



## **RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: A STUDY ON AVIATION INDUSTRY**

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### **Abstract**

This paper explains the satisfaction of an employee and how well he is getting committed to his work. The employee is influenced by a number of factors, like satisfaction, perception, evaluation, commitment, and willingness to learn by adapting to a new culture. When the environment makes the employee feel comfortable he will be installed with satisfaction and it releases with commitment towards organization. This shows that job satisfaction is the only ingredient for organizational commitment in the Aviation Industry.

**Keywords:** Organizational commitment, Job satisfaction, Nature of work.

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## **1. Introduction**

From ancient days, employees' behavior is analyzed with management attitude. Later in upcoming years, the tradition of analyzing Satisfaction has been changed as each and every employee's behavior varies from one another. It is very important that an employee of each organization must be satisfied. Thus, it is necessary to check the employee culture, which is directly or indirectly related to employees' commitment to the organization. It is necessary that not only individuals are satisfied but also the entire group must be satisfied as they all belong to the same culture in the organization with customer satisfaction in order to enjoy more benefits and facilities. Also there should not be any difference in gender caste or religion based works in organizations which reduce intention to turnover. Investigating the elements influencing employees' job satisfaction and organizational commitment is the main goal of this study. The study is wholly independent to know about the employee environment and their commitment to their work which brings satisfaction towards their profession. This analysis will be used in future research on the connection between an employee's commitment and job satisfaction.

## **REVIEW LITERATURE**

Vaddi Ramesh and Dr.Ashok Kumar Katta (2022). Group factor influence on work satisfaction of Indian Railway employees with reference to Guntakal Railway division. It is necessary to know the satisfaction of employees in groups and to know whether they are happy or not, and also to know if the actions taken by management to satisfy the employee are implemented in the right way. This theory clearly satisfies the employee as they are compensated and recognized for their efforts where they are recognized with good salary and policies as this particular field needs a good environment and satisfaction as they have high risk.

Vaddi. Ramesh and Dr.Ashok Kumar Katta (2022). An analysis on Job satisfaction and their impact on organizational, group factors with reference to Transportational and commercial department staff in Indian railways which scrutinize to know the level of satisfaction and its factors, it states that Indian railways are more satisfied compared to other works and they say that the employees contribute more for the company's success.

Vaddi Ramesh and Dr.Ashok Kumar Katta (2022). Employee job satisfaction in Indian Railways: A mean analysis of organizational factors with reference to transportation and commercial department employees - Guntakal railway station in the south central railway zone. It explains employees' work satisfaction, involvement,

performance in the group and individual aspects. Here the people who have been recognized and rewarded show more commitment than others. Thus this theory states that there should be a good recognition and appreciation when the employee performs well.

Vaddi. Ramesh and Dr.Ashok Kumar Katta (2022). Indian railway employees job satisfaction at Guntakal Division. This theory aims to find the performance and satisfaction level of employees and found that they are appreciated for their work with decent pay, also employees show more contribution to work as individuals and also in groups.

Vaddi.Ramesh and Dr.Ashok Kumar Katta (2022). Influence on organizational factors on Guntakal railway employees (Transport and Commercial) in South India. Its main objective is to know how satisfaction varies from person to person, energy level and concept of attitude. According to the employee, those who perform well are rewarded with all welfare and policies were suggestions that one can truly contribute when the management gives more consideration to the employees.

Vaddi.Ramesh and Dr.Ashok Kumar Katta (2022). A study of factors affecting job satisfaction in south central railway employees. This theory describes whether the employees are happy are not during work and findings state that there is good coordination among the employees and they create a good environment that makes them satisfied and contribute more to the organization.

Vaddi.Ramesh and Dr.Ashok Kumar Katta (2022). A study on employees job satisfaction with special reference to the south central railway's Guntakal division. This theory explains the satisfaction of the employees to calculate the output of the company and says that the employees are being evaluated on behavior, attitude, performance, etc and finally states that all the facilities will lead to good satisfaction.

