

Job Satisfaction and Organizational Commitment of Professional Married Women

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Abstract: *An empirical study aimed at identifying and quantifying the association between job satisfaction and organizational commitment of officer and non-officer level professional married women working in commercial banks within Kathmandu valley. A total of 120 professional married women, 73 officer level and 47 non-officer level professional married women from banks were included. The study followed descriptive and analytical research design. The reliability analysis, Pearson correlation and regression analyses were carried on to test the proposed hypotheses. The Cronbach's alpha also showed reliability of the given variables under the study. Results showed more significant associations between job satisfaction and organizational commitment exist in non-official level than overall levels (officer and non officer level) and officer level professional married women respectively. Thus, job satisfaction influenced significantly to organizational commitment in non-officer level, overall levels and officer levels professional married women. Thus, more attention should be given to the professional married women in the officer level job position for improvement job satisfaction and commitment from individual and organizational level.*

Keywords: Job Satisfaction, Organizational Commitment, officer/ non-officer level job position, and Professional married women

I. INTRODUCTION

Organization is a continuously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals (Robbins, 2001). The organization need to create satisfied work force to operate the well being of the organization because satisfied employees extend more effort to job performance. Human resource management practices enhance employees' skill,

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knowledge, capabilities, potentialities and quality of work life and develop the feeling of greater job satisfaction and contribute positively to performance efficiency, organizational citizenship, commitment etc. According to Adhikari (2009), the properly managed and treated employees helps to increase productivity through full commitment and capacity and enable the firm to compete in local and global markets.

The presence or absence of numerous attributes, originating internally from within the employing organization, influences an individual worker's attitudes concerning his/her job and his/her commitment to his/her organization (Herzberg, .1966; Steers, 1977). Job satisfaction is associated with the affective response to the immediate work environment, while organizational commitment is more stable and enduring (Norris and Niebuhr, 1983). Similarly, job satisfaction motivates them to perform the job with great effort and commitment is essential necessary for the success of the organization.

The followings are the objectives of the study:

- To examine the relationship of job satisfaction and organizational commitment of overall levels job position professionals married women
- To examine the relationship of job satisfaction and organizational commitment of officer levels job position professionals married women
- To examine the relationship of job satisfaction and organizational commitment of non-officer levels job position professionals married women

II. LITERATURE REVIEW

Job satisfaction

Job satisfaction means that the person generally likes and values his or her job and has a positive attitude towards it that makes him to strive to achieve organizational goals and have a strong desire to maintain membership in the organization (Robbins, 2005 Farhadian 1997). Job satisfaction is most important attitude in the field of the organization behavior (Padney & Khare, 2012). It is commonly defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Schneider and Snyder, 1975; Locke, 1976). It is referred by the employee's general attitude towards his job and describes how content an individual is with his or her job. Adhikari, (2009) stated that a satisfied worker tends to be less absent from his or her job, contribute for the benefit of the company and would like to stay in the organization. Udo, Guimaraes, & Igbaria (1997) argued that how satisfied employees feel about their jobs affects their loyalty towards their organizations. Personal factors (gender, age, race, education and time at work), work reward (salary, promotion and financial rewards), work conditions (autonomy, workload, role conflict, comfort and number of clients) and work relations (supervisors and colleagues) may affect for employee's concept towards job satisfactions. Bharati Deshpande, (2012) found that financial benefits, employee relations, work environment and role clarity are the factors that are used to measure job satisfaction of employees at work.

Organizational commitment

Organizational commitment is one of the most important factors that affect organizational growth and productivity as well as a defining factor in shaping human resource management (Padala, 2011, Ahuja, 2006). It is feelings of an employee about their job, organizational identification and the degree to which an employee experiences a 'sense of oneness' with their organization. Mowday, Porter, and Steers (1982) defined it as the relative strength of an individual's identification with and involvement in a particular organization. According to them, the committed individuals believe in and accept organizational goals and values, and are willing to remain within their organizations, and willing to provide considerable effort on their behalf (Mowday, Porter & Steers 1979). Hence, organizational commitment acts as a "psychological bond" to an organization that influences individuals act in ways that are consistent with the organization's interests (Porter, Mowday, Steers, & Boulian, 1974). It has been also conceptualized in three different ways namely affective component, continuance component, and normative component. Allen and Meyer (1990), define affective component of organizational commitment as employees' emotional attachment to, identification with, and involvement in the organization. The continuance commitment refers to commitment based on the costs that employees associate with leaving an organization. The normative commitment refers to employees' feelings of obligation to remain with the organization. Sheldon (1971) defines organizational commitment as an attitude or an orientation towards the organization, which links or attracts the identity of the person to the organization.

