IMPACT OF JOB SATISFACTION ON COMMITMENT AMONG THE TEACHERS- AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO TECHNICAL INSTITUTES IN INDIA.

Dr. P.K Anjani¹, Dr. Swarup K Mohanty², Dr. N. Nithya³, Dr. S. Vijayanand⁴

¹Associate Professor, Sona School of Management, Sona College of Technology, Salem – 636005.
²Professor, Sri Sri University, Bhubaneswar - 751023.
³Associate Professor, Sona School of Management, Sona College of Technology, Salem – 636005
⁴Head of the department, Management Studies, Excel Business School, Excel Group Institutions, Komarapalayam, Namakkal- 637303.

anjani@sonamgmt.org, swarup.m@srisriuniversity.edu.in, nithya.n@sonamgmt.org, vijayjaya2018@gmail.com

ABSTRACT

The present study plans to examine the impact on employee’s commitment of teacher’s in institutions through their satisfaction in their allotted role who are engaging in the engineering colleges coming under the technical domain in India. Sample sizes of 180 respondents were selected using a cross sectional survey using simple random sampling. The model taken into consideration in this study was considered through Structural Equation modeling through AMOS so as to find the fit as per the parameter informed through that analysis. Various statistical tools like one-way ANOVA, Multiple Regression, Correlation and ‘t’-test were applied and the result revealed that the factors like affective, continuance and job satisfaction were highlighted as significant predictor for the commitment towards the organization among the respondents and also found statistically significant. In addition, there exists a correlation between the affective commitment and job satisfaction and between commitment and demographic variables taken into consideration in this study. Discussions of these results are highlighted and future researches were proposed.

Keywords: technical institute, satisfaction, commitment, perception, employee

I. INTRODUCTION

The success of any educational institution and the learning taking place among students depend on satisfaction and commitment level among teachers engaged in every institution (George & Sabapathy, 2011). According to Becker (1960), organizational commitment refers to every individual who engages himself or herself into organization’s activities in a consistent and continuous way. (Tugrul & Mart, 2013). Porter et. al. (1974) classifies commitment in work as three segments (i) a substantially powerful trust in an employee’s company values and aims, (ii) enthusiasm towards it, and finally longing to stay in an organization.

Commitment is stated as “a psychological state that characterizes an employee’s relationship with an organization and has implications for the decision to continue membership of the organization” In one of the study of (Meyer & Allen, 1991) towards obligation in a company is classified as follows:

1. Obligation towards strong emotion -Affective commitment
2. Obligation towards awareness of the costs during their decision to leave the company- Continuance Commitment
3. Responsibility towards continuing in their respective companies – Normative Commitment.
Commitment toward an organization is an attitude exposed by workers towards the company. The administrators of the educational institutes say that today’s educators are lacking in organizational commitment and innovation, within a small period of their service they give up their job, stay absent for an extended period, continuously feel hassled and get associated with clusters as a part of their demographic heterogeneity (Mathew, 2003).

Among the demographic variables, gender plays an important role and especially teachers who belong to the female gender were found more committed than male (Sigh and Sifilette, 1996). (Porter et al, 1974, Meyer & Allen, 1984) pointed out that senior employees have a stronger affective commitment. It is evident from research that the marital status and tenure are also factors influencing commitment (Igbenehu & Popoola, 2010). Haim (2007), sees Commitment toward organization as “a balanced conduct of workers, envisioned to preserve their work-related and service resources in terms of remuneration and assistance, and as a purpose of tenure. R.K. Jena (2015), indicated that the individual and demographic variables do have an effect on diverse dimensions of commitment through the study conducted among shift workers in India. From the literature we understand that there has been a limited research found in this particular topic especially study among the professions those who are working in the engineering colleges of this Nation.

Contentment towards their job of the Employees:
Robbins (2005), highlighted the satisfaction in the job of the respective employees is a set of mind-set that an individual hold close to their job now being engaged. Weiss (2002) indicated the fact of the effect of satisfaction toward job and it is the media through which one can identify the positive and negative evaluations that people make about their jobs. Several research studies indicated that the only reason for deflection from organization is not having satisfaction in their present role by the employees. (Aiken and West 1991). According to Ostroff (1992), it is found that the performances of the employees are high of those employees whose satisfaction toward job is higher than the performances of employees who are not highly satisfied. DeConinck and Bachmann (1994), reported that when employee has not got satisfied in their job, it results in having negative effect on their performance and also decreasing trend noticed in productivity which showed the direct link between the satisfaction towards the job and the obligation towards the organization.

