



MENTOR | The Journal of Business Studies

JBS

Faculty of Commerce and Management, Eastern University, Sri Lanka

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: A STUDY AMONG THE ACADEMIC STAFF OF SOUTH EASTERN UNIVERSITY OF SRI LANKA

M. A. G. Sareena Umma ^{*a} and R. F. Rajee ^b

^{a,b} Department of Management, Faculty of Management and Commerce, South Eastern University of Sri Lanka.

ABSTRACT

The concept of job satisfaction and organizational commitment are two of the very obvious and popular work standpoints studied in the job and managerial setting. The main study objective attempts to analyze the impact of job satisfaction (JS) on organizational commitment (OC). In order to attain this, population of the study contains of academic staff employed in South Eastern University of Sri Lanka. Meanwhile the population scope is reasonably little the population sampling procedure was applied. Online review was led by utilizing self-rating questionnaire. Out of complete population (N=210), 171 questionnaires were perceived that confirmed almost 82% rate of reaction. Information was analyzed utilizing SPSS version 20.0. Validity and reliability of the questionnaire was adequate. Examination outcomes exposed that there is a solid positive relationship ($r= 0.729$, $P=0.000$) among JS and OC which was significant at 0.01 level. Forthcoming specialists can imitate this investigation with the example of enormous size by covering a large number of public and private universities in Sri Lanka. And multi rater estimation rule can be utilized to get more advantageous discoveries. Further this study implies that The University also want to consider the growth and coherent execution of fair functional policies and regulations as a rate to enrich job satisfaction that will lead the organizational commitment.

Keywords: Job satisfaction, Organizational commitment & Academic staff.

**Corresponding agsareen@seu.ac.lk*

© Faculty of Commerce and Management, Eastern University Sri Lanka. All rights reserved.

1. Introduction

Organizations face concrete straining to deliver esteem added yields and to acquire upper hands. Frameworks and cycles should be standardized to deliver the attractive yield in any association. Service organizations ought to consider more on this instead of manufacturing organizations. Educational organizations are quite possibly the main social establishments in a general public. The adequacy of these organizations relies upon the certified representatives with solid working conditions. Universities are major educational organizations in Sri Lanka. University representatives are the main gathering of taskforces for

our country's future. Educating and non-training staff are the two significant classes of workers of colleges. These two gatherings of representatives should cooperate and contribute the smooth activity of the colleges and to deliver quality graduates. In any association, mentalities are significant in light of the fact that it influences job conduct. An individual can have thousands of perspectives, however organizational conduct concentrates exceptionally predetermined number of job-related mentalities, these three job related perspectives are: job satisfaction, job involvement and organizational commitment (Robbins, 1998). Job satisfaction and organizational commitment are the greatest noticeable job perspectives analyzed in the job and managerial writing (Williams, 2004).

JS and OC are considered as the greatest significant job-connected approaches. Job satisfaction reflects how individuals understand about their careers. OC is the solid distinguishing proof beside and contribution in the association. Organizational commitment has been a significant concern in the management writing (Williams, 2004), for quite a few years on the grounds that submitted individuals are seen as steady, profitable, and bound to achieve organizational goals than their less dedicated associates. Organizational commitment is "an emotional state that portrays the worker's associations with the association and has suggestions for the choice to continue enrollment in the organizations" (Meyer and Allen, 1997). Consequently, this examination is to look at job satisfaction and organizational commitment levels of teaching staff and non-teaching staff utilized recently settled universities in Sri Lanka.

JS is described as "the extent to which individuals alike (satisfaction) or hate (dissatisfaction) their jobs" (Spector, 1997). JS is a mentality that people keep up about their careers. This mentality is created from their view of their jobs. A significant objective of examining JS is to realize the difficulties of these factors and their effect more readily on JS. Such an examination may empower supervisors to see what workers structure the mentalities that mean for their job satisfaction. There is an idea that five fundamental measurements help to assess JS: the actual job, pay, advancement openings, oversight, and associates (Dionne, 2000). Assessment of these aspect situations is regularly helpful for an extra cautious assessment of worker satisfaction with basic job features. Conventional JS aspects incorporate; colleagues pay, job conditions, nature of the work and advantages (Williams, 2004).

OC is essential because high degree of obligation prime to numerous positive organizational consequences (Chughtai and Zafer, 2006). OC was well-defined as the comparative power of a person's empathy with, and contribution in, a specific organization, and state three features of organizational commitment: 1) a sturdy confidence in, and receiving of, the organization's objectives and morals, 2) a readiness to apply a substantial energy on behalf of the organization, and 3) a sturdy determined or wish to persist with the organization (Mowday et al, 1982).

Satisfaction with the job as an important sponsor to the OC (Testa, 2001), because the staff who are content with their occupations are more likely to be dedicated to the engaging organization, these workforces, are more likely to apply additional effort and make positive contributions to the organization, all of which assists to improve effectiveness and achievement (Nasurdin et al., 2002).

Advanced education institutes deeply consider about excellence of the grade agendas of them. Better superiority of teaching can be attained by just getting an academic staff who are encouraged, dedicated, and gratified to their performance. It is the normal opinion that when the staff is devoted to what they perform, it will positively effect on their work performance, service excellence and the achievement of the organization. Hence, it is crucial to recognize the significance of workers' OC attained due to JS in advanced teaching segment in Sri Lanka (Dissanayake et al., 2016).

