

## **Relationship among job satisfaction, job commitment and organizational commitment of the scientists of two state agricultural universities of northern India**

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### **ABSTRACT**

The study was undertaken to find out the job satisfaction, job commitment and organizational commitment of scientists. One hundred and twenty scientists from Punjab Agricultural University, Ludhiana, Punjab and CSK Himachal Pradesh Krishi Vishwavidyalaya, Palampur, Himachal Pradesh were selected using probability proportional to number for the purpose of this study. The data were collected with the help of interview schedule. A significant relationship of job satisfaction with job commitment and organizational commitment, job commitment with job satisfaction and organizational commitment with job satisfaction was found in both the universities. A significant relationship was found between job commitment and organizational commitment in case of Punjab Agricultural University.

**Keywords:** Job satisfaction; job commitment; organizational commitment; scientists

### **INTRODUCTION**

State agricultural universities (SAUs) are the major partners in the growth and development of agricultural research and education under national agricultural research system. As SAUs are the academic organizations their performance like other organizations depends largely upon their employees and further the performance of these employees depends upon their commitment towards their job. SAUs are academic organizations which contribute significantly towards agricultural development. This signifies two aspects viz employee devoting himself/herself to the work role with the full sense of sincerity, honesty and responsibility and experiencing emotional involvement in the job with the result that one finds it meaningful and purposive to one's life. Before studying job commitment it becomes imperative to study job satisfaction. When a person is committed to an organization it shows a strong identification towards the value system and membership of that organization and also agrees with its objectives and is prepared to work as a strong team for and on the behalf of the

organization. Various research studies have revealed that commitment enhances job performance, job satisfaction and managerial effectiveness and it reduces absenteeism and employer turnover. The winds of change have also affected the universities and teaching profession. Commitment among the scientists of agricultural universities is vital to determine the efficiency with which an organization performs as a whole. Keeping this point in view the present study had been planned to investigate the socio-personal characteristics of the scientists and to find out the relationship among job satisfaction, job commitment and organizational commitment of the scientists of two state agricultural universities of northern India viz Punjab Agricultural University, Ludhiana, Punjab and CSK Himachal Pradesh Krishi Vishwavidyalaya, Palampur, Himachal Pradesh.

### **METHODOLOGY**

The lists of scientists of Punjab Agricultural University (PAU), Ludhiana, Punjab and CSK Himachal Pradesh Krishi Vishwavidyalaya

(CSKHPKV), Palampur, Himachal Pradesh were procured. From these lists 120 scientists from PAU and CSKHPKV were selected by using probability proportional to number of scientists in each university. From PAU 71 and from CSKHPKV 49 scientists were selected. Thus a sample of 120 respondents was selected for conducting the present study. These scientists were selected on the basis of their major job responsibility and then on the basis of their cadre using probability proportional to cadre. The data were collected by following distributed questionnaire approach from the selected scientists of both the universities. The data were analyzed with the help of common statistical tools appropriate to the nature of data and for the purpose of the study. The statistical tools used in the analysis were mean score, cumulative frequency cube root method and coefficient of correlation.

## RESULTS and DISCUSSION

### Socio-personal characteristics of the scientists

The study of socio-personal characteristics provided the preliminary idea about the scientists. The general information about the socio-personal characteristics of the scientists have been presented in Table 1.

**Age:** Age is an important characteristic of an individual as it governs the physical, psychological and behavioural development of the person. Age of the scientists varied from 29-59 years. The spread of scientists in the three age categories was almost similar. In both PAU and CSKHPKV only 19.72 and 22.45 per cent scientists were young and majority were of middle age (40.84 and 36.73% respectively) and old (39.44 and 40.82% respectively).

**Job experience:** The job experience of the scientists ranged from 5 to 35 years. Almost equal number of scientists in both the universities (23.94 and 24.49% in PAU and CSKHPKV respectively) had the experience of 5-15 years as compared to 39.43 and 30.61 per cent having 15-25 and 36.63 and 44.90 per cent having 25-35 years respectively. This indicates that the new recruitment was not being done in these universities.

