

The Influence of Demographic Factors on the Job Involvement, Organisational Commitment and Job Satisfaction of Academic Leaders in the Tamil Nadu Universities

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ABSTRACT

Background: Today academic institutions are facing extensive competition and every institution is in the situation to differentiate them from others. Obviously the core competence of educational institutions is the attitude of their faculties. Faculty's level of involvement in their job, their level of satisfaction and their commitment towards the organisation is the competitive edge. This study is an investigation about the role or influence of demographic variables in crafting Job Involvement, Organisational Commitment and Job Satisfaction among Academic Leaders and upholding them.

Methods: In this study the researcher aimed to study, the Influence of Demographic Factors on the Job Involvement, Organisational Commitment and Job Satisfaction of Academic Leaders in the Tamil Nadu Universities. For this purpose the researcher used descriptive research design and 419 samples were collected through purposive stratified random sampling technique.

Findings: Based on the analysis the researcher find there is a significant relationship between the demographic factors and job involvement, job satisfaction and organizational commitment. Age, designation has strong association, salary has partial association, qualification and experience has no association with job involvement, job satisfaction and organisational commitment.

Conclusion: Academic Leaders' motivation has more impact results based on effects of Job Involvement, Organisational Commitment and Job Satisfaction.

Keywords: Job involvement, Job Satisfaction, Organizational commitment, Academic leaders.

INTRODUCTION

Job involvement, Job satisfaction and Organisational are the terms associated with the psychological identification with one's job and these are the factors strongly associated with the success of the organisation (Gopinath, 2020 a). Recent trends in academic leaders have heightened the need for increased job involvement among academic leaders. The global work scene has witnessed feisty efforts by managerial protagonists to revamp the jobs with a view to have amplified job involvement. This is apparently based on the belief that job involvement is conducive not only to efficiency but also employee's self-fulfilment. Work is a central part of almost everyone's life. Most employees devote weekdays to work as career development which comprises of substantial portion of all human developmental tasks. However, employees no longer remain in one organization for the majority of their working lives, and so organizational knowledge literally 'walks out of the door' of competing organizations. In an era where organizations are facing inflationary pressures, dwindling budgets, and dearth of proficient workforce, it assumes greater importance to provide a positive work situation to ensure worker stability and better job involvement. There are numerous definitions for job involvement as evident from the literature over the past few decades. Some of these definitions are now outlined: The concept of job involvement was first introduced by Lodahl and Kejiner (1965). They related the job

involvement to the psychological identification of an individual with the work or importance of work in the individual's self-image.

Lodahl and Kejner (1965) have defined the term as job-involvement is the internalization of value about goodness of work or importance of work in the worth of the person, perhaps, it, thus, measures the ease with which the person can be further socialized by an organization. Job-involved employees are likely to believe in the work ethic, to exhibit high growth decision making. Job satisfaction of the academic leaders becomes difficult and hard. A study shows that job satisfaction is highly influenced by the job involvement of the employees. Thus job involvement may lead to high level of job satisfaction(Gopinath, 2020 b). Studies have already proven that job satisfaction has strong association with the performance of teachers (Sivakumar & Chitra, 2017). Organizational commitment, characterizes the extent to which the employees associate themselves with the organization in which they work, how they emotionally tied up they are in the organization and whether they are ready leave it (Greenberg and Baron, 2008). Several studies have confirmed the strong relationship between organizational commitments, job satisfaction. (Porter et al., 1974), in the views of Gopinath & Kalpana (2019) in general the people who are more committed to an organization are don't want to leave the organization. Organizational commitment is considered as an extension of job satisfaction. It deals with the positive approach that an employee has, not only toward her/his own job, but also towards the organization. And it is characterized by the attachment of the employee to the organization and inclination to make sacrifices for the organization.

Job involvement is employee's mental association with his work, participates actively in it and considers that his performance at work is important for his self-esteem. It can be influenced by the level of satisfaction of personal need, whether intrinsic or extrinsic. Job satisfaction is the result of Job involvement and organizational commitment. Studies have proven that psychological concepts like emotional intelligence (Gopinath & Chitra, 2020) and self- actualization (Gopinath, 2020 c) have considerable influence in determine the level of involvement, satisfaction and commitment. In order to successfully compete in the health care environment, and attract and retain the most qualified and experienced nurses, it is important that organizations implement strategies that increase participation in the work and commitment of the organization. As these factors are important, the researcher made an attempt to study the role of demographic factors in determining the level of job involvement, job satisfaction and organisational commitment.

