Chapter: 1
INTRODUCTION

1.1 Introduction

In this chapter, the basic concepts of organizational commitment and job satisfaction have been explained. It provides an insight into the importance of the organizational commitment and job satisfaction in higher educational institutions. The research has been done in higher educational institutions which are present in Gautam Budh Nagar. This chapter also deals with the explanation of statement of the problem along with giving a brief view on the scope of the study. The scope and the purpose of study are explained by putting a spotlight on the objective and hypothesis of the study. During conducting the research, a number of hurdles were faced by the researcher which is briefly explained in the limitation of the study. The significance of this research study is also provided in this chapter.

1.2 Background of Study

Education is the important part of the society and for the human development. It is essential and plays significant role in growth and development of the country. Without education there will be no value of life. It is necessary for enhancing the knowledge and skills of the employees. It makes you to understand and have the knowledge of things in a different perspective where you can understand the problems of the others and contribute to more developed society and nation. The prime objective of education is; development of the human resources in a way so that more skilled and knowledgeable human resource capital can be produced. It makes mandatory for the teachers to be more satisfied and happy at the workplace. If the teachers are satisfied at the workplace then it is obvious that they would put their entire energy and efforts towards giving and providing sufficient amount of knowledge to the students. The job satisfaction of the employee reflects the attitude of the employees and it has been proved by number of the research studies.

The types of the environment where the employees are working determine the attitude of the employees towards the work and towards its organisation. If the environment is friendly then it would be reflected in the attitude of the employee working in the organization. The friendly environment results into the positive attitude of the employees towards its superiors, subordinates and organisation. The negative atmosphere at the workplace would result into the negative behaviour of the

employee towards the work. He would not like to complete his tasks, duties and responsibilities at time. Sometimes it is possible that he would show the negative attitude towards the way of working by showing the frustration and anger; or by giving some excuses for not completing the work. This frustration may further lead to stress and would affect the productivity of the employee. Therefore, it becomes necessary for the employees to be happy and satisfied at workplace. They would show the positive behaviour and attitude in the organisation.

Job satisfaction of the faculties working in the education sector may be reflected by the perception of the person towards its profession. The way an individual perceives his profession also measures his satisfaction level. For example, teaching, whether in the schools or giving lectures in the colleges, it is always perceived as a respectful job and the people in the society also have positive attitude towards the people working in the education sector. They know that they are the one who are putting their every effort towards the betterment of the society by providing the quality education. This automatically gives a lot of satisfaction to the individuals who are contributing towards this field.

Growth of education sector can be expanded, if the faculties; teaching in the education sector are satisfied and committed. They are the asset to the organization. They are the one who can bring and responsible for bringing the positive changes in the society. They act as a powerful tool for moulding the behaviour of the students. They instruct, guide and give direction to the students so that the students can have healthy growth and stable life. They provide the creativity, innovative ideas for growth of the students and provide necessary knowledge not only relevant to the subjects but also give knowledge for their social and economical development.

Teachers satisfied with their job are said to be committed to the organisation. Various researchers have found that there is strong association between job satisfaction and organizational commitment. Sometimes, Commitment of employees towards particular organisation arises as they think that it is their moral duty to do so. Sometimes they have this feeling that if they would leave the organisation, it might be possible that they would not get the same salary, good supervisors or friendly

environment at some other work place. The feeling of an individual about his / her organization varies from person to person.

For giving the quality education, practical knowledge related to the theoretical concept of the particular subject, a number of the private colleges, universities as well as the government universities are opening up. They have the highly qualified teachers who are capable of providing not only the subjective knowledge but also give practical knowledge to the students. They bring creativity and innovative views to the subjects. Now days the colleges and universities are having better infrastructure, new technologies, providing internet facility to the students as and when required; contributing to high standard of teaching; and the quality of education is also improving.

The colleges and universities in the private sector are playing a great role in the development of the education sector. Due to the private colleges and universities, more students can take admission into the college and universities. These colleges are offering various programmes and courses which make the students to face the challenges which are taking place due to the globalisation. They provide training to the students so that they can face the competition and meet the challenges outside the colleges and universities. They are also contributing to the development of the teachers. Seminars, workshops and conferences are being organised in order to enhance their knowledge. These educational institutions are providing huge opportunities for the students as well as for the employees to enhance themselves and shaping up their future. It is the great area for making the career especially for the women. The females who cannot do the jobs on regular basis, can give lectures as a guest where they are getting a good opportunity to balance their family and career. But educational institutions are also facing many ups and downs. The competition is taking place at an extreme level. In the starting years the payment for the faculty was good and everyone was secure and happy at their position. It was easy to work in the private sector. Good payment system and friendly environment were key highlights. But today the things are different. Due to increase in the competition level, everyone is running towards securing their job and the politics are being played at an extreme level. Therefore it is becoming difficult to bear the organizational politics and to remain in the organization.

1.2.1 Organizational Commitment

Organizational Commitment is psychological attachment of people towards organization .Job Satisfaction may be defined as likeness of the employees towards their work. Various researches have been done to find out the various dimensions of job satisfaction, various factors which affects the job satisfaction; to know correlation between job satisfaction and organizational commitment. Job Satisfaction has also been examined under various demographics factors such as gender, age, education, and race and work experience. It is been considered as an important area of research because one of reasons for employees to leave the organisation is job dissatisfaction.

