Review Article

RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON COPING WITH ORGANIZATION CHANGE

*Vijayabanu, U. and Dr. V.D. Swaminathan

Department of Psychology, University of Madras, Chennai

ARTICLE INFO	ABSTRACT
	Most of the people today agree that organizational life is more uncertain as the pace of change quickens and the future becomes more unpredictable. Other than the individual factors organizational factors such as job satisfaction and organizational commitment are most important variables in predicting cope when change process is going in the organization. The present study aimed at finding out the relationship between job satisfaction, and. organizational commitment on coping with organizational change,. Three different organizations such as Insurance (53), BPO (49) and Production (68) which had undergone changes were chosen for the study. All the three organizations had undergone recent acquisition. Total sample size was 170 (male = 120 and female = 50) which includes junior, middle and senior management employees. Pearson product moment correlation was used to find out the relationship between the variables. A strong positive relationship was found between all the three variables. The present study implied the importance of job satisfaction and organizational commitment during change process.

INTRODUCTION

Organizational change "… a change in the way in which work is organized within your workplace or between your workplace and others." Defining organizational change is a difficult task, given the plethora of meanings that are available in literature. We can understand organizational change as any structural, strategic, cultural, human or technological transformation, capable of generating impact in an organization (Wood, 2000). We can also view organizational change as a set of scientific theories, values, strategies and techniques which aim to change the work environment in order to stimulate the organization's development (Porras and Robertson, 1992). Despite the heterogeneity of definitions available to characterize organizational change, we can overall define it as a process that is activated by an organization in order to respond to a resolute need for development. During change process employees definitely face stress. They need to cope up with the stress to maintain well-being. Successful coping results in better job satisfaction and organizational commitment.

Organizational Commitment

Organizational Commitment has received considerable attention in literature, regarding not only the evaluation of its determinants, but also its consequences. The reason for this interest provided by literature is due to the fact that commitment

*Corresponding author: Vijayabanu, U.,
Department of Psychology, University of Madras, Chennai

has been associated with several relevant organizational indicators, such as organizational citizenship behaviours (e.g. Schappe, 1998), job characteristics (Lin e Hsieh, 2002), organizational trust (e.g. Korsgaard, Schweiger andSapienza, 1995). Organizational commitment has a significant place in the learning of organizational behaviour. This is in part due to the enormous number of works that have found relationships between organizational commitment and attitudes and behaviours in the workplace (Porter *et al*., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981). Batemen and Strasser (1984) state that the reasons for studying organizational commitment are related to "(a) employee behaviours and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure" (p. 95-96). Sheldon (1971) defines commitments as being a positive evaluation of the organization and the organizations goals. According to Buchanan (1974) commitment is a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment.

Organizational Commitment, comprises of three components, namely, Strong Acceptance, Participation and Loyalty It is characterized by a belief in and strong acceptance of the company's values, norms and goals, the willingness to exert substantial effort for the well being and prosperity of the organization, and a resilient aspiration to serve the organization

with loyalty and commitment (Mowday *et al.*, 1979). Mowday *et al* (1992), Steers (1977), investigated the role of personal characteristics in predicting commitment to the organization. Thus individual coping predicts organizational commitment. Organizational Commitment has received considerable attention in literature, regarding not only the evaluation of its determinants, but also its consequents. The reason for this interest provided by literature is due to the fact that commitment has been associated with several relevant organizational indicators, such as organizational citizenship behaviours (e.g. Schappe, 1998), job characteristics (e.g. Lin e Hsieh, 2002), organizational trust (e.g. Korsgaard, Schweiger&Sapienza, 1995). The existing empirical evidence has led to consider the relevance of this indicator has an important variable for organizational behaviour analysis.

Job satisfaction

Just like organizational commitment, job satisfaction is regarded as one of the most representative dimensions of organizational behaviour (Ghazzawi, 2008). It is defined as positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins andJudge, 2007). It can be also be defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976), or as a set of feelings and beliefs that a person has about his job (George and Jones, 1999). The interest of literature in studying job satisfaction is strongly related with the fact that job satisfaction has the potential "to affect a wide range of behaviours in organizations and contribute to employees' levels of wellbeing" (George and Jones, 2008, p. 84). It is also related to the assumption that more satisfied workers are also more productive. This direct relation, however, has been proving to be non-existing, contradicting this popular and intuitive supposition (Staw, 1986). Existing research has been pointing to the existence of four main general factors that may lead to job satisfaction: the worker's personality; the worker's values; the social influence; the work situation itself (Ghazzawi, 2008).

