

# HM-333

# Human Behaviour Management

Relationship between job satisfaction, organizational commitment, and job performance amongst alumni of DAIICT



Submitted by GROUP 10:

Srikumar Sastry (201601016)

Kshitij Patel (201601084)

Kunal Jani (201601444)

Hardikkumar Chatrala (201601222)

Vishva Patel (201601143)

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## Introduction

What do the terms job satisfaction and job commitment mean [1]?

**Job Satisfaction:** Job satisfaction or employee satisfaction is the extent of workers' contentedness with their job, whether or not they like the job, or individual aspects or facets of jobs, such as the nature of work or supervision.

### How to measure?

Two approaches are popular. The single **global rating** is a response to one question, such as "All things considered, how satisfied are you with your job?" Respondents circle a number between 1 and 5 on a scale from "highly dissatisfied" to "highly satisfied."

The second method, the summation of job facets (or aspects), is more sophisticated. It identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relationships with co-workers.

**Job Commitment:** It is the feeling of responsibility that a person has towards the mission and goals of an organization. When an individual has **job commitment**, he or she is more likely to perform tasks and responsibilities that will help an organization achieve a goal.

## How we proceeded?

We designed a questionnaire considering almost all the dimensions or factors which influence job satisfaction and commitment, which further influences the performance of the employees. We designed each question in a way that the respondent answer in the scale from 1 to 5. '1' meaning 'highly dissatisfied' and '5' meaning 'highly satisfied'. Also, subjective questions were asked as a counterpart to the answer given by the respondent when we feel the need.

A total survey of 15 DAIICT alumni was taken. To study all the parameters which influence job satisfaction, commitment and performance and also other domains taught in our HBM course, we took the responses of the alumni having different educational qualification, each working at different locations, some working in the IT companies, others in the IT department in banks, some in startups, and one alumni is the professor in DAIICT. So, we made sure that we have varied respondents for our project and asked them specially designed questions.

## Responses of the alumni:

1. Karitik Mudgal (B.Tech ICT)  
Student ID: 201501174  
Organization Name: Infibeam  
Experience: (8 months)

### Job Satisfaction:

Work itself: 62

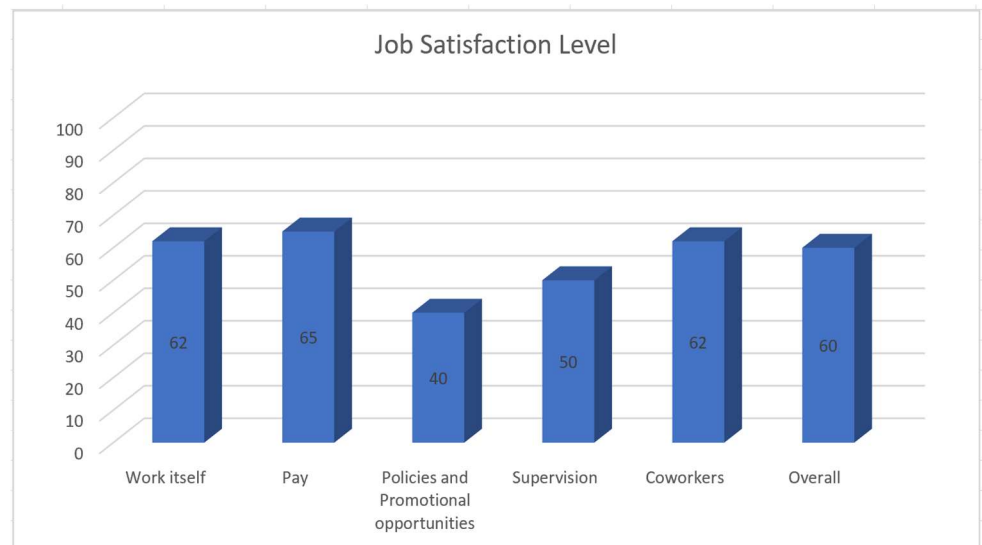
Pay: 65

Policies and Promotional  
opportunities: 40

Supervision: 50

Coworkers: 62

Overall: 60



### Overall Commitment: 2 (Less Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

### Performance: 70

Scale (0-100)

### Justification of the above behavior:

- For the above respondent, what matters the most for job satisfaction is the kind of work he is involved with and the friendly coworkers and the working environment in the organization he is working. According to him, salary pay is the most influential factor for his job satisfaction (which is not the case with most others!). So, we can conclude that for his job satisfaction salary comes first in priority and then others parameters like the work, coworker and supervisor or management.
- As per the questions he answered, he is found less committed to the current organization he is working with because given the more salary he is ready to quit the current organization.
- Overall performance is better because he is better with technical skills and does his assignments or projects before deadline covering all the corner cases.