Organizational commitment refers to involvement of the employees in the job and connection to the workplace where he/ she is working.

According to porter et al, "organization commitment refers to feeling of connection of employees towards organization, intention to remain into it and willingness to achieve the organizational objective and putting their best efforts to meet those objectives.

There are three different dimensions of the organizational commitment- affective, normative and continuance.

The affective commitment refers to the positive feeling of the employee towards the organization. An employee shows willingness to be part of the organization and stay in it because he/ she might have a positive outlook towards his/her workplace. The normative commitment is the one in which an employee feels committed due to the legal boundation. According to concept of continuance commitment, the employees are committed to the organization because they are aware of the fact that they have to incur some cost if they would leave the organization.

Organizational commitment in the private educational system is must for the growth and the development of the educations system as well as for the faculty. The committed employees always put extra efforts in the work and identify with the organization's objective and achieve those. Their involvement in the job is very high. They get engaged in all organizational activities willingly and happily as they feel that they are the part of the organization. It enhances the productivity of organization.

It would help in developing a sound and well developed education system. The employees can focus more on the work.

If the organization will have a clear mission and communication level, then it will enhance the employees' commitment. It is requisite to take a concern on employees' motivational level so that they will be working for maximum period in organization. A number of studies have found that organization should have a good grievance handling system, and should trust and respect co-workers. It will create a positive environment at the workplace.

However, due to increase in the competition level, it is becoming difficult for the employees to stay in the organization. Sometimes they leave the organization due to the politics being played at various hierarchy levels or for the higher position and pay. Commitment is primarily required for growth of organization as well as employees. Committed employees can work effectively and efficiently as they can concentrate on the work easily.

 Organizational commitment may be put in the words as described by O'Reilly (1989, p 17), "an individual's psychological association to the organisation, having a sense of job involvement, being loyal and have faith in organisation's values and system". Keeping in the mind; this point of view of the researcher; organizational commitment can be featured by employee's acceptance of organizational goals and their willingness to put best efforts by keeping into consideration the working and norms of the organisation (Miller & Lee, 2001).

Organizational commitment may be compared with other work-related attitudes, such as job satisfaction; defined as an employee's feeling about their job, and organizational commitment , defined as the degree to which an individual or an employee has feeling of 'oneness' within their organization
Cohen (2003, p xi) has stated that "commitment is kind of enforcement that develops association of an employee to a particular course of action which is relevant and connected to various targets of organization". The description of commitment in this general way can be related to the description of organizational commitment as given by Arnold (2005, p 625); it is "strength of the bond which an individual develops by

identifying himself with the organization and involving completely in every projects, work or any duties of the organization".

Organizational commitment generally has three dimensions: - affective commitment, continuance commitment and normative commitment (Boehman, 2006; Canipe, 2006; Turner and Chelladurai, 2005; Greenberg, 2005; Allen and Meyer, 1996; Karrasch, 2003).

In affective commitment an individual would like to continue working at the same place with great passion and enthusiasm voluntarily; continuance commitment ensures that employees retain being member of the organization in any way and in normal commitment employees usually get develop the feeling of obligation on their part to stay and work in same organization.

Employees with affective commitment have positive feeling towards the organisation. They work with loyalty and full devotion. However, there are number of factors which effect the affective commitment such as role and goal clarity, job challenge, relationship with peers, participation and feedback. Identification of the individuals with the value of the organization and recognition of goals of organisation; would lead to creation of rewarding relationship with the organisation which further will help to increase affective commitment.

In continuance commitment, the employees are working and committed to the organisation as they have to incur cost if they will leave the organization. They have to bear risk if they would not work and leave the job. They are working in the organisation as they know that there are some specific elements present which are of their advantage. They may face difficulty in finding those advantages anywhere else. They cannot bear the risks. These elements may be pension plans, promotion, position, and salary or organisation specific skill, social networks, prestige, benefits. The organisation shall take into consideration every bit of information which is useful for both the parties. And prioritise those elements that will boost up their commitment to the organisation.

In accordance with the concept of normative commitment the employees are staying in the organisation as they have feeling that they should do so. It is the perfect and

right decision to do. It is the decision which is based on their morality. Individuals are hardly worried about getting recognition and status from the organisation. They do not give much concern to the feeling of being satisfied with their job. They work in the organisation because they want to repay the organisation for investing in them or some other reason.

There are various factors which may influence the employees' commitment towards the organisation such as job characteristics, job rewards, available of alternative job opportunities, personal characteristics of the employees. A highly enriched job leads to higher commitment. Similarly giving appropriate rewards to the employees on right time will enhance their motivational level to stay in the organisation. The commitment of the employees rises as years of working in the organization increases.

Various studies have shown that demographic variables such as age, gender, marital status, educational level and work experience are relevant commitment of the individuals.

Success of educational institutions not merely depend on how much and to what extent they can make use of competencies of its faculties in order to teach the students but also depend on how much efforts an educational institution or university is making in order to stimulate the commitment in its faculties. Commitment is necessary to motivate the employees. Organizational commitment plays an important role in order to develop the feeling of belongingness in its employees which will make them to work harder for the growth and success of the organisation.

