ROLE OF ORGANISATIONAL COMMITMENT BETWEEN ORGANISATIONAL DYNAMICS OF ARTS AND SCIENCE COLLEGES IN TIRUCHENDUR AREA AND JOB SATISFACTION AMONG FACULTY MEMBERS

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Abstract

Teachers are the sculptors of the nation. Organizational dynamics of the colleges in turn embodies the effectiveness of the teachers. This has an implication on the quality and capability of the faculty members. Organisational Dynamics deals with how an organisation learns to manage as well as promote business practices, and organizational learning. It refers to the patterns of movement over time in the behaviour of people in an organized group setting. This may be regular patterns of dependence and conformity, or irregular patterns of aggression and non-compliance. Job satisfaction is inevitable to ensure the survival of the institutions in the ever challenging global era where it is tedious to gain employee commitment to the organization. There arises a need to evolve innovative strategies. This study aims to investigate the role of Organisational Commitment between Organisational Dynamics and Job Satisfaction of the respondents. The primary data were collected through questionnaire from 120 respondents working in arts and science colleges in Tiruchendur area. The research question addressed investigating the relationship between Organisational Dynamics and Organisational Commitment, between Organizational Dynamics and Job Satisfaction among the respondents and the mediating role of Organisational Commitment between Organisational Dynamics and Job Satisfaction. The SEM analysis revealed a statistically significant positive relationship between Organisational Dynamics and Organisational Commitment. It also shows that a substantial and statistically significant relationship exist between Organisational Commitment and Job Satisfaction. In conclusion, this analysis demonstrates the full mediation role of Organisational Commitment. It is suggested that efforts to improve Job Satisfaction should not solely focus on manipulating Organisational Dynamics but should also consider strategies to enhance Organisational Commitment. This is a crucial insight for organisations aiming to enhance their employees' Job Satisfaction. This study will be an add on to the realm of literature on Organisational Dynamics and its contribution to improved performance.

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Keywords: Organizational Dynamics, Job satisfaction, Organisational Commitment, Performance

INTRODUCTION

Achieving large goals is possible by a motivated team of members working together. Studies reveal that highly satisfied workers expressed lower intentions of quitting the organisation which assures that such organisations can reap the best out of these employees. Thus Job satisfaction of the employees is an important consideration. There are numerous factors that influence employee satisfaction. However in educational institutions dynamics plays a crucial role in facing the competition as well as retaining the employees. Unfortunately very few studies focus on this perspective. **Organizational commitment** may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals.

Organizational dynamics refers to the patterns of movement over time in the interactions between the people who are the organization, the community of practice. Such patterns could be described, for example, as regular patterns of dependence and conformity, or as irregular patterns of aggression and non compliance (Stacey, 2007, PP 3).

Organizational dynamics is defined as a process that helps to strengthen resources and boost the performances of employees continuously. The development of organizational dynamics focuses on the people within a system. With this people-centric approach, the goal is to create high performance culture and long-range satisfaction among members. A component of Organizational Dynamics is used by most organizations across sectors to address challenges within the enterprise and improve relations.

Understanding Organisational Dynamics will enable learning strategies that will promote adaptive space, resilience, and agility in the workplace thereby assisting employees to cope with the evolving professional environment of this modern world.

Job satisfaction is a positive attitude towards one's job. A few important definitions on job satisfaction are produced here.

According to Feldman and Arnold, "Job satisfaction will be defined as the amount of overall positive affect (or feelings) that individuals have towards their jobs".

Locke defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience".

A clear understanding of the linkage between Organisational Dynamics, Organisational Commitment and Job Satisfaction of faculty members in Colleges is a matter of concern for providing quality education to the students. The following are the main objectives of the study

1. To find out if there exist any association between gender and Job satisfaction.
2. To identify the ranking of factors of Organisational Commitment towards the colleges.
3. To investigate the relationship between Organizational Dynamics and Job Satisfaction.
4. To study the relationship between Organizational Commitment and Job Satisfaction among the respondents.

STUDY CONTEXT AND PURPOSE

The study was undertaken in the Arts and Science colleges in Tiruchendur area in Tamil Nadu. Located along the shoreline of Bay of Bengal, Tiruchendur is in the south-eastern part of Tamil Nadu. The town is surrounded by suburban villages that contain arid, red soil forests. It has dense plantations of palm trees, cashew plantations, and other crops

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part of the region. According to 2001 Census of India, Tiruchendur had a population of 33,970. There are numerous colleges in and around Tiruchendur in the field of Arts and Science, Education, Engineering, Nursing, Physical Education, ITI and Teacher training. However the study has focused only on Arts and Science Colleges which are comparatively more in number.

