

Dynamic Impact of Work Satisfaction & Organizational Commitment.

Pp. 87-91

AUTHORS

(A Case Study of Performance of Lecturers at North India's Private Higher Education Institution)

Dr. Kirti Agarwal
Professor & Head of
the Department,
Greater Noida Institute
of Technology,
Greater Noida.

Shiv Ranjan
Lecturer,
Greater Noida Institute
of Technology,
Greater Noida.

ABSTRACT

High performance of the lecturers in the majority of Private institution in North India still something beyond reachable. The increasing capability to manage and to develop the higher education institution has become more and more important, including the usage of modern managerial principles possessing high quality. In the point of view of the owner and provider of the higher education institution, quality management system basically contains continuous improvement for the system concerned. This article tries to dissect the underlying problems that hinder the target. To solve this problem, as a researcher conducted a research among the lecturers form the private colleges in north India. The method used in this research is survey method, namely descriptive survey and explanatory survey. We surveyed 30 private colleges in north India. The research results proves that job satisfaction, organizational commitment and turnover intention both simultaneously and partially have a significant influence on the performance. Key Words: PPrivate institutions, Turnovers Retention, Job Satisfaction, Lecturee.

1. INTRODUCTION

Being a professor at private college conveys several consequences in relation to the life's future since history proves that the lecturer is not well-paid enough. Accordingly, working as a lecturer in private higher education institution become less popular work in India. For those who have been in the system, they cannot show the maximum capability and expertise due to the several reasons, one of which is financial insufficiency due to small amount of salary. This kind of problem create another subsequent trouble, namely increasing the turnover intention which then results in low performance in their daily task implementation.

Perception of the students as stated by Khoe Yau Tung that "Lecturers will give direct impact on the development of intellectual exercise of the students" Since the role of lecturers is important in the process of education, the higher education institution's provider should pay attention much on the existence of the lecturers.

Job satisfaction Organizational commitment and job satisfaction play important role in organization behavior variables which still challenging for further research (Brown and Gaylor 2002).

Job satisfaction is one important factor that influences positive employee behavior (Arnett, Laurie, and McLane 2002). In other words, when individual is satisfied with his job, that individual feels more responsible and committed to the organization.

Job satisfaction is defined as a positive emotional state resulting from evaluating one's job experiences (Mathis and Jackson 2003). Job satisfaction can be achieved when employees (1) enjoy their work (2) have a realistic opportunity about their career (3) like the people with whom they work (4) they like and respect their supervisor, and (5) believe their pay is fair

Organizational Commitment

Organizational commitment is defined as the degree to which employees believe in and accept organizational goals and desire to remain with the firm (Mathis and Jackson 2003, 75). Another definition of organizational commitment is one's own investment in an organization and inclining to attitudes resulting in social qualities (Balay 2000 cited by Cetin 2006)

Organizational commitment has several different classifications (see

Mowday, Porter, Steers 1982; Meyer and Allen 1991). However the most widely used classification are Meyer and Allen's (1991) classification. Meyer and Allen classified organizational commitment into three components of commitment: continuance, normative, and affective commitment. Continuance commitment involves profit associated with continued participation and a cost associated with leaving. Normative commitment, on the other hand, is the internalized normative pressure to act in a way which meets organizational goals and interests. Then, affective commitment is described as the relative strength of an individual's identification with and involvement in a particular organization

2 BESIDE SEVERAL REASONS SHOWING WHY PRIVATE LECTURERS POSSESS INTENTION TO LEAVE THEIR JOBS ARE AS FOLLOWS

Due to the small amount of salary, lecturers tend to leave the job to find other higher education institution in order to obtain more salary or to terminate their jobs as lecturers to find other works outside jobs concerning education.

The bargaining power's position of private higher education institution's lecturers is weaker compared to the lecturers at the state higher education institution. There is no any single legal institution yet for the private higher education institution's lecturers to share and solve their problems, such as legal organization of the government employee in India.

The existence of the private higher education institution' lecturers depends solely on the private higher education institution' s foundation that organize the institution. In other words, the owner of the institution plays an important role in recruiting the lecturers. The motivation of the lecturers are still low due to bad system of remuneration. Policy management of the private lecturers is not well – socialized yet.

3. LITERATURE REVIEW

Some researches have proved the performance of the private lecturers is still beyond the acceptable standard. Based on the previous study, the performance lecturers in the private universities in north India need to be increased. One of the assumed factors causing the not-maximum performance yet is the problem of human resource. Human resource, namely high qualified lecturers possess important role in determining the quality of the output (graduates). Means to measure the quality of the lecturers can be drawn from the implementation of tri drama (Three Deeds of Higher Institution), namely teaching, research and community service. Accordingly the good management of concerning all those three factors cannot be separated from the problem of managing human resource well. In practice, it proves that the performance of lecturers in private universities in north India is still relatively low, especially in field of research and community service. In this research, the term of performance is limited only into the implementation of the three deeds of the higher education institution.

