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Keywords: *affective commitment, life satisfaction.*

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The Impact of Affective Commitment in Employees Life Satisfaction

Neha Kumari [α] & Nishat Afroz [σ]

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.

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I. 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 employer's commitment to the job and the organization. Modway, Poter 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.

Sayeed (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). Mayhew & M.dan Gardner, (2007) stated that organizational-based psychological ownership is concerned with individual members' feeling of possession and psychological connection to an organization as a whole including organizational culture and climate, attitudes of senior management, corporate

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goals and vision, reputation of the organization, and corporate policies and procedures.

Affective organizational commitment is one dimension of a multi-commitment work environment. Explaining what it is that contributes to affective organizational commitment in different outcomes like quality of work life variables involving satisfaction with relations, hobbies, place of residence, satisfying life, health condition, physical fitness etc. When family researchers examine the interplay between work and the family, they usually focus on the impact of people's work situations on their family lives. But recent research acknowledges that non-work aspects, such as life satisfaction, should be important consideration for organization operating system.

There is a lack of congruence regarding the definition of life satisfaction, while some researchers focus on a global assessment (e.g.Judge; Watanable 1993; Judge et al.1998) other researchers concentrated on the various facets of life satisfaction (e.g. Anbdrews & Withey, 1976; Campbell, Converse & Rogers 1996), Diner (1984) notes that satisfaction with specific domains of life is consistently used in the subjective well being literature, where domains that are closest to individuals personal lives are the strongest indicators of life satisfaction. Life satisfaction is satisfaction experienced through having a good job and a good family life (Sekaran 1993). Life satisfaction is a construct that is central to the sub discipline of subjective well being (e.g. Andrews & Withey, 1976; Diner 1984). The cognitive component is associated with life satisfaction and satisfaction with various life domains (Pavot & Diener, 1993).

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; Headey & 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.

II. 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.

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

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

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

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

III. Gaps in Literature

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

IV. Objective

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

V. Hypothesis

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

VI. Methodology

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

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

VII. Measures

Affective commitment scale eight items based on the affective commitment scale developed by Allen and Meyer (1991) were used to measure affective organizational commitment items were selected on the basis of factor loading. Possible responses were arrayed on a five point Likert Scale. Comprising "strongly disagree"(1), 'disagree' (2)," undecided" (3), "agree"(4), and "strongly agree" (5) Reliability of 0.87 for their eight items affective commitment scale.

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Life Satisfaction Scale: This scale was developed by Promila Singh and George Joseph in English and Hindi. It consists 35 items related on five point scale. it contain positive dimensions of life satisfaction labeling pleasure in everyday activities, considering life meaningful, holding a positive self image, having a happy and optimistic outlook and feeling success in achieving goals.

VIII. Data Analysis

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

IX. Results

Table 1 : Means, standard deviations, of study variables

Variables	Mean	SD
Affective commitment	25.00	1.8183
Life satisfaction	1.333	10.737

Table 2 : showed the correlation among the variables.

	Life satisfaction
Affective commitment	.225**

***. Correlation is significant at the 0.01 level (2-tailed)*

Table 1 shows the result of descriptive analysis of the affective commitment and life satisfaction. The mean of affective commitment is 25.0 and SD is 1.818 and mean of life satisfaction is 1.33 and SD is 10.73. Therefore in table 2 shows the result of correlation analysis of the affective commitment with life satisfaction. This table shows that affective commitment is highly significantly positive correlated with life satisfaction ($r=.225^{**}$, $p<0.01$)

Table 3 : linear regression analysis of predictor variables

Model	R	R^2	ΔR^2	Std. Error of the Estimate	F	Sig.
1	.225a	.050	.046	10.488	10.528	.01**

Therefore in the next table 3 we have compute linear regression analysis. In this table R are the value of the coefficient between the predictor and the outcomes (.225). R2 which we already know the value is .050 which means the life satisfaction level of employees is 5% of the variance in affective commitment. So the inclusion of the predictor has explained a very quite a small amount of the variation in criterion variable. The result of analysis of variance indicate that the main effect of life satisfaction was found to be significant at .01 level and the analysis of variance ($f=10.528$ $p<.01$)) was applied; to find out the main and interaction effect affective commitment and life satisfaction.

So overall results has been found that the life satisfaction has been plagued with emotional attachment to the employees of organizational commitment on the basis of everyday activities, considering life meaningful, positive self images, happy and optimistic outlook and felling success in achieving goals etc.

X. Discussion

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

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

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

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

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

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

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

The present study general assumption is that as employees accumulate more years of experience in an organization, they are likely to acquire greater investment like, salary, position and life related events like positive self image, happy, optimistic and other benefits. Particularly in India, promotion of employees is mainly based on their length of service, and consequently it provides major advantage to them in the form of higher position and other life related benefits. It is also generally argued that years spend in a particular organization build an employee's psychological attachment to that organization as well as the employees working life in it.

XI. Conclusion

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

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