

A REVIEW ON IMPACT OF SELF-ACTUALIZATION ON JOB SATISFACTION OF ACADEMIC LEADERS WITH REFERENCE TO TAMIL NADU UNIVERSITIES

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ABSTRACT

In recent days the prominence of job satisfaction is getting attention is all domines. Amongst the satisfaction of a teacher is so mean to create empowered future generation. Job satisfaction of the academic leaders is important determinant and leading factors that determine the success of an organization in this competitive edge. Besides that, appropriately managed human resource can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and as well as organizational levels (Fiorita et al., 2007; and Sivakumar & Chitra, 2018). This implication are same in case of academic field also This kind of positive outcomes and numerous negative outcomes during absence of job satisfaction made several studies in the domine of job satisfaction. As it has enormous benefits to the organization, employers strive to create satisfaction among employees, the recent studies have proven that self-actualization has immense role determining the job satisfaction. This paper is attempt to analyses the chronological reviews on Self-Actualization's influence job satisfaction of academic leaders in Tamil Nadu Universities.

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

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SELF- ACTUALIZATION AND ITS INFLUENCE ON JOB SATISFACTION

On the topic of human motivation, Abraham Maslow stated, “The fact is that people are good. Give people affection and security and they will give affection and be secure in their feelings and their behavior”. Satisfying a human being is not an easy task, the needs and wants are endless. As the satisfaction of employee give enormous benefits to the organization, they strive to satisfy the employees. Grounded in Abraham Maslow’s original writings on the characteristics of self-actualizing people, the CSAS measures 10 Subs Scales of self-actualization: (1) Continued freshness of appreciation, (2) Acceptance, (3) Authenticity, (4) Equanimity, (5) Purpose, (6) Truth Seeking, (7) Humanitarianism, (8) Peak Experiences, (9) Good Moral intuition, and (10) Creative Spirit [Kaufman, 2018]. A researcher has proven that self-actualization is one among the best tool to enhance the satisfaction level of the employees. By making the academic leaders self-actualized, it’s easy for the organization to satisfy their employees. Self-actualization is considered to have important implications form the side of ethics and form of humanistic psychology. Self-actualization is considered as educative and it is concerned with the person’s distinctive development and, living of good life (Gopinath, 2021). According to Rogers (1959) self- actualization is concerned with the getting of experience directly rather than through a system of conceptualized structures and self-actualization give emphasis to process of unfolding the self where by the individual to understand inborn potentialities. Self-actualization denotes the ability and the desirability of the individual to initiate and withstand in a particular action without the support of others. Individuals who have realistic aims for themselves, who has thinking and studying skills, and have strong self-respect and confidence are more successful in attaining Self-Actualization than the others (Gopinath, 2020 r).

Many researches mean that people form lower classes and who has considerably less income, accept what they have but they do not have the thirst of achieving their goals (Gopinath, 2020 m). And the self-actualization is prominently influenced by the demographic factors (Gopinath, 2020 n; Gopinath, 2020 q) and the level of emotional intelligence of the individual (Gopinath, 2020 s). Self-Actualization also showed strong linkages to multiple aspects of Job Involvement and Organizational Commitment (Gopinath, 2020 o). Not only was Self-Actualization strongly correlated with greater Organizational Commitment, but Self-Actualization also demonstrated strong correlations with all of the facets of Ryff’s(1989) model of psychological well-being: self-acceptance, positive relations, personal growth, autonomy, environmental mastery, and purpose. However, Self-Actualization was strongly correlated with the unity aspect of the self-transcendent experience, but not the sense of loss of self (Gopinath, 2020 v). This more granular finding within the domain of self-transcendence supports Maslow’s contention that Self-Actualization individuals are able to paradoxically merge with a common humanity while at the same time able to maintain a strong identity and sense of self. As Maslow wrote in his 1961 article, “Peak-experiences as acute identity experiences” One potentially promising finding is the small but statistically significant correlation between Self-Actualization and Job Involvement and Organizational Commitment. The role of self-actualization and job satisfaction in improving the organizational commitment and job involvement of the academic leaders should be given serious attention and future studies in this area is also recommended.

