

RELATIONSHIP BETWEEN JOB SATISFACTION AND PERCEIVED ORGANISATIONAL SUPPORT WITH ORGANISATIONAL COMMITMENT THROUGH SEM

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ABSTRACT

The Education is fundamentally the influence an educator exerts on the students entrusted with his/her care. Organisational Support theories explain people perceived Organisational Support for their performance. Organisational Commitment created through perceived Organisational Support. For this research study followed population sampling method and used Structural Equation Modeling AMOS-21 in this study. The research study focused that relationship of job satisfaction with Organisational Commitment and Perceived Organisational Support. Based on the findings deciphered that perceived Organisational Support have a vital role. The Researcher concluded that perceived Organisational Support is a significant contribution to the positively impacts Organisational Commitment and Job Satisfaction. The researcher confirmed that the motives of perceived Organisational Support which has been increased the Job Satisfaction and Organisational commitment.

Keywords: Perceived Organisational Support, Organisational Commitment, Job Satisfaction.

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INTRODUCTION

An Education is essentially the influence a teacher expertise skill on the students entrusts with his/her care. Effective teachers are necessary in the place of lecture because even the best programme and the best curriculum remain ineffective in the nonappearance of a high-quality teacher. Hence retaining first-rate teachers becomes most important. It is also significant to understand the factors behind retaining good quality teachers. The research focus to the quality of work-life of the academicians. Quality of work life's objectives are integrating the socio-psychological needs of individuals in the organisation, the unique needs of a particular technology, the processes and structure of the Organisation, and the existing socio cultural environment. Job satisfaction is one of the vital factors that have drawn concentration of managers in the business group as well as academicians. There is no definite proof that job satisfaction affects productivity in a straight line because productivity depends on so many factors, it is still a main apprehension for managers. It is the psychological feeling of favourableness which an person has about his job. Organisational Support theory explains about the Organisation contribution to their employees' achievement and welfare for production oriented. Perceived Organisational Support reveals to employees' attitude about their Organisation values for his or her work related job. The Organisational Support Theory(OST) [Eisenberger *et al.*, 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995] holds that in order to convene socio emotional requirements and to measure the benefits of enhanced work effort, employees structure a universal perception regarding the scope to which the organisation values their aid and cares regarding their well-being. Organisational commitment is the psychological aspect attachment of the employee with their Organisation. So as to ensure a distinguished and knowledgeable academic staff forever attached to the educational institutions. A dedicated employee must receive better-quality attention from the Organisation. These researches focus the job satisfaction role on perceived Organisational Support with Organisational commitment. According to the recent studies inferred that Self-Actualization is a imperative contribution to job influences Job Satisfaction among the academic leaders (Gopinath, 2020 f) inferred that academicians are psychologically benefits on job satisfaction provided by the Organisational commitment.

REVIEW OF LITERATURE

Kalpana & Shibu (2014 a) revealed highly committed faculties give a very positive contribution to the job. Kalpana & Shibu (2014 b) studied that Organisational commitment is a significant dimension that can gradually increase the basic ability to attains one's current work is the work changes. This study revealed that the narrow body of familiarity underline the configuration of Organisational dedication along dimension of social exchange. And there is an association among the level of Organisational Support with Organisational commitment. So the researcher concluded a positive correlation between Organisational commitments with perceived Organisational Support (Kalpana & Shibu, 2014 c). Kalpana & Shibu (2015 a) studied work family support, compensate level satisfaction, career development, procedural justice are the factors of continued that work family support, perceived Organisational Support and Pay Level Satisfaction are highly associated with the perceived Organisational Commitment and job related factors highly associated with Organisational Commitment also (Kalpana & Shibu, 2015

b). Kalpana & Shibu (2014 d) described Perceived Organisational Support have a vital contribution on job satisfaction, when the employee feel the support from their Organisation, he/she will be satisfied. Kalpana & Shibu (2015 c) found that perceived Organisational Support and job involvement are identified as factor. In that, based on correlation value perceived Organisational Support is highly significant factor to Organisational commitment. Kalpana & Shibu (2015 d) identified pay level satisfaction and career development are the collinearly variables of Perceived Organisational Support and Organisational Commitment. Similarly, emotional intelligence dimensions has positive relationship and highly significant with job satisfaction factors (Gopinath & Chitra, 2020).

