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A Study of Correlates of Work Motivation, Job Satisfaction, and Organizational Commitment of Faculty Members in Engineering Colleges, Hyderabad, Telangana

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Abstract

The study is to find the relationship between work motivation, job satisfaction, organizational commitment among engineering colleges staff members in Hyderabad. The study aims to find the impact of the three factors which would affect organizational productivity and individual productivity among faculty members of engineering colleges.

Keywords: job satisfaction, work motivation, organizational commitment, faculty members, engineering colleges

Introduction

The management of individuals at work is associate degree integral a part of the management method. To grasp the vital importance of individuals within the organization is to acknowledge that the human part and therefore the organization are substitutable. A well-managed organization sometimes sees a median employee because the root supply of quality and productivity gains. Such organizations don't look to capital investment, however to staff, because the elementary supply of improvement. A company is effective to the degree to that it achieves its goals. A good organization can ensure that there's a spirit of cooperation and sense of commitment and satisfaction among the sphere of its influence. So as to form staff happy and committed to their jobs in educational institutions, there's would like for robust and effective motivation at the varied levels, departments, and sections of colleges.

Motivation could be a basic psychological method. A recent observational comprehensive analysis terminated that aggressiveness issues seem to be for the most part psychological feature in nature (Mine, Ebrahimi, and Wachtel, 1995). Alongside perception, temperament, attitudes, and learning, motivation could be a vital part of behavior. Yet, motivation isn't the sole rationalization of behavior. It interacts with and acts in conjunction with alternative psychological feature processes. Motivating is that the management method of influencing behavior supported the data of what build individuals tick (Luthans, 1998). Motivation and motivating each handle the vary of aware human behavior somewhere between 2 extremes:

- reflex actions like a sneeze or flutter of the eyelids; and
- learned habits like brushing one's teeth or handwriting vogue (Wallace and Szilag 1982: 53).

Luthans (1998) asserts that motivation is that the method that arouses, energizes, directs, and sustains behaviour and performance. That is, it's the method of stimulating individuals to action and to realize a desired task. A method of stimulating individuals is to use effective motivation that makes staff a lot of happy with and committed to their jobs. Cash isn't the sole inducement. There are alternative incentives which may additionally function motivators.

Specific worker attitudes regarding job satisfaction and organizational commitment ar of major interest to the sector of organizational behavior and therefore the apply of human resources management. Perspective has direct impact on job satisfaction. Organizational

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commitment on the opposite hand, focuses on their attitudes towards the complete organization. Though a robust relationship between satisfaction and commitment has been found, newer analysis provides a lot of support to the thought that commitment causes satisfaction. However, most studies treat satisfaction and commitment otherwise, particularly in light-weight of things like curtailment that are a part of fashionable organizations. The method of analyzing Engineering college faculties understand motivation influences their level of satisfaction and commitment. whereas job satisfaction and commitment are the subject of the many studies, however the current studies is presents new info and a brand new perspective, describing job satisfaction, motivation and commitment of professional significantly within the context of Hyderabad.

Literature Review

Basic definitions

Along with perception, temperament, attitudes, and learning, motivation could be a vital part of understanding behavior. Luthan (1998) asserts that motivation shouldn't be thought of because the solely rationalization of behavior, since it interacts with and acts in conjunction with alternative mediating processes and with the atmosphere. Luthan stress that, just like the alternative operation, motivation cannot be seen. All which will be seen is behaviour, and this could not be equated with causes of behaviour. Whereas recognizing the central role of motivation, Evans (1998) states that several recent theories of organizational behaviour realize it necessary for the sector to accentuate behaviour. Definitions of motivation abound. One issue these definitions have in common is that the inclusion of words like "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". Luthan (1998) defines motivation as, "a method that starts with a physiological deficiency or would like that activate behaviour or a drive that's aimed toward a goal incentive". Therefore, the key to understanding the method of motivation lies within which means of and relationship among, needs, drives, and incentives. Relative to the current, Minner, Ebrahimi, and Watchel, (1995) state that during a system sense, motivation consists of those 3 interacting and mutually beneficial components, i.e., needs, drives, and incentives. Managers and management researchers have long believed that organizational goals are impossible while not the enduring commitment of members of the organizations. Motivation could be a human psychological characteristic that contributes to an individual's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behavior during an explicit committed direction. Stoke, in Adeyemo (1999) goes on to mention that there are basic assumptions of motivation practices by managers that should be understood. First, that motivation is often assumed to be an honest issue. One cannot feel superb regarding oneself if one isn't motivated. Second, motivation is one among many factors that enter an individual's performance (e.g., as a faculty member). Factors like ability, resources, and conditions beneath that one performs are necessary. Third, managers and researchers alike assume that motivation is briefly provide and in would like of periodic replacement. Fourth, motivation could be a tool with that managers will use in organizations. If managers grasp what drives the individuals operating for them, they'll

