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## JOB SATISFACTION AND ORGANIZATIONAL COMMITMENTS – ITS IMPACT ON THEIR PERFORMANCE

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### Abstract

This research works aims at identifying the impact of work satisfaction on the level of organizational commitment in the general concern. The subject of organizational commitment is one of the most important issues to be addressed when it comes to the employees of NGOs. The problem of this study lies in the lack of clarity and awareness in the front of employees about the important of job satisfaction and its relation on their productivity, performance and their loyalty. Despite the importance of job satisfaction on organizational commitment, however, many organizations do not pay sufficient attention to this issue due to the lack of awareness of the senior management in these organizations of its importance and its impact on the behavior and performance of workers. The exploratory research type is used in this research. This approach focused on finding new solutions or insights to specific problem depending on the study results, the descriptive study uses to explore accurate information of people, cases, or situations, and the explanatory study explains the relationship between the variables of study. The results of study have shown that inadequate applications are among the main reasons of lack organizational commitment of employees. Satisfaction with work, satisfaction with pay and incentives, satisfaction with opportunities for growth, progress and career advancement, satisfaction with the style of leadership and supervision, satisfaction with the work group and social relations between employees, and satisfaction with work conditions such as safety, healthy and stability, all these factors have shown very significant impact on the level of organizational commitment. Therefore, the management of any organizations should consider these factors and giver serious attention to improve their application, due to their positive impact on the organizational commitment. This research paper to be discussed about the “**Job Satisfaction and Organisational Commitments – Its Impact on their performance**”.

**Keywords:** Organizational Commitment, Work Satisfaction, Employees Performance, Promoting System, Organisation, Management Skills, Positive Impact

### Introduction

#### Statement of the Problem

**“Job satisfaction is self-sufficient because it is part of the social well-being of employees” - deciding whether or not to do or maintain a job, and the extent of their effort will depend heavily on a partially positive employee attitude that reflects his personal his work, in other words, the pleasure of working”**

(Clark, 1998).

Job satisfaction is crucial problem for all organization no matter whether in public or private organizations or working in advanced or underdeveloped countries like India. One of the purposes for this degree of interest is that satisfied personnel is reported as committed workers and commitment is indication for organizational output and effectual operations. There is no doubt that the valuable asset of a country is its teachers. They build fortune of the nation. Teachers are said to be the builders of the nation. There is accord about reality that every other factor are trivial without the presence of powerful instructors. There must be instructed and experienced educators in colleges who be given adequate convenience offices with the goal that they give due reflection and regard for instructing just as research. Better business open doors are made for scholastics and their compensation scales be amended and they are given genuinely attractive pay bundle, so as to beat the issue of cerebrum deplete of instructors.

Organizational commitment is the degree to which an employee feels loyalty to a particular organization. Thus, organizational commitment acts as a psychological link to an organization which influences individuals act in ways that are consistent with the organization’s interests who concentrated on hierarchical responsibility as a mental express that mirrors the connection between an individual and an association, contended that this state is determinative on the relations between the specialist and the association, and the choice of the previous to stay in the last mentioned. The commitment of employees means that sticking all the more firmly to authoritative articles, distinguishing proof, incorporation with the association, acknowledgment of hierarchical objectives and values, and phenomenal exertion for hierarchical advantage. Employees are a vital resource for all organizations, especially since they represent a significant investment in terms of locating, recruiting, and training let alone salaries, healthcare plans, bonuses, etc. The administration of numerous associations builds up their preparation programs, advantage bundles, execution



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examination and work framework dependent on their organization approach. Normally these strategies are gone for creating steadfast representatives since this prompts an increasingly extensive residency. The more drawn out a representative works for an organization the more profitable they progress toward becoming.

### Job Satisfaction Definition

Job satisfaction is just how people relate to their work and various aspects of their work. This is the degree to which people like (satisfaction) or dislike (dissatisfaction) aspects of their work or work, such as "work for themselves", "pay", "promotion of opportunities", "control", and "cooperation". Job Satisfaction is a common indicator measured by JDI factors (ie, work itself, career opportunities, and salary, supported by a manager and relationship with colleagues). Organizational research, job satisfaction occupies a dominant role in many theories and models of individual attitudes and behaviors. The concept of job satisfaction was defined in various ways. But the most widely used job satisfaction and organizational research definition which described job satisfaction as "a pleasant or optimistic emotional state due to job evaluation or work experience." That job satisfaction is a sense of hope that comes from understanding a person's work. This means that people who have a great need for work are just satisfied with having a job that can meet those needs.

