

AN INVESTIGATION ON POSITIVE INFLUENCE OF SELF-ACTUALIZATION FACTORS OF ACADEMIC LEADERS IN STATE UNIVERSITIES OF TAMIL NADU

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ABSTRACT

Background: In recent days importance of employees and their attitude on working place is getting massive attention of researchers. The psychological wellbeing and attitude of academic leaders is considered very much important as they directly influence the minds of young blood. Extensive research has been done to study the influence of involvement, satisfaction and commitment of academicians and academic leaders. And almost all of them are clear about the influence of those things. As job involvement, job satisfaction and organizational commitment as essential for organizational development, factors influencing those things are also gaining importance.

Methodology: The researcher used descriptive research design. For collecting the primary data, Scott Barry Kaufman's (2018) scale of self-actualization and self-administered scale on job involvement, job satisfaction and organizational commitment was used. Totally 213 samples were collected with the help of purposive stratified random sampling technique.

Findings: The researcher found significant influence of self-actualization factors on job satisfaction, job involvement and organizational commitment of academic leaders of Tamil Nadu Universities.

Conclusion: The positive influence of self-actualization factors on job satisfaction, job involvement and organizational commitment of academic leaders should be taken as a case in point, and the researcher concludes, the focus on self-actualization of academicians and students will indirectly pave ways for improved economy.

Keywords: Self-Actualization, Job Involvement, Organizational Commitment, Job Satisfaction.

Cite this Article: R. Gopinath, An Investigation on Positive Influence of Self-Actualization Factors of Academic Leaders in State Universities of Tamil Nadu, International Journal of Advanced Research in Engineering and Technology (IJARET), 2020, 11(11), pp. 2677-2689
<https://iaeme.com/Home/issue/IJARET?Volume=11&Issue=11>

INTRODUCTION

Universities are the most important centers of research and educational activities in every country and faculty members at universities are among most significant characters in educational system and most principle elements of development in every country. Also training expert human resources is achievable through reinforcement of academic education. Therefore, we must try to identify different motivating and stimulating factors and also variants that form these factors and their effects and study and analyze them. Self-actualization describes ones feelings regarding his or her value or it are to consider oneself as a valuable person. This particular kind of consideration comes from all of the thoughts, feelings, emotions and experiences throughout one's life. And this is proven as essential to reach the level he needs in his life (Gopinath, 2020 a) On the other hand, Job involvement is one's emotional state of attachment with the job and organisation (Gopinath, 2020 i). Job Satisfaction is a concept that indicates the mental and spiritual enjoyment that one gains from his or her job through satisfaction of needs, interests and hopes.

One of the challenges that employers and academic leaders face is the ability to enhance the development of academic staff and retain them due to the nature of their work and lack of time to learn new tasks. Thus, they are overwhelmed by the high level of administration responsibilities (Siegall & Mc Donald, 2004; Winter & Sarros, 2002; Gopinath & Kalpana, 2019). Academic leaders tend to exert a high level of commitment towards their profession and discipline, rather than the university institutions (Gopinath, 2019 a; Thite, 2004; Van Valan, Van Arensbergen, Van Der Weijden, & Van Den Besselaar, 2012). According to Capelleras (2005) academic leaders play an imperative role in the Universities. Their core function in the tertiary institutions includes research and administration. This implies that academic staff work life is created and formed by job involvement and commitment of their role.

Some studies on organisational commitment stems from psychology (Tissong) and Business Administration (Zincume, 2012). Previous researchers have pointed out that there are issues on organisational commitment (Chong, Yee, Heng, Cui, & Yeoh, 2017). Turner (2001), points out that commitment is one of the constructs that have been researched by many scholars and explained its connections with other constructs such as job involvement and job satisfaction (Toga, 2011). Every organisation aims to have committed employees towards the fulfillment of the organisational goals (Darus, Azizan, & Ahmad, 2016; Gopinath, 2020 b). Already studies were conducted about the inter relationship between job satisfaction, involvement, and organizational commitment (Gopinath, 2020 c) but, the study presented here, we take a closer look at the part of their theory which addresses the relationship between job satisfaction, involvement, and organizational commitment with self- actualisation. The results of the empirical study conducted in industrial systems suggest that this part of the model needs to be improved to reflect the mediating role of job involvement in the process through which job satisfaction influences organizational commitment.

