

Correlation of Satisfaction, Commitment & Performance on Faculty Staffs' Performance at Private Institutions in Uttarpradesh (India)

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ABSTRACT

The role of faculty staffs is very important to producing scholars and economy building in any country. The faculty staff's satisfaction, commitment and performance are the pillars to investigate in education sector of India, especially in private sector universities. This study is performed in India to examine the association of satisfaction with commitment and performance, and commitment association with performance. The tools had taken from the studies of Rice & Schneider (1994) and Smeenk et al. (2008). The colleges in private sector of NCR (India) were taken as target sample to conduct the survey. This research confirmed that satisfaction is absolutely associated with commitment and performance, and commitment also associated with performance of faculty staffs of private sector colleges in India.

Keywords:

Satisfaction, commitment, performance, faculty staffs, colleges, private sector.

The advanced education is creative developing since past decade. Every generation, who passed, is getting more approachable education in INDIA. Uncountable students have applied in graduation and Post-graduation program and they passed out every year. It has been observed with development that education sector has also become a desired employment sector, where individuals have applied with high documentations by choice. Hence, many faculty staffs now focus to practice this career seriously. Moreover, it has been noticed that UNITED GRANT COMMISSION (UGC) salaries and career policies are clearly defined. Faculty staffs are willing to develop and update themselves for their career development. Literacy rate in Uttar Pradesh has seen upward trend and is 69.72 percent as per 2011 population census. Of that, male literacy stands at 79.24 percent while female literacy is at 59.26 percent. In 2001, literacy rate in Uttar Pradesh stood at 56.27 percent of which male and female were 67.30 percent and 43.00 percent literate respectively. In actual numbers, total literates in Uttar Pradesh stands at 118,423,805 of which males were 70,479,196 and females were 47,944,609. Moreover, United Grant Commission (UGC) of India reported 19 private sector universities/degree awarding institutes in Uttar Pradesh

chartered by Government of India. It manufactures up more than 10,000 academic and non-academic employment opportunities. In constant with the discussion, the developing employment trends in education sector also encourage competition among faculty staffs to maintain their social and economic status. Most of the faculty staffs are now pursuing their MS and PhD studies to achieve the highest satisfaction and performance level from India and abroad. Likewise, faculty staffs have now published the research paper in national and international research journal every year. The feedback and output of the research paper of the faculty staffs has been calculate approximately in his/her performance and teaching abilities (Smeenk et al., 2008). The higher academic performance brings higher monetary and nonmonetary outcome for the faculty staffs because of terms of research output and teaching abilities during the year. Alternatively satisfied and high performance faculties convey educational service quality in higher education institutions (Yussof et al., 2012). In this context, it is assumed that profession of satisfaction with the level of work and environment and commitment has been directly related with job performance. Moreover, job performance may also different with the gender, level of experience and qualification (Yussof et al., 2011). Considerable research has been carried out in past to investigate ways to improve employee performance (e.g. Borman & Motowidlo, 1993; Park et. al, 2003; Tessema & Soeters, 2006). Kahya (2009) indicated that job performance has been studied as an important variable in industrial and organizational psychology literature. Campbell (1990) defined the job performance as behaviors executed in line with the set objectives of the organization. Borman & Motowidlo (1993) investigated these behaviors as task and contextual or citizenship performance behaviors. Job performance estimate results are useful to take decisions on employee remuneration package, promotion, training for performance improvement, retention and termination (Piercy et al., 1998). This study aims to measure the correlation of satisfaction, commitment and performance. There have been done many studies on education in Uttar Pradesh (India) however this study is unique in nature. This study will empirically investigate the relation between of above mentioned variables in private sector universities and operating in Uttar Pradesh with especial focus on faculty

staffs in management department and information technology department .

OBJECTIVES AND RESEARCH

Questions of the Study

The inspiration of the study is the increasing demand of this profession. Hence this study aims to examine the influences of satisfaction on faculty staffs' commitment and performance in the private universities of Uttar Pradesh, India. Moreover, the study explored the commitment follow-up on performance of the faculty staffs. This study gets through the essential aspects of the resources of private sector universities of Uttar Pradesh (India) and analyzed their impact on perceptible aspects of faculty staffs' overall inspiration. Hence, consistent with the discussion following research questions have been structured.

1. Does faculty staffs' satisfaction influence on their level of performance?
2. Does faculty staffs' commitment influence on their level of performance?

Significance of the Study

This study helps UGC to locate the confirmations of impact of satisfaction on commitment and performance. This confirmation grants that faculty staffs' performance shall create Influence on university's reputation and student's performance. This study also grants the future guideline for UGC to increase the level of education in private sector universities. It may give the imminent for their HR policies & practices and shall also provide a short answer that why UGC should focus on private universities.

