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JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT RELATIONSHIP: EFFECT OF PERSONALITY VARIABLES

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Abstract:-The reason for the review was to investigate the connection between Job Satisfaction and Organizational Commitment and to explore the directing impacts of Trust and Locus of Control on the connection between Job Satisfaction and Organizational Commitment. The review was directed on 247 center level administrators having a place with private segment associations. Four approved instruments were utilized as a part of the review. Factual devices like Descriptive insights, Factor Analysis, Pearson Product Moment Correlation and Hierarchical Regression Analysis were utilized to examine the information. The review found that Job fulfillment was decidedly identified with Organizational Commitment and Trust and Locus of Control directed Job fulfillment and Organizational Commitment relationship. The discoveries of this review can help director and approach creators to comprehend the administrative adequacy from the viewpoint of individual characteristics. Endeavors can be made to investigate directors' recognition towards themselves and their parts. The future scholarly attempts may make utilization of the present review as a venturing stone for further exploratory and corroborative research toward a more total comprehension of the fulfillment contemplations specifically.

Keywords: Research Paper, Organisational Commitment, Locus of Control, Trust, Job Satisfaction, Private sector managers.

INTRODUCTION:

Organisations over the years are confronting with one of the toughest challenge of having a committed workforce in order to feature in the worldwide economic competition. The factors that lead to Organisational Commitment has suddenly started gaining a lot of attention. In a nonprofessional's word, commitment is nothing but a positive attitude towards something.

Some authors have argued that organizational commitment, as a construct, is too broad for effective organizational analyses (Benkhoff, 1997). In response, Meyer and Allen (1991) proposed a distinction between the dimensions of affective commitment, continuance commitment, and normative commitment. Affective commitment refers to employees' perceptions of their emotional attachment to or identification with their organization. Continuous commitment refers to employees' perceptions of the costs associated with leaving the organization. Finally, normative commitment refers to employees' perceptions of their obligation to their organization. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, the employee may report higher degrees of normative commitment. " This reflects a difference between a preference to stay with the present organization arising out of a sense of attachment, compared to one rooted in a sense of economic necessity or of moral obligation"

JOB SATISFACTION

It is a positive feeling towards one's job. In the works of Newsstrom (2007), "Job Satisfaction is a set of favourable or unfavourable feelings and emotions with which employees' view their work". An employee's interpretation of values may vary regarding satisfaction or dissatisfaction. For example, some employees may feel a sense of accomplishment in their jobs while other employees' may not. The finding by Hackman and Oldham's (1980) was found to be similar. They surveyed blue and

white-collar workers and determined that completing interesting tasks was not as important as job security and compensation for blue-collar employees. The findings also indicated that interesting and varied assignments were of higher importance to white-collar workers when compared to blue-collar

Trust

There is a evidence that workers of all generations are sceptical of their organisations and have many reasons for their distrust.(Brandes, Castro, James, Martinez, Matherly, Ferris, & Hochwarter, 2008). In addition to the growing acceptance that trust is a multi-dimensional concept, organizational researchers are starting to realize that just like organizational commitment, trust has multiple bases and foci or referents. McCauley and Kuhnet (1992) identified the notion that trust consists of lateral and vertical elements.

Locus of Control

Locus of Control refers “to the extent to which people believe them or external factors such as chance and powerful others are in control of the events that influences their lives” (Firth, Mellor, Moore and Loquet, 2004).

One of the most important variables that has been extensively researched in organisational settings is Locus of Control. Numerous researches has opined that employees with internal locus of control are more contented with their jobs, they are less stressed and resulting in alongated job term (Spector,1982).

Job Satisfaction and Organisational Commitment

Numerous studies use different facets of satisfaction to predict employee attributes such as performance, organisational commitment, and service quality. (Dienhart & Gregoire,1993; Oshagbemi, 2000a, 200b; Yousef, 1998). It is a debateable issue whether job satisfaction is the predictor of organisational commitment or vice versa. Several researchers have made the case that job satisfaction is a predictor of organisational commitment (Porter,Steers,Mowdy, & Boulian,1974;Price,1977;Rose,1991).Slattery & Selvarajan (2005) examined the associations between job satisfaction, Organisational commitment, and turnover intention among temporary employees. They found positive associations between job satisfaction and organisational commitment. Several studies have focused directly on testing tha causal relationship between Job Satisfaction and Organisational commitment (Bateman & Strasser, 1984; Curry et al., 1986; Dossett & Suszko, 1990; Farkas & Tetrick, 1989; Lance, 1991).

Locus of control and Organisational commitment

Locus of control is linked to a range of variables concerning internals and externals on diverse sets of principles (Spector,1982). He states that internals are devoted more to their respective organizations and are more contented with their work than those with an external locus of control. Those with an internal locus of control are also likely to continue in their jobs longer, and they have a propensity to execute better. The individual trait of locus of control was found to temperate the control of work-related quality on job satisfaction and organizational commitment (Loscocco & Roschelle, 1991).

Locus of control and Job satisfaction

For years, industrial psychologists and organizational behaviourists have debated the influence of a person's disposition on job satisfaction. Various researchers have argued the person versus situation debate (Judge et al., 1998; Bell and Staw, 1989). Bell and Staw (1989) considered locus of control to be a dispositional (personality) trait. As a personality characteristic, internal locus of control is hypothesized to be an important variable that influences the employee. The internal-external locus of control of a person has a tremendous impact on his performance and job satisfaction (Dailey, 1980;Brownell, 1981;Kasperson, 1982). A study conducted by Dailey on scientists in the year 1980 found that scientists with an internal locus of control were more satisfied, motivated and had a high level of participation within their jobs as compared with those who had external locus of control.

Objectives of the study:

The study aims to examine Job-Satisfaction and Organisational Commitment relationship and the moderating effects of Internal Locus of control and Trust on Job-Satisfaction and Organisational Commitment relationship.

Method:

The present study was done on middle level managers. They belonged to BPO, Banks and IT Sectors. The sample size was 247. Descriptive statistics along with Exploratory Factor Analysis, Pearson Product Moment Correlation and Regression Analysis was used for data analysis.

CONCLUSION:

The foremost aim of the current study was to find out the effect of Job satisfaction on Organisational commitment and explore the moderating outcome of Trust and Locus of control on Job Satisfaction and organisational Commitment relationship. Results of the study have proved the hypotheses. The result derived that Job Satisfaction is positively related to

Organisational Commitment. The result found has found a strong evidence from the study done in the past. (Koslowsky et al., 1991, Knoop, 1995; Shore & Martin, 1989). The moderating roles of Trust and Locus of control between Job satisfaction and Organisational Commitment relationship, has not received much attention in earlier studies.

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