The proposed research aspires to address the research gap existing in India by providing a theoretical framework regarding the various components related to job involvement, Job satisfaction and organisational commitment in India and the impact of self-acutalisation of Academic leaders of Tamil Nadu Universities in this regard.

REVIEW OF LITERATURE

Self-Actualization: Planned or spontaneous. Daniel (1988) questioned whether or not the pursuit of self-actualization defeats the spontaneous way of living it (Ellis, 1991). This criticism is very relevant to the present study, since this study assumes that self-actualization reflects both the way of living by merely being (a spontaneous being) and living by pursuing a series of goals through personal experiences and educational efforts (planned). Ellis (1991) argued that spontaneity and goal-seeking do not contradict each other and one does not hinder the other if individuals take “an ‘and/also’ and not merely an ‘either/or’ approach”. They, in fact, complement each other in creating a self-actualizing personality. For instance, the individual intentionally plan to overcome her / his public speaking phobia by actually practicing speaking in public; then s/he starts spontaneously enjoying speaking in public (Ellis, 1991). Through a self-actualizing process, a skill can be developed and become spontaneous (Gopinath, 2020 d). Gopinath (2020 e) has studied the prediction of job involvement for Pharmacists and accountants and academic leaders. The relationship between job involvement and job satisfaction was significantly positive concerning general job satisfaction. Even the same researcher have studied the relationship between job involvement and organizational commitment, there also the researcher found significant and positive relationship (Gopinath, 2020 f).

Onne Janssen (2003) has found an innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. The results of a survey among secondary school teachers indicate that conflict with co-workers reduced satisfaction with co-worker and increases the stress (Sivakumar & Chitra, 2016). When job performance is not identity-relevant (low job involvement), workers do not pay this particular price for performing innovative activities. Conflict with co-workers partially clarifies why the interaction of innovative behaviour and job involvement provides the detrimental affective outcome of less satisfactory relationships with co-workers (Gopinath, 2016 a). Chi-Shun Liao & Cheng-wen lee (2009) has explained an empirical study of employee job involvement and personality traits: the case of Taiwan. The results of structural equations models, an employee who exhibits high JI achieves satisfaction through work efficiency, because he or she has positive feelings toward the work, is willing to commit to the organization, and is expected to stay with the organization. Such an employee also is optimistic about the organization's future. Extensive studies were conducted to study the factors influencing job involvement, job satisfaction and organizational commitment. Notable factors are Demographic variables (SivaKumar & Chitra, 2017), Emotional Intelligence (Gopinath & Chitra, 2020), self – actualization (Gopinath, 2020 g; Gopinath, 2020 h; Gopinath & Kalpana, 2020), Knowledge management (Gopinath 2019 b; 2019 c), Employee health and safety (Gopinath, 2016 b), Promotion and transfer (Gopinath, 2016 c). Gursangat Singh (2011) has studied Motivation, Job Involvement, Occupational Stress and Coping Strategies as Predictors of Teaching Skills. These are Playful Problem Solving (Coping Strategies), Need for Social Affiliation and Conformity (Teacher Motivation), Distancing (Coping Strategies), Organizational Identification (Job Involvement) and Internalization of Organizational Goals (Job Involvement). Brian McMahon (2007), observed an organizational commitment, relationship commitment and their association with attachment style and locus of control. Factors of self- actualization has strong association with the job satisfaction of academic leaders and by giving training on self- actualization the job satisfaction level can be manipulated (Gopinath, 2020 j)