It brings the security in the employee which is very must at the workplace. Job security will motivate the employees to concentrate on their work. Greater commitment also results in increased efficiency, career advancement, increase in the intrinsic awards and compensation etc.

If the faculties would remain committed to its institutions then it would benefit the organisations in many ways. Faculties are switching their jobs from one institution to another quite often. Commitment will bring the stability in the organisation. It will increase employee tenure. It will reduce the labour turnover. Whenever the institutions or universities hire the employees, they spend a lot of money in the recruitment and training of the employees. It requires investing a large amount of

time along with money. If the faculties leave the organisation then it becomes the cost for the organisation if the human capital is not utilised properly. Commitment brings the satisfaction which would help the employees to stay longer which means reduction in the cost of the organisation.

In today's environment, there are so many changes taking place whether it is technological, social, political or any other. These changes affect not only the corporate sector but also have an impact on the education sector. The retaining of the employees and sustaining them in the organisation has become a quite difficult task. It has become necessary for the organizations to have a regular check on the need of the employees and to have continuous feedback about the working of the organisation. If the needs of the employees are met then they remain happy and committed towards the organization. Beside this, changes keep taking place in the institutions or any other organization. These changes can be related to anything. The organizations should communicate to the employees about these changes, should clearly define the main reasons behind changes and the importance of the changes to be introduced in the workplace. It becomes necessary to provide the better training to implement the changes. If the individuals remain concentrated on their work then it becomes easier for them to face any challenges and survive in any circumstances.

In the private institutions/universities, the involvement and attachment of the employees in the job is not found easily. Now days employees are not getting job security and not happy at the workplace. It has become necessary to address their issues and problems. The institutions must put their best efforts to solve the problems of the employees. If they are capable of developing an environment which is friendly, then the employees would like to stay for the longer period.

However there are numerous challenges and opportunities while building organizational commitment which is as follows:-

Challenges:
1. Pay

It is the first attraction of the employees when he/she join the organization. Paying a good amount of salary is must to meet the basic needs. Pay has become a problem which is faced by the employees as they do not get what they deserve. It also is a

challenge for the institutions to pay a good amount because in the private institutions downsizing is taking place. They want to hire the knowledgeable and expert faculties but at less salary. It becomes the dissatisfaction factor for the employees. Even if they will join the organization at less salary, they will not feel happy and attached to the organization and will starting seeking some other good option. It becomes cost to the organization.

2. Increment

The institutions and the universities should regularly increase the pay according to the work and performance of the employees. It acts as a great motivational factor for the employees as it shows their work is being recognized. It shows that organization concern for the employees and somehow it increases the attachment of the employees towards the institutions.
In most of the private education sector, top management takes this factor for granted. The increment is not given to the employees on the regular basis according to the time they have spent in the organization. Sometimes it is given and most of the time they do not consider it.

3. Correct Authority for giving reports

Universities or institutions should give prime concern to this. The right number of people at the right position is must for any organization. In the private educational institutions, this is lacking. If the faculties would not find the right authority to which they can report as and when required then it will create the disturbance at the workplace. They would not exactly understand for what purpose they are serving the organization. It will create the insecurity in them and they would participate less in the organizational activities.

4. Conflicts and Ego

It is the one of the major problem which is being found in the organization. When two persons who are having almost same education and achievement work at the same level, then they keep proving each other wrong. They do not accept each other's decision easily and keep crating hurdles in each other's way. It creates

conflict in them. Sometimes their ego does not allow them to accept each other due to the competition. This is the problem which is occurring at every level whether it is top management, middle or low management.

Conflicts occur when two decisions clash with each other. If the conflict is not resolved at the right time then it creates the negative environment at the workplace and it starting creating the stress in the mind which is not neither for the employee nor for the organization.

5. Environment

Environment at the work place is a challenge as well as an opportunity for the faculties. It becomes challenge when the conflict, ego, negativity towards each other start existing in the surrounding. When faculty members do not trust and respect each other and management. The survivals of the faculties become difficult in such environment and they do not feel to go to the work every day.

6. Rewards to accomplish motivational fulfilment

When the things like conflict, ego, pay or increment occur in the organizations then it has a negative impact on employees. It creates the dissatisfaction among them. Motivation is required for them to work effectively and efficiently. It effects the productivity and growth of the organization.

Measuring the employees' performance and giving them extrinsic and intrinsic rewards time to time act as great motivational satisfiers. But these things are not found in the private educational institutions.

Opportunities:

Even after being having so many problems at the workplace, there are numerous opportunities available for the employees through which these problems at the workplace can be removed. The private educational institutions can develop not only own organization but can act with fairness and transparency. These opportunities are as follow-

1. Regular Pay as Per Grade

The pay scale of the faculties should be fair and according to the work and their position. The basic salary and other pay which is being showed to them, is not given in number of the institutions. The grade pay should be given to them according to the rules.

If there would be good salary and good increment then it will create their involvement in the work to the great extent and would create the commitment towards the organization.

2. Follow UGC/AICTE Norms Strictly

There are number of institutions which have got approval of the UGC and some are AICTE approved depending upon the type of the course those institutions or universities are providing. A number of private universities follows these rules but the situation is worst when it comes to the private institutions. They are aware of the rules but they are written only in the papers. If the rules of UGC/AICTE are followed strictly then it will create the feeling of confidence among faculties and would be more secure at the institutions.