PURPOSE OF THE STUDY

At the same time 21-st century academic leaders focus on self-actualization, job satisfaction, organizational commitment and job involvement and scholars have lamented that the stream of self-actualization literature remains confounding, fragmented, difficult to access (Fisher & Mansel, 2009; Morrow, 2011; Stazyk *et al.*, 2011, Gopinath, 2016 b; and Gopinath, 2020 b). The fragmented state of the self-actualization research, a renewed academic leader's focus on job satisfaction as an HRD strategy, and increased popular attention given to the role of organizational commitment to the universities a modern review of the organizational commitment literature with a focus on job involvement and job satisfaction (Gopinath, 2020 c). Thus, this review article intends to serve as a modern review, analysis and synthesis of the self-actualization and job satisfaction scholarly literature within the broader context of organizational commitment. The ultimate goal of this review article is to provide direction for the future researchers and practitioners (academic leaders) studying self-actualization and more specifically job satisfaction, how organizational commitment and job involvement developed and managed.

METHOD OF STUDY

The following outlines the strategy of selecting and analyzing the articles and texts used in this review. The method of conducting this integrative literature review is in alignment with the article's stated purpose to synthesize a very complex and confounding stream of self-actualization research to situate job satisfaction as an important core essence of organizational commitment. First, the seminal and related articles and texts on self-actualization as a general construct were selected and reviewed to capture the evolution of the construct and to review the various competing and overlapping theoretical frameworks. Articles and texts published from 1975 to present were reviewed to the construct self-actualization and job satisfaction from its initial appearance in scholarly journals. The high-impact, seminal articles that serve as the scaffolding for this review were initially identified by examining the reference lists of the most often cited (As statistically reported by Google Scholar) and existing literature reviews on self-actualization published within the past 20 years. The articles of self-actualization as a general construct were selected to serve as the context.

Next, articles that presented both one dimensional and multi dimensional conceptual model that included definitions of organizational commitment; job satisfaction and job involvement as a distinguished construct were selected and reviewed. Then, articles that focused on both the theoretical frameworks and empirical research of organizational commitment; job satisfaction and job involvement were selected and analyzed. Finally, research articles in the past 20 years that studied and linked academic leader's practices as organizational commitment and job involvement were selected to inform the discussion of implications to practitioners and researchers.

ROLE OF JOB SATISFACTION

Job satisfaction is an important factor in the field of organizational success. It can be defined as the extent to which employees associate himself with his jobs. It is an emotional state of attachment of individuals that is enhanced by organizational achievements and the feelings of attachment with the work place (Kvist *et al.*, 2013). The relationship between man and work has always attracted the attention of philosophers. A major part of man's life is spent at work. Work is social reality and social expectation to which men seem to confirm. It not only provides status to the individual but also binds him with the society (Gopinath, 2016 b).

An academic leader who is satisfied with his job would be self-driven and perform his duties with a perfection and be committed to his job, and subsequently to his organization (Gopinath, 2020 a; and Gopinath, 2020 b). Thus, it is of utmost importance for Univariate to know the factors that can affect their academic leaders job satisfaction level since it would affect the performance of Academicians. Satisfaction at work is a complex and equivocal to define, because it is too subjective and multidimensional and change according to perception (Gopinath, 2016 c). As everyone has their own needs and goals, the satisfaction of a person depends on their personal ambition, role in the company, expectations at work, and their experiences in daily life (Gopinath, 2016 a). Due to this peculiar character and complication in nature, Job satisfaction has so many researches in the sphere of human resource management and organizational behavior. Researchers at the University of Minnesota concluded that satisfaction curtails from 20 different dimensions including: recognition, compensation, supervision, job security, and advancement on the job (Weiss *et al.*, 1967). Beyth-Marom (2006) emphasized that, when studying job satisfaction, the idiosyncrasies of human resources management must be considered. The job satisfaction is defined as a “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Schneider & Snyder, 1975; and Locke, 2004). Spector (1997) defined ‘Job satisfaction and dissatisfaction are functions of the perceived relationship between, what one expects and obtains from one’s job and how much importance or value one attributes to it’. Job satisfaction is a prime component for academic leader’s motivation, which is an essential factor for one’s behavior and performance in an organization (Gopinath, 2016 d). It is a combination of any psychological, physiological and environmental circumstances that cause a person honestly satisfied with the job (Hoppock, 1935; and Singhai, 2016). It has the positive outcomes of reducing employee turnover, absenteeism, and augmenting motivation and organizational commitment. Happy academicians are extremely important for organizational success. Happiness at work is a foundation for creativity, innovation, organizational commitment and citizenship. We couldn’t even imagine a workplace full of irritable, disgruntled and cranky employees who are deeply unhappy with their jobs, which create so many issues to the organization (Tahir *et al.*, 2019; and Gopinath, 2016 e). Associated job satisfaction with the organization’s social responsibilities; he concludes job satisfaction encompasses the extent to which the company can promote the health and well-being of its employees. It also represents the extent to which expectations are and match the real awards (Gopinath, 2016 f). (Davis & Nestrom, 1985; and Spector, 1997) emphasizes that to understand employees attitudes it is important to understand the dimensions of job satisfaction. Weiner (1980) stated that job satisfaction is primarily dependent on the nature of the job itself; job challenges, independence, skill variety and job scope are the major determinants. As a whole Job satisfaction is a subjective process, it is very difficult to define, it is subject to the influenced by the internal and external forces of the organization, it has the power to affect the physical and mental health of the worker, as well as the capability to affect, in their personal and professional behavior (Gopinath & Kalpana, 2019; and Gopinath, 2016 g).

