

**Chapter: 4**

**DATA ANALYSIS AND  
INTERPRETATION**

## **4.1 Introduction to the Chapter**

This chapter is the most important part of the thesis. As discussed earlier, the previous chapter discussed about the research methodology and research design. This chapter involves the discussion and analysis of the demographic profile of the respondents along with the data screening of the respondents. The various tables and figures have been developed in order to understand the same. Further, the data is analyzed to show the result of the affective commitment, continuance and normative commitment of the faculties working in the different colleges and universities. The job satisfaction of the faculties has also been analyzed. Further, the hypotheses are tested by the correlation analysis and ANOVA using SPSS. In order to meet the objectives of the study, linear regression analysis has been used.

## **4.2 Data Screening**

### **4.2.1 Examination of Data Entry**

The data analysis is preceded with the careful examination of the data entry. In order to ensure the accurate data entry and to achieve high precision level, the double check was done in data entry. First all the entries were verified case by case then for the second check, the descriptive statistics including frequency distribution, mean and standard deviation were conducted and verified.

### **4.2.2 Cronbach's Alpha Reliability Test**

Reliability indicates the inter item consistency between the items. The reliability in statistics is measured by using Cronbach's alpha.

Before the further analysis of the data which is obtained, the reliability of the data was checked and tested using Cronbach's Alpha reliability test by SPSS. The value of the alpha ranges from 0 to 1. If the value of the alpha is closer to 1, then it indicates the higher reliability of the data than the value which is closer to 0. A Cronbach's alpha value of more than 0.6 is considered as good consistency.

There are five different sections of the questionnaires A, B, C, D, and E. The section A consists of the data related to the demographic profile of the respondents while other four sections consist of the questions which were further tested for the reliability test. The results of the Cronbach's alpha reliability test are presented in the tables below.

**Table 4.1: Cronbach's alpha reliability test**

<b>Items</b>	<b>Cronbach's alpha (<math>\alpha</math>)</b>
<b>Section B</b>	0.94
<b>Section C</b>	0.855
<b>Section D</b>	0.915
<b>Section E</b>	0.933
<b>Overall</b>	0.97

The overall Cronbach's alpha in this study was 0.97 which is considered as a good value. The Cronbach's alpha of different sections ranged from 0.855 to 0.94 which is considered as good value. Hence, it was concluded that data is reliable for the study and can be taken and considered as safe for further analysis.

### **4.3 Demographic Profiles of the Respondents**

The data is collected from the different colleges and universities, a total of 20 colleges and universities were selected to conduct the survey and the total numbers of respondents were 200. The total number of surveys distributed was 300.

In this section, the demographic profile is analyzed with respect to the gender, age, race, marital status, educational level, monthly income and length of service.

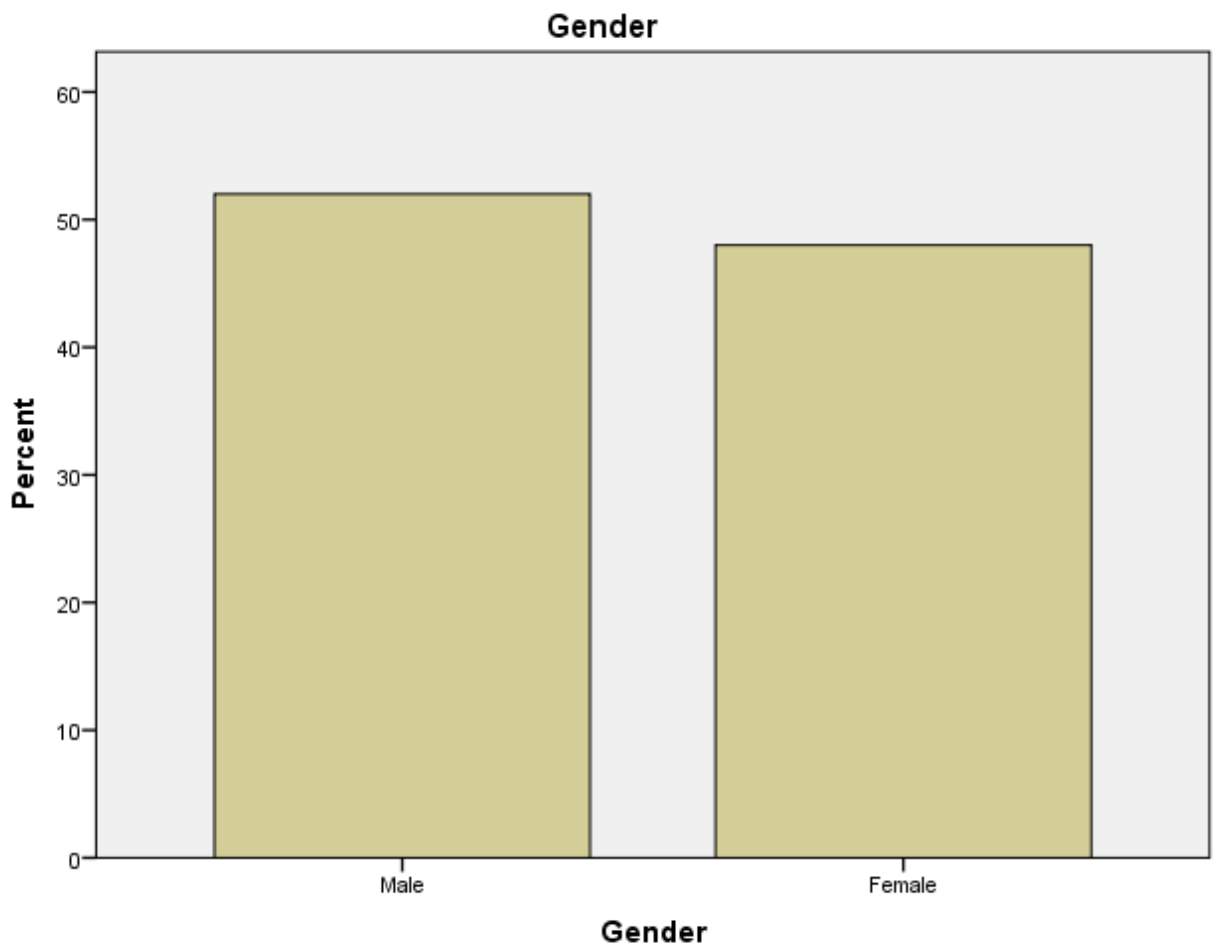
#### **4.3.1 Gender**

Out of the 200 respondents, it can be seen from the table presented below that 52% of the respondents are male. While 48% are female. The finding shows that faculties who are working in colleges and universities are dominated by the males. There is a huge scope for the females in this area. Colleges and universities are considered as most safe and convenient place for the females.

From the following table, we can observe that about 52% of the respondents were males. Following bar chart also shows taller bar corresponding to the same.

**Table 4.2: Gender of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	104	52.0	52.0	52.0
Valid Female	96	48.0	48.0	100.0
Total	200	100.0	100.0	



