

Case Study

The Impact of Job Satisfaction and Organizational Factors on the Work Commitment of Employees: A Case Study of Uva Wellassa University of Sri Lanka

T.I. Manawadu¹, R.M.P.S. Rathnayake^{1*}, P.W. Jeewanthi¹, H.M.T.R. Herath¹

prabodha.rathnayaka965@gmail.com

*Department of Export Agriculture, Faculty of Animal Science and Export Agriculture,
Uva Wellassa University, Badulla, Sri Lanka*

Abstract

Committed employees are increasingly becoming a valued asset in organizations. The general objective of this study was to determine how the job satisfaction and organizational factors influence on employee work commitment in Uva Wellassa University. To attain this, the study examined the organizational factors and employee job satisfaction that influence employee commitment in University. A descriptive and statistical research design was adopted to analyze demographic characteristics of the university staff and to build a profile of the factors that influence employee commitment in university. The population of interest was the academic, non-academic and administrative staff. The study population comprised a total of 299 employees from those three sectors. The data collection instrument was a tailor-made structured questionnaire. Methods used for analyzing data included factor analysis and multiple linear regression. The results show that organizational factors have a strong influence on employee commitment. These factors include; organizational dependability, effectiveness of the organizations social processes, and the organizational climate. In addition to that employee job satisfaction also highly influence the employee commitment.

Keywords: *Employee Commitment, Factor Analysis, Job Satisfaction, Organizational Factors*

1. Introduction

For the success of any organization it is compulsory to have committed employees. For the purpose of this study employee commitment is viewed as commitment to the organization as well as employees' commitment to their occupations (Robinson, 2009). Over the last 10 years, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a

theme in their research and these have offered fresh and significant insights (Brown *et al.*, 2011). These recent advances include new approaches to the conceptualization of employee commitment. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and work as an effective team member (University of Pretoria *etd-Coetzee*, 2005). It is not appropriate to possess workers who return to figure reliably every day and do their jobs. Current employees are required to be treated like entrepreneurs and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for the development and provide job security (John and Elyse, 2010). John and Elyse (2010) further state that a committed employee is one that will remain with the organization. Through the years, various analysis and studies have been conducted to work out the accuracy of this statement. In the end many have concluded that committed employees remain with the organization for longer periods of time than those who are less committed (Scott, 2007).

Employee development strategy is a framework for the expansion of human capital in an organization. This is a combination of training and education that ensure the continual improvement and growth of both the individual and the organization. Adam Smith (1896) stated "The capacities of individuals depended on their access to education". Human resources development is the structure that allows for individual development and potentials for satisfying the organization's goals. The development of the individual will benefit the worker and the organization. The Human Resources Development framework view employees as an asset to the enterprise whose value will be enhanced by development. Its primary focus is on growth and employee's development and emphasizes developing individual potentials (Salako *et al.*, 2006). Workers in contemporary society are expressing a strong desire to pursue more than just a job; they are looking for employment opportunities that promise an extension of their interests, personalities and abilities. They wait for variety of things from their jobs besides a few fringe benefits and their loyalty to the organization depends upon the degree to which their employer satisfies their wants (Kent & Otte, 1982; Agba, Nkpoyen, & Ushie, 2010).

Commitment according to Jaw and Liu (2004) is not only a human relation concept but involves generating human energy and activating the human mind. Without commitment, the implementation of recent concepts and initiatives are going to be compromised. (John and Elyse, 2010). Commitment has also been defined as a psychological state that binds the individual to the organization (John *et al.*, 2010). This binding force can be experienced in different ways that can be accompanied by different mindsets including: an affective attachment

and involvement with the target, a felt obligation to the target, and an awareness of the costs associated with discontinuing involvement with the target (Boxall and Macky, 2009).

Organizational commitment (OC) is a work-related attitude of employees which contributes to positive organizational outcomes and to create and/or enhance competitive advantage (Opatha 2009). Building employee commitment is a more crucial issue within growing diverse working environment (Suliman and Iles, 2000), because in today's boundary-less career, employees do not stay in a single organization during his/her whole life time (Gabriel and Desa, 2014).

