# "Analysis on Relationship between Job Satisfaction and Organizational Commitment in SCHAEFFLER INDIA LTD".

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**ABSTRACT:-**
Organizationalcommitmentreferstothebondthatindividualsdevelopwiththeiremployer,including whether they feel negatively or positively toward their organization. Organizational commitment playsaverylargeroleindeterminingwhetheramember willstaywiththeorganizationandzealously work towards organizational goals. Job satisfaction, employee satisfaction, or work satisfaction is a measure of workers' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as the nature of work or supervision. Efficient use of human resources, which will increase productivity is directly related to increasing the commitment of the organization to the desiredlevel(Khaki,2005,41).Lackofattentiontohumanresourcemanagementinorganizationsand departments, as well as the use of non-scientific methods in human development, affects the emotional and psychological dependence of the individual on his organization and causes a lack of sense of responsibility, loyalty, and commitment among employees.

**Keywords**:Organizationcommitment,Jobsatisfaction,Positiverelationship.

## I.     INTRODUCTION
**Organizational commitment**

Organizational commitment refers to the bond that individuals develop with their employer, including whether they feel negatively or positively toward their organization. Learn the definition, explore the theory, and review the types of organizational commitment, including affective, continuance, and normative. Understand the impact of organizational commitment on employee performance and retention. The organizational commitmentmay                          be viewedasanorganizationalmember'spsychological attachment to the organization. Organizational commitment plays a very large role in determining whetheramemberwillstaywiththeorganizationand zealously work towards organizational goals.

The    concept    of    organizational commitment    has    grown    in popularityintheliteratureonindustrialandorganizational psychology(Cohen,2003).Earlystudiesonorganizational commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement, and loyalty (Porter, Steers, Monday & Boolean, 1974). According    to    Porter    et    al    (1974), anattitudinalperspectivereferstothepsychological attachment or affective commitment formed by an employee about his identification andinvolvement with the respective organization.Porteret al (1974,p 604) further describe organizational commitment as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Individuals consider the extent to which their values and goals relate to that of the organization as part of organizational commitment, therefore it is considered to be the linkage between the individual employee    and    the    organization.    Another perspective on organizational commitment is the "exchanged-baseddefinition"or"side-bet"theory(Becker,    1960;    Alluto,    Hrebiniak&

Alonso, 1973). This theory holdsthatindividualsarecommittedtotheorganization as farastheyholdtheirpositions,irrespectiveofthestressful conditions they 38 experiences. However, should they be given alternative benefits, they will be willing to leave the organization. Monday, Porter, and Steers (1982, p 26) support the "side-bet" theory by describing organizational commitmentasabehavior"relatingtotheprocessbywhich individuals become locked into a certain organization and how they deal with thisproblem". This behavioral aspect of organizational commitment is explained through calculativeandnormativecommitments.Thecalculativeor normativeperspectivereferstoanemployee'scommitment to continue working for the organization based on the notionofweighingthe costand benefitsofleavinganorganization (Hrebiniak&Alutto,1972).WienerandVardi(1980,p90) describe organizational commitment as "behavioral intention or reaction, determined by the individual's perception of the normative pressure".

### Job satisfaction

Employee satisfactionorworksatisfactionisa measure of workers'contentednesswiththeirjob,whethertheylike the joborindividualaspectsorfacetsofjobs,suchas the natureof work or supervision. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective jobsatisfaction).or cognitions about the job (cognitive job satisfaction).

One of the most widely used definitions in organizational researchisthatofEdwinA.Locke(1976),whodefinesjob satisfaction as "a pleasurable or positive emotional state resultingfromtheappraisalofone'sjoborjobexperiences" (p.1304).Othershavedefineditassimplyhowcontentan individualiswithhisorherjob;whetherheorshelikesthe job.

It is assessed at both the global level (whether the individual is satisfied with the job overall), or at the facet level (whether the individual is satisfied with different aspects of the job).

Spector (1997)lists 14 common facets: appreciation, communication, coworkers, fringe benefits, Job conditions, nature of the work,

organization, personal growth,policiesandprocedures,promotion opportunities, recognition, security, and supervision.

Hulin and Judge (2003) have noted that job satisfaction includes multidimensionalpsychologicalresponses to an individual's job and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components.Job satisfaction scales vary in the extenttowhichtheyassesstheaffectivefeelingsaboutthe job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotionalfeelingindividuals have abouttheirjob. Hence, affectivejobsatisfactionforindividualsreflectsthedegree of pleasure or happiness their job in general induces.

### Objective of Study

1. To understandjobsatisfaction.
2. To gain knowledge about organizational commitment.
3. Toidentifythe relationshipbetweenjob satisfaction and Organizational commitment.
4. Tounderstandvariousfactorsthataffectjob satisfaction and organizational commitment.

## II. LITERATURE REVIEW

(LJ Thabane,PQRadebe,M Dhurup,2018)

It is the perceived threat of loss that commits a person to the organization... a multidimensional construct comprising threegenerallyaccepteddimensions.Thefirstdimensionis an emotional reaction, the second dimension is how well the outcomes meet or exceed and the last dimension is job characteristics like attitude.