2. Name: Not to reveal (M.Tech & PhD, DAIICT)  
Student ID: Not to reveal  
Organization Name: Not to reveal (Startup)  
Experience: (2 years)

**Job Satisfaction:**

Work itself: 70

Pay: 40

Policies and Promotional  
opportunities: 65

Supervision: 65

Coworkers: 62

Overall: 68



**Overall Commitment:** 5 (Highly Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 80

Scale (0-100)

**Justification of the above behavior:**

- For the above respondent, what matters the most for job satisfaction is the work he does as this itself is the main reason to join the startup. For him pay does not matter as much as the other factors are considered for satisfaction.
- As per the questions he answered, he is found highly committed to the current organization he is working with because he loves his work and the work environment, and the freedom he has over there.
- Overall performance is better because he is better with technical skills and also good with his research and project work.
- All these data implies that more the job satisfaction and commitment is in the individual, the better his performance is.

3. Name: Not to reveal (B.Tech ICT)  
Student ID: Not to reveal  
Organization Name: Sprinklr  
Experience: (around 2.5 years)

**Job Satisfaction:**

Work itself: 50

Pay: 30

Policies and  
Promotional  
opportunities: 60

Supervision: 65

Coworkers: 65

Overall: 60



**Overall Commitment: 2 (Less Committed)**

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance: 60**

Scale (0-100)

**Justification of the above behavior:**

- For the above respondent, even though he is highly paid, the pay is not the influential factor for his job satisfaction.
- The workload is too much for him and deadlines have to be strictly followed in the organization he is working with. Even the managers are not approachable as per him, and all these leads to less performance as well as less commitment towards the organization (Even though salary is extremely good!).
- His satisfaction is less, and also his commitment is less, this reflects in his performance (low!).

4. Agam Shah (B.Tech ICT) Currently in USA  
Other details not to reveal

**Job satisfaction:**

Work itself: 90

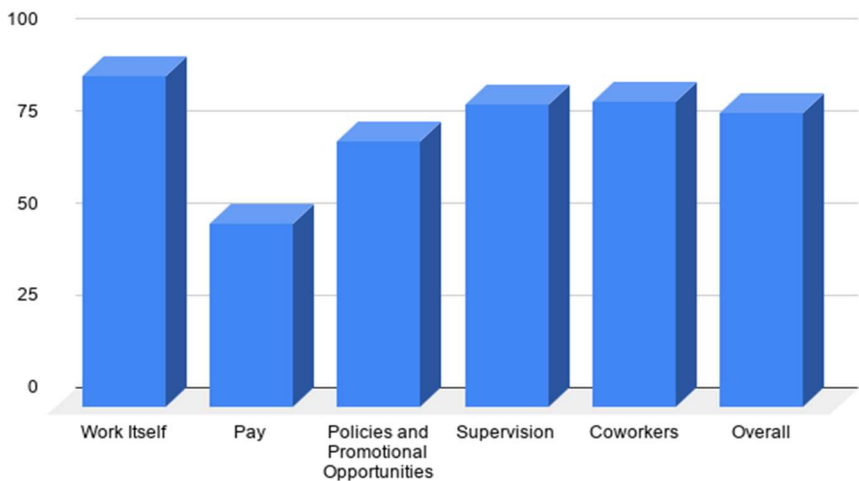
Pay: 50

Policies and Promotional  
Opportunities: 72

Supervision: 82

Coworkers: 83

Overall Satisfaction: 80



**Overall Commitment:** 5 (Highly Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 80

Scale (0-100)

**Justification of the above behavior:** Since the student had a strong desire to work which he loves in a company and learn a lot; he has an extremely high level of job satisfaction from the work itself. Even though the company did not pay him very high amount (which does not matter much for his satisfaction as per him), but since he saw that the promotional opportunities in the company are very high, and there were incentives and rewards for working, so he felt assured that he would be rewarded for his hard work in the future despite the low amount of money the company paid to him. The work which was done by him was constantly supervised by the manager of the company, so he had a strong desire to work for the company since he was motivated by the hard work of the manager. The environment around him was also very friendly. All these factors increase his commitment level and pushes him to work hard, which increases his performance level as well.