3. Healthy Environment

Healthy environment acts as a medicine in creating the atmosphere which is friendly and where employees are committed to their job. It can be created by transparent and open communication system. If the communication system is clear then it will remove the hurdles which come in the growth of the employees. There should be a proper work life balance system. The organizations should motivate the employees to give a proper time to the personal life so that a feeling of satisfaction arises in them. They should give leave time to time so that they will feel happy and relaxed when they arrive for the work. It boosts their satisfaction level and ultimately the commitment.

4. Transparency in Work

There should be a clear and transparent system at the workplace. The top management should define its objective clearly and the way it wants its employees to

perform. It will remove the hurdles which come when there is an unclear system. Transparency is required in performance appraisal, promotion, increment etc.

5. ERP System

If the good ERP system is followed in the organizations then they can overcome from the hurdles very easily. Enterprise Resource planning is the need of the hour. Through ERP system the management can keep a check on recruiting, separation and diversity management. It will help to maintain a complete database of salary details, attendance, performance, promotion etc.

1.2.2 Job Satisfaction

Job Satisfaction has very big role in almost every organisation now days.

The growth and success of any organisation not merely depend on its technological efficiency, better plant layout, better knowledge of surrounding environment but to a large extent depends on the way it treats its employees. If the organisation wants to be successful and increase its productivity then it has to take into the account whether its employees are happy and satisfied at workplace or not.

In today's world job satisfaction is a widely studied and most discussed topic. Contribution has been made by various researchers in the field of job satisfaction. Job satisfaction basically refers to positive feeling of an employee towards its job. If the employees have positive feeling towards its job then it will motivate them to work harder and it will result in increase in the productivity of employees.

Definitions of Job Satisfaction as quoted by different researchers:

According to E.A. Locke, "Job satisfaction is state which is accomplished by an individual when he gets praising from its job. It is an emotional state which arises from his experiences of his job".

2) According to Feldman and Arnold, "Job satisfaction is characterised as all the positive feeling of employees towards their job".

3) Davis and Newstrom described, "Job satisfaction is the collection of favourable or non-favourable feeling of the employees. They have amicable view towards their work"

Job Satisfaction predicts the attitude of people towards their job. If the employees get satisfied with their job then they can be termed as happy and productive workers at working place which ultimately contribute to substantial increase in the organization's growth.

A number of researches have been done to identify various factors which impact job satisfaction. Theories are available which shows support towards the concept that various motivational factors act as important players in job satisfaction.

Motivation is the cause of repetition of certain type of behaviour. There are two types of motivational factors: financial and non financial factors. Financial factors basically refer to those factors which has monetary value. Money plays an important role in motivating the employees but other than this there are non- financial factor also which plays a huge role in motivating the employees.

Non-financial factors refer to those factors which do not have any monetary value but play a significant role in motivating the employees. There are various types of nonfinancial factors such as healthy environment, coordination and cooperation among employees at the same levels /senior levels /junior levels, word of appreciation from seniors, work recognition, proper and healthy communication and non financial rewards which has impact on job satisfaction. Fulfilling of these factors lead to job satisfaction while from dissatisfaction of job leads to problems like employee turnover, absenteeism, strike, grievances, less productivity etc.

A number of researchers has indicated various non-financial factors which impact the job satisfaction. But out of those factors following are found to have great impact.

1. Healthy Environment

It refers to the conditions and situation in which employees are working at work place. The environment in which employees are working should be comfortable and positive because it affects the employees mentally as well as physically. Now days jobs are so challenging that it has become must for organisations to value its

employees. Organisations should make sure that its employees are not overloaded with the work and the responsibilities as it causes negative effect on employees' health mentally as well as physically. It leads to unnecessary job stress which further creates sour relationship at workplace as well as personally also.

An organisation can develop a healthy environment by providing flexible work schedule. An organisation should make sure that it has flexible work schedule. It should give employees flexibility in a way so that they can go to attend their child in case of emergency and if the child is ill, parents meeting, or any other needs of their elders. Crèches facility should be given in the organisation so that female employees can meet their children whenever they want because in this way they will feel that they are the part of the organisation and it will increase their efficiency to work harder which will lead to increase in the productivity as well as greater commitment towards the organisation.

A healthier environment in organization will lead to reduction in absenteeism, enhance performance. It will increase productivity and morale of the employees; further reduce cost incurred related to health. The accident at the workplace will be less.

2. Coordination and cooperation among employees at the same level/senior level/junior level

Coordination refers to the orderly efforts of different individuals in a group to achieve a common goal while cooperation refers to the individual's willingness to help others.

Coordination and cooperation among employees whether it is on the same level or senior level or junior level develops the positive attitude towards each other. It will motivate the employees to give innovative and creative for efficient working.

Lack of proper coordination and cooperation among employees among each other will down the morale and they will not have pleasant feeling which will lead to negative behaviour towards each other .They would remain separated and will not give respect to others. It may become one of the reasons for not staying in the

organisation. If the situation gets worst then it may create conflict among employees; due to which the productivity may go down.