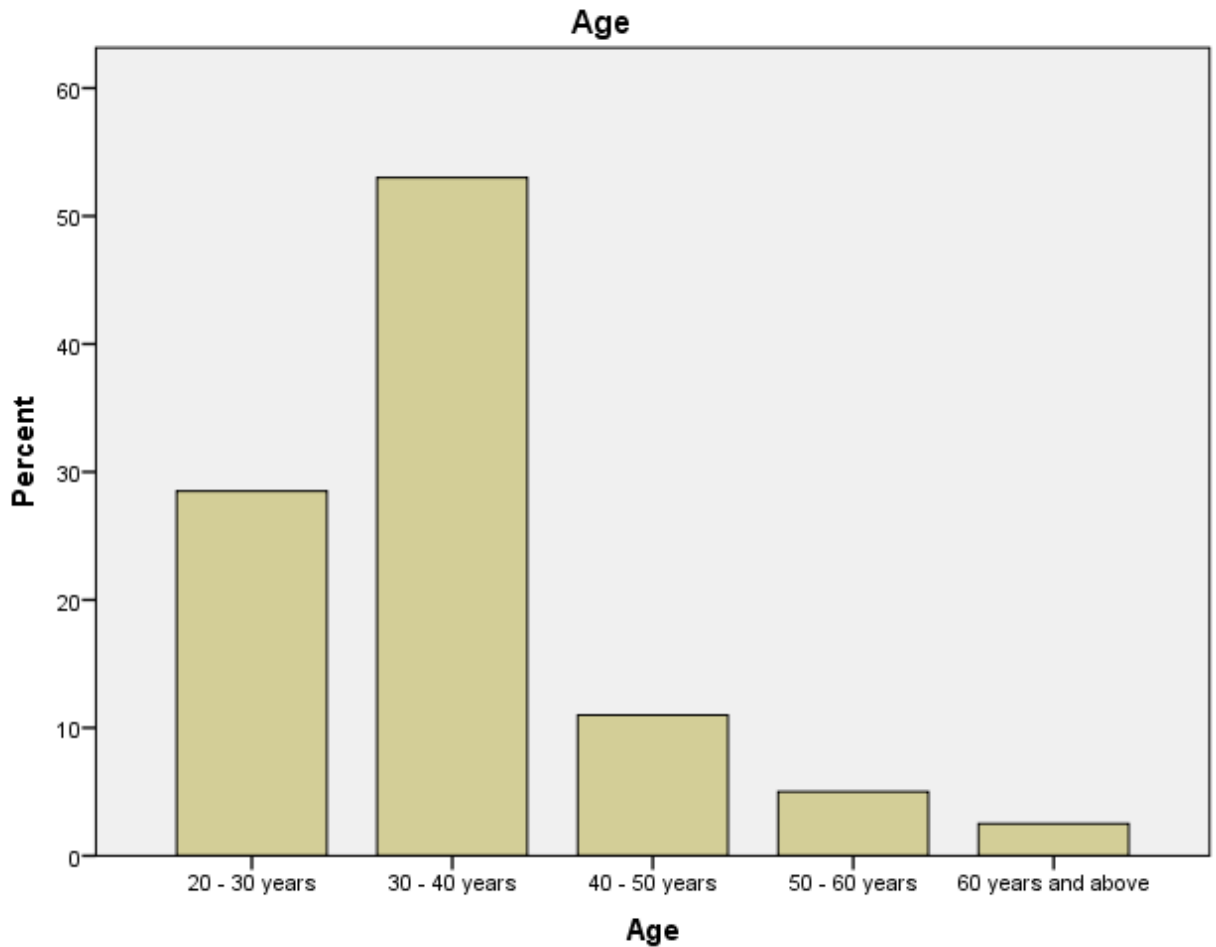
**Figure 4.1: Gender of the Respondents**

### 4.3.2 Age

From the following table, we can observe that about 53% of the respondents were aged between 30 – 40 years. It shows that the faculties who are currently teaching, are young, knowledgeable, energetic, easily adapt to change and can face the challenges; because at this age, one can expect these qualities in the individuals. Further it is found that around 28% of the faculties are aged between 20-30years which may be due to that at this age more people are focused on completing the education rather than focusing on career. Following bar chart also shows taller bar corresponding to the same. Only 11% of the faculties have age between 40-50 years, 5% are having their age between 50-60 years and it is just only 2.5% of the respondents who have age 60years and above. It shows that colleges and universities are lacking in hiring the older people which have more experience of working and are expected to have strong decision making and policy making skills.

**Table 4.3: Age of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
20 - 30 years	57	28.5	28.5	28.5
30 - 40 years	106	53.0	53.0	81.5
40 - 50 years	22	11.0	11.0	92.5
Valid 50 - 60 years	10	5.0	5.0	97.5
60 years and above	5	2.5	2.5	100.0
Total	200	100.0	100.0	



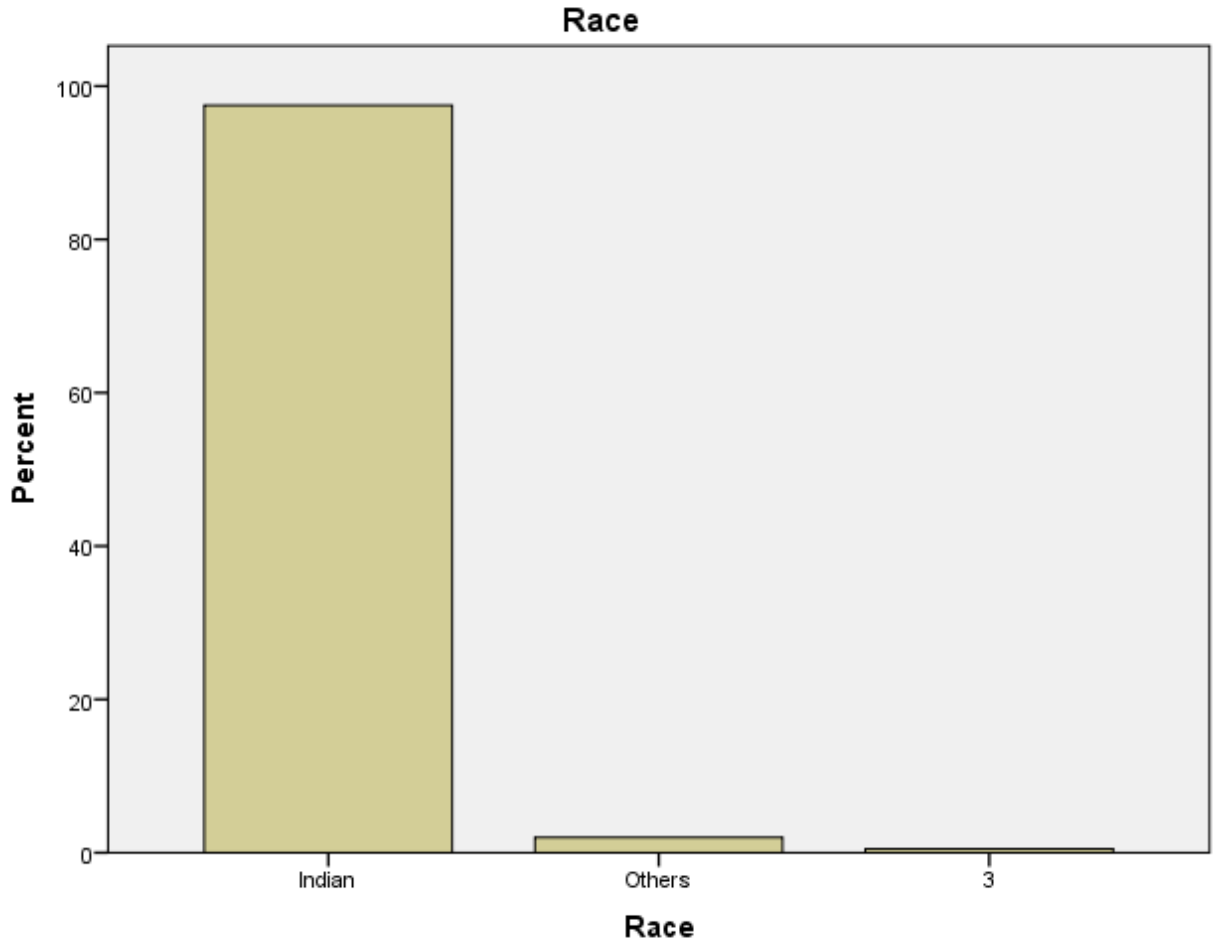
**Figure 4.2: Age of the Respondents**

### 4.3.3 Race

From the following table, it can be observed that about 97.1% of the respondents were of Indian race. It shows that faculties who are working in the colleges; are Indians. However, due to increase in the competition at the global level and to meet the higher quality and standard of the education, it is a good idea to hire the employees from the foreign countries. It would give the students a feeling that they would not go to abroad to study and would remain in their own country which would enhance the belief in their own education system. They would be able to gain good knowledge and have an idea about different education system while remaining in their own country. From the table, it is found that universities have started hiring the faculties from outside the country but it is just only 2%. Following bar chart also shows taller bar corresponding to the same.