Organizations interested in increasing affective commitment, seen as the most desirable form of organizational commitment, might consider developing programs aimed simultaneously at enhancing employee tenure and locus of control. The finding of this study in this light, individuals who are uncomfortable with intimacy in their personal relationships also tend to commit to their organizations out of a perceived sense of need. Scores on the Anxiety scale in this study were not associated with the more desirable forms of organizational commitment, affective commitment and normative commitment, so perhaps there is a common trait that underlies the Anxiety-continuance commitment and relationship commitment. Armenio Rego and Miguel Pinae Cunha(2008), studied the impact of five dimensions of workplace spirituality (team's sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, opportunities for inner life) on affective, normative and continuance commitment. People who experience a sense of spirituality at work trends to develop higher affective and normative commitment and lower continuance commitment. People seem to develop stronger affective and normative commitment and weaker continuance commitment when they perceive a stronger presence of spirituality in the organization, the team and the job. Enjoyments at work and value alignment are the major predictors. Wen-Hai Chihand Yu-An Lin (2009), conducted the study of the antecedent factors of organizational commitment for high-tech industries in Taiwan. Finding suggests that the importance of total quality management implementation followed by continuous improvement, top management role, customer focus and teamwork. Effort commitment is the most factor of organizational commitment. Transformational leadership had more direct positive effect on organization commitment than that of transactional leadership. Finally, total quality management mediates the effects of leadership style on organizational commitment.

METHODOLOGY

This method is not only scientific but a systematic empirical enquiry, where the independent variables explored are already present in the social context. Further, it is significant to note that self-actualisation is considered a trait that further triggers confident endeavours amongst the academic community. The present investigation is an honest endeavour to infer the nature of influence that self-actualisation induces in the work place of the academic community and there by their leadership potentials.

MEASURES

The Responses received from the Five (5) Point Likert Scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), were measured using positive and negative distribution method. In the Likert type 5 point scale, the statements were scored as 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree and 5 - Strongly Agree.

INSTRUMENT FOR THE STUDY

After carefully reviewing the review of literature the researcher is convinced of the relevance of the instruments developed, standardized and prevalence widely in the academic circuit of Dr. Scott Barry Kaufman (2018) of University of Pennsylvania, USA. It reflects certain universal application and also suits the contemporary Indian Scenario. The high reliability value for the scale $r=0.85$ is an indication of the suitability and the consensual reliability of the adopted instrument for the study and the rapport that the researcher established with the respondents for the reliable data collected.

In order to collect a feasible data collection procedure and reliable data, the researcher sourced the website of all the 24 universities and from the data uploaded by the respective universities and identified the academics/officials, which are performing the role of 'Academic Leaders' in their respective universities. The researcher adopted a Stratified Purposive Random Sampling Method to collect data equally from all the universities to represent the universe of the population under investigation. The researcher for the adopted a two pronged strategy of sending the instrument to the respective respondents through their personal e-mail besides approaching them in person or through a common contact to collect data. Thus making this "Multi-Stage Stratified Random Sampling Method" adopted for the study a compact one.

DATA ANALYSIS AND RESULTS

The Structural Equation Modeling, popularly known as (SEM), is a statistical analysis technique developed for analysing the inter-relationships among the multiple variables in a model. The inter-relationships among the variables could be expressed in a series of single and multiple, regression equations. It provides opportunity to study interrelationships among various independent and dependent variables at the same time (Hair *et al.*, 2013). Further, relationship among dormant constructs and indicators ("measurement items") are corroborated by deploying CFA. This is termed as "measurement model" and hypothetical associations among constructs are verified using SEM (Hair *et al.*, 2013).

RELIABILITY AND VALIDITY OF MEASURES

In order to determine the internal consistency (or homogeneity) of the instrument, the reliability of each indicator variable (measurement item) as well as the reliability of each construct is measured as suggested by Fornell and Larcker (1981). The indicator reliability is assessed by examining factor loadings, and constructs' reliability is assessed by using two indicators - Cronbach alpha (CA) and composite reliability (CR) (also known as construct reliability) as suggested by Fornell and Larcker (1981). The most widely used measure to diagnose reliability of instrument is Cronbach alpha. In this study the reliability of each indicator variable is measured by testing Cronbach alpha value suggested by Fornell and Larcker (1981).

The results confirmed that Cronbach alpha coefficients of all constructs are higher than minimum threshold limit of 0.7, indicating that each construct showed strong internal consistency.