LITERATURE REVIEW

Sokoya (2000) has stated that across the available literature, most commonly used constructs as predictors of job satisfaction are work, pay, promotion, work environment, supervision, and co – workers.

Kalleberg and Mastekaasa (2001) found that previous research on the relationship between job satisfaction and organizational commitment has not shown any consistent and easily reconcilable findings. It is posited that a relationship between the level of job satisfaction and turnover intention may be influenced by an employee's efforts to stay with his or her job and try to change the elements of the job that are dissatisfies (steers and Mowday, 1981). This suggests that an employee might have strong commitment to an organization although he or she is unsatisfied with certain aspects of his or her specific job.

Herrera, J., & De Las Heras-Rosas, C. (2021) in their article the organizational commitment in the company and its relationship with the psychological contract hold that Business organizations in their work environment, aspire to create a high level of performance and low levels of absenteeism and turnover. Organizational commitment is considered a key factor in achieving this objective.

Javad Eslami and Davood Gharakhani (2012) have Studied in the article Organizational Commitment and Job Satisfaction that Organizational commitment is positively influenced by the three factors of Job satisfaction (Promotions, Personal relationships, and Favorable conditions of work). The practical implication of the results is that managers need to actively improve their firm's job satisfaction so that employees would achieve a higher level of organizational commitment. Furthermore, research suggests appropriate investments in job satisfaction can enhance organizational commitments

De Wet Van Der Westhuizen,Gail Pacheco &Don J. Webberin the article on Culture, participative decision making and job satisfaction explored the impact of culture on participatory decision making (PDM) and job satisfaction (JS) using data obtained from the European Values Study (EVS). The Job Satisfaction model provided support for the positive relationship between PDM and JS and indicated that employees who are oriented towards the traditional and self-expression values were more likely to report higher categories of JS (with this effect being larger for men with respect to the traditional cultural domain). Overall, these outcomes appear to be in line with the arguments that (i) traditional values advocate the importance of work in an individual's life and (ii) employees with self-expression values prefer jobs that provide a feeling of accomplishment and working with people they like.

Ishara Maharaj and Anton F. Schlechter(2007) in their work named "Meaning in life and meaning of work : relationships with organisational citizenship behaviour, commitment and job satisfaction" investigated the relationships between meaning (both of work and experienced in life), Job Satisfaction, organisational commitment and Organisational Citizenship Behaviour (OCB). Significant positive correlation coefficients were found among all the constructs. The correlations between the three constructs (i.e. job satisfaction, organisational commitment and OCB) and the two meaning constructs i.e. Meaning of Work (MOW) and Meaning in Life (MIL), were compared by transforming them to Z-scores. These two sets of correlations were not found to be significantly different from one another. The results highlight the importance to the organisation, of meaning, as derived from both work and other sources, as a significant driver of success.

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Organizational Climate a Predictor of Job Satisfaction among Teachers is a study by Mrs. Gowthami Chinthala (2014) with an aim to explore organizational climate as a predictor of teacher's job satisfaction. The study asserted that Organizational climate has been an important and influential aspect of satisfaction and retention, as well as institutional effectiveness and success in higher education.

The research named "The Dynamics of Work Environment on Job Satisfaction in Indian Higher Educational Institutions" by K. Praveen, L. R. K. Krishnan (2021) examines the relationship between facets of the work environment and job satisfaction in academic institutions. The statistical findings of the study exposed that work environment facet has significant positive relationship with Job Satisfaction. The study results show that faculty is more satisfied with the interpersonal relationship than other dimensions. The findings also suggest that higher education institutions recognize the work environment's importance in influencing faculty Job Satisfaction

R.D. Sharma Jeevan Jyoti (2009) in the work titled Job Satisfaction Of University Teachers: An Empirical Study attempts to find out which facet or dimension affects the job satisfaction of university teachers the most. It takes into account intrinsic and extrinsic factors to find out the level of job satisfaction and to see the effect of age, gender, marital status, education, occupation level and length of employment on the job satisfaction of academicians. It suggests strategic action for creating and maintaining their job satisfaction.