### Concept of Employee Satisfaction and Job Performance

With more than thirty years of internal marketing plan, it seems that there is no comprehensive definition of domestic marketing. Therefore, the lack of a comprehensive definition leads to problems in measuring domestic trade. In summary, a review of previous studies shows that several researchers have identified and researched domestic trade through various approaches. The key point of these methods is that the internal market must be informed about training as required and have the necessary motivation to achieve organizational goals.

In general, internal marketing can be described as an activity that contributes to improving employee internal communication and customer orientation. In addition, aligning internal clients with business strategies, numerous educational programs, and better organizational relationships. Everyone is a client of an organization and, above all, national customers need to receive services before providing services to foreign customers. Therefore, the satisfaction and value provided to domestic customers should increase. It should also be borne in mind that the provision of services within an organization leads to the provision of high-quality services or products to end users. Job satisfaction depends on feelings or subjective work situation. Job satisfaction depends on various factors, including organizational policy, supervision, administration, salary, wages and quality of work life. Employee satisfaction is seen as a series of exceptional dimensions that enhance job satisfaction. Research by insurance companies in Taiwan has shown that internal marketing has a positive impact on job satisfaction and organizational performance. In addition, organizational culture has a positive impact on internal marketing. Another study showed that employees who play an important role in providing services to customers are required to achieve high quality services so that the creation of an area based on internal marketing within the organization is a factor of great job satisfaction. The results showed that there is a positive relationship between employee performance and job satisfaction. In addition, they realized that the variables of employee learning, commitment, and work identity affect employee satisfaction, where job satisfaction ultimately leads to higher human resource productivity and greater competitive advantage for the organization.

### Organisational Commitment

Job satisfaction in the modern world can be described as one of the most important but controversial problems in the business world. This means the general attitude of the employee towards his work. It is a pleasant or positive emotional state that comes from evaluating your work or work experience. He also shows how satisfied the person is with his work. The happier they work, the more satisfied they are. "It cannot be defined as motivation, but it is clearly related to it." "Although there are several factors that affect job satisfaction, there is no clear standard to show which aspects of work should be considered as a factor in job satisfaction. presented eight different elements:

- a) **Payment:** when there is salary, you can influence an employee to devote his time and work to pay.
- b) **Working hours:** - "working time affects quality of life and relationships with family and friends and hence employee satisfaction".
- c) **Working conditions:** There are several factors in the work environment, including lighting, building design, air quality, temperature and external noise.
- d) **Supervision.** The relationship between an employee and his / her manager is important to increase job satisfaction.
- e) **Stress:** Liquidity or overcrowding in the banking sector can be the cause of stress in the banking sector. The more stress workers experience, the less likely they will be satisfied with their job.
- f) **Human Resources:** "The role of the HR manager is directly related to employee satisfaction".



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- g) **Work Design:** "Diversity, Motivation, Remuneration, Promotion, Employee Recognition and Independence - These are job satisfaction features".
- h) **Demographic characteristics:** action Factors such as age, gender, educational qualifications and experience are demographic characteristics. Studies have shown that these properties have positive and negative correlations.
- i) **Promotion:** Employee encouragement and job satisfaction have a strong connection. It also shows a significant link between employee development, the size of the organization and the use of employee talent.

### Concept of Job Satisfaction

The term "job satisfaction" is the attitude of employees towards their work. It is based on many factors; some of them are internal factors and others are non-employee. Employee satisfaction is crucial to maintaining and maintaining the right and effective people within the organization. In this sense, it is the right position of the right person in the right culture and its maintenance. In addition, job satisfaction is an important variable that is taken into account when evaluating an organisation's success. To be effective and efficient, an organization must meet the expectations and concerns of its employees. In other words, in order for an organization to be successful, it must constantly ensure the satisfaction of its employees. In addition, job satisfaction has been extensively studied in many areas of knowledge such as organizational theory, psychology, administration science, economics and sociology. This usually stems from the fact that many of the experts feel that changing job satisfaction affects many organizational outcomes, such as labor productivity, productivity, delays or omissions, employee intentions to give up your job. , Accidents and occupational safety at work, mental / physical health and overall satisfaction with life. Therefore, job satisfaction is an important factor in determining the overall well-being and satisfaction of an employee's life, and dissatisfaction is a good reason for an employee's intentions or decisions workers leave work and leave work.. Organizations have a strong influence on their employees, and some of these effects are reflected in the behavior of their employees and their organization as a whole. This shows that job satisfaction is important for both organizations and employees. Because a number of studies have shown that organizations use the behavior of satisfied employees because they are more likely to have better employee turnover and productivity when their employees are experiencing great job satisfaction. Employees must also be satisfied with their work, depending on how long they need to spend. These statements summarize the importance of job satisfaction for employers and their employees:

