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Job Satisfaction and Employee Engagement as an Antecedents of Organizational Commitment

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Abstract:
The purpose of this research to find out the co-relation between the variables of Employee Engagement, Organizational commitment and job satisfaction. The sample of few financial service sector employees in Bangalore, India was identified for this study. Statistically significant differences between the samples were found for measures of job satisfaction, work engagement and organizational commitment. The two samples for job satisfaction and employee engagement were statistically have positive controlling over the organizational commitment and few other characteristics. For the combined collected samples that is job satisfaction on organizational commitment and work engagement on organizational commitment had given the positive outcomes. The relation between job satisfaction and work engagement is also shown positive in the study. When considering the two measures satisfaction and commitment, the effect of a consideration on commitment is being stronger in the sample collected. It was found to moderate the effect of respondents on satisfaction, which is found of being more positive amongst the people towards the organization.

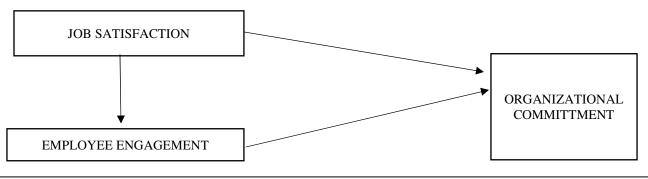*Keywords: Work engagement, organizational commitment, job satisfaction*

1. Introduction
The concept of commitment and responsibility fundamentally indicates to individual's attitudinal behavior or psychological holding (Steers, 1977). Different studies have analyzed commitment and duty of people to both their organization and in addition to their profession. Organization commitment refers to the connections, recognizable proof and loyalty to the organization that an individual works in (Mathieu and Zajac, 1990; and Lisa McManusa, Nava Subramaniamb et al, 2014). Organizational commitment and job satisfaction are the major factors correlated to the attitudes that have received the considerable attention from all over the place in the world. There is a high chances that the committed and satisfied are generally high performers in the companies.
Job satisfaction is nothing but the level of satisfaction of the employees towards their employments. It can be analysed by various components, including accessibility of assets, teamwork, attitudes (Abraham, 2012). Work engagement is described as a constructive, satisfying, state of mind that is categorized by enthusiasm, dedication, and absorption (Schaufeli et al., 2002). Dynamism is described by highest energy and mental flexibility during the time of work. Dedication means emphatically included in one's work and come across a feeling of enormousness, enthusiasm. Absorption is described by being completely concentrated and joyfully fascinated in his work, whereby time runs rapidly and one may not experiences issues with withdrawing oneself from his work (Schaufeli2004). This explains that they are fully involved in their work so that the time flies.
The present exploration inspects the impacts of work states of mind on practices of central significance to authoritative adequacy – official maintenance and execution. In particular, we explore the impact of employment fulfilment and three measurements of organizational commitment on these critical work outcomes utilizing a sample of employees. In business surroundings and with the expanding challenges confronted by the associations, it is turning out to be very vital to quantify and determine the components that will add more to the dedication of employees to his organization.

2. Conceptual Framework
The Effect of Job Satisfaction and Employee Engagement on Organizational commitment:

Figure 1

Many examinations that have concentrated on the co-relation between organizational commitment and job satisfaction (Currivan, 1999). Some of the experts have interpreted that organizational commitment is an independent variable with job satisfaction (Bateman and Strasser, 1984; Vandenberg and Lance, 1992). As described by Bateman (1984) organizational commitment influences job satisfaction, which will have an impact on employee turnover. These examination thinks about contend that the managers who are very dedicated to the associations might encounter larger amounts of job satisfaction (Lau and Chong, 2002). Irving, Coleman and Cooper (1997) observed that organizational commitment was absolutely identified with full of feeling and standardizing responsibility.