AVERAGE VARIANCE EXTRACTED (AVE)

The other measure for checking the reliability of constructs was variance extracted; average variance extracted (AVE) is used to measure convergent validity proposed by Fornell and Larcker (1981) as a measure of the shared or common variance in a latent variable, the amount of variance captured by the variable in relation to the amount due to its measurement error (Dillon and Goldstein, 1984). The average variance extracted (AVE) value should be greater than 0.50 to verify the discriminant validity of constructs recommended by Hair *et al.*, (2013).

The results of average variance extracted (AVE) depicts that the value of AVE varied between 0.50 to 0.68 for all the self-actualization constructs and 0.51 to 0.54 for the job involvement, organisational commitment and job satisfaction construct. The average variance extracted (AVE) from each latent construct exceeded the 0.5 threshold ranging from 0.50 to 0.68 (Table 1). Therefore, it is concluded that there is enough confidence in the discriminate validity of the measures and their corresponding constructs.

Table 1: Average variance extracted (AVE)		
S.NO	Constructs	AVE
1	Acceptance	0.50
2	Authenticity	0.61
3	purpose	0.53
4	Efficient perception of reality	0.56
5	Humanitarianism	0.54
6	Good Moral Intuition	0.59
7	Creative spirit	0.51
8	Peak Experiences	0.59
9	Equanimity	0.68
10	Continued Freshness of Appreciation	0.67
11	Job involvement	0.51
12	organizational commitment	0.52
13	Job satisfaction	0.54

CONVERGENT VALIDITY

Extent to which indicators of a specific construct coverage or share a high proportion of variance in common. To assess convergent validity, Fornell and Larcker (1981) proposed examining (1) the item reliability of each construct (2) the composite reliability of each construct and (3) the average variance extracted (AVE) of each construct.

Therefore, item reliability was assessed through maximum likelihood analysis component analysis as extraction technique with promax-rotation method for constructs using SPSS. According to Hair *et al.*, (2013) factor loading should exceed 0.5 levels of all individual items. Similarly Fornell and Larcker (1981) suggested composite reliability (CR) value be over 0.60 of all constructs and average variance extracted (AVE) value be greater than 0.50 in each dimension.

Table 2: Convergent Validity of Constructs	
Constructs	Composite Reliability
Acceptance	0.66
Authenticity	0.65
purpose	0.65
Efficient perception of reality	0.73
Humanitarianism	0.70
Good Moral Intuition	0.69
Creative spirit	0.70
Peak Experiences	0.62
Equanimity	0.59
Continued Freshness of Appreciation	0.80
Job involvement	0.60
organizational commitment	0.65
Job satisfaction	0.60

DISCRIMINANT VALIDITY

Discriminant validity is evaluated by comparing the square root of average variance extracted (AVE) between two constructs with their respective inter-construct correlation measure (Fornell and Larcker, 1981). In this study, discriminant validity is confirmed in order to check, whether the square root of the AVE of each construct was greater than the highest correlation between the latent variable involving the focal constructs (Fornell and Larcker, 1981).

Discriminant validity can be defined as the extent to which the measure being used will give scores and these scores should not be related to the scores attained from an unrelated measure. To establish discriminant validity, it needs to show the measures that should not be related are in reality not related.

Thus, discriminant validity (Table 3) presents the inter-construct correlations and average variance extracted measures of each pair of constructs. Diagonal values represent square root of average variance extracted (AVE) and off diagonal values represent inter-construct correlation. Comparison of the correlations with variance extracted shows that all correlations between two constructs are less than square root of average variance extracted measures of both constructs. All diagonal values exceeded the inter-construct correlations, reflecting high level of discriminant validity to the acceptance level and substantial for further analysis. Thus, it is confirmed that all the constructs show strong evidence of discrimination.