From above data, we analyze that job commitment and job satisfaction play important role for good performance (which is the case here!).

5. Aravind Kumar Bairwa (B.Tech ICT)  
Student ID: 201301198  
Organization Name: Not to reveal  
Experience: More than 1.5 years

**Job satisfaction:**

Work itself: 60

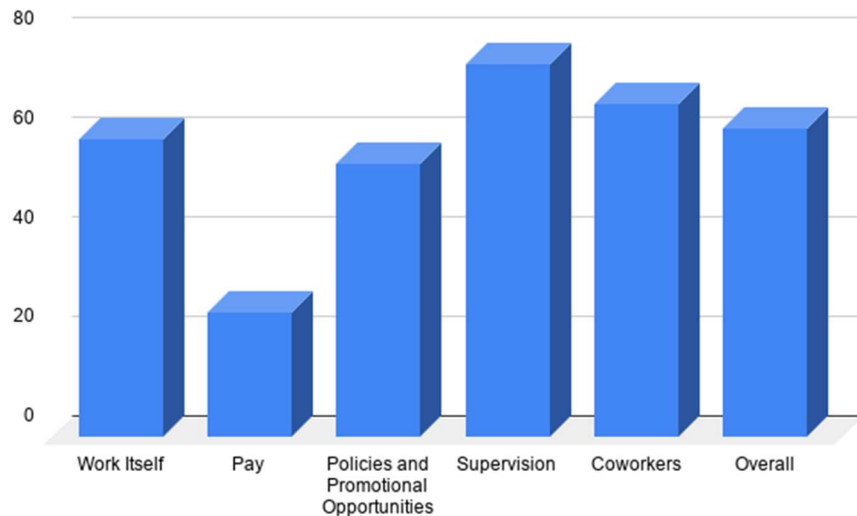
Pay: 25

Policies and  
Promotional  
Opportunities: 55

Supervision: 75

Coworkers: 67

Overall Satisfaction: 62



**Overall Commitment: 4 (Committed)**

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance: 65**

Scale (0-100)

**Justification of the above behavior:** The company is a startup that is not making a large amount of profits, so, the employees in the company are not paid enough and the employees are little less satisfied with their current wages (but it is less important factor which contributes to the satisfaction level). However, promotional opportunities are present in the company. There is constant supervision of the employees and it is possible to approach the manager for any sort of problem. Since the company is a startup and frequent group forming and breaking takes place as per different projects per clients, there are frequent disputes between co-workers. However, the disputes between the co-workers are healthy and they lead to the slow but progressive development of this startup company as well as the staff. So, overall satisfaction is fair enough as per the response by the respondent.

Above data once again reflects that job commitment and job satisfaction has positive influence on performance.



6. Yash Patel (B.Tech ICT)  
Student ID: 201401156  
Organization Name: Infosys Limited  
Experience: 1.5 years

**Job satisfaction:**

Work itself: 85

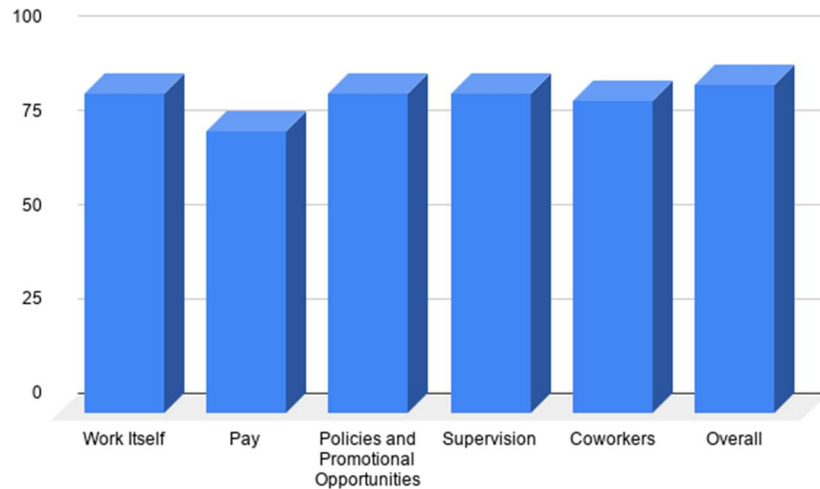
Pay: 75

Policies and Promotional  
Opportunities: 85

Supervision: 85

Coworkers: 83

Overall Satisfaction: 87



**Overall Commitment: 5 (Highly Committed)**

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance: 85**

Scale (0-100)