Muhammad Syafii A. Basalamah, Ajmal As'ad (2021)in the paper The Role of Work Motivation and Work Environment in Improving Job Satisfaction analyze the effect of work motivation on the satisfaction of management lecturers at a private university in the city of Makassar. The results of this study indicate that motivation has a significant effect on job satisfaction. The study recommends that the universities and study programs must improve indicators in the work environment to create comfortable working conditions so that it will increase the job satisfaction of private university lecturers in the city of Makassar

Dr. Anju Singh (2020) has made A Study of Organizational Culture and Job Satisfaction among Teaching Staff in Higher Education Institution. The results of the study show that there is significant relationship between job satisfaction and organizational culture and job satisfaction impacts organizational culture. The study also reveals that the teaching staff showed significant variance in their culture score on the basis of the years of experience.

Dr. Abu Rashed Osman (2017) studied The Impact of Service Climate and Job Satisfaction on Service Quality in a Higher Education Platform which examines service climate and service quality through the mediating impact of job satisfaction within a tertiary education level in Bangladesh. The study discloses that the overall service climate has a significant positive impact on service quality. Finally, the study reveals that job satisfaction is partially mediating between service climate and service quality. This paper makes an outstanding empirical contribution by incorporating service climate and job satisfaction and exploring their relationships with service quality in the context of higher education.

Kevin S. Floyd and Johnathan Yerby (2014) performed a study on Information Systems Faculty Perceptions of Ethical Work Climate and Job Satisfaction to provide a model that will help guide future research on the relationship among egoistic ethical work climate, benevolent ethical work climate, and principled ethical work climate and job satisfaction as perceived by information systems faculty at institutions of higher education in the southeastern United States. The study determined which ethical work climates were significantly positively and negatively correlated to job satisfaction of individuals employed in higher education. The analysis demonstrated a foundation for higher education institutions to choose to implement a particular ethical work climate to increase job satisfaction.

Barry Bozeman &Monica Gaughan (2011) in their article titled Job Satisfaction among University Faculty: Individual, Work, and Institutional Determinants focuses on

whether university faculty members' job satisfaction is determined by the same factors as that of other workers' job satisfaction or whether there are peculiar aspects of the academic faculty job determining job satisfaction. The findings revealed that women are less satisfied than men. The perceptual factors about pay (feeling that one is paid what one is worth) and colleagues' respect and providing a work environment conducive to mutual respect gives positive outcomes in virtually any organization and administrators contribute greatly to setting a cordial and respectful work environment.

From the literature it is evinced that financial motivators influence job satisfaction. Very few studies have focused on other intrinsic factors. The current study has been planned to mitigate this research gap. The organisational factors and its influence on Job Satisfaction have been focused. Similarly most of the studies have focused on colleges in cities. Hence this work aims to unfold the Job satisfaction of faculty members working in the colleges located in semi urban and rural areas. Examining the relationship between Organisational Dynamics and Job Satisfaction will offer significant findings that help to evolve measures to dynamise the Organisational Environment.

MEASURES

The three variables considered for the study include Organisational Dynamics, Organisational Commitment and Job Satisfaction. These variables were zeroed in based on the review of literature. The variable namely Orgnisational Commitment and Job satisfaction are measured using previously validated items.

SAMPLE

A sample of 120 respondents across the Arts and Science Colleges in Tiruchendur area were drawn in such way they reflected ethnicity, various disciplines of study, aided and self supported faculty members and various age groups.

DATA ANALYSIS

AMOS statistical analysis software is used to carry out the reliability and validity analyses, and SEM analyses.

Employees are one of the most important determinants and leading factors that determine the success of an organization in a highly volatile work environment. Organizations cannot succeed without their employee's efforts and commitment. Employee's satisfaction with their jobs and commitment to their organizations has been viewed as major determinant of organizational effectiveness. The major contribution of the professors in shaping the cognitive, socio – emotional as well as moral formation of their students is beyond compare.

RELATIONSHIP BETWEEN GENDER AND THE LEVEL OF SATISFACTION TOWARDS JOB

To analyse whether there exists any significant relationship between gender and level of satisfaction, the following table has been prepared.

TABLE 1
GENDER AND LEVEL OF SATISFACTION

S.No.	Gender	Level of Satisfaction			Total
		High	**Medium**	**Low**	
1.	Male	14	30	12	56
2.	Female	10	34	20	64
	Total	24	64	32	120

The above Table shows that out of 120 respondents surveyed, 24 respondents are having high level of satisfaction towards Job, of which 14 respondents are male and remaining 10 respondents are female. Out of 64 respondents with medium level of

satisfaction, 30 respondents are male, 34 respondents are female. Out of 32 respondents with low level of satisfaction 12 respondents are male and remaining 20 respondents are female.

Chi – square test was applied to findout the relationship between gender of the respondents and their level of satisfaction towards Job. The null hypothesis framed for this purpose is "There is no significant relationship between gender of the respondents and the level of satisfaction towards Job". The result of the test is given below.