Job satisfaction is so essential is that, its absence frequently prompts laziness and decreased organizational commitment (Moser, 1997). The mentalities during work with respect to job satisfaction and organizational commitment are essential in molding employees' decision to stay. These were anticipated to have impact on turnover. Organizational commitment is the relationship between the employees and the company. Employees with high responsibility are faithful to the association, share qualities, and relate to the objectives of the association (Mowday, Porter, and Steers, 1982). The researchers have demonstrated how variables like work engagement and job satisfaction could influence organizational commitment. Attracting people to their work talks about the initial move in order to build a committed organizational surroundings, here employees will be urged to apply more energy (Field 2011; Cohen, 2014). The study utilized a cross-sectional study covering four measurements: satisfaction with life scale, wellbeing, work engagement scale and organizational commitment. The poll was dispersed among 123 representatives from an instructive foundation in South Africa. The discoveries demonstrated a significant relationship among organizational commitment and work engagement, where joy and work engagement have worth for emotional towards organizational commitment (Field 2011). Numerous analysts strengthen this conclusion; representatives connect their work engagement with association responsibility and their expectation to stay in the association (Abraham, 2012a). Another exploration exhibited the part of the director in upgrading employee engagement and accomplishing higher level of organizational commitment, where managers can motivate employees by encouraging them to see a more widespread setting and to associate with a more extensive idea (the thing that enhances the relationship in the middle of administrators and collaborators), prompting a superior work engagement, accordingly improving the conceivable outcomes of organizational commitment (Harter et al., 2002).

It is vital and authoritative to get committed people to have upper hand in a competitive and dynamic workplace. Workers will try to get everyone committed of their abilities to their association which turn out to be more beneficial. The survey investigated the points of interest and impacts of employee engagement, job satisfaction and organizational commitment.

3. Methodology
The objective of this paper is to find out the relationship among the variables of organizational commitment, job satisfaction and work engagement in a financial investment sector in Bangalore. This study is to examine the importance and their effect on each other by using the particular measures. It has been seen in many studies carried out earlier about the relationship between these three components.

3.1. Objectives of the Study
- To study better understanding of Job Satisfaction, Employee Engagement and Organizational Commitment at the financial investment sector.
- To explore the influence of Job satisfaction over the organizational commitment.
- To analyze the effect of Work engagement on organizational commitment.
- To determine the relationship between job satisfaction and work engagement.

3.2. Instruments
This study scrutinizes the various factors impacting employees' commitment towards the organization. The suggested model accepts that there is a significant relationship between job satisfaction, work engagement and organizational commitment. An established questionnaire tagged jab satisfaction, employee engagement and organizational commitment scale was used for the purpose of this study. Job satisfaction was measured by using the scale developed by Weiss (1967). In order to measure the work engagement, 11 items were derived from Rabayah et al (2015), Clercq et al., (2014) and Hicks et al., (2014). The dependent variable, i.e. the

organizational commitment measured by using scale developed by the Tan and Lau (2012). A five-point Likert scale was used for administering the variables with: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; and 5 = strongly agree.

3.3. Hypothesis
- **H1**: There is a significant relationship between job satisfaction and organizational commitment.
- **H2**: There is a significant relationship between Work engagement and organizational commitment.
- **H3:** There is a positive relationship between the job satisfaction and work engagement.

3.4. Sampling Process
The sample of few financial service organization employees in Bangalore is chosen for this study. The sample includes members from different age, educational background and years of experience to redirect the overall perception of employees towards organizational commitment. The response gathered from the surveys were reasonable, with 148 out of 200 circulated being returned. To know in depth the research background and construct the model, development of the literature with the studies carried over before on few aspects of job satisfaction ,work engagement and organizational commitment were observed and concise to come up with the assumptions for this study.
The mean for the various measure will be noted and analyzed according to the below mentioned scale:
Result (1.0 – 2.3333): Low agreeability
Result (2.3333 – 3.6666): Medium agreeability
Result (3.6666 – 5): High agreeability

3.5. Validity
At first, Cronbach's alpha (C-Alpha) was applied to show the level of interior consistency of every one of instruments' to check reliability. Descriptive statistics, (for example: means, percentages and standard deviations) were used to compress the factors impacting organizational commitment. The Pearson correlations were used to find the relationship between every one of the indicators and the dependent variable.