**Justification of the above behavior:** The company is a well-established company. The work itself in the company is satisfying. For all the employees, there are a lot of promotional opportunities that motivate the employees in the company to work. The work which has been done by the employee is appreciated by the company in the form of rewards. Since the number of reporting layers in the organization is less, the manager works directly with the employees. The management gives full commitment towards employees and stand with them even when company faces loss and this is the main reason that employee also shows high level of commitment towards the organization. The coworkers around them bond with each other very well. Even though the lucrative opportunities from other companies may be better but the sync and relationship which the company has towards the employee outreaches that. So, overall, it does not affect the quality of the work performed by the him in the company.

7. Prof. Aditya Tatu (M.Tech (DAIICT), PhD)  
Organization Name: DA-IICT

**Job satisfaction:**

Work itself: 92

Pay: 52

Policies and Promotional  
Opportunities: 85

Supervision: 80

Coworkers: 83

Overall Satisfaction: 89



**Overall Commitment:** 5 (Highly Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 90

Scale (0-100)

**Justification of the above behavior:** Prof. Tatu is very enthusiastic and passionate about his work in DA-IICT. The working hours and the policies are quite flexible. The highest contributing factor towards his job satisfaction is the nature of work itself. He loves doing what he is doing currently. He is paid enough, so pay scale is a less contributing factor. Supervision is also quite healthy and the supervisors are easily approachable. Also, his opinions are given due respect. As a result, he is very satisfied working in DA-IICT. He is highly committed to DA-IICT and voluntarily takes active part in activities for the government project related to science and technology offered to DA-IICT. Also, we are privileged to have studied under him and he is great at this job.

Above data once again reflects that job commitment and job satisfaction has positive influence on performance.

8. Agam Mehta (B.Tech)  
Student ID: (201501133)  
Organization Name: startup (Pegasus) at DA-IICT

**Job satisfaction:**

Work itself: 89

Pay: NA

Policies and Promotional  
Opportunities: 62

Supervision: 89

Coworkers: 83

Overall Satisfaction: 86



**Overall Commitment:** 5 (Highly Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 80

Scale (0-100)

**Justification of the above behavior:** Agam is very enthusiastic and passionate about his work in his startup Pegasus. The working hours are quite flexible. But the policies are strict and sometimes he finds it difficult to get some decision or budget passed. As a result, this factor has lowered his job satisfaction. At present, he doesn't have any salary. The highest contributing factor towards his job satisfaction is the nature of work itself. He loves doing what he is doing currently. Supervision is also quite healthy and the supervisors are easily approachable. Also, his opinions are given due respect. As a result, he is very satisfied working in his startup.