**Table 4.4: Race of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Indian	195	97.5	97.5	97.5
Others	4	2.0	2.0	99.5
3	1	.5	.5	100.0
Total	200	100.0	100.0	



**Figure 4.3: Race of the Respondents**

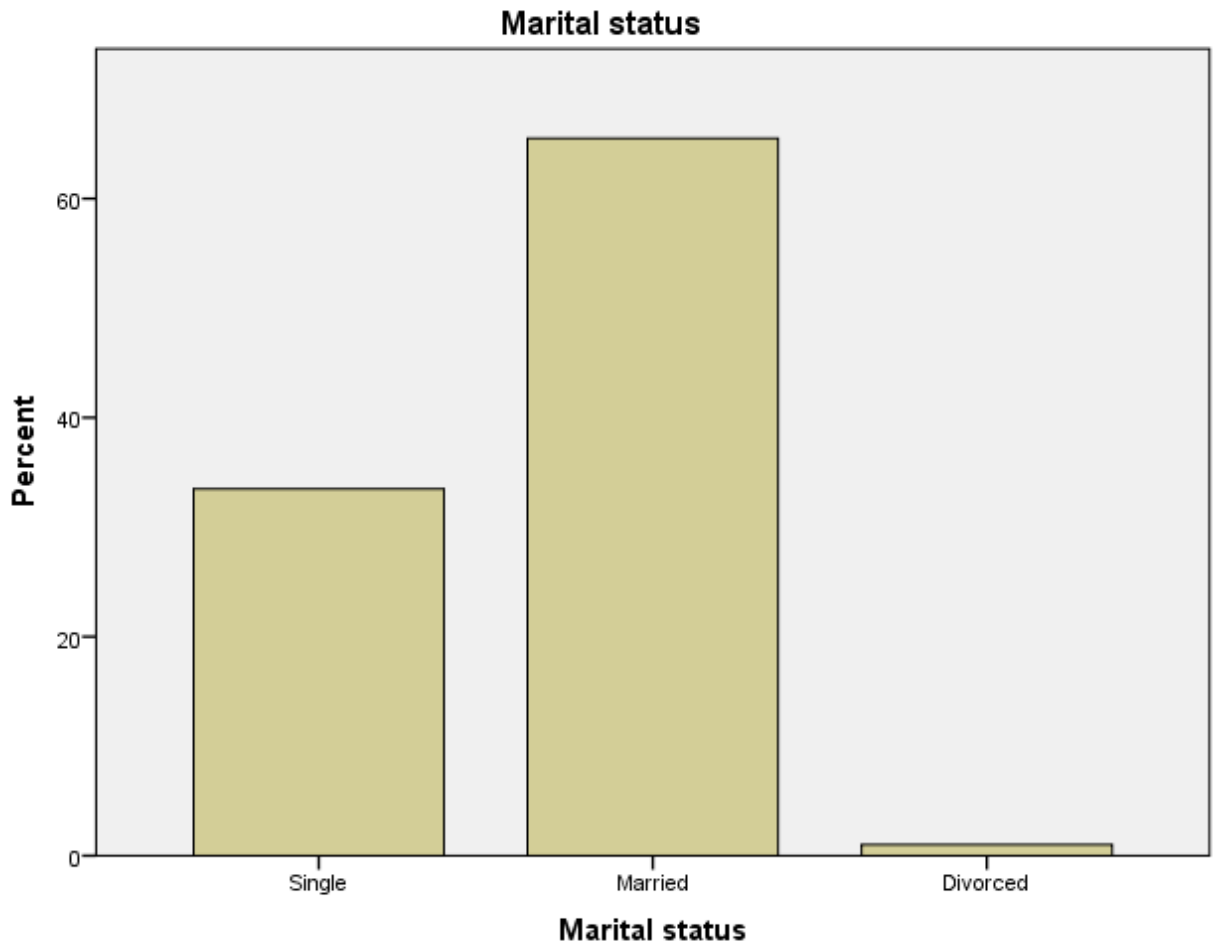
#### 4.3.4 Marital Status

From the following table, it is observed that about 65.5% of the respondents were married. It shows that the majority of the people working in the education sector are married. It is further found that 33.5% are single and only 1% are divorced. Following bar chart also shows taller bar corresponding to the same.

**Table 4.5 : Marital status of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	67	33.5	33.5	33.5
Married	131	65.5	65.5	99.0
Valid Divorced	2	1.0	1.0	100.0
Total	200	100.0	100.0	





**Figure 4.4: Marital status of the Respondents**

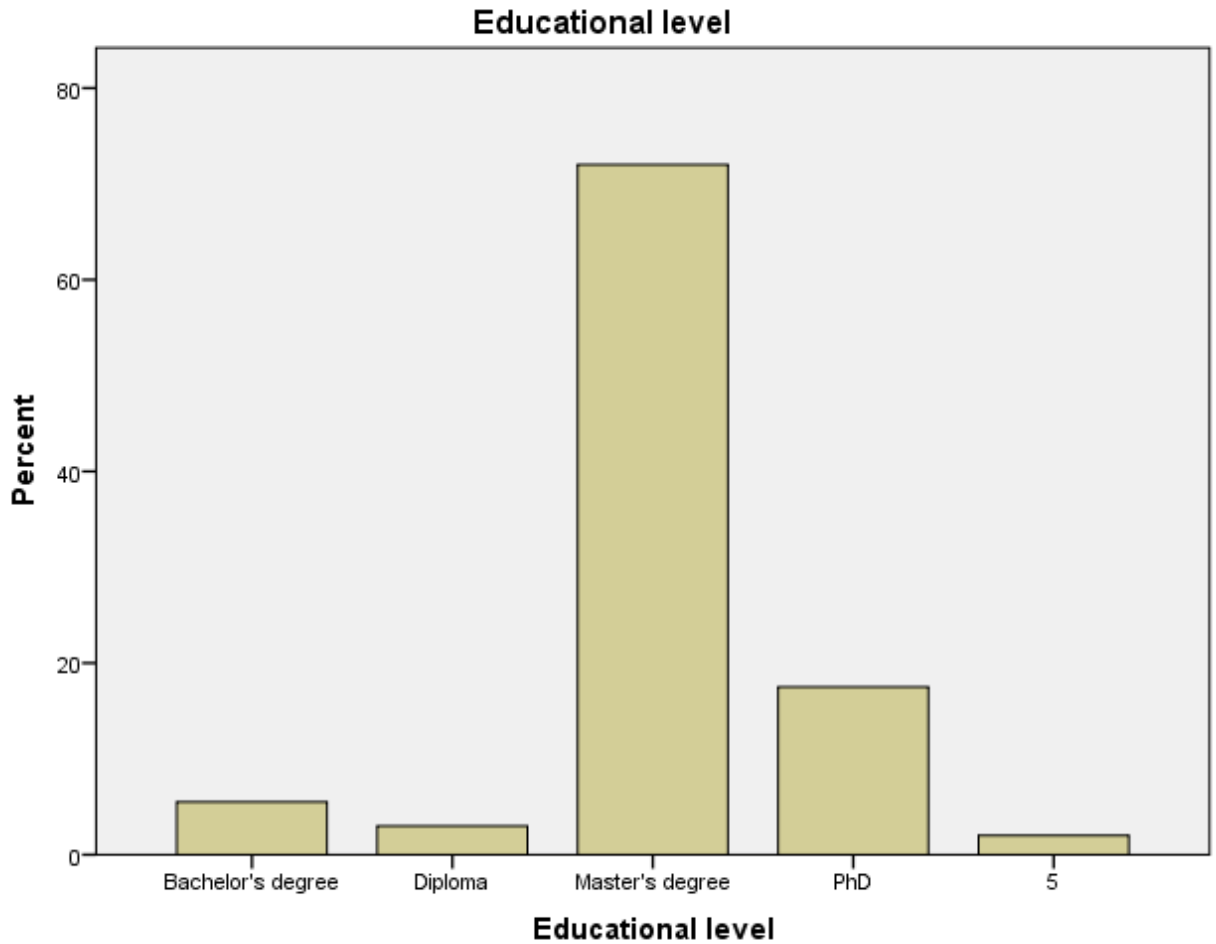
#### **4.3.5 Educational Level**

From the following table, it can be seen that about 72% of the respondents were educated up to master's degree. However, it was surprising to see that colleges are hiring as the faculties who have just passed the bachelor's degree. 5.5% of the respondents were found to have just bachelor's degree and 3% have diploma. 17.5% of the respondents have completed their PHD which is found to be less as it is expected that most of the faculties might have done their PHD.

Following bar chart also shows taller bar corresponding to the same.

**Table 4.6: Educational level of the Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor's degree	11	5.5	5.5	5.5
Diploma	6	3.0	3.0	8.5
Valid Master's degree	144	72.0	72.0	80.5
PhD	35	17.5	17.5	98.0
5	4	2.0	2.0	100.0
Total	200	100.0	100.0	



