

## The Influence of Career Commitment, Work Commitment and Organizational Commitment on Job Satisfaction

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### Abstract

*The aim of this survey is to know the influence of career commitment, work commitment and organizational commitment on job satisfaction in information technology sector. A structured questionnaire was used to collect primary data and the sample size is 120. The primary outcome of this study is that organizational commitment, work commitment and career commitment had positive impact on job satisfaction among employees in information technology sector. The model for studying job satisfaction has been presented in this research paper.*

**Keywords:** Job satisfaction, work commitment, career commitment, organizational commitment, information technology sector.

### Introduction

Job satisfaction is feeling of an employee towards work and it is influenced by variety of factors. Job satisfaction can be defined as “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job” (Sharma & Chandra, 2004). There are five different theories for explaining job satisfaction which are (1) Fulfillment theory, (2) Discrepancy theory, (3) Equity theory, (4) Two-factor theory, and (5) Social reference group theory. There are various dimensions to measure job satisfaction like personal factors, social factors and organizational variables. In this regard the present study is to understand the influence of factors like work commitment, career commitment and organizational commitment on job satisfaction.

### Objectives of this study

1. To know the impact of work commitment, career commitment and organizational commitment on job satisfaction.
2. To described the importance of job satisfaction for attaining sustainability.

### Scope of the study

There might be various intrinsic and extrinsic factors which may influence job satisfaction but in this study on three factors are considered. The three independent factors of this study are work commitment, career commitment and organizational commitment. The respondents are taken from only information technology sector. The influence of demographic variables on job satisfaction is not analyzed in this study.

### Review of literature

Organizational commitment is influenced by role ambiguity, perceived organizational support and task variety (Reid, Riemenschneider, Allen, & Armstrong, 2008). Further affective commitment and job satisfaction within the public sector and provide agency managers actionable ideas on how to retain valuable IT employees. According to Freund (2005) that continuance and affective organizational commitments affect job satisfaction. Both career commitment and job satisfaction have a significant influence on withdrawal intentions and on thinking of quitting the organization. The transactional and transformation leadership in organizations positively influences organizational commitment and job satisfaction (Emery & Barker, 2007).

Many researchers have given different definitions regarding job satisfaction. One among the generally accepted definition of job satisfaction is “employee’s affective reactions to a job based on comparing actual outcomes with desired outcomes” (Fields, 2002). The turnover intention can be reduced by enhancing career satisfaction and it further leads to organizational commitment (Joo & Park, 2010). Job satisfaction positively influences continuance commitment, affective commitment and normative commitment (Yucel, 2012). The role stress negatively influences job satisfaction and organizational commitment (Ho, Chang, Shih, & Liang, 2009).

Career satisfaction was the most important determinant of career commitment, followed by professional self-efficacy, threat of professional obsolescence and career investment (Fu, 2011). According to Ghazzawi (2011) the age does not have significant impact on job satisfaction among professionals in the information technology sector.

### Methodology

The sample size for the study is 120 and a structured questionnaire is used for primary data collection. For this study a simple random sample had been implemented. The secondary data is collected from journals, books and electronic sources. The statistical tools like descriptive statistics, correlation and regression have been used for data analysis.

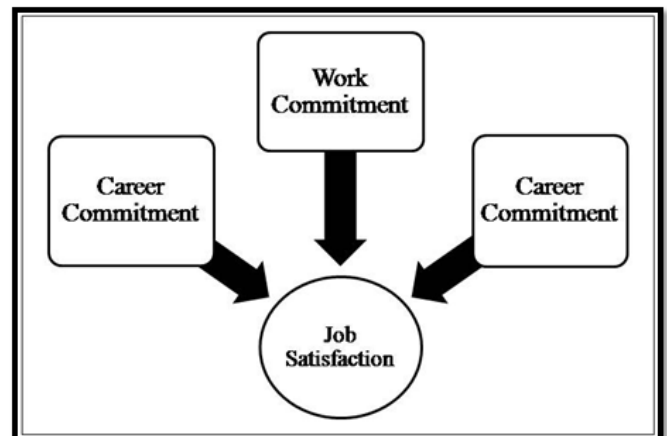
Statistical Package for Social Sciences (SPSS) version 20.0 had been used for analyzing primary data. The independent variables used for this study are work commitment (WC), career commitment (CC) and organizational commitment (OC). The dependent variable is job satisfaction (JS). The items for four constructs in the measurement scale are mentioned in Table 1. All the items in the measurement scale are adopted from previous published paper (Hayday, 2003). The demographic variables considered for this study are age group and gender. The research model for this study is shown through Figure 1.