9. Nirbhay Ram (B.Tech ICT)  
Organization Name: HSBC  
Experience: less than 1 year

**Job satisfaction:**

Work itself: 92

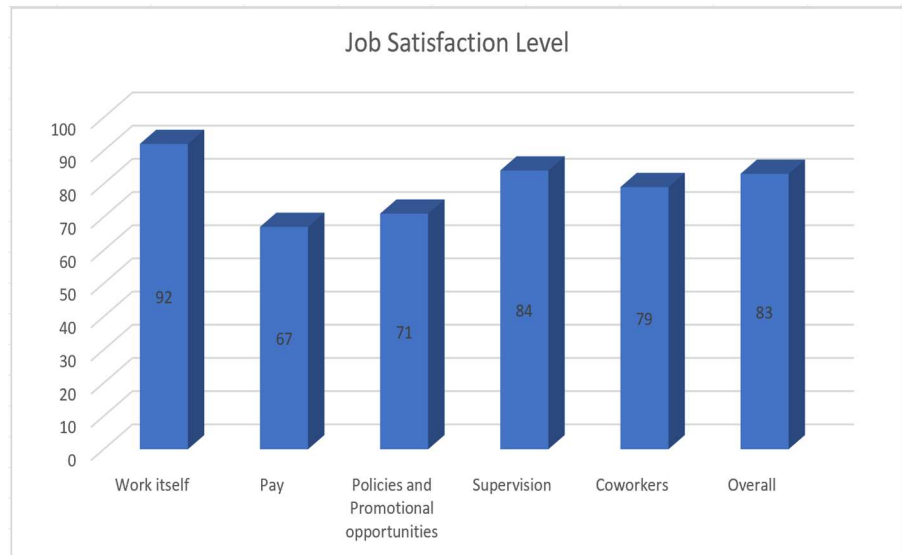
Pay: 67

Policies and Promotional  
Opportunities: 71

Supervision: 84

Coworkers: 79

Overall Satisfaction: 83



**Justification of the above behavior:** Nirbhay is very enthusiastic and passionate about his work. He has just started to work. He is paid handsomely, so the pay scale does not play a heavy role in determining satisfaction level. The policies are strict. The supervision is easily approachable and his opinions are given importance. As a result, he has a high satisfaction level.

**Job commitment:** 93 (Highly Committed)

**Justification of the above behavior:** Nirbhay said that he will defend his organisation everytime as a good place of work against every other organisation. He also said that he would have to make greater sacrifice if he were to leave the place now.

**Job Performance:** 87

**Justification of the above behavior:** He was confident that his work was at par with his colleagues and sometimes better than them. He also said health problems did not hinder him at work.

10. Sagar Savaliya (B.Tech , CS)  
Student Id : 201501407  
Organization : Sprinklr

### Job Satisfaction:

Work itself: 93

Pay: 79

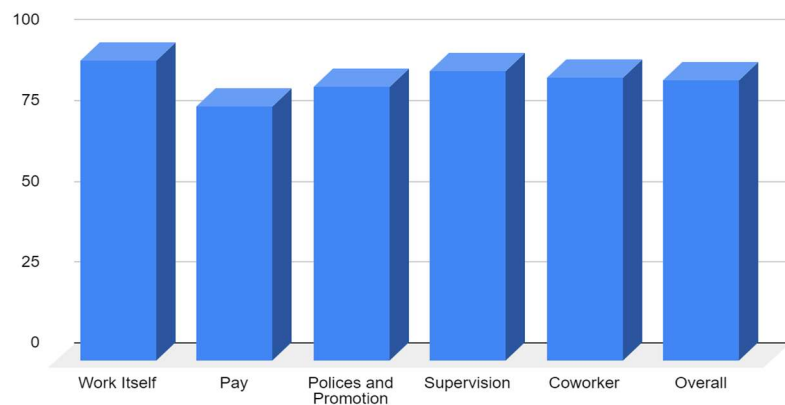
Policies and promotion: 85

Supervision: 90

Coworker: 88

Overall: 87

Job Satisfaction level



**Justification of the above behavior:** Sagar is very passionate about his work. He got his job as PPO based after completing an internship at the same organization. He is fairly paid for his job but he is considering other factors for growth as an individual. Company also offer diverse role from engineering to management field. As he is one of the fastest learners in his team his opinion is considered for planning and development of project, and so overall, as per him, all the factors play almost equally important role for his satisfaction.

### Job commitment: 95

**Justification of the above behavior:** He manages own time, priorities, and resources to achieve goals. Some time before, this organization was considered as only hard work, but now so many new policies for work life balance is introduced and strictly followed by the organization, as told by him. Because of open door policies no one get stuck in work and feel bored during work. He displays an ongoing commitment to learning and self-improvement.

### Job Performance: 90

**Justification of the above behavior:** He earns others' trust and respect through consistent honesty and professionalism in all interactions. He seems confident and enthusiastic during discussion of his job role as a product engineer. And good work life balance helps him to maintain health in a busy schedule. This overall has reflects in his good performance.

