THE IMPACT OF JOB SATISFACTION ON TEACHERS' ORGANIZATIONAL COMMITMENT

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Abstract-Job satisfaction is of great importance in all organizations, be it public or private, it makes description on how well an individual or employee is happy in or with his/her job, many factors do contribute towards job satisfaction among employees in any given organization which is different from individual to another or from employee to employee. Satisfaction of job determines teachers' commitment to their organization and employees are more committed to their organization when they are satisfied with their job. This paper makes summary and analysis of the literature which is available for the topic under discussion. The finding reveals that when teachers are satisfied with their job, it leads to the significant increase in organizational commitment of teachers. It was discussed that teachers exhibit very good organizational commitment when satisfied with aspects of their job. It was concluded that, job satisfaction makes significant impact in the commitment of teachers towards their job.

Key Words: Job Satisfaction, Teachers' Organizational Commitment

I. INTRODUCTION

Job satisfaction is seen as how workers becomes satisfied with aspects of their jobs and to what extend they become satisfied in their job. Many factors do contribute towards job satisfaction among employees in any given organization which is different from individual to another or from employee to employee, because what make one satisfied with his/her job may not make another person satisfied with his/her job. When employees are satisfied with their job it is expected that they will be committed to the organization thereby by working hard towards the objective of the as well as the goal of the organization.

Job satisfaction is of great importance in all organizations, be it public or private, it make description on how well an individual or employee is happy in or with his/her job (Wallace and Schwab 1974). If people have high level of satisfaction in their job, they have positive attitude towards their job, if people are less satisfied in their job, they will have negative feelings towards their job. Job satisfaction is considered as the situation which is positive and seen as consequences of attributed value to individual on his/her work (Glisson and Durick, 1988). According to Begley & Czajka, (1993) and Tharenou, (1993) an individual with positive attitude towards work will be committed fully in his/her job and will influence his/her performance positively, which can lead to job satisfaction. Positive attitude increases and enhances employees' performance, hence when an individual perform well it will have influence on the organization in an effort to attain its goal or profit maximization.

Job satisfaction is seen as an evaluative judgment either negative or positive which one makes on some one's job or situation of the job (Weiss, 2002). Two factors make satisfaction in job very important: Satisfaction in life which influenced individual mental and physical health and second which is directly related to productivity (Aksit Asik 2010). Rehman et al (2013) as quoted in Gangai and Agrawal (2015) described job satisfaction as crisis which occur in every organization be it private or public, developed or under-developed countries. They describe job satisfaction as estimation made by a person on his/her job situation. Job satisfaction is seen as one's positive or negative feelings about the internal as well as the external aspects of his/her job, simply job satisfaction refers to how the employee feel on the various aspect of the job in the organization. Job satisfaction refers to how individual is satisfied in her/his job, that is whether they like their job or not, or individual aspects of or facets of job like supervision or nature of job.

Organizational commitment on the other hand may be seen as how attached employees are to their company and the willingness they show to continue as being loyal to the organization as well as the rules and regulation guiding the operations of that organization. Generally, considered that employees who remained committed to their job are willing at all time to work towards the organizational objectives and are ready to remain in that organization and are always ready to work under the principles of that organization.

Organizational commitment refers to workers believes and accepting of the rules and regulations of an organization in order to enable him to continue to be part of that organization (Meyer & Allen 1997). The outcomes of satisfaction with job are referred as commitment to the organizational. The employees' willingness to continue as part of organizational member is also seen as organizational commitment there by accepting and following the rules of the organization in discharging or carrying out various tasks. Organizational commitment is defined as individual strength which enables him to identify and involved himself in the particular organization (Lawrence & Lawrence, 2009). Commitment to the organizational is considered a factor which is

very important in educational institutions (Brown & Sargeant 2007)

II. RELATED REVIEWS

Nagi (1972) discussed that male teachers are not much satisfied in their job as compared to female teacher. Teachers who are in the range of 30-40 years are satisfied more in their jobs than the teacher who are in the range of 21-30 years of age. Teachers who have 6 to 10 years working experience are highly satisfied in their job compared to those who have 11 years and above working experience.