In South Eastern University of Sri Lanka most of the academic staff have sufficient level of JS and OC. However, some staff are suffering with minimal amount JS because of the lack of career developments and

poor working environment. If the staff have dissatisfaction in their jobs it will lead to minimal amount of dedication to the firm. Consequently, the main objective of this survey is to review the link between the JS and OC of academic staff in South Eastern University of Sri Lanka.

Research Problem

Organizational commitment is an identity with and interest in the general adequacy and achievement of the organization. In the course of recent many years, organizational commitment has become an inexorably well-known exploration subject. The new interest in the idea is likely an aftereffect of its relationship with other significant worker practices (Young et al., 1998). OC is imperative to specialists and associations due to the craving to hold a solid labor force. Scholars and professionals are acutely excited about understanding the factors that sway an individual's decision to remain or leave a firm (Williams, 2004).

Explicit employee attitudes identifying with JS and OC are of significant concern to the area of organizational conduct and the act of human resources management. Attitude straightforwardly affects JS. OC then again, centers around their perspectives towards the entirety organization. Even though a solid connection among satisfaction and commitment has been discovered, later examination gives more help to the possibility that commitment causes satisfaction (Tella et al., 2007).

Job satisfaction as a significant determining factor of organizational commitment has been well recorded in various studies (Porter et al., 1974; Mottaz, 1987; Williams and Anderson, 1991; Vanderberg and Lance, 1992; Knoop, 1995; Young, Worchel and Woehr, 1998; Testa, 2001).

There are fifteen universities in Sri Lanka, out of this fifteen some of are developed university they surpass many achievements and milestones. In case of developing universities they face lot of problems such as lack of infrastructure facility, attitudes development and financial crisis etc., it can detect about features that donate concerning the letdown the performance of Sri Lankan universities, for example, fewer understanding youthful scholastics, starting smallest services in the university, absence of rivalry between the divisions and the universities, inadequate study contributions, deficiency of self-control and the struggles among the faculties, management and pupils. Consequently, academic staff in the dominion of greater teaching must prove elevated degree of execution in order to conquer such questions (Morrill, 2007). There have been numerous research in the foreign context but very limited researches in Sri Lanka specifically on the university settings, for these reason the evaluation of employee satisfaction and commitment is an important phenomenon in Sri Lanka. Thus, the university administrators extremely interested to know, the university employees' job satisfaction and their level of organizational commitment to achieve their objective, therefore the research problem focused on this study is:

“Whether the job satisfaction impact on organizational commitment among the academic staff in SEUSL or not”?

Research Questions

The accompanying inquiries are outlined based on the research problem.

1. What is the level of job satisfaction of academic staff in South Eastern University of Sri Lanka?
2. What is the level of organizational commitment of academic staff in South Eastern University of Sri Lanka?
3. Is there any relationship between job satisfaction and organizational commitment of academic staff in South Eastern University of Sri Lanka?

4. Does job satisfaction impact on organizational commitment of academic staff in South Eastern University of Sri Lanka?

Objectives of the Study

Specially, this research is intended to attain the subsequent objectives:

1. To determine the academic staff's job satisfaction degree in South Eastern University of Sri Lanka.
2. To determine the level of organizational commitment of academic staff in South Eastern University of Sri Lanka.
3. To examine the relationship between job satisfaction and organizational commitment of academic staff in South Eastern University of Sri Lanka.
4. To examine whether the job satisfaction influence on organizational commitment of academic staff in South Eastern University of Sri Lanka

2. Literature Review

2.1 Definition of Job Satisfaction

Robbins (2006) specified that JS is an emblematic action to performance whereas there are contributions and events suitably. Hypothetically, JS has a connection with work performance. When a firm has more fulfilled workers will in general be more viable and profitable. Also, representatives with undeniable degree of fulfilment will lead to less amount of turnovers. JS is branded as "the pleasurable enthusiastic statement coming about due to the examination of one's job as achieving or working with the achievement of one's job honors" (Locke, 1969). JS comes from representatives' impression of specific parts of the work with connection among the assumptions otherwise requirements and the judgements they possess when doing their work. Various behaviors have been utilized to gauge workers' JS in the writing. Estimating generally speaking job satisfaction or surveying every component of JS, like compensation and management, have been broadly examined in past examinations. In any case, since jobs cannot be seen or assessed from a solitary unit, estimating by and large fulfilment is considered as the amount of the work assessments components (Locke, 1969).

2.1.1 Importance of Job Satisfaction

The implication of JS uncommonly arises to exterior whenever had at the highest of the precedence slope the many adverse results of job dissatisfaction is considered as a lack of perfection, prolonged nonattendance, increment number of misfortunes and so forth Spector (1997) records three significant highlights of JS. To start with, relations ought to be directed by social potentials. Such relations can be decided concerning impending specialists decently and with deference.

JS can be measured as one kind of the main mechanisms with respects to efficiency and capability of commercial associations. Certainly, the innovative managerial worldview which stresses that representatives ought to be apportioned with and reflected mainly as persons that have their individual requirements, wants, individual passions are overwhelming. Job satisfaction is an expert's pride and achievement at their work. It is for the greatest part seen to be frankly linked to success just as to individual success. JS concludes doing a job one rises, doing it well and being remunerated for one's activities. JS additionally proposes interest and ecstasy with an individual's task. JS is the crucial fixative that stimulating acknowledgment, wage, improvement, and the attainment of different objects that prime to a sensation of gratification (Kaliski, 2007)

2.1.2 Dimensions of Job Satisfaction

According to the model used in Dalkrani and Dimitriadis (2018) job characteristics, rewards, promotion, working environment and social aspects are used to evaluate the job satisfaction.