A number of studies found that job satisfaction positively correlates with organizational commitment (Mathieu and Zajac, 1990; Martin and Bennett, 1996; Meyer, Stanley, Herscovitch & Topolnytsky, 2002; Falkenburg and Schyns, 2007; Morrow, 2011). Al-Ajmi (2006) found no significant relationship of genders with job satisfaction and organizational commitment thus both men and women have the same level of job satisfaction and organizational commitment. Suki & Suki (2011) also concluded that both male and female employees have the same level of job satisfaction and organizational commitment. But, Weaver (1977) concluded in the study that gender and job satisfaction is unrelated when the effects of other variables are controlled. Iqbal & Akhtar (2012) results also showed that female teachers were more satisfied and committed with work and supervision aspects of job as compared with male teachers.

Mowday, Porter, & Steers (1982) pointed out that job satisfaction could be an antecedent variable for organizational commitment. Several studies have demonstrated that there is a strong connection between organizational commitment, job satisfaction and fluctuation (Porter et al., 1974) as well as that people who are more committed to an organization are less likely to leave their job. Warsi, Fatima, and Sahibzada (2009) found the employees highly satisfied with their work, co-workers, pay, and supervision and derive high level of overall job satisfaction with their jobs they are more likely to be committed to the organization than if they are not satisfied. Thus, the organizational commitment can be thought of as an extension of job satisfaction, as it deals with the positive but toward the organization.

Dalkrani & Dimitriadis (2018) studied the relationship between the factors of job satisfaction and organizational commitment on private employees and found the social aspects of job, job characteristics and work environment factors positively strongly affecting organizational commitment but the promotion and rewards factors showed no not significant effect on commitment,

Slattery & Selvarajan (2005) examined the associations between job satisfaction, organizational commitment, and turnover intention among temporary employees. They found positive associations between job satisfaction and organizational commitment. Okpara (2004) explained that there is positive relationship between job satisfaction and organizational commitment and stated that if employees were satisfied with their work, coworkers, and supervision in the industry then they would be highly satisfied. Some past researches support the hypothesis that job satisfaction predicts organizational commitment (Stevens, Beyer & Trice, 1978; Angle and Perry, 1983; Williams and Hazer, 1986; Tsai and Huang, 2008; Valaei, & Rezaei 2016). Watanabe (2010) revealed that women and minority faculty had lower organizational commitment as compared to men and whites respectively and the results also indicated that job satisfaction did not significantly vary by gender or race.

III. RESEARCH METHODOLOGY

The objective of the study is to explore job satisfaction and organizational commitment of professional workingwomen of commercial banks. The study follows scientific research methodology and is based on quantitative data and statistical analysis, and the primary data were collected through questionnaire survey during 2017. The research was conducted with a convenience sample. The SPSS tools and EXCEL programmed is used to process the data. It followed descriptive, analytical and comparative research design. The Cronbach's alpha is used to test the reliability of the data. The study has also adopted correlation and regression to establish the directions, magnitudes and forms of the observed relationship between variables job satisfaction and organizational commitment. The study considered banking sector of "A" class 28 commercial banks in Kathmandu valley as its population. Among them, 12 banks were taken as sample size. Total 150 questionnaires were distributed to full time professional married women of sample organizations and collected 120 responses, in which 73 respondents were in officer level job position and rest 47 in non-officer level job position. Thus, the study only limits to married women working in officer and non-officer level job positions in the commercial banks. Thus, the entire study approach thus followed the descriptive, analytical and comparative research design.

The job satisfaction (JS) and organizational commitment (OC) variables used in the study. The JS as independent variable deals on positive attitude towards job, proper working conditions, emotional attachment, satisfaction and intention to involve in job for long run to support on commitment. Similarly, the OC as dependent variable deals on filling sense of belongingness, contribute for organizational success, changes and its difficulties to long run as part of organization and best workplace.