FACTORS INFLUENCING JOB SATISFACTION

Siegal and Lance (1987) stated that ‘Job Satisfaction is an emotional response defining the level to which people like their job.’ Job satisfaction refers to a person’s feeling and individual’s appraisal of satisfaction on the job, which acts as a motivation to work. Satisfaction means the effortless feeling of attainment of any goal on the job.

For the research purpose, Job Satisfaction using by Job Descriptive Index (JDI) Scale (Smith *et al.*, 1969; and Gopinath, 2016 a). This Job Satisfaction questionnaire has included Work, Supervision, Pay, Promotions, and Co-workers. When studying about factors used to evaluate job satisfaction, work, supervision, pay, promotion and coworker has a considerable role in evaluation. And the relationship between these factors found to be highly positive and influential (Gopinath, 2020 c).

WORK ITSELF

Gopinath (2016 d) studied made an effect to analysis the impact of job satisfaction was evaluated by using work, supervision, pay, promotion and co-worker in Job Descriptive Index (JDI) scale (Smith *et al.*, 1969; and Gopinath, 2016 e). And also insisted that the job satisfaction would be higher, when the employees are challenged and given enough opportunity to utilize their technical skills and competence (Smith *et al.*, 1969; and Lumley *et. al.*, 2011). So, we can say the content of the work itself is the protuberant factor for job satisfaction (Gopinath, 2020 d).

PAY

Smith *et al.*, (1969) defined pay as “the amount of financial remuneration that is received and the degree to which this is viewed as equitable vise-versa that of others in the organization” Pay and benefits are considered as multidimensional factors which plays an important role in determining the job satisfaction. Employee is used to interpret their role and importance in an organization in the form of financial benefits only (Gopinath, 2020 e). Neog & Barua (2014) found that salary and other ancillary benefits holds important role in determining the level of job satisfaction compared with other major factors.

PROMOTION

Promotion is career advancement within the organization (Smith *et al.*, 1969). Based on the various forms of accompanying rewards associated with, promotion opportunities have a varying effect on job satisfaction. Smith *et al.*, (1969) in his study, find that the promotional opportunities are like before two decades, the flattening of organizations has the limited promotional opportunities. So, employees are reinvigorated, reinforced and given openings for intellectual growth and skills development which may be more important than promotion opportunities. They consider promotion of their intellectual self is more important that their career advancement (Gopinath, 2020 f).

CO-WORKERS

Researches has shown that friendly, helpful and with sound knowledge co-workers are domineering sources of job satisfaction for individuals. Smith *et al.*, (1969) described the role of coworkers in job satisfaction as the “degree to which fellow workers are technically proficient and socially supportive” in a job environment where the coworkers are supportive will have more degree of job satisfaction (Gopinath, 2020 g).

SUPERVISION

According to Robbins (1993), Lumley *et al.*, (2011) “satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees’ opinions and shows personal interest in them” According to Smith *et al.*,(1969) there are two types of supervisory styles that influence job satisfaction. One is employee centeredness, which the supervisor taking personal cares on employees the other dimension influencing the employee to perform.

Even though both have their own impact on job satisfaction, the employee who is taken cared by the supervisor has the more probability of job satisfaction than the one who is influenced by the supervisor (Gopinath, 2020 i).