1.Job characteristics: Past investigations have abstracted it is an amount of assortment, independence, task identity, task significance, and input that representatives see into the jobs of them in the association (Brief, Sell and Aldag, 1978)

2.Rewards: Rewards undertake a fundamental part in defining the serious performance in occupation and it is forcefully related with the sequence of stimulus. Lawler (2003) resisted that there are two mechanisms which agree how much a prize is tempting, first is the degree of payment which is allowable and the another is the weightage an individual offer for a precise award (Danish and Usman, 2010).

3.Promotion: Promotions set out the freedom for self-awareness, prolonged degrees of responsibility and a raise in friendly upright. This is indeed a degree that a firm gives to its workers to organizational development and JS. It is a piece of performance assessment measure where a worker is given a chance to development and advancement as per their capacities, abilities, and work (Danish and Usman, 2010).

4.Working environment: When the coworkers and supervisors are well attached with the employees in their work environment they will have satisfaction their job (Danish and Usman, 2010).

5.Social Aspects: Responsibility towards the society, responsibility towards the environment and future growth prospects are used to evaluate the social aspects (Dalkrani and Dimitriadis, 2018)

2.2 Definition of Organizational Commitment

Robbins (2006) branded OC is a phase in which the workers observe an exact assembly having objects and needs to keep up the rank as the meeting part. Besides, Luthans (2002) describe as: 1. Solid enthusiasm in order to continue as a congregation part; 2. Readiness to difficult work as the organizational desire; 3. A exact ability to admit the potentials and purposes of the firm. At the conclusion of the day, these are working that reflect representatives' sureness to the organization and the subsequent phase where the organizational persons reveal attentions to the firm, achievement, and the further turn of events. OC has solid and positive relationship to work performance. OC can be characterized as "mental express that ties the person to the organization" (Allen and Meyer, 1990). From this writing, two methodologies were utilized to characterize involvement, zeroing in on applies and viewpoints (Mowday et al., 1979). Attitudinal OC is separated into three theoretical segments that have been generally acknowledged in the writing; affective, continuance, and normative commitment (Allen and Meyer, 1990).

2.2.1 Importance of Organizational Commitment

The commitment of representatives to organizations is generally perceived by researchers and experts. As recommended by various examinations, organizational commitment is related with an assortment of great results. From an expansive point of view, organizational commitment benefits society due to the diminishing in job development and the increment in public profitability and additionally work quality. From a smaller viewpoint, organizational commitment benefits organizations because of its effect on representatives' job performance, worker turnover, and acknowledgment of organizational change by workers. Also, higher organizational commitment has been found to relate with factors, for example, lower turnover and truancy,

better caliber and efficiency, expanded flexibility despite and expanded organizational citizenship and fulfillment. Low commitment has been connected with low degrees of assurance and diminished proportions of unselfishness and consistence. Non submitted representatives may unnerve outcasts by portraying the association in adverse terms, accordingly, repressing the capacity of the association to enlist top notch workers (Chughtai and Zafar, 2006).

2.2.2 Dimensions of Organizational Commitment

Based on some writers OC can be distinguished into three mechanisms; including 'Affective Commitment', 'Continuance Commitment' and 'Normative Commitment'.

1.Affective commitment describes to workers' experiences of their emotive accessory to their firms and its objectives. It has been found that workers with great level affective accessory to association have great enthusiasm to donate to the organizational objectives the reason is they understand them as theirs. Kate and Masako (2002) have documented that personal and organization wise influences can impact the degree of 'Affective Commitment'.

2.Continuance Commitment describes the cognitive attachment among workers and their firms due to the expenses related with exiting the firm (Meyer et al., 2002; Kate and Masako, 2002). It accepts that people do not leave an association in the event that they would lose their advantages, for example, accept a decrease in salary and cause quest for new employment costs and risk of being unemployed (Murray et al., 1991).

3.Normative Commitment is according to a philosophy or a feeling of responsibility; worker thinks grateful to remain with the organization as it is the ethical and proper idea to do. The dynamics can impact the degree of 'Normative Commitment' are teaching, oldness, and associated aspects. According to Kate and Masako (2002), 'Normative Commitment' will be centered based on organizational asset in a worker who then considers a 'ethic' responsibility to continue with the workplace, too centered on worker's public or social customs and thinks that one must be faithful to one's organization.

2.3 Relationship between Job Satisfaction and Organizational Commitment

A study investigation inspected the connections between work values, job satisfaction, and organizational commitment of white-collar workers who are utilized by unfamiliar put organizations in China. Consequences of primary condition displaying show that different features of job satisfaction intervened the connections between work values and organizational commitment. Workers' independence and their readiness to face challenges were identified with different features of job satisfaction. Thusly, job satisfaction impacted their organizational commitment (Froese and Xiao, 2012)

According to Ozturk et al. (2014) their research concentrated mainly on the impact of job features on JS and OC in the hotel industry. In addition to that, a simple regression assessment was used to pinpoint the connection between overall job satisfaction and affective commitment. The findings suggested that the job characteristics, collaboration, response, and independence had significant impacts on both JS and affective commitment. The results further than suggested that a significant link happens between JS and affective commitment (Ozturk and Abakay, 2014)

While another investigation of Turkish academic individuals utilized at non-governmental universities was dissect the satisfaction level and the organizational commitment level of the academic individuals by utilizing online self-report overview technique. 244 academic staff took part around there. The results of the investigation showed that, along with the demographics, affective commitment and normative commitment of the academicians had a beneficial outcome hands on satisfaction, while continuation commitment adversely

affected the job satisfaction level of academic staff utilized at Turkish non-governmental universities (Inanca and Ozdilek, 2015).