Calculated value   : 2.4
Table value   : 5.99
Level of significance : 5%
Degrees of freedom   : 2
Result   : Not Significant

The calculated value is less than the table value at 5% level of significance. Hence the null hypothesis is accepted and concluded that, there is no significant relationship between the gender of the respondents and their level of satisfaction towards Job.

RANKING OF FACTORS OF ORGANISATIONAL COMMITMENT TOWARDS COLLEGES

Ranking of factors of organisational commitment towards colleges by the sample respondents are given in the Table 2.

TABLE –2
Ranking of Factors of Organisational Commitment towards Colleges

S. No.	Factor	SA	A	N	D	SD	%	Rank
1.	I would be happy to spend the rest of my career with this organization	12 (60)	32 (128)	8 (24)	20 (40)	48 (48)	50	VII
2.	I enjoy discussing my organization with people outside it	28 (140)	16 (64)	32 (96)	28 (56)	16 (16)	74.4	I
3.	I really feel as if this organization's problems are my own	28 (140)	28 (112)	24 (72)	20 (40)	20 (20)	64	II
4.	I do feel like part of family of this organization	8 (40)	32 (128)	36 (108)	12 (24)	32 (32)	55	V
5.	I do feel emotionally attached to this organization	8 (40)	28 (112)	28 (84)	32 (64)	24 (24)	54	VI
6.	This organisation has a sentimental value to me	16 (80)	28 (112)	24 (72)	32 (64)	20 (20)	58	IV
7.	I do feel a strong sense of belonging to this organization	16 (80)	32 (128)	28 (84)	24 (48)	20 (20)	60	III

While comparing the ranks of various factors influencing organisation commitment toward Colleges. 'I enjoy discussing my organization with people outside it' ranks first followed by 'I really feel as if this organization's problems are my own, 'I do feel a strong sense of belonging to this organization' in third place followed by other factors. It is clear from the above inference, the majority of the respondents opined that the 'I enjoy discussing my organization with people outside it'.

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IMPACT OF ORGANISATIONAL DYNAMICS ON JOB SATISFACTION STRUCTURAL EQUATION MODELLING:

Structural Equation Modeling (SEM) is an extensively used framework for data analysis. Structural equation models are often used to assess unobservable 'latent' constructs. They often invoke a measurement model that defines latent variables using one or more observed variables, and a structural model that imputes relationships between latent variables. The following model tries to establish the relationship between Organisational dynamics and Job Satisfaction and also the effect of Organisational Commitment on Job Satisfaction.SEM is utilised to establish the research model and ascertain the hypothesis formulated for the study namely

H_{01} : Organisational Dynamics positively influences Job Satisfaction

H_{02}: Organisational Dynamics positively influences Organisational Commitment

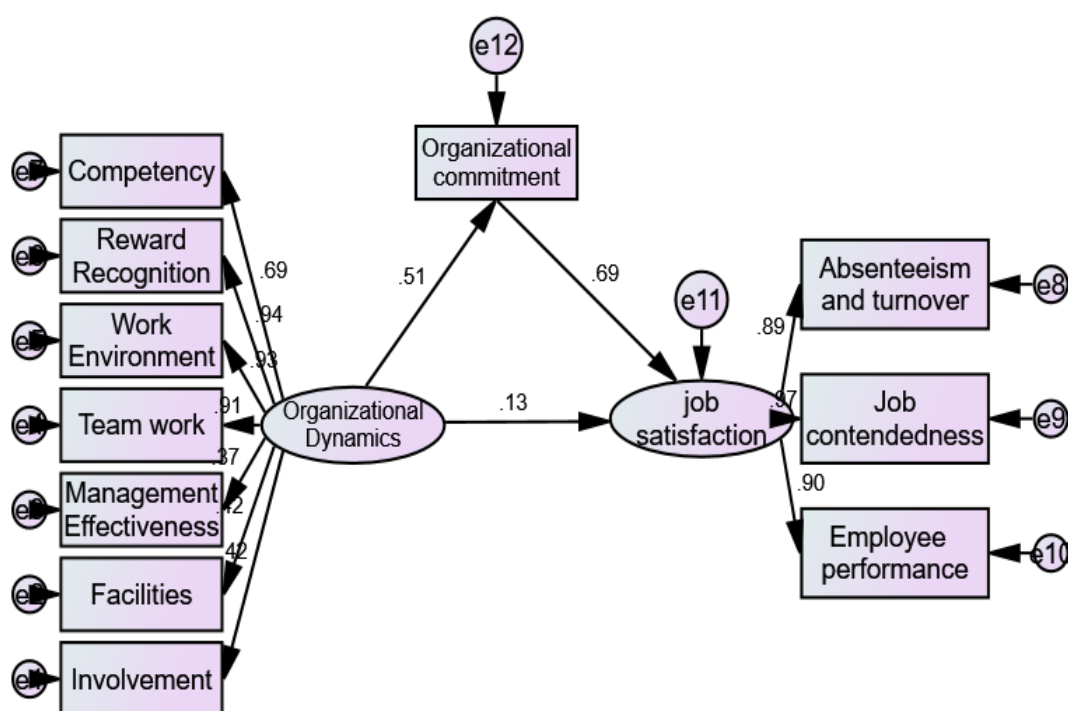H_{03}: Organisational Commitment positively influences Job Satisfaction