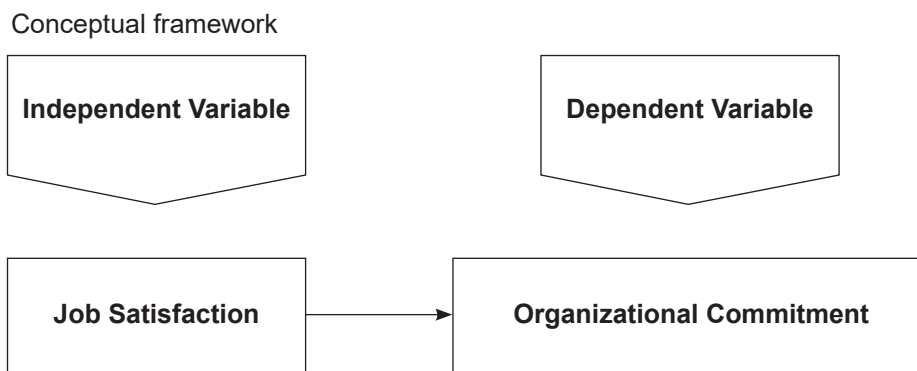


Figure 1. Conceptual framework of job satisfaction and organizational commitment of professional married women

The present study concerns on the association of job satisfaction and organizational commitment of professional married women. The, the hypotheses are:

- Hypothesis 1: Job satisfaction positively associates with organizational commitment of overall levels job position professionals married women
- Hypothesis 2: Job satisfaction positively associates with organizational commitment of officer levels job position professionals married women
- Hypothesis 3: Job satisfaction positively associates with organizational commitment of non-officer levels job position professionals married women

IV. RESULTS

Descriptive Analysis: The *table 1* explains on profile of 120 professional married women working in job positions as officer level and non-officer level in the banks, in which 73 officer level and 47 non-officer level respondents were included.

Table 1
Profile of professional married women

Variables	N	%	Variables	N	%
Level of Job Positions			Age status of Children	N	N
Officer Level	73		No child	26	21.7
Non-Officer Level	47		Below 5 years	46	38.3
Total	120		5-10 years	22	18.3
Age of Respondents			Above 10 years	18	15.0
Below 30 years	42	35.0	Below 5 and 5-10 years	6	5.0
30-40 years	71	59.2	5-10 and Above 10 years	2	1.7
40-50 years	5	4.2	Total	120	100.0
Above 50 years	2	1.7			
Total	120	100.0			

These estimates are based on 120 responses.

Source. survey 2017

Among 71 respondents, 42 respondents, 5 respondents and 2 respondents lies between age 30-40 years, below 30 years, 40-50 and above 50 years respectively. The

113 respondents of age below 30 years and 30 to 40 years and only 7 respondents of age 40 to above 50 years and 50 years are found in the banks. The age status of children show that only 94 respondents have children, in which below 5 years children is found in 46 respondents. Similarly, 22 and 18 respondents have children of 5 to 10 years and above 10 years respectively. The rest 6 and 2 respondents have more than one child under the age group below 5 and 5-10 years, and 5-10 and above 10 years respectively. Thus, the more respondents (Respondents: 46, 22 and 18) have the children of age group below 5 years, 5-10 years and above 10 years respectively under the study.

Reliability Analysis: Table 2 reveals Cronbach’s alpha coefficient values, which shows the consistency in measuring reliability of independent variable job satisfaction (JS) and dependent variable organizational commitment (OC) under the study. The highest alpha coefficient is found in OC (coefficient: 0.820) than JS (coefficient: 0.787) in the overall levels job positions.

Table 2
Reliability analysis

SN	Variables	Levels of Job Positions (Cronbach’s Alpha)		
		Officer Level	Non- Officer Level	Overall Levels
1	JS (IDV)	0.757	0.821	0.787
2	OC (DV)	0.807	0.846	0.820

As the comparison is made between the levels of job positions, the highest consistency is found in OC (coefficient: 0.846) in non-officer level job position and less consistency is found in the JS (coefficient: 0.757) in officer level job position. Results show the consistency of the variables job satisfaction and organizational commitment under the study.

Descriptive Analysis: The mean value explored the result of average condition of the respondents. The standard deviation defines the deviation from the average condition of respondents. *Table 3* reports the weighted mean value and standard deviation of JS and OC on the responses of respondents in the officer level, non-officer level and overall levels of job positions.

