other industries by investigating the relationship of organizational commitment and job satisfaction in staff. This kind of investigation would help explain the comparison among the facets of organizational commitment in developing job satisfaction.

It was necessary to investigate the role and impact of human resource management practices (HRM) on organizational commitment and job satisfaction among staff.

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