



Relationship among job satisfaction, attitude towards work and organizational commitment

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Abstract

This study examines the relationship of job satisfaction (JS) and attitude towards work (ATW) with organization commitment (OC) of Islamic bank of Pakistan. The Impact of JS and ATW OC is measured. It is hypothesized that JS and ATW are equally and strongly related to OC. The finding shows that there is a relationship between JS and ATW with OC. It is concluded that ATW is higher correlation with OC than the JS. It is also concluded that overall model is significant. The finding of the descriptive statistics shows that employees are just satisfied with their job and attitude towards is also above the moderate level and OC is little bit lacking in large Islamic bank of Pakistan. The researchers can conclude that performance of the employee is very much related with JS and ATW.

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Introduction

The employees of an organization are important internal part of management process. A well-managed organization sees its employees as main source of its growth and productivity. Such organizations focus their human resources rather than financial investments as the success depends on achievement of organizational goals. Motivation is required at many levels to keep the employees satisfied and committed (Adeyinka, 2007). Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Bono, 2000). In recent decades it is most widely researched topic. While the employee's commitment is defined as: an individual's perception that they are bound to a given target (Patrick, 2007). According to Curri van (1999) organizational commitment has three components (a) acceptance of organizational goals and values, (b) extra effort on behalf of the organization, and (c) desire to remain with the employer. So this research tries to point out how an organization can get fruitful results by providing these benefits to their employees.

Job satisfaction is of great importance in public as well as private organizations. Job satisfaction describes how well an individual is happy with his/her job. If a person has positive feelings towards his/her job it means he has higher level of satisfaction towards his job where as negative feelings are indicator of dissatisfaction towards job. When an individual has a positive attitude towards work he/she will be fully committed with and organization and it will have a positive influence on his/her performance, so obviously it will lead towards job satisfaction. As positive attitude enhances performance of an employee so when an individual performs well it will have a strong influence on firm's profitability. Organizational commitment is when an employee accepts the rules and regulations of an organization and wants to remain with it. Organizational commitment is the outcome of job satisfaction. Organizational commitment is the willingness of the

worker to remain within an organization; it is a psychological state that binds an individual with a particular organization.

Researchers have claimed that in the 21st century, the banking sector will play a critical role in the economic wellbeing not only of the country but the world (Ahmad, Sharif and Kausar, 2012). Banking sector is one of the most sensitive businesses all over the world and plays a significant role in a contemporary world of money and economy of any country (Khan, 2004; Bollard, Hunt & Hodgetts, 2011) and Pakistan is no exemption. All the above lead us to conclude that the banking sector, therefore, plays a vital role in the developmental activities in terms of offering financial resources to the public and private sector for achieving the developmental goals (Ahmad, et al, 2013). The objective of the paper is to determine the relationship between job satisfaction and attitude towards work with organization commitment in the large Islamic Bank in Khyber Pakhtunkhwa province at Pakistan.

Significance of study

Banking sector is one of the major and important pillars in developing countries like Pakistan.

Previous studies examined the relationship between job satisfaction and organizational performance. Little research exists to inspect the relationship between job satisfaction, attitude towards work and organizational commitment due to fact that early studies sailed to reveal a significant organizational commitment and job satisfaction. This study has attempted to share the importance of job satisfaction, attitude towards work and organizational commitment especially in the fast growing sector (banking) of Pakistan. This study is focused and tries to realize the importance of organizational commitment through the relationship between job satisfaction and attitude towards work in the banking sector of Pakistan.



Literature review

Job satisfaction

There are many definitions of job satisfaction in the literature. In one, job satisfaction is simply defined as employees’ feelings about different dimensions of their job; it is the degree of their pleasure in their job (Spector, 1997). Job satisfaction is a global concept and can be measured under various characteristics. One of the most typical considers five factors of job satisfaction: pay, promotions, co-workers, supervision and the work itself. These factors have been classified as internal and external. Here among internal factors comes co-workers, supervision and the work, while rests two i.e. pay and promotion are external factors (Smith, 1969). Luthans defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It is a result of employee’s perception of how well their job provides those things that are viewed as important. Mowday, Steers and Porter (1979) defined job satisfaction as the relative strength of an individual’s identification with and involvement in a particular organization. Mixed relations result in findings of research on relation of job satisfaction and organizational commitment. Many studies used many factors of job satisfaction to predict organizational commitment, while several other studies found no significant relationship between these two. Age and job tenure were found to be most influential variables as the older workers were found more committed to their organizations. This may be because the longer an employee stays in an organization, the more he understands the organization and find himself attached to it. Job satisfaction found to be significant predictor of organizational commitment. (Azeem, 2010). Job satisfaction plays role not only in the performance of employees but also in the achievement of organizational goals. When an employee is satisfied with his job, he will be committed to the organization. Researchers have found that there is positive relation between job satisfaction and organizational commitment. A satisfied employee will stay in the organization and will increase productivity. Job satisfaction reduces absenteeism, increases quality of work and higher retention period.

