The Influence of Job Satisfaction and Organizational Commitment on Organizational Effectiveness of Indian Navy

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Abstract: Every organization wants to succeed and success of any organization depends upon the performances of its employees. Employees will perform effectively only when they feel satisfied and committed towards the job. This study attempts to understand the influence of job satisfaction and organizational commitment on organizational effectiveness of Indian Navy. The data was collected from 60 employees using convenient sampling with the help of structured questionnaire. Data was analyzed using descriptive statistics to show the nature of data and correlation analysis was done to find out the influence of job satisfaction and organization commitment on organizational effectiveness. The study shows that job satisfaction and organization commitment are significantly related with organizational effectiveness having correlation (r= .486(JS), .310(OC)).

Keywords: Job Satisfaction, Organizational Commitment, Organizational Effectiveness.

INTRODUCTION

Every organization regardless of Industry seeks to be more effective and to achieve superior results. Business strategy is developed to achieve the effectiveness. However, strategy amount to nothing if it is not well executed. Successful execution occurs when role, structure capability, leadership, people, financial resources, work process and system and culture are all aligned to strategy. While the elements of success are almost same for all the organization, the answer for every business is unique and differentiated to the strategy of that business, customer and people (Bagga & Srivastava, 2014). So, human resource places an important role in the achievement of effectiveness of an organization. The challenge for the organization is to engage your work force to defined strategy made for the organization. Human factor is the only one which can increase the effectiveness without disturbing the balance between resources (input) and output. The behavior of human in work environment covers more than just the activities done with actual work itself, as people

behave different when they are in group or member of an organization. There are various elements in the work environment which effect both formal and informal interaction of people at work.

In today's environment it is becoming very important for the organization to measure the factors that will affect the performance of employees which results into organizational effectiveness. Employees will perform efficiently only if they are satisfied with their job and they feel the work done by them is due to their own capabilities. The present study is about measuring the job satisfaction and organizational commitment of employees of Indian navy and their effect on the organizational effectiveness. Effectiveness is the capacity of producing a desired result which is required for an organization success. When something is deemed to be effective, it means it has an expected outcome or produces a deep impression. Peter Drucker (1967) says, "Effectiveness can and must be learned" effectiveness relates to getting the right things to be done. Any organization can be effective if it recognizes and relates the desire of people at work to use their intelligence, imagination, skill and talent. Organizational effectiveness exist when organizational design is more congruent with the human personality, goals, norms and values of the workers, job satisfaction and in the light of societal welfare. Frederick Taylor (1911) says, Effectiveness was determined by factors such as productivity maximization, cost minimization, technology excellent, profit maximization etc., whereas Henry Fayol (1916) tell, effectiveness is a function of clear authority and discipline within an organization. According to Elton Mayo (1933), effectiveness is an increase in productivity resulting from employee's satisfaction. Effectiveness of organization is the important issue in management; it can ensure continuity of organizational life and survival and profit maximization. Peter Drucker (1967), said effectiveness is doing the right things. Therefore, according to the definition of effectiveness it is the degree or extent that the organization achieves its goals. The effectiveness or efficiency is defined the degree to which an organization gets to its mission and achieve its objectives (Khadivi and Alijani-Farid, 2008). Effectiveness means doing the right things so that the focus and emphasis of an organization is on achievements and this is achieved when the organization reaches its goals. But despite the vital nature, the concept developed or (has not been defined properly) not developed and there is a little agreement about the criteria for the definition of organizational effectiveness (Ashrafi, 2008).

In the 1980s, organizational effectiveness became more important and changed to being a concept from the status of a construct (Henry, 2011). This concept is related to issues such as the ability of an organization to access and absorb limited resources in an efficient way and consequently achieve its aims (Federman, 2006). As Gigliotti (1987) said, if a unit is individually ineffective to cooperate with the rest of the organization than it is deemed to failure and cannot earn profits. Cameron (1978) pointed out that organizational effectiveness is the efficiency and capability of the organization at having access to the essential but limited resources. However, McCann (2004) said it as the organization's successful fulfillment of their purposes or goal through their core strategies and core capabilities. Vinitwatanakhun's (1998) study illustrated that organizational effectiveness should focus on human resources to achieve skill development and self-esteem to adjust in the new environment and find security and support with respect to their job. Organizational effectiveness has used as a consolidating theme for more than a century for research on the management and design of organizations, yet no universal theory has developed (Lewin and Minton, 1986). Several models have emerged for the study of organizational effectiveness, each model has a unique emphasis including the goal model (Price, 1972) which focuses on end results, the legitimacy model (Zammuto, 1982) (or called as competing value model) which focuses on competing values of the stakeholders that create conflicting goals, the strategic

constituency model (Connolly *et al.*, 1980) which focuses on satisfying the demands of its stakeholders, and the system resource model (Yuchtman and Seashore, 1987) which focuses on the ability of the organization to inquire about inputs, process these inputs and balance in the system. In the literature, there is not a single model of organizational effectiveness that can fit all organizations.