Further a study examines the connection between workers' JS (as assessed by Minnesota Satisfaction Questionnaire) and OC (as assessed by Organizational Commitment Scale) among higher education academic staff participants in organization, South Africa. Findings demonstrated a significant positive connection among JS and affective commitment as well as continuance commitment, but no significant connection between JS and normative commitment was discovered. The findings also indicate that there is a significant variation in job satisfaction between male and female academic staff participants. The outcomes indicate that there is no significant mean difference between employee JS as well as employee OC in terms of age (Donald et al., 2016).

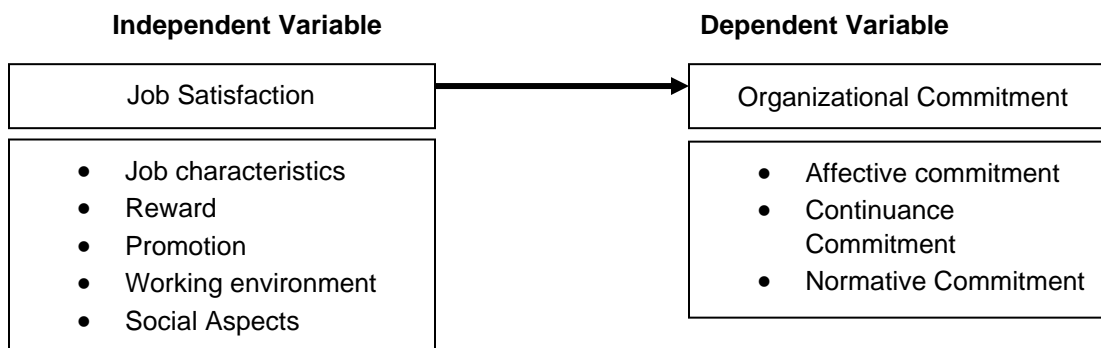
The point of this study was to explore the connection among JS and OC of representatives employed in broad daylight commencing in India. The study zeroed in on surveying the idea of association of the two variables. The study tracked down a solid positive (+0.01) connection between JS and OC. The study likewise tracked down that male representatives have more elevated levels of JS and OC when contrasted with female workers for a similar assignment and under a similar association. The study could not track down a complete reason behind this, as the reason impact was out of interest of this examination (Kuchimanchi and Saini, 2019).

A study in India analyzed the effect of JS on OC of university educators in India. The outcomes affirmed a huge effect of JS on OC of Indian university educators. With 1% increment in appraisals of wage and job safety, administrative sustenance and job challenge, there could be 21, 36 and 49 rate increment, individually, in OC of university educators. Of the multitude of variables of JS, JC is the main contributive element, trailed by OC and PJS that help in spurring and holding the educators in advanced education foundations in India (Bashir and Gani, 2020).

3. Methodology

3.1 Conceptual framework

Figure 1: Conceptual framework of the study



(Source: Established for this study)

Developed from : Dalkrani and Dimitriadis (2018) & Alan and Meyer (1990)

3.2 Hypotheses

Based on the research framework developed, the study proposes the following hypotheses.

- 1) H1 There is a significant relationship between job satisfaction and organizational commitment of academic staff in South Eastern University of Sri Lanka.

2) H2 There is a significant impact of job satisfaction on the organizational commitment of academic staff in South Eastern University of Sri Lanka.

3.3 Operationalization

Table 1 illustrates the operationalization; it precisely reveals that exactly how the ideas involved in this study are evaluated. Regarding job satisfaction, scholars utilized the JS structure of Dalkrani and Dimitriadis (2018) by using five dimensions and 18 indicators. To measure the indicators of JS, 17 questions were taken and modified from the same reference based on the nature and qualities of the work of respondents (Academic staff of the university in Sri Lanka).

These Days, the most recognized instrument to evaluate OC is that of Alan and Meyer (1990). This questionnaire is comprised, in its complete extent, of 24 items, 8 elements in all of the subsequent demanded measurement: affective commitment scale (ACS), continuance commitment scale (CCS) and normative commitment scale (NCS). It likewise has a summarized form with six things per dimension:

Table 1: operationalization of variables

Variables		Dimensions	Measurements
Independent variable	Job Satisfaction	Job Characteristics	Q1 - Q4
		Rewards	Q5 - Q7
		Promotion	Q8 - Q10
		Working Environment	Q11 - Q14
		Social aspects	Q15 - Q17

Variables		Dimensions	Measurements
Dependent variable	Organizational Commitment	Affective Commitment	Q18 - Q23
		Continuance Commitment	Q24 - Q29
		Normative Commitment	Q30 - Q35

(Source: Established for this study)

3.4 Population and Sampling

The investigation focuses on every academic staff working in the South Eastern University of Sri Lanka. Deans of the faculties, departments’ heads, professors, senior lecturers, lecturers, lecturer probationary and librarians are judged as the academic staff in this investigation. There are six faculties in South Eastern University of Sri Lanka. Population comprises 210 academic staff. The population is moderately little, so scientist utilized the total population sampling strategy where whole population is considered as tests to inspect. Henceforth, the population size is equivalent to the example size.

3.5 Method of Data Collection and Data Analysis

Instrument of the study was self-directed (primary data collection) questionnaire that was set up by analyst dependent on writing audit (Adopted questionnaire). Through the field study the data gathering was done. Also, because of a few unfavorable circumstances, questionnaire was sent and gathered from the respondents via email.

