



**THE MODERATION EFFECT OF EXPERIENCE - AN EMPIRICAL INVESTIGATION**

**Joiceswarnalatha.R and V.Muralikrishna**

Sree Vidyanikethan Institute of Management, Sree Sainath nagar Rangampet A, Tirupathi - 517 102

**ARTICLE INFO**

**Article History:**

Received 19<sup>th</sup> March, 2017

Received in revised form 18<sup>th</sup> April, 2017

Accepted 25<sup>th</sup> May, 2017

Published online 28<sup>th</sup> June, 2017

**Key words:**

Experience, interaction effect, job satisfaction, organization commitment, Process macro and regression

**ABSTRACT**

The terms job satisfaction and organization commitment are very important for any organization employees' in order to succeed in the global competition. Likewise the software and IT companies' employees' also need job satisfaction and organization commitment for its success. Therefore in this study the major objective is to identify the significant impact of job satisfaction on organization commitment and also to find out the relationship between job satisfaction and organization commitment. The study also focuses on the moderation effect of experience on job satisfaction and organization commitment. For data analysis hierarchical regression and process macro of SPSS is being used. The results show that there is significant impact of job satisfaction on organization commitment. The relationship between job satisfaction and organizational commitment is further depended up on the experience of the employees. The positive value of the coefficient of the interaction term indicates that job satisfaction becomes more positive as the experience of the employees increases.

Copyright©2017 Joiceswarnalatha R and V.Muralikrishna. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

**INTRODUCTION**

The economy of the nation depends on the employee high level of job satisfaction. Many companies work for employee job satisfaction, but not all the companies achieve this job satisfaction levels. Hence, the human resource professionals to make their organizations' to perform better need to know the importance of job satisfaction levels of the employees and the various factors influencing the employee satisfaction. Labour turnover have a lot of damage and destruction on its related factors. Excess of labour turnover leads to lot of wastage in recruitment and training. Loyal employees contribute much to the organization and the organizations perform better. Employers' now know the importance of the job satisfaction. They are aware that the satisfied employee contributes the best to the organization. Hence, the job satisfaction and organization commitment are the two important factors which enhance the organization performance. In this study, the impact of job satisfaction on organization commitment is being studied and the effort is made to identify the moderation effect of experience on the relationship of job satisfaction and organization commitment.

**Job satisfaction**

Job satisfaction is defined as pleasurable or positive emotional state which is a resultant of appraisals or job experiences (LKocke & Lathan (1976)). According mitchekk & Lasan 1987, the job satisfaction is the attitude which is studied very frequently in the field of organization behavior.

It is also the resultant of the perception of the employees on the provisions of the job as considered important by them. Levinson1997 & Moser 1997 stated the importance of job satisfaction in the organization and mentioned that the low job satisfaction levels shows sluggish performance and poor organizational commitment among the employees.

**Factors influencing job satisfaction**

According few researches the following were the factors found to be influencing the job satisfaction levels of the employees':

1. Age
2. Gender
3. Policies and procedures
4. Work environment
5. Compensation and reward system

**Importance of job satisfaction in an organization**

Job satisfaction increases the rate of productivity. It reduces the problems like employee absenteeism and turnover. It enhances the responsibility and achievements of the employees in the job. Job satisfaction helps the employer to create better working environment for the employees. The level of job satisfaction of the employees' enhances the customer satisfaction.

**Organizational commitment**

Organizational commitment can be defined as the psychological status of employees' attachment to organization. It identifies many work factors like labour turnover, organizational citizenship behavior and

\*Corresponding author: **Joiceswarnalatha R**

Sree Vidyanikethan Institute of Management, Sree Sainath nagar Rangampet A, Tirupathi - 517 102

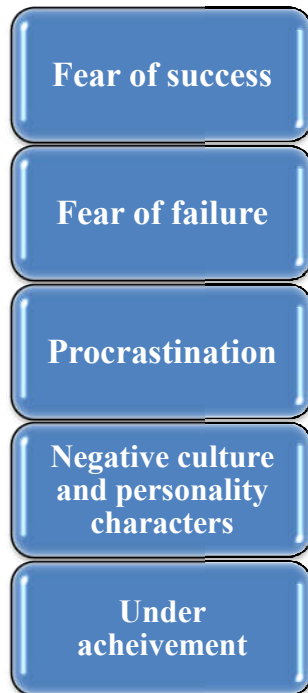
performance. Organizational commitment is linked with the various psychological factors like stress, empowerment, job insecurity and disbursement of leadership. There are three important types of commitments.