Table 3: Discriminant validity of constructs

Cons.	CFA	AC	AU	EQ	PU	EPR	HU	PU	GM	CS	JI	OC	JS
CFA	0.71												
AC	0.37	0.71											
AU	0.30	0.26	0.74										
EQ	0.16	0.27	0.34	0.81									
PU	0.32	0.50	0.30	0.25	0.75								
EPR	0.28	0.47	0.32	0.27	0.50	0.73							
HU	0.61	0.45	0.57	0.24	0.42	0.28	0.73						
PU	0.49	0.27	0.54	0.29	0.32	0.27	0.39	0.71					
GM	0.69	0.32	0.64	0.24	0.25	0.14	0.67	0.3	0.72				
CS	0.28	0.40	0.30	0.28	0.60	0.50	0.32	0.43	0.22	0.78			
JI	0.54	0.58	0.40	0.24	0.48	0.36	0.46	0.27	0.36	0.27	0.76		
OC	0.64	0.31	0.64	0.38	0.33	0.28	0.49	0.48	0.56	0.31	0.57	0.82	
JS	0.32	0.43	0.41	0.37	0.61	0.49	0.37	0.39	0.18	0.69	0.43	0.33	0.72

THE ASSESSMENT OF MODEL FIT INDICES FOR THE MEASUREMENT MODEL

The “goodness-of-fit” indices for “measurement model” have been discussed in the earlier section. However, in CFA, various statistical measures are deployed to determine model fit to the data using AMOS (version 20.0). As in CFA, very initially the output presents the item loading are interrelated their latent constructs. Hair *et al.* (2011) advocated that factor loading should be above the common threshold value of 0.70 and the item loading should be in the range of 0.50 – and 0.70 should be considered for exclusion from the scale only when eliminating the indicator. This leads to an increase in the composite reliability. Moreover, retaining the low factor loading items in a model could cause the construct to fail Convergent Validity.

The results of the study examine that one may consider removing JI1, JI4, JI5 from the measurement model of the latent construct Job Involvement (JI) and item JS1, JS2 removed from the latent construct of Job Satisfaction (JS) results of lower loading value and deleting it would improve the composite reliability of both the latent constructs of Job Involvement and job satisfaction.

Table 4: Parameter estimates for the measurement model

Constructs	Item Codes	Standardized Loadings	t-values ^b	Squared Multiple Correlation
1. Acceptance	AC1	0.76**	— ^a	0.57
	AC2	0.68**	13.71	0.46
	AC3	0.70**	13.46	0.49
2. Authenticity	AU1	0.50**	— ^a	0.25
	AU2	0.81**	15.60	0.65
	AU3	0.74**	10.97	0.54
3. Purpose	PU 1	0.64**	— ^a	0.40
	PU 2	0.77**	13.92	0.59
	PU 3	0.77**	16.60	0.59
4. Efficient Perception of Reality	EPR 1	0.77**	— ^a	0.58
	EPR 2	0.75**	16.13	0.56
	EPR 3	0.74**	15.92	0.54
5. Humanitarianism	HU 1	0.74**	— ^a	0.54
	HU 2	0.72**	14.59	0.52
	HU 3	0.75**	14.88	0.56
6. Good Moral Intuition	GM 1	0.69**	— ^a	0.47
	GM 2	0.81**	16.36	0.65
	GM 3	0.82**	19.61	0.66
7. Creative Sprit	CS 1	0.72**	— ^a	0.51
	CS 2	0.76**	16.01	0.57
	CS 3	0.69**	15.30	0.47
8. Peak Experience	PE 1	0.70**	— ^a	0.48
	PE 2	0.74**	13.93	0.54
	PE 3	0.68**	13.26	0.46
9. Equanimity	EQ 1	0.60**	— ^a	0.50
	EQ 2	0.71**	11.84	0.36
	EQ 3	0.64**	11.12	0.40
10. Continued Freshness of Appreciation	CFA 1	0.77**	— ^a	0.58
	CFA 2	0.87**	19.68	0.75
	CFA 3	0.82**	20.93	0.67
11. Job Involvement	JI 1	0.74**	— ^a	0.54
	JI 2	0.68**	14.62	0.46
	JI 3	0.73**	14.51	0.53
	JI 4	0.69**	15.33	0.47
	JI 5	0.82**	16.39	0.66
12. Organizational Commitment	OC 1	0.70**	13.99	0.49
	OC 2	0.69**	13.96	0.48