11. Harsh Vasoya  
Student Id : 201501405  
Organization : Amazon

### Job Satisfaction:

Work itself: 91

Pay: 80

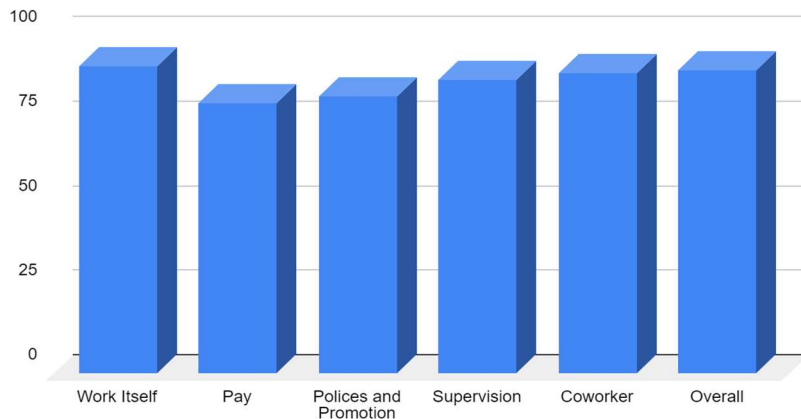
Policies and promotion: 82

Supervision: 87

Coworker: 89

Overall: 90

Job Satisfaction level



**Justification of the above behavior:** Harsh is always active team member as an individual and also motivates other to complete task with same excellent way. He is the one who always ready to learn new things in various areas. His company has good mechanism for taking daily feedback from their employees for continuous improvement and modification over time. Recently his company has been nominated for as the best place to work. As per him, all the above factors more or less play the equal role in determining his satisfaction level.

### Job commitment: 93

**Justification of the above behavior:** During the interview he said that he likes to go to the office on Monday because of company's vibrant culture. Also, he remains very curious regarding new project assignments and is given complete information regarding the work assigned to him. Flexible working hours allows him to work as his choice time to complete his task. He influences others to make them remain excited and committed towards the organization's objectives.

### Job Performance: 89

**Justification of the above behavior:** He takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight. He focuses on results and desired outcomes and how best to achieve them. Gets the job done. He enables cooperative and productive group interactions. He helps others resolve complex or sensitive disagreements and conflicts.

12. Dhaval Lila  
Student Id : 201501  
Organization : Amadeus

### Job Satisfaction:

Work itself: 88

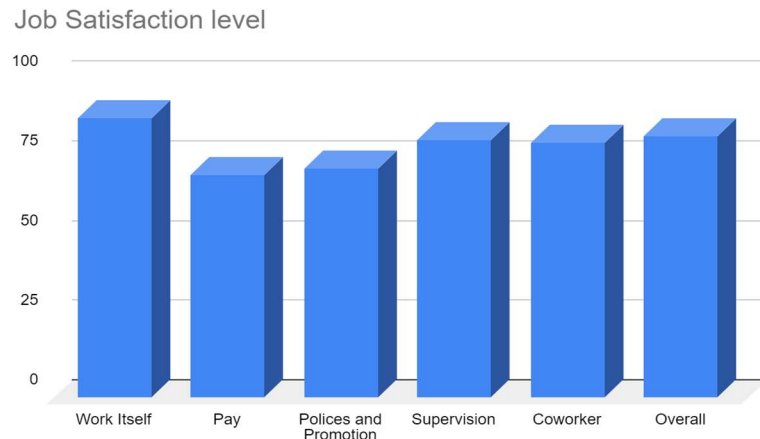
Pay: 70

Policies and promotion: 72

Supervision: 81

Coworker: 80

Overall: 82



**Justification of the above behavior:** He takes a deep interest in his job. He is always eager to discuss a new topic which he finds interesting. He believes in never giving up without enough trying. He feels that his organization should modify some of the policies regarding employee's welfare and working culture. He has good colleagues there but not all of them are as eager as him to learn new things and experiment with new tools and technologies. As an individual he learns new things in his free times and write blog on different programming language which he found interesting. So, all the factors along with management play important role in determining his satisfaction level.

### Job commitment: 93

**Justification of the above behavior:** He is not the procrastinator kind of person. During the interview he said that complete his responsibility as a team player as well as, as an individual excite him and fill him with confidence to do the next job with the same enthusiasm. There might be some days when he is not willing to go to the office, at this time there is an option to work from home or take a day off, which makes him more committed to the organization.

### Job Performance: 89

**Justification of the above behavior:** He develops fresh ideas that provide solutions to all types of workplace challenges. During the interview he said that sometimes he also gets involved in more challenging job which is meant to be for senior or experienced employees there, which justifies his outstanding performance.