Gopinath (2016 d; 2016 e) confirmed that structural equation model reveals positive relationship and highly significant influence of performance management, Recruitment and Selection process on job satisfaction factors. Job satisfaction factor includes supervision, co-workers, promotion, pay and work. Gopinath (2016 f; 2016 g) illustrated that impact of industrial relations, appraisal and reward system on job satisfaction factors. Similarly Job Satisfaction dimensions of job description index scale have positive impact on the HRD factors of Managing People, Industrial Relations and Appraisal and Reward system of organisation (Gopinath, 2016 h).

Kalpana & Shibu, (2016) concluded a research for identifying the variables of Organisational Commitment and suggested operational environment and occupational related factors of Organisational commitment through SEM model. Gopinath (2020 a) revealed that correlation between job involvement and job satisfaction of academic people. He analysed that job satisfaction have positive and significant relationship with job involvement. Gopinath & Kalpana (2020 a) concluded their research job involvement create good career advancement to attain the life goal personally and give job satisfaction also and continued that the researcher (Gopinath & Kalpana, 2020 b) confirmed the job satisfaction and job involvement are the self-actualization's factor. Gopinath (2020 b) found job satisfaction have leading relation with self-Actualization's various dimension by giving training and (Gopinath, 2020 c) continuing this, he found the prominent and relationship between job satisfaction and self-actualization. Gopinath (2020 d) found that high level of self-actualization creates Organisational commitment in the job and he studied the correlation between the Job Satisfaction and Organisational Commitment and the result shows the 60.1% relationship between the Organisational Commitment and Job Satisfaction (Gopinath, 2020 e). Gopinath (2019) revealed that the work environment create a job satisfaction positively. Gopinath & Kalpana (2019) discovered job satisfaction have two factors namely job involvement, Organisational commitment. Similarly, Gopinath (2020 f) inferred that positive effect and highly important relationship among Job Satisfaction and Organisational Commitment.

Gopinath (2016 a; 2016 c) confirmed that work, pay, promotion, co-worker and supervision have influence in formative the job satisfaction and it has the influence on the industrial relations and Training and Development of organisation. HRD practices importance in determining the job satisfaction. HRD factors positive relationship between those factors and job satisfaction factors like pay, promotion, work, co-workers and supervision (Gopinath, 2016 b). Gopinath (2020 h) inferred that Structural Equation Modeling to study the significant association between Job involvement, Organisational Commitment. The Organisational Commitment is prominently influenced by Job Involvement (Gopinath, 2020 i). Gopinath (2020 j; 2020 k) inferred that Self Actualization and Job Involvement are significantly positive correlated and linear along with Organisational Commitment.

OBJECTIVES

To know the impact of job satisfaction on Organisational Commitment with perceived Organisational Support.

LIMITATION OF THE STUDY

The results applicable only in the study area. So the results cannot generalised.

PERIOD OF THE STUDY

The duration of the study covers four months period from July - 2020 to Oct. - 2020.