- Affective commitment: it is the positive emotional relationship of the employee with the organization.
- Continuance commitment: it is the rate of degree to which the employee believes leaving of organization is costly and to stay with the organization.
- Normative commitment: it is the rate of degree to which the employees' feels staying with the organization is the right thing to do.

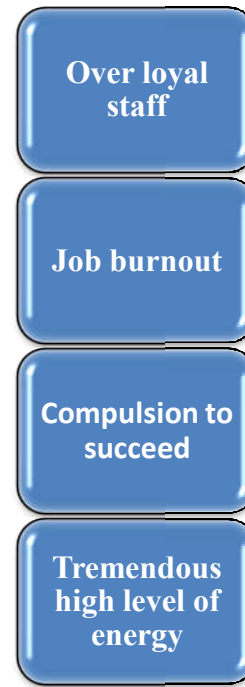
**Factors effecting Organizational commitment in the organization**

- Factors related to job
- Better Employment opportunities
- Personal characters
- Working environment
- Design of the organization
- Management style

**Impact of organizational commitment in organization**



**Figure 1** low organizational commitment



**Figure 2** high organizational commitment

**REVIEW OF LITERATURE**

- Ismail and Razak (2016) investigated on effect of job satisfaction on organizational commitment. The results of their study showed significant association between job satisfaction and organizational commitment. The authors also further recommended for further research in this area by introducing a mediating variable or moderating variable.
- Ku Azizah Ku Daud, Rosalie Holian, and Jiaying Zhang 2014, studied about the Job Satisfaction and Organizational Commitment in thePublic Sector: A Study of a „Closed“ Government Agency. The findings of the study showed that the perception of the employees on organization as care taker and always

concentrates on wellness of them leads to high levels of job satisfaction and organizational commitment.

- Vivek Tiwari and S. K. Singh, 2014 studied the Moderation Effect of Job Involvement on the Relationship Between Organizational Commitment and Job Satisfaction. The relationship between job satisfaction and organizational commitment is established by factorial design. The relationship was significant and it was moderated by the variable job involvement.
- K. Nath Gangai, R. Agrawal, 2014 conducted a study on Job Satisfaction and Organizational Commitment: Is It important for Employee Performance. High significant correlation was found in between organizational commitment and gender. But there was no significant correlation between job satisfaction and organizational commitment.
- Shalini Srivastava, 2013, conducted research on Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables. The findings of the study showed that job satisfaction is positively related to organizational commitment.

The relationship between job satisfaction and organizational commitment is moderated by trust and locus of control.

- E.J. Lumley, M. Coetzee, R. Tladinyane & N. Ferreira, 2011 conducted research on Exploring the job satisfaction and organizational commitment of employees in the information technology environment. The step wise regression and correlational analysis showed significant relationship between the two variables job satisfaction and organizational commitment.
- Lisa, Boswell and John, 2000, studied the Influence of Job Satisfaction and Organizational Commitment on Executive Withdrawal and Performance. The results

showed strong significant relationship between job satisfaction and affective, continuance, normative commitments.

**Research methodology**

The research is being done with sample of 209 selected by using convenience sampling method. The questionnaire is the tool used to collect the data. The questionnaire consists of structured questions with 5 scale dimensions carrying a weightage of 5, 4, 3, 2 and 1 for the positive type of questions and 1, 2, 3, 4 and 5 for negative type of questions.