Mr.Saeed Muhammad, Dr.Fahad Khan Afridi, Mr.Waqas Ali, Mr.Waheed Ullah Shah, Dr.Ibrahim, Alasan (2020) diagnose with a theory on the effect of training on employee commitment - mediating role of Job Satisfaction. Study found that there is a great impact on the satisfaction of employees through their commitment to work on enhancing employees through proper training. It reveals that training with good satisfaction towards work will lead to good commitment.

Katta Ashok Kumar and Dr. Ch.Bala Nageswara Rao (2015). Performance of Indian railways towards employees job satisfaction with reference to Vijayawada division. Its primary goals are to determine whether employee performance affects the way work is done and to ascertain how management feels about employee performance. Employee satisfaction is high according to this theory, and if this trend continues, this field will do

well in the future.

Sinem Aydogdu and Baris Asikgil (2011). An empirical study of the relationship among Job Satisfaction, Organizational Commitment and turnover intention states that turnover has a negative impact when the employees are not satisfied. When the employees are satisfied with their work, surely there will be a great result in turnover as satisfaction leads to commitment to work where satisfaction and commitment are interrelated with each other.

★ **OBJECTIVES:**

- To examine the degree to which employees in an organization have an impact on satisfaction.
- To investigate the percentage of committed employees in Air India (Domestic).
- To evaluate an employee's Job satisfaction regarding organizational commitment.
- To analyze whether organizational commitment and Job satisfaction are interrelated.
- To check the degree of professional satisfaction of employees.

## 2. Methodology

The study is purely primary data where all the information was collected from employees in Air India (Crew members). The data was collected during the month of December 2022 in the city of Chennai. The sample size was 100, which has been analyzed and tabulated using the percentage method.

### LIMITATION OF THE STUDY

1. The study was done only on a particular Air India in Chennai only.
2. The result may not be applicable to other companies.
3. The tenure is also limited.

### Ethical Principles and general practice in organization include:

1. Satisfaction leads to holistic, disciplined and commitment.
2. Involvement and continuous learning.
3. Clear vision on roles and responsibilities
4. Accountability to competence.
5. Benefited and changed in lifestyle.

### Factors contributing to Job satisfaction and Organizational Commitment:

Both job satisfaction and organizational commitment may vary in terms but both are interrelated with each other which can result with great impact. An employee cannot be satisfied by himself, it all depends on how he is being treated, recognized with a comfortness in his organization. Commitment to work comes when an employee is

satisfied with his organization. It is important that satisfaction towards work leads to good involvement and commitment highly resulting in production and turnover. Job satisfaction and organizational commitment factors include:

- **Personality**
- **Person-Environment fit**
- **Job characteristics**
- **Psychological contract**
- **Organizational Justice**
- **Work relationship**
- **Stress**

1. **Personality:** When an employee is satisfied and committed to his work, he tries to develop his personality to make himself fit for the organization, highly involved towards work.

2. **Person-Environment fit:** It is when the employee tries to understand his organizational culture and adapt.

3. **Job characteristics:** This is when the management makes the employee develop skills and values and make himself feel comfortable.

4. **Psychological contract:** A psychological contract is which an employee performs or involves towards work with willingness and receives their benefits such as salary or recognition.

5. **Organizational Justice:** It is how the management treats the staff and employees and also recognizes them with appreciation and rewards.

6. **Work relationship:** The relationship at work is an important concept which makes the staff comfortable. Example: On how the co-workers and management treat and respect us.

7. **Stress:** Stress is something which is uncertain and cannot be defined. It has a direct impact towards satisfaction and commitment. At times stress makes us feel more responsible. It all depends on how we handle it.

### Effects of Homogeneity and Heterogeneity:

#### Homogeneity :

When there is a good and strong culture where the employees have coordination stuffed with understanding where order for work is the same for all, there will be good satisfaction and rewarded work performed together. Thus they have good communication during work progress and high level satisfaction and commitment with a balanced culture for achievement and trust between the co-workers stays high.

