

Study on Job Satisfaction and Organizational Commitment among IT Professionals working in MNCs and Start-ups

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Abstract: The present research study the relation between job satisfaction and organisational commitment among IT professionals working in MNCs and Start-ups. The sample consists of 60 individuals from the IT industry of which 30 are IT professionals working in MNCs and 30 are IT professionals working in Start-ups. The sample was collected from Techno park, Thiruvananthapuram. The assessment tool used to measure job satisfaction was Minnesota Job Satisfaction Questionnaire Short Form and to assess organisational commitment was Allen and Meyer Organisational Commitment Scale. The analyses found that job satisfaction (intrinsic and extrinsic) may be significantly higher in IT professionals working in MNCs. The study concludes that there is a significant positive correlation between IT professionals working in MNCs and Start-ups between job satisfaction and organizational commitment. The analyses also shows that the dimensions of satisfaction are moderately positively correlated with the dimensions of organizational commitment. Also, a significant difference was found between IT professionals working in MNCs and Start-ups in dimensions of job satisfaction, intrinsic satisfaction, extrinsic satisfaction, organisational commitment, affective commitment, normative commitment and continuance commitment.

IndexTerms: IT professionals, MNCs, Startups, Job Satisfaction, Organizational Commitment

I. INTRODUCTION

Businesses will employ several IT specialists from all around the world to maintain their diverse networks of computer systems. And IT professional who has already been hired will continue to learn new IT skills and training in addition to their degree, and they will also be expected to represent the firm and adhere to its ethical and technical standards.

Employee job satisfaction is important and depends on the agreement between a person's overall attitudes, happiness, behavioural patterns, emotional responses, social roles, and other aspects of their unique personality. Job satisfaction is defined by Locke as including cognitive, emotional, and evaluative emotions, attitudes, and states. It is "an enjoyable or favourable emotional state brought on by the job." "A happy or positive emotional state arising from the appraisal of one's job or job experience," is job satisfaction, according to Luthans (2005).

The degree to which employees believe their jobs are significant determines how satisfied they are with their jobs. The degree to which people have an overall good attitude about their jobs is typically referred to as job satisfaction. The different attitudes that a person has toward his or her job affect job satisfaction. These attitudes are affected by things like age, health, pay, supervision, employment stability, working conditions, and the advancement of opportunities. Additionally, they are worried about the person's family situation, social standing, political affiliation, or just social standing.

Organizational commitment is now more widely acknowledged in organisational behavioural studies, even though satisfaction has historically received the most attention of all other work attitudes. According to researchers, job satisfaction is more concerned with an employee's attitude toward their job than organisational commitments are, which are more concerned with their attitude toward the organisation in which they work. This is in contrast to how attached or committed they feel to the organisation in which they are employed. The majority of performance management components, according to Fletcher and Williams (1996), do contribute to positive employee attitudes and together, they account for a sizable fraction of the variance in measures of organisational commitment and, particularly, job satisfaction. There were some discrepancies in the data from public and private sector entities.

Meyer and Allen (1991) further refine the definition of organisational commitment by pointing out that there can be multiple bases of commitment, that is; employees may be committed for different reasons and these reasons constitute unique forms of commitment. Affective, continuance, and normative commitment are the three components of their three-part commitment model. The degree to which personnel identify with the organisation and have a sincere sense of loyalty toward it is reflected in their affective commitment. Contrarily, ongoing commitment is based on how employees see their relative contributions to the organisation and the proportional costs involved with joining another organisation. Normative commitment is founded on an employee's sense of duty to the company, wherein continuing to be a member is the morally correct thing to do. (Jex, 2006).

Affective commitment is positively correlated with factors like perceived organisational support, procedural justice, job scope, decision-making, job autonomy, and perceived skill, according to studies. Whether the organisation is viewed as a source of satisfying results is another aspect that could influence the growth of affective commitment. The degree to which employees view other uncertain options to the current employer is another suggested driver of continuing commitment. As one might imagine, employees who see few alternatives to their current company will tend to have higher levels of continued commitment.

A strong relationship between job satisfaction and organisational commitment has been found over years; although many employees are always content with their jobs, they are not loyal to the companies they work for (Luthans, 2002). Kirmizi and Deniz (2009) showed that compared to other commitment categories, affective commitment is more prevalent among IT workers. The lowest level of commitment is normative. Instead of doing so out of need or moral duty, IT professionals work in businesses because they want to.

