

The Impact of Affective Commitment in Employees Life Satisfaction

Neha Kumari¹ and Nishat Afroz²

¹ BANARAS HINDU UNIVERSITY

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Abstract

A commitment refers to attachment and loyalty. An affective commitment is an employee's emotional attachment to, identification with and involvement in an organization. It influence personal characteristics, structural characteristics, and work experiences. The purpose of it is study is to analyse the role of affective commitment in employee's life satisfaction. Life satisfaction is the embodiment of a global judgment about one's life taken as a whole. It is positive evaluation of the condition of one's life, judgment. In this study sample includes 200 employees of NTPC of India from Sonbhadra District. The sample consisted of managerial employees who volunteered to participate in the study. The data has been analysing by descriptive analysis, correlation, linear regression, and ANOVA. The results were found that organizational affective commitment is highly significantly related with life satisfaction among managerial employees.

Index terms— affective commitment, life satisfaction

1 Introduction

In the era of changing economic climate in many countries, especially in India, concern has been expressed about maintaining or even enhancing employee's behavior to the job and the organization. To move towards the globalization of trade since the post war period has had a dramatic effect on organization and employees. The effects of change have been felt outside the workplace also. The entire economy of the world has been altered from that of an essentially and highly industrialized economy to a globalized one, with corresponding change in overall pattern of life. These widespread changes have markedly changed human work place accompanied by significant change, in such aspect of human behavior as the political, economic, and social and culture areas. Technological development during past year, have brought about major changes in the nature and organization of human work. These type of developments and the accompanying changes in the nature of human work have been accompanied not only be certain human benefits (such as improvement in working conditions, higher income, quality of work life, commitment, creativity).

In the era of changing economic climate in many countries, especially in India concern has been expressed about maintaining or even enhancing Authors ??: Department of Psychology, Banaras Hindu University, Varanasi (India). e-mail: neha.phd09@gmail.com, nishatbhu@gmail.com employer's commitment to the job and the organization. Modway, ??oter and Steers (1982) have suggested that going a greater understanding to the process related to organizational commitment has implications for employers, organizations and society as a whole. Employee's level of commitment to an organization may make them eligible to receive both extrinsic and psychological like as an innovation-supportive climate, decision making, interpersonal trust, issues related to organizational justice, such as the fairness of lay off procedures, pay raises, and promotions, reward, benefit, life satisfaction or reward associated with membership in the organization.

Sayed (1989) has suggested there broad categories of antecedents of organizational commitment, (1) personal characteristics such as age, tenure, educational level and personality variables, etc.

(2) role-related factors such as job challengers, role conflict, role ambiguity and role over load which may influence members motivation to work, and (3) structural factors as organization size, span of control, participation in decision making etc Meyer and Allen (1997) reported that there have been various researchers analyzed the relationship between affective organizational commitment and their quality of life. These researchers also reported that the predictors of affective organizational commitment generally occurred in three categories: (a) organizational characteristics, (b) personal characteristics, and (c) work experiences. Allen et al. (1990) stated that organizational commitment is one in which commitment is considered an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved, and enjoys membership in the organization. Lee & Mowday (2007) argued that employees who have high levels of organizational identification have enhanced feelings of belongingness to their organization and are more psychologically attached to it. Affective commitment tend to correlate more strongly with any given outcome variable including the focal behavior (Meyer et al. 2001). Consistent with, previous research (Campbell et al., 1976) life satisfaction was operationalized as the employee's satisfaction with different life domains including place of residence, leisure activities such as hobbies, family life, and friendship and health conditions. Although many domains can be listed at a global level it is possible to distinguish between the work and non-work domains of people's lives (Near, Smith, Rice, & Hunt, 1993). With each domain, a person's level of satisfaction results from the experience of positive and negative events (Hart, 1994; eadey & Wearing, 1989).