**Table 1: List of items in measurement scale**

Construct	Items	Source
Organizational commitment (OC)	1. I tell my friends that my present organization is good one to work for 2. I am proud to tell others that I am part of my current organization 3. My current organization is known as a good employer locally	(Hayday, 2003)
Work commitment (WC)	4. Work should be considered central to life 5. An individual's life goals should be work oriented 6. The major satisfaction in my life comes from my job	(Hayday, 2003)
Career commitment (CC)	7. My career is a central interest in my life 8. I would recommend my profession as a career 9. Working in my current profession is important to me	(Hayday, 2003)
Job satisfaction (JS)	10. I am satisfied with my job 11. The major satisfaction in my life comes from my job 12. I get feeling of accomplishment from my job	(Hayday, 2003)

(Source: Compiled by researcher for this study)

**Figure 1: Research Model**



(Source: Developed by the researcher)

### Data analysis

Out of total 120 respondents 48 percent are female and 52 percent are male. Out of total respondents 28 percent belongs to '20 to 30 Years' age group, 40 percent belongs to '31 to 40 Years' age group and remaining 32 percent belongs to 'Above 40 Years' age group. The mean value, standard deviation (SD) and Cronbach's alpha value for each construct is compiled in Table 2. It is observed that Cronbach's alpha value for all the four constructs CC, WC, OC and JS are above 0.70 which is benchmark value (Malhotra & Dash, 2011). The OC and JS have mean more than 3.8 which states that job satisfaction and organizational commitment is high among the respondents.

**Table 2: Descriptive Statistics**

Construct	N	Mean	Std. Deviation	Cronbach's Alpha (Reliability)
OC	120	3.8111	0.95	0.94
WC	120	4.0500	0.63	0.88
CC	120	3.7361	0.92	0.92
JS	120	3.9778	0.95	0.95

(Source: Output of SPSS)

### Hypothesis testing

**H1:** The organizational commitment has a positive impact on job satisfaction

**Result:** The hypothesis H1 is accepted because the 'p' value for OC is less than 0.05. It can be viewed in Table 3.

**H2:** The work commitment has a positive impact on job satisfaction

**Result:** The hypothesis H2 is accepted since the 'p' value for WC is less than 0.05 which is a benchmark value.

**H3:** The career commitment has a positive impact on job satisfaction

**Result:** The hypothesis H3 is accepted because the 'p' value for CC is less than 0.05.

**Table 3: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.343	0.588		0.584	0.561
1 OC	0.319	0.081	0.320	3.935	0.000
WC	0.367	0.119	0.244	3.073	0.003
CC	0.249	.0084	0.242	2.958	0.004

a. Dependent Variable: JS. Source: Output from SPSS

**Table 4: Correlations between constructs**

	OC	CC	WC	JS
OC	1			
CC	0.247**	1		
WC	0.042	0.130	1	
JS	0.390**	0.353**	0.289**	1

\*\* Correlation is significant at the 0.01 level (1-tailed).

(Source: Output from SPSS)

From Table 4 it is found that there is significant correlation exists between career commitment (CC) and organizational commitment (OC). There is positive correlation between career commitment (CC) and job satisfaction (JS). There is positive correlation between

organizational commitment and job satisfaction. Finally there is significant correlation between work commitment (WC) and job satisfaction (JS). Overall job satisfaction is having positive correlation with work commitment, career commitment and organizational commitment.

### Discussion and Conclusion

The job satisfaction is high among the employees in information technology sector. The organizational commitment has more positive impact on job satisfaction compared to work commitment and career commitment. It can be understood that work environment is more important for attaining employee satisfaction in information technology sector. The work commitment is having less influence on job satisfaction compared to organizational commitment and career commitment. However the difference is negligible and all three factors have positive impact on job satisfaction. The human resource managers and management in information technology should develop strategies so that employees' organizational commitment should be enhanced.

### Limitations

In India the information technology sector had rapidly developed in the past two decades. There are thousands of companies in information technology with large number of employees. But the sample size considered for this study is only 120. Hence the results of this study cannot be generalized. There might be many factors which influence job satisfaction but only four factors are measured in this study.

### Future Research

Many others factors like social factors, personal factors and benefits need to be considered by future researchers. Similar studies need to be conducted in different cities and the results need to be compared. The strategies implemented by companies in information technology need to be reviewed so that it can be helpful by future entrepreneurs in information technology sector. The scale used in this study can also be used by researchers

to measure job satisfaction in other sectors like banking, retail management and entertainment industry.

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