The associations between the constructs showed a considerable relationship between commitment's affective dimension and satisfaction. The normative dimension also exhibits a relationship with job satisfaction, but this relationship is negative, showing that employees' job happiness decreases as their normative commitment increases. (Lizote, Vermicelli and do Nascimento, 2017)

Kumari and Priya (2017) showed that compared to private sector bank managers, public sector bank managers were more committed to the organisation. Compared to private sector bank managers, public sector bank managers have higher levels of affective, continuance, and normative commitment. Additionally, the results of the ANOVA test showed that top-level managers had a higher level of organisational commitment than middle- and lower-level managers. Top-level bank managers have higher levels of affective, continuance and normative commitment than middle- and lower-level managers. The findings of the t-test analysis also showed that medium-level bank managers' organisational commitment, affective commitment, and continuance commitment are higher and more significant than those of lower-level bank managers

II. METHODOLOGY

Research Design

The study follows a quantitative non-experimental research design.

Objectives

- (i) To understand the difference in job satisfaction between IT professionals working in MNCs and Start-ups
- (ii) To understand the difference in organizational commitment between IT professionals working in MNCs and Start-ups.
- (iii) To understand the relation between job satisfaction and organisational commitment between IT professionals working in MNCs and Start-ups.

Hypotheses

H1: There is a significant difference in job satisfaction between IT professionals working in MNCs and Start-ups.

H2: There is a significant difference in organisational commitment between IT professionals working in MNCs and Start-ups.

H3: There is a significant difference in intrinsic satisfaction between IT professionals working in MNCs and Start-ups.

H4: There is a significant difference in extrinsic satisfaction between IT professionals working in MNCs and Start-ups.

H5: There is a significant difference in affective commitment between IT professionals working in MNCs and Start-ups.

H6: There is a significant difference in normative commitment between IT professionals working in MNCs and Start-ups.

H7: There is a significant difference in continuance commitment between IT professionals working in MNCs and Start-ups.

H8: There is a relationship between job satisfaction and organisational commitment among IT professionals working in MNCs and Start-ups.

Sample

The sample consists of 60 individuals from the IT industry of which 30 are IT professionals working in MNCs and 30 are IT professionals working in Start-ups. The sample was collected from Techno park, Thiruvananthapuram.

Measures

Minnesota Satisfaction Questionnaire (Short Form)- The Minnesota Satisfaction Questionnaire-Short Form, created in 1967 by D.J. Weiss, R.V. Dawis, G.W. England, and L.H. Lofquist, was used to gauge job satisfaction. The MSQ assesses employee satisfaction in several different facets of the workplace. It is simple to read and requires less time to administer. There are 20 things in the MSQ short form. There are three sub-scales in the short form MSQ:

Intrinsic satisfaction- It refers to the attitude of an individual towards his or her job.

Extrinsic satisfaction- It refers to satisfaction with working environment.

General satisfaction- It refers to the overall job satisfaction.

Allen and Meyer Organisational Commitment Scale (Short Form)- The Allen and Meyer' Organizational Commitment Scale-Short Form, founded by John Meyer and Natalie Allen in 1991, was used to assess organisational commitment. The desire of a member to stay in a given organisation is measured by the short-form Allen and Meyer organisational commitment scale. It is simple to read and requires less time to administer. Three subscales— affective commitment, normative commitment, and continuation commitment—make up the short-form Allen and Meyer's organisational commitment scale.

- Affective commitment is defined as loyalty based on the emotional connections that employee makes with the company, primarily through pleasant experiences.

- Normative commitment refers to loyalty to an organisation based on a sense of duty, such as those established by reciprocity standards.

- Continuance commitment is dependent on the organization's perceived social and =-financial costs.

Respondents were asked to reply to each item using a five-point Likert scale format: strongly agree, agree, neutral, disagree, strongly disagree as it applies to his or her organizational commitment level; High scores indicate higher level of commitment and lower scores indicate otherwise. Items 3,4,5 and 13 are reversed keyed. Scores on these items should be reflected before computing scale scores.

III. RESULTS AND DISCUSSION

The present study was conducted to draw comparison on job satisfaction and organisational commitment among IT professionals working in MNCs and Start-ups. The sample consists of 60 individuals from the IT industry of which 30 are IT professionals working in MNCs and 30 are IT professionals working in Start-ups, within the age limit of 23 to 30 working in Techno park, Thiruvananthapuram. The assessment tool used to measure job satisfaction was Minnesota Job Satisfaction Questionnaire Short Form and to assess organisational commitment was Allen and Meyer Organisational Commitment Scale.

Table 1.

Mean, standard deviation, t-value, and P value of Job satisfaction between IT professionals working in MNCs and Start-ups.

Variables	Group	N	Mean	Standard deviation	t-value	P value
Intrinsic satisfaction	MNCs	30	46.7000	3.32338	9.862	.000
	Start-ups	30	37.7000	3.73382		
Extrinsic satisfaction	MNCs	30	25.0333	2.10882	7.044	.000
	Start-ups	30	20.8667	2.45979		
Job satisfaction	MNCs	30	79.8333	3.71468	12.714	.000
	Start-ups	30	65.7333	4.80613		

The t-value obtained is 9.862 and the corresponding p-value is .001 ($p < 0.01$). This shows that there is significant difference in intrinsic satisfaction between IT professionals working in MNCs and Start-ups. The mean value shows that intrinsic satisfaction is seen more in IT professionals working in MNCs (mean=46.7000).