tailor job assignments and rewards to what makes these individuals "tick." Motivation also can be planned of as no matter it takes to encourage staff to perform by fulfilling or appealing to their wants. To Olajide (2000), "it is purposeful, and so cannot be outside the goals of any organization whether or not public, private, or non-profit".

Strategies of Motivating staff members

Bernard in stoner, et al. (1995) accords due recognition to the wants of staff oral communication that, "the final take a look at of organizational success is its ability to make values enough to make amends for the burdens obligatory upon resources contributed." Bernard appearance at staff, especially faculty members, in associate degree organized Endeavour, fitting time and efforts for private, economic, and non-economic satisfaction. During this era of the data superhighway, employers of knowledge professionals should take care to satisfy their wants. Otherwise, they're going to discover they're losing their proficient and artistic professionals to alternative organizations are prepared and willing to satisfy their wants and demands. The question here is what methods is accustomed inspire info professionals, significantly faculty members? The subsequent are strategies:

Salary, Wages and Conditions of Service

To use salaries as a inducement effectively, personnel managers should contemplate four major parts of a pay structures. These are the job rate, that relates to the importance the organization attaches to every job. payment, which inspires staff or teams by satisfying them in line with their performance; personal or special allowances, related to factors like scarceness of explicit skills or bound classes of knowledge professionals or with long service; and fringe benefits like holidays with pay, pensions, and so on. It's additionally necessary to make sure that the prevailing pay in alternative educational institutions is taken into thought in decisive the pay organizational of their organization.

Money

Akintoye (2000) asserts that cash remains the foremost important psychological feature strategy. As way back as 1911, Frederick Taylor and his scientific management associate delineate cash because the most significant think about motivating the commercial staff to realize larger productivity. Taylor advocated the institution of incentive wage systems as a method of stimulating staff to higher performance, commitment, and eventually satisfaction. Cash possesses important motivating power in the maximum amount because it symbolizes intangible goals like security, power, prestige, and a sense of accomplishment and success. Katz, in Sinclair, et al. (2005) demonstrates the psychological feature power of cash through the method of job alternative. He explains that cash has the ability to draw in, retain, and inspire people towards higher performance. as an example, if a professional or info skilled has another job provide that has identical job characteristics along with his current job, however larger monetary reward, that employee would all told chance be motivated to simply accept the new job provide. Banjoko (1996) states that several managers use cash to reward or penalize staff. This is often done through the method of satisfying staff for higher productivity by indoctrination concern of loss of job (e.g., premature retirement thanks to

poor performance). The will to be promoted and earn increased pay might also inspire staff.

Staff Training

In spite of however automatic a company or a educational institutions may be, high productivity depends on the amount of motivation and therefore the effectiveness of the hands. Employees coaching are an essential strategy for motivating staff. The educational institutions organization should have smart coaching programme. This can offer the professional or info skilled opportunities for self-reformation and development to satisfy the challenges and necessities of recent instrumentality and new techniques of acting a task.

Information handiness and Communication

Method managers will stimulate motivation is to grant relevant info on the results of their actions on others (Olajide, 2000). To the current investigator it appears that there's no acknowledged organization within which individuals don't sometimes feel there ought to be improvement within the method departments communicate, cooperate, and collaborate with each other. info handiness brings connected a strong peer pressure, wherever 2 or a lot of individuals running along can run quicker than once running alone or running while not awareness of the pace of the opposite runners. By sharing info, subordinates vie with each other.

Studies on work motivation appear to substantiate that it improves workers' performance and satisfaction. For instance, Brown and Shepherd (1997) examine the characteristics of the work of teacher-staff in four major categories: cognitive content, technical skills, values, and beliefs. He reports that they're going to reach meeting this challenge as long as they're motivated by deeply-held values and beliefs relating to the event of a shared vision. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some psychological feature problems were pay, fringe benefits, job security, physical surroundings, and safety. Bound environmental and psychological feature factors are predictors of job satisfaction. Whereas Colvin (1998) shows that monetary incentives can get individuals to try to to a lot of of what they're doing, Silverthorne (1996) investigates motivation and social control designs within the personal and public sector. The results indicate that there's slightly distinction between the psychological features wants of public and personal sector staff, managers, and non-managers.