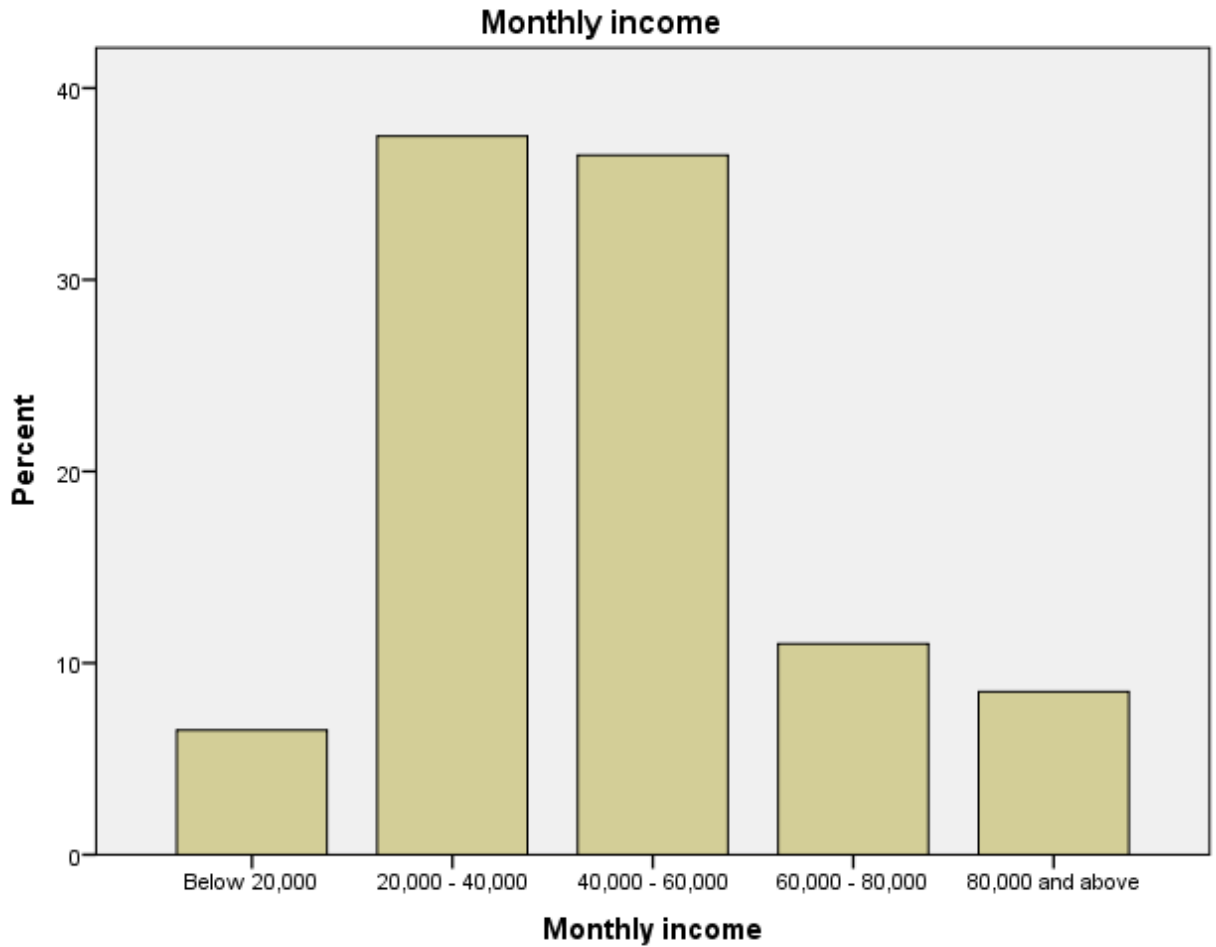
**Figure 4.5: Educational level of the Respondents**

#### **4.3.6 Monthly Income**

It can be seen from the following table that about 37.5% of the respondents had monthly income between 20,000-40,000. 36.5% of the respondents have their income 40,000-60,000 and 11% have monthly income 60,000-80,000. The data analyzed has shown that it is just only 8.5% of the respondents who have been paid higher monthly income which is more than 80,000. 6.5 % of the respondents are found to have monthly income less than 20,000. It shows that few respondents have less monthly income. Following bar chart also shows taller bar corresponding to the same.

**Table 4.7: Monthly Income of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20,000	13	6.5	6.5	6.5
20,000 - 40,000	75	37.5	37.5	44.0
40,000 - 60,000	73	36.5	36.5	80.5
Valid 60,000 - 80,000	22	11.0	11.0	91.5
80,000 and above	17	8.5	8.5	100.0
Total	200	100.0	100.0	



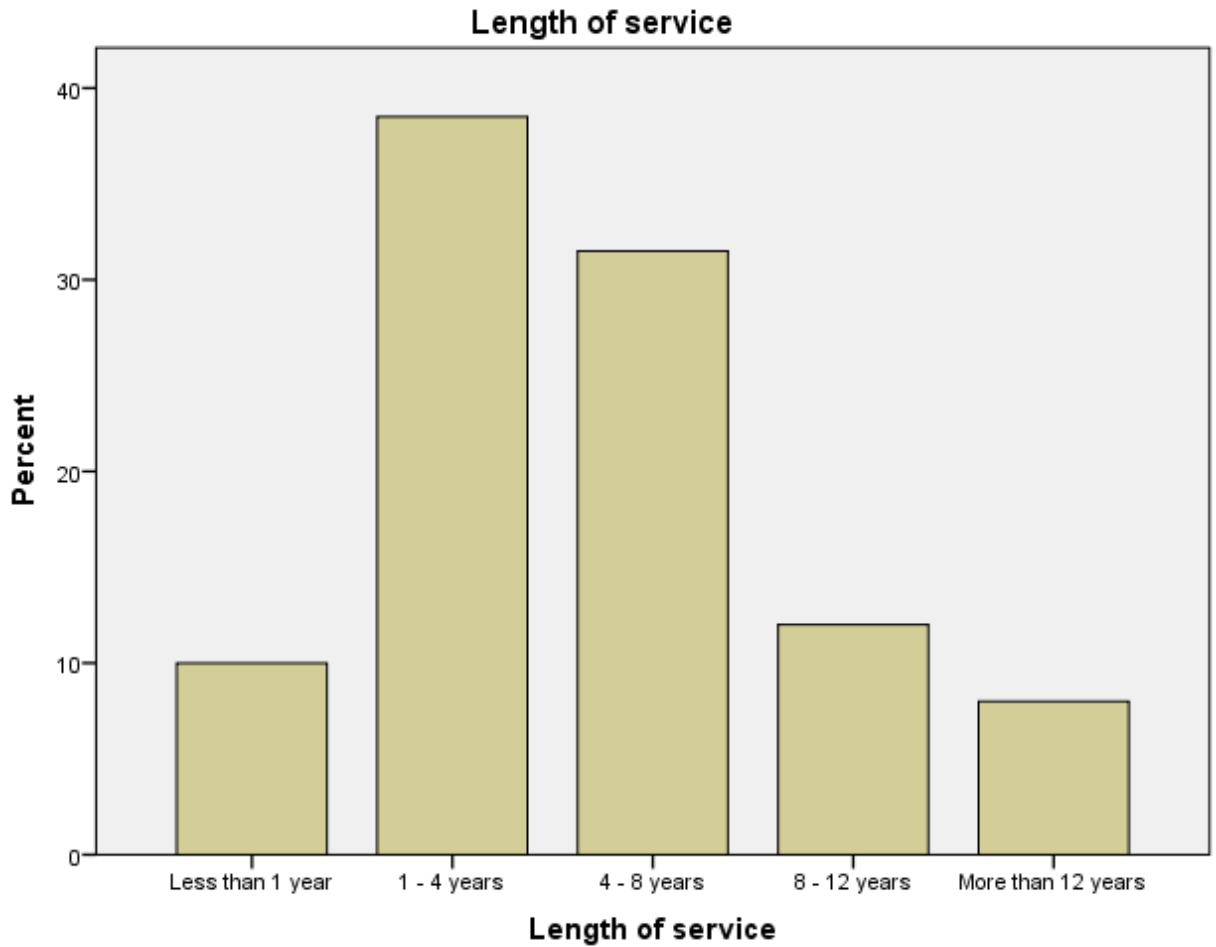
**Figure 4.6: Monthly Income of the respondents**

#### **4.3.7 Length of the Service**

It can be observed from the following table that about 38.5% of the respondents had length of service between 1 – 4 years. 31.5% of the respondents have length of the service from 4-8 years and 12% of the respondents have length of the service from 8-12 years, while 10% have less than 1 year and 8% have their length of service above 12 years. It may be because a large number of private colleges and universities are opening and it is easy to switch to some other job. Following bar chart also shows taller bar corresponding to the same.

**Table 4.8: Length of service of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	20	10.0	10.0	10.0
1 - 4 years	77	38.5	38.5	48.5
4 - 8 years	63	31.5	31.5	80.0
Valid 8 - 12 years	24	12.0	12.0	92.0
More than 12 years	16	8.0	8.0	100.0
Total	200	100.0	100.0	



**Figure 4.7: Length of service of the respondents**

#### **4.4 Affective Commitment of the Respondents**

In this section, descriptive statistics of the affective commitment of the respondents has been given. The affective commitment of the employees arises on the voluntary basis. They have the positive feeling towards the organization. They are committed because they have received the positive feeling in return of their work. They are involved with the organization. The affective commitment of the employees depends on the different factors. Some show affective commitment because the organization has given them a lot personal and professional level while some remains committed as they think that the institutions or organization's goals and values match with their goals and values. This is one of the reasons of the job satisfaction also. When the respondents feel that their value and goals are same then they get more involved in the work and feel attached to the organization hence remains committed to the organization. Growth of the employees in the organization plays an important role.