Organization commitment

Organizational commitment could be defined as employees’ strong belief in and acceptance of an organization’s goals and values, effort on behalf of the organization to reach these goals and objectives and strong desire to maintain membership in the organization (Hunt and Morgan, 1994). Commitment is how employees feel about a given target and how they respond to it. It will be influenced by the intentions and behaviors of the employees. It also requires willingness and integrity over time to achieve the target. One thing should be considered here that employees might have multiple commitments some of them might relate to outside of workplace (e.g. social, political, religious and family). Organizations should consider these commitments must get in conflict of each other otherwise it may result in weakening the organizational commitments of the employee (Wright and Kehoe 2008). Organizational commitment was defined by Allen and Meyer (1996) as a psychological link between the employee and their organization can take three quite distinct forms. Organizational commitment comprises of three components – affective (wanting to stay with organization as a result of emotional attachment), normative (staying because of the feeling of moral obligation towards organization) and continuance (feeling stuck due to feeling of facing heavy cost of leaving). In affective commitment an employee identifies and involves with organization and gets emotional attachment. In normative commitment employee is committed to organization and is influenced by society. High perceived costs associated with leaving organization might result in continuance commitment. It suggests that employees stay in organization because they want to (affective commitment); or because they feel they ought to (normative commitment); and because they need to (continuance commitment) (Allen & Meyer, 1990). In organizational commitment employee feels attached with the organization so go beyond their jobs and put extra efforts in the success of the organization. If employees are satisfied with their job,

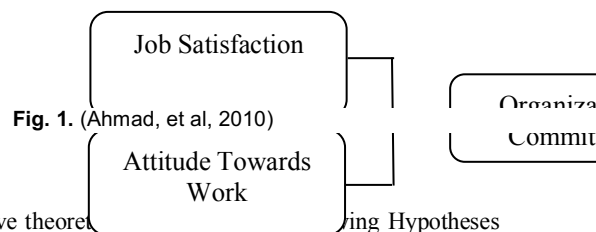
they will be committed to the organization. Employers must focus factors that contribute to these attitudes as satisfied and committed employees make major contribution to the success of an organization. (Suki, 2011). According to Curvivan (1999) greater organizational rewards lead to greater job satisfaction and organizational commitment. Satisfaction and Commitment have positive influences on intent to stay, which in turn exerts a strong negative influence on turnover. Employees enter in organization because they have some expectations. Job satisfaction and organizational commitment are found to be positively related to organizational performance and productivity and inversely related to absenteeism and turnover (Bull, 2005). Organizational commitment can be seen global concept while job satisfaction is the response to a specific job (Vondrasek, 2009).

Attitude towards work

Attitude is feeling that an individual has towards different aspects of work environment. Secord and Beckman (1969) defined attitudes as certain regularities of an individual’s feelings, thoughts and predispositions to act toward some aspect of his environment. Arnold, Cooper & Robertson, (1995) indicated that “attitudes reflect a person’s tendency to feel, think or behave in a positive or negative manner towards the object of the attitude”. Attitude towards works are the feelings we have toward different aspects of the work environment (Carpeter, Talya & Erdogan, 2009). According to him, there are some element which influencing the attitude towards works, namely personality, person-environment fit, job characteristics, psychological contract, organizational justice, work relationship, and stress. Attitude is feeling that an individual has towards different aspects of work environment. It varies in intensity as attitudes can be positive as well as negative. Individual likes and dislikes for any behavior is attitude. An employee who has positive attitude towards work is more satisfied with his job and it will result towards organizational commitment. There exists a positive relationship between job satisfaction, attitude towards work and organizational commitment (Ahmad, et al, 2010). So we suggest that positive relationship exists between attitude towards work with organization commitment.

Proposed research model

The proposed research model shown in Figure 1 along with hypotheses comprises the two independent variables to assess the impact of organizational commitment as a dependent variable. The present study adopted the model from the previous research (Ahmad, et al, 2010).



Based on the above theoretical Propositions and Hypotheses are proposed:

- H1:** Job satisfaction has a positive impact on organizational commitment.
- H2:** Attitude towards work has a positive impact on organizational commitment.

Data Collection and Analysis

The survey instrument for the present study is taken from the prior researches (Ahmad et al, 2010) using five point likert scale and



is adapted. The Likert scale is designed to examine how strongly the respondent agree or disagree with a certain statement (Sekaran, 2005). The questionnaire comprised of four parts namely; Section 1) demographic information of the respondents and background section with 5 items; Section 2) Job Satisfaction contains 5 items; Section 3) Attitude Towards Work contain 8 items; Section 4) Organizational Commitment comprised 9 items. Therefore, the survey questionnaire contains total 27 items to achieve the objective of the study. The questionnaire for the study is developed based on five points Likert scale. The respondents are asked to select the response for each statement in multiple item scale ranging from ‘strongly agree (5)’ to ‘strongly disagree (1)’. The data for the research is collected by use of survey administered through questionnaire. The survey questionnaire was distributed using snowballing technique. The dependent variable and independent variables are categorized separately. The overall value of Cronbach Alpha remained 0.805. Total 50 questionnaires were distributed from which 35 were received, eight were incomplete and 28 were considered for the analysis and the response rate was 80%. The data was analyzed through SPSS latest version.