If the employees will willingly coordinate and cooperate with each other then it will create a good understanding among employees and which will help to build a good and strong relationship. It will create a feeling of trust and respect towards each other. It will make them secure at workplace. They can share their professional as well as personal problems with each other. It will reduce burden of extra workload because employees would like to stay and work for longer time whenever required. A feeling of being the part of family starts developing in the organization set up.

3. Words of appreciation from seniors

Words of appreciation from seniors play an important role in motivating the employees. Senior can praise the work of employees in words either by saying or by writing a letter or sending an email. It brings enthusiasm among employees and increases their morale. Employees feel part of the organisation hence it increases trust and their attachment towards it.

Appreciation can be done by giving a pat on the back, praising their potential in front of their peers, praising their leadership skills, by sending a letter of thanks for being part of the organisation, or for some awards. Seniors can send an email for a better, unique and creative idea.

4. Work Recognition

Work recognition basically refers to giving a positive feedback about the employees' for their contribution and efforts while working. It is need of any employee sometime on daily basis. It motivates them to perform well and achieve their goals which increase productivity. Recognition motivates the employee to work harder and to give innovative and creative ideas because employees know that their creativity will be recognised and appreciated.

Management can include employees in decision making, or provide a different workplace such as different cabinet with various facilities; it will contribute to increase in employee's commitment to the job. An organisation should conduct various programmes for giving awards to the employees for their achievement;

awards such as employee of the month, employee of the year etc. can be given. Senior, manager or CEO (Chief Executive Officer) of the company can invite the employee for the dinner or a part can be thrown in order to recognise the great achievement done by various employees.

5. Proper and healthy communication

Communication refers to the interaction between two or more people. Communication in a healthy and proper way is necessary for increasing the productivity of the employees, for organising various activities related to the work for creating better understanding and making good relationship and to avoid any kind of conflict at workplace.

In this highly competitive world, organisations have employees which are from different backgrounds, cultures, religion and nations. Therefore it is the responsibility and duty of the organisation to develop an environment which is friendly, and where the communication can flow from top management to low management in an easy and understandable way.

Seniors or managers should listen to their subordinates carefully and should respond if they have any query. If the employees have some problem then it is the duty of their seniors to put their best efforts to solve their problems. It creates a relationship of trust and increase morale of the employee. A good and effective communication helps in making team building because each and every employee knows their role and are sure of the fact that organisation values them which reduces unnecessary competition among team members.

6. Non –financial rewards

Non-financial rewards are those rewards which are other than money. These awards act as a great motivator because after reaching to a satisfactory salary payment, employees value these awards to a greater extent. Providing travelling facility, food facility like free lunch or dinner increases the satisfaction level of employees as it saves the expense which is incurred on these. For working women these factors play an important role because travelling facility gives them security to travel from one

place to another and food facility saves their time as they can devote that time for their children and elders present in the house.

Promotion of the employees to a higher position is also an important factor. The employees should be given an opportunity to tour at the end of year along with his/her family members nationally or internationally because it makes employees to be happy and satisfied at personal level which increases their efficiency level to work.

Leadership skills can be enhanced by giving opportunities to employees to lead the teams and by giving different and challenging tasks to them from time to time. Along with this responsibility and training to accomplish certain projects can be given by employers to increase their motivational level.

Other non financial rewards are providing health services, housing facilities, gift offering, giving assignments abroad etc.

There are various determinants of the job satisfaction. Same degree of satisfaction cannot be derived in every individual even if they are facilitated with same environment, same job and similar time of working. The various determinants of the job satisfaction are as follows:-

A. Individual Factors
B. Nature of the job
C. Situational variables

A. Individual Factors: Every individual has certain expectations from his/her job. If those expectations are fulfilled then they feel satisfied or if not then it will lead to dissatisfaction among employees. An individual's educational level, age and some other factors are basis of these expectations.
   a) Level of Education: The degree of job satisfaction varies with the changes in kind and amount of education received. A highly educated person will have higher expectation from his job

b) Age: Job satisfaction is very high at the initial stage. When an employee joins particular organisation, he has some perceptions about the job and on the basis of it, he may develop certain assumptions as what he is going to get from his job. These assumptions make him feel satisfied. During period of retirement, sometimes they start having some fear related to future outcomes; it may reduce job satisfaction.

c) Other factors: Social and family life also affect the satisfaction of the individuals.

B. Nature of the job: It includes

a) Occupational level: High level job brings more satisfaction as it carries the prestige and status in the society as compared to lower level jobs.

b) Job Content: If a job requires more skills and it offers more responsibility and growth then it brings more satisfaction. The degree of satisfaction increases in job rotation and job enrichment.

C. Situational Variables: It includes the following

a) Working conditions: Favourable conditions of workplace and other facilities for performing the job results in job satisfaction.

b) Supervision: The type of supervision affects the job satisfaction. In employee oriented supervision- the importance and emphasis is given to the employee while in job oriented supervision the importance is given to the job and the employees become secondary.

c) Equitable rewards: If the rewards are given on the basis of performance and are equitable then it leads to more satisfaction.

d) Opportunity for promotion: If the job provides opportunity for promotion then it will lead to higher satisfaction.

e) Work Group: work groups are created either formally or informally. If there is cohesiveness in the group then it leads to more job satisfaction, if the group is not cohesive then job satisfaction is low.