(MariaFarzeenAqeelAhmad,NaveedAnwar, 2017)

There is a positive relationship between job satisfaction and organizational commitment. Job satisfaction reduces absenteeism,increasesthe qualityofwork, andhigher the retention period. In organizational commitment, an employee feels attached to theorganizationso go beyond theirjobsand put extra effort into the success of the organization. If employees are satisfied with their job, they will be committed to the organization.
(Marius WStander,SebastiaanRothmann, 2014)

A committed employee identifies with the organization, makes personal sacrifices, performs beyond normal expectations, works selflessly, and contributes to the organization'soveralleffectiveness.Factorsthatinfluence job satisfaction are the work itself, promotional

opportunities, the abilities of the supervisors to provide emotionalandtechnicalsupport,theextenttowhichfellow workers are supportive, working conditions, and the equitability of remuneration.

(Velde, 2021)Satisfaction of environmental-health needs onlypreventspeoplefrombeingdissatisfied, butitdoesnot necessarily cause their motivation and efficiency. the relationship between job satisfaction and organizational commitment and its dimensions has been confirmed in manytypes of researchthathavebeendoneondifferentjobs.

(Allen,N.andMeyer,J,1996)
Organizationalcommitmentcanbedefinedas affiliation to the organization and involvement in it. In general, there arethreedimensionsofcommitmentwhicharecontinuance commitment, affective commitment, and normative commitment.

(Srivastava,2004)
TheImpactofLabourWelfareonEmployees Attitudesand Job Satisfaction, a comparative study was conducted on workers in the private and public sectors of Kanpur city. The researcher attempted to assess the quality of labor welfareactivities,measurethedegreeofjobsatisfaction of workers provided with labor welfare facilities in private and public sectors, and evaluate the attitudes of workers towards management in both sectors.

(V.S.Palaniammal,M.Saranya,Dr.B.Saravanan,2015)
Satisfaction refers to the level of fulfillment of one's needs, wants, anddesires.Satisfactiondependsbasicallyuponwhat an individual wants from the world, and what he gets." Employee satisfaction is a measure ofhow happy workers are with their job and working environment. It is sure that there may be many factors affecting organizational effectivenessandoneofthemisemployeesatisfaction. Effective organizations should have a culture that encourages employee satisfaction.

### Research Design
Researchdesignistheframeworkofresearch methodsand techniques chosen by a researcher to conduct a study. The design allows researchers to sharpen the research methods suitable for the subject matter and set up their studies for success.

The research design used in this research paper is a descriptive research and exploratory research.

### Sampling Design
The sample design used for this research is 100 employees.

### Hypothes is Formation
The main focus of the study was to observe the relationshipbetweenorganizationalcommitmentandJob Satisfaction. The hypothesis is the assumptions formed for the chi-square test performed below.

Ho:ThereisnorelationshipbetweenOrganizational commitment and Job satisfaction.
H1:Thereis a positiverelationshipbetweenOrganizational commitment and Job satisfaction.

## III.   RESULTS
**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Valid | | Missing | | Total | |
| | N | Percent | N | Percent | N | Percent |
| avg_jobsatisf_commitment* recognized_achivements | 26 | 42.6% | 35 | 57.4% | 61 | 100.0% |

**avg_jobsatisf_commitment*recognized_achivementsCrosstabulation**

Count

| | | recognized_achivements | | | Total |
|---|---|---|---|---|---|
| | | rarely | sometime | always | |
| avg_jobsatisf_commitment | 2.00 | 0 | 1 | 0 | 1 |
| | 2.80 | 0 | 1 | 0 | 1 |
| | 3.07 | 0 | 0 | 1 | 1 |
| | 3.27 | 0 | 1 | 0 | 1 |
| | 3.33 | 0 | 1 | 0 | 1 |
| | 3.40 | 1 | 0 | 0 | 1 |
| | 3.47 | 0 | 0 | 1 | 1 |
| | 3.53 | 0 | 1 | 0 | 1 |
| | 3.60 | 1 | 2 | 5 | 8 |
| | 3.67 | 1 | 0 | 1 | 2 |
| | 3.73 | 0 | 1 | 0 | 1 |
| | 3.80 | 0 | 1 | 3 | 4 |
| | 3.87 | 0 | 2 | 0 | 2 |
| | 4.00 | 0 | 0 | 1 | 1 |
| Total | | 3 | 11 | 12 | 26 |

**Chi-SquareTests**

| | Value | df | A sump.Sig.(2-sided) |
|---|---|---|---|
| PearsonChi-Square | 27.994[a] | 26 | .359 |
| LikelihoodRatio | 28.763 | 26 | .322 |
| Linear-by-LinearAssociation | .747 | 1 | .388 |
| NofValid Cases | 26 | | |

## IV. FINDINGS

The chi-square test carried above clearly states that the findings are less than 0.5 i.e. 0.359, 0.322, 0.388 which means that are Null Hypothesis i.e. Ho is rejected and the Alternative Hypothesis i.e. H1 is accepted.

The results suggest that there is a positive relationship between organizational commitment and Job satisfaction and is directly proportional to the achievements of the employees.

## V. CONCLUSION

Thestudy concludesthatthereisastrongpositive relationship between organizational commitment and job satisfaction however there is an average level of satisfaction and therefore there is a need for the Human Resources department to implement new strategiesanddevelopways to increase the same.

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