In angle of private institutes, this study is very helpful to build HR policies and procedures for maintaining the faculty staffs that shows their performance and commitment, related to academic and research activities and generates values for them. This study can also give a road chart to private universities to develop their existing faculty staffs and promote them for performance reward by using pay.

CONCEPTUALIZATION OF LITERATURE AND HYPOTHESES DEVELOPMENT

The correlation between Satisfaction and Performance

When people have a word of employee attitude, they usually are referring to job satisfaction (Stephen P. Robbins, Mary Coulter, 2004). Job satisfaction has been clearly described by Locke (1976), as "... a agreeable or positive emotional condition resulting from the appraisal of one's job or job experiences". Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. Job satisfaction is the single dependent

variable of commitment as well it also has numerous other outcomes in the organizations. Jackson (1983) found out that low commitment is leading to high rate of turnover whereas higher the level of job satisfaction through job security entails high level of European Journal of Social Sciences – Volume 15 Number 3 (2010)293 organizational commitment which further leads to improved employees job performance (Yousuf, 1997). The suggestion that satisfied employees are more creative held through the 1970s (Christen et al., 2006). The relationships of job satisfaction and performance showed a strong in previous studies and have a significant impact on individual and organizational performance (Skibba, 2002). Previous literature evident that relationship of job satisfaction and job performance can be describe in seven different models, and are considered as unidirectional (Judge et al., 2001). In organizations job satisfaction is now become an influential factor and can play a significant role toward the achievements of organization goals (Alzaidi, 2008). Ostroff (1992) define job satisfaction is a process of approaches towards a job where employee desire is directly connected. Hence employee attitude is reflected in their job performance (Isen and Baron, 1991). Organizations provides the equity in rewards, challenging work and supportive working environment, may satisfied their employees well as compare to others organizations that are not practicing these satisfaction factors (Ostroff, 1992). In this case the relationship between employees' job satisfaction and job performance is validated as satisfaction is an attitude to doing the job. Fisher et al. (2006) found a causal relationship between job satisfaction and job performance that is considered as an attitude about their job (Zembylas and apanastasiou, 2004). It is also found true that good performer are those employees who are involved in their jobs as compared to the employees whose attitude towards their job is not good (Rotenberry & Moberg, 2007). Hence it is a clear notion now that better attitude towards job resulted in enhancing the performance of an employee (Ahmad et al., 2010). Similar with other studies Mathis and Jackson (2005) also noticed the employees' performance has impact of job satisfaction. The contention that job satisfaction is related to employee performance has been proved widely (Tella et al., 2007; Pettijohn, et al., 2007). Hence employees those have high job satisfaction level care more about the quality of their work. Organizations judged that the higher levels of performance has dependent on employees with higher levels of job satisfaction (Warsi et al., 2009). The coherences behind, the satisfaction will guide to the better performance because of it lead to good working life and reduce work-related stress (Christen et al., 2006). Warsi et al. (2009) analyzed that private sector employees of India have positive and significant relationship between job satisfaction and organizational commitment and job performance. On the basis of the foregoing literature

review correlation between job satisfaction and job performance, it is hypothesized that:

H1: faculty's staffs satisfaction with their organization shows in private universities of Uttar Pradesh.

The correlation between Commitment and Performance

The study of employee's job performance and organizational commitment is very important to the top-level management of the organizations. Somers and Birnbaum (1998) analysed the relationship of career commitment to performance effectiveness and reported a positive relationship. Job performance has been described as work performance in terms of quantity and quality expected from each employee (business dictionary). Mowday et al (1979) has done the initiating work in organizational commitment and consider affective commitment as the strong analyst of commitment build which is based on 15 items. However later work of Allen and Meyer (1990) and Meyer and Allen (1991; 1997) further gave the normative and continues commitment scales to the organizational commitment literature. Organizational commitment defined as the significant measures to examine the performance on work, intention to stay and loyalty of an employee. Hence organizational commitment is focused as the most important construct of employee attachment and performance. Organizational commitment measure is not able employers to make decision to persist employees, predict employee involvement, absence, turnover, and had a positive influence on organizational competitive advantage (Mowday, 1998). Organizational commitment is represented to as an attitude that three interrelated dimensions which include; acceptance of the organization's values, willingness to exert effort on behalf of the organization and desire to remain an employee of the organization is characterize (Yousef, 2000). Research has found on the educational institution analysis that which faculties are loyal to the organization demonstrate a strong acceptance of the institution's values, tasks, and working manner (Park et al., 2005; Suraya and Yunus, 2012). Employee will explain the Career progress based upon job performance more committed than those who do not have career progress. Organizational values and procedures have stronger commitment to an organization will be stronger guided in actions to Employees (Randall, 1990) and have higher performance (Romzek, 1989). It is believed that employee commitment is one of determinant factors for job performance and has become main concern in organizational behavior (Breaux, 2004). Hence, it is hypothesized as follows:

H2: Commitment of faculty staffs with their organization shows higher job performance in private universities of Uttar Pradesh.