1.3 Organizational Commitment and Job Satisfaction in Institutions of Higher Studies

Organizational commitment and job satisfaction both are essential in Institutions of Higher Studies. Both contribute the effectiveness of the education system. It has been found by studies that if the management involves the employees in making the major decisions and policies then it will increase the morale of the employees, they would be motivated to work hard and more willingly. It will increase their satisfaction and commitment towards the institutions. Management authorities should create the environment where the faculties support each other and cooperate with each other. Generally it has been seen that the co-workers are involved in the dirty politics in order to be seen most valuable in eyes of management. Management should give a serious concern and should take steps to avoid in creating this kind of a negative environment. Positivity at the workplace leads to a good family and social life. A reverse of it may lead to the development of situation of stress which is not good for the individual and organisations.

Job satisfaction and organizational commitment can be increased by focussing on creative abilities of the faculty member. They should keep rotating them to different tasks in order to prevent monotony and boredom. Providing regular training programs and conducting seminars; would help the teachers to enhance their knowledge; which ultimately lead to developing the more skilled and efficient students.

Job satisfaction affects individual and organizational productivity, absenteeism and turnover.
An organisation's growth and success is largely dependent on the way its employees work. It is required to continuously check on the behaviour employees having towards its work and the way they are performing their duties. Employees' performance reflects the efforts of each employee done towards the accomplishment of goals and objectives of the organisation as well as their own. If the employees are happy at the workplace then it will lead to higher performance which will increase the productivity of the organisation. However it is necessary that organisation avoid any kind of biasness, making them to feel as part of the organisation, taking

necessary feedback about working of the organisation. All these sharpens performance of the employees.

Employee's performance refers to the various activities and efforts made by individuals in an organisation in order to achieve the given task and duties.

According to Campbell," the performance is nothing but it is the behaviour of the employees. The performance is needed to be under the control of an individual. It involves the answers and decisions related to specific goals.

For good performance knowledge, skills and motivation, all these three factors are required. A number of studies indicate that high performance and better outcomes are result of great motivational level.

Organizational factors such as organizational structure, work environment and incentives have major influence on employee's performance. The education system is the place where the skills and knowledge of the students is moulded up and these students are the major part of the future society and communities. The way their behaviour will be developed, it will affect the nation. Therefore it is the duty of all the academic institutions and universities to keep a regular check on whether its employees are happy with its work environment, the pay a and incentives they are getting for their work, and the way they are performing and fulfilling their responsibilities.

Individual factors such as knowledge, skills, attitude and rewards are also responsible for the good performance of the employee. Good knowledge about the work and subjective knowledge enhances the capability of the employee which will effect the productivity and growth in the positive way. The skills such as technical, management, leadership, operational, training and development skills increase the efficient and effective way of working which will add to the growth of the education sector. A good knowledge is required for the quality education. The employees should have the idea about day to day happening especially when it comes to knowledge related to the economy of the country. Employees' performance and sustainability is very much important to maintain and facilitate value –added education system. Academic institutions and universities should make sure that they hire the well educated and well trained employees who have the capability and

knowledge for facing the challenges in current scenario. They should not make any compromise related to the value added education system. Educational qualification of the employees also affects their performances. Now days, a number of institutions are compromising on the qualification of the employees while hiring them. They are hiring the employees who are ready to work at less salary which will finally have the negative impact on the quality of education.

Employee's attitude plays an important role in organisation's growth and productivity. Employees have attitude towards its job, organisation, and way of working. Work related attitude is found to be job satisfaction and organizational commitment which may be positive and negative. The positive attitude motivates the employees to work hard which increase their performance level while the negative attitude leads to poor performance.

Various factors which may affect employee's performance and sustainability are as follow-:

1. Transparent System of Working

It refers to the way of doing the work and performing the activities which are clear at all level and to all the employees. The top management while making any major changes or preparing the guidelines and policies related to the institutions or the employees should allow the participation of the employees and encourage them to give feedback on each concerned area. They should involve the employees in major decision making. It will help in removing the hurdles which comes in the way while implementing the policies or any major decision.

The management should invite the employees to participate in the meeting or they should conduct the meeting department wise or level wise and should listen to all the problems of the employees carefully. In this way, management can keep a check on working of the employees. It will motivate the employees to work with loyalty and put extra efforts. Their work should be regularly checked as to increase the performance level.

The transparent system of working is missing now days almost in all the institutions and universities. There are only few big players who are in a regular contact with the

top management and they are responsible for playing the dirty politics which creates hindrance in the way of other employees. The top management does not show any concern for sharing the activities and future way of working which discourage the employees and affect their performance in a negative way.

2. Interference in the Work Profile by Others

It involves unwanted interruption in the work by seniors, juniors and co-workers. Interference should be avoided at workplace. One should concentrate on his/her way of working and doing the task. It leads to unwanted stress which affects the performance of the employees. The employees should be given privacy so that they can work towards their own development also along with performing the routine duty at the workplace. It will help them to gain knowledge and develop positive attitude towards organisation. It will increase their performance level and add to the value education and sustainability.