Questions to Ponder upon
1. What is the effect of Job satisfaction on Organizational commitment?
2. How far is the effect of satisfaction in the job among the employees affecting the dimensions of obligation towards work of the employees?
3. Whether there is any association between the demographic variables of the respondents in perceiving the different dimensions of Organizational commitment.

II. REVIEW OF LITERATURE

Gender
A lot of previous research studies have clearly stated that the research on commitment and its association with gender is dynamic in nature and found this variable to be an important forecaster of commitment (Elizur & Koslowsky, 2001). It is suggested that commitment among female employees is high and is always to their male counterparts (Forkuoh et al, 2014). (Khalili & Asmawi, 2012) pointed out that there is no prominent difference between the mind set of workers of both the gender and their responsibility of their work in organizations. Other investigations have projected that male gender is much committed than female gender (Decotiis & Summer, 1987; Reyes 1989). It is also reported that based on the employees work characteristics and earlier experiences; gender and affective commitment are highly associated (Marsden, Kalleberg & Cook, 1993).

Age
There has been a lot of debate and deliberations on the fact on the question that whether organizational commitment is effected by age and has become an evidenced declaration that there is an effect. Yucel & Bektas (2012), highlighted that the factor “Age” is having a significant effect satisfaction in the job of the employees and their interest towards working for the development of the organization. Al-Kahtani, (2012) reveal an optimistic relationship between Age and obligation towards the work in the organization but that level is found higher among the senior employees than the junior one. (Pourghaz et al, 2011), in their studies suggested that it was the affective
commitment out of the three dimension was found on the higher side among the employees with the age group of 21-28 years and found low among those who were having the age group of 29-39 years and above. Most research studies have substantiated and agreed the optimistic relationship between age and commitment. (Waugaman & Lohrer, 2000), Lu et al.(2002), Nogueras (2006), Wang et al.(2011) and Bedeian et al.(1991). Joiner & Bakalis (2006), in their study on the other side also proposed that significant relationships are not found between age and commitment.

**Tenure**

From several research studies, it is proven and considered tenure as an imperative predictor of organizational commitment. Amangala, T.A. (2013) and Popoola (2009), in their research work especially among Nigerian management universities and suggested that as the tenure of an individual becomes longer the organizational commitment would be higher. Similarly, Khurshid and Fauzia (2015), is also examined and found that the commitment level increases for those who work for longer years. Mohanty (2005), also viewed tenure having a robust positive impact on commitment.

**Educational Qualification and designation**

It is found that educational qualification is closely associated with commitment says Mathieu and Zajac, 1990. Designations pertained to individuals also has a close association with the educational qualification. According to Salami, S.O. (2008), when the individual attains higher qualifications their level of positions in their workplaces also increases simultaneously and therefore their organizational commitment increases. On the contrary, Igbal, (2011), reveals that employee those who were more academic qualifications were having low level of commitment towards the work and they were having an idea of deflecting from the present job for better future which was found controversy with the statement of Long et al. (2002) who has informed that qualification has no impact on commitment among the Chinese nurses.

**Salary and region**

Meyer and Allen (1997) noticed significant correlations between employees with highest paid jobs and commitment than between employees with lowest paid jobs and commitment. (Siong et al., 2006) informed through their research that it was only the salary which was given top priority by the employees rather than satisfaction in the job as well as obligation to the work in the organization The present study has included region as one of the demographic variables, which was not found in the literature reviewed in this study.

**Satisfaction toward jobs**

Satisfaction is the only parameter that measure the workers’ contentedness with his or her job is unstated. (Khalil, irani & PeterKuchinke,2011), has informed about the positive correlation between the levels of contentedness and commitment towards the job and also highlighted that the level of commitment could be ascertained only through the satisfaction level in the job. Arani (2003), revealed that among secondary school teachers’ significant differences were not found between gender, age, tenure, salary and satisfaction toward job. Klein (2007), revealed through the study conducted in Wisconsin Technical system revealed no significant relationship between satisfaction toward work and the demographic factors like Gender and Age and this was against the findings of Mathieu (1991), who has informed that there existing a positive relationship between these two factors. Lee (1988) identified that the prediction about the commitment among the workers could be ascertained only through the job satisfaction scores those who are working in the leading banks.

