ABSTRACT

India has 13 major ports located around the coast with over 55000 employees according to the Associated Chambers of Commerce of India (2013). The public sector employees have reduced organizational commitment and job satisfaction. The lesser organizational commitment and job satisfaction of employees could be due to factors like large size, not practicing professional management, lack of job resources, more job demands, performance related compensation are not adequate and so on. This study aims to analyze the job satisfaction and organizational commitment of major port trust employees across India. This study is carried out with the intention to relate job characteristics with job outcomes using work engagement as a mediator. Port trust as an organization which is highly bureaucratic, unionized, government and very large. The main purpose of the study is to validate the JD-R theory in Indian Ports.

Performance of a study which is to identify the effect of job outcomes like job satisfaction and organizational commitment requires a conceptual framework. The pre-condition for the selection of conceptual framework would have been tested across different geographical boundaries and evolved from the theories established before. Finally, satisfaction of these two conditions has given rise to the conceptual framework proposed is the Job Demand Resource (JD-R) theory of Bakker. The mechanism of the JD-R theory is that the job resources and job demands lead to work engagement and further lead to job outcomes.

The indicators of job resources used in this study are job autonomy, supervisor support and social support and the outcome variables as mentioned are
job satisfaction and organizational commitment. Job demand scale used in this study is of generic in nature. Partial Least Square Structural Equation Modeling has been used for analysis of the measurement and hypothesized model.

The constructs of this study possess good psychometric properties. The convergent and discriminant validities are above the cut off values. All the paths theorized in the model are statistically significant. The key findings are job resources that mitigate the effect of job demands, proposing the management to have meaningful job resources to enhance the employees’ job outcomes. The job resources proposed need not be expensive; as it could be like performance feedback, support of supervisors or other facilities that lead to motivation.