Employee satisfaction can be seen as one of the key factors contributing to the efficiency and effectiveness of business organizations. In fact, the new management approach, which states that employees should be valued and treated first and foremost as people with their desires, needs, personal desires, is a good indicator of job satisfaction in modern organizations. When considering job satisfaction, a satisfied employee is a healthy worker, and a happy employee is a successful employee. The value of job satisfaction is largely achieved by taking into account many of the negative consequences of job dissatisfaction, such as lack of loyalty, an increase in the number of incapacity for work, an increase in accidents, and so on. Three important characteristics of job satisfaction: organizations that operate in the context of Universal Values will be people oriented towards respect for and interaction with employees. The result of job satisfaction on these issues can be a key indicator of employee performance. A high level of job satisfaction can be a symbol of good mental and emotional staff. Second, employee behavior based on their level of job satisfaction will have a major impact on the performance and processes of the entire organization's subsystem. In this sense, we can conclude that job satisfaction will be positive behavior and job satisfaction, which will lead to negative employee behavior. Third, employee satisfaction with work is considered a good indicator of organizational performance. Different employee evaluation systems may have different levels of job satisfaction in different organizational units, but it is a good indicator of what organizational actions or unit changes need to be done to increase their effectiveness. Speaking about job satisfaction. One of the most important indicators in organizational research is employee satisfaction.

### Organizational Commitment

Each organization must make a full commitment to its employees to achieve excellent results over time. Employees working in a team are currently acting as entrepreneurs, and each team member strives to be the best among all others. Increasing employee commitment within an organization will ultimately improve the productivity of your employees. In the past, organizations provided security to their employees to increase their commitment to the organization and increase their productivity. Higher employee commitment within an organization for individual projects or business is seen as the main reason for increasing employee productivity, which leads to organizational success. Employee productivity can also be improved when employees are more satisfied with their work and responsibilities. Their satisfaction may depend on the pay system, organizational culture, and knowledge of employee exchange. For four decades, ongoing employee participation surveys and their impact on employee performance and efficiency have been ongoing. Employees with a strong emotional commitment continue to work with the organization as they want. Employees with a permanent commitment remain in the organization because they have to do so. Employees with a high level of



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regulatory responsibility remain in the organization because they think they should stay in it. Many studies have shown that emotional commitment is positively related to employee responsibilities. With a high level of employee commitment, low turnover, and this employee will work better with fewer work placements. There are certain things that really affect employee responsibilities, such as workload, less recognition, and less reward.

### Commitment to Strategy Implementation

Successful strategy requires human commitment at the implementation stage. In addition, administrative support during the implementation phase of the strategy is crucial for success. states that commitment is not only a concept of human relationships, but also the generation of human energy and the activation of human mind. He argues that it is difficult to implement new ideas and initiatives without commitment. This requires the employee's commitment to coordinate strategy implementation and strategic decisions. Recent Indonesian studies show that many companies do not prioritize the use of their employees' responsibilities as part of a strategy to improve their efficiency and competitiveness. The ability to implement strategies is important to achieve good business results, and the commitment to strategy plays an important role in the successful implementation of this project. Employee involvement and commitment are essential for successful implementation of strategic change in organizations. It can be said that companies can demand that employees make strategic changes involving as many managers and employees as possible. When employees understand the strategy of their company, they think they are members of the group and therefore increase their willingness to work towards common business goals. Experienced noted that employee commitment to strategy has a positive impact on the success and speed of strategy implementation. Commitment increases employee motivation, reduces the time needed to implement the strategy, and enables you to respond quickly to changes in the business environment. Similarly found that promoting the commitment of employees to the strategy improves the performance of the company. examined the role of marketing managers in engaging in marketing strategies. They concluded that the commitment of marketing managers to the strategy has a significant positive impact on the efficiency of the organization. They add that supporting managers, innovative culture, and working autonomy are important managerial responsibilities. In the same direction, established a statistically significant link between the commitment of the employees to implement the strategy and the performance of the company. Using the example of 670 Nigerian manufacturing companies, studied the relationship between employee participation in decision-making and business performance. Efficiency indicators, revenue growth, sales revenue, financial sustainability, operational efficiency, job stability, public image, employee morale, adaptation to the environment, new ideas and social impact in society are used.