Findings

Most of the respondents 85 % are male and female were 15 %. With respect to the respondent age, majority that is 72.7 % of the respondents are less than 30 years. While those between 31 – 40 years of age are 18.2% and between 41 – 50 years of age are 9.1%. When analyzing the data by experience, 63.6% employees have working experience of 1-5 years, 27.3% employees have working experience of 6-10 years, and 9.1% employees have working experience of 11-15 years. Furthermore, the academic qualifications are concerned the respondents are 87 % have a ‘Master’ degree and 13 % respondents have hold Bachelor degree.

Descriptive and Correlation Analysis

Each variable is measured on a five-point scale, where “1” indicates highest level of intensity and “5” indicates the lowest level of intensity. Table 1 shows the average score for organizational commitment is 3.67, job satisfaction is 3.40 and attitude towards work has an average of 3.56. Average score for each variable is above the neutral score i.e. 3, but job satisfaction has the least among other variables.

Table 1: Means and Correlation

Variables	Means	1	2	3
1.Organizational Commitment	3.67	1.00		
2.Job Satisfaction	3.40	0.451	1.00	
3.Attitude Towards Work	3.56	0.531	0.219	1.00

*. Correlation is significant at the 0.05 level (2-tailed).

N=28

Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. The main result of a correlation is called the correlation coefficient (or ‘r’). If r is close to 0, it means there is no relationship between the variables. If r is positive, it means that as one variable gets larger the other gets larger. If r is negative it means that as one gets larger, the other gets smaller (often called an ‘inverse correlation). These results indicate that attitude towards work is highly correlated with organizational commitment i-e 0.531 and job satisfaction correlation with organizational commitment is found to be 0.451. In the above Table 1 the highest correlation value r=0.531 (53 %) is observed between the dependent variable (organizational commitment). While the job satisfaction having the correlation value r = 0.451 (45%) shows a significant relationship with the dependent variable (organizational commitment).

Regression Analysis

Regression analysis is a set of statistical procedures use to forecast and describe the value of dependent variable base on the values of independent variables (Hair, Black, Babin, Anderson & Tatham, 2006). So, linear regression analysis test is performed to examine the impact of the explanatory variables on the responsive variable. The results of regression analysis are presented in Table 3. The R² shows the goodness of fit of the model and is estimated as 0.494 which shows that 49.4 % of variation in dependent variable is explained by the independent variable. The standardized coefficients (βs) reflect the change in the dependent measure for each unit change in the independent variable. Table 2 shows that job satisfaction and attitude towards work are both have significant effect on organizational commitment hence we have accepted the both hypotheses mentioned below.

Table 2: Model Summary and Regression Analysis

Regression Statistics			
Independent Variables	Regression Coefficient		
	Standardized β	T	Sig.
Job Satisfaction	0.352	1.931	0.006
Attitude towards work	0.454	2.491	0.002
Adjusted R ²			
ANOVA	F		
	Sig		

Dependent Variable: Organization Commitment
p<.000. n=28

In the present study the β value for job satisfaction on their organization commitment is 0.352 with significance of (p<0.006). As far as the β value of attitude towards work is 0.454 with significance of (p<0.002). The results supports for the relationship visualize in the H1 and H2 that are job satisfaction and attitude towards work have a positive and significant impact of organization commitment.

Conclusion

The aim of this study is to examine the relationship of job satisfaction and attitude towards work with organizational commitment of Islamic bank employees. The present study has aimed to explain the phenomenon of the employee’s job satisfaction with organizational commitment in the Islamic banking of Pakistan. According to Azeem (2010) job satisfaction found to be significant predictor of organizational commitment. The finding shows that there is a relationship among job satisfaction and attitude towards work with organization commitment. It is concluded that attitude towards work is higher correlation with organization commitment than the job satisfaction. It can be concluded that employee higher job satisfaction and attitude towards work can impact on organizational commitment. It is also concluded that overall model is significant. The findings of the descriptive statistics shows that employees are just satisfied with their job and attitude towards is also above the moderate level that is why the organization commitment is little bit lacking. The researcher can conclude that performance of the employee is very much related with job satisfaction and attitude towards work.

Recommendations

The findings of this study suggest that organization need to improve the job satisfaction level of their employees. The HR professionals have to enhance the level of attitude towards work of their employees through providing conducive working environment and offer competitive remuneration. If the top management have desire to increase the level of organization commitment they must motivate their employees.

Limitations

However, this research is based on only in one bank, and the recommendations to other banks may not be generalize. Due to time



constraints it was not possible for the researcher to include more banks. Further study in other cities is required to confirm the results. The findings of this study are based on quantitative data and researcher suggests collecting qualitative data through in-depth interview from the respondents. Finally, in the present study we conducted study to examine the relationship between job satisfaction and attitude towards work with organizational commitment though there are many other factors that affect organizational commitment so those variables can be considered for future research.

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