The review of main data was processed by applying Statistical Package for the Social Science (SPSS) 20.0. To check the excellence of the instrument the reliability and validity analysis were performed. The decision attributes developed by George and Mallery (2003) is used for reliability analysis of the study. Factor analysis is completed make use of primary elements evaluation with Varimax rotation technique in order to standardize structure the validity of the measure. Kaiser Meyer Olkin (KMO) test and Bartlett's analysis of sphericity is applied to verify the sample appropriateness of working factor assessment.

Pearson correlation is used to calculate the linear link among JS on OC. Table 3 indicates the correlation study value created by the scholars for this research. Simple regression analysis was used to pinpoint the effect of JS on OC. Decision attribute for hypothesis test is to agree to H1 if the p value is smaller than 0.05 ($p < 0.05$).

Pearson correlation is applied to evaluate the linear link among JS on OC and the strength of the relationship. Simple regression analysis was utilized to detect the effect of JS on OC. Hypothesis test decision attribute is to accept H1 if the p value is less than 0.05 ($p < 0.05$).

4. Data Presentation and Analysis

4.1 Response Rate

The research focused on a sample size (population) of 210 respondents who were required to partake in this research, from those 173 respondents reacted to the surveys. It gives a reaction pace of 82.3%. As per Mugenda and Mugenda (2003), a reaction pace of 70% and over is amazing for examination and detailing. Consequently, the investigation enrolled a brilliant reaction rate, and this reaction rate was palatable to make the finishes.

4.2 Reliability of the Instrument

Based on the model by George and Mallery (2003) Reliability measurements are arranged, alpha estimations of factors linked with this investigation are extremely high-level. Hence this instrument appears, by all accounts, to be a genuinely dependable amount of assessing the effect of JS and OC.

Table 2 : Reliability Analysis

Variables	No. of scale items	Cronbach's Alpha value
Job satisfaction	17	0.770
Organizational Commitment	18	0.768

(Source: Survey data)

4.3 Factor Analysis

To learn whether every one of the scales utilized in this examination have built legitimacy, factor analysis was acted in this examination. It is completed in order to guarantee that the information is reasonable for factor examination: the KMO and the Bartlett's trial of sphericity (Pallant, 2007). Least estimation of 0.5 level of KMO is adequate for running factor analysis. KMO is smaller than 0.5 isn't appropriate, and factor investigation ought not be done (Pallant, 2007). Consequently, the Bartlett's Test of Sphericity (Bartlett's Test) is

significant at $p < 0.05$ for the factor analysis to be reflected as fitting. As per the discoveries displayed in Table 3, KMO estimations of JS and OC are 0.788 and 0.730 separately which are over the standard of 0.5 and the documented chi square amounts coming about because of the utilization of Bartlett's trial of sphericity of JS and OC are 422.559 (df = 136) and 519.613 (df = 153) individually at the significance level of $p = 0.000$ guaranteed the reasonableness of the of factor examination for the informational collection in this survey.

Table 3 : KMO and Bartlett's Test

Variables	KMO	Bartlett's Test of Sphericity		
		Approx. Chi Square	df	Sig.
Job satisfaction	0.788	422.559	136	0.000
Organizational Commitment	0.730	519.613	153	0.000

(Source: Survey data)

4.4 Descriptive Statistics

4.4.1 Descriptive statistics of Job Satisfaction:

The overall mean value of JS is 4.3764, this infers high degree of job satisfaction between respondents. The standard deviation for JS is 0.28436, revealed that there was a lower variety in the degrees of JS among the respondents. In spite of the fact that there is certainly not a major distinction between the mean values of components of JS, job characteristics and reward were high among the respondents as these dimensions generated a mean value of 4.3738, 4.3208 and 4.3796 separately. Contrasted with these two dimensions, promotion, working environment and societal aspects were marginally less, generated a mean value of 4.1348 and 4.1640 individually.

4.4.2 Descriptive statistics of Organizational Commitment:

The overall mean value of OC is 4.3934: this infers high degree of organizational commitment among respondents. The standard deviation is 0.27318, revealed that there was a low point variety in the degrees of OC among the respondents. In spite of the fact that there is certainly not a major distinction between the mean values of dimensions of OC, affective commitment, and continuance commitment were high among the respondents as these dimensions caused a mean value of 4.4241 and 4.3834 separately. Contrasted with these two dimensions, normative commitment was marginally less, generated a mean value of 4.3728.

Table 4: Descriptive statistics of Job Satisfaction:

	N	Minimum	Maximum	Mean	Std. Deviation
Job characteristics	173	3.25	5.00	4.4133	.37120
Reward	173	3.33	5.00	4.4008	.40180
Promotion	173	3.33	5.00	4.3738	.44056
Working environment	173	3.25	5.00	4.3208	.34477
Social Aspects	173	2.67	5.00	4.3796	.43778
Overall Job Satisfaction	173	3.59	5.00	4.3764	.28436

(Source: Survey data)

Table 5: Descriptive statistics of Organizational Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	173	3.67	5.00	4.4241	0.31695
Continuance Commitment	173	3.33	5.00	4.3834	0.37963
Normative Commitment	173	3.50	5.00	4.3728	0.37078
Overall Organizational Commitment	173	3.67	5.00	4.3934	0.27318

(Source: Survey data)

4.5 Correlations Analysis

To decide the connection among JS and OC, correlation investigation was finished; the table 6 displays the outcome. Correlation coefficient between the two factors is 0.729 which indicates that there is a strong positive connection among JS and OC, trailed by the significance level 0.000. It shows a little worth more modest than 0.01, and well beneath the 0.05 cut – off esteem. It demonstrates that the discovered association is genuinely exceptionally huge as $p \text{ value} = 0.000 < 0.05$. Subsequently, it tends to be measurably asserted that there is a huge strong positive connection among JS and OC.