### Organizational Commitment and Job Performance

Specialists make a significant contribution to the work of organizations as they work and behave towards the goals of the organization. In addition, employees who are committed to your organization are happy to have members, believe in the organization and feel good about the organization and its intentions and intend to do what is beneficial to the organization. Therefore, we can say that there is a certain relationship between organizational responsibilities and activities. However, it is not surprising that previous studies have shown that organizational commitments are not closely related to performance. In addition, also concluded that the link between commitment and activity is usually absent (1982). Organizational commitments relate to the psychological attachment of employees to their jobs. Commitment to organizations is positively related to desired outcomes, such as Job Satisfaction, Motivation, Support, and has a negative impact on results such as Unemployment and Workers' Turnover. In addition, Horton argued that a stronger commitment could lead to a lower turnover and absence of employees, which would increase organizational efficiency. However, the link between organizational responsibilities and activities is weaker. For example, that confidence intervals around the average correlation between commitment and organizational efficiency include zero. Therefore, they concluded that "in many cases, commitments have a relatively small direct impact on performance". Given that organizational commitment is an important factor in work experience and is essential to understanding and managing organizational behavior, I wonder if it is right that they are not very interconnected. In addition, experts are also interested in other studies. The main reason why commitment was one of the most popular topics in industrial psychology and organizational behavior over the last 30 years is its impact on performance

### Working Environment and Performance

All public and private organizations are trying to realize the optimum use of their resources, whether they are human or financial resources or raw materials to reach their goals and objectives. Performance evaluation plays a key role in reforming the education system and increasing the productivity of teachers, as well as improving the overall quality of higher education. Factors include factors related to human resources, such as labor shortages and lack of psychological inclination, as well as the lack of financial and material resources required for efficient service delivery. Human resources are one of the most important of these resources because the organization can organize and control the use of other organization's resources through human resource management. All public and private organizations are trying to realize the optimum use of their resources, whether they are human or





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financial resources or raw materials to reach their goals and objectives. Human resources are the most important of these resources because the organization can organize and control the use of the rest of the organisation's resources through human resource management. The basis for progress and development in different areas of life is the ability of an organization to explore elements of human activity in terms of efficiency and productivity, which determines the overall effectiveness of the organization.

### Growth, Progress and Professional Commitment

Motivation is a factor that affects our actions and work. In the work environment, the ability to gain recognition, reward and promotion is a great factor in motivating employees. In modern conditions, organizations strive to strike the right balance between employee responsibilities and organizational efficiency. Promotion and recognition programs are the most likely factor to ensure high self-esteem and passion for employees. One of the managerial roles is to successfully motivate employees and influence their behavior to achieve greater organizational efficiency. That performance is a result of ability and motivation. Skills formulated through education, equipment, training, experience, task simplicity, and two types of skills, ie mental and physical. Measuring performance and reward are factors that show that they are mandatory developers of performance appraisal programs. The performance management process is one of the key elements of a full compensation system, thinks that if a worker works successfully, it leads to organizational salaries, so their work is the motivating factor for their employees. Most organizations require their employees to work according to rules and regulations as well as job requirements that meet all standards. Studies aimed at clarifying the relationship between wages and individuals were aimed at increasing the efficiency of employees.