	OC 3	0.73**	13.85	0.53
	OC 4	0.65**	14.40	0.42
	OC 5	0.65**	14.40	0.42
13. Job Satisfaction	JS 1	0.70**	13.99	0.49
	JS 2	0.69**	13.96	0.48
	JS 3	0.73**	13.85	0.53
<i>a: Indicates a parameter fixed at 1.0 in the measurement model.</i>				
<i>b: All Critical Ratios (t-values) are significant at 0.05.</i>				
<i>Note: scale estimates of ten marketing activities, four dimensions of BE and overall BE</i>				

The goodness of fit statistics indicates that all the criteria meet the recommended value. The results of measurement model presents that GFI=0.91, AGFI=0.85, CFI=0.90 RMR= 0.06, RMSEA=0.05 and provides a strong evidence for fitness of model. However NFI is lower than the recommended value of 0.90 but are close to it therefore it could be expressed that the measurement model of this study had acceptance level of fitness because NFI is very close to recommended value and all other indices met the recommended minimum value of acceptance. Thus, fit statistics confirmed that the measurement model showed adequate fit with the data, indicating no further modification in the model is required. Hence, the unidimensionality of the model is established (Byrne, 2010; Hair *et al.*, 2013).

PATH ANALYSIS (HYPOTHESIS TESTING)

After establishing an acceptable structural model, the statistical significance of the parameter estimates from structural equation model (SEM) are evaluated by examining path estimates and critical ratio (C.R) or t-value. The parameter estimate is considered statistically significant, only when the C.R. value is greater than ± 1.96 at 0.05 level of significance (Hair *et al.*, 2013). Furthermore, standardised path coefficients β value is examined as per the recommendation of Cohen (1988). As per Cohan (1988), a standardised coefficient value of less than 0.10 might indicate a small effect, a value around 0.30 a medium one and a value around 0.50 indicate a high effect.

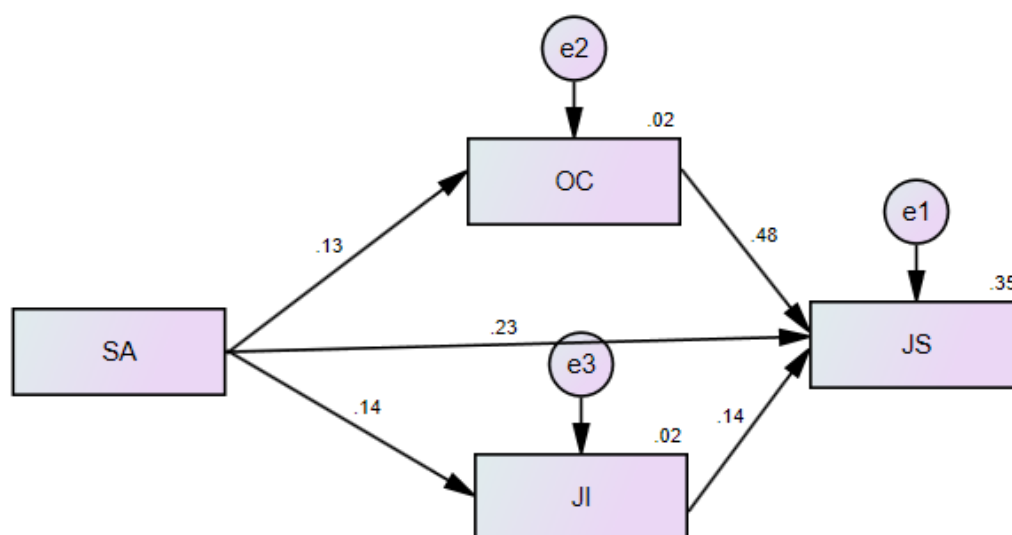


Fig: 1 Standardized path coefficients for the structural model

The main objective of the study is to study the self-actualization impact on job involvement, organizational commitment and job satisfaction on academic leaders in Tamil Nadu Universities. The findings show to what extent factors that have been theoretically identified have been now empirically proven to impact on job involvement, organizational commitment and job satisfaction. The t values for the beta coefficients in all paths have been found to be significant at 99.9% confidence levels.