Table 3
Descriptive analysis

SN	Variables	Levels of Job Positions (MEAN)			Ranks	Level of Job Positions (SD)		
		Officer Level	Non-Officer Level	Overall Levels		Officer Level	Non Level	Officer Overall Levels
1	JS (IDV)	4.07	4.15	4.10	1	0.536	0.659	0.586
2	OC (DV)	3.96	4.11	4.02	2	0.696	0.477	0.622

JS deals with positive attitude towards job, proper working conditions, emotional attachment, satisfaction and intention to involve in job for long run. The mean values

are ranked from highest to lowest in JS (Mean: 4.15, 4.10 and 4.07) respectively in non-officer level, overall level and officer level job positions. But lowest to highest deviation found in JS (SD: 0.536, 0.586 and 0.659) in officer level overall level and non-officer level job positions. Thus, highest mean and lowest SD found in non-officer level job position professional married women. Organizational commitment (OC) deals with filling sense of belongingness, contribute for organizational success, changes and its difficulties to long run as best workplace. The highest to lowest mean value ranked in the OC (Mean: 4.11, 4.02 and 3.96) respectively in non-officer level, overall level and officer level job positions. But lowest to highest deviation found in OC (SD: 0.477, 0.622 and 0.696) in non-officer level, overall level and officer level job positions. As comparison is made between officer and non-officer level job positions, the highest mean value is found in JS (Mean: 4.15) in non-officer level than officer level (Mean: 4.07) with the respective deviation (SD: 0.659 and 0.536). The deviation indicates responses were closed in the officer level level than non-officer level job position. Similarly, The highest mean value is found in OC (Mean: 4.11) in non-officer level than officer level (Mean: 3.96) with their respective deviation (SD: 0.477 and 0.696). Similarly, with comparison between two variables JS and OC, highest mean value is found in JS (Mean: 4.15) in the non-officer level job position and lowest mean value in OC (Mean: 3.96) in the officer level job position. But the highest and lowest deviations (SD: 0.696 and (SD: 0.477) are respectively found in OC respectively in the officer and non-officer level job positions. Results indicate the mean value and SD of overall level job positions were not lies between highest and lowest priority under the overall study.

Relationship Analysis: *Table 4* represents the relation of JS with OC in the officer level, non-officer level and overall levels job positions.

Table 4
Pearson correlation coefficient between js and oc

SN	Variables	JS (IDV) Levels of Job Positions		
		Officer Level	Non-Officer Level	Overall Levels
1	OC (DV)	0.590	0.740**	0.650**

(*) Significance at 5% level and (**) significance at 1% level (2-tailed).

The statistically significant positive associations between independent variable JS and dependent variable OC (coefficient 0.650) are found in the overall levels job positions of professional married women at 1% level. As the comparison is made between the levels job of positions, the significant positive association found in the non-officer level job position (coefficient: 0.740) at 1% level and positive association in the officer level job position (coefficient: 0.590). In comparisons with all the levels of job positions, the highest significant is found in the non-official level job position (coefficient: 0.740) and lowest in officer level job position (coefficient: 0.590). But the significant impact of job satisfaction on organizational commitment exists in all the levels of job positions under the study. All the study has proved the hypotheses. The results agreed with Srivastava (2013) reported that the Job satisfaction was positively related to organizational commitment.

The past research by Schwepker (2001) also found job satisfaction positively correlates with organizational commitment.

Effect of JS on OC: The regression analysis used to observe effect of independent variable JS on dependent variable OC in officer, non-officer and overall level of job positions of professional married women in the banks and to test the proposed hypotheses. The developed models are:

- Model 1: OC = f (JS) Officer Level
- Model 2: OC = f (JS) Non-officer level
- Model 3: OC = f (JS) Overall Levels

where,

JS = Job Satisfaction (Independent variable)

OC = Organizational Commitment (Dependent variable)

The table 4 explores three models and the F-statistic and p-value of all the models show the model as goodness of fit. It explains 54.7% of the total variance of the dependent variable OC is explained by independent variable JS in the non-officer level job positions, which is higher than in overall level job position (R²: 42.2%) and officer level job position (R²: 34.8%) respectively in the banks.