Life satisfaction is typically defined as the degree to which individuals judge the quality of their lives favorably and it can be equated with happiness (Veenhoven, 1991). Researchers often consider life satisfaction, happiness and positive and negative affect as comprising the same construct labeled subjective wellbeing (Diener, 1984). Some existing evidence suggested that life satisfaction is partly a function of genetic characteristics or early childhood experiences and partly a state that can fluctuate depending on other factors present in individual's lives (e.g. quality of life, marital status and age, Veenhoven, 1991).

Life satisfaction construct includes various social indicators, working life and individual perception of satisfaction with different domains of one's life experiences, including marriage and family, health, job, neighborhood and municipality leisure; housing and financial condition (Andrews & Withey, 1976; Compbell, Converse & Rodgers, 1976). The notion of an electric model of life satisfaction attitude posted by (Near et al. 1987) suggested that one's contentment with life is a Gestalt concept built upon satisfaction with specific life domain such as work and family experiences. Satisfaction with these diverse domains appears to result in overall satisfaction with the quality of one's life.

Judge, Budreall, and Bretz (1994) tested a hypothesized model and conclude that job satisfaction and life satisfaction were positively and reciprocally related. Male executive who were satisfied with their job were significantly more likely to be satisfied with their lives in general and vice versa. These researches suggested that cognitive depend on affective state. Poras, (1987) investigated the degree to which the encoding, recall, and evaluation of job information depend on affective state. In fact some initial evidence in this regard was recently offered by Necowitz and Roznowski (1992), who found that individual in negative affective states. Similar to the way in which cognitive processing models have illuminated the performance appraisal process, a cognitive approach may also clarify the psychological processes by which life satisfaction influences job satisfaction.

Work and family represent two of the most central realms of adult life. Work family interface has produced a strong emphasis on over all well being (Burke & Greenhaus 1997; Voydaneff; 1997). Family activities contribute to life satisfaction (Near, Smith, Rice & Hunt, 1994; Veenhoven, 1991). So when work interferences with family activities, it lowers life satisfaction. When work family conflict is perceived it is the non-work domain that is impeded, therefore work family conflict should influence life satisfaction directly.

2 II.

3 Literature Reviews

Life satisfaction and affective organizational commitment are related but different constructs. Commitment, as a construct, is more global than the construct, life satisfaction. Affective commitment concerns feelings about the organization district as a whole (Mowday, Steers, & Porter, 1979). Life satisfaction, on the other hand, is a construct that concerns how an employee feels about a given job or the related experiences of the job or they construct a life as a happy and optimistic outlook, positive self image, and felling success to achieving goals. (Shin & Reyes, 1991b). The researcher's purpose in this study was to explain the role of the affective organizational commitment in employee's quality of life.

4 G

Mayer Allen & Smith, 1995, proposed, "Highly committed employees are thought to be motivated to exert high levels of life on behalf of the organization". It would also allow those internal motives (e.g., feelings of accomplishment and self-fulfillment should be more highly related to emotional commitment, Mowday et al. (1992) argued that affective commitment differs from the concept of life satisfaction in several ways: to begin with affective commitment as a construct is more global, reflecting a general affective response to the organization as a whole. Life satisfaction is an overall assessment of feelings and attitudes about one's life at a particular point in time ranging from negative to positive. Hence commitment emphasizes attachment to the employing

104 organization, including its goals and values, while satisfaction emphasizes the specific task environment which
105 directly affected by life satisfaction, family life and other facilities.

106 A survey of life satisfaction and work related attitude was conducted by ??eon & McDonald (1992). This
107 study was provided evidence that life satisfaction and affective commitment organization are jointly determined.

108 There is growing evidence that aspects of cognitive emotional style and related to work attitudes and quality
109 of work life (Mayer Smith & Allen 1997). Of particular interest in previous studies is the relationship between
110 life satisfaction and organizational affective commitment. In a number of studies reported that there would be
111 positive highly correlation between affective commitment and life satisfaction.

112 The evidence for a link between organizational affective commitment and life performance is much more
113 tenuous than for the link between turnover. Some researcher hypothesis that the weaker relationship is due to
114 the interference of other factor (Mathieu & Zajac, 1990). Steers (1997) suggested that affective commitment can
115 explain the motivation and intention of employees emotions to perform well, but cannot always counteract other
116 restrictions such as the ability of the employees, actual and perceived by an individual, loneliness, helplessness,
117 leisure time activities and social support network derived from the environment (Lio et al. 1990).