CONCEPTUAL FRAMEWORK

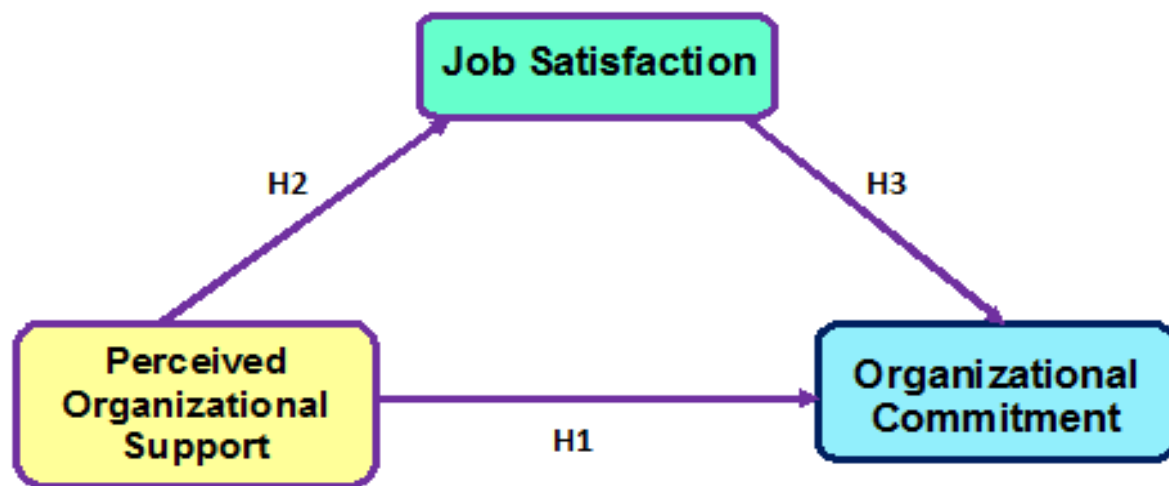


Fig.1. Conceptual frame work

This model fig.1.shows the correlation between the Organisational Commitment (OC) and Perceived Organisational Support(POS) with Job Satisfaction (JS) and *vice versa*.

METHODOLOGY

The Five-point Likerts scale used to produce the structured questionnaires. Data collected from the respondents using population sampling method. But 80% questionnaire were eligible for analysis. The study area covered only perambalur district. Structural equation model technique used for this research. AMOS-21 software used.

FINDINGS

Table. 1. Measurement model of parameter estimates						
Regression Weights			Standardized (Loadings)	Standard (Error)	t-value	Squared Multiple Correlation
POS5	<---	POS	0.910		_*	0.828
POS4	<---	POS	0.826	.087	8.088	0.682
POS3	<---	POS	0.816	.037	10.806	0.665
POS2	<---	POS	0.770	.066	11.743	0.592
POS1	<---	POS	0.809	.060	12.159	0.654
OC4	<---	OC	0.904		_*	0.817
OC3	<---	OC	0.866	.092	13.823	0.749
OC2	<---	OC	0.850	.080	11.501	0.722
OC1	<---	OC	0.849	.089	7.860	0.720
JS5	<---	JS	0.890		_*	0.792
JS4	<---	JS	0.838	.077	5.494	0.702
JS3	<---	JS	0.871	.068	10.641	0.758
JS2	<---	JS	0.764	.088	11.857	0.583
JS1	<---	JS	0.880	.089	12.647	0.774

Based on the analysis of the research, table.1 shows suitable statistics explained that the measurement model expose suitable results with the findings, advisable that there is no essential for additional modification of this model.

As per result, table. 2 justify that the AGFI compliance scale was 0.90. The CFI and NFI compliance measures were 0.910 and 0.900, respectively, and the GFI and RMSEA absolute fit measures were 0.939 and 0.061. The above calculated measurement values were beyond the advisable minimum values. Exceed this value, to these indicators, the χ^2 / df ratio was 2.147, which was contained by the recommended entry level (Eg., $1.0 < 2 / df < 5.0$). As per analysis findings, statistic decided that the measurement model displayed inadequate data, advisable that no modification need. Thus, a one-dimensional model was established (Byrne, 2010; Hair *et al.*, 2013).

Table. 2. Values of Measurement Model									
Results of absolute Fit Measures							Incremental Fit Measures		Parsimony Fit Measures
	χ^2	Df	χ^2/df	GFI	RMSEA	RMR	NFI	CFI	AGFI
Criteria			< 5	≥ 0.90	< 0.08	< 0.05	≥ 0.90	≥ 0.90	≥ 0.90
Obtained	186.869	87	2.147	0.939	0.061	0.028	0.900	0.910	0.90
Note: Chi-square: χ^2 ; Degree of freedom: Df. ; Goodness of fit index: GFI; Root Mean Square Error of Approximation: RMSEA; Normated Fit Index: NFI ; Comparative Fit Index: CFI ; Adjusted Goodness of Fit Index: AGFI ; Root Mean Square: RMR									