Job satisfaction among employees of organization is the important variable which influences the organizational effectiveness. Organization can only succeed in this competitive era and can realize maximum profit only if it can make its employees realize that the job being done by them is their own and they feel committed to the organization. The efficiency and productivity of an employee will increase only if he is satisfied with his job and that increased productivity will lead to organizational effectiveness. Thus, question comes into mind is that, what is job satisfaction? What brings job satisfaction among workers? Job satisfaction is the feeling; attitude, views and opinion the people have about their job and other closely related factors. It is a major concern to the managers for both humanistic and economic reasons. Job satisfaction is an emotional state of an employee which results from the perception of their job as fulfilling their important job values, providing these values are according to their need (Locke 1976). It is the attitude which an employee holds towards his job. It is the result of experiences faced by an employee in a job (Kalleberg 1977; Locke 1969; Mottaz 1987). An employee will be more satisfied with his job if it fulfills his wants, desire and expectations (Locke 1969; Mottaz 1987). Job satisfaction is the perception made by employees about their job. Job satisfaction can be influenced by four factors: Psychological wellbeing, strategic employee recognition, individual factor and environment factor. Psychological wellbeing includes the family and the community where employee is living, strategic employee recognition factor includes social and cultural aspect of organization along with financial aspect, individual factor includes the skill, personality, emotions, decision making power of employees, environmental factors includes work environment and the relationship between superior and subordinate (Harter *et al.*, 2002; May *et al.*, 2004; Leite *et al.*, 2014).

The term commitment originated from the porter and his associates (Porter *et al.*, 1970, porter *et al.*, 1976). Organizational commitment as defined by porter *et al.* (1974) is a strong belief in acceptance of organization goals, willingness to put efforts and desire to be a member of the organization. Commitment not only leads to less turnover but also leads to high performance of employees (Mowday *et al.* 1974, Mowday *et al.*, 1979). Commitment is the intrinsic force that binds an employee to goals of organization. It is the level of involvement and loyalty of an employee which encourage them to commit themselves to the organization and therefore improves productivity. It is an emotional attachment, a sense of belongingness and a feeling of proud to be a member of that organization. There will be less absenteeism, low turnover rate, less conflict and increase in employee performance due to organizational commitment. Organizational commitment leads to employee performance (Ajibade and Ayinla, 2014; Deepa *et al.*, 2014). Organizational commitment has three components: Affective, Continuance and Normative (Meyer et.al.,1993). Affective commitment is an emotional attachment of employee and a feeling of proud for being the member of the company, Continuance commitment is the desire of an employee to e the member of organization for a long time, and normative commitment is the feeling of obligation toward the organization.

REVIEW OF LITERATURE

Job satisfaction is frequently studied variable in organizational literature because it has an impact on organizational productivity, employee turnover and absenteeism. How people feel about their job is effected

by the organization environment in which they are working (spector, 1997). Rose (2001) viewed job satisfaction as bi- dimensional concept consisting of intrinsic and extrinsic dimensions. Intrinsic satisfaction depends upon individual characteristics such as initiative, relations with supervisor. These are qualitative facts of the job. Extrinsic satisfaction depends upon pay, promotion, job security etc. Srivastava (2008) examined the effect of two constituents of work environment (physical and psychological) on employee's job satisfaction and performance and organizational effectiveness. He found that the employees who feel their work environment as to be adequate and favorable scored comparatively higher on the measure of job satisfaction and organizational effectiveness. He also explained that the psychological environment exerted more impact on employee's, job behavior and organizational effectiveness than physical environment. Dutta (1959) considered the factors like job security, pay, relationship to seniors, and pride in work, physical environment and union-membership in the measurement of job satisfaction in some organizations. Salary, security, personal growth and human relations were important factors of job satisfaction which result to organizational effectiveness. Employees will only feel attracted towards a job only when he will get proper and fair returns in the form of financial and non- financial measures. The distribution of power has an impact on the job satisfaction and work effectiveness of employees which results into organizational effectiveness (Abdel Halim 1980). Doherty (1998), presents a model that identifies affective behaviour for individuals, group and organizational effectiveness. Model includes all the organization processes directed at managing Human Resource towards organizational effectiveness. Internal work environment includes attribute and values of individual, norms of group and power, reward system, communication etc. work environment affect the job satisfaction and commitment of employees which results to organizational effectiveness. Positive employee attitudes and behaviour influence business outcomes. Employee satisfaction, organization citizenship behaviour and employee turnover has an impact on organizational effectiveness (Koys, 2001). Chiang et. al (2012), conducted a study to find out relationship between job satisfaction and job performance. The results were in parity with Frederick Herzberg's (1968) motivation-hygiene theory and demonstrated that highly satisfied employees will perform better. The analysis revealed that organization should motivate the employees properly and ensure good climate to increase the job performance. Increased performance leads to organizational effectiveness.