13. Anupriya Jaju (B.Tech ICT)  
Organization Name: Amazon  
Experience: Less than 1 year

**Job satisfaction:**

Work itself: 80

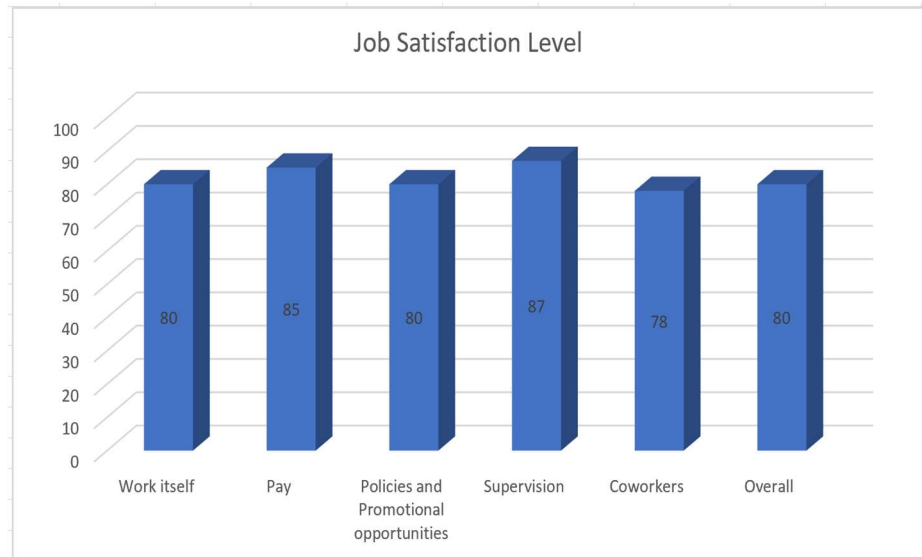
Pay: 85

Policies and Promotional  
Opportunities: 80

Supervision: 87

Coworkers: 78

Overall Satisfaction: 80



**Overall Commitment:** 3 (Neutral)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 85

Scale (0-100)

**Justification of the above behavior:** Since the student had a strong desire to work in a company and learn a lot, she had a high level of job satisfaction from the work itself since she is happy that she chose this organization to work over others. The work which was done by her was constantly supervised by the manager of the company, and she can easily approach her manager and also her opinions are given importance. The policies are also strict. And she said she will defend her organization as great place to work. The environment around her was also very friendly. She takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight. So, overall, all the factors play important role for her job satisfaction with pay and supervision as high priority.

Also, important point to be noted is that she feels neutral regarding to the commitment as when more wonderful opportunity can lead her to quit the current job. However, till then, the performance she provides is outstanding as an employee.



14. Ekta Bhoraniya (B.Tech CS)  
Organization Name: Factset  
Experience: Less than 1 year

**Job satisfaction:**

Work itself: 78

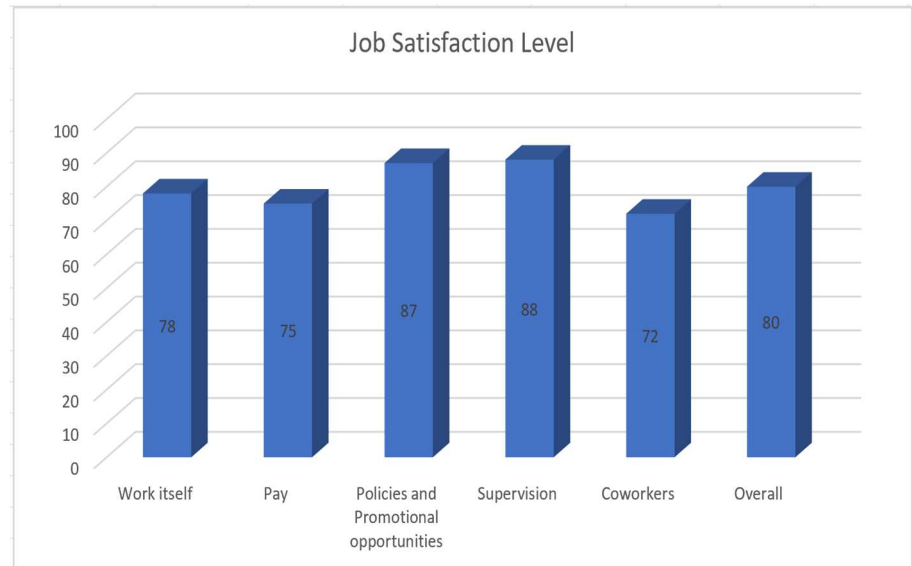
Pay: 75

Policies and Promotional  
Opportunities: 87

Supervision: 88

Coworkers: 72

Overall Satisfaction: 80



**Overall Commitment:** 4 (Committed)

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance:** 88

Scale (0-100)

**Justification of the above behavior:** The company is a well-established company. The work itself in the company is satisfying. Also, policies and promotional opportunities are good which are the important influential factors for her job satisfaction. Same reason goes for the kind and quality of work, and the coworkers she is working with. The management is quite liberal and supervisors are easily approachable. Her opinions are taken into consideration. So, overall all the factors play important role but with different priorities in her job satisfaction.