The results in this study shows that respondents would like to remain in the organization if they have more chance of the growth.

It has also been analyzed from this study that the working environment in the organizations has become so pressurize that the faculties are not able to give enough time to their families especially it becomes difficult for the females to manage both the things. When the employees are not able to give enough time to their families then it becomes a major cause of the stress and depression. It leads to the dissatisfaction among the employees and then they feel less committed towards the organization. It distracts them in giving their best efforts and energy to complete the tasks and duties given by the organization. The various studies have shown that if the organization gives its employees enough time to balance the professional and personal life then they become the happy workers and feel positive to stay at the workplace. The above results also show that the employees in the organization are not ready to take any responsibility and perform any task. It may be because of the lack of the training and knowledge to complete the given work.

From the following table, we can observe that the statement “This organization gives enough time to take care my family” had a high mean value of 2.83 with a standard deviation of 1.234 and statement “I am committed to the organization because I have more chances of growth” had a low mean value of 2.22 with a standard deviation of 1.241.

**Table 4.9: Descriptive Statistics for Affective Commitment of the Respondents**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
I am committed to the organization because I have more chances of growth.	200	1	5	2.22	1.241
This organization has given me a lot at personal as well as professional level.	200	1	5	2.40	1.156



I would like to recommend to my other friends to come and join the organization.	200	1	5	2.66	1.312
I always consider organization's problems as my own.	200	1	5	2.56	1.230
I am emotionally attached to this organization.	200	1	5	2.63	1.179
I never want to leave this organization and would ready to perform any task or assignments given by organization	200	1	5	2.62	1.313
This organization gives values to me as well as to my family.	200	1	5	2.70	1.316
I fully identify with the organization's goals and values.	200	1	5	2.37	1.209
This organization gives enough time to take care my family.	200	1	5	2.83	1.234
This organization provides enough facilities to solve my personal as well as professional problems as and when required.	200	1	5	2.65	1.214
The working environment is very positive and I feel like as part of the family.	200	1	5	2.53	1.260
The management involves its employees or atleast take feedback before making any major decisions	200	1	5	2.73	1.387
Valid N (list wise)	200				

Further, it is analyzed that the organization does not give sufficient time to take care of the family, the problem of the respondents are also not resolved on time. Due to which they do not feel emotionally attached to the organization and are not able to consider the problem of the organization as its own. It affects the productivity of the employees. It is necessary for the organizations to create the friendly environment at the workplace so that there is less absenteeism and turnover at the workplace.

It is the duty of the top management that before making any decisions regarding anything, it should invite its employees to participate in the decision making. They should take feedback of the employees before making any major decision or before implementation of the decision it should communicate it properly through the proper channels to all the employees of the organization. If the organization does it so then it would increase their satisfaction level and the employees would feel that they are the part of the organization and the organizations think that they are important to the efficient and effective working of the organization. Indirectly, they would think that they are being recognized by the top management and are not ignored. They will have the feeling of attachment towards the organization and positive attitude towards the top management. Hence, it will increase the both satisfaction and the commitment level.

#### **4.5 Continuance Commitment of the Respondents**

The continuance commitment of the respondents arise due to the cost related to the leaving the organization. This cost can be related to anything which the respondents have fear that they would not get any other place. The people working in the organization belong to different place, have different caste, religion, and way of working and understanding the things is also very different. It is necessary to maintain a harmony and friendly atmosphere at the workplace. It increases both satisfaction and commitment of the employees.

The respondents are found to be committed to the workplace and they would not like to leave the organization until unless they do not have another job in their hand. Now days, lots of technological and political changes are taking place and it is effecting the educational institutions also. It has become difficult to find the job. Therefore, the employees remain committed to the workplace and stay there and work; till the time they do not have another job in their hand. The job security plays an important role in the commitment of the employees.

Further, it has also been analyzed that the friendship and relationship plays an important role in the commitment of the employee towards the organization. Friendship with the subordinate and good relationship with superiors is a good sign of the positive and efficient, and effective way of working. It not only increases the motivation of the employees but increase their morale and confidence among colleague which leads to higher satisfaction and therefore higher commitment.

From the following table, we can observe that the statement “The position which I have; is not possible to get at some other workplace” had a high mean value of 3.24 with a standard deviation of 1.338 and statement “I cannot leave the job until unless I don’t have any other job in my hand” had a low mean value of 2.44 with a standard deviation of 1.214.

**Table 4.10: Descriptive Statistics for Continuance Commitment of the Respondents**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
If I get any other good opportunity then I would leave this organization.	200	1	5	2.54	1.500
The organization’s culture is very positive which I think; I would not get at any other place.	200	1	5	2.70	1.296
I might not get any other opportunity if I leave this organization at this point of time.	200	1	5	3.03	1.293
I am working in this organization for few years; if I leave then it may lead to bad professional image.	200	1	5	3.17	1.279
The position which I have; is not possible to get at some other workplace.	200	1	5	3.24	1.338

Leaving this organization would lead to financial disruption.	200	1	5	2.98	1.280
Switching to some other organization would lead disturbance at personal level.	200	1	5	2.98	1.280
This job is my necessity, I cannot take risk.	200	1	5	3.00	1.294
I cannot leave the job until unless I don't have any other job in my hand.	200	1	5	2.44	1.214
The policies and working procedures are very good which I might not get in any other organization.	200	1	5	2.86	1.312
I get full management support in difficult situations, emotional as well as financial which is not possible at any other place in current scenario.	200	1	5	2.99	1.288
I have very good friendship and relationship with my colleagues, which is not possible for me at other work place.	200	1	5	2.44	1.255
Valid N (list wise)	200				

Further it was found from the studies that respondents disagree with the fact that if they get any other opportunity then they would leave the organization. It was analyzed from the study that the factors such as fear of getting any other good opportunity, risks associated with leaving the job, financial disruptions at personal level, getting good position in any other organisations do not contribute and have an effect on the continuance commitment. The most important factor found through this

study shows those now days, the employees feel that they would not get friendship and relationship at any other place, which they would have build up by staying in the organizations over the years. Having just another job is sufficient for them. They are hardly worried about the position, financial disruptions associated with leaving the job.

The friendlier environment, positive attitude of the colleagues and; good relationship with the supervisor and the way they lead its employees contribute to the job satisfaction as well as to the organizational commitment of the employees. These factors or variable analyzed are similar to those which have been discussed previously.

Further, it is also found that the employees disagree that top management in the educational institutions are forming and implementing the policies with which the employees are happy. Most of the respondents are not happy with the policies and procedures of the educational institutions, hence do not feel to stay at the same workplace.

Most of the families live as a nuclear family. In difficult situation whether it is personal or professional, the employees seek the support. If they get the support from the management then it would increase their commitment towards the organization.

#### **4.6 Normative Commitment of the Respondents**

Normative commitment of the employees takes place when the employees think that it is their moral duty to stay in the organization. The employees in the organizations feel that since they are working in the organization and it has given them a lot at their personal and professional level, therefore it is morally right to stay in the organization. It can also be predicted that sometimes normative commitment depends on the values which an individual has learnt over the years. In the growing up years, an individual is taught about the same. Slowly, it becomes an individual's belief that in difficult time or if a person is working somewhere then he or she should be honest to those things. It is an individual's personal values which may lead to the normative commitment.

From the current study, it has been found that the respondents do agree with the fact that loyalty is important for them. It is important for them to be loyal to the educational institutions in which they are working. The respondents think that it is not their moral value to work in the same organization or they do not agree with the

statement that it is ethical to work in same organization but they do agree that over the years, they are working in the organization. Due to this particular organization, they are getting their butter and breads, and are financially stable. Therefore, whenever the organization faces any crisis or any difficult situation due to the various changes at major or minor level, then it becomes their moral obligations to stand for the organization and support it so that it does not face any crisis.

Further, it has been analyzed from this study that respondents agree that if they stay for the longer period and work in same organization then the things remain better as they can understand the culture, working of the organization which increase their commitment towards it. Staying for the longer period in the same organization enhances the knowledge related to the work and organization which results into fewer mistakes and it increase the productivity of the organization as there is proper utilization of available resources and less wastage. It helps in the growth of the organization as well as of the employees.

From the following table, we can observe that the statement “I won’t leave the organization even if I get any other opportunity” had a high mean value of 2.94 with a standard deviation of 1.436 and statement “Loyalty is more important for me.” had a low mean value of 2.28 with a standard deviation of 1.208.