Employee work commitment is directly affecting the employee performance in a work place (Robinson, 2009). If there is no commitment there will be no any performance, hard to achieve organizational goals. Malik *et al.*, (2010) said that the development of the structure of a higher education institute affected by employee's demographics, his/her social surroundings and operating surroundings within which he/she renders his/her services. Mudor (2011) found that it is a matter of straightforward understanding that the extent of Job satisfaction is directly associated with the socio-economic standing of the lecturers that is any powerfully warranted to their commitment level. The Academician's commitment in the Higher Education Institutions will help to achieve academic goals (Dogan & Aydin, 2012 ; Khan, 2014;). This research is very important to Uva Wellassa University since it is regarding Uva Wellassa university staff and it will help to improve the organizational performance through the work commitment.

This is the first study that has being conducted on this matter regarding Uva Wellassa University and therefore findings of the study will be important to identify the factors and to take remedial measures to enhance the workers' commitment.

2. Materials and Methods

2.1 Research Design

The research design that was used in this study was descriptive analysis and statistical analysis.

A descriptive study is generally based on making findings concerning questions of; who, what, when, where, or how much and is very effective in giving the actual scenario in the organization. Descriptive studies are always handled with hypothesis which is clearly defined or investigating questions and they serve a number of objectives in the study (Cooper and Schindler, 2011). The researcher found that it was appropriate to use a descriptive research design and statistical research design for this study because this is concerned with finding out what

factors influence employee work commitment. Factors (job satisfaction and organizational factors) under study are the independent variables whereas the dependent variable is employees' commitment.

2.2 Study Population and Sample

The study of population refers to the total collection of elements which one would like to study or make inferences (Cooper and Schindler, 2001). This case study was based on Uva Wellassa University and the population of interest was its employees. The target population was 299 employees ranging from permanent academic staff (146), permanent administrative staff (18), and permanent non-academic staff (135). Consider all staff members in the university as required sample size for the study. The sample of 299 who selected from the university.

2.3 Sampling Method and Procedure

Uva Wellassa University is mainly consist of three categories of staffs as described earlier. The staff members participated in the research range as 44 respondents from permanent academic staff, 3 respondents from permanent administrative staff and 53 respondents from permanent non-academic staff in Uva Wellassa University. Owing to the low response rate, permanent administrative staff was ignored in the analysis part.

2.4 Survey Instrument

Cooper and Schindler (2011) state that data collection methods refer to the process of gathering data after the researcher has identified the types of information important, the investigative questions the researcher must answer, and has also identified the desired data type such as nominal, ordinal, interval or ratio for each of these questions and also ascertained the characteristics of the sample unit that is, whether a participant can articulate his or her ideas, thoughts and experiences. This study particularly focused on use of primary data which was collected from the target sample using questionnaires. This is because they had a low cost, were perceived to be more anonymous and confidential; which allowed the respondents to think carefully before giving an answer to the question asked.

The questionnaire was divided into four sections: The first part of the questionnaire was designed to analyze demographic data, employee category, faculty and department, years of service and educational level. The second part was to look at organizational factors that influence the level of employee commitment, and the third part of the questionnaire was to assess the effect of job satisfaction to employee work commitment. There were five multiple choice

options for each question which represented five levels of preferences; strongly disagree, disagree, neutral, agree and strongly agree.

2.5 Measurement of the Variables

2.5.1 Independence Variables

- I. ***Job Satisfaction*** – This variable is measured by using five-point Likert measurement scale to measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.
 - a. This variable was measured by twenty items.
- II. ***Organizational Factors*** - This variable is measured by using five-point Likert measurement. It considered three factors and this variable was measured by nine items.
 - a. Organizational dependability – to measure experiences which confirmed the important expectations are more than likely to twinkle down to other employees in the organization and hence will bring out the levels of commitment among the employees (Buchanan, 2009).
 - b. Effectiveness of the organization's social processes – to measure how well the organization works depends on how these people interact and work together generally along either hierarchical or process lines (McDonald, 2011).
 - c. Organizational climate – to measure individual perceptions or feelings about an organization.

2.5.2 Dependent Variable

Employee commitment

This variable is measured by using five-point Likert measurement. The instrument contained eight items for affective commitment, continuous commitment and normative commitment.

2.6 Response Scale

In this study five-point Likert measurement scale was used measure job satisfaction, organizational factors and employee commitment.

2.7 Validity and Reliability of the Instrument

A reliability analysis by using Cronbach's alpha was conducted to fulfill the purposes. The result of Reliability Statistics is summarized in Table 1.