Lavingai (1977) in the study of level of satisfaction with job between different classes of teachers discussed that teachers of secondary were less satisfied in comparison to primary teachers. Male were less satisfied compared to female. Married teachers reported to have less satisfaction compared to unmarried teachers and those who are young between the ages of 20 till 24 reported to have more satisfaction in their job at secondary as well as primary schools' levels. It reveals that efficiency in job has direct effect on job satisfaction positively.

John (2001) in a study praise of context discussed that age play a significant role in organizational commitment among employees, it was discussed that workers who are old and stayed for a long period of time working in the organization usually or likely to be more committed to the organization. It was found out there is no significance differences between the commitment of male employees and that of female employees. It was concluded that employees are more committed to their organization when they are satisfied with their job.

Ross and Gray (2006) in the study conducted to find out the school leadership and achievement of students: mediating effects of teacher beliefs found out in a school where transformation leadership is practiced at high level achieved higher level of collective efficacy, effective commitment of teacher to goal, objective and mission of school, the community in which the school belongs, cooperation and partnership among the community where the school is residing and achievement of

students at high level. It was discussed that principal transformational leadership style in school improves the students overall achievement. It was discussed that school administrators who practice transformational leadership style are having impact at positive level the beliefs of teachers concerning their collective capacity level on the teachers' commitment in realizing the values of the organization.

Tella, Ayeni, & Popoola (2007) in their research motivation at work, satisfaction with jobs and organizational commitment of library workers conducted within Oyo state Nigeria using modified questionnaire revealed that negative correlation exists between motivation and commitment and there was no differences between non-professional and professional library personnel, also years of experience does not determined the level of organizational commitment among library personnel. It was discussed that workers performance and job satisfaction do improve if motivated. It was recommended that government from its own side should strive to improve the working condition of library personnel for better motivation which leads to organization and commitment.

Azeem (2010) in the research done on satisfaction with job and commitment to the organizational of sultanate workers in Oman, 128 samples of employees selected at random from service industry using job descriptive index questionnaire and questionnaire of commitment to the organization. Multiple regression and Pearson product moment correlation coefficient were used in the analysis. The study discussed that moderate level of relationship among satisfaction in the job and commitment to the organization. It was concluded that the predictors of commitment to the organizational includes; supervision, pay, job tenure, age and overall job satisfaction.

Yates (2011) in the study conducted to find out how ethical leadership is having relation with commitment to the organizational, citizenship behavior as well as satisfaction with job discussed that organizational citizen behavior, commitment to the organizational as well as workers satisfaction with their job are the three measures of behavior and attitude. It was found out that employees had high job satisfaction and commitment to their working place when led using leaders who are highly ethical compared to those employees who are led by leaders with less ethics.

Nagar (2012) in the study commitment to the organizational and satisfaction with job among teachers in burnout period where 153 university teachers were used as sample, it was found out that all the burnout factors; decreased personal accomplishment, depersonalization and emotional exhaustion lead to decrease in satisfaction of job. It was discussed that when teachers are satisfied with their job, it leads to the significant increase in organizational commitment, it was discussed that female teachers had high scores in emotional exhaustion and reduction in personal accomplishment which is an indication that they have little or no influence on their students, on the other hand male teacher had high scores on depersonalization. It was also discussed that female have high level of satisfaction with the job satisfaction against women teachers.

Kwan & Lau (2012) in their research conducted on the impacts of personality traits and goal commitment on the satisfaction of employees' job, indicated that both locus of control and self-efficacy had significant positive relationship with goal commitment, also locus of control is found to have relationship with job satisfaction positively. It was concluded that, personality traits and job satisfaction had confirmed to have mediating effect on goal commitment. Hence, there are different relationship between satisfaction with job and locus of control at positive level and that of self-efficacy.

Atmojo (2012) in the study conducted to find out the influence of transformational leadership on commitment of organization, satisfaction with job as well as performance of the employees, used 146 samples from middle management, using structural equation modeling in testing and analysis of relationship between the variables. It was revealed that there is great effect of transformational leadership towards commitment of the organization, also performance of the employees is connected with how satisfied they are in their jobs hence, organizational commitment has significant influence in terms of how well employees perform in their respective job.

Mosadeghrad (2013) in their study Leadership, satisfaction with Job and commitment with the organizational in the sector of healthcare conducted on 814 hospital employees as well as managers using self-administered questionnaire and stratified random sampling discussed that employees in the hospitals are satisfied at moderate level with their jobs and are having committed to their company or working place. It was discussed that the main predictors of job satisfaction among employees in the hospital include salaries, promotion, interpersonal relationship and working conditions. It was concluded that there is good relationship among satisfaction with job and commitment at causal level.