SUMMARY OF THE STRUCTURAL MODEL FIT FOR SELF-ACTUALIZATION IMPACT MODEL

The result of the study indicate that hypotheses, H1,H2,H3,H4and H5 are accepted and found statistically significant since their respective p-value is significant at 0.001. So that, job involvement, organizational commitment and job satisfaction have found significantly impact on self-actualization.

Table 5: Summary of the Structural Model Fit for Self-actualization Impact model

Structural Path	Hypothesis	Beta Coefficient	t-value	Decision
OC<--- SA	H1	.128	2.633**	Supported
JI<--- SA	H2	.143	2.964**	Supported
JS<--- OC	H3	.482	12.085***	Supported
JS<--- JI	H4	.141	3.533***	Supported
JS<--- SA	H5	.231	5.741***	Supported
** p < 0.05 (Significant at 99% Confidence Level) *** p < 0.01 (Significant at 99% Confidence level) Beta => Structural Path Coefficient / Standardized Partial Regression Coefficient				

The results indicate that self-actualization has significant direct positive impact on organisational commitment ($\beta = 0.12$, t -value = 2.63, $p < 0.05$). The indirect impact of self-actualization on job involvement is significant ($\beta = 0.14$, t -value = 2.96, $p < 0.05$). The indirect effect of organisational commitment on job satisfaction is significant ($\beta = 0.48$, t -value = 12.08, $p < 0.01$). The indirect impact of job involvement on job satisfaction is significant ($\beta = 0.14$, t -value = 3.53, $p < 0.01$) and the direct effect of self-actualization on job satisfaction is also statistically significant ($\beta = 0.23$, t -value = 5.74, $p < 0.01$).

SUMMARY OF ESTIMATES

The results reveal that the mediation effect of job involvement and organisational commitment between self-actualization and job satisfaction is partial as the indirect effect to gets reduced but remains significant. The mediation effect has been further confirmed with the Sobel Statistic.

Table 6: Before mediator variable entered the model – Direct Effect

			Beta Estimate	SE	CR	P value	Result
JS	<---	SA	0.403	0.070	5.741	0.000	Significant

FINDINGS

The relationship between the extent academic leader's self-actualization and organizational commitment, job involvement and job satisfaction in Tamil Nadu Universities in India are positive and significant. all the factors of self-actualization positively influence the job involvement, job satisfaction and also the organizational commitment . Especially the level of job satisfaction of academic leaders of Tamil Nadu University is the prominent factor influenced by their level of self actualization.

Even when organisational commitment and job involvement was introduced as the mediating variable, still the effect of self-actualization was significant. Thus, it can be concluded that self-actualization is a vital contribution to job involvement and organisational commitment and also influences job satisfaction.

DISCUSSIONS

The self-actualization positively influence the job involvement, and also the organizational commitment strongly impacts the job satisfaction to stay which is the strongest influential factor among the others, and also the self-actualization have a positive impact on job satisfaction. Therefore, the Tamil Nadu Universities in India, need to continuously enhance the self-actualization such as Acceptance, Authenticity, Purpose, Efficient perception of reality, Humanitarianism, Good Moral Intuition, Creative spirit, Peak Experiences, Equanimity and Continued Freshness of Appreciation to boost the academic leaders job involvement, organizational commitment and job satisfaction.

CONCLUSION

Even though numerous research studies on self-actualization was conducted in the western countries, the concept is emerging one to the context of India. Though the concept of self - actualization was considered to be the terminology related to motivation, is extends it meaning to self-realization or self-reflection or self-exploration. And it also describes ones feelings regarding his or her value or it are to consider oneself as a valuable person. This particular kind of consideration comes from all of the thoughts, feelings, emotions and experiences throughout one's life. As India has extensive young population, this study on influence of self -actualization on Job Involvement, Job satisfaction and Organizational commitment, is a study on time. And the positive influence of self-actualization on Job involvement, Job satisfaction and organizational commitment ensures the need for awareness on this concept, which indirectly ensures the Nation's productivity through young bloods.

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