Table 5
Impact of job satisfaction on organizational commitment

Models	Independent Variable	Coefficient with t- value	Std. Error	Probability	R2	F-stat	Sig.
1: OC=f (JS) Officer Level	Constant	1.069* (t=2.503)	0.427	0.015	34.8%	37.885	0.000
	JS	0.590* (t=6.155)	0.111	0.000			
2: OC=f (JS) Non-officer Level	Constant	1.134* (t=3.239)	0.350	0.002	54.7%	54.419	0.000
	JS	0.740* (t=7.377)	0.091	0.000			
3: OC=f (JS) Overall Levels	Constant	1.101* (t=3.921)	0.281	0.000	42.2%	86.171	0.000
	JS	0.650* (t=9.283)	0.073	0.000			

Parentheses (*), (**) and (***) represent significant level of coefficients at 1, 5 and 10 percent (2-tailed)

JS significantly positively associated with OC at one percent level in overall levels job position (Coefficient: 0.650) and results consistent with the study hypothesis. As comparison is made between the levels of job positions, it shows the strong significant positive association of JS with OC in non-officer level job position (Coefficient: 0.740) than in officer level job position (Coefficient: 0.590) in the banks but both the results

support strongly to the study. Similarly, it reveals the strong to least significant association of JS with OC (Coefficient: 0.74, 0.650 and 0.590) respectively in the non-officer level, overall level and officer level job positions in the banks. Thus the table has explained the professional married women's significant association between job satisfaction and organizational commitment in the banks. The study has proved the hypotheses. The results agreed with Saberinia & Zadeh (2019), who reported the significant positive relationship of employees between job satisfaction and organizational commitment. According to them, the higher job satisfaction leads to a greater commitment of individuals to the organization. Yang and Chang, (2008) also showed the similar significant relation between job satisfaction and commitment in nursing staffs. The study results found strong evidence from the study of additional past researchers (Koslowsky, Caspy & Lazar, 1991, Knoop, 1995; Shore & Martin, 1989).

V. CONCLUSION AND IMPLICATIONS

The current study explored the job satisfaction and organizational commitment of professional married women in commercial banks within Kathmandu valley working in officer level and non-officer level job positions. The study observed strong significant positive association of job satisfaction and organizational commitment in the banks. The results also revealed more strong significant impact of job satisfaction on commitment in non-officer level job position than official level job position. Researchers consider the differences in the results in association between these two variables due to different cultural, social, economic, workplace conditions, the number of people surveyed, and the use of different means of measurement. Mathur & Salunke (2013) also found more committed professionals than sports staff in their work due to the seniority in the organization. But in the most of the studies the significant results found between the association of job satisfaction and organizational commitment.

Since in the current study in the banks, the married women professionals were satisfied with their job due to different causes as positive attitude towards job, proper working conditions, emotional attachment, satisfaction and intention to involve in job for long run. They were committed and had filling sense of belongingness, ready to contribute for organizational success, changes and its difficulties to long run as be a part of the organization to make best workplace. Such satisfied and committed personnel help to contribute to increase organizational productivity. According to the results of the study the married women in the officer level job position should it consider for their more significant relations.

Each and every organization should consider for necessary improvement in job satisfaction and organizational commitment to develop the sense of creativity and innovation among employees. Thus, human recourse management should take positive steps for improvement in the level of job satisfaction and organizational commitment to develop efficiency and effectiveness, the sense of creativity and innovation among employees by providing an opportunity at the organization to achieve the organizational goals.

Finally, increasing trend of involvement of married women in all types of professions, the supportive working environment and convenience services should be created for their job satisfaction and commitment and their organization or employers also must have to consider all of the possible factors that may contribute to increasing their job satisfaction and commitment.

The current study explored job satisfaction on organizational commitment of professional married women in commercial banks within Kathmandu valley. The two variables job satisfaction and organizational commitment is under taken for observation on officer level and non-officer level job positions of married women in the banks. The study observed that the married women have strong significant positive impact of job satisfaction on organizational commitment in the banks. But the results of the study also revealed more strong significant impact of job satisfaction on commitment in non-officer level job position than official level job position. Researchers consider the differences in the results in association between these two variables due to different cultural, social, economic, workplace conditions, the number of people surveyed, and the use of different means of measurement. Mathur & Salunke (2013) also found more committed professionals than sports staff in their work due to the seniority in the organization. But in the most of the studies the significant results found between the association of job satisfaction and organizational commitment.

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Conflict of Interest

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