Hypothesis Findings

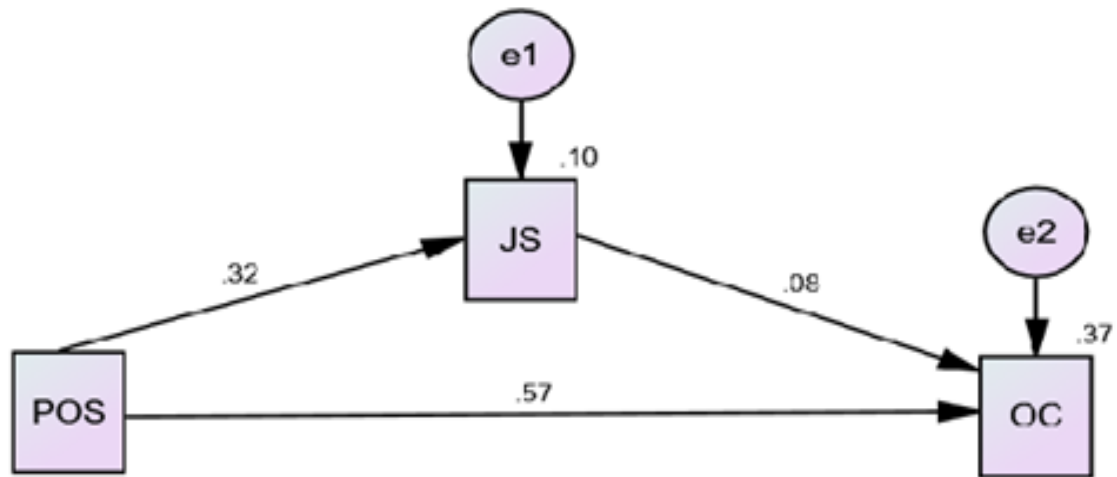


Fig.2. Measurement Model

Table. 3. Structural Path Model Parameter estimates				
Structural Path	Hypothesis (H)	Beta Coefficient (β)	t-value	Decision
OC<--- POS	H1	0.251	3.864***	Supported
JS<--- POS	H2	0.320	5.697***	Supported
OC<--- JS	H3	0.191	9.968**	Supported
*** Significant at 1 % level; ** Significant at 5% level				

As per result from Table 3 and Table 4, the decision of the research shows that hypothesis, H1, H2 and H3 are accepted and showed statistically significant the p value at 1% and 5% level. So far, Organisational commitment and job satisfaction have bring to being significantly influence on perceived Organisational Support. The result advisable that Perceived Organisational Support [POS] has significant direct positively influence on Organisational Commitment [OC] ($\beta=0.251$, $P < 0.01$, t-value = 3.864). The indirect influence of Perceived Organisational Support [POS] on Job Satisfaction [JS] ($\beta=0.320$, $P < 0.01$, t-value = 5.697). The indirectly effect of job satisfaction on Organisational commitment ($\beta = 0.191$, $P < 0.05$, t-value = 9.968). Similarly, Gopinath (2020 n) confirmed that association among Organisational Commitment and Job Satisfaction, based on the results of Job Satisfaction has 60.1% optimistic correlation with Organisational Commitment and the Job Satisfaction has 76.5% positive influences on Organisational Commitment.

Table. 4. Direct Effect model Estimate						
			Beta Estimate	CR	P value	Result
OC	<---	POS	0.294	9.148	***	Significant
*** Significant at 1 % level						

The decision reveal from the path analysis that the median effect of job satisfaction between perceived Organisational Supports is give fractionally in directed, but it is significant. This median effect further confirmed through the Sobel statistic.

CONCLUSION

The association between the education institutions in enclosing Job Satisfaction, Perceived Organisational Support and Organisational commitment in Tamilnadu educational institutions in India. Perceived Organisational Support significantly in positive manner with job satisfaction and also strongly positive effects to Organisational commitment. It revealed that perceived Organisational Support create job satisfaction of teachers. At the same time perceived Organisational Support bond the teachers to their institution through commitment, whenever the teacher perceived support from their organisation. They are automatically committed, even though they are not in job satisfaction. Gopinath (2020 l) concluded that Organisational Commitment is habitually restricted to the extent to which employees are trustworthy to the organisation. Similarly, Gopinath (2020 m) inferred that the Organisational Commitment is measured an important module to the subsistence of organisations and it has different outcomes for instance efficiency and on the whole performance. At Covid-19, Pandemic situation created online teaching method at home with less monetary benefits. The researcher concluded that Perceived Organisational Support is a significant contribution to job satisfaction and positively impacts Organisational Commitment.

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