**Table 4.11: Descriptive Statistics for Normative Commitment of the Respondents**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Now days, a large number of employees keep switching the organizations.	200	1	5	2.51	1.284
I won’t leave the organization even if I get any other opportunity.	200	1	5	2.94	1.436
I can adjust here in every possible circumstance.	200	1	5	2.87	1.293

It is my moral value to stay in the same organization.	200	1	5	2.83	1.250
Loyalty is more important for me.	200	1	5	2.28	1.208
Things remain better if a person stays in the same organization.	200	1	5	2.48	1.211
Working in the same organization is good for growth of the employees as well as of the organization.	200	1	5	2.46	1.310
You get full knowledge of way of working of a particular organization if you stay for the longer period which leads to fewer mistakes and more productivity at the workplace.	200	1	5	2.38	1.286
In the difficult time, it is my moral obligation to work for the organization as it has given me a lot.	200	1	5	2.47	1.244
The organization gives value to itself and appreciates the work of the employees as well as takes care of their personal values.	200	1	5	2.68	1.291
It is not ethical to leave the organization just for better salary.	200	1	5	2.74	1.300
Overall, Organizational commitment is more important for me.	200	1	5	2.44	1.202
Valid N (list wise)	200				

From the current research study, it has been found that management does not give appreciation for the good work to its employees, which effects the commitment of the employees.

Overall, the respondents have agreed that it is important to be committed to the organization and the organizational commitment plays an important role for them.

#### **4.7 Job Satisfaction of the Respondents**

Job satisfaction of the employees plays an important in the success and growth of the organization. It reflects the attitude of a person towards its organization which may be negative or positive. The positive attitude results in the positive results and the negative attitude results in the negative behavior of the employees towards the work.

From the current studies, it has been found that it is necessary to have the supportive and talented co-workers. If the co-workers are supportive then they would able to give better solution to the problems which is otherwise not possible and talented co-workers help each other in bringing the creativity to the work, they are doing. It increases the productivity of the employees and the job satisfaction of the employees at the workplace increases. Along with the co-workers, the respondents also agree with the statement that it is necessary to have the good relationship with supervisors. If the supervisor leads the employees in positive way, allowing them to take their own decisions to complete the given task or any work, then it helps them to create a good bonding with them and it brings positive attitudes towards them. It increases the job satisfaction of the employees.

It has been observed that the amount of responsibility given to the employees measure the satisfaction of the employees. The employees should receive the right kind and right amount of the responsibility based on their ability to do the same. There should be rotation in the task and the duties at the workplace. It has been found that the respondents agree that assigning different tasks and duties to the employees maintain the interest level of the employees at the workplace and it breaks the monotony and reduces the boredom at the workplace which leads to the job satisfaction.

Safety and security at the workplace is also necessary in order to make the employees happy and satisfied. Safety is especially needed for the women employees. They must not suffer from any kind of harassment at the workplace. Job



security is also the need of the hour. Finding a new job or switching to some other job is the difficult task today. If the employees would not feel secure towards their job then they would not be able to concentrate on the work and would not able to do the work with maximum efforts, hence it will affect the productivity of the employees.

From the following table, we can observe that the statement “I get enough fringe benefits besides my salary” had a high mean value of 3.01 with a standard deviation of 1.33 and statement “I am happy to work with my co-workers, they are supportive and talented” had a low mean value of 1.99 with a standard deviation of 1.132.

**Table 4.12: Descriptive Statistics for Job Satisfaction of the Respondents**  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I am happy to work with my co-workers, they are supportive and talented.	200	1	5	1.99	1.132
I get opportunity to enhance and utilize my knowledge and skills.	200	1	5	2.27	1.137
I always get recognition for my good work.	200	1	5	2.57	1.301
I am happy with my salary as there are more chances of increment and good chances of promotion.	200	1	5	2.94	1.307
There are more chances of future growth in terms of pay, promotion and learning new things.	200	1	5	2.87	1.387
I get enough fringe benefits besides my salary.	200	1	5	3.01	1.330

I have better physical working conditions which gives undisturbed environment; which I might not get at any other place.	200	1	5	2.74	1.353
I have good relationship with my supervisor as I have freedom to work and do the things on my own way.	200	1	5	2.46	1.239
I get a lot of opportunity to enhance my abilities and knowledge as organization conduct seminars and conferences very often	200	1	5	2.61	1.227
I have good relationship with the management as management pay attention to my suggestions and involve me in decision making when needed.	200	1	5	2.71	1.289
I have flexible work hours and do not feel pressurise to do some work.	199	1	5	2.70	1.318
I am happy with the amount of responsibility I do get.	200	1	5	2.34	1.119
I feel safe and secure towards my job.	200	1	5	2.49	1.288
I get different task and duties and don't feel bore at the workplace.	200	1	5	2.43	1.238
Overall, I am Satisfied with my job.	200	1	5	2.48	1.291
Valid N (listwise)	199				

The respondents found to be disagree that they get good recognition for the work they have done. It has been analyzed that the employees should get the salary what they deserve and there should be regular increment in the salary. The respondents found to be disagree with the pay, promotion and opportunities for learning they are getting. The educational institutions should conduct regular seminar, conferences in the colleges or universities so that the respondents get enough facilities to learn new things and enhance their ability and bring creativity in the work. The respondents found to be disagree with the physical working conditions they are getting at the workplace. The management does not pay attention to their suggestions and does not involve them in decision making. If the employees start getting flexible work hours then it would reduce the pressure at the work and would lead to the job satisfaction.

#### **4.8 Testing of Hypothesis**

To answer the questions which have been mentioned in chapter1, a proposed framework and a set of hypotheses were developed which are being tested in this section. For the current study, three hypotheses have been formulated which will be tested at 5% significance level by correlation analysis and ANOVA.

Testing of hypotheses employs statistical techniques to arrive at decisions in certain situations where there is found to be an element of uncertainty on the basis of fixed sample size. The hypothesis is either null or alternate hypothesis. The null hypothesis is denoted by  $H_0$ . It is a statistical hypothesis which is under test and it of no difference. It is the hypothesis which is tested for possible rejection under the assumption that it is true. The hypothesis which is complementary to the null hypothesis is called as alternate hypothesis.

Correlation is the term which basically refers to show the strength of relationship or association between the variables involved. If the correlation is higher, then it shows that the relationship between the variables is stronger. Weak correlation between the variables shows that these variables are hardly related to each other. The value of the correlation coefficients ranges from -1 to +1. Inter correlation coefficients( $r$ ) were calculated by the means of Pearson's product moment. Pearson correlation was used to investigate the interrelations among the variables in the current study. According

to Cohen (1988), the value of correlation ranging from 0.10 to 0.29 is considered as showing the low degree of correlation, the value ranges from 0.30 to 0.49 may show the moderate degree of correlation, and if the value ranges from 0.50 to 1.00 may be used to indicate as high degree of correlation. If the value of correlation coefficient is closer to +1, then it shows the strong positive correlation and; if the value of correlation coefficient is closer to -1, then there is a strong negative correlation. Correlation analysis measures the extent to which two variables such as X and Y are related together, where X and Y are quantitative variables. A high value of X associated with high value of Y indicates that there exists a positive relation between the variables and, a high value of X associated with low value of Y shows that there exists negative correlation between variables.

The correlation analysis has been used in the current study in order to measure the relation of different variables under study and their impact on each other also has been examined.

Further ANOVA has been used in the current study to test the hypothesis. ANOVA refers to the statistical method which stands for the analysis of variance. Before using ANOVA, T-test has also been used. ANOVA test was formulated by Ronald Fisher in 1918. This test is also called as Fisher Analysis of Variance. This test is commonly used in order to do the analysis of variance between and within the groups when the groups are more than two.

The various tables given below show the Pearson correlation coefficient, which further shows relations and impact of different variables under the study. The p-values show the significance of the results obtained through these tests.

#### **4.8.1 Testing Hypothesis 1**

Hypothesis H1<sub>0</sub>: There is no significant impact of factors of job satisfaction on organizational commitment of the faculty working in higher education.

Hypothesis H1<sub>1</sub>: Job satisfaction factors have significant impact on organizational commitment of the faculty working in higher education.

In order to test the hypothesis 1, Pearson's correlation coefficient has been conducted in order to analyse the relation between the different factors of job satisfaction with different variables or components of organizational commitment and further the impact of various factors of job satisfaction on organization commitment is determined.