### Family background

More scientists at PAU (59.15%) belonged to urban background as compared to rural (40.85%). However in CSKHPKV the trend was completely

opposite as majority of the scientists (85.71%) belonged to rural against 14.29 per cent to urban background. This could be due to the reason that the rural population is more in Himachal Pradesh as compared to Punjab and scientists in these universities were mainly from their respective states. As per 2011 census the rural and urban population in Himachal Pradesh is 89.97 and 10.03 per cent (<http://www.census2011.co.in/census/state/himachal+pradesh.html>) and in Punjab is 62.5 and 37.5 per cent (<http://www.punjabdata.com/Population-of-Punjab.aspx>) respectively.

### Marital status

Almost equal scientists in both the universities were married (97.19 and 97.96 per cent in PAU and CSKHPKV respectively). This could be due to the reason that majority of scientists joined the service after doing PhD in both the SAUs which is the appropriate time of marriage.

### Qualification at the time of joining the service

More than three fourth (76.06 and 75.51%) of the scientists at PAU and CSKHPKV respectively were having PhD qualification at the time of joining the service while only 23.94 and 24.49 per cent respectively had MSc qualification.

### Education of spouse

The scientists of PAU and CSKHPKV were found to be having graduate (35.22 and 32.65% respectively) and postgraduate (50.70 and 59.18% respectively) spouses. Only 14.08 and 8.17 per cent scientists' spouses of PAU and CSKHPKV respectively were doctorate.

### Relationship between job satisfaction, job commitment and organizational commitment

As shown in Table 2, relationship between job commitment and job satisfaction was found to be positive and significant at 1 per cent in both the SAUs. This result infers that as the job satisfaction of an employee increases the job commitment also increases. Similar results were reported by Bowen et al (1994) and Punia (2000). A positive and significant relationship was found between organizational commitment and job satisfaction which signifies that as the job satisfaction of an employee increases the organizational commitment also increases. In case of PAU the relationship was significant at 1 and at 5 per cent in CSKHPKV. These results are in line with those of Sharma and Shivamohan (1975), Punia (2000) and Tella et al (2007).

Table 1. Distribution of the scientists according to their socio-personal characteristics

Characteristic	Category/range	PAU (n= 71)		CSKHPKV (n= 49)	
		Frequency	Percentage	Frequency	Percentage
Age (years)	Young (29-39)	14	19.72	11	22.45
	Middle age (39-49)	29	40.84	18	36.73
	Old (49-59)	28	39.44	20	40.82
Job experience (years)	5-15	17	23.94	12	24.49
	15-25	28	39.43	15	30.61
	25-35	26	36.63	22	44.90
Family background	Rural	29	40.85	42	85.71
	Urban	42	59.15	07	14.29
Marital status	Married	69	97.19	48	97.96
	Unmarried	02	2.81	01	2.04
Qualification at the time of joining the service	MSc	17	23.94	12	24.49
	PhD	54	76.06	37	75.51
Post	Assistant Professor	21	29.58	13	26.53
	Associate Professor	24	33.80	16	32.65
	Professor	26	36.62	20	40.82
Major job responsibility	Teaching	22	30.99	22	44.89
	Research	45	63.38	25	51.02
	Extension	04	5.63	02	4.09
Qualification of spouse	Graduate	25	35.22	16	32.65
	Postgraduate	36	50.70	29	59.18
	Doctorate	10	14.08	04	8.17

Table 2. Relationship of job commitment and organizational commitment with job satisfaction

Parameter	Job satisfaction (r-value)	
	PAU	CSKHPKV
Job commitment	0.499**	0.385**
Organizational commitment	0.448**	0.215*

\*Significant at 5 per cent level of significance, \*\*Significant at 1 per cent level of significance

Data in Table 3 indicate that a positive and significant relationship at 1 per cent was found between job commitment and organizational commitment at PAU whereas in case of CSKHPKV a positive but non-significant relationship was found. Similar results were found by Ladebo (2004) and Manjunath et al (2008) who also reported a non-significant relationship between job commitment and organizational commitment.

Table 3. Relationship of job commitment with organizational commitment

Parameter	Organizational commitment (r-value)	
	PAU	CSKHPKV
Job commitment	0.239**	0.127

\*\*Significant at 1 per cent level

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