Table 6 : Correlation among Job Satisfaction and Organizational Commitment

Variables		
JS and OC	Pearson Correlation	0.729**
	Sig. (2 tailed)	.000
	N	173

** . Correlation is significant at the 0.01 level (2 tailed)
(Source: Survey data)

4.6 Simple Regression Analysis

Based on the model summary classified in Table 7, R square and adjusted R square exposed the qualities as 0.531 and 0.529, separately. The vital data from the table below is the adjusted R² estimation of 0.529 shows that nearly 53% of the variation in organizational commitment can be clarified by the model containing job satisfaction. This is extremely high, so forecasts from the regression equation are relatively dependable. It additionally implies that 47 % of the variation is as yet unsolved so increasing other independent variables could improve the appropriate of the model.

Table 7: Model Summary of Simple Linear Regression

Model	R	R ²	Adjusted R ²	Std. error of the estimate
1	.729a	.531	.529	.18755

A. Predictors: (Constant), Job Satisfaction

(Source: Survey data)

Table 8: ANOVA

Model		Sum of squares	df	Mean square	f	sig.
1	Regression	6.821	1	6.821	193.918	.000b
	Residual	6.015	171	.035		
	Total	12.836	172			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Job satisfaction

(Source: Survey data)

In terms of the data of ANOVA arranged in Table 8, SS regression value is 6.821 that mentions to sum of squares explicated by the regression equation, shadowed by SS residual is 6.015 that denotes to the variability in dependent variable (JP) which is left unsolved by the regression equation of the study and SS total is 12.836 separately with 1, 171 and 172 degrees of freedom. Values of MS regression and MS residual are 6.821 and .035 correspondingly. The F value is achieved by dividing the MS regression by the MS residual. The F data is 193.918 which is also significant at p value = 0.000 < 0.05. Thus it can be assumed that there is a direct correlation between the JS and the OC, and that the regression equation allocates to predict the OC (dependent variable) at great level.

The Coefficients table 9 covers the coefficients for the regression equation and exams of significance. In other words, 'B' column in this table, provides the values of the rise and interrupt terms for the regression line.

Table 9 : Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig.
		B	Std. Error	Beta		
1	(Constant)	1.329	.221		6.024	.000
	JS	.700	.050	.729	13.925	.000

a. Dependent Variable: Organizational Commitment

(Source: Survey data)

4.7 Hypothesis Testing

Hypothesis	R Value	P Value	Decisions
H0: There is no significant relationship between job satisfaction and organizational commitment	0.729	0.000	Not supported
H1: There is a significant relationship between job satisfaction and organizational commitment	0.729	0.000	Supported

5. Findings and Discussion

This survey grades determine that mean value for overall job satisfaction is 4.3764 with the standard deviation of 0.28436. It describes as academic staff have elevated level of job satisfaction meanwhile low point of difference between them regarding the JS. Likewise, Correlation coefficient among JS and OC is 0.729. The

conclusion clearly conveys that there is a positive strong positive relationship among JS and OC of academic staff of SEUSL, this finding is in line with the earlier findings of (Donald et al., 2016; Froese and Xiao, 2012; Kuchimanchi and Saini, 2019; Ozturk and Abakay, 2014). This outcome confirms a considerable constructive impact of job satisfaction on organizational commitment of academic staff in SEUSL. Further, Job Characteristics, Rewards, Working Environment and Social aspects are significantly positively correlated with OC of academic staff.

6. Conclusion

Academic staff show the advanced education under studies and screen their students' advances, preparing them if necessary. In advanced education setting, their part is extremely muddled than different professions. They are individuals who have the duty to supply awesome people to the expert world with legitimate information abilities and perspectives. Their part isn't just halted inside this region yet in addition the genuine achievement of the association likewise exceptionally relies upon them. Job of academic staff of high education join crafted by both instructing and administrating as they include addressing and initiative of their specific workforce or office. Consequently, their job satisfaction is considered as a significant. However, there is less investigation that focused at inspecting the JS of academic staff in cutting edge showing establishments, especially in Sri Lanka system. The finishes of the examination established that there is a significant and strong positive relationship ($r = 0.729$) among JS and OC of academic staff in South Eastern University of Sri Lanka. It exposed the results as about 53% of change in organizational commitment is depicted by job satisfaction (changed R Square = 0.529). And their job satisfaction has significant and straight effect ($b = 0.700$) on their organizational commitment that implies more elevated level of JS of academic staff integral to more elevated level of OC. The outcomes show that academic staff with cutting edge level of JS are addressing more elevated level of OC.

7. Limitations and Suggestions for Future Research

This analysis is theme to the following limitations that in turn offer certain ideas that ought to be delivered in upcoming research:

- In this study the researcher included the academic staff as the population where the population did exclude other administrative level representatives, for example, authoritative workers and non-administrative level workers like academic and nonacademic staff. For that, upcoming examinations that attention on representatives at numerous amounts will create extra advantageous commitment.
- Another significant restriction is that equally JS and OC were estimated with utilization of self-assessment scale. Albeit the respondents were mentioned to give veritable reactions in all honesty, there is great opportunities for possible predisposition, where they understand and amount themselves in an improved manner. Since, the aftereffect of the investigation relied upon the reactions given in oneself detailed survey, it turned into a constraint in this examination. In this manner, future examinations can utilize diverse raters or 360-degree evaluation ruler to acquire exact and exact discoveries. Also, information assortment of this investigation just dependent on the survey, any examination includes different kinds of information assortment, for example, meeting and perception may give distinctive outcome.