The worker's personality affects how he thinks about a job, either being more positive or more negative. For example, a person high on extraversion personality trait is more likely to have a higher level of job satisfaction, when compared with a worker who is low on that same trait (George and Jones, 2008). The basic conclusion is that a person's disposition affects the job attitudes, which will reflect on job satisfaction (Ghazzawi, 2008). Literature also points out that job satisfaction is related with the convictions that a person has about the job. The values are important factors for understanding job satisfaction, as it is well-established that intrinsic (valuing the job itself) or extrinsic (valuing the outcomes of the job) orientation work values relate differently to job satisfaction (eg. George andJones, 2005; Ellickson, 2002). The basic conclusion is that a worker who has intrinsic orientation of work values is more likely to be satisfied with it, when compared to a worker with extrinsic orientation (George and Jones, 2005). The social influence is also an important factor to account for, in order to understand job satisfaction. It is related with the influence that individuals or groups have in the evaluation of the job.

Literature has been providing evidence of the relation between social influence factors and job satisfaction (George and Jones, 2008). The work situation is one of the most important determinants of job satisfaction. The degree of challenges, the type of tasks and responsibilities, or the types of interactions that a person might have on a day-to-day work are the commonly used predictors of job satisfaction (Yazel, 2001). Within this line of reasoning, these types of predictors relate with the core of some organizational change processes. Many organizational changes occur based on dealing with changes in the responsibilities of workers, theirs tasks and with the re-structuring of workplaces. Understanding the relation between organizational change and job satisfaction is logic to explore.

Need for the study

Organizational change is a growing area of importance for modern organizations' strategic development. Managing effective organizational change processes represents an imperative of success for competitive organizations. Managers have already concluded that knowing how to change and when to change has become critical for survival in modern economies. Managing organizational change processes is a strong challenge for organizations, as it represents a path in which they can build up structured courses of action in order to become more effective (Robbins, 1999). Identifying the reasons for developing a change process is just as critical as accompanying the change and evaluating it. Managing organizational change processes raises key issues that need to be understood and controlled, notably, the ones allied to the perceived consequences of a change process. To understand its effects on workers relation with the organization is an important question. This fact may be responsible for generating important organizational behaviour indicators, such as organizational commitment and job satisfaction. This study aims to explore the relation between coping with organization change process and organizational commitment, and also with job satisfaction.

Hypotheses

Ravikumar and Kamalanabhan (2005) in Indian industries, it has been proved that job satisfaction and organizational commitment were positively related to coping with organizational change. Rodda (2007) found that commitment to change and job satisfaction was mediated by coping with change. Judge, Thoresen, Pucik, and Welbourne, (1999) found that coping with organizational change mediated the relationship between personality traits and Job satisfaction andorganizational commitment. Coping with organizational change would be positively related to job satisfaction (Hypothesis 1). Coping with organizational change would be positively related organizational commitment (Hypothesis 2).

Settings, Participants and procedure

An ex-post facto research design has been used in the present study. Participants of the present study belong to three different organizations which had undergone a large scale changes i.e., acquisition, which has been confirmed by the top management. The researcher had prepared a check list to assess the change management based on the following criteria.

- reorganization efforts
- downsizing
- top management change
- technology change
- structural change
- policy change

- change in physical environment
- cultural change
- merger and acquisition

Organizations which have made change management based on the identified criteria were contacted and after the confirmation from the top management, study was carried out in three different organizations (Insurance, BPO and production unit) which has implemented change management criteria acquisition. Only the management cadre employees were selected for the study as they were the people who were involved in change management. Participants were informed about the purpose of the study. The participants were given instructions before taking the test. "All responses you provide for this study will be completely confidential and will be used only for the purpose of academic research. The information provided by you will not be used against you in any way. To ensure this your response will be anonymous in nature. Other than age, gender, job level, experience (for demographic analysis), you need not provide any identifying information (such as name, roll no. etc.) Do read the statements carefully before answering. There is no right or wrong answers. Your first reaction is usually the best. Do not spend too much time in considering your response".

A total sample size was 170 out of which 53 from insurance company, 49 from BPO and 68 from production sector. Among them 120 were men and 50 were women with a mean age 34.2 with an experience of 1 to 15 years in the same organization. Measures :

Name of the tool	Author	Reliability coefficient
Coping with organizational change	Judge and Vladimir (1998)	0.857
Organizational Commitment Questionnaire	Mowday, Steers, and Porter, 1979	0.838
Job Satisfaction Scale	Judge, Locke, Durham, &Kluger (1998)	0.773

Reliability of the tools was established once again by the researcher for the present study.

RESULTS

The above table indicated that job satisfaction and organizational commitment were significantly related to coping with organizational change. Hence both the hypothesis was accepted.

