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**IMPACT OF JOB SATISFACTION AND WORK ENGAGEMENT ON ORGANISATIONAL COMMITMENT**

**TEJASWINI PATIL**  
**ASST. PROFESSOR**  
**GLOBAL BUSINESS SCHOOL**  
**HUBLI**

**SAHANA MELBUDDI**  
**STUDENT**  
**GLOBAL BUSINESS SCHOOL**  
**HUBLI**

**DR. RAMANJENEYALU**  
**ASST. PROFESSOR**  
**KOUSALI INSTITUTE OF MANAGEMENT STUDIES**  
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**ABSTRACT**

*The study was conducted in one of the company in Hubli with a vision that the company will strive to excel by following highest standard of fairness, ethics and professionalism to create a sense of belongingness and commitment to its customers, employees, principals and business associates and contribute to the society and green revolution. The purpose of this paper is to identify the impact of Job Satisfaction and Work Engagement on Organizational Commitment. The Objectives of the research are To determine the satisfaction level of employee, To measure the work engagement among employee, To identify the organizational commitment, To study the relationship between Job Satisfaction, Work Engagement, Organizational Commitment, with the hypothesis as Job Satisfaction has positive impact on Organizational Commitment and Work Engagement has positive influence on Organizational Commitment. The study was done on 81 employees; with random sampling. The tools used for the research were Cronbach-Alpha, Descriptive Statistics, Correlation, and Regression. The results of the research revealed that there is positive impact of Job Satisfaction and Work Engagement on Organisational Commitment.*

**KEYWORDS**

job satisfaction, work engagement, organizational commitment.

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**INTRODUCTION**

Employees are one of the most important assets of an organization, and with more advanced industries and specific services, high quality skills are required more, especially at a time when human resource market has become more competitive as a result of globalization. Employees' commitment to their organizations highly affects their performance as well as the organization's performance. It is the extent to which the employee is involved in his/her work and is loyal to his/her organization (Ajibade and Ayinla, 2014; and Deepa *et al.*, 2014). It has three components: continuance, affective and normative (Meyer *et al.*, 1993; Dhammika *et al.*, 2012; and Keskes, 2013). Organizational commitment is affected by many tangible and intangible factors, including external, internal, global, personal, political and business environment factors (Nasir *et al.*, 2014). This study concerns and tests two intangible factors affecting organizational commitment which are: job satisfaction and work engagement. Job satisfaction is the level of contentment employees feels towards their jobs, and it is enhanced by different factors, including availability of resources, teamwork, supervisors following up and personal attitudes (Abraham, 2012a; and Papoutsis *et al.*, 2014). Work engagement is people engaging of themselves for the best interest of the organization, and it is associated with meaningfulness, safety and availability (Khan, 1990; Olivier and Rothmann, 2007; and Deepa *et al.*, 2014). In today's environment and with the increasing challenges faced by the organizations, it is becoming highly important to measure and specify the factors that will contribute most to the commitment of employees to their organization.

**REVIEW OF LITERATURE**

Researchers have showed how intangible variables such as work engagement and job satisfaction could strongly affect organizational commitment. Engaging employees to their work represents the first step towards building a committed organizational environment where employees will be encouraged to exert more effort (Field and Buitendach, 2011; and Cohen, 2014). The study used a cross-sectional survey covering four dimensions: satisfaction with life scale, wellbeing, Utrecht work engagement scale and organizational commitment. The questionnaire was distributed among 123 employees from an educational institution in South Africa. The findings proved a significant positive relationship between affective organizational commitment and work engagement, where happiness and work engagement have predictive value for affective organizational commitment (Field and Buitendach, 2011). Many researchers support this conclusion; employees link their work engagement with organization commitment and their intention to remain in the organization (Abraham, 2012a). Another research demonstrated the role of the supervisor in enhancing employee engagement and achieving higher degree of organizational commitment, where supervisors can encourage employees by helping them to see a wider context and to connect to a broader concept (the thing that improves the relationship between managers and coworkers), leading to a better work engagement, thus enhancing the possibilities of organizational commitment (Harter *et al.*, 2002).

On the other hand, job satisfaction has a significant role in organizational commitment, which shows that employee engagement can be enhanced through satisfied employees, thus ensuring higher productivity in organizations and higher intention to remain in that organization (Abraham, 2012a). Managers and HR specialists should take into consideration the relationship between happiness and work engagement which leads to higher job satisfaction and hence greater possibilities for organizational commitment (Field and Buitendach, 2011). Biswas and Bhatnagar (2013) found that employee engagement leads to variance in organizational commitment and job satisfaction by examining data from six Indian organizations and a sample of 246 managers. Deepa *et al.* (2014) made a study based on a model to test the effect of appraisal systems and its relation to employee engagement, organizational commitment and job satisfaction. They concluded that once employees are satisfied with their jobs, they become engaged in their work, and they commit themselves to the organization, which will increase the productivity of the organization and the employees. They also suggested the use of appraisal systems to motivate employees to commit themselves to the organization by making employees feel like citizens of the organization.

