

A Study of Employee Satisfaction and Organizational Commitment of the Teaching and Non Teaching Staff

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ABSTRACT:-

Employee satisfaction is a factor in motivation, retention and goal achievement in the place of work and commitment is a factor that include no excess work load, treating employee with respect, provide recognition & rewards, fringe benefits and positive management.

The purpose of the research paper is to study the employee satisfaction and organizational commitment and to examine the satisfaction level of teaching and non teaching staff and its impact on Commitment. This research paper is descriptive and empirical in nature and purposive sampling technique is used select management colleges . The study is based on primary data, which has been collected through structural questionnaire , filled by teaching and non teaching staff memberstake 150 respondents of teaching and non teaching staff of different colleges(10 management college) of Gwalior has been selected on random sampling basis .Percentage method is used for data analysis. According to findings of this research paper the employee satisfaction effects commitment of teaching and non teaching staff. Factors affecting employee satisfaction and commitment are rewards ,stress, leave, benefits and compensation given to the staff by the management which are important to improve the motivation level and employee satisfaction.

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I. INTRODUCTION

Employee satisfaction is a function of motivators which contribute to job satisfaction and hygienes which lead to Employee dissatisfaction. Employee satisfaction is a positive emotional response to a job situation resulting from attaining which the employee wants and value from the job. The term of job satisfaction refers to the attitude and felling people have about their work. Positive and favorable attitude towards the job indicate employee satisfaction. Negative and unfavorable attitudes the job indicate job dissatisfaction. Employee satisfaction and organizational commitment of the employee is very important to increase the motivational level of the employee and reduce the stress and increase the productivity on an organization.

Organizational commitment is determined by a number of factors including personal factors i.e. age, tenure in the organization, disposition, internal and external control attributions. Organizational factor such as job design and leadership style of one's supervisor and non organizational factors. All this things affect subsequent commitment.

The way academic institutions perceive motivation influences their level of satisfaction and commitment. While job satisfaction and commitment have been the topic of many studies, but this study is presentsnew information and a new perspective,

describing job satisfaction, motivation and commitment of teaching and non teaching staff particularly in the context of the business schools. No one can deny the importance of job satisfaction in our lives. The fact that we spend a huge amount of our waking hours at work means job satisfaction will also play a huge role in our lives.

While you look for the dream career or job that will make you happy, whatever job you are doing now must significantly contribute to your happiness. That is the crucial importance of job satisfaction. Organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace. The reasons for studying organizational commitment are related to "(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure"

II. REVIEW OF LITERATURE

Narimawati, S.E., (2007) studies on “The influence of work Satisfaction, Organizational Commitment and turnover Intension” and he finds that employee satisfaction effects the organizational commitment very strongly. Sumita,(2004) studies on “Effects of organizational commitment on productivity” and she finds that the main objective of the management is to increase the efficiency by getting maximized productivity at the minimum cost .However, motivation is considered to be crucial for good performance with employee satisfaction. Mitchell(1982), studies on “Relation between job performance and motivation” and finds that job performance are typically determined by the motivation to work hard and high motivation mean greater efforts and higher performance.

Tung(1981), studies on “Patterns of MotiEvation in Chinese Industrial Enterprises” and finds thatmotivation is the push employees towards improved performance and increased productivity. Stoke(1999), motivation is a human psychological characteristics that contribute to a person’s degree of commitment. Dormann&Zapf(2001), studies on“Job satisfaction: A meta-analysis of stabilities” and he finds that Employee satisfaction is more response to specific factors of the job. Job satisfaction is placed as a control concept in work and organizational psychology. Although initively convincing, working conditions as the major cause of the job satisfaction have been challenged. Sahnawaz&Juyal (2006), studies on”Human Resource Management Practices and Organizational Commitment in Different Organizations” and they finds that employee commitment is seen as the key factor in achieving competitive performance.

Objectives:-

- To find out the satisfaction level of employee.
- To find out the level of the good relationship between the Employee satisfaction and organizational commitment.
- To identify important factors of the employee satisfaction and organizational commitment of the employee.

Research Hypothesis:-

Ho1: Employee satisfaction is connected with organizational commitment

Ho2: Employee are highly satisfied with concerned institutions.

III. RESEARCH METHODOLOGY

This Research is descriptive in nature and survey approach is used to collect the data .150 Respondents are taken from different institutions (10 management colleges) of Gwalior for sample design. Stratified sampling technique is used to collect the

data. Questionnaire is prepared through Likert type Scale here 1 indicate for highly response and 5 indicate for minimum response.

The Study:-

This research paper is quantitative in nature and the aim is to find out the result that the employee satisfaction & organizational commitment and satisfaction level of employees(Teaching and non-teaching staff)and further to list the management teachers and administration staff ,satisfied with job or not.

Research Design:-

This research paper is prepared through the proper research methodology, using field work ,sampling plan and appropriate analytical technique and large sample size. This research paper is a conclusive research.

Sampling Design Population

Population of this research paper are the all teaching and non-teaching employees in ten management colleges of Gwalior.

Sample Frame

List of the all employees (Teaching and Non-teaching) in ten management college of Gwalior. The list is collected from respective Admin/Hr department in all management college of Gwalior.

Sample Unit

The sample unit is ten organization of management school in the Gwalior i.e. Vijararaje Institute of Technology & Management, BhartiyaVidyaMandir Institute of Management , Aditya college Gwalior ,Bostan college ,Institute of Professional Studies Gwalior, Vikrant college of Gwalior, Preston college Gwalior, Maharaja college of management Gwalior, Maakaila Devi Institute of Technology and Management. GICTS college Gwalior

Sample Elements

The total sample size are 150 respondentsin ten management school in Gwalior, teaching and non-teaching staff are sampling elements.