Organizational commitment is a predictor of employee retention, employee effort and performance (Mowday *et al.*, 1974). A committed employee with the desire to be the member of organization will be motivated to participate into the activities of the organization. He will perform efficiently if he believes that his values and that of organization are same and he accepts the goals of the organization. Harold et al (1981) conducted a study to relate organizational commitment of lower-level employees to organizational effectiveness in organization offering bus service. Organizational commitment was found to be associated with organization adaptability, turnover and tardiness rate. Ussahawanitchakit (2008) explains the relationship between organizational learning capability, organizational commitment and organizational effectiveness. It is an attachment that exists between organization and employees and that attitude of an employee is reflected in the involvement and psychological identification with the organization (Jaramillo *et al.*, 2005). Job satisfaction is significantly correlated with manager's affective commitment. Affective commitment is positively correlated to organizational effectiveness. To increase the affective commitment company has to satisfy its employees. Rahim *et al.* (1994) studied the relationship of leader's power (coercive, reward, legitimate, expert and referent) to subordinates organizational commitment and their effectiveness. Legitimate power and expert power were positively related with commitment whereas coercive power was negatively related

to effectiveness. Personal characteristics, job characteristics and work experience had an impact on organizational commitment of hospital employee, scientists and engineers. Intent and desire to remain, attendance and turnover were also associated with commitment. Organization commitment is a predictor of organizational effectiveness (Steers, 1977., Schein, 1976). Performance, threat and frustration are significant predictor of organization commitment (Biswas, 1998). Job involvement and organization commitment were highly correlated with organizational effectiveness in different organizations located near Vadodara (Biswas, 1998). Both organization commitment and job satisfaction were correlated with the performance of employees when asked from immediate supervisors in a food service company (Meyer *et al.*, 1989). Affective commitment has strongest impact on job satisfaction and performance. Employees with high affective commitment deliver high organizational effectiveness (Budihardjo, 2013).

RESEARCH METHODOLOGY

Tools and Implementations

The present study examines the factor influencing the effectiveness of Indian Navy. The proposed model assumes that Job Satisfaction and Organizational Commitment have a positive effect on Organizational effectiveness. Job satisfaction and organizational commitment are taken as independent variables and organizational effectiveness as dependent variable. To measure these variables data was collected from 60 employees through structured questionnaire. The instrument consists of two parts: first consist of demographic section and the second consist of statements about job satisfaction, organizational commitment and organizational effectiveness. A five point likert scale is used for measuring the variables.

Hypothesis

Based on the previous research work two hypotheses were developed as follows:

     H1: Job satisfaction has a significant impact on organizational effectiveness

     H2: Organizational commitment has a significant impact on organizational effectiveness.

     To test these hypothesis structured questionnaire was used. In order to measure organizational effectiveness, 16 measures were derived from Dr. C. N. Daftuar (1997) and 19 measures of job satisfaction were given by Dr. C.N. Daftuar (1988). To measure organization commitment 15 measures were used given by Mowday (1979).

Model of study

To prove the hypotheses a model was built with the assumption that job satisfaction and organizational commitment have a positive relationship with organizational effectiveness. The model of the study is shown in figure 1.