Since the concept of job satisfaction and its determinants are more subjective in nature, still there no concrete definition for job satisfaction and still difference of opinion are there about the determinants of job satisfaction and its influence on various genres. While reviewing the influencers of job satisfaction, self-actualization (Gopinath, 2020 h) and emotional intelligence (Gopinath & Chitra, 2020) has a considerable role and its influence in job involvement of the individual and commitment of the individual towards the organization is also prominent.

JOB SATISFACTION AND JOB INVOLVEMENT

The satisfied employee contributes his best in the organization, in turn the contribution influences the performance and output of the organization. Performance is the factor which determines the career promotion and financial benefits of an academic leader as a whole the employee's psychological association with the organization which otherwise called job involvement is enhanced. Job involvement is the term was coined by Lodahl & Kejiner (1965). Job involvement likely to be the effect of how much the job can satisfy an employee's immediate needs. Further, he found that individuals who proved high work involvement considered their jobs as a significant part of their identity (Kanungo, 1982). Job involvement is strongly influenced by the perception about the job. Individuals may become involved in their jobs because of the specific qualities of their work (Joby Jose, 2014). Joiner & Bakalis (2006) suggested that job involvement describes how the employees are interested, involved, and occupied in the goals of an organization. Individuals with high degree of job involvement hardly think of leaving their jobs and they will create a predictable future for their organization (Brown, 1996). Job Involvement is peremptory for productivity to achieve the organizational goals. Job Involvement is strongly influenced by the perception towards work and the level of job satisfaction (Gopinath, 2020 u). Job Involvement is more associated with psychological identification of worker's opinion on job. While morale in Job Involvement refers to the position of the staff of the organization which is a collective concept (Gopinath, 2019 b). Job involvement is the extent to which employee is involved in his job and taking active part in organization and decision-making. The job involvement increases if the workers have decision making authority, responsibility and satisfaction (Bass, 1965). Paullay *et al.*, (1994) defined the job involvement as "The degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job". According to (Khan & Nemati, 2011; Lubakaya, 2014) job involvement is the psychological perception of an academic leader about his work or the prominence of work in the individual's self-image this kind of involvement towards the organization will leads to employee commitment which in turn called as organizational commitment (Gopinath, 2020 j).

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Organizational Commitment, describes the extent to which the employees identify themselves with the organization in which they work, how tied up they are with the organization and whether they want to leave the organization (Greenberg & Baron, 2008) and the organizations use to have numerous benefits from the commitment of employees. Commitment creates a kind of emotional attachment with the organization. Organizational commitment can be defined as the strong belief of staff to accept the organization's goals, values, acceptance and effort on behalf of the organization to reach these goals and the strong desire to maintain membership in the organization.

The organizational commitment is directly linked to the desire to maintain membership in the Organization, the willingness of staff to make a major effort on behalf of the Organization and the strong faith in the Organization's goals, values and acceptance. The components of the organizational commitment that appear in the model developed by Meyer and Allen (1991) by emphasizing the psychological dimension of the organizational commitment are affective commitment, continuance commitment, normative commitment. In the knowledge society that began to be influential since the middle of the 20th century, knowledge replaced machinery and "the power of reason" replaced skilled labor. The fact that knowledge has become one of the greatest elements of competition has led businesses to take advantage of the knowledge that their employees possess in the most effective and efficient way. In addition, business organizations are striving to minimize losses caused by leaving employees to work. These efforts may prove to be fruitful if staff commitment can be stimulated (Gopinath, 2016 h). The committed employees do his best to the organization and he need not be supervised and reviewed periodically. Commitment made them to stay in the organization, and the employee turnover ratio of the organization will also comedown. After vast research, it has been found that, Job Satisfaction is the key factor in promoting the organizational commitment (Gopinath, 2019 c). If the academic leader is psychologically happy about the ambiance and benefits provided by the organization, that state makes him involved with his job and creates a kind of commitment with the organization and has significant role in promoting the Organizational Commitment (Gopinath, 2020 k; and Gopinath, 2019 a).

FINDINGS OF THE STUDY

Self- actualization is realizing one's potential, an individual who has everything in life may even feel incomplete without self-actualization. The importance of these concept is familiarized by Maslow's and the focus of research in this domine is prominent in recent decades. Compared to other domines, self-actualization of academic leader is so important as it has impact on the students also (Gopinath, 2020 v). Self-actualization of the academic leaders has prominent role in determining the job satisfaction which in turn has influence on job involvement and organizational commitment. These factors are the determinants of the overall performance of the Universities.

