

## RELATIONSHIP OF WORK COMMITMENT AND INVOLVEMENT WITH WORK SATISFACTION OF DAILY LABOUR

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### Abstract

The purpose of the present study was to investigate the relationship among work commitment, work involvement and work satisfaction of the daily labours. A sample of 50 labours was selected from three construction area of Narayangonj city by purposive sampling method. In order to measure work commitment, work involvement and work satisfaction three questionnaires (Bangla version) were administered on the respondents. Four hypotheses were formulated to test in the present study. Data were analyzed by applying descriptive statistics, Pearson product correlation and stepwise multiple regression. Results indicate that there are significant positive relationship of organizational commitment and work involvement with work satisfaction. Results also show that the variables of the present investigation are positively correlated among them. Thus, the findings confirm all the formulated hypotheses. Regression analysis indicates that organizational commitment and work involvement are the important predictors of work satisfaction which jointly explains 31.9% of variation in work satisfaction.  $R^2$  change furthermore indicates that organizational commitment is the strongest predictor which alone explains 23.2% of variation in work satisfaction. However, the findings of the present study suggest that achieving the organizational goals should require committed, satisfied and involved employees.

**Key words:** *Daily labour, work commitment, work satisfaction and work involvement*

### Introduction

Employees are considered as a back bone that plays a vital role behind the success of any organization. Labour or daily labour is concerning a primary factor of any organization. However, work satisfaction is concerned as a valuable factor in the workplace (Smith et al., 1969). Dissimilar types of necessary strategies used by the concern authority to stimulate and satisfied workers to reach better quality and quantity of productive behaviour of an institution. Work satisfaction is a complex and multifaceted concept and most studied variable in the literature due to its importance in work behaviour (Mitchell & Lasan, 1987). Many factors work behind labours level of work satisfaction. Among them work commitment, work involvement are few of them.

Concept of work commitment (attachment to the work place) has grown in popularity on industrial and work psychology (Cohen, 2003; Schultz & Schultz, 1998). Although work satisfaction and work commitment are different concepts, but lots of the research indicates high

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correlation between the variables (Tsai *et al.*, 2010; Mathieu & Zajac, 1990). Most of the researches have shown a causal relationship between work commitment and work satisfaction, while others have shown that work satisfaction is a predictor of work commitment (Mathieu, 1991). In all type of work sector, work commitment reflects employees' organizational behaviour which also was related to the vision and mission of the organization.

It also observed that pace of work commitment negatively affected work satisfaction (Porter *et al.*, 1974). When an employee has positive feelings towards his work, its values and objectives, then he or she can be satisfied with their job (Meyer *et al.*, 2002). Regarding this commitment issue it was found that committed workers show strong intentions to serve their organizations and are low at intentions to leave (Robbins & Coulter, 2003). Therefore, it can be assumed that commitment significantly linked-up with an employee for the betterment of an organization. In previous years, lots of interest was developed in the term work involvement. Many researchers claimed that the employee involvement directly forecast worker outcomes, work performance and organization success (Blau, 1985; Richman, 2006). Work involvement defined as an individual's commitment to work (high involvement and concerned) (Kanungo, 1982). Blau & Meyer (1987) found an interaction between work involvement and work commitment to be significantly related to employee turnover behaviour. Specifically, employees who exhibited both high commitment and more involvement in work have strong work identification with their job. However, less commitment and less involvement were the sign of low affective commitment in work sector (Hardy, Woods, & Wall, 2003). The literature has revealed that convenience factors are important determinants of individual work commitment, work involvement and work satisfaction (Dalal, 2005). For any organization to function properly, it must have a healthy and productive pool of employees (Judge, 2000). These are factors that allow employees to the better fit their works in with their other life obligations.

Employees are considered to be the oxygen supply of any organization. It is impossible to think of any institute that can sustain itself without an effective workforce. Much emphasis has been given to determine what the factors are that differentiates an ordinary labour from an efficient, effective and productive labour. Work involvement and work commitment; the two pillars of work satisfaction have been the top labours that can be used to measure and compare the factors behind an effective and an ordinary workforce. "Labours and their work-related factors"- not only in Bangladeshi context, but also worldwide has become a most vital issue. However, the concept has been a popular in research area since 1930 and explored multifaceted outcomes in the workplace (*i.e.* increased life satisfaction (Judge, 2000), decreased counter productive work behaviours (Dalal, 2005), and absenteeism (Hardy, Woods, & Wall, 2003). Considering the nature of above mentioned variables number of studies have been conducted by the researchers to explore the individual relationship among these variables. Attention has been given by researchers in Bangladesh to this particular area. Considering the changing face of society and the emergence of