**Statement of the problem**

The study is confined to the IT and software companies Eurdite software Private LTD, Hudda infotech private Ltd, Harini informatics and Techsoware private Ltd. Many of the employees were found to be working at different shifts and were frequently moving to the other organizations. Hence, this study is done in order to know the job satisfaction levels of the employees and their organizational commitment. This study also evaluates the moderation effect of experience of the employees on the relation of job satisfaction and organization commitment.

**Objectives of the study**

1. To study the job satisfaction levels of the employees.
2. To study the organization commitment levels of the employees
3. To study the effect of job satisfaction levels of the employees on their organizational commitment levels.
4. To study the impact of experience of the employees on their job satisfaction and organizational commitment levels.

**Hypotheses**

- H<sub>1</sub>:** There is positive effect of job satisfaction levels of the employees on their organizational commitment.
- H<sub>2</sub>:** Experience positively moderates the job satisfaction – organizational commitment relationship

**Data Analysis and discussion**

**Reliability test**

In order to identify the reliability and validity of the data collected Cronbach’s alpha test is being applied. In this test we can identify the interrelatedness and consistency of the data being collected. The cronbach’s alpha for the variables used in the study are interpreted in the following table I.

**Table I** Cronbach’s Alpha

Variables	Cronbach’s Alpha
Job satisfaction	0.907
Organizational commitment	0.712

**Normality test**

This test is being done in order to know the normal distribution of the data and skewness and kurtosis. We apply the normality test and the results are interpreted in the table II and III.

The above table gives the information about the skewness and kurtotic of the data. In order to know the skewness and kurtotic nature of the data the statistic is to be divided by the standard error if the value lies in between the range of +1.96 and -1.96 then the null hypothesis is to be accepted if not the

alternative is accepted. In this study the data is little skewed and kurtotic.

**Table II** normality test

Variable	Experience	Mean	Standard deviation	skewness		kurtosis	
				Statistic	Std error	Statistic	Std error
Job satisfaction	0-5	1.3041	.51077	1.137	.388	-.660	.759
	5-10	1.4759	.41616	.319	.264	-1.642	.523
	10-15	1.2974	.37304	.976	.314	-.467	.618
Organizational commitment	15 and above	1.6855	.43764	-.733	.421	-1.438	.821
	0-5	1.7590	.24828	-.417	.388	-.996	.759
	5-10	1.7118	.31674	.165	.264	-.471	.523
	10-15	1.6106	.34391	-.038	.314	-1.791	.618
	15 and above	1.9005	.34522	.297	.421	-.485	.821

**Table III** kolmogorov and Shapiro test

Tests of Normality			
	Experience	Kolmogorov-Smirnov <sup>a</sup>	Shapiro-Wilk
		Sig.	Sig.
Job satisfaction	0-5years	.000	.000
	5-10years	.000	.000
	10-20years	.000	.000
	20years above	.000	.000
Organizational commitment	0-5years	.000	.003
	5-10years	.000	.004
	10-20years	.000	.000
	20years above	.000	.002

a. Lilliefors Significance Correction

The above table III shows the Kolmogorov and Shapiro’s test statistic values. The table shows the P value <0.05 in all the cases. Hence the null hypothesis of the normality is to be rejected and can be concluded that there is normal distribution of the data.

**Hypothesis 1**

- H<sub>0</sub>:** there is no significant positive effect of job satisfaction levels of the employees on their organizational commitment.
- H<sub>A</sub>:** there is positive effect of job satisfaction levels of the employees on their organizational commitment.

To analyze the above hypothesis simple regression is use. The results are interpreted in the table IV.

**Table IV** regression analysis

Variable	B coefficient	β coefficient	R Square Change	F Change	Sig.
Job satisfaction	.361	.487	.237	64.363	.000

The table IV shows R square change as .237 indicating that it contributes to 23.7% of change in the dependent variable organizational commitment because of the independent variable job satisfaction. The P value is 0.000 < 0.05 and hence can be concluded that there is a positive effect of job satisfaction levels of the employees on their organizational commitment. From the above table the regression equation can be:

**Organizational commitment= 1.205+ (0.361\* job satisfaction)**

**Hypothesis II**

- H<sub>0</sub>:** Experience do not positively moderates the job satisfaction – organizational commitment relationship

H<sub>A</sub>: Experience positively moderates the job satisfaction – organizational commitment relationship.