Conceptual schema

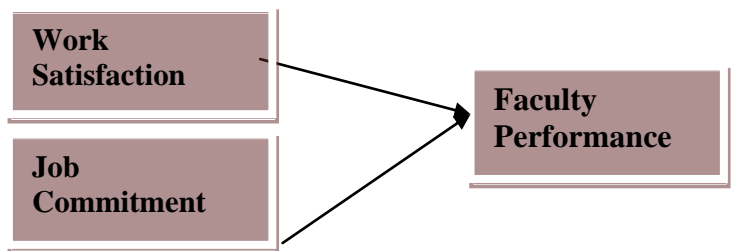


Figure 1. Model describing the relationship among WS, JC and FP

RESEARCH METHODOLOGY

The top 7 private universities of Uttar Pradesh were taken as target sample to perform the survey as ranked by the UGC. The data was collected from the faculty staffs of two departments of the universities i.e. management Department and Information Technology Department because of reason is that these departments are very progressive and grown. The data had collected by email survey, all faculty staffs were made contact with to get the responses. Peers & Researcher was successfully received 89 filled questionnaires out of 160 by several email reminders and contact attempts with the response rate of 55.6%. The variables tool was adapted from two studies for measurement. Job satisfaction items adopted from the study of Rice & Schneider (1994). And commitment and job performance items were adapted from Smeenk et al. (2008). Furthermore faculty satisfaction has 10 items, faculty commitment has nineteen items and the job performance has six items to measure the variable. Job satisfaction items rated on five point Likert scale, 1=strongly dissatisfy to 5=strongly satisfy, and organizational commitment and job performance items judge on five point Likert scale, 1=never to 5= always, and 1= very poor to 5= very good respectively. The Pearson's correlation was employed to test the hypotheses. SPSS 20 was used to compute the statistical outcomes.

FINDINGS OF THE STUDY

Measures of Reliability

To observe the reliability of the items Cronbach's Alpha coefficient was employed. The alpha scores presented in the table below, indicating that the instrument is reliable, hence open for the further analysis.

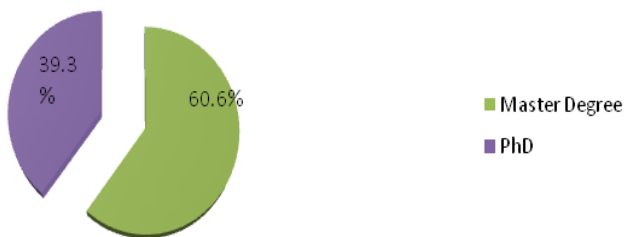
Table 1

Construct	No of items	Alpha Score
Faculty Satisfaction	10	0.897
Faculty Commitment	19	0.881
Faculty Performance	6	0.870

Demographic Results

The demographic analysis showed that 66 (74.1%) respondents were male and 23 (25.8%) respondents were female. The 54 (60.6%) faculty staffs are working as permanent faculty staffs in the universities however, 35(39.3%) were visiting faculty staffs. The analysis found that majority of faculty staffs 54 (60.6%) hold the Master’s degree in their respective discipline and only 35 (39.3%) had the PhD degree. Research participants mainly came from two backgrounds of knowledge. About 42 (47.1%) respondents were from the management department and 47 (52.8%) were from information technology management. The graphical representation is given in figure 2:

Qualification of faculty



Department

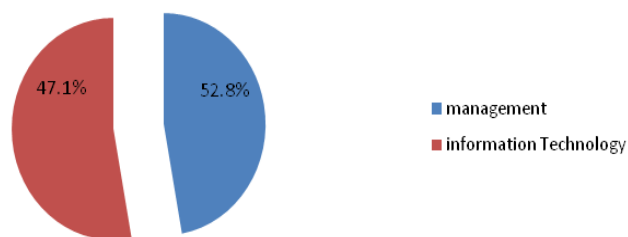


Figure 2. Demographic outcome

The table 2 summarized the respondent’s information.