Sampling process

Data was collected from 60 employees of Indian Navy through convenient sampling. The sample consists of employees of different age group, education level and experience to reflect the overall views of employees.
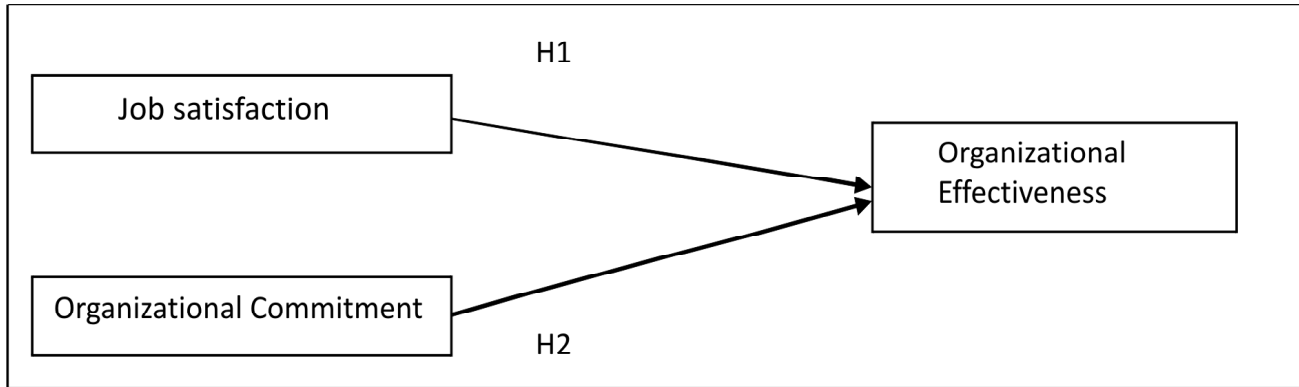
Figure 1: Study Mode

RESULTS AND DISCUSSION

Cronbach Alpha (C-Alpha) was calculated to show the internal consistency of all instruments and to check the reliability. Descriptive statistics was used to describe the factors influencing organizational effectiveness. Correlation was used to investigate the relationship between independent variables (job satisfaction and organizational commitment) and dependent variable (organizational effectiveness).

Reliability test results

To check the reliability C-Alpha was calculated for study variables (job satisfaction, organizational commitment and organizational effectiveness). Reliability test shows the extent to which internal statements of a variable are free from internal error and consistent to each other. Table 1 shows C-Alpha values for these research variables. All variables have value of C-Alpha more than 50% which indicate good reliability between statements of each variable.

Table 1
C-Alpha Values

Variable	C-Alpha
Job satisfaction	.782
Organizational Commitment	.54
Organizational Effectiveness	.80

Sample Descriptive Statistics

Demographic frequency statistics of data is shown in table 2. Demographic data shows that most portion of sample is male (70%) in the age group of 26-32 (40%) and have a b. tech degree (50%).

Table 3 shows that research variables have agreeability mean as: job satisfaction (mean= 3.88), organizational commitment (mean= 3.22) and organizational effectiveness (mean=3.86). The descriptive statement shows that four statements of organizational commitment have the lowest mean and these statements are "I fell very little loyalty to this organization (mean=1.33)", "it would take very little change in my present circumstances to cause me leave this organization (mean=1.58)", "there's not too much to

Table 2
Demographic Data

Description	Frequency	Percentage
Gender		
Male	42	70
Female	18	30
Age		
18-25	22	36.66
26-32	24	40
32 and above	14	23.34
Education		
Secondary	15	25
B.sc	15	25
B.Tech	30	50
Year of working		
1-4	26	43.34
5-15	22	36.66
More than 15	12	20

be gained by sticking with the organization (mean=1.26)", "deciding to work for this organization was a definite mistake on my part (mean=1.06)". All these statements are against the organization and low mean for these statements show that the employees are very committed and loyal towards the Organization. On the other hand there are three statements with the highest mean which are, "I find that my values and organization values are very similar (mean=4.18)", "I am proud to tell others that I am a part of this organization (mean=4.18)", "satisfaction with pay (4.16)". This shows that employees are very satisfied with the organization and they feel very proud to be a part of the organization.

To see the convergence of job satisfaction and organizational commitment with organizational effectiveness, 36 coefficients of correlation were obtained of which 14 are significant at or above .05 level of significance. Organizational effectiveness significantly correlated positively with statement No. 2 ($r=.297$, p .05), 3 ($r=.301$, p .05), 7 ($r=.250$, p .05), 12 ($r=.283$, p .05), 14 ($r=.313$, p .05), 15 ($r=.315$, p .05), 16 ($r=.337$, p.05) of job satisfaction and statement no. 2 ($r=.505$, p .05), 10 ($r=.358$, p .05), 15 ($r=.379$, p .05) of organizational commitment, and negatively with statements 3 ($r= -.388$ p .05) and 11($r= -.379$ p .05) of organizational commitment. Organizational effectiveness marked significant positive association with composite scores of job satisfaction ($r= .486$) and organizational commitment ($r= .310$). Obtained coefficient of correlations depict that all the three scales shared their variance.

Table 4 shows the result of hypothesis proposed earlier. The results of the study are consistent with other studies conducted with same variables. However, only a little research work is conducted with these variables in Indian Navy. The table shows that both job satisfaction and organizational commitment influence organizational effectiveness.