Employees with great motivation are a competitive advantage for any company, because their activities allow the organization to achieve its goals successfully. Human, financial, economic and human resources are more important, which can give the company a competitive edge over others. The commitment of all employees is based on awards and recognition and that the prosperity and survival of organizations is determined by human resources and their behavior. Most organizations have made great progress in fully respecting their business strategy through well-balanced reward programs and employee recognition. That employee motivation and productivity can be improved by ensuring their effective recognition, which ultimately increases the effectiveness of organizations. The whole success of an organization is based on how the organization motivates its employees and how they value employees' work in terms of payments. Employee management is an integral part of any organizational strategy and how they manage their human capital. Today, when every organization has to fulfill its obligations; Employee performance is very important for the overall achievement of the organization. In a dense environment, employees with little or bold experience cannot practice their skills, abilities, innovations, and full commitment to the extent they need an organization. When an organization receives effective rewards and recognition, it creates a favorable working environment that encourages employees to work successfully. Employees perceive recognition as a sense of value and gratitude, which increases the morale of employees, which ultimately increases the productivity of organizations. The employees only achieve a state of satisfaction and happiness when they use their skills in their functions and work. Therefore, motivated employees are retained in organizations, which reduces additional rental costs.

### Importance of Working Environment

The working environment can be everything that exists around the employee and can affect his or her duties. The working environment is an external and internal state that can affect the working spirit and cause an instant stop. A decent working environment is a condition where people can do their job perfectly, safely, healthily and comfortably. Therefore, in many studies, the work environment is classified under toxic and favourable conditions that the physical environment of an organization, especially its structure and design, can affect employee behaviour in the workplace. Some factors affecting the workplace include cleaning, water, lighting, paint, safety and music. Many workplace studies have shown that employees are satisfied with the specific features of the work environment. These user-preferred features greatly increase their job satisfaction and performance. A productive office environment consists of several elements. Furniture, noise, flexibility, comfort, communication, lighting, temperature and air quality as components of office design operation and simple background for movement.

Comfortable people are more productive for a better working environment. However, comfort is one of those words that are easy to use and difficult to define. People feel comfortable when they feel comfortable. It is a state of mind that depends on physical feelings and emotional states. Creating an effective personal environment should take into account these two elements as well as cost and technology constraints.

In the coming years, companies will successfully or unsuccessfully depend on their ability to hire and retain highly skilled workers," said Hoskins and his employees. Companies have realized the importance of comfort in the workplace by improving ergonomic functional parts to maintain quality personnel, increase productivity and maintain a competitive edge. The quality of the



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employees' working environment has the greatest impact on the level of motivation and subsequent productivity. The way they relate to the organization, especially in the immediate environment, has a major impact on their error rate, level of innovation and collaboration with other employees, and is not involved and, ultimately, how long they work.

### What need to be done?

In addition, attitudes, behaviors, qualities and leadership skills can contribute to good leadership in an organization. In fact, a good leader can encourage your employees to work as efficiently as possible. These leaders must be able to act with integrity, integrity, efficiency and clarity with their employees. An effective leadership style can contribute to the success of the engagement Here, leaders must be able to convey the values, vision and mission of their organization to motivate employees. In addition, the leader is also a person who can direct his / her staff and lead their behavior. That transaction leadership has shown that it is more effective in terms of change commitments than those with a transformational leadership style. Employees perform a transformational leadership style with their organizational mission, leading the transaction, and creating a compatible workforce. Reorganization is more about creating relationships between employees and employers, and the deal is more task-oriented when the task is more important.

### Summing Up

With the rapid develop of information technology and communication, there is a need for all institutions to address the satisfaction level of employees, the level of organizational commitment, organizational loyalty, and the work itself. The success of organizations, and the level to achieve their objectives, depend mainly on the level of employee's organizational commitment, the level of employee's performance which is controlled by the level of work satisfaction. Many studies and researches, examining the impacts of job satisfaction level on the level of employee's organizational commitment, many of these studies have shown that the level of employee's organizational commitment is directly affected by the level of job satisfaction. The results of the analysis part in this thesis have shown that organizations which give attention to the needs and desires of their employees, and allow ideas and information exchange between their employees, will positively affect the level of job satisfaction among their employees, which is very important factor to achieve the organizational commitment. The high level of job satisfaction will increase the level of organizational commitment among all employees, and will increase the organization ability in keeping their upstanding employees. The results of study have shown that inadequate applications are among the main reasons of lack organizational commitment of employees. Satisfaction with work, satisfaction with pay and incentives, satisfaction with opportunities for growth, progress and career advancement, satisfaction with the style of leadership and supervision, satisfaction with the work group and social relations between employees, and satisfaction with work conditions such as safety, healthy and stability, all these factors have shown very significant impact on the level of organizational commitment. Therefore, the management of any organizations should consider these factors and giver serious attention to improve their application, due to their positive impact on the organizational commitment.

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