TABLE -3 Regression Weights

Paths			standardized Estimate	Un-standardized Estimate	S.E.	C.R.	P	Alternate Hypothesis
Organizational commitment	<---	Organizational Dynamics	.51	1.501	.387	3.883	***	Supported
Job satisfaction	<---	Organizational Dynamics	.13	.298	.181	1.651	.099	Not Supported
Job satisfaction	<---	Organizational commitment	.69	.540	.061	8.789	***	Supported

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Paths	standardized Estimate	Un-standardized Estimate	S.E.	C.R.	P	Alternate Hypothesis
Direct path effect	0.13	Not significant				
Indirect path effect	.51 *.69 = 0.35	significant				
Total Effect	0.48	significant				

The Structural Equation Modeling (SEM) analysis presents some intriguing findings concerning the relationships among Organizational Dynamics, Organizational Commitment, and Job Satisfaction.

The SEM analysis revealed a statistically significant positive relationship between Organizational Dynamics and Organizational Commitment (standardized estimate = .51, unstandardized estimate = 1.501, C.R. = 3.883, $p < .001$). This indicates that changes in organizational dynamics correspond to changes in organizational commitment, supporting the hypothesis that organizational dynamics positively affect organizational commitment.

However, the direct relationship between Organizational Dynamics and Job Satisfaction was found to be not statistically significant (standardized estimate = .13, unstandardized estimate = .298, C.R. = 1.651, $p = .099$). This suggests that organizational dynamics do not directly contribute to job satisfaction.

Interestingly, a substantial and statistically significant relationship was found between Organizational Commitment and Job Satisfaction (standardized estimate = .69, unstandardized estimate = .540, C.R. = 8.789, $p < .001$). This suggests that as organizational commitment increases, job satisfaction also significantly increases.

The analysis also examined the indirect effect of Organizational Dynamics on Job Satisfaction through the mediating role of Organizational Commitment. The result (.51 * .69 = 0.35) was found to be significant, indicating that Organizational Commitment plays a crucial mediating role in the relationship between Organizational Dynamics and Job Satisfaction. Therefore, while Organizational Dynamics may not directly influence Job Satisfaction, it does so indirectly through its effect on Organizational Commitment.

The total effect of Organizational Dynamics on Job Satisfaction (direct + indirect effect = 0.48) was also found to be statistically significant, underscoring the important role played by organizational dynamics in job satisfaction, particularly via organizational commitment.

In conclusion, this analysis demonstrates the full mediation role of Organizational Commitment. It is suggested that efforts to improve job satisfaction should not solely focus on manipulating organizational dynamics but should also consider strategies to enhance organizational commitment. This is a crucial insight for organisations aiming to enhance their employees' Job Satisfaction.

DISCUSSION

Education plays a pivotal role in the nation's development. Higher Educational Institutions play a predominant role in shaping the young minds and directing them in the right direction. For this, the teachers need a stable mindset and commitment to bring out the best in each student. Job satisfaction is a main source of personal fulfilment. The present study intended to find out the level of Job satisfaction. Ranking Analysis portrays that faculty members take pride in being associated with their present employers irrespective of gender. Also the job satisfaction of both male and female faculty members do not vary significantly.

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Organizational Dynamics indirectly influences Job Satisfaction through its effect on Organizational Commitment. Organisational Commitment is found to play a major role in enhancing the Job Satisfaction of the faculty members. Dynamising organisation along with due efforts to concentrate on factors contributing to Organisational Commitment will ultimately help the organisation achieve its goals effectively.The ultimate findings of this study would serve as a valuable input for the administrators of higher educational institutions and Colleges to formulate efficient approaches to dynamise the Organisation and trigger factors that enhance the Commitment of faculty members towards the institutions.

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