Sample Technique

Sampling technique is non-probability; quota sampling technique is used to decide the sampling elements we have selected the sample size of 150 respondents of the business school in Gwalioron the basis of random sampling in this research paper.

IV. METHOD OF DATA COLLECTION

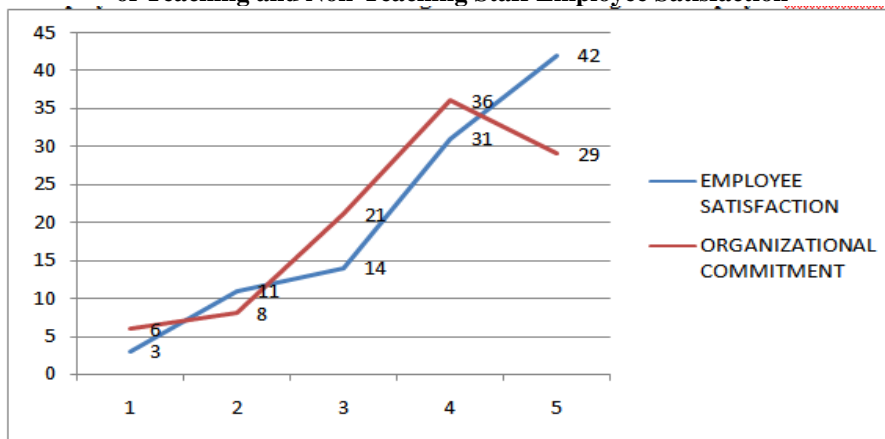
The primary data has been prepared on the basis of questionnaire and survey method and filled by 150 respondents. Important discussion is made with officials of the HR department in all management institutions of Gwalior.

V. RESULT

By the Relationship between Employee Satisfaction and organization commitment we show that only 14% of the employees are dissatisfied with their working condition, work relationship and pay & promotion in business school of management Gwalior. But 65% of the employees are satisfied with these variable (working condition, work relationship and pay & promotion) in their organization. 21% employees are neutral. 14% employees are

dissatisfied with AC, CC & NC* 73% employees are more committed to organization. 14% employees are neutral. So it can conclude that, if employee satisfaction is improved then commitment is also improved of the employees of business school of management of Gwalior. Employee Satisfaction Level of Teaching and Non-Teaching Staff, the employee satisfaction level is very high about 65% relating to the working condition, work relationship and pay and promotion of business school of management . But it can also be seen that 14% employees are dissatisfied with those three variables of business school of management . Employees are not to the job security of the employees at the bottom of the hierarchal pyramid. These include the support teaching and non-teaching staff. 21% employees are neutral

Relationship between Employee Satisfaction and organization commitment Employee Satisfaction Level of Teaching and Non-Teaching Staff Employee Satisfaction



Factor Affecting of the Employees Satisfaction and Organizational Commitment

S.No.	Factors	
1.	Job Related Factors	Turnover, Absenteeism, Job Effort, Job Role, and Performance
2.	Personal Characteristics	Age, Years of Service and Gender
3.	Employment Opportunities	Economic, Technological Advance, Corporate Value,

4.	Work Environment	Recruitment, Selection, Performance Appraisal, Promotion and Management Style
5.	Positive Relationship	Honesty, Caring, Positive Communication with among coworkers
6.	Organizational Structure	Growth, Technology, Customer Needs, Flexible Structure are more likely to contribute
7.	Management Style	Employee commitment, moral, loyalty, and attachment may consist not only providing motivators.

Suggestions :-

Guidelines to Enhance Employee Satisfaction and Organizational commitment

S.No.	Commit to Employees	
1.	Clarification and Communication of Mission	Clarify the mission and ideology, Inclusive Fairness in the workplace
2.	Organizational Justice	Provide Good Grievance System, Trust, Taking Responsibility
3.	Job Stress	Avoiding Pitfalls, Learning better Communication Skills, Offer Stress Management training, Improve work Condition
4.	Job Insecurity and Employability	Reliability & Integrity, Problem Solving, Commercial Awareness, Self-Management, Person's Capability
5.	Distribution of Leadership	Trust & Respect to each other's Coworkers
6.	Extrinsic Reward	"Outside" the Job-Bonuses, Raise, Paid Vacations & Promotions, Annual Recreational Plan
7.	Intrinsic Reward	"Inside" the Job job-Challenges Task, Involving in Decision Making, Giving a higher Rank in Hierarchy
8.	Career Development	Performance Appraisal, Career Counseling

VI. CONCLUSION

This study shows that employee satisfaction and organizational commitment are closely connected (For Business School of Management of Gwalior), in both cases of teaching and non-teaching staff, Organization would only need to increase and maintain the variables (organizational commitment and employee satisfaction) to achieve a positive effect on organizational commitment. Employee satisfaction then they will face a severe impact on organizational commitment. And the ways to improve organizational commitment and employee satisfaction may vary from job nature (as study showing the relationship between teaching and non-teaching staff), organization and individuals. And by increasing commitment organization will get efficient and greater output which is the desire for any organization.

After going thorough analysis it has been found that the employees of business school of management of are considerably satisfied with jobs and satisfaction level is very high. At last the result shows the relationship between the organizational commitment and employee satisfaction because if employees are satisfied then commitment is also high.

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