Table 2

Description	Items	F
sexual category	Male	66
	Female	23
Job category	Permanent Faculty	54
	Visiting Faculty	35
Qualification	Master Degree	54
	PhD	35
Department	Management	42
	Computer Sciences	47

Demographic Analysis

Descriptive Results

Faculty members’ satisfaction construct has the mean score of 3.20, faculty members’ commitment construct has the mean score of 3.79, and faculty members’ performance has the mean score of 3.77. The level of satisfaction, commitment and performance showed descriptive results among faculties. The moderate level shows that private universities have taken initiatives to improve the satisfaction, commitment and performance of faculties. However substantial improvements have to be taken to improve the level. A comparison of the mean scores of the variable is presented in the figure 3.

Analysis of variables

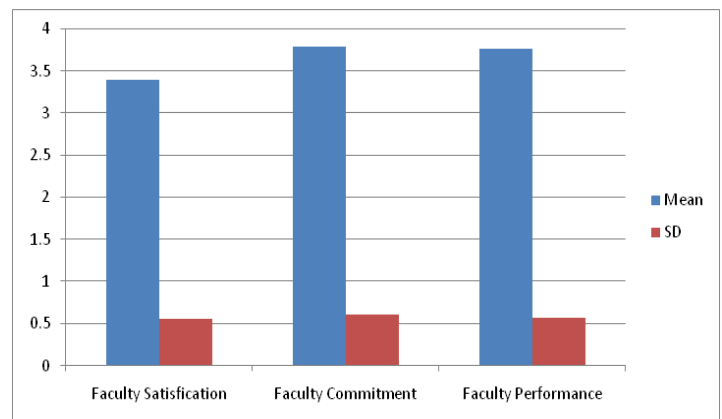


Figure 3. Descriptive results

Table 3 summarized the mean and standard deviation of the independent and dependent variables’ items.

Variables	Mean	S.D
Faculty Satisfaction	3.47	.577
Faculty Commitment	3.78	.635
Faculty Performance	3.77	.587

Table 3 Descriptive Analysis of Variables

Correlation Analysis

Table 4 shows the results of correlation analysis. Both variables “satisfaction” (correlation coefficient value .701) and “commitment” (correlation coefficient value .617) were found positively correlated with faculty performance. The statistical results showed significance relationship between the variables.

Table 4 Correlation Analysis

Variables	Faculty Retention
Faculty Satisfaction	.701 000
Faculty Commitment	.617 000

*Pearson Correlation Sig. (2-tailed).

Regression Analysis

Statistical analysis of the data explained that 89.7% (adjusted R² = 0.877) of the variance in faculty performance had been explained by “faculty satisfaction” and “faculty commitment”

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. error of estimate
Faculty performance	.879	.897	.897	.78559

RESULTS OF HYPOTHESES

The computation for hypotheses are widely shows the results. The P value of all hypotheses (0.001) is explains the significant relationship. However, there is small data for analysis i.e. only 89 respondents, thus, it may effects on statistical computations. Standardized coefficients score is acceptable. For this both hypotheses of this study are accepted. Both “satisfaction” (p value .001) & “commitment” (p-value .001) had located significant in explaining faculty performance. Among two independent variables “satisfaction” had located to be the most significant factor in explaining faculty performance (SC = .211) followed by “commitment” (SC = .181). According to estimated model a positive and significant impact of the independent variables had empirically obtained.

CONCLUSIONS

Satisfaction effect on commitment as found in the studies has supported this research of Mathis & Jackson, (2005) and Ostroff, (1992). The more satisfied the personnel the more committed s/he will be to the organization. Azeem (2010) proposed that the organization does not success human competencies as well as stimulates commitment to an organization.

The relationship between satisfaction and performance of the faculties of private universities has been confirmed this study. The verification of hypothesis explained the satisfaction level of employee impact on willingness to put in his best in the job in that way might arrive at the highest level of productivity in the industry as a whole. Commitment is very significant for organization and it plays a crucial role for success in organizational and be converted into the main element of human resources management (Mowday, 1998) which influencing job performance (Breux, 2004). This study explained positive relationship between commitment and performance which confirms the results of the studies of Fredberg et al. (2008) Michelet et al. (2007) and Park et al, (2005). The faculty staffs achieve better job tasks, acceptance of organization values, low absenteeism, more input in decision making, increase tenure, loyalty and organization goal by guidance of the high satisfaction and commitment level. UGC and private sector universities should take proposals for the faculty staffs and try to overpass the break between the faculty members and performance. They should also build a sophisticated knowledge based culture in private sector universities to create, communicate and spread the knowledge between and among the faculty staffs and the universities. Lastly, it is suggested that the universities should take initiatives regarding their faculty staff’s satisfaction and commitment level and maintain the level of job performance outcomes.

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