**Table 4.13: Pearson's Correlation Coefficients results for affective, normative, continuance commitment and job satisfaction**

		Affective commitment	Normative commitment	Continuance commitment
I am happy to work with my co-workers, they are supportive and talented.	Pearson Correlation	.353**	.278**	.332**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I get opportunity to enhance and utilise my knowledge and skills.	Pearson Correlation	.523**	.352**	.503**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I always get recognition for my good work.	Pearson Correlation	.520**	.455**	.633**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I am happy with my salary as there are more chances of increment and good chances of promotion.	Pearson Correlation	.660**	.557**	.642**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
There are more chances of future growth in terms of pay, promotion and learning new things.	Pearson Correlation	.622**	.469**	.589**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I get enough fringe benefits besides my salary.	Pearson Correlation	.608**	.552**	.599**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I have better physical working conditions which gives undisturbed environment; which I might not get at any other place.	Pearson Correlation	.627**	.485**	.592**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I have good relationship with my supervisor as I have freedom to work and do the things on my own way.	Pearson Correlation	.505**	.371**	.462**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I get a lot of opportunity to enhance my abilities and knowledge as organization conduct seminars and conferences very often	Pearson Correlation	.626**	.496**	.607**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I have good relationship with the management as	Pearson Correlation	.631**	.464**	.598**
	Sig. (2-tailed)	.000	.000	.000

management pay attention to my suggestions and involve me in decision making when needed.	N	200	200	200
I have flexible work hours and do not feel pressurised to do some work.	Pearson Correlation	.544**	.455**	.540**
	Sig. (2-tailed)	.000	.000	.000
	N	199	199	199
I am happy with the amount of responsibility I do get.	Pearson Correlation	.542**	.421**	.555**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I feel safe and secure towards my job.	Pearson Correlation	.709**	.536**	.615**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
I get different tasks and duties and don't feel bored at the workplace.	Pearson Correlation	.643**	.509**	.652**
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200

The correlation coefficients corresponding to the association between affective, normative and continuance commitment and all the job satisfaction factors had corresponding p value of less than 0.05. Hence we can conclude that Job satisfaction factors have significant impact on organizational commitment of the faculties working in higher education. Hence we accept the alternate hypothesis and reject the null hypothesis.

Further, it was found in this study that there is a positive correlation found between the organizational commitment and factors of job satisfaction. The normative commitment has been found to have low degree of correlation that if the co-workers are supportive and talented then the employees feel happy to work at the workplace. High degree of correlation was found to be associated between all the three components of organizational commitment- affective, normative and continuance commitment and job satisfaction if the faculties feel secure and safe at the workplace then it will increase their commitment level.

#### 4.8.2 Testing Hypothesis 2

Hypothesis H2<sub>0</sub>: Faculty in higher education does not have higher degree of satisfaction with different job dimensions.

Hypothesis H2<sub>1</sub>: Faculty in higher education have higher degree of satisfaction with different job dimensions.

In order to test hypothesis 2, Pearson Correlation Coefficient was conducted by using SPSS to examine that faculties in higher education are satisfied with different job dimensions.

**Table 4.14: Pearson’s Correlation Coefficient results for job dimensions and satisfaction**

Dimensions		Satisfaction
I am happy to work with my co-workers, they are supportive and talented.	Pearson Correlation	.475**
	Sig. (2-tailed)	.000
	N	200
I get opportunity to enhance and utilise my knowledge and skills.	Pearson Correlation	.635**
	Sig. (2-tailed)	.000
	N	200
I always get recognition for my good work.	Pearson Correlation	.721**
	Sig. (2-tailed)	.000
	N	200
I am happy with my salary as there are more chances of increment and good chances of promotion.	Pearson Correlation	.795**
	Sig. (2-tailed)	.000
	N	200
There are more chances of future growth in terms of pay, promotion and learning new things.	Pearson Correlation	.793**
	Sig. (2-tailed)	.000
	N	200
I get enough fringe benefits besides my salary.	Pearson Correlation	.761**
	Sig. (2-tailed)	.000
	N	200
I have better physical working conditions which gives undisturbed environment; which I might not get at any other place.	Pearson Correlation	.770**
	Sig. (2-tailed)	.000
	N	200
I have good relationship with my supervisor as I have freedom to work and do the things on my own way.	Pearson Correlation	.694**
	Sig. (2-tailed)	.000
	N	200
I get a lot of opportunity to enhance my abilities and knowledge as organization conduct seminars and conferences very often	Pearson Correlation	.783**
	Sig. (2-tailed)	.000
	N	200

I have good relationship with the management as management pay attention to my suggestions and involve me in decision making when needed.	Pearson Correlation Sig. (2-tailed) N	.781** .000 200
I have flexible work hours and do not feel pressurise to do some work.	Pearson Correlation Sig. (2-tailed) N	.653** .000 199
I am happy with the amount of responsibility I do get.	Pearson Correlation Sig. (2-tailed) N	.581** .000 200
I feel safe and secure towards my job.	Pearson Correlation Sig. (2-tailed) N	.672** .000 200
I get different task and duties and don't feel bore at the workplace.	Pearson Correlation Sig. (2-tailed) N	.600** .000 200

The Pearson correlation coefficient corresponding to the satisfaction and job dimensions were significant. There is found a positive correlation between the satisfaction of the different faculties and different job dimensions. Since the p value is less than 0.05, we can conclude that faculty in higher education have higher degree of satisfaction with different job dimensions. Hence, we reject the null hypothesis and accept the alternate hypothesis.

Further, it was found from the study that faculties in higher education would have high degree of satisfaction if they get fringe benefits along with good salary, chances of promotion and increment, learning new things, relationship with management and participation in decision making, and physical working condition.

### 4.8.3 Testing Hypothesis 3

Hypothesis H3<sub>0</sub>: Faculties of higher education do not experience high level of overall job satisfaction and organizational commitment

Hypothesis H3<sub>1</sub>: Faculties of higher education experience high level of overall job satisfaction and organizational commitment

In order to test the hypothesis 3, ANOVA is done by using SPSS to see the overall organizational commitment and job satisfaction of the faculties in higher educational institutions.



**Table 4.15: ANOVA results for overall organizational commitment and job satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	9.177	4	2.294	2.582	.039
	Within Groups	173.261	195	.889		
	Total	182.438	199			
Job Satisfaction	Between Groups	7.931	4	1.983	2.398	.052
	Within Groups	161.211	195	.827		
	Total	169.142	199			

The F value corresponding to the mean difference in organizational commitment between the respondents with different educational background was 2.582 and its corresponding p value is  $0.039 < 0.05$ . Since the p value is less than 0.05, we can conclude that faculties in higher education have higher degree of organization commitment.

The F value corresponding to the mean difference in Job satisfaction between the respondents with different educational background was 2.398 and its corresponding p value is  $0.052 > 0.05$ . Since the p value is more than 0.05, we can conclude that faculties in higher education don't have higher degree of job satisfaction. Hence, it can be concluded that we cannot completely reject the alternate hypothesis as faculties are found to have higher degree of organizational commitment.

#### **4.9 Exploring the Relationships and Impact of Demographic Variables on Organizational Commitment and Job Satisfaction**

Further, in the current study; in order to attain the objective of the studies, linear regression analysis is done to see the relationship between the job satisfaction and organizational commitment. Levene's test has been used for equality of variances and ANOVA is used to see the effect of the demographic variables on the organizational commitment and job satisfaction of the faculties.

Regression analysis is the statistical tool which is used to measure the effect of one variable on the other. It is used to measure the average relationship between two or more variables. In regression analysis, there are two types of variables. First,

dependent variable is whose value is influenced or it is to be predicted. The second, independent variable is the variable which influences the value or it is the variable which is used for prediction. The independent variable is also known as explanator or regressor or predictor and the dependent variable is also known as regressed or explained variable. Linear regression analysis refers to the analysis which has a linear regression model between a single study variable and a single explanatory variable. In this study, linear regression analysis has been used for examining the relationship between organizational commitment and job satisfaction.

**Table 4.16: Linear Regression Analysis results for Job Satisfaction and Organizational Commitment**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.684	.116		5.869	.000
Organizational commitment	.754	.043	.783	17.711	.000

a. Dependent Variable: Job Satisfaction

The job satisfaction is taken as dependent variable and organizational commitment as a constant variable.

The beta coefficient corresponding to the association between organizational commitment and job satisfaction was 0.783 and its corresponding p value is  $0.000 < 0.05$ . Since the p value is less than 0.05, we can conclude that Job satisfaction have significant impact on organizational commitment of the faculty working in higher education.

**4.9.1 Impact of demographic variable (Gender) on Organizational commitment and Job Satisfaction**

In order to examine the impact of the gender on organizational commitment and job satisfaction Levene's test has been used for equality of variance and t-test is conducted for equality of means and is tested at 95% confidence level.