daily labours as a dominant work force the present investigation posed a challenge. This research work was an attempt to investigate the work commitment and work involvement with work satisfaction of Bangladeshi daily labours. Therefore, the investigators choose to carry out the present research to measure these variables. The result of the study may be helpful for the researcher, manager and supervisor etc. to know the labours work related behaviour, involvement and commitment thereby helping them to create a convenient environment for the labours to work and increase their work satisfaction.

The main objective of the present study was to investigate the relationship of work commitment and work involvement with work satisfaction of the daily labour. The specific objectives were to investigate the relationship between work commitment and work satisfaction of the daily labour; to investigate the relationship between work involvement and work satisfaction of the daily labour; to investigate the relationship among the variables;

In the light of the above literature and the objectives, the following hypotheses were formulated to test in the present study: **H<sub>1</sub>**: Work commitment would be positively co-related to the work satisfaction, **H<sub>2</sub>**: Work involvement would be positively co-related to the work satisfaction, **H<sub>3</sub>**: Work commitment, work involvement and work satisfaction would be interrelated, **H<sub>4</sub>**: Work commitment and involvement would be the significant predictors of work satisfaction.

## **Material and Methods**

### ***Sample***

The sample was made up of 50 daily basis labours (25 male and 25 female). Participants were selected by purposive sampling method as respondents for the present investigation. Daily labours from building construction site were acquired from three area of Narayanganj City Corporation (Munshikhola, Pagla, Fatulla). As the samples were working in the daily basis they were all literate with the minimum educational qualification being class II and the maximum a class VIII. Age ranged of the respondents was between 20-40 years. Although socio-economic status of the working men and women was lower class their income level was per day BDT 300-500. The number of their family members ranged from 3-8. It is to be noticed that all members energetically tuned in the study and were affirmed that their cooperation was intentional and their answers could stay confidential.

### ***Design of the Study***

The present study was conducted by following the cross-sectional survey research-design. According to this design all data have been collected from the respondents at a single point in time.

### ***Measuring Instruments***

The present investigation was conducted to find out the relationship among work commitment, work involvement and work satisfaction of the daily labours. For data collection in the present study the following tools were used: (1) Personal information form; (2) Work commitment questionnaire; (3) Work involvement questionnaire; (4) Work satisfaction scale.

**Demographic and personal information form.** A demographic and individual data survey was utilized to gather information about age, gender, occupation, class, and current spot of living (shelter/family and work), financial status, and education status of the daily labours. Bangla version of the self-report instruments used in the study are described below.

**Work commitment questionnaire.** Bangla version (Muhammad, 2012) of the work commitment questionnaire was used for the current investigation was originally developed by Mowday, Steer and Porter (1979) assesses employee's commitment about their current work. The 15 statements of the questionnaire are formed both in the positive (8) and negative (7) negative items. For each item the respondents expressed their feelings about their work in a seven point scale. For positive items, score "1" indicates strongly disagree, "2" indicate moderately disagree, "3" little disagree, "4" indicate neutral, "5" indicate little agree, "6" indicate moderately agree, "7" indicate strongly agree. For negative items scoring was in inverse order. The sum of scores of all items was the total score of the scale for an individual. High scores indicate high work commitment. The test-retest reliability of the Bangla version of work commitment scale (Muhammad, 2012) was found significant ( $r = .85$ ). High Cronbach's alpha ( $r = .86$ ) of Bangla version indicated internal consistency of the scale.

**Work involvement questionnaire.** The Bangla version of "Work Involvement Scale" (Khaleque, 1995) originally developed by Lodhal and Kejner in 1965 was used for measuring work involvement of the employees. Among the 6 items the tool contains 5 positive and 1 negative item. The items were rated on a five response format and for positive items, "1" indicates strongly disagree, "2" indicate disagree, "3" indicate undecided, "4" indicate agree, "5" indicate strongly agree. For negative items scoring was in inverse order. The sum of scores of all items was the total score of the scale for an individual. High scores indicate high work involvement. The test-retest and split-half reliabilities of the Bangla version of work involvement scale (Muhammad, 2012) was found significant ( $r = .85$ ,  $r = .81$ ).