**III. CONCEPTUAL MODEL**
Objectives:
The following are the objectives of the present study:
1. To analyze associations among demographic variables and commitment of employees.
2. To analyze the association between demographic variables and Job satisfaction.
3. To assess the impact of Job satisfaction on organizational commitment.
4. To validate the conceptual model through Structural Equation Modeling.

Formulation of Hypothesis: The hypothesis formulated for the present study is presented as follows:
H1: Organizational commitment associated with the demographic variables of the employees taken up in this study
H2: Job satisfaction associated with the demographic variables of the employees taken up in this study
H3: There exists an association among satisfaction and Affective Commitment
H4: There exists an association among satisfaction and normative commitment
H5: There exists an association between satisfaction and Continuance commitment

Methods
In the contemporary study faculty employed in engineering colleges in educational institutions across India are measured for gathering the primary information. The researcher has conducted the research in Tamilnadu targeting the respondents of Pan India. The research design is descriptive in nature; the structured questionnaire based on scales obtained from John P Meyer, and J Allen (1991, 1997) was used. The data pertaining to this study especially primary data were collected through simple random sampling method.

Multiple methods like direct, personal observation and online survey through survey monkey was used to collect the data. Out of 250 questionnaires administered, 192 were received out of which 180 were found useable. The study was constructed based on 180 questionnaires. Statistical tools like ANOVA, “t” test, Correlation were applied so as to analyze the impact of various factors considered in this study.

IV. MEASUREMENT INSTRUMENT
The first part of the questionnaire consist of the demographic details were collected like gender, age, tenure, education, designation, region and salary from the respondents. The second part containing the Three-Component model of commitment based on Employee commitment scale of John P Meyer and J Allen (1991, 1997) which has 18 statements with 6 statements under each commitment dimensions like Affective commitment, the normative commitment and the Continuance commitment. Likert’s 7-dimension scale is used to collect responses with strongly disagree is 1, disagree is 2, slightly disagree is 3, undecided is 4, slightly agree is 5, agree is 6 and strongly agree is 7. In the last part the satisfaction toward job was measured using three concepts of TCM model.

The Structural equation modeling of the conceptual model is presented below:
In view to analyze the model fit of the study, SEM through AMOS (Analysis of Moment Structure) was conducted and is detailed in the following table:

4.1. **Insert Table 4.1**

From the analysis it is found that the value of the chi-square (CMIN/DF) as per this study was found to be significant at the p<0.001 level and the value was 2.132, GFI of 0.910 confirmed the required fitness model considered and the data taken for this study. AGFI value was found to be 0.842 and RMSEA value was found to be with the range of 0.066 which confirmed the good fit of model and hence the factors considered were found to be more appropriate for further analysis.

4.2. **Insert Table 4.2**

The table 4.2 represented the SEM reveal 1% significant level as the Critical ratio value was found to be more than 1.96.

Critical ratio value was found to be very large with 6.339 to the lower level of -1.063. From regression weights most of the variables of three type of commitment were found to be a significant predictor of Job Satisfaction.

Multiple Regression Analysis with the factors taken up for consideration for the commitment of the employees and their level of satisfaction:

4.3. **Insert Table 4.3**

From the analysis, F- ratio is 4.846 which indicated that the results of regression model are found statistically significant because the value of “p” is less than the significant level value (P=0.01). In addition to this Beta Coefficients were also found to be with a reasonable value. In this study, the coefficient of determinant R² value
was found to be 0.060 which shows that the changes and the unit increase in the independent variable taken in this study explain the changes of 6 percent in the Satisfaction level towards the job they have assigned. Factors like “Affective Commitment” and “continuance commitment” were highlighted as significant predictors of commitment and reveal positive effects on commitment among the respondents as the “p” value is statistically significant except the independent factor “normative commitment” which has the negative value and this scenario indicated that a unit increase in Normative commitment will decrease the organizational commitment among the employees. The Durbin Watson value was found to be 2.045 which indicated that there was no multi collinearity among the factors and variables taken up for consideration.

4.4 Inter Correlation method to find the association between the factors taken up under commitment and the level of satisfaction among the employees:

In view to find the linear relationship between the variables and factors taken for consideration in the study, Karl Pearson’s Correlation method was used. In this method, the variables were found independent of each other and this is used to form the normal distribution of data.

