ABSTRACT

The objective of the present investigation was to study organizational commitment and job satisfaction as a function of self concept and organizational identification. The rationale of present piece of empirical investigation was with the view that self concept and organizational identification—the two predictor variables were not studied earlier in relation to organizational commitment and job satisfaction, especially in Indian context. Self concept in view of the present investigation was highly important in all work situations as it is always considered to be the key of success even in work organization. And moreover, success in work organization is also most likely to be reflected by organizational commitment and job satisfaction. It was further contended that organizational identification too was found to be an important predictor of organizational commitment and job satisfaction. Since, the two predictor variables which were taken for present investigation were not studied earlier, hence, it forms the novelty of the present endeavour to fill the void of knowledge, by extending significant contribution in the area.

In carrying out the study the sample of university teachers were selected from across various faculties and hierarchical levels were randomly. For measuring organizational commitment a scale developed by Shah and Ansari (2000) was used; for job satisfaction, a scale developed by Porter (1961); for measuring self concept—a scale developed by Mohsin (1976); organizational identification—a scale was developed by the researcher herself were used and for taping information with regard to biographical informations of the respondents, a biographical information blank (BIB) was prepared and used.
In analyzing the data, step-wise multiple regression analysis (SMRA) was considered to be an appropriate and be-fitting statistical technique. Therefore, this technique was applied to determine or isolate the significant determinants of organizational commitment and job satisfaction. SMRA statistical technique has the advantage of using the entire data in analysis.

The findings of the study have been presented in Chapter-IV under different 20 tables. Through SMRA, there was the objective of getting in-depth information with regard to the significant predictor variables of the two criterion variables viz., ‘organizational commitment’ and ‘job satisfaction’.

The main findings of the study are presented here, these are as follow:

‘Organizational commitment’ is significantly determined by three predictor variable viz., ‘self-concept’, ‘organizational belongingness’ and ‘organizational identification’, whereas ‘job satisfaction’ was predicted by only two predictor variables i.e., ‘supervisory behaviour’ and ‘organizational identification’ for ‘total sample’ of university teachers.

As far as sub-sample group of ‘Assistant Professors’ is concerned, it is evident that ‘organizational prestige’ and ‘autonomy in organization’ is found to predict significantly to ‘organizational commitment’, While, ‘supervisory behaviour’ and ‘organizational identification’ are found to determine significantly to ‘job satisfaction’.

For sub-sample group of ‘Associate Professors’, it is found that five predictor variable viz., ‘self-concept’, ‘organizational prestige’, ‘organizational belongingness’, ‘transparency’ and ‘organizational identification’ emerged as significant predictors of
"organizational commitment", Whereas, for ‘job satisfaction’ only one predictor variable namely, ‘organizational identification’ emerged as significant determinant.

The last category of teaching faculties is that of ‘Professors’, Professor overall ‘organizational commitment’ is found to be significantly predicted by ‘self concept’, ‘promotional opportunity’ and ‘organizational identification’, While, overall ‘job satisfaction’ was found to be significantly predicted by ‘supervisory behaviour’ and ‘transparency’.

In a nutshell, it is to emphasize on the basis of the frequency of the occurrence of the significant predictor variables that over all ‘organizational identification’ influenced 17 times to different criterion variables whereas, ‘supervisory behaviour’- 14 times; ‘organizational prestige’- 10 times; ‘transparency’- 9 times; ‘self concept’- 7 times; ‘autonomy in organization’- 6 times; and ‘employee-centered management’ and ‘promotional opportunity’- 3 times each. In this concern, it is imperative to mention that all the predictor variables were found significant but they differ in their frequency in significantly predicting either of the two criterion variables and their facets. The frequencies of the occurrences of each significant predictor have already been highlighted above which have been discuss in detailed in the main chapter of the thesis devoted to results and discussion.

At length, conclusion, implications and suggestions have been given in last chapter (Chapter-V) of the thesis. The conclusion have already been presented above and in describing the implications of the study it has been highlighted that the findings of the present investigation have its great use in improving organizational effectiveness through enhancing workers organizational commitment and job satisfaction by properly taken care of significant predictors, especially which are
occurring successively with the greater frequencies. In view of the findings, a few suggestions have also been given which may help in designing and conducting similar empirical investigations in future.