From another aspect, organizational commitment can be strongly affected by managers, where leadership style can influence employee's organizational commitment (Keskes, 2013). Job satisfaction and organizational commitment can be used as performance measurement of employees' outcome. These items represent reliable and valid measurement tools, which can be used in future research (Dhammika *et al.*, 2012).

It is important and vital to get committed employees to gain competitive advantage in a highly dynamic work environment. Committed employees are more likely to devote all their skills and experiences to their organization and prove to be more productive. The literature review explored the advantages and effects of work engagement, job satisfaction and organizational commitment.

Work engagement considers employee's emotional commitment to his job, and his willingness to give his best in achieving organizational goals. Job satisfaction, on the other hand, concerns mainly employees feeling about their job. It has been proved that job satisfaction has a strong positive impact on business outcomes, alongside work engagement; they have been used as nonfinancial metrics to measure business process efficiency and organizational outcomes. As we discussed in previous sections, job satisfaction and work engagement represent value variables for organizational commitment.

Employees' performance is strongly related to organizational commitment. Organizational commitment is seen as the loyalty level of the employees towards their organization and how far they are ready to go for achieving its goal. Organizational commitment could be affected by a number of factors such as external factors, global trade, personal factors and internal factors. Improving communication activities, constructing effective reward schemes, building good organizational culture and improving team-building activities are some of the suggested tips for decision makers to improve employees' organizational commitment.

## OBJECTIVES

1. To determine the satisfaction level of employee.
2. To measure the work engagement among employee.
3. To identify the organizational commitment.
4. To study the relationship between Job Satisfaction, Work Engagement, Organizational Commitment.

## HYPOTHESES

H1 Job Satisfaction has positive impact on Organizational Commitment.

H2 Work Engagement has positive influence on Organizational Commitment.

## RESEARCH METHODOLOGY

The study was conducted in one of the company in Hubli with a vision that the company will strive to excel by following highest standard of fairness, ethics and professionalism to create a sense of belongingness and commitment to its customers, employees, principals and business associates and contribute to the society and green revolution. The purpose of this paper is to identify the impact of Job Satisfaction and Work Engagement on Organizational Commitment. The Objectives of the research are To determine the satisfaction level of employee, To measure the work engagement among employee, To identify the organizational commitment, To study the relationship between Job Satisfaction, Work Engagement, Organizational Commitment, with the hypothesis as Job Satisfaction has positive impact on Organizational Commitment and Work Engagement has positive influence on Organizational Commitment. The study was done on 81 employees; with random sampling. The tools used for the research were Cronbach-Alpha, Descriptive Statistics, Correlation, and Regression.

## RESULTS AND DISCUSSIONS

TABLE 1: CRONBACH ALPHA

Construct	C-Alpha
Job Satisfaction	0.722
Work Engagement	0.809
Organizational Commitment	0.708

### Interpretation

In order to check the stability of the study results, reliability test was conducted on the study predictors (job satisfaction, work engagement) and the dependent variable (organization commitment). Reliability test shows the extent to which internal items of a construct are free from internal error, consistent and relative to each other through the measurement of C-Alpha value which should be above 80% for the date to be ideally accepted and reliable. Table 1 summarizes C-Alpha value for these research variables. All variables have a C-Alpha value larger than 70%, which indicate good reliability between each construct elements.

TABLE 2: MEAN AND STANDARD DEVIATION

Item Statistics	Mean	Std. Deviation	N	Total Variable Mean
I know what is expected of me at work.	4.91	0.283	81	<b>Job Satisfaction Mean = 4.83</b>
I have the materials and equipment I need to do my work right.	4.99	0.111	81	
At work, I have the opportunity to do what i do best every day.	4.88	0.331	81	
In the last seven days, I have received recognitions or praises for doing good work.	4.65	0.595	81	
There is someone at work who encourages my development.	4.77	0.576	81	
At work, my opinions seem to count.	4.78	0.418	81	
The purpose of this company makes me feel my job is important.	4.94	0.242	81	
My fellow employees are committed to do quality work.	4.8	0.485	81	<b>Work Engagement Mean = 4.9</b>
In the last six months, someone at work has talked to you about your progress.	4.74	0.565	81	
In this last year, I have opportunities at work to learn and grow.	4.9	0.374	81	
At my work, I feel busting with energy.	4.85	0.391	81	
My job inspires me.	4.93	0.264	81	
When I get up in the morning, I feel like going to work.	4.64	0.577	81	
I feel happy when I am working intensely.	4.94	0.242	81	
I am proud of work that I do.	4.95	0.218	81	<b>Organisational Commitment mean = 4.89</b>
I get carried away when I am working.	4.7	0.511	81	
I believe in my company values.	4.93	0.307	81	
My company values are a good match with my own personal values.	4.78	0.474	81	
I care about my company for long - term success.	4.93	0.264	81	
I am personally motivated to help my company succeed.	4.94	0.242	81	
I fully support my company's goals and objectives.	4.95	0.269	81	
I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful.	4.9	0.339	81	
I talk about my organization to my friends as a great organization to work for.	4.91	0.283	81	
I would accept almost any type of job assignment in order to keep working for this organization.	4.91	0.324	81	
I am proud to tell others that I am part of this organization.	4.95	0.218	81	
This organization really inspires the very best in way of job performance.	4.94	0.242	81	
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	4.89	0.316	81	
I really care about the fate of this organization.	4.77	0.426	81	

**Interpretation**

The three constructs of the model have high agreeability means as follows; job satisfaction (mean=4.83), work engagement (mean=4.9) and organizational commitment (mean=4.89).