118 5 III.

119 6 Gaps in Literature

120 The present study examined the linear pattern of relationship of organizational affective commitment and life
121 satisfaction. The employees satisfied with their life also lead to various downstream emotional affect on costumer
122 attitude and behavior that benefit organization. It is important to note that the effect of affective commitment on
123 life satisfaction was found to be significant and stronger than the effect of life satisfaction on affective commitment
124 in Indian culture.

125 IV.

126 7 Objective

127 To examine the relationship between affective commitment and life satisfaction among the managerial employees.

128 V.

129 8 Hypothesis

130 There would be positive relationship between affective commitment and there life satisfaction among the
131 managerial employees.

132 9 VI.

133 10 Methodology

134 The present study is conducted on 200 managers working in NTPC organization in India mainly from Sonbhadra
135 U.P. Participants age range from 22-42 years (Mean= 30.80 and SD= 4.21); out of them, 200 were male
136 participants. Participants work job tenure ranged from 1-8 years (Mean= 2.35 and SD= 1.58) and total work
137 experience ranged 1-16 (Mean= 5.17 and SD= 3.01). As far as the occupation is concerned, managers working in
138 some limited field such as Administration, welfare sections, and corporate social responsibility etc. were selected
139 for this study, since they get more opportunities to show the commitment and creativity, than the other regular
140 fields of work, due to nature of their work.

141 11 VII.

142 12 Measures

143 Affective commitment scale eight items based on the affective commitment scale developed by Allen and Meyer
144 (1991) arrayed on a five point Likert Scale. Comprising "strongly disagree"(1), 'disagree' (2)," undecided" (3),
145 "agree"(4), and "strongly agree" (5) Reliability of 0.87 for their eight items affective commitment scale.

146 13 Data Analysis

147 In the study the data was analyzed by using SPSS 16.0 statistical Data analysis package. Statistical procedures
148 used in the study included descriptive analysis of means and stander deviations, Pearson's coefficients, regression
149 analysis, and ANOVA.

150 14 IX.

151 15 Results

152 Table ?? : Means, standard deviations, of study variables Table ?? : showed the correlation among the variables.
153 **. Correlation is significant at the 0.01 level (2-tailed) Table ?? shows the result of descriptive analysis of the

154 affective commitment and life satisfaction. The mean of affective commitment is 25.0 and SD is 1.818 and mean
155 of life satisfaction is 1.33 and SD is 10.73. Therefore in table ?? shows the result of correlation analysis of the
156 affective commitment with life satisfaction. This table shows that affective commitment is highly significantly
157 positive correlated with life satisfaction ($r=.225^{**}$, $p<0.01$) Table ?? : linear regression analysis of predictor
158 variables Therefore in the next table ?? we have compute linear regression analysis. In this table R are the
159 value of the coefficient between the predictor and the outcomes (.225). R2 which we already know the value
160 is .050 which means the life satisfaction level of employees is 5% of the variance in affective commitment. So
161 the inclusion of the predictor has explained a very quite a small amount of the variation in criterion variable.
162 The result of analysis of variance indicate that the main effect of life satisfaction was found to be significant at
163 .01 level and the analysis of variance ($f=10.528$ $p<.01$) was applied; to find out the main and interaction effect
164 affective commitment and life satisfaction.

165 So overall results has been found that the life satisfaction has been plagued with emotional attachment to the
166 employees of organizational commitment on the basis of everyday activities, considering life meaningful, positive
167 self images, happy

168 16 Variables

169 Mean

170 17 Discussion

171 The aim of present study was to examine the role of affective commitment and its relationship on life satisfaction
172 of the employees. The data has been analyzed in term of the mean, standard deviation, coefficient of correlation,
173 linear regression and analysis of variance. The whole objective of the present investigation was to study the
174 affective commitment relationship with life satisfaction among managerial employees. Hypothesis related to
175 organizational affective commitment with life satisfaction is stated that affective commitment is significantly
176 positive correlated with life satisfaction.