4. GOALS OF THE RESEARCH

The goals of the research are as follows: To know the condition of work satisfaction, organizational commitment, turnover intention and performance in the foundation's lecturers in the private higher education institution.

To analyze the influence of work satisfaction towards the performance in the foundation's lecturers in the private higher education institution . To analyze the influence of organizational commitment towards the performance in the foundation's lecturers in the private higher education institution . To analyze the influence of turnover intention towards the performance in the foundation's lecturers in the private higher education institution.

To analyze the influence of work satisfaction and organizational commitment towards turnover intention the in the foundation’s lecturers in the private higher education institution partially and simultaneously. To analyze the influence of work satisfaction, organizational commitment and turnover intention towards the performance in the foundation’s lecturers in the private higher education institution partially and simultaneously Contribution of the Research

Research Questions

Three research questions are considered in this study.

1. Does internal environment positively impact on lecturers’ job satisfaction?
2. Does institutional environment positively impact on lecturers’ commitment toward their organization?
3. Does lecturers’ job satisfaction positively impact on organizational commitment?

5. JUSTIFICATIONS FOR THE RESEARCH

This research can be justified on these there grounds as follows: (1) the importance of internal environment, job satisfaction, and organizational commitment, (2) the interdisciplinary approach to assess the relationship between institutional environment, job satisfaction, and organizational commitment, and (3) limited research of performance of lecturers .

The research will contribute the following matters:

- a) Theoretical benefit: It is expected to be able to contribute towards the knowledge development of organizational behavior and educational management in India. Furthermore, it is expected it can add reference in the field of organizational behavior and human resource management.
- b) Practical benefit: Hopefully, this research can inform beneficially to all parties involved in the management of human resource, especially in managing work satisfaction,

organizational commitment, turnover intention and performance.

c) Benefit for Researcher: Hopefully, this research can encourage further research on individual behavior, in managing human resource, especially in enhancing the performance of the lecturers in the future considering other variables influencing this problem that have not been studied.

d) Operational Benefits

Operationally, this research’s result will contribute benefits for the related parties as follows: Giving consideration for the management and organizers of the private universities in handling the problems of performance in the lecturers.

Supplying the useful information for the management parties in educational service sector and as input to apply model of increasing the performance among the lecturers, specifically in private universities in north India.

2. MATERIALS AND METHODS

Method: This research employs economic sciences approach, focusing on human resources management and organization behavior as well as educational management concerning attitude and behavior of the lecturer and studying aspects of work fit, work satisfaction and organizational commitment in the effect on the turnover intention. Survey and grounded research is used. Unit of analysis in this research is Private Higher Education Institution, more specifically private universities.

Operationalization of Variables: In this research, there are four variables studied, namely 1) work satisfaction, 2) organizational commitment, 3) turnover intention and. 4) performance. Work satisfaction is employees’ perception towards how their work gives something important as an expression of satisfactory feeling. There are five dimensions of work satisfaction, namely satisfaction against work condition, salary, promotion, supervision and partner Gibson . Organizational commitment

refers to level of trust and acceptance of the employees towards the goals of organization and intention to keep staying in that organization. Organizational commitment is measured using organizational Commitment Questionnaire developed into three forms, namely affective, continuance and normative. Turnover intention refers to the intention of an employee looking for alternative work in other places and has not been implemented in a actual behavior. To measure this, Pasewark and Strawser's opinion is used, namely: (1) How much interesting the current work is; (2) The availability of other alternative works in the near time less than 3 months (3) The availability of other alternative works in the near future.

3. CONCLUSION

The writer draws conclusion as follows: The work satisfaction includes in the sufficient classification and indicators of controlling and promotion have been implemented by the institution well. While the condition of the job, remuneration and partner have not met with the expectation of the lecturers yet. There are 27 out of 33 private colleges studied show the work satisfaction sufficient.

Organizational commitment shows high classification. It means that the lecturers' organizational commitment shows more orientation of desire or affective commitment than continuance commitment. Turnover intention of the lecturers includes in sufficient classification. This is known from the high response on item questioning the availability of alternative works outside the current institution. This phenomenon is caused by the alternative work at other places which seem to give better future. Performance shows sufficient category. The performance of teaching is high, while the performance of research and community service is low. The influence of work satisfaction on performance is significant and positive. It means that if a person has high work satisfaction, the person concerned will show high performance as well. The influence of organizational

commitment towards the performance is significant and positive. It means that if a person has high organizational commitment, the person concerned will show high performance as well

The influence of turnover intention towards the performance is not significant and negative. It means that if the turnover intention does not influence much upon the performance of the lecturers. The influence of work satisfaction and organizational commitment towards turnover intention is significant and negative. This means that the work satisfaction and organizational commitment are main factors influencing the turnover intention of the lecturers. The influence of work satisfaction, organizational commitment and turnover intention towards the performance is significant and relatively strong. Partially the organizational commitment shows the strongest influence towards the performance; the turnover intention does not influence significantly towards the performance.

