

Commerce and Management: Business Strategy: Determination of Linkage Strategy for Achieving Job Satisfaction in Corporate Sector

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ABSTRACT

The activity of the working behavioural attitude is linked with the two aspects i.e. Job satisfaction and Organizational commitment. Both variables are affective in nature in the sense that they indicate people's evaluation of the quality of their job as well as attachment to the organization for which they work. Whenever the employee is satisfied for doing the job, he realizes the importance of commitment to be given in the organization. The actual link between the job satisfaction and organizational commitment is observed in employee. This link is most important factor for employee's effective work in organization. Porter et al. (1974) highlighted on the link between working behavior and organizational behavioral results recommended the satisfaction of the job is always better at initial stage while considering the organizational commitment to increase the performance of the organization. Thus, objectives of the Research study explore on finding the analysis by using appropriate statistical software tools of linkage for obtaining job satisfaction between employees dedicated work within given time frame during stipulated service period.

Keywords: *Job Satisfaction; Employees Linkage; Business Strategy; Corporate Sector.*

INTRODUCTION

Organizations are always acting as a one unit and the employees are the role model in it. All the roles played by the employee are encouraging, inspiring, motivating, mentoring and supporting nature. When the organization gets a profit, the credit goes to the employees working in the organization. Myrtle et al. (2008) conducted their studied on career commitment which is highly related with experience gained in the different fields of the organization like level of the management, service period for the position held, security of the job, goals achieved in the organization at present position and industry segmentation. These factors increase the level of job satisfaction among the employees in the organization. Job satisfaction and organizational commitment are the two most widely used indicators of the work related attitudes in organization. The type of work shows the different working attitude in the organization. This nature of working attitude helps employee to know about his actual way of working style, for the purpose of increasing the performance in organization. The activity of the working behavioral attitude is linked with the two aspects i.e. Job satisfaction and Organizational commitment. Both variables are affective in nature in the sense that they indicate people's evaluation of the quality of their job as well as attachment to the organization for which they work. Whenever the employee is satisfied for doing the job, he realizes the importance of commitment to be given in the organization.

The actual link between the job satisfaction and organizational commitment is observed in employee. Thomas and Ganster (1995) revealed in their study that there is positive relationship between job satisfaction aspects of the employees. The positive thinking itself shows the close link towards job satisfaction. This link is most important factor for employee's effective work in organization. For this they are rewarded in the form of increment and bonus apart from the regular salary. Brown and McIntosh (1998) revealed in their study that there is a link between salary and job satisfaction in small branches of the public sector enterprises. The job satisfaction is highly linked with the salary for which the employee is working in organization. Without salary the employee will not be satisfied in organization as it may not fulfill his basic needs for better standard of living. Thus, there is a close link between the salary and job satisfactions. This helps the employee to think better in favor of the organization to work in future accordingly. The social requirements are also taken into consideration, which are closely linked with the employee and organization.

LITERATURE REVIEW

Hrebiniak and Alutto (1972) concluded in their research about Structural phenomenon which occurs as a result of individual–organizational transactions and alterations in side-bets or investments over time is defined as continuance organizational commitment. Meyer and Allen (1991) suggested in their research study that employee’s emotionally attachment towards organization is itself the identification of employee shows the participation towards the organization is defined as affective organizational commitment. Porter et al. (1974) highlights about a strength of an individual’s identification with and involvement in a particular organization. Gruneberg (1976) focused on Feelings of an individual about his job. Conrad et al. (1985) reveals regarding match between what individuals perceive they need and what rewards they perceive they receive from their jobs. Armstrong (1996) studied the attitudes and feelings people have about their job. Hamermesh (2001) studied on Job satisfaction is classified psychologically into objective and theoretical characteristics. Price (2001) discussed that Job satisfaction is the affective orientation that an employee has towards his or her work.