The above hypothesis is being analyzed by using the multiple regression by enter method. The dependent variable is Organizational commitment and independent variables are job satisfaction and experience. The moderation effect can be understood from the model summary given in the table V. The last column under the change statistics shows the R square change. Firstly the independent variable was introduced and then the moderator variable experience and in the next step interaction effect of job satisfaction and experience was being entered. R square change shows the significant increase in the variation after introducing of interaction term experience. The change in the R square is .059 and can say that 5.9% of increase in the variation after the introducing of the interaction term. The P Value is significant .000 which is <0.05. Hence it can be concluded that experience of the employees positively moderates the relationship between job satisfaction and organizational commitment. Hence the hypothesis II is supported from the above analysis.

**Table V** organization commitment – dependent variable

Step I	B coefficients	β coefficients	R square change
Job satisfaction	.363	.490	.238
Experience	-.007	-.021	
Step II			
Job satisfaction	-.045	-.061	.059
Experience	-.266	-.764	
Interaction (job satisfaction and experience)	.175	1.019	

The moderated multiple regression equation can be determined by using the coefficients from the B column in the coefficients table II. The regression equation can be given as:

$$MOC = 1.814 - (.045 * \text{job satisfaction}) - (.266 * \text{experience}) + (.175 * \text{interaction term of job satisfaction \& Experience})$$

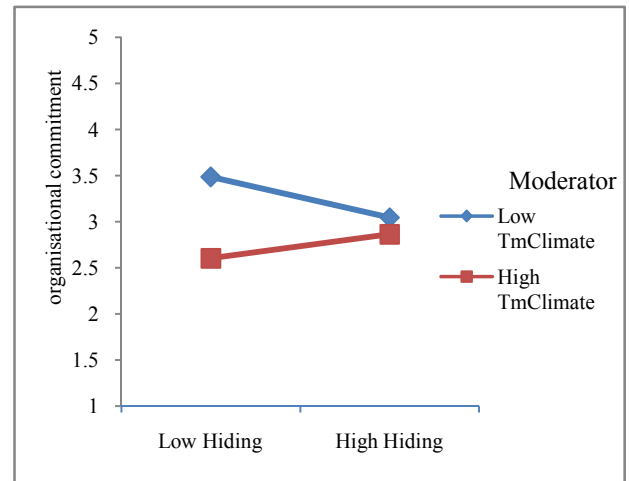
The analysis is further done by using the process macro. The matrix output is interpreted in the table III.

**Table IV** Organizational commitment

Variables	Model I coefficients		Model II coefficients	
	P value	B	P value	B
Independent variables				
Job satisfaction	.000	0.363	.6771	-0.045
Experience	.737	-0.007	.0001	-0.266
Interaction term				
Job satisfaction * Experience	-	-	.0001	0.175
R		0.487		0.545
R square change		0.238		.0589
f-value		28.799		17.1605

The three variable model fits better with F value 17.1605, P value is 0.0001. The important issue is the interaction of job satisfaction and experience b value is 0.1745 and is statistically significant with P value 0.0001. The relationship between job satisfaction and organizational commitment is further depended up on the experience of the employees. The positive value of the coefficient of the interaction term indicates that job satisfaction becomes more positive as the experience of the employees increases. The process macro explores the interaction at low 1.4514, moderate 2.3971 and high 3.3429 values of experience. To identify the type interaction the equation at high and low level experience of the employees is plotted by using the stats tool package the following result is drawn. The table V shows the data entered in the excel sheet. From figure 1 represents the joint

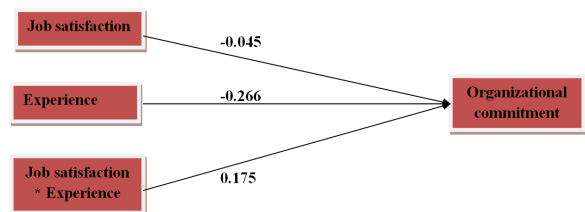
relationship of job satisfaction and experience on organization commitment. The lines in the graph are not parallel. Hence it can be concluded that there is interaction effect of job satisfaction and experience on job satisfaction and organizational commitment. The moderator reduces the positive relationship between the dependent variable and independent variable. That is the experience reduces the positive relationship between the job satisfaction and organizational commitment. Therefore the study concludes that the employees with job satisfaction having high experience have high level of organizational commitment.