#### Heterogeneity:

When there is a difference in the mindset of the employees in an organization or when they all don't have link or rapport or mutual interest at times which varies on their needs, resulting in the challenges and risk the employees are ready to take up. Also the variation in position stays a drawback for employees to move further so less interest stays as a major

character between employees in an organization which lacks innovation and creativity.

**Integration of Job satisfaction and Organizational Commitment:**

According to “Porter et al. 1974“ there is a strong relationship between Job satisfaction and Organizational commitment. There are certain things which gives satisfaction such as:

1. **Work Environment:** A good work environment is when the organization makes the employee feel more comfortable and stress free.
2. **Fringe benefits:** Benefits in addition to wages such as facilities, securities, insurance, etc makes

one feel that he is in the right place.

3. **Co-workers:** When the employee feels addicted to work, where he feels comfortable and satisfied with his colleague.

When an employee is satisfied with a good work environment, fringe benefits and co-workers he will show his commitment to work with less absenteeism and good turnover:

1. **Less Absenteeism:** Regularity to work with commitment which leads to profitability.
2. **Good Turnover:** When all benefits engage the employee’s life, it gives fulfillment which can change the lifestyle of the employee where he will be committed whole heartedly towards organization.

**IV. FINDINGS AND INTERPRETATION OF THE STUDY**

Components of commitment which involves satisfaction:

S.No.	Particulars	Influence	Neutral	Not Influence	Total
<b>AFFECTIVE COMMITMENT</b>					
1.	Values and Attitude	64	21	15	100
		64%	21%	15%	
2.	Optimistic thinking	56	26	18	100
		56%	26%	18%	
3.	Involvement	45	39	16	100
		45%	39%	16%	
<b>CONTINUANCE COMMITMENT</b>					
1.	Salary	53	36	11	100
		53%	36%	11%	
2.	Recognition	58	25	17	100
		58%	25%	17%	
3.	Benefits	43	35	22	100
		43%	35%	22%	
<b>NORMATIVE COMMITMENT</b>					
1.	Sense of duty	67	17	16	100
		67%	17%	16%	
2.	Acceptance	56	31	13	100
		56%	31%	13%	
3.	Indebted obligation	57	29	14	100

		57%	29%	14%	
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**Source : Primary data**

**Affective commitment:**

- The above table states that 64% of the respondents are influenced by Values and Attitude, 21% are neutral, and 15% are not influenced by the statement.
- The above table states that 56% of the respondents are influenced by optimistic thinking, 26% are neutral, and 18% are not influenced by the statement.
- The above table states that 45% of the respondents were influenced by the statement, 39% were neutral, and 16% were not influenced by it.

**Continuance Commitment:**

- The above table states that 53% of the respondents are influenced by salary, 36% are neutral, and 11% are not influenced by the statement.
- The above table states that 58% of the respondents are influenced by “recognition,” while 25% are neutral, and 17% are not influenced by the statement.
- The above table states that 43% of the respondents are influenced by “benefits,” 35% are neutral, and 22% are not influenced by the statement.

**Normative Commitment:**

- The above table states that 67% of the respondents are influenced by a “sense of duty,” 17% are neutral, and 16% are not influenced by the statement.
- The above table states that 56 % of the respondents are influenced by the statement, 31% are neutral, and 13% are not influenced by the statement.
- The above table states that 57% of the respondents are influenced by “indebted obligation,” 29% are neutral, and 14% are not influenced by the statement.

**3. Conclusion**

Most of the theories like “Maslow's needs hierarchy theory”, “Job characteristic model”, herzberg's motivator hygiene theory” explains about the motivation towards work were employees must be satisfied with all their basic needs (hierarchy theory) which has five needs like “physiological needs, safety needs, love and belongings, self-esteem and self-actualization”.

Employee satisfaction is based on cultural values, career opportunities, compensation and benefits, work life benefits, etc. This study clearly explains

that an employee is fully committed to his work and organization only when he is satisfied mentally and physically, which reduces stress on employees and improves the performance of employees where there is a positive professional satisfaction.

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