Interruptions by juniors, seniors and co-workers lead to wastage of time and resources. This results in the creation of the environment where the employees engage themselves in doing gossiping, sometimes backbiting. They don't realise the cost of the time, they are incurring. It negatively affects the productivity and sustainability. It induces an unhealthy atmosphere at the workplace. It may lead to development of situations of the stress.

3. Missing of Unity of Command

Unity of command refers to one boss and one direction. It is the principle according to which the employees working in the organisation should have one boss who is responsible for giving the direction to carry out the different activities and complete the task. It gives more clear view of the work and removes the conflict among employees. If this principle is followed then it results in good management decisions and better understanding which helps in making good relationship. It motivates the employees and improves their performance as they know about the right person or authority to which they have to report.

Too many bosses or authorities create confusion among employees as they would be getting so many directions, none of those directions would be sufficient enough to target and complete the goal. It affects the efficiency of the employees and hence has negative effect on the performance and sustainability.

Unity of command is found to be missing in the number of institutions and universities. The employees have a number of bosses which varies from department to the management. They are number of people who are involved in giving the directions. The position of the heads also keep changing, sometimes they are involved in taking major decisions and sometimes they are not being informed about the decisions taken about their department by the top management. The final decisions are forced on to them and they are supposed to accept those decisions. It discourages the employees and creates a negative environment.

4. Not Placing Right candidate on Right job

Putting right candidate on the right job is necessary for the growth of individuals as well as for the organisation. It involves placing the right person with the required qualification, good knowledge and efficient skills on the job. It enhances the effective and efficient way of working.

A number of institutions is compromising on the quality over quantity which has negative impact on the sustainability. In number of cases, the employees are hired who do not have qualification according to the set standards. The posts are filled with the employees who do not have sufficient knowledge and experience. The less qualified people are involved in decision making and sometimes are on the posts which they do not deserve. They give advices and direction to the seniors. This is responsible for creating an environment which spoils the relationship and affects the sustainability also. Employees would not be happy working at such place. The feeling of unworthiness will be developed into them. They would not feel as they are the part of the organisation. It will reduce their performance level.

5. Employees' Performance Appraisal System

Performance appraisal system refers to the process of analysing the performance of the employees. It is required for the recognition of efforts put by employees in their work. It is necessary for giving rewards and promotion.

In the academic field, it is required to have self employees' appraisal system. The system of employees' appraisal should be on the basis of number of the research paper published, class performance, feedback, regularity and commitment towards work. All these factor are responsible for the growth of the employees and improves their efficiency, hence increases the performance level. The promotion of the employees should not be based on the seniority rather it should be performance based.

6. Salary of the Employees

Salary is considered as an important part of an individual's work. It is responsible for motivating the employees as it fulfils most of the needs of an individual. It encourages the employees to put more efforts and work hard while performing their duties and fulfilling their responsibilities.

In private institutions, it is been seen that the salaries are given on the basis of bargaining capacity. It is not given on the basis of qualification and work experience. The academicians, who are having good experience in their respective field, are generally found to be less paid.

7. Clean and Clear Work Environment

The work environment is responsible for the negative or positive outcome of the employees. The place where all the facilities related to the work are given is responsible for moulding the positive behaviour of the employees. The lighting, ventilation, the temperature or other facilities such as laptops, projectors, all these are responsible for having an impact on the employees.

Beside these the support from the seniors and colleagues is very must for enhancing the performance of the employees. It will help in developing the stress free environment where all the employees work with each other with full cooperation and mutual understanding. It will help in solving the problems with very ease. Therefore it will add to the growth and productivity of the organisation.

8. Insecurity of Job of Good Performer

Today in the most of the private institutions, the biggest problem which exists is the "Yes Boss" concept. The employees follow their bosses blindly. They are not confident enough to say no to things which they do not want to do and will hesitate in giving their views which is different from the perception and views of their seniors or boss. Even if the employees know that they are giving their hundred percent and are good performer even then they have to follow the yes boss concept to secure their jobs.

9. Absence of Two Way Communication System

The best practice in communication is said to be when it is two way. It is the most effective way of communicating the things. The way the information is sent should be received in same way by the other party. The effective communication is required for developing mutual understanding and making good relationships. When the proper channel of communication is not present in the system then it creates a lot of misunderstanding and is responsible for creating the conflict. It creates an unhealthy environment at the workplace.

It has been found by the study that authorities in the institutions hardly discuss the issues related to the concerned employee directly. They do not feel the need of discussing the problem and find out the solution for it. They themselves take the decision without involving the employees.

Education institutions should constitute a proper academic feternity so that the academicians do not have to run here and there. Sometime the hr employees do not treat them as they should be treated. They should be given respect and attention which they deserve. The education institute should restrict their academicians up to the level of highest authority of academic feternity.

10. Absence of Recognition and Awards

The achievement of the academicians should be recognised, appraised and awarded. The sincere and the good achievers should be appreciated in the way which motivates them to contribute more towards the organisation and the society. They should be awarded on the basis of the result they have produced. If they have published some good research papers in the good journal then these things should be

appreciated and encouraged. The institutions should motivate the employees to be the part of the research projects to enhance their skills. However these things are found to be absent in the number of the institutions which hinder the performance of the employees.