C-Alpha values	
Construct	**C-Alpha**
Job Satisfaction	.653
Work Engagement	.656
Organizational Commitment	.637

Table 1

In order to check the consistency of the study outcomes, reliability test was led on the study indicators job satisfaction and work engagement, and the dependent variable organizational commitment. The above Table condenses C-Alpha quality for these survey variables. All variables have a C-Alpha worth greater than 60%, which demonstrates great reliability between every developed components.

Measures

Q.No	Item	N	Mean	SD	Total variable mean
	Items				
JS 1	I know what is expected of me at work	148	3.2027	1.30389	
JS 2	I have the materials and equipment I need to do my work right	148	3.5743	1.06963	
JS 3	At work, I have the opportunity to do what I do best every day	148	3.0811	1.38266	
JS 4	In the last seven days, I have received recognition or praise for doing good work	148	3.1149	1.27521	Total job satisfaction = 3.2669
JS 5	There is someone at work who encourages my development	148	3.3176	1.35042	
JS 6	At work, my opinions seem to count	148	3.1149	1.29112	
JS 7	The mission/purpose of my company makes me feel my job is important	148	3.2162	1.31211	
JS 8	My associates (fellow employees) are committed to do quality work	148	3.4932	1.24265	
JS 9	In the last six months, someone at work has talked to me about my progress	148	3.2162	1.32244	
JS 10	In this last one year, I have had opportunities at work to learn and grow	148	3.3378	1.35302	
WE1	At my work, I feel bursting with energy	148	3.1486	1.22538	
WE2	My job inspires me	148	3.3378	1.30177	
WE3	When I get up in the morning, I feel like going to work	148	3.1014	1.39844	
WE4	I feel happy when I am working intensely	148	3.3649	1.29441	
WE5	I am proud of the work that I do	148	3.3649	1.24943	
WE6	I get carried away when I am working	148	3.2432	1.32799	
WE7	I believe in my company values	148	3.3514	1.33943	

WE8	My companies' values are a good match with my own personal values	148	3.1351	1.35851	Total work engagement =3.3151
WE9	I care about my company for long-term success	148	3.4257	1.27291	
WE10	I am personally motivated to help my company succeed	148	3.5135	1.20930	
WE11	I fully support my company's goals and objectives	148	3.4459	1.32626	
OC1	I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization to be successful	148	3.4865	1.24259	
OC 2	I talk about this organization to my friends as a great organization to work for	148	3.2432	1.34833	
OC 3	I would accept almost any type of job assignment in order to keep working for this organization	148	3.1149	1.33770	
OC 4	I am proud to tell others that I am a part of this organization	148	3.4595	1.35716	Total organization commitment =3.3446
OC 5	This organization really inspires the very best in me by way of job performance	148	3.3108	1.26088	
OC 6	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	148	3.3311	1.35721	
OC 7	I really care about the fate of this organization	148	3.4662	1.38709	

Table 2

The three develops of the model have high agreeability means which are as follows: job satisfaction (mean =3.2669), work engagement (mean = 3.3151) and organizational commitment (mean =3.3446). The experimental test demonstrates that the less mean was for the variable "At work, I have the opportunity to do what I do best every day" (mean = 3.08); this shows the contemplated associations don't control giving opportunity every day to do what they want too on a continual basis. Then again, there were **four to five** variables with the same most highest mean, which is (3.5), and these variables are " I have the materials and equipment I need to do my work right", "My associates (fellow employees) are committed to do quality work", "I am personally motivated to help my company succeed", "I care about my company for long-term success", these are regularly anticipated that all together would help this organization.