8. Recommendations

According to the research outcomes, commendations can be yielded to the particular universities and involved sides as follows:

- Future research should utilize a higher sample size that can be summed up for academic staff in one topographical zone. Recognizing a bigger sample size will give a satisfactory investigation a bigger population. Moreover, analyzing subscales identified with JS and OC may be significant.
- JS could likewise be improved through the arrangement of chances for professional success and advancement openings. The university ought to put resources into continuous professional success activities like classes, workshops, short courses, training, and coaching programs, pointed toward improving the abilities and skills of academic staff individuals.
- The university should also believe the development and reliable completion of fair institutional rules and regulations as a measure to ameliorate JS and OC. This could be accomplished by letting contribution of academic staff in the improvement of policies in areas that affect their work life

References

- Allen, N.J., and Meyer, J.P. (1990), "The measurement and antecedents of affective, continuance and normative commitment". *Journal of Occupational Psychology*, vol.63 (No.1) ,pp.18
- Bashir, B., and Gani, A. (2020), "Testing the effects of job satisfaction on organizational commitment", *Journal of Management Development*, Vol. 39(No. 4), pp. 525-542.
- Bhuiyan, S.N., Muhmin, A., and Alhassan G. (1997), "Job Satisfaction and Organizational Commitment Among 'Guest Worker' Salesforces". *Journal of Global Marketing*, Vol. 10(No.03), pp.27–44. [Online] Available at: doi:10.1300 J042v10n03_03
- Brief, A. P., Van Sell, M., and Aldag, R. J. (1978), "Job scope employee reaction relationships: Methodological considerations". *Journal of Management*, Vol.4 (No.2), pp.27-32
- Chughtai A. A., and Zafer S. (2006), "Antecedents and consequences of organizational commitment among Pakistani University teachers". *Applied H.R.M. Research*, Vol. 11(No. 1), pp 39 - 64.
- Danish, R. Q., and Usman, A., (2010), "Impact of Reward and Recognition on job Satisfaction and Motivation: An Empirical Study from Pakistan". *International Journal of Business and Management*, Vol.5(No.02), pp159-167.
- Dalkrani, E., and Dimitriadis, E. (2018), "The Effect of Job Satisfaction on Employee Commitment". *International Journal of Business and Economic Sciences Applied Research*, Vol.11(No.03), pp.16-23.
- Dionne, L. (2000), *Leader Member Exchange (LMX): Level of Negotiating Latitude and Job Satisfaction*. University De Moncton, Shippagan.
- Dissanayake, L. D., Kuruppu, C. L., Weerathna, R. S., and De Silva, N. (2016), "A study of the relationship between the job satisfaction and organizational commitment of academic staff in private higher education institutes in Sri Lanka". *International Journal of Science and Research*, Vol.5(No.02), pp.1641–1647
- Donald, J. N., Atkins, P. W. B., Parker, P. D., Christie, A. M., and Ryan, R. M. (2016), "Daily stress and the benefits of mindfulness: Examining the daily and longitudinal relations between presentmoment awareness and stress responses". *Journal of Research in Personality*, Vol.65, pp.30–37. [Online] Available at: <https://doi.org/10.1016/j.jrp.2016.09.002>
- Froese, F.J., and Xiao, S. (2012), "Work values, job satisfaction and organizational commitment in China". *The International Journal of Human Resource Management*, Vol. 23(No.10), pp.2144–2162. [Online] Available at: doi:10.1080 09585192.2011.610342
- George, D., and Mallery, P. (2003), "Reliability analysis. SPSS for Windows, step by step: a simple guide and reference". Vol.14, pp.222-232.
- Hersey, P., and Blanchard, K. (1988), *Management of Organizational Behavior, Utilizing Human Resource* 5th Ed. Prentice Hall Publication.
- Inanca, E.E., and Ozdilek.E. (2015), Relationship between the organizational commitment and job satisfaction of academic staff in Turkey. *International Organization for Research and Development* , 12