Tnay et al (2013) discussed how job satisfaction and organization commitment influences turn over intention at production industry where 100 questionnaires distributed out of which 85 were returned; both inferential and descriptive statistics were used for the analysis of the collected data. It was found out that job satisfaction in terms of supervisory supports as well as pay were having negative and low relationship at significant level on the intention of turnover of workers and commitment showed no significant relationship in the intention of turnover of employees within an organization.

Srivastava (2013) in their research done to find out relationship between organizational commitment and satisfaction with job, an effect of personality variables used private sectors middle managers totaling to 247 as a sample. The study showed that there exists significant relationship among commitment to the organizational and satisfaction with the job and also locus of control, it was stressed that administrators and policy makers can make use of the findings of this research to understand managerial effectiveness taking into cognizance personal traits. It was recommended that future researchers can use this as a guide towards complex research in the field of satisfaction with job and commitment with the organizational.

Suma & Lesha (2013) in their research satisfaction with job and commitment with the organizational conducted in Shkoder Municipality, Albania using survey based descriptive research revealed that quality of supervision, pay satisfaction and the

satisfaction with work showed impact at positive level on employees' commitment to their organization of Shkoder municipality. It further reveals that employees had a very higher level of commitment to their organizational and satisfaction with their job, supervision, pay and salaries as well as opportunities for promotion.

Ibrar (2015) done the study to find out the effect of employee satisfaction on their job and commitment to their organizational on turnover intention using exploratory qualitative study where 90 questionnaires were distributed to the chosen organization out of which 70 were successfully returned, descriptive and inferential statistics were used in the data analysis of the research. The study discussed that turnover intention of employees has low negative relationship with supervisory support and pay in an organization. More so, commitment to the organizational showed less significant relationship with employee turnover intention in the organizations within which this research has been conducted.

Gangai & Agrawal (2015) in their study organizational commitment and job satisfaction which is important for employee performance at Reality Solution Private Limited in Lucknow, India. A convenient sampling technique was used in data collection from a total of 50 respondents which was calculated using matrix correlation statistical application. The finding reveals that both male and female had greater significant correlation among factors of organizational commitment, but there exists no significant correlation between organizational commitment and job satisfaction.

Ahmed, Farzeen, & Anwar (2015) in their study conducted to find out the relationship between job satisfaction, attitude towards work and organizational commitment of Islamic Bank Pakistan found out that attitude towards works and job satisfaction is strongly but equally related to organizational commitment, and it shows that relationship exist between job satisfaction and attitude towards work along with organizational commitment. It was found out that attitude towards work have high correlation with organization commitment. It was concluded that employees' performance is connected with job satisfaction and attitude towards work.

Jang and Jae Kim (2016) in their study conducted to find out how self-efficacy, job organizational commitment and job satisfaction are related to authentic leadership took sample of 248 employees from Korean Gyeong-gi IT companies; structural equation and regression analysis was analyzed through SPSS program. It was discussed that authentic leadership and self-awareness level showed significance positive effect on job satisfaction, there was no statistically significant effect concerning information and relational transference. It was discussed based on assumption that, there exist no direct effect of authentic leadership style on behaviors and attitude of the employees, but it was found out that job satisfaction has positive impact on commitment with the organization as well as self-efficacy.

III. CONCLUSION

The analysis of review of the findings revealed that commitment to the organizational and satisfaction**s** with job are interrelated factors and are generally affected by age and experience of teachers. However, it was found out that job satisfaction plays an important role in the commitment of teachers in their jobs, the more teachers are satisfied with their job the more committed they become in their jobs. It was found out that almost all the review on this paper discussed that job satisfaction have direct impact on commitment to the organizational and teachers satisfaction in their job determines their commitment towards the organization, it was discussed that many factors due contributes to the satisfaction of job which includes salary, promotion, condition of service, training and development program among others. The analysis of review of the findings revealed that commitment to the organizational and satisfactions with the job are interrelated factors and are generally affected by age and experience of teachers. Therefore, there is a need to conduct further research on how age and experience of teachers have influence on satisfaction with their job and commitment to the organization.

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