Table 1. Mean, SD and correlation coefficient

Variables	Mean	SD	1	2	3
1.Coping with organizational change	50.86	5.78	-	.680**	.550**
2.Organizational Commitment	63.0	6.2	-	-	.575**
3.Job Satisfaction	21.8	2.29	-	-	-

**0.01 level of significance

DISCUSSION

Change is often viewed as stressor by the employees, as they need to adapt to the new demands of the situation. Organizational factors such as job satisfaction and organizational commitment plays an important role in coping with the change. A favourable attitude towards job as well as towards organization helps the individuals in the coping process. A psychological attachment to the organization and to the job helps in the employee to cope well with the organizational change process. The result of the present study is in line with the previous researches (Daniel Roque Gomes, 2009; Ravikumar andKamalanabhan,2005) which indicated positive relationship between the study variables. This study also implied that organizational commitment and job satisfaction are the important factors to retain the employees during the change process.

Limitations and suggestion

Individual factors such as self-esteem, self-efficacy, optimism were important during organizational change which was not considered in the study. Influence of demographic variables such as gender, job level, and type of organization on job satisfaction and organizational commitment were not considered. Other organizational variables such as psychological empowerment, organizational communication about change were not considered. Future research may include all these variables and an extensive study can be done with the meditational effect of coping with organizational change.

Implication

The present study implied the importance of organizational factors such as job satisfaction and organizational commitment in retaining the employees during change process. Mangers should take initiative in finding out the factors to improve job satisfaction of the subordinates.

REFERENCES

Bateman, T. andStrasser, S. 1984. "A longitudinal analysis of the antecedents of organizational commitment". *Academy of Management Journal*, 21, 95-112.

Ellickson, M. 2002. Determinants of job satisfaction of municipal employees. *Public Personnel Management*, 31 (3) 343-358.

George, J. andJones, G. 1999. *Understanding and managing organizational behaviour*. (2nd ed.). Reading, MA: Addison-Wesley.

Ghazzawi, I. 2008. Job satisfaction antecedents and consequences: a new conceptual framework and research agenda. *The Business Review*, 11, 1-11.

Gomes, D. R. 2006. *Estruturação de postos de trabalho e implicaçãoorganizacional: o papelmediador das percepções de justiçaorganizacional*. Lisboa: ISCTE. Tese de mestradoemPsicologia Social e Organizacional.In Gomes, D.R (2009). Organizational change and job satisfaction: the mediating role of organizational commitment.*exedra • 1 • Junho, 177-196*.

Judge, T. A., Thoresen, C. J., Pucik, V., and Welbourne, T. M. 1999. Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology,* 84, 107-122.

Korsgaard, M., Schweiger, D. and Sapienza, H. 1995. Building commitment, attachment and trust in strategic decisions. *Academy of Management Journal*, 38, 60-85.

Kuehn, K, Al-Busaidi, Y. 2002. Citizenship behaviour in a non-western context: an examination of the role of satisfaction, commitment, and job characteristics on self-reported OCB. *International Journal of Commerce andManagement*, 12, 107-125.

Lin, S., Hsieh, A. 2002. Constraints of task identity on organizational commitment. *International Journal of Manpower,23, 151-165.*

Locke, E. 1976. The nature and causes of job satisfaction.In M.D. Dunnette (ed.), *Handbook of industrial and organizational psychology* (pp.1297-1349). Chicago: Rand Mcnally.

Meyer, P. andAllen, N. 1997. *Commitment in the workplace: theory, research and application.* London: Sage Publications.

Mowday, R. T., Steers, R. M., and Porter, L. W. 1979. The measure of organizational commitment. Journal of Vocational Behavior, 14, 224-247.

O´Reilly, C. A., andChatman, J. 1986. Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71, 492-499.

Porras, J. L, andRobertson, P. 1992. Organization development: Theory, practice, and research. In M. D. DunnetteandL. M. Hough (Eds.), *Handbook of industrial and organizational psychology,* (2nd ed., pp. 719-822). Palo Alto, CA: Consulting Psychological Press.

Porter, L.W., Crampon, W. andSmith, F. 1976. Organizational commitment and managerial turnover: A longitudinal study. *Organizational Behavior and Human Performance*, 15, 87-98.

Porter, L.W., Steers, R.M., Mowday, R.T., andBoulian, P.V. 1974 Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology,* 1974, 59, 603-609.

Robbins, S. P. andJudge, T. A. 2007. *Organizational behaviour.* (12th ed.). Upper Saddle River: New Jersey: Pearson Prentice Hall.

Rodda, J. 2007. A multilevel examination of employee reactions to organizational change. *PhD Dissertation*. DePaul University, Chicago.

Schappe, S., 1998. The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behaviour. *The Journal of Psychology*, 132, 277-290.

Staw, B. 1986. Organizational psychology and the pursuit of the happy/productive worker.*California Management Review*, 28, 40-53.

Yazel, L. 2001. *Fly the flexible skies. Working Mother.* New York: Sep. 2001. 24 (8), 24.

****