Table 1: Reliability Statistics (Cronbach's Alpha) for each variable

Factor	Cronbach's alpha	Number of Items
Organizational Factors	0.808	09
Job Satisfaction	0.929	20
Affective Commitment	0.629	08
Continous Commitment	0.678	08
Normative Commitment	0.618	08

2.8 Data Collection Procedures

A tailor-made self-administered structured questionnaire was developed by the researcher, for the purpose of collecting data for this study. The data collection instrument (Structured questionnaire) was pilot tested with 05 respondents representing the various employee categories in Uva Wellassa University. The problems that were encountered during pilot testing of data collection instrument were addressed by making necessary adjustments to the questionnaire before administering it to the whole population. After revision of the information assortment instrument, the total population was subjected to the info assortment instrument. A number of methods were used to improve returns like response rate such as drop and pick later method. To ensure cooperation and a high response rate, a cover letter was provided, which stated the purpose of the study and of what importance it would be to the respondents. Generally, staff members responded within 2-3 weeks and researcher collected questionnaires personally from staff member.

2.9 Data Analysis

Minitab 16.1 was used to analyze data using descriptive statistics. Principle Component Analysis (PCA) (factor analysis) was used to make individual Y variable. Multiple linear regression was used to analyze the significance of the relationship between employee work commitment and organizational factors and job satisfaction. Data was also analyzed using scales such as ordinal or nominal. This analyzed data was then presented as figures and tables.

3. Results and Discussion

3.1 Results

The main objective of this study was to determine the how job satisfaction and Organizational factors influence on employee work commitments in Uva Wellassa University. The specific objectives of this study was to analyze demographic characteristics of university staff in Uva Wellassa University and to provide suggestions to improve the organizational performance through the work commitment of the university staff.

3.1.1 Demographic Analysis

According to the gender, the result showed that 62.0% of the respondents were female and 38.0% of the respondents were male. Female respondents were higher than male respondents by 24.0%.

According to the age distribution of the respondents, out of 100 people, the finding showed that 14.0% of the respondents were below the 25 years of age, 47.0% were between 25-34 years, 32.0% were between 35-44 years, 6.0% were between 45-54 years and 1.0% were above 55 years of age. Most of the respondents were in between 25-34 years of age.

With respect to the educational level of the respondents, the findings showed that 18.0% of the respondents were undergraduates, 22.0% were graduates, 29.0% were post graduates and 31.0% had professional qualifications. Most of the respondents were post graduates.

As depicted by the marital status of the respondents, the findings showed that 61.0% of respondents were married and 39.0% respondents were single. Married respondents were higher than single respondents by 22.0%.

When consider the years of service of the respondents, the results showed that 52.0% of the employees had served between 0-4 years, 16.0% had served between 5-9 years, 21.0% had served between 10-14 years, 7.0% had served between 15-19 years and 4.0% had served more than 20 years. Most of the respondents had 0-4 years of service.

3.1.2 Regression Analysis

Multiple Linear Regression (MLR) model was proposed to explain the variation of employee commitment in the term of job satisfaction and organizational factors among academic and non-academic staff. Equation 1 proposed multiple linear regression models are as follows:

$$Y = b_0 + b_1 (X_1) + b_2 (X_2) + e \tag{1}$$

Where:

Y = Employee work commitment

b₀ = Constant (intercept)

b₁₋₁₀ = Estimates (regression coefficients)

X₁ = Job satisfaction

X₂ = Organizational factors

E = Error

Table 2: Estimates of coefficients for the mode (Academic Staff)

Predictor	Coef (β)	SE Coef	T	P
Constant	-17.185	4.892	-3.51	0.001
Job Satisfaction	0.3627**	0.136	2.67	0.011
Organizational Factors	0.7506**	0.281	2.67	0.011

Notes: *Significance at 10%, **Significance at 5%, ***Significance at 1% R-Sq = 54.9% R-Sq(adj) = 52.7%

To test to what extent the research data support the MLR model, the regression method was used. Based on the method used, two predictor variables were found to be significant in 0.05 significant level in explaining employee work commitment in Academic Staff. The two predictor variables were job satisfaction (t = 2.67, p = 0.011) and organizational factors (t = 2.67, p = 0.011).