TABLE 3: CORRELATION

	Job Satisfaction	Work Engagement	Organizational Commitment
Job Satisfaction	1		
Organizational Commitment	0.594	0.782	1

**Interpretation**

Pearson correlation was used to investigate the bivariate relationships between each variable (job satisfaction and work engagement) and organizational commitment. The results are show in Table C. All correlations were significant at 0.01 level, which indicates the importance of each variables in predicting organizational commitment.

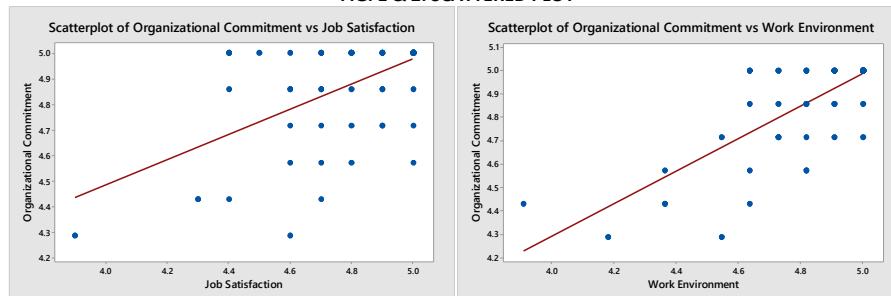
TABLE 4: HYPOTHESIS TABLE

	Hypothesis	Supported or Non Supported
1	Job satisfaction has a positive impact on organizational commitment.	Supported
2	Work Engagement has a positive influence on organizational commitment.	Supported

**Interpretation**

Table D lists the results of both hypothesis proposed earlier. Job satisfaction has a positive impact on organizational commitment and work engagement has a positive influence on organisational commitment.

FIG. 1 & 2: SCATTERED PLOT



**Interpretation**

The Scattered Plot show that the job satisfaction and work engagement have a positive value towards the organizational commitment.

TABLE 5: REGRESSION COEFFICIENT

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.443	.319		4.532	.000
	WE	.652	.090	.733	7.270	.000
	JS	.057	.084	.069	.686	.494

Dependent Variable: OC

**Interpretation**

Regression analysis results are shown in Table E. The equation model is  $OC=1.443+.733*JS+.069*WE$ . Where OC is organizational Commitment; JS is Job Satisfaction; WE is Work Engagement. This equation proves the importance of both model independent variables to the dependent variable, which is organizational commitment.

**FINDINGS**

In the organization according to job satisfaction the factors like know what is expected me at work, providing of materials and equipment and they feel that the job is important have the highest mean which is above 4.9, work engagement the factors like employee being inspired by their job, the employee believe in company values have the highest value of mean above 4.9, commitment factors like proud of organization, job performance have the highest mean 4.9, Relationship between the job satisfaction and work engagement and organization signifies 0.1 level. The regression found that the job satisfaction and work engagement are independent variable and organizational commitment is dependent variable.

**RECOMMENDATIONS AND SUGGESTIONS**

Suggestions based on the research are as follows openly the employees must be recognized their work in the organization and should be praised for their work. The employees must be encouraged for their development. Educate the employees that quality work place is important role in automobiles. Employees must be provided the facility to learn and grow in the organization. Employee must believe in the company values so that they match with their personal values. In the organization employee must be able to do the other job assigned to them. In the organization employee should know what is expected to do at work, they should have sufficient materials and equipment to do at work and they know that their job is important have the positive reference and hence to be continued in the organization. Employees should be inspired by their job and believe in their company values to be continued the same.

**CONCLUSIONS**

In order to enhance employees' job satisfaction as well as commitment, organizations should consider improving the work conditions and providing each employee the tools and resources required to complete his job. Moreover, continuous reviews and feedback from the supervisor to the employee is important to enrich satisfactory results. As for work engagement, it requires better communication and a different look into human resource management to have better engaged employees. Practically speaking, supervisors should keep employees informed about the organization's values, and goals, and HR managers should make sure to hire employees who enjoy what they do, and like their jobs.

**SCOPE FOR FURTHER RESEARCH**

The Research was restricted only to the company under study, with the sample of 81 employees; the study could be researched on a larger sample size considering few more companies per se. A few more variables can be added to the existing questionnaire so that better understanding of Organisational Commitment could be determined.

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