177 The finding of present study clearly indicated that high levels of employees and managers are more satisfied
178 with their life and jobs also as compared to low levels of managers. It is argued that high job involved managers
179 or supervisors devote more time in their work like administrative sections employees or managers. They are
180 also more attached and committed to their work. Managers with highly satisfied with their jobs and they are
181 more hard working and smarter in comparison to low levels of working employees or non managerial employees.
182 The emotional attachment and feeling of positive attachment of managers make them more satisfied in the job
183 situation.

184 Similar results are also reported by Sahoo and Rath ??2002) in their study of working men that high levels of
185 organizational identification have enhanced feeling of belongingness to their organization and more psychologically
186 attached to family involvement. If high level of psychological attachment in employees indicated high competence,
187 achievement, success, and ultimately enjoy more happiness in family and high satisfaction in work. They also
188 argued that high involvement individuals with a high degree of confidence are likely to more engage in social
189 interaction.

190 The result of present study is also indicate that the affective commitment has a positive relationship with
191 life satisfaction, at work interfering with family, may be argued effectively that job related managers, identified
192 psychologically, emotional, cognitive attachment with their job and gave the importance of the job to their self
193 image and work harder, are resulting high level of commitment from the perception of their jobs as fulfillment to
194 their important values, and these values are compatibles with their life's need (Parasuraman, ??urohit, Grodshalk,
195 1996).

196 The earlier finding between affective commitment and life satisfaction indicate the significant a positive
197 relationship (Mayer, Smith, and Leo 2001). The evidence suggested that a group of employees who have
198 demonstrated commitment to their work as emotions; and thus the satisfaction they derived from their jobs
199 has a strong impact on the happiness they find in their life in general i.e. They live to work rather than work to
200 live (Judge, Boudreau, & Bretz, 1994).

201 Multiple regression analysis and analysis of variance were applied to fin out the relative contribution of predictor
202 variable. The results indicate that the predictor, life satisfaction accounted to only 5% variance in manager's life
203 satisfaction. The analysis of variance (R-ratio) was applied; to find out the main and interaction effect affective
204 commitment and life satisfaction, (10.52 at .001 levels).

205 Champuse, Stains, Near, Rice & Hunt, (2002) reviewed the literature showing that affective emotional
206 experiences at work are indeed related to affective outcomes outside of work that is, there is spill over of
207 organization based experiences into the extra organizational lives of employees. One of the few examples in
208 the literature is of the Vossel and Froelich (1992), finding that men who were experiencing numerous non-work
209 life change events, reported more tension on the job. The job and family are interacting factors with which a
210 person might cope on a regular basis.

211 The present study general assumption is that as employees accumulate more years of experience in an
212 organization, they are likely to acquire greater investment like, salary, position and life related events like positive
213 self image, happy, optimistic and other benefits. Particularly in India, promotion of employees is mainly based

214 on their length of service, and consequently it provides major advantage to them in the form of higher position
 215 and other life related benefits. It is also generally argued that years spend in a particular organization build an
 216 employee's psychological attachment to that organization as well as the employees working life in it.

217 **18 XI.**

218 **19 Conclusion**

219 On the basis of result of the present study conclude that there would be positively significantly correlation
 220 between affective commitment and life satisfaction. The life satisfaction level of employees is 5% of the variance
 221 in affective commitment. Result has been also indicate that the life satisfaction has been plagued with emotional
 222 attachment to the employees of organizational commitment on the basis of everyday activities, considering life
 223 meaningful, positive self images, happy and optimistic outlook and felling success in achieving goals. Therefore
 224 we conclude that the emotional attachment and felling of positive attachment of managers make them more
 satisfied in the job situation. XII. ¹



Figure 1:

Variables in years	Range	Male (N= 200)	SD
Age	22-42	Mean 30.73	4.65
Job tenure	1-8	2.34	1.29
Total experience	work 1-16	5.45	3.10

Figure 2:

225

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