3.6. Analysis

Correlations				
		job satisfaction	organizational commitment	work engagement
job satisfaction	Pearson Correlation	1	.721[**]	.773[**]
	Sig. (2-tailed)		.000	.000
	N	148	148	148
organizational commitment	Pearson Correlation	.721[**]	1	.799[**]
	Sig. (2-tailed)	.000		.000
work engagement	N	148 .773[**]	148	148 1
	Pearson Correlation		.799[**]	
	Sig. (2-tailed)	.000	.000	148
	N	148	148	

Table 3
**. Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation were utilized to examine the bivariate relationships between each variable (job satisfaction and work engagement) and organizational commitment. All relationships were significant at 0.01 level, which shows the significance of each variable in anticipating organizational commitment. Higher the job satisfaction higher the work engagement as shown.

Regression Coefficients					
Model	Unstandardized coefficients		Standardized coefficients	t	sig
	B	Std. error	Beta		
Constant	-.037	.203		-.182	.856
Job satisfaction	.299	.088	.256	3.386	.001
Work engagement	.725	.091	.601	7.933	.001

Table 4
a. Dependent Variable: organizational commitment
$$Y = a + b1X1 + b2X2$$

Hence it could be represented as follows:
OC or Y = -0.037 + 0.299 (Job satisfaction) + 0.725(Work Engagement)

Thus, as job satisfaction and work engagement increases, so does organisational commitment. Moreover, from the magnitude of the t-statistics we find that the work engagement has a higher impact than job satisfaction (both significant, $p < .001$).

R	R Square	Adjusted R Square	F	Sig.
.779	.668	.641	99.65	.001

Table 5

As shown in the above table F-statistic is 99.65, with an observed significance level of 0.001. R indicates the correlation coefficient as 0.677 and the R-square value is 0.458. Thus for this sample the predictor variables of Job satisfaction and Work engagement have explained 66.8 per cent of variance the dependent variable of organisational commitment.

3.7. Conclusion

 This paper investigated organizational commitment, an issue that is essential in today's business atmosphere, where the entire world can be a focused on work environment for talented employees. While organizational commitment has numerous components affecting it, this paper analyzed two elusive variables: job satisfaction and work engagement. With a specific end goal in advancement of employees' the job satisfaction and organizational commitment and in addition duty, associations ought to consider enhancing the work conditions and giving every worker the devices and assets required to finish his employment. Also, continuous reviews, criticism and feedback from the higher representative is imperative to enhance satisfactory results. With respect to work engagement, it requires better communication and an alternate investigate human asset administration to have better connected with employees. For all intents and purposes, employees ought to keep workers educated about the association's qualities, and objectives, and HR managers ought to make a point that they appreciate what they do, and like their occupations. Commitment is a quality that has numerous components, and a large portion of these elements are intangible as well. In any case, our examination has inferred that dedication is a component of workers, who have a tendency to have positive sentiments towards their associations.

3.8. Future Work and Limitations

Future investigates should consider and concentrate on more variables. A more extensive illustrations ought to likewise be considered with the goal that outcomes can be summed up and can be categorized. For an organization to be fruitful, its administrators ought to concentrate on expanding the employees satisfaction level in variables such as work itself, benefit programs, rewards, work conditions, and promotions . These can impact the way employees would feel and see about their employments. In fact, supervisors might likewise apply work revolution so every employee will have a chance to perform distinctive assignments utilizing different skills and talents. By utilizing this strategy, it might have the capacity to further expand the hobbies the workers would have in their occupation. This study has a bigger number of males, in the age gathering of 15-25, and who has completed post-graduation. This might leave space for errors in the outcomes. That is the reason future looks into ought to think about having as a bigger number of workers to cover other demographic segments. Develop study into different enterprises by exploring the relationship of organizational commitment and job satisfaction and their work engagement even more openly in public private areas. This sort of examination would clarify the examination among the facets of organizational commitment in creating job satisfaction.

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