The Regression equation is

$$Y = -17.2 + 0.363X_1 - 0.751X_2 \tag{2}$$

Table 3: Estimates of coefficients for the mode (Non-academic Staff)

Predictor	Coef (β)	SE Coef	T	P
Constant	-11.358	2.948	-3.85	0.000
Job Satisfaction	0.144**	0.061	2.34	0.023
Organizational Factors	0.354**	0.158	2.34	0.029

Notes: *Significance at 10%, **Significance at 5%, ***Significance at 1% R-Sq = 35.4% R-Sq(adj) = 32.8%

The same method was applied to Non-academic staff and two predictor variables were found to be significant in 0.05 significant level in explaining employee work commitment in Non-academic Staff. The two predictor variables were job satisfaction (t = 2.34, p = 0.023) and organizational factors (t = 2.34, p = 0.029).

The Regression equation is

$$Y = -11.358 + 0.1440X_1 - 0.354X_2 \tag{3}$$

3.2 Discussion

3.2.1 Organizational Factors that Influence for Employee Work Commitment in Uva Wellassa University

The statistical data denotes that the organizational factors has larger influence over the employee commitment by showing that majority of the nonacademic and academic staff agree with the questions. According to the argument made by Bhavn and Swati (2012), employees’ feelings about their company are very high if company highly value their inputs and as result they are highly committed to the organization and try to maintain their loyalty to the company. Generally the employees who do not have sufficient ability to cope with the new tasks assigned by the institute respond negatively for the organizational demand. This causes to have lower level of commitment towards the organization. Findings of the factor analysis demonstrate that majority of the respondents highly agree with the factor of reliability of the organization. It is shown that 85% from the sample population of academic staff has agreed and apparently it influences the variable positively and strongly. 72% of the non-academic staff sample also has agreed with the statement. This is in line with the identification of Hausknecht *et al.*, (2012). There is a huge impact from organizational values towards the employee’s commitments to the company. If the company is not a highly reliable one or

performance of the company is below the expectations of top management and middle level management, it directly influences the commitment of employees. As a result more employees start to find alternative job solutions if they feel that they can't succeed in the current workplace. This minimizes the companies' ability to survive in the market place.

The next large positive loading on the factor 01 of academic staff can be seen in the factor of university influences. The rate in the academic staff is above average and it illustrates that many of the sample is agreed with the statement. This describes that influence from university has directly an impact on the commitment level of the academic staff.

When consider about the non-academic staff there is a less impact as 43% on the employee commitment by the university.

Respondents from the academic staff strongly agreed that the self-managing team is one of the encouraging formations. This is also concluded by the Yahui and Hung (2010), by referring that the smooth team work is one of the critical condition that support to maintain a pleasant working environment. Statistical result demonstrates that there is large positive loading that factor from both academic and nonacademic staff responses. Therefore, it is one of the most important factors that affect the employee commitment towards the organization.

Findings of the factor analysis shows that the organizational management style as well as encouragement of employee retention has positive consequences over the employee retention. Because respondents in both academic and nonacademic staff strongly agreed with the statements that come under this factor. This is further proved by the Iqbal (2010), and made argument that the committed leadership is a very critical requirement for the business success and it supports to improve the employee commitment regarding the company and maintain high retention rate.

3.2.2 Job Satisfaction that Influence for Employee Work Commitment in Uva Wellassa University

Findings of the study status that the job satisfaction of employees has an effect of employee commitment since majority of the respondents in both academic and nonacademic staff have highly agreed with the statements inquired under the variable of job satisfaction. This is further supported by the Ellickson and Logsdon (2002), by explaining that the job satisfaction is highly associate with the emotional responses and it affects to the degree of employee's work.

According to the results regarding the job satisfaction of academic staff, the given right to put forward of employee opinion has the highest impact. It is 87% and the close output also can be seen in the result in job satisfaction of nonacademic staff. The percentage is 76%.

In addition to that factors like, role model play by the company leaders, the existing performance appraisal policy of the university, fulfilling their responsibilities give employees a feeling of satisfaction & personal achievement, work relationships with the people around them show the highest percentages and those factors has strong influence over the academic employee satisfaction and finally has an impact for the employee commitment towards the University.

The behaviors of those factors in non-academic staff are different and they are highly satisfied about the university by participating in different activities organized by the university. The percentage by factor analysis is 83%. In addition to this, the working environment of the university, the present performance appraisal policy of the university, the role playing by the leaders within the company, relationship with other employees around them had very strong influence over the job satisfaction of non-academic staff.