Job Satisfaction

Locke and Lathan (1976) provide a comprehensive definition of job satisfaction as pleasant or positive emotion ensuing from the appraisal of one's job or job expertise. Job satisfaction could be a result of employee's perception of however well their job provides those things that are viewed as necessary. In line with (Mitchell and Lasan, 1987), it's usually recognized within the organizational behavior field that job satisfaction is that the most significant and regularly studied perspective. Whereas Lathan (1998) posited that there are 3 necessary dimensions to job satisfaction:

- Job satisfaction is associate degree emotional response to

employment scenario. in and of itself it cannot be seen, it will solely be inferred.

- Job satisfaction is usually determined by however well outcome meet or exceed expectations. As an example, if organization participants feel that they're operating abundant more durable than others within the department however are receiving fewer rewards they're going to most likely have a negative attitudes towards the work, the boss and or coworkers. On the opposite hand, if they feel they're being treated fine and are being paid equitably, they're seemingly to possess positive attitudes towards the duty.

- Job satisfaction represents many connected attitudes that are most significant characteristics of employment regarding which individuals have effective response. These to Luthans are: the work itself, pay, promotion opportunities, management and coworkers. Job satisfaction of the professional naturally depends on the economically, social and cultural conditions during a given country (Ebru, 1995). A professional Organization cannot get a enough wage are visage with the matter of maintaining his or her family's life. This downside puts the professional aloof from being happy. Particularly the social facilities (transportation services, and shopper cooperatives –cash boxes) are enough as a result of the economic conditions. Low wages and lack of standing and social insurance have an effect on motivation. Job satisfaction cannot be utter wherever there's absence of motivation. Job satisfaction of the professional World Health Organization has a very important place within the info society can have an effect on the standard of the service he renders. During this respect, the question of however the fabric and ethical part have an effect on the duty satisfaction of the staff gains importance (Ebru, 1995). Job satisfaction is therefore necessary in this its absence usually ends up in lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction could be a predictor of quitting employment (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997). Generally staff could quit from public to the personal sector and the other way around. At the opposite times the movement is from one profession to a different that's thought of a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant like poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, individuals tend to migrate to higher and systematically paying jobs (Fafunwa, 1971). Explaining its nature some investigator (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is actually controlled by factors delineate in Adeyemo's (2000) views as external to the employee. From this viewpoint satisfaction on employment may be motivated by the character of the duty, its pervasive social climate and extent to that staff peculiar wants are met. Operating conditions that are kind of like native and international normal (Osagbemi, 2000), and extent to that they tally work conditions of alternative professions within the vicinity. alternative inclusions are the supply of power and standing, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997). Other researchers (e.g. MacDonald, 1996; actor, 1980) argue in favour of the management of job satisfaction by factors intrinsic to the staff. Their arguments are supported the thought that staff deliberately

commit to realize satisfaction in their jobs and understand them as worthy.

Studies of job satisfaction and office appear to systematically show there's a relationship between skilled standing and therefore the job satisfaction. High levels of job satisfaction are ascertained in those professions that are of fine standing in society. Age is one among the factors moving job satisfaction. Completely different studies conducted show that older staffs are a lot of happy (Davis, 1988:100). Kose (1985) found a meaty relationship between the age and job satisfaction; Hamshari (1983), age and skilled expertise (Delia 1979; Hamshari1986), instructional level (Well-Maker, 1985; Hamshari, 1986); level of wages (Vaughan and Dunn in Adeyemo, 1997); sex (D'elia 1979; kill and tit, 1983).