Three dimensions of Commitment and Job Satisfaction were found inter correlated though Karl Pearson’s Method and the result revealed is detailed below:

Insert Table 4.4

The correlation results reveal that the factors are correlated with each other at 1% and 5% level positively as the revealed ‘r’ value is statistically significant at 1% and 5% level. Affective commitment is found to be highly correlated (r = 0.617) with Normative Commitment followed with Job Satisfaction (r=457). Further Continuance Commitment is found to be significantly correlated Job Satisfaction (r=0.412) followed with Normative Commitment (r=302).

All the factors were found to be correlated from a moderate level to a high level with each other. Normative Commitment and Job satisfaction were negatively correlated (r=-0.235).

4.5 Association between the demographic variables and the factors organizational commitment through One Way ANOVA and Paired Sample “t” Test:

In view to analyze the association between the demographic variables and the dimensions of organizational commitment, one-way ANOVA and the paired Sample “t” test were conducted and the results are revealed is tabulated in Table 4.5 below:

Insert Table 4.5

It is revealed that Age, Tenure and Educational Qualification has no impact on any of the three dimensions as the ‘F’ value was not found statistically significant at one percent and five percent level except with the educational qualification and the satisfaction level.

With respect to designation of the employees with types of commitment, it is seen that designation and Normative Commitment as the “F” value is significant. Moreover, there also exists a significant association between the Region/Native of the respondent and Continuance Commitment and Salary with Normative Commitment and Job Satisfaction as the “F” value is found significant at 5% level. Regarding the association of factors considered under obligation of the respondents and the Gender, there exists a significant association as the “t” value through paired sample “t” test found statistically significant at 1% level.

V. DISCUSSIONS

The result of the Multiple Regression analysis reveal that there exists a constructive effect of affective, continuance commitment and satisfaction toward job among the employees towards their assigned job which in turn affect their obligation towards the organization as they were highlighted as significant predictors which substantiated the findings of Dirani and Kuchinke, (2011), reveal correlation with respect to constructs related to satisfaction and obligation and we could predict commitment based on job satisfaction scores. The results indicated that there was a positive and moderate correlation found between the factors taken in this study and high correlation was found between affective and satisfaction toward job among faculty which coincidence with the findings Meyer et.al
(2002), indicating significant correlations found between affective, continuance commitments with satisfaction toward jobs and turnover ratio.

With regard to demographic analysis the finding supports the work of Robert. J. Taormina (1999) to an extent which indicates that among the types of commitment, gender was highly significant with affective commitment only. Other similar research results of (Emmanuel et al., 2015) stated that the obligation level among employees were recorded as moderate and high among male workers compared to their female counterparts. Fisher, Boyle and Fulop (2010), interpreted significant differences noticed between gender category (iu.e)men and women among the academic staff members regarding commitment and expressing emotions, but are in conflicts with the finding of Mukti Clarence and Tony Sam George (2018), Dogar (2014) and Shirbagi (2007). It is also found that significant associations are between gender and satisfaction toward job. There is also a significant association between educational qualification of faculty members and job satisfaction. Similarly, designation and salary also has an influence on normative commitment. This supports the study of Monica Cavalcanti Sa Abreu et.al. (2013), reported, no prominent relationships between designation and Affective and Continuance commitment. Significant association between region and continuance commitment is found here. Significant associations are also found between salary and satisfaction toward job in the present study and no significant associations were found between age, tenure and education with the dimensions of organizational commitment. Similar results were found according to Nahid Naderi Anari (2012) and Savery and Syme (1996), is also in line with Chaudhry and Saini, (2014) in case of tenure. In contrary with respect to age Mathieu and Zajac (1990) indicated that significant associations were found between age and affective commitment but the relationships were weak between them. With regard to tenure from the previous studies it was found that tenure has a significant correlation with continuance commitment than with affective or normative commitment and between education qualification and continuance commitment is negative, Meyer et al. (2002).

With respect to satisfaction toward jobs there are no significant associations between age, tenure, designation, and region and satisfaction towards jobs. It is also found that with respect to affective and continuance commitment there is no significant association with designation as well as between region and affective and normative commitment. Salary also has no effect on affective and continuance commitment.