She is well informed about her duties. Also as the environment at work is positive, she is happy to go to work on Monday mornings. The organization means a lot to her and she works hard to make greater effort in order to contribute to the success of the organization which justifies her commitment and good performance.

15. Hardi Sudhagar: (B.Tech ICT)  
Organization Name: Tech Mahindra  
Experience: 1.5 years

**Job satisfaction:**

Work itself: 75

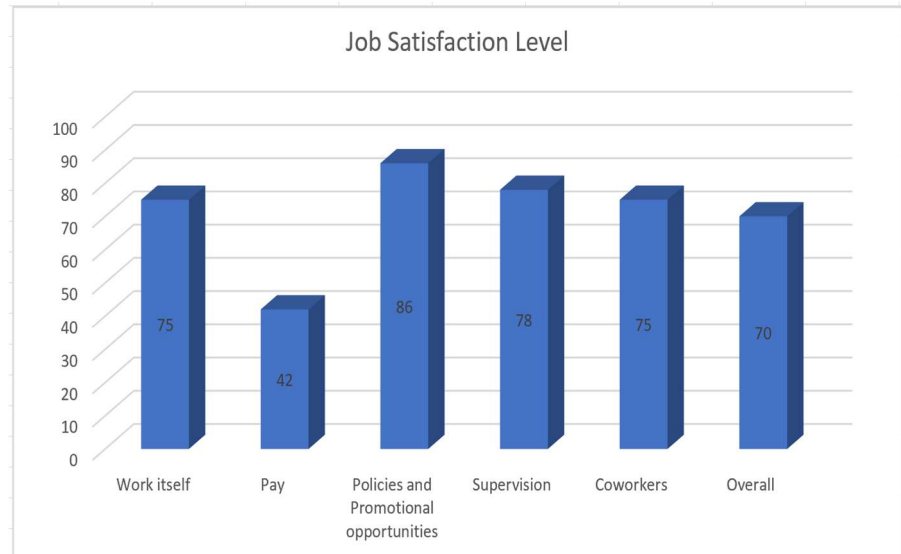
Pay: 42

Policies and Promotional  
Opportunities: 86

Supervision: 78

Coworkers: 75

Overall Satisfaction: 70



**Overall Commitment: 4 (Committed)**

Scale:

1: Not Committed, 2: Less Committed, 3: Neutral, 4: Committed, 5: Highly Committed

**Performance: 78**

Scale (0-100)

**Justification of the above behavior:** As per her response, the policies and growth opportunities play the more important role in determining and the pay scale does not matter much. At first, even though the company paid less, she saw that the promotional opportunities in the company are very high, there are incentives for the good work done, so she felt assured that she would be rewarded for her hard work in the future. The work which was done by her was constantly supervised by the manager of the company and her opinions also counts. The environment around her was also very friendly and positive. She feels committed towards the organization and works hard for the success of the organization which is also reflected by her performance.

## Conclusion



In most of the cases, the factors which positively affect job commitment also affected job satisfaction. This helps us to get an insight that job satisfaction and job commitment are related to each other. Job performance mainly depend on the flexibility of working hours and the continual supervision. These factors also highly contribute to job satisfaction (Also, note that salary is not the only influential factor for the job satisfaction of the individual!). This gives us an insight that if job satisfaction is high, performance is also high. Also, job commitment has direct influence on job satisfaction, and thus both affects the performance. This is because when an individual is committed to his/her work, he/she is able to produce good results in a short amount of time. (Highly committed individuals are ready to work even after the working hours!)

In short, nature of **work** and greater organizational **commitment** increases **job satisfaction**, which in return enhances **performance of** the individual.

## References:

1. Robbins, S. a. (2007). *Organizational Behavior*. Pearson/Prentice Hall. (For definition purposes)