11. Responsibility towards the Society

The responsibility towards the society is the biggest challenge and major issue for all the organisations. It is responsible for the sustainability and growth. The employees who are working in the organisations are also the part of the society. Fulfilling the social responsibility will increase their commitment towards the organisation and increase their performance. It will create a healthy and stress free environment where they would not only feel happy and healthy but also give security for their future generations.

Many educational institutions hardly have any responsibility towards the society as they are basically commercial business houses. They are just involved in cashing in the money without realising the responsibility towards them. The fee structure, the facilities provided are just to attract the students towards the institutions.

1.4 Scope of this Study

This research would help to know that to what extent our educational system has developed and how much our faculties are happy at their workplace. This research would help to predict and analyse whether the job satisfaction has any relation with organizational commitment. In today's scenario, there are various major changes are taking place in every sector. Age, marital status, experience, gender and educational level of the faculty play role in various changes and these have affect on job satisfaction and organizational commitment of the employees. It is important for the employees to take into consideration the commitment shown by the faculties. This study would emphasise on important changes which are required to bring in today's education system and how the employees' commitment can be increased in order to increase the productivity and growth of the organisation.

1.5 Problem Statement

Providing proper education is an essential part of an individual's life. It is required for an individual's growth. Education at every level is important in order to change the thought process of a human being. It is necessary for developing s sense of understanding the things in a different perspective which makes them different from others. Education whether given at school or college level is must for managing the change which is taking place globally. To face the changes whether it is social, economical, technological or political; education at school level is not just sufficient. It has become necessary to give a serious concern to higher educational system in order to develop the more skilled, talented human beings which have greater competencies to face the challenges. Higher education is important to bring the social changes in the country, to change the mindset of the citizens by accessing the large pool of knowledge available in the country or across the border.

The government also understand the need of promoting the higher education in the society. Therefore a large number of private institutions are being opened. It is the teachers of the institutions who are responsible for bringing about the change in the society by contributing their knowledge to the students. They are the important asset of the educational system. If they are happy and committed then only they can develop the positive attitude in the students and bring positive change in the society.

Earlier, research studies have been done related to the job satisfaction and organizational commitment in various other sectors. Job satisfaction and commitment of employees in institutions of higher studies is relatively new concept especially in India. This research study has been done in order to know the relation between both organizational commitments and job satisfaction of teachers of higher educational studies. This study would help to predict the various factors of job satisfaction which can affect the organizational commitment. Some research studies suggest that organizational commitment is not effected by job satisfaction of the employees in other sectors. Therefore a research gap lies between whether there is some relation between organizational commitment and job satisfaction among the faculties of higher studies. Further, this research study has been conducted to find out

whether the demographic variables have any impact on job satisfaction and organizational commitment of the employees.

1.6 Purpose of Research Study

This study's purpose is to determine the impact of faculty member's satisfaction with job dimensions on perceived organizational commitment in higher educational sectors in Gautam Budh Nagar.

1.7 Objectives of Research Study

The objectives of the current research are given as:

1. To study the relationship between job satisfaction and organizational commitment in higher educational institutions in Gautam Budh Nagar.
2. To study the impact of various factors of job satisfaction on organizational commitment.
3. To study the impact of demographic variables on job satisfaction and organizational commitment.

1.8 Research Questions

The answers to following questions need to be found out through this research

1. What is the relation between job satisfaction and organizational commitment?
2. How do the factors of job satisfaction impact the organizational commitment and does the faculties receive satisfaction with the job dimensions?
3. How do the demographic variables effect the job satisfaction and organizational commitment?

1.9 Research Hypotheses

The formulated hypotheses for this study are as follow:

$H1_0$: There is no significant impact of factors of job satisfaction on organizational commitment of the faculty working in higher education.

$H1_1$: Job satisfaction factors have significant impact on organizational commitment of the faculty working in higher education.

$H2_0$: Faculty in higher education does not have higher degree of satisfaction with different job dimensions.

$H2_1$: Faculty in higher education have higher degree of satisfaction with different job dimensions.

$H3_0$: Faculties of higher education do not experience high level of overall job satisfaction and organizational commitment

$H3_1$: Faculties of higher education experience high level of overall job satisfaction and organizational commitment

1.10   Research Study's Significance

This study focuses on the job satisfaction of the employees which will ultimately leads to the employees' satisfaction. This research makes us understand the fact that there is a need of giving respect to the teachers and should understand their problems and recognise their contribution to the society. It would help to bring out the factors which effect the job satisfaction and organizational commitment. By knowing these an important change in the educational system can be bring. The management should give a serious concern to the factors which will make the employees more satisfied and committed because it will reduce the cost of the organisation and reduce the employee turnover. This study would help to know and understand the factors which will increase the growth and productivity of the organisation.

There are number of studies which have been conducted to know the job satisfaction of the employees in different sectors. But a very few study has been conducted to know the satisfaction level of the faculties. Studies related to organizational commitment and job satisfaction are very rare in educational area. Therefore it would help the management to understand the problem of the faculties and solve those problems. It would give a new perspective to the educational system.

1.11 Limitations of this Study

There are some limitations to the study which are as follows:

1. There are a large number of private universities and institutions in Gautam Budh Nagar. It was not possible to cover all the institutions and universities therefore top colleges and universities in engineering and management field were considered for the study.

2. All the respondents were not willing to give response to the survey.