Managerial Implications

This paper also has several implications for the employers of the educational institutions. It is quite outward from the present study that organizational commitment among faculty in engineering colleges is determined by the factors viz., affective, continuance commitment and satisfaction toward job. Therefore, the employers can bring an awareness of the important aims for faculty and facilitate to imbibe them to increase the bond between faculty and the employers. Several measures could be taken by the executive directors at the top level to increase the satisfaction toward job by meeting the individual goals to an extent for better performances and organizational commitment. This paper also provides novel insights for the employers to understand that the commitment of the faculty can be increased by providing them with a reasonable salary with right designations and importance to the people who belong to the particular region around the institution. From the present study it is found that the driving force to increase job satisfaction is determined by the factors viz., salary, gender and educational qualification.

At the organizational level, these implications can provide employers of educational institutions especially those in the engineering colleges to play a significant role while framing HR policies and procedures and in measuring the organizational commitment. Finally, the present study can generate a roadmap for researchers in the coming years leading to developments in educational institutional practices by taking necessary actions based on individual transformations.

Limitations and Future Studies

The study was conducted only among engineering faculty in the educational sector and the work environment is exclusive in that specific sector, the standpoints of the respondents are also based on the chosen sector. The views of the respondents might be different among other group of respondents in the same sector as well as the respondents in various other sectors. Second, the sampling method chosen is simple random sampling and the results of the finding cannot be generalized to other specific groups in the sector. Third, the statements in the standard questionnaire might not be appropriate to the chosen sector, as the instrument was not constructed specifically for the present group. Fourth, due to the time constraint the sample taken for the study is limited to 180 only. Hence, the generalization of the finding is also restricted to smaller sample size, which may deviate from the
whole population and cannot be generalized to all the other institutions. Finally, as majority of the respondents belong to the Regional level, the findings of the study may have a regional impact. Future research may be focused at larger geographical area across countries in the universe using a larger sample size to understand the satisfaction and commitment toward the organization of faculty among engineering colleges.

Table 4.1: Table showing the Goodness of Fit Indices for the model

<table>
<thead>
<tr>
<th>CMIN/DF</th>
<th>CFI</th>
<th>IFI</th>
<th>TLI</th>
<th>RMR</th>
<th>GFI</th>
<th>AGFI</th>
<th>PGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.132</td>
<td>0.823</td>
<td>0.809</td>
<td>0.847</td>
<td>0.100</td>
<td>0.910</td>
<td>0.842</td>
<td>0.714</td>
</tr>
</tbody>
</table>

Table 4.2: Table Showing the Regression Weights: (Group number 1 - Default model)

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affectiive Commitment</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>0.519</td>
<td>1.433</td>
<td>0.362</td>
<td>.717</td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AC6</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AC5</td>
<td>1.526</td>
<td>0.257</td>
<td>5.939</td>
<td>***</td>
</tr>
<tr>
<td>AC4</td>
<td>1.684</td>
<td>0.293</td>
<td>5.741</td>
<td>***</td>
</tr>
<tr>
<td>AC3</td>
<td>1.488</td>
<td>0.246</td>
<td>6.051</td>
<td>***</td>
</tr>
<tr>
<td>AC2</td>
<td>0.412</td>
<td>0.083</td>
<td>4.971</td>
<td>***</td>
</tr>
<tr>
<td>AC1</td>
<td>1.493</td>
<td>0.236</td>
<td>6.339</td>
<td>***</td>
</tr>
<tr>
<td>CC6</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC5</td>
<td>2.742</td>
<td>7.650</td>
<td>0.358</td>
<td>.720</td>
</tr>
<tr>
<td>CC4</td>
<td>3.772</td>
<td>10.168</td>
<td>0.371</td>
<td>.711</td>
</tr>
<tr>
<td>CC3</td>
<td>11.882</td>
<td>31.699</td>
<td>0.375</td>
<td>.708</td>
</tr>
<tr>
<td>CC2</td>
<td>12.911</td>
<td>34.450</td>
<td>0.375</td>
<td>.708</td>
</tr>
<tr>
<td>CC1</td>
<td>11.912</td>
<td>31.795</td>
<td>0.375</td>
<td>.708</td>
</tr>
<tr>
<td>NC6</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NC5</td>
<td>1.549</td>
<td>0.639</td>
<td>2.423</td>
<td>.015</td>
</tr>
<tr>
<td>NC4</td>
<td>3.015</td>
<td>1.027</td>
<td>2.935</td>
<td>.003</td>
</tr>
<tr>
<td>NC3</td>
<td>-0.405</td>
<td>0.381</td>
<td>-1.063</td>
<td>.288</td>
</tr>
<tr>
<td>NC2</td>
<td>4.519</td>
<td>1.545</td>
<td>2.926</td>
<td>.003</td>
</tr>
<tr>
<td>NC1</td>
<td>-0.173</td>
<td>0.386</td>
<td>-0.450</td>
<td>.653</td>
</tr>
<tr>
<td>JS1</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS2</td>
<td>4.874</td>
<td>2.062</td>
<td>2.364</td>
<td>.018</td>
</tr>
<tr>
<td>JS3</td>
<td>-0.348</td>
<td>0.934</td>
<td>-0.373</td>
<td>.709</td>
</tr>
</tbody>
</table>