- Josias, B.A (2005), The relationship between job satisfaction and absenteeism in a selected services section within an electricity utility in the western cape. Faculty of Economic and Management Sciences, Department of Industrial psychology of the University of the Western Cape
- Kaliski, B.S. (2007), Encyclopedia of Business and Finance, Second edition, Thompson Gale, Detroit, p. 446
- Kate, W., and Masako, T. (2002), Reframing Organizational Commitment within a Contemporary Careers Framework. Ithaca
- Knights J. A., and Kennedy B. J. (2005), "Psychological Contract Violation: Impacts on Job Satisfaction and Organizational Commitment among Australian Senior Public Servants". Applied H.R.M. Research, 2005, Vol.10(No.2), pp.57-72.
- Knoop, R. (1995), "Relationships between Job Involvement, Job Satisfaction and Organizational Commitment for Nurses". Journal of Psychology Interdisciplinary and Applied Psychology, Vol.129 (No.6), pp.643-649.
- Kuchimanchi, S.P., and Saini, D. (2019), "Relationship between job satisfaction and organizational commitment of employees working in a public undertaking: a pilot study". The International Journal of Indian Psychology, Vol.7(No.4), pp.214-226
- Lawler, E.E., III (2003), "Reward practices and performance management system effectiveness", Organizational Dynamics, Vol.32, pp. 396–404
- Locke, E. A. (1969). "What is job satisfaction? Organizational Behavior and Human Performance", Vol.4(No.4), pp.309–336. [Online] Available at: doi:10.1016 0030 5073(69)90013 0
- Luthans, F. (2002), "The need for and meaning of positive organizational behavior", Journal of Organizational Behavior, Vol.23, pp.695–706
- Meyer J.P., and Allen N.J., (1997), Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage
- Meyer, J.P., Stanley, D.J., Herscovitch. L., and Topolnyutsky. L. (2002), "Affective, continuance, and normative commitment to the organization: a metaanalysis of antecedents, correlates, and consequences. J Vocation Behav", Vol.61, pp.20–52.
- Morrill, R. L. (2007), Strategic Leadership: Integrating Strategy and Leadership in Colleges and Universities. Westport, CT: American Council on Education and Praeger Publishers.
- Mottaz, C.J. (1987), "An Analysis of the Relationship between Work Satisfaction and Organizational Commitment". The Sociological Quarterly, Vol.28(No.4), pp.541-558.
- Mowday, R., Steers, R., and Porter, L. (1979), "The measurement of organizational commitment". Journal of Vocational Behavior, Vol.14, pp.224-227.
- Mowday, R. T., Steers, R. J., and Porter, L. W. (1979), "The measurement of organizational commitment". Academy of Management Review, Vol.8, pp.486- 500.
- Mowday, R.T., Porter, L.W., and Steers, R.M. (1982), Employee organization linkages: the psychology of commitment, absenteeism and turnover. New York: Academic Press.
- Mowday, R.T., Porter, L.W., and Steers, R.M. (1982), "Employee organization linkages: In P. Warr (Ed.)", Organizational and occupational psychology, pp. 219 229, New York: Academic Press.
- Mugenda, O., and Mugenda, A. (2003), Research methods. Quantitative and Qualitative approaches. Nairobi. Africa Centre for technology studies
- Murray, L.P., Gregoire, M.B., and Downey, R.G. (1991). "Organizational commitment of management employees in restaurant operations". Hosp Res J, vol.14, pp.339–48.
- Nandanie, K.W.T. (1994), Job Satisfaction and performance of employee in the public sector, MBA, thesis PIM
- Nasurdin, A.M., Ramayah, T., and Mohamed O. (2002), "Job satisfaction and organizational commitment among the Malaysian workforce". Session 2C Organizational Behavior, pp. 270-276.
- Okpara, J.O. (2004), Job satisfaction and organizational commitment: Are there differences between American and Nigerian managers employed in the US MNCs in Nigeria? Paper presented at the Academy of Business and Administrative Sciences (ABAS) international Conference, Montreux, Switzerland.

- Porter, L.W., and Lawler, E.E. (1968), *Managerial Attitudes and Performance*, Irwin
- Öztürk, H., and Abakay, U. (2014), "Research of attitudes of the students studying in schools of physical education and sport toward disabled kids". *Turkish Journal of Sport and Exercise*, Vol.16(No.3), pp.66-68.
- Porter, L. W, Steers, R.M, Mowday, R. T, and Boulian, P. V. (1974), "Organizational commitment, job satisfaction, and turnover among psychiatric technicians". *Journal of Applied Psychology*. 1974 Oct Vol. 59(No.5), pp.603-609
- Porter, L.H., Steers, R.M. and Boulian P.V. (1974), "Organizational commitment, Job Satisfaction and Turnover Among Psychiatric Technicians". *Journal of Applied Psychology*, Vol.5(No.5), pp.603-609.
- Robbins, S.P. (1998), *Organizational Behavior 8th Edition*. Prentice Hall of India (Pvt) Ltd, 42 201.
- Robbins, S.P. (1989), *Organizational behaviour: Concepts, controversies and applications*. (4th ed.). New Jersey: Prentice Hall.
- Robbins, S. (2006), *Organizational Behaviour*. New Jersey: Prentice Hall.
- Rowden, R.W. (2000), "The relationship between charismatic leadership behaviours and organizational commitment", *Journal of Leadership & Organization Development*, Vol.21(No.1), pp.30-35
- Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, Sage Publications, Inc., Thousand Oaks, CA
- Tella A., Ayeni, C.O, and Popoola S. O, (2007), *Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria Library Philosophy and Practice ISSN 1522 0222*
- Testa, M.R. (2001), "Organizational commitment, job satisfaction, and effort in the service environment". *Journal of Psychology* Vol. 135(No. 2), pp: 226- 236.
- Vandenberg, R.J. and Lance, C.E. (1992), "Examining the Causal Order of Job Satisfaction and Organizational Commitment". *Journal of Management*, Vol.18, (No.1), pp.153-167.
- Weiss, D. J., Dawis, R. V., England, G. W., and Lofquist, L. H. (1967), *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis, MN: The University of Minnesota Press.
- Williams J. (2004), *Job Satisfaction and Organizational Commitment*. Sloan Work and Family research Network Main.Htm
- Williams, L.J. and Anderson, S.E. (1991), "Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In role Behaviours". *Journal of Management*, Vol.17(No.3), pp.601-617.
- Wright, Jr. R., King, S.W., Berg, W.E. and Greecy, R.F. (1987), "Job Satisfaction Among Black Female Managers: A Causal Approach". *Human Relations*, Vol.40, pp.489-506.
- Young, B. S., Worchel S., and Woehr D. J. (1998), "Organizational Commitment among Public Service Employees". *Journal article Public Personnel Management*, Vol. 27.