St. Lifer (1994) reports the results of a survey of staff perceptions of their jobs. These embrace compensation and edges, advancement opportunities, and technological challenges. The result showed that salaries and edges are associated with job satisfaction. Horenstein (1993) rumored on a study that examined the duty satisfaction of staff members because it associated with college standing. The finding indicated that staff members with educational rank were a lot of happy than non-faculty teams. Predictors of satisfaction enclose perceptions of participation and pay. Nkereuwen (1990) reviews theories on job satisfaction and evaluates their relevancy to the work atmosphere. Paramer and East (1993) discuss previous job satisfaction analysis among educational institutions support employees mistreatment Paul E. Specter's job satisfaction survey. Similarly, the results of another studies have shown meaty relations between job satisfaction and wages, management policy, operating conditions, potentialities of promotion, gaining respect, the scale of the organization and self-development and accomplishment of the utilization of skills (Ergenc, 1982a; Sencer, 1982; Kose, 1985; Yincir, 1990). Philips (1994) studied the career attitudes of master level staff and therefore the relationship between age, career satisfaction and career identity. His results indicate that over time staff becomes comfortable with their profession and a lot of committed to their line of work.

Organizational Commitment

A wide form of definitions and live of organizational commitment exists. Becker, Randal, and Riegel (1995) outlined the term during a 3 dimensions:

1. A robust need to stay a member of a specific organization;
2. A disposition to exert high levels of efforts on behalf of the organization;
3. A outline belief in and acceptableness of the values and goals of the organization.

To Northcraft and Neale (1996), commitment is associate degree perspective reflective associate degree employee's loyalty to the organization, associate degree a current method through that organization members specific their concern for the organization and its continued success and well-being. Organizational commitment is set by variety of issue, as well as personal factors (e.g., age, tenure within the organization, disposition, internal or external management attributions); organizational factors (job style and therefore the leadership kind of one's supervisor); non-organizational factors (availability of alternatives). Of these things have an effect on resultant commitment (Northcraft

and Neale, 1996).

Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe 3 parts of commitment:

- an identification with the goals and values of the organization;
- a need to belong to the organization; and
- a disposition to show effort on behalf of the organization.

A similar definition of commitment emphasizes the importance of behavior in making it. Salancik (1977) conceives commitment as a state of being within which a personal becomes sure by his actions and it's these actions that sustain his activities and involvement. From this definition, it is inferred that 3 options of behaviour are necessary in binding people to act: visibility of acts, the extent to that the outcomes are irrevocable; and therefore the degree to that the person undertakes the action voluntarily. To Salancik thus, commitment is enhanced and controlled to get support for the organizational ends and interests through such things as participation in decision-making.

Based on the three-dimensional nature of organizational commitment, there's growing support for a three-component model planned by Meyer and Allen (1991). All 3 parts have implications for the continued participation of the individual within the organization. The 3 parts are:

Affective Commitment

Psychological attachment to organization.

Continuance Commitment

Prices related to going away the organization.

Normative Commitment

Perceived obligation to stay with the organization.

Guest (1991) concludes that top organizational commitment is related to lower turnover and absence, however there's no clear link to performance. It's most likely wise to not expect an excessive amount of from commitment as a method of creating an on the spot and immediate impact on performance. It's not identical as motivation. Commitment could be a broader construct associate degree tends to resist transient aspects of an employee's job. It's doable to be discontented with a specific feature of employment whereas holding a fairly high level of commitment to the organization as a full. Once making a commitment strategy, Armstrong, 1999 asserts that "it is tough to deny that it's fascinating for management to possess outlined strategic goals and values. And it's equally fascinating from management purpose of read for workers to behave during a method that support those methods and values." making commitment includes communication, education, coaching programmes, and initiatives to extend involvement and possession and therefore the development of performance and reward management systems.

Studies on commitment have provided robust proof that affection and normative commitment are absolutely connected and continuance commitment is negatively connected with organizational outcomes like performance and citizenship behavior (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993). Supported this finding, it's necessary for educational institutions employers to spot staff commitment pattern and plan methods for enhancing those who are relevant to organizational goals. Researchers (e.g. Mayer and Allen, 1997) have found that age was absolutely related with affection and normative

commitment, however to not continuance commitment. Meyer and Allen (1991), in associate degree beta and substantiative analysis of things which will considerably predict job satisfaction and organizational commitment among blue collar staff, rumored that promotion, satisfaction, job characteristics, extraneous and intrinsic exchange, likewise as extraneous and intrinsic rewards, were associated with commitment.

Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are fascinating work, coworker's attitudes towards the organization, organizational dependency, age, education, employment alternatives, perspective of family and friends. The variables justify sixty fifth of the variance in organizational commitment. Glisson and Derrick in Adeyemo and Aremu (1999) in their study of 319 human service organization staff analyzed the results of multiple predictors (job, organization, and employee characteristics) on satisfaction and commitment. They showed that ability selection and role ambiguity are best predictors of satisfaction, whereas leadership and therefore the organization's age are the most effective predictors of commitment. Ellemer, Gilder, and Heuvel (1998) found that background variables as gender, level of education, or team size weren't clearly associated with 3 varieties of commitment. Adeyemo (2000) rumored a direct correlation between education and organizational commitment. Irving, Coleman, and Cooper (1997) found that age wasn't associated with organizational commitment. Meyer and Allen (1984) earlier argued that age may be related with commitment by postulating that it is proxy for seniority that's related to chance to higher one's position within the work. On the difficulty of gender, Mathieu and Zajac (1990) rumored its relationship to organizational commitment. Similarly, it had been found by Irving, et al. (1997) that the boys in their sample had higher level of commitment than the ladies.

Conclusion

The findings of this study reveal that a correlation exists between perceived motivation, job satisfaction, and commitment, though correlation between motivation and commitment was negative. No distinction was ascertained within the perceived motivation of skilled and non-professional college members. Moreover, findings conjointly show that variations exist within the job satisfaction of college members in educational and analysis libraries, which no relationship exists within the structure commitment of college members supported their years of expertise. The correlation that exists during this study among perceived work motivation, job satisfaction, and structure commitment corresponds with (Brown and Shepherd, 1997) UN agency rumored that motivation improves workers' performance and job satisfaction. The result conjointly agrees with Chess (1994), rumored that bound psychological feature factors contribute to the prediction of job satisfaction. However, co relational statistics between structure commitment and work motivation as rumored during this study is also a result of the actual fact staff aren't extremely motivated by their deeply control values and beliefs relating to the event of a shared vision as hints by Brown and Shepherd (1997). Tang and LiPing (1999) report that a relationship exists between job satisfaction and structure commitment, and Woer

(1998) finds that structure commitment relates to job satisfaction, that each support this result. moreover, Stokes, Riger, and Sullivan's (1995) report that perceived motivation relates to job satisfaction, commitment, and even intention to remain with the firm corroborates this gift result.

The second result obtained on this study was that no vital distinction was ascertained within the perceived work motivation of skilled and non-professional college members. Williams in Nwagu (1997) rumored that motivation potential is joined to 5 core characteristics that have an effect on 3 psychological states essential to internal work motivation and positive work outcome. that concept enhances this finding. Similarly, the finding by Colvin (1998) that monetary incentives increase productivity, corroborates this result. Skilled and non-professional college staff members have an equivalent perceived work motivation if they're given the work surroundings and incentives that they have and merit. The difficulty of expertise in place could be a vital one, however non-professional educational institutions employees are essential to educational institutions operations and their motivation and commitment are essential. Several libraries, therefore, take an equivalent approach to motivation for all of their staff, no matter standing and qualifications. Hence, the non-vital distinction in their perception of labor motivation is perhaps connected with this issue. The fact that no relationship was ascertained between the organizational commitment of the school members and their years of expertise, contradict some previous findings of studies. for example Irving, Coleman, and Meyer (1994) recommend that job expertise early in one's career plays a outstanding role within the development of commitment. It's unremarkably felt that have will increase the extent of commitment of employees in a corporation, and this might be the case below traditional circumstances. The result obtained during this study is also owing to specific native things.

The findings of this study have identified some salient problems within the field of place. It's imperative for tutorial institutions management to fulfill the strain of their personnel to strengthen their motivation, satisfaction, and commitment to attenuate turnover. Governments and educational institutions management ought to focus on rising the conditions for college members. One crucial space is on-the-job coaching to deal with the combination of knowledge technology into educational institutions practices. Career survival would depends on career resilience (Casio in Sinclair et al. 2005) and pragmatic adjustment to alter (Borgen, in Adeyemo, 2000). Staff and educational institutions staff should without delay re-invent themselves and take responsibility for managing their careers with support from employers. Satisfaction could be found in "sacrificial labor," otherwise stated as labour of affection by (McDonald, 1996). Top in our minds ought to be the search for self-actualization represented by Maslow. Faculty members should acknowledge that psychological state is best anchored in intrinsic psychological feature factors at intervals one's management. The necessity to assume responsibility for one's career, particularly in a very depressed economy, can't be overemphasized (Heinz, 1987). Attainment of job satisfaction among college members through price clarification, personal downside resolution, and a clever approach are perceptive and

intrinsic psychological feature approaches that are suggested during this study.

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