Table 4.3: Table showing the value of Multiple Regression analysis

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent Variable (commitment)</th>
<th>Regression Co efficient (Beta)Value</th>
<th>Standard Error</th>
<th>“t” Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>(Constant)</td>
<td>6.303</td>
<td>1.793</td>
<td>3.515</td>
</tr>
<tr>
<td></td>
<td>Affective</td>
<td>0.040</td>
<td>0.047</td>
<td>0.852*</td>
</tr>
<tr>
<td></td>
<td>Continuance</td>
<td>0.027</td>
<td>0.037</td>
<td>0.746*</td>
</tr>
<tr>
<td></td>
<td>Normative</td>
<td>-0.002</td>
<td>0.053</td>
<td>-0.031</td>
</tr>
<tr>
<td></td>
<td>R² Value</td>
<td>0.060</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adjusted R² Value</td>
<td>0.015</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>F Value</td>
<td>4.846**</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of Samples</td>
<td>260</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Durbin Watson Test</td>
<td>2.045</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** Significant at 1 % level: * Significant at 5 % level
Table 4.4 Table showing inter correlation among the factors of the study

<table>
<thead>
<tr>
<th>Factors</th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td>1</td>
<td>0.080**</td>
<td>0.617**</td>
<td>0.457**</td>
</tr>
<tr>
<td>Continuance Commitment</td>
<td>1</td>
<td>0.302**</td>
<td>0.412**</td>
<td></td>
</tr>
<tr>
<td>Normative Commitment</td>
<td>1</td>
<td></td>
<td>0.235*</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** 1 % level of significance
* 5 % level of significance

4.5: Association between the demographic variables and the factors organizational commitment through One Way ANOVA and Paired Sample “t” Test.

Demographic variables of this study among the respondents

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Normative Commitment</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Way ANOVA Test</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>1.059</td>
<td>1.051</td>
<td>2.376</td>
<td>1.118</td>
</tr>
<tr>
<td>Tenure in Sona</td>
<td>1.202</td>
<td>0.229</td>
<td>1.423</td>
<td>0.539</td>
</tr>
<tr>
<td>Educational Qualification</td>
<td>0.623</td>
<td>0.447</td>
<td>0.050</td>
<td>0.298*</td>
</tr>
<tr>
<td>Designation</td>
<td>0.509</td>
<td>0.593</td>
<td>3.541*</td>
<td>1.616</td>
</tr>
<tr>
<td>Region/Native</td>
<td>0.471</td>
<td>2.741*</td>
<td>0.624</td>
<td>0.832</td>
</tr>
<tr>
<td>Salary</td>
<td>1.454</td>
<td>1.653</td>
<td>2.575*</td>
<td>0.545*</td>
</tr>
<tr>
<td>PAIRED SAMPLE “t” TEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td>78.983**</td>
<td>59.775**</td>
<td>83.479**</td>
<td>45.041**</td>
</tr>
</tbody>
</table>

Table 4.6: Hypothesis Results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁: Organizational commitment associated with the demographic variables of the employees taken up in this study</td>
<td>Accepted</td>
</tr>
<tr>
<td>H₂: Job satisfaction associated with the demographic variables of the employees taken up in this study</td>
<td>Accepted</td>
</tr>
<tr>
<td>H₃: There exists an association among satisfaction and the Affective Commitment</td>
<td>Accepted</td>
</tr>
<tr>
<td>H₄: There exists an association among the satisfaction and normative commitment</td>
<td>Rejected</td>
</tr>
<tr>
<td>H₅: There exists an association between satisfaction and Normative commitment</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

REFERENCES