RESEARCH METHODOLOGY

The research studies focus three aspects of commitment in three major broad areas such as affective organizational commitment which is highly linked with the initial interest of the employee to conduct a job in organization, the second aspect is the continuance organizational commitment which indicates the employees continuance effort of getting success in same organization and the third aspect is normative organizational commitment which indicates the emotional feeling towards the employer which is done by fulfilling the demand regarding welfare facilities for the employee who can have the options of doing the job effectively. Heneman et al. (1988) revealed in their study that there is a high link between salary and work performance which are major aspects to enable the increase in the level job satisfaction. The salary and work is psychological matter which is directly related to individual job satisfaction in organization. The objective of the research study is to analyze the linkage between job satisfaction and organizational commitment of employees working in a corporate sector which includes Public sector undertakings (PSU’s), Private firms, Government organizations, etc. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998). Job satisfaction and organizational commitment are two important aspects of job attitudes linked with work behavior which are directly linked with the vision, mission, economic growth and high productivity in organization.

DATA ANALYSIS

In case of public sector banks, the executive employees in perfect markets are subjected to similar working conditions, regulated by more or less similar employment guidelines and are engaged in similar business. It would be worth to study if there is any significant difference regarding job satisfaction among executive employees of select public sector banks and accordingly hypothesis 2 can formulated as there exists no significant difference regarding job satisfaction among the executives of select public sector banks. A cross-sectional survey type study is designed to find the status of job satisfaction, examine the status of organizational commitment and to analyze the linkage between job satisfaction and organizational commitment among executives working in select public sector banks. Executive employee working in this organization are the target among the collecting sample for achieving the proper response. The stratified sampling method is therefore used to collect data. Also, Hypothesis framed are tested by application of suitable statistical techniques.

Hypothesis II which states that there is no significant difference regarding job satisfaction among the executives of select public sector banks has been tested using Independent Sample T-test (Z-test). The results of the same were generated through SPSS and are depicted in tables below:

Table 1: Means of Job Satisfaction in employees of SBI and PNB.

Group Statistics					
	Organization	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	SBI	170	45.9471	9.18724	0.70463
	PNB	170	42.7235	6.89653	0.52894

Table 2: Independent Sample T-test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Significant	t- Value	Sig. (2-tailed)
Job Satisfaction	Equal Variances assumed	18.697	0.000	3.659	0.000
	Equal Variances not assumed			3.659	0.000

From test results obtained in Table 1 and 2, the SBI group (N=170) was conducted with a job satisfaction M = 45.9714 (SD = 9.18724). By comparison, the PNB group (N=170) was associated with a numerically smaller job satisfaction M= 42.7235 (SD = 6.89653). As can be seen in Table 1, the SBI and PNB distributions were sufficiently normal for the purposes of conducting a t-test. Additionally, the assumptions of homogeneity of variances was tested and satisfied via Levene's F-test, F (338) i.e. degrees of freedom= 18.697, p = 0.000 The Independent samples t-test was associated with a statistically significant effect t (338) = 3.659, p = 0.000 Thus, the SBI were associated with a statistically larger mean job satisfaction than PNB. From the Tables 1 and 2, it is evident that although there is slight difference between the means for job satisfaction among employees of SBI and PNB, but t value showing variances comes out to be same i.e. 3.659 and too statistically significant. It can be therefore interpreted put as there is no significant difference in job satisfaction between executive employees of SBI and PNB, hence Hypothesis II stands accepted.

CONCLUSIONS

The result obtained from Z-test by using Independent Sample T-test showed the t value of 3.659, which was same and also were statistically significant. It means the Hypothesis 2 tested showed that there is no significant difference in job satisfaction between executive employees of State Bank of India and Punjab National Bank present in the State of Jammu and Kashmir. Myrtle et al. (2011) suggested in their study that the employee satisfaction in the job depends upon the current situations and total experience held previously in the organization. They concluded that current situation of the organization is most responsible for high commitment from the employee in organization.

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