**Figure 3** graph of moderation

**Table V** Variables

Independent variable:	Hiding (job satisfaction)
Moderator:	TM climate (Experience)
Dependent variable	Burnout (organizational commitment)
Unstandardized Regression Coefficients:	
Independent variable:	-0.045
Moderator:	-0.266
Interaction:	0.175
Intercept / Constant:	3



**Figure 4** Moderation Effect

The above figure 4 exhibits the moderation effect. The interact term (job satisfaction \* experience) has the B coefficient 0.175 moderating the positive relationship between job satisfaction and organizational commitment.

### CONCLUSION

From this paper it can be concluded that there is a significant relationship between job satisfaction and organization commitment. The moderator experience is moderating the relationship between the job satisfaction and organization commitment. Hence, the companies under the study have to give importance to the experience of the employees at the time of recruitment to have the committed employees into their organization. So that the organizations' can improve their performance.

## References

1. Commitment on executive withdrawal and performance (CAHRS Working Paper #00-16). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies.  
<http://digitalcommons.ilr.cornell.edu/cahrswp/94>.
2. E.J. Lumley, M. Coetzee, R. Tladinyane & N. Ferreira, 2011, Exploring the job satisfaction and organizational commitment of employees in the information technology environment, *Southern African Business Review* Volume 15 Number 1 2011.
3. Ismail and Razak (2016), Effect of job satisfaction on organizational commitment, *Management & Marketing*, volume XIV, issue 1/2016.
4. K. Nath Gangai, R. Agrawal, 2014, Job Satisfaction and Organizational Commitment: Is It important for Employee Performance, *Int. J. Manag. Bus. Res.*, 5 (4), 269-278, Autumn 2015
5. Ku Azizah Ku Daud, Rosalie Holian, and Jiaying Zhang 2014, Job Satisfaction and Organizational Commitment in the Public Sector: A Study of a „Closed“ Government Agency, *International Journal of Innovation, Management and Technology*, Vol. 5, No. 5, October 2014
6. Locke, E.A. & Lathan, G.P. (1990). Theory of goal setting and task performance. Englewood Cliffs, N.J.: Prentice-Hall. Pp 248-250.
7. Mitchell, T.R. & Lason, J.R. (1987). People in organization. 3rd ed. New York: McGraw-Hill.
8. Moser, K. (1997). Commitment in organizations. *Psychologies* 41 (4), 160-170.
9. Moynihan, L. M., Boswell, W. R. & Boudreau, J. W. (2000). The influence of job satisfaction and organizational
10. Shalini Srivastava, 2013, Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables, *SAGE Publications* Los Angeles, London, New Delhi, Singapore, Washington DC DOI: 10.1177/0972262912483529, <http://vision.sagepub.com>
11. Vivek Tiwari and S. K. Singh, 2014, Moderation Effect of Job Involvement on the Relationship Between Organizational Commitment and Job Satisfaction, *SAGE Open* April-June 2014: 1-7 © The Author(s) 2014 DOI: 10.1177/2158244014533554 [sgo.sagepub.com](http://sgo.sagepub.com)

### How to cite this article:

Joceswarnalatha R and V.Muralikrishna (2017) 'The Moderation Effect Of Experience - An Empirical Investigation', *International Journal of Current Advanced Research*, 06(06), pp. 4153-4157.  
DOI: <http://dx.doi.org/10.24327/ijcar.2017.4157.0451>

\*\*\*\*\*