**Work satisfaction scale.** To measure the respondent's work satisfaction, Bangla version (Khaleque, 1995) of the "Work Satisfaction Scale (Brayfield-Rothe, 1951) was used. The measuring instrument is a "Likert type Scale" containing 18 items. The statements of the questionnaire are formed both in the positive (11) and negative (7). Both negative and positive was rated on a five point scale ("5"= strongly agree, "4"= agree, "3"= uncertain, "2"= disagree,

“1”= strongly disagree). Total score was calculated by adding all the numbers from each answer rating. Higher scores meant positive attitude of the sample and lower score meant negative. The scale is considered to be quite sound in terms of its reliability and validity. Brayfield and Rothe (1951) reported split-half reliability co-efficient of .87 ( $N = 251$ ). Concerning validity, they reported a correlation of .93.

### ***Procedure***

For collecting information verbal permission was granted from participants by disclosed the objectives behind the study. Before administering the investigation necessary rapport was also established by the investigators. The questionnaire was given to only those people who were suitable for the survey. It is mentionable that, all the subjects were treated individually for each of the specific conditions. Each participants was well instructed both verbally and written by the investigators. Participants were asked to give the personal information form (*PIF*) which was attached with the first page which was filled up by the researchers by themselves. It is also mentionable that, the respondents were allowed to ask question freely if they had regarding any item of the scale. After completing the questionnaires the respondents were thanked for their kind co-operation.

### **Results and Discussion**

The purpose of the present study was to investigate the relationship of work commitment and work involvement with work satisfaction of the daily labours. The data were analyzed by using descriptive and inferential statistics, including item means, standard deviations, F-test, Pearson product moment correlation and multiple regression. The obtained results are presented in following tables. All statistical analyses were carried out using the statistical program SPSS version 20.0.

Table 1. Mean and Standard Deviation of Work Commitment, Work Involvement and Work Satisfaction of Daily Labours.

<i>Variables</i>	<i>Mean</i>	<i>Standard Deviation</i>
Work Satisfaction	63.18	7.84
Work Commitment	76.62	10.00
Work Involvement	22.90	3.36

As shown in the Table 1, the mean scores of work commitment, work involvement and work satisfaction of the daily labours were 76.62, 22.90 and 63.18 respectively.

Table 2. Correlation of Work Satisfaction with Work Commitment and Work Involvement.

<i>Correlation of work satisfaction with</i>	<i>r</i>	<i>Significance level</i>
Work Commitment	.457**	.01
Work Involvement	.482**	.01

\*\* *Correlation is significant at the .01 level (2-tailed)*

Result of table 2 shows that the correlation between work satisfaction and work commitment is [ $r(50) = .457^{**}$ ,  $p < .01$ ] which is statistically positive and significant. Further the findings indicates that there is a positive correlation between work involvement and work satisfaction [ $r(50) = .482^{**}$ ,  $p < .01$ ] which is statistically significant. Thus the findings of the present investigation supported the 1<sup>st</sup> and 2<sup>nd</sup> hypothesis. Work commitment and work involvement is positively correlated with the work satisfaction of daily labour.

Further, significant predictors of work satisfaction were determined through the calculation of standardized beta co-efficient of the work commitment and work involvement through stepwise multiple regression analysis which are presented in the following tables

Table 3. Stepwise Multiple Regression of Work Satisfaction and Work Commitment and Work Involvement.

<b>Variables</b>	<b><math>\beta</math></b>	<b><i>t</i></b>	<b>Significance level</b>
Work Commitment	.359	2.756	.008
Work Involvement	.320	2.452	.01

***Dependent variable: Work satisfaction***

The partial standardized betas ( $\beta$ ) indicated two variables in the model were predictors of work satisfaction. These variables were work commitment ( $\beta = .359$ ), and work involvement ( $\beta = .320$ ).

Table 4. Individual and Joint effect of Predictors (Work satisfaction with Work Commitment and Work Involvement).

<i>Variables</i>	<i>R</i>	<i>R Square</i>	<i>R<sup>2</sup> Change</i>	<i>Significance level</i>
Work Commitment	.482	.232	.232	.001
Work Commitment & Work Involvement	.565	.319	.087	.018

**Dependent variable: Work satisfaction**

Further,  $R^2$  value revealed that work commitment and work involvement jointly explained 31.9% variance of work satisfaction.  $R^2$  Change furthermore indicated that among these two predictors work commitment was the most important and strongest predictor which alone explained 23.2% variance of work satisfaction.