Table 3
Descriptive Statistics and Inter-Correlation Matrix

Variables	Descriptive statistics				Inter-Correlation matrix
	Mean	*Std. deviation*	*Skewness*	*Kurtosis*	*Organizational effectiveness*
JS1	3.5333	.62346	.738	-.397	.206
JS2	3.7000	.72017	.242	-.565	.297
JS3	3.8667	.65008	.135	-.590	.301
JS4	4.0167	.70089	-.023	-.905	.137
JS5	4.0167	.74769	-.027	-1.178	.214
JS6	4.1667	.66808	-.203	-.723	.159
JS7	4.0333	.68807	-.043	-.822	.250
JS8	4.0167	.72467	-.302	-.207	.113
JS9	4.0500	.62232	-.032	-.314	.235
JS10	4.0667	.63424	-.053	-.426	.231
JS11	4.0500	.64899	-.047	-.538	.230
JS12	4.0333	.68807	-.043	-.822	.283
JS13	3.8333	.66808	.203	-.723	.162
JS14	3.9333	.73338	.105	-1.097	.313
JS15	3.8333	.69298	.234	-.865	.315
JS16	3.7333	.57833	.084	-.431	.337
JS17	3.6833	.59636	.235	-.582	.189
JS18	3.6333	.51967	-.189	-1.142	.097
JS19	3.5667	.49972	-.276	-1.991	.056
JSC	73.766	5.615	-.076	-.931	.486
OC1	4.1000	.72952	-.157	-1.072	.230
OC2	3.8833	.88474	-.069	-1.140	.278
OC3	1.3333	.57244	2.098	6.355	-.388
OC4	4.1500	.70890	-.224	-.953	.129
OC5	4.1833	.74769	-.315	-1.130	.232
OC6	4.1833	.65073	-.198	-.629	.053
OC7	3.6333	.88234	.038	-.743	.168
OC8	3.8333	.78474	-.129	-.510	.105
OC9	1.5833	.53016	.008	-1.251	.059
OC10	4.0500	.67460	-.059	-.730	.358
OC11	1.2667	.44595	1.083	-.858	-.379
OC12	3.2500	.83615	-.146	-.004	-.057
OC13	4.0167	.67627	-.020	-.739	.146
OC14	3.8500	.68458	.199	-.816	.505
OC15	1.0667	.25155	3.564	11.071	-.142
OCC	48.3833	3.82	-.250	-.419	.310
OE	61.8333	5.85464	.082	-1.183	1

The result that job satisfaction has a positive impact on organizational effectiveness is consistent with previous studies of Srivastava (2008), Rahman (2014), Ahuja *et al.* (2012) etc. The results of organizational commitment and organizational effectiveness are also consistent with the studies of Mowday *et al.* (1974), Ajbade (2014), Deepa *et al.* (2014), Harold *et al.* (1981), Phapruke (2008) etc.

Table 4
Hypothesis Table

H#	Hypothesis	Accepted Rejected
1	Job satisfaction has a positive impact on organizational effectiveness	Accepted
2	Organizational commitment has a positive impact on organizational effectiveness	Accepted

CONCLUSION

This paper examined the organizational effectiveness of Indian Navy. It is becoming very important for every organization to measure the factors that will affect the performance of employees which results in organizational effectiveness. There are various tangible and intangible factors affecting organizational effectiveness but this research paper has emphasized on job satisfaction and organizational commitment. The study is conducted to examine the influence of job satisfaction and organizational commitment on organizational effectiveness. As previous studies related to job satisfaction and organizational effectiveness showed a significant relation between both variables (Spector, 1997., Rose, 2001., Srivastava, 2008., Dutta, 1959., Abdel Halim, 1980., Doherty, 1998., koys, 2001). Organizational commitment also had a significant relation with organizational effectiveness (Mowday et al, 1974., Harold et al, 1981., Phapruke, 2008., Jaramillo et al, 2005., Rahim et al, 1994). Consistent with the previous studies a significant relationship was found between both independent variables and organizational effectiveness. So, to increase the performance and effectiveness the organization must think about the satisfaction of employees.

To enhance the satisfaction of employees the organization must provide the employees with different type of work from time to time. A proper working environment should be given to them. Work schedule is the significant factor as far as satisfaction level of employees is considered. So the organization must emphasize on this factor. Employee satisfaction will be more if they will be recognized for the work done by them. For organizational commitment, it requires better communication within the organization and a different look in human resource policies to have committed employees. The policies related to human resource must inspire the employees to perform efficiently. The values and goals of the organization must be clear to each employee.

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