The t-value obtained is 7.044 and the corresponding p-value is .001 ($p < 0.01$). This shows that there is significant difference in extrinsic satisfaction between IT professionals working in MNCs and Start-ups. The mean value shows that extrinsic satisfaction is seen more in IT professionals working in MNCs (mean=25.0333).

The t-value obtained is 9.862 and the corresponding p-value is .001 ($p < 0.01$). This shows that there is significant difference in job satisfaction between IT professionals working in MNCs and Start-ups. The mean value shows that job satisfaction is seen more in IT professionals working in MNCs (mean=79.8333).

Table 2.

Mean, standard deviation, t-value and P value of organisational commitment IT professionals working in MNCs and Start-up's.

Variables	Group	N	Mean	Standard deviation	t-value	P value
Affective commitment	MNCs	30	40.2333	2.40235	5.965	.000
	Start-ups	30	32.8667	6.32310		
Continuance commitment	MNCs	30	39.4667	3.01414	6.914	.000
	Start-ups	30	31.5000	5.54449		
Normative commitment	MNCs	30	39.5000	2.59642	6.794	.000
	Start-ups	30	32.1667	5.31156		
Organisational commitment	MNCs	30	119.2000	5.95037	9.960	.000
	Start-ups	30	96.5333	10.95361		

The t-value obtained was 5.965 and the corresponding P-value is .001 ($p < 0.01$). This shows that there is significant difference in affective commitment between IT professionals working in MNCs and Start-ups. The mean value shows that affective commitment was higher in IT professionals working in MNCs engineers (mean=40.2333).

The t-value obtained was 6.914 and the corresponding P-value is .001 ($p < 0.01$). This shows that there is significant difference in continuance commitment between IT professionals working in MNCs and Start-ups. The mean value shows that continuance commitment was higher in IT professionals working in MNCs (mean=39.4667).

The t-value obtained was 6.794 and the corresponding P-value is .001 ($p < 0.01$). This shows that there is significant difference in normative commitment between IT professionals working in MNCs and Start-ups. The mean value shows that normative commitment was higher in IT professionals working in MNCs (mean=32.1667).

The t-value obtained was 9.960 and the corresponding P-value is .001 ($p < 0.01$). This shows that there is significant difference in organisational commitment between computer science engineers and other branch engineers working in IT industry. The mean value shows that organisational commitment was higher in IT professionals working in MNCs (mean=119.2000).

Table 3.

Pearson coefficient of correlation between job satisfaction and organisational commitment among IT professionals.

Variables		Intrinsic satisfaction	Extrinsic satisfaction	Job satisfaction
Affective commitment	Correlation Coefficient (r)	.515	.425	.514
	p-value	.001	.001	
Continuance commitment	Correlation Coefficient (r)	.467	.549	.495
	p-value	.001	.001	
Normative commitment	Correlation Coefficient (r)	.479	.365	.524
	p-value	.001	.001	
Organizational commitment	Correlation Coefficient (r)	.595	.547	.623
	p-value	.001	.001	

The p-value .001 ($p < 0.01$) indicates that there is a significant positive correlation between IT professionals working in MNCs and Start-ups between job satisfaction and organizational commitment.

The analysis also shows that the dimensions of satisfaction are moderately positively correlated with the dimensions of organizational commitment

IV. CONCLUSION

Findings suggest that both IT professionals working in MNCs and Start-ups have varying degrees of job satisfaction and organisational commitment. The result concludes that there is a significant difference between IT professionals working in MNCs and Start-ups in job satisfaction, intrinsic satisfaction, extrinsic satisfaction, organisational commitment, affective commitment, normative commitment and continuance commitment.

The study concludes that there is a significant positive correlation between IT professionals working in MNCs and Start-ups between job satisfaction and organizational commitment. The analyses also shows that the dimensions of satisfaction are moderately positively correlated with the dimensions of organizational commitment

The sample size is very small. The study was conducted in a population of 60 IT professionals. The study was limited only to engineering graduates working in the IT industry. The study was conducted in a specific geographic area. It was specifically conducted in Techno Park, Thiruvananthapuram. Taking these limitations into account could probably help the analysis in the future studies. Larger sample size can be used for data collection in a future study. This comparative study on the sample of IT professionals can be studied by taking into concern several other factors like age, work experience, field of work and so on to study their effects on the variables. The further study can be conducted in a broader geographic area comprising of more than few number of companies and confined to only few districts.

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