Table 5. The overall F-test for Regression of Work Performance with Work Commitment, Work Involvement and Work Satisfaction.

<i>SV</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>
Regression	962.042	2	481.021	11.021
Residual	2051.338	47	43.645	
Total	3013.380	49		

**Predictors: Work Commitment and Involvement**

**Dependent Variable: Work Satisfaction**

Findings of the Table 5 indicates that [ $F(2,49) = 11.021, p < .001$ ] that variation in work satisfaction was accounted by joint linear influence of work commitment and work involvement. Therefore, work commitment and work involvement were the important predictors, which influenced work satisfaction of the daily labours. So, it can be said that these variables are significant predictors of work satisfaction. F-value also indicated that the model is significant.

The purpose for the present study was to investigate the relationship of work commitment and work involvement with work satisfaction of the daily labours. Four hypotheses were formulated to test in this study. The *first hypothesis* states that work commitment would be positively correlated to the work satisfaction of the daily labour. The findings reported in Table 2 indicates that there is a significant positive correlation between work commitment and work satisfaction [ $r_{(50)} = .457^{**}, p < .01$ ]. This result is consistent with many invigorators' research findings that organizational commitment helps to increased employee's job satisfaction (Tsai et al., 2010; Mathieu & Zajac, 1990). So, it can be concluded that, highly committed labour will identify the goals and values of the organization, has a strong desire to belong to the organization and is willing to display greater citizen ship behaviour which indicated their high level of satisfaction to their work.

Further, findings reported in Table 2 indicate that there is a significant positive correlation between work involvement and job satisfaction [ $r(50) = .482^{**}, p < .01$ ] which confirmed the formulated *2nd hypothesis*. The earlier research findings also supported and found familiar result which revealed strong relationship between work involvement and work satisfaction (Blau, 1985; Richman, 2006). It can be said that, people may become more involved in their jobs because they

are satisfied with their jobs, or job satisfaction may enhance the level and extent of job involvement. The findings of Table 2 further revealed that work commitment, work involvement and work satisfaction of daily labours are interrelated. These results also confirmed the formulated *3rd hypothesis*. The previous findings also suggested that work commitment, involvement and job satisfaction are related to each other (Dalal, 2006; Hardy, Woods, & Wall, 2003). So, it can be explained that, satisfied employees are committed and involved to their assign work in the workplace.

Further (Table 4),  $R^2$  value indicated that work commitment and work involvement jointly explained 31.9% variance of work satisfaction.  $R^2$  Change furthermore indicated that among these two predictors work commitment was the most important and strongest predictor which alone explained 23.2% variance of work satisfaction. Thus the result confirms the formulated *4<sup>th</sup> hypothesis*. Again, the result of Table 5 further indicated that, [ $F(2,49) = 11.021, p < .001$ ] variation in work satisfaction was accounted by joint linear influence of work commitment and work involvement. F-value also explained that, the model is significant. Therefore, it can be concluded that work commitment and work involvement were the important predictors, which influenced work satisfaction of the daily labours.

#### **Limitations and recommendations**

Some limitations like economical, time, resource, logistic support and manpower hindered the study in different ways. The biggest obstacle was felt by the researchers the sample size, was very small because labour were fearful of submitting any information regarding their organizations. Along with unwillingness to participate in the survey, the above issue could also lead to responses that do not directly relate how they truly feel about their work. Again because they could perceive retaliation for any answer that may cast their superiors in a negative light, some labours could lie and list answers that are false, thus skewing the results. Moreover, the sample was non-proper representative. If the above limitations can be overcome, it will be easy for future researchers to conduct this type of research.

Work growth and strength depend on the labours performance. It is not possible to achieve work goals without commitment, satisfaction and involvement of the labours. The current investigation was carried out on the daily labours so that concern authorities or owners can acquire knowledge about their employee necessities and fulfil them, thereby advancing their organization and the nation towards progress. This would help the organization to make the working environment suitable for the labours and thereby increase their level of satisfaction. Daily labours contribute to our national economy. Their personal and professional life goes hand in hand. So it is necessary to fulfil their needs and take care of their convenience at the same time. Only then it will be possible to increase their work satisfaction and strengthen the construction side thereby. The findings of the present study may also be helpful for the researchers, managers, supervisors etc. to know the employees' psychological behaviour that have significant relations to their performance.

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