IMPLICATIONS FOR PRACTITIONERS

In spite of the high growth in Tamil Nadu Universities, academic leaders have faced with several challenges such as low performance of faculty, lack of organizational commitment of employees and less job involvement (Gopinath & Kalpana, 2020 a). In the current situation of several changes, the Universities have begun to realize that the employees represent their most valuable asset. Satisfied and motivated employees are vital for modern Education in Universities and a key factor that distinguish the successful institutions from the other ones. This research has several implications for an academic leader in Tamil Nadu Universities to enhance self-actualization, organizational commitment, job involvement and job satisfaction through effective academic leaders' performance. Job satisfaction is one of the most researched phenomena in the area of human resource management and organizational activities (Gopinath, 2016 i). It is commonly defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job satisfaction is a key element of work motivation, which is a fundamental determinant of one's performance in an organization. It is necessary for the academic leaders to work hard to improve the overall standard of Tamil Nadu Universities.

The academic leaders have to provide an insight into the development of universities in such a way that, the universities can achieve excellence in Research, academically gifted and successful students, quality teaching at an international standard, high levels of funding for the Universities as well as individual research grant for the Faculty, well-equipped facilities in the universities, good NAAC Cumulative Grade Point Average (CGPA), top NIRF ranking and in the list of top 500 world best universities in Quacquarelli Symonds (QS) Ranking. The academic leaders should be able to provide the necessary progress in structural and institutional reforms to make the Tamil Nadu universities as sustainable institutes which can receive major inflows of research grants and substantial assistance from funding agencies from India and Abroad, thereby a strong development of research and committed faculty in research and teaching to improve the quality of education will be attained in the Universities of Tamil Nadu. When the universities of Tamil Nadu become Universities of Excellence, then inflow of foreign students and faculty will be increased and several collaborations can be established with top class foreign universities as well as Indian Institutions.

This study helps to understand how the academic leaders need to design and implement effective decision making for a value creation. This research has provided valuable understanding for policy makers (academic leaders) to know about how to make better satisfaction among employees, improved professional and research practices, and enhanced turnover. This study has significant impacts on the research of work motivation. Academic leaders could make their core workforce highly satisfied and committed by optimal provision of intrinsic and extrinsic job rewards. Hence, top academic leaders should concentrate on improving high level self-actualization, strong commitment, concentrated job involvement and high level of job satisfaction to enhance the efficiency of the Tamil Nadu Universities. Organizational commitment represents the degree to which the employees identify with the organization in which they work, how engaged they are in the organization. This study revealed that there is a strong connection between organizational commitment and job satisfaction. Job involvement has a mediating role between job satisfaction and organizational commitment. Organizational commitment can be thought of as an extension of job satisfaction, as it deals with the positive attitude that an employee has toward the organization. The efficient academic leaders should be a responsible guiding personality for the faculty by providing opportunities for them to acquire self-actualizing values and more skills (Gopinath, 2020 t). The effective and strong academic leaders can improve the organizational development and work efficiency among employees and can make the employees to move forward with positive attitude and commitment towards the progress of the Universities of Tamil Nadu to become world class Universities.

CONCLUSION

In the contemporary age where the globalization is taking place in every scope of life, the academic leaders occupy their place at the helm. The dynamism in the academic leaders in general and the universities in specific is directly proportional to the competence of their employees. The success of the universities depends upon solid functioning, faithfulness and the involved academic leaders' high level of self-actualization, organizational commitment, job involvement and job satisfaction. Then demographic factors have significant impact on organizational commitment and job involvement. Job satisfaction has been correlated with enhanced job involvement, positive work values, high levels of commitment and self-actualization (Gopinath & Kalpana, 2020 b). Therefore, academic leaders should be concerned with the level of satisfaction in their universities. The relationship between the extent of higher education intuition in embracing self-actualization, job involvement and job satisfaction in Tamil Nadu universities in India is positive and strong. Self-actualization positively affects job involvement and organizational commitment it also strongly affects job satisfaction for survival,

which is the most powerful factor among others, and also the positive effect of self-actualization on job satisfaction. It can be concluded that self-actualization influences the job involvement and organizational commitment of academic leaders in Tamil Nadu universities is an important aspect to consider job satisfaction. Even when job involvement has been presented as a mediating variable, the impact of self-actualization is still significant. Thus, it can be concluded that self-actualization is a vital contribution to job involvement and organizational commitment and influences job satisfaction. The reviews revealed that an academic leader has the greatest effect on job satisfaction.

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