3.2.3 Employee Commitment

I. Affective commitment

Result of the data analysis demonstrates that employee preference to discuss about university with the people who are outside it, has a great deal of personnel meaning for employees. It gives a strong sense of belongings to their university and creates a strong influence towards the affective commitment of the academic staff.

However, the nature of the non-academic staff response is very different than that and on the fact of presence of a strong sense of belongings to the university has a negative influence. But there is a larger positive loading on the statements of very happy to spend the rest of the career with this university and enjoy discussing about the university with people outside it. This output is further proved by Allen & Meyer, (1990) and stated that higher is that the affective commitment, parallel to that the input on the part of the staff conjointly goes high.

II. Continuous commitment

According to the Riaz *et al.*, (2010), the continuous commitment causes embarrassment for the associate degree worker to urge settled, professionally and socially within the new operating format. According to the result of academic staff,

the highest positive loading can be seen in the statement of “Too much in my life would be disrupted if I decided I wanted to leave my university now”. This means the continuous commitment influences the job security as well. In addition to that scarcity of alternative availability is another statement of continuous commitment which respondents in academic staff are highly agreed. When concern about the continuous commitment of non-academic staff, the highest percentage was claimed by the statement of “I am not afraid of what might happen if I quit my job without having another one lined up” and “One of the few serious consequences of leaving this university would be the scarcity of available alternatives”. This concludes that continuous commitment has a greater impact on the job commitment and it is one of the important parts of job commitment.

III. Normative Commitment

Under normative commitment there are only two factors which academic respondents are highly concerned about. Those are loyalty and belief that loyalty is important and therefore feel a sense of moral obligation to remain. Moreover, they are taught to believe in the value of remaining loyal to one's organization. According to the results of non-academic staff they are not feeling to leave the University if they have alternative solution in elsewhere. Not only has that nonacademic staff believed that things were better in the days when people stayed with one organization for most of their careers.

4. Conclusion

4.1 Organizational Factors that Influence Employee Commitment

The main data analysis part considered about the factors that influence over the employee commitment. When analyzing the collected data and from the related output it can be identified that the organizational factors have very strong influence over the commitment exhibited by the employees regarding the University. Main organizational factors discussed under the study is organizational dependability, organizational climate and the social process execute by the organization. This discussion reveal that r-theses three factors has high level of influence and making them strong organization factors that influence employee commitment.

4.2 Employee Job Satisfaction that Influence Employee Commitment

The second part of the questionnaire raised statements that can be used to identify the job satisfaction of employees and its influence over the employee commitment towards the University. Under this factor author asked questions related to the work environment, nature of job, salary and other benefits, job security, job satisfaction and the support from upper level staff etc. Conclusion can be made towards this particular research question by stating that it was discovered that job satisfaction factors had a very strong influence on the level of employee commitment. Among that factor nature of job responsibilities, performance

appraisal, leadership role, working environment have high influence for the employee commitment.

4.3 Recommendations

Followings are the most suitable solutions that can be used to improve the employee work commitments towards their organization.

The first suggestion is provide facilities to improve employee job satisfaction especially through given right to put forward employee's opinions. In most of the organizations every employees cannot provide their opinions regarding the company and only top management staff involving for the decision making process. As result the middle level and lower level staff demotivate about their job and they feel that they are not much important for the organization. This is support to enhance their job satisfaction and ultimately in increase the commitment of employees' towards the University.

The second suggestion is maintaining a good performance appraisal system within the University. Because performance appraisal system is the most important method that support to identify the performance and target achievement of the staff and it is the measurement tool of success or failure of the employees. If University does not having a good performance appraisal system it cannot identify the performance of good employees and reward them Therefore, the structured performance appraisal method is very important. In here the 360 degree appraisal method is very suitable for the University.

The next suggestion is to maintain more reliable working environment within the company. The reliable working environment increase the employee trustworthy and ultimately it support to increase the employee commitment towards the company.

The promotion of team work is another suitable solution for the university to increase the commitment. University can encourage team work by organizing inbound and outbound trainings, color nights, trips and other different occasions.

The next most important strategy is promoting flexible working environment with in the university. This supports the employees to work according to their preference. This is enhancing their work commitment.

Organize various activities in the university and allow staff members to participate is another strategy that can implement to increase the employee satisfaction and commitment towards the organization.

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