4. SUGGESTIONS

Based on the above conclusion, the writer proposes the following suggestions: Since there is relationship between, work satisfaction, organizational commitment and the turnover intention; it proves that those three aspects complement each other within the organization.. To enhance the synergy of the organization, the writer suggests the following matters to the management as follows:

It is necessary to pay attention to those three aspects because they are important aspects in relation to the management of the human resources, i.e lecturers. Conduct re-study of those three aspects periodically to view the affectivities of the system concerning those three factors. Those three aspects should be managed simultaneously. Since the factors that influence the turnover intention has been proved hypothetically correct, the management can use this study in order to

comprehend those factors. Furthermore, in relation to that, the writer proposed the following matters for the management to do:

- a. Optimizing the organizational commitment of the lecturers by changing the condition of continuance commitment into affective commitment, namely emotional commitment, identification and involvement in the organization.
- b. Increasing the work satisfaction' causing factors within the organization so that the organizational commitment of the lecturers becomes higher and finally they become more loyal to the organization which finally result in low level of the turnover intention of the lecturers.
- c. Manage well the turnover intention so that it will not reduce the performance of the lecturers

- **Directions for future research:** There are
- several directions for future research. First, to
- enhance external validity, future research
- should obtain a representative sample from
- other universities. This is because the
- diversity inherent in individual, then the
- relationship assessed in this research must be
- tested under different sample before any firm
- generalizations can be offered. Furthermore,
- future research should be limited only to full-
- time lecturers. Second, once future research
- use the self-report questionnaires, then the
- common method variance should be
- minimized .Finally, as stated above, the result
- of this research in which turnover negatively
- related with job satisfaction may offer
- interesting insights for theory and practice.
- Therefore, further research on job
- satisfaction appears to be valuable and
- necessary.

REFERENCES

1. Allen, N.J. and J.P. Meyer, 1996. *Continuance and Normative Commitment to The Organization an Examination on Construct Validity. Journal of Vocational*, pp: 252-276.
2. Carsten, J.M. and P.E. Spector, 1987, *Unemployment, Job Satisfaction and Employee Turnover: A Meta Analytic Test of The Muchinsky Model, Journal of Applied Psychology*, 72: 374-381.
3. Cohen, A., 1993. *Organizational Commitment and Turnover: A Meta Analysis. Academy of Management Journal*. Vol. 36, pp: 140-157.
4. Caldwell, David F. and C. O'Reilly, 1993, *Measuring Person-Job Fit a Profile-Comparison Process, Journal of Applied Psychology*, 75: 648-657.
5. Clifford, P. McCue and Gerasimos A. Gianakis, 1997. *The Relationship Between Job Satisfaction And Performance. Public Productivity and Management Review*. Vol. 21. 2: 170-191.
6. Dede Sutisna, 1999. *Total Quality Manajemen di Perguruan Tinggi*, Disertasi, IKIP, Bandung.
7. Ditjen Pendidikan Tinggi. www.dikti.org.didownload 13 Januari 2004.
8. Durkin, Mark, 1999. *Employee Commitment in Retail Banking: Identifying and Exploring Hidden Dangers. International Journal of Bank Marketing*. Vol 17. 3: 124-134.
9. Dyah Kusumastuti, 2001. *Manajemen Sistem pengembangan Sumber Daya Dosen Sebagai Penjamin Mutu Perguruan Tinggi (Studi Tentang Pengaruh Kompetensi Individu Terhadap Kinerja Dosen yang Berorientasi pada Mutu dengan Mediator Iklim Organisasi dan Dukungan Sumber Daya di ITB*. Disertasi, UPI Bnadung.
10. Gibson, James L., John M. Inancevich and J.M. Donnelly, 1994. *Organization: Behavior, Structure and Process. Seventh Edition, Homewood, Richard D. Irwin, Boston*.
11. Ingram, Thomas, N., S. Lee, Keun and J. Skinner, Steven, 1999. *An Empirical Assessment Of Salesperson Motivation, Commitment and Job Outcomes. Journal of Personal Selling and Sales Management*. Vol. IX, pp: 25-33.
12. Ewing, M.T. and Caruana, A. 1999. *An internal marketing approach to public sector management: the marketing and human resources interface. International Journal of Public Sector Management*, 12, 1, 17-29.
13. Foreman, S.K. and Money, A.H. 1995. *Internal marketing: concepts, measurement and application. Journal Marketing Management*, 11, 8, 755. 12
14. Joreskog, K.G. and D. Sorbom, 1996, "LISREL 8: User's Reference Guide, Scientific Software International, Inc., Chicago