**Table 4.17: Independent Samples Test for Gender on Organizational commitment and Job Satisfaction**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organizational commitment	Equal variances assumed	.097	.756	.261	198	.795	.02980	.11435	-.19569	.25530
	Equal variances not assumed			.261	197.781	.794	.02980	.11413	-.19527	.25487
Affective commitment	Equal variances assumed	.033	.857	.324	198	.746	.04481	.13809	-.22750	.31711
	Equal variances not assumed			.324	195.117	.746	.04481	.13831	-.22798	.31759
Normative commitment	Equal variances assumed	.359	.550	.545	198	.586	.06257	.11471	-.16363	.28877
	Equal variances not assumed			.548	197.929	.585	.06257	.11425	-.16274	.28787
Continuance commitment	Equal variances assumed	.119	.731	-.138	198	.891	-.01796	.13033	-.27497	.23905
	Equal variances not assumed			-.138	196.508	.891	-.01796	.13036	-.27505	.23913
Job Satisfaction	Equal variances assumed	.028	.867	.005	198	.996	.00064	.13081	-.25733	.25861
	Equal variances not assumed			.005	195.064	.996	.00064	.13104	-.25779	.25907

From the table above, it can be observed that the p values corresponding to the mean difference between the males and females was more than 0.05. Hence, it can be concluded that there was no significant difference in the Organizational, affective, normative, continuance commitment and job satisfaction of the males and females.

#### 4.9.2 Impact of Age on Organizational commitment and Job Satisfaction

In order to examine impact of age, ANOVA has been used for testing the variables between the groups and within the groups.

**Table 4.18: ANOVA results for Age on Organizational commitment and Job Satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	6.594	4	1.648	2.620	.036
	Within Groups	122.689	195	.629		
	Total	129.282	199			
Affective commitment	Between Groups	13.979	4	3.495	3.903	.005
	Within Groups	174.587	195	.895		
	Total	188.566	199			
Normative commitment	Between Groups	1.691	4	.423	.641	.634
	Within Groups	128.553	195	.659		
	Total	130.244	199			
Continuance commitment	Between Groups	9.533	4	2.383	2.935	.022
	Within Groups	158.370	195	.812		
	Total	167.904	199			
Job Satisfaction	Between Groups	9.541	4	2.385	2.914	.023
	Within Groups	159.601	195	.818		
	Total	169.142	199			

From the table above we can observe that the p values corresponding to the mean difference between the different age groups was less than 0.05 except for normative commitment. Hence, we can conclude that there was significant difference in the Organizational, affective, continuance commitment and job satisfaction of the different age groups except for normative commitment.

#### 4.9.3 Impact of Race on Organizational commitment and Job Satisfaction

The independent sample test has been done in order to see the impact of race on organizational commitment and job Satisfaction

**Table 4.19 Independent Samples Test for Race on Organizational commitment and Job Satisfaction**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organizational commitment	Equal variances assumed	2.955	.087	.986	197	.325	.39964	.40542	-.39988	1.19917
	Equal variances not assumed			2.227	3.735	.095	.39964	.17949	-.11297	.91226
Affective commitment	Equal variances assumed	.500	.480	.646	197	.519	.31763	.49188	-.65239	1.28765
	Equal variances not assumed			.753	3.172	.503	.31763	.42163	-.98398	1.61924
Normative commitment	Equal variances assumed	.101	.751	1.196	197	.233	.48579	.40627	-.31540	1.28698
	Equal variances not assumed			1.455	3.188	.236	.48579	.33378	-.54188	1.51346
Continuance commitment	Equal variances assumed	1.790	.182	.855	197	.394	.39551	.46262	-.51682	1.30784
	Equal variances not assumed			1.407	3.359	.245	.39551	.28107	-.44722	1.23824
Job Satisfaction	Equal variances assumed	.546	.461	1.043	197	.298	.48385	.46395	-.43110	1.39879
	Equal variances not assumed			1.263	3.186	.291	.48385	.38321	-.69642	1.66411

From the table above, it can be observed that the p values corresponding to the mean difference between the Indian and other race was more than 0.05. Hence, it can be concluded that there was no significant difference in the Organizational, affective, normative, continuance commitment and job satisfaction of the Indian and other races.

**4.9.4 Impact of Marital Status on Organizational commitment and Job Satisfaction:**

ANOVA has been used for examining the impact of marital status on organizational commitment and job satisfaction.

**Table 4.20: ANOVA results for Marital Status on Organizational commitment and Job Satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	4.569	2	2.284	3.608	.029
	Within Groups	124.714	197	.633		
	Total	129.282	199			
Affective commitment	Between Groups	5.253	2	2.626	2.822	.062
	Within Groups	183.314	197	.931		
	Total	188.566	199			
Normative commitment	Between Groups	1.709	2	.854	1.310	.272
	Within Groups	128.535	197	.652		
	Total	130.244	199			
Continuance commitment	Between Groups	8.072	2	4.036	4.975	.008
	Within Groups	159.831	197	.811		
	Total	167.904	199			
Job Satisfaction	Between Groups	2.676	2	1.338	1.583	.208
	Within Groups	166.467	197	.845		
	Total	169.142	199			

From the table above, it is observed that the p values corresponding to the mean difference between the marital status was more than 0.05 except for organizational and continuance commitment. Hence, it can be concluded that there was no significant difference in the affective, normative commitment and job satisfaction of the marital status except for organizational and continuance commitment.

#### **4.9.5 Impact of Education levels on Organizational commitment and Job Satisfaction**

ANOVA is used by SPSS to examine the impact of educational level on Organizational commitment and Job Satisfaction

**Table 4.21: ANOVA results for Education levels on Organizational commitment and Job Satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	6.426	4	1.607	2.550	.041
	Within Groups	122.856	195	.630		
	Total	129.282	199			
Affective commitment	Between Groups	10.545	4	2.636	2.888	.024
	Within Groups	178.022	195	.913		
	Total	188.566	199			
Normative commitment	Between Groups	4.229	4	1.057	1.636	.167
	Within Groups	126.015	195	.646		
	Total	130.244	199			
Continuance commitment	Between Groups	6.898	4	1.725	2.089	.084
	Within Groups	161.006	195	.826		
	Total	167.904	199			
Job Satisfaction	Between Groups	7.931	4	1.983	2.398	.052
	Within Groups	161.211	195	.827		
	Total	169.142	199			

From the table above, it can be observed that the p values corresponding to the mean difference between the different education levels was more than 0.05 except for organizational and affective commitment. Hence, it can be concluded that there was no significant difference in the normative, continuance commitment and job satisfaction of the different educational levels except for organizational and affective commitment.

#### 4.9.6 Impact of Monthly Income levels on Organizational commitment and Job Satisfaction

The ANOVA result for monthly income is shown below:

**Table 4.22: ANOVA result for Monthly Income levels on Organizational commitment and Job Satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	15.030	4	3.757	6.413	.000
	Within Groups	114.253	195	.586		
	Total	129.282	199			
Affective commitment	Between Groups	24.683	4	6.171	7.342	.000
	Within Groups	163.883	195	.840		
	Total	188.566	199			
Normative commitment	Between Groups	6.975	4	1.744	2.758	.029
	Within Groups	123.269	195	.632		
	Total	130.244	199			
Continuance commitment	Between Groups	17.345	4	4.336	5.616	.000
	Within Groups	150.559	195	.772		
	Total	167.904	199			
Job Satisfaction	Between Groups	13.414	4	3.354	4.199	.003
	Within Groups	155.728	195	.799		
	Total	169.142	199			

From the table above, it can be observed that the p values corresponding to the mean difference between the different monthly income levels was less than 0.05. Hence, it can be concluded that there was a significant difference in the Organizational, affective, normative, continuance commitment and job satisfaction of the different monthly income levels.

#### 4.9.7 Impact of Lengths of Service on Organizational commitment and Job Satisfaction

The ANOVA result for lengths of service is shown below:



**Table 4.23: ANOVA results for Lengths of Service on Organizational commitment and Job Satisfaction**

		Sum of Squares	df	Mean Square	F	Sig.
Organizational commitment	Between Groups	16.042	4	4.010	6.906	.000
	Within Groups	113.241	195	.581		
	Total	129.282	199			
Affective commitment	Between Groups	16.613	4	4.153	4.710	.001
	Within Groups	171.953	195	.882		
	Total	188.566	199			
Normative commitment	Between Groups	16.411	4	4.103	7.028	.000
	Within Groups	113.833	195	.584		
	Total	130.244	199			
Continuance commitment	Between Groups	16.505	4	4.126	5.315	.000
	Within Groups	151.399	195	.776		
	Total	167.904	199			
Job Satisfaction	Between Groups	14.443	4	3.611	4.551	.002
	Within Groups	154.700	195	.793		
	Total	169.142	199			

From the table above, it can be observed that the p values corresponding to the mean difference between the different lengths of service levels was less than 0.05. Hence, it can be concluded that there was a significant difference in the Organizational, affective, normative, continuance commitment and job satisfaction of the different length levels.