REVIEW OF LITERATURE

Extensive studies were conducted to study the role of job involvement, job satisfaction and organizational commitment in organization. Form those researchers we can clearly understand that these factors are interdependent. The studies of Gopinath & Kalpana(2020)revealed that job satisfaction and job involvement are depending each other, one may not exist without other. Further, the studies of Gopinath (2020 d) have also establishing the association of job involvement with organizational commitment. Kalpana (2013) analyzed the significant relationship between job satisfaction and organisational commitment along with special reference to women faculties of engineering colleges. Highly committed academicians would make a positive contribution to their respective institutions and may lead to increase the effectiveness of the educational institutions. Thus, institutions which seek to retain their faculties by building strong organizational commitment and average committed faculties are in a better position to reap the benefits of a more dedicated, motivated, and reliable teaching staff.

Gopinath (2019) conducted a study on impact of organizational commitment to faculties in educational institutions. Based on the CFA results, the researcher concluded the organisational commitment factors findings of that the staff will contribute to the exchange of knowledge; especially the

knowledge management practices within the organization regarding the level of their organizational commitment and this will contribute to the development of both the organization and the staff.

When analysing about the factors influencing job involvement, Gopinath (2019) found knowledge management has a role in determining the job involvement. Regarding job satisfaction there are so many influencing factors such as Emotional Intelligence (Sivakumar & Chitra, 2020), Self Actualisation (Gopinath, 2020 e ; Gopinath, 2020 f), Promotion and transfer (Gopinath, 2016 a), Recruitment and training (Gopinath, 2016 b) and HRD practices (Gopinath & Shibu, 2016). When come to commitment involvement and satisfaction are the prominent influencing factors. There are controversies about the demographic percipience on job satisfaction, job involvement and organisational commitment. Some states positive (Gopinath, 2014) and states the inverse relationship. (Stevens et al., 1978; Angle and Perry, 1983; Williams and Hazer, 1986; Tsai and Huang, 2008; Yang and Chang, 2008; Yucel, 2012; Valaei *et al.*, 2016).

Gopinath (2020 g) has studied the influence of demographic variables on the self -actualization factors. Demographic factors considered for the study is gender, age group, educational qualification, designation, salary and experience, self -actualization factors got influenced by all the Demographic factors invariably. Gopinath (2020 h) in his study on impact of job satisfaction and organizational commitment has found positive relationship between job satisfaction and organizational commitment and he also exhibit significant influence of job satisfaction on organizational commitment. He also suggested that increasing the level of job satisfaction is one of the best ways to increase organisational commitment. Gopinath (2020 i) in his study on relationship between emotional intelligence and self -actualisation has found that, emotional intelligence is the most influencing variable in determining the self –actualization of Individuals. Gopinath (2020 j) has studied the influence of Self- Actualization and Organisational Commitment of academic leaders of Tamil Nadu universities. The results of structural equation modelling explain significant influence of self -actualization on organisational commitment of academic leaders of Tamil Nadu universities and a major portion of organisational commitment is determined by the self –actualization of individual.

METHOD

The present study is descriptive in nature. The universe of the present study was the academic leaders working in state and central Universities in Tamilnadu. The 24 public funded universities in Tamil Nadu and clustered them as state funded and central funded. Thus arriving at 22 state funded universities and 2 central funded universities. In order to collect a feasible data collection procedure and reliable data, the researcher sourced the website of all the 24 universities and from the data uploaded by the respective universities and identified the academics/officials, who are performing the role of ‘Academic Leaders’ in their respective universities. After identifying the respondents, the researcher adopted a Stratified Purposive Random Sampling Method to collect data equally from all the universities to represent the universe of the population under investigation. The researcher for the adopted a two pronged strategy of sending the instrument to the respective respondents through their personal e-mail besides approaching them in person or through a common contact to collect data. After careful scrutiny, 419 samples (25%), which were complete in all respects alone where included for the study. The incomplete and ambiguous in nature are not included for the study.

The researcher used questionnaire as the tool for data collection. The questionnaire consisted of 2 sections. Section one deal with the demographic questions and Section two dealt with questions related to job involvement. The job involvement scale was used to measure the constructs. The scale was 5 points (where 5-strongly agree, 4-agree, 3 moderate, 2-disagree, 1- strongly disagree) and denoted that higher

the score the higher is the job involvement. The scale was subjected to reliability and the Cronbach's alpha value was 0.72 and face validity was administrated.

DATA ANALYSIS & RESULTS

The research design that was used is the quantitative analysis and were used to each demographic variables (gender, age group, qualification, designation, years of experience and salary).

Effect of the Age of respondents on Job Involvement, Organisational Commitment and Job Satisfaction

H1: There is a significant difference between the age of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction

Table No: 1 Age of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Age	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	Below 43 yrs	45	30.4667	3.59039	.976	.404
	43 - 48 yrs	112	29.5357	4.69796		
	49 - 53 yrs	182	30.3791	4.61252		
	54 & Above	80	30.2125	3.79438		
Organisational Commitment	Below 43 yrs	45	23.0889	3.56640	.908	.437
	43 - 48 yrs	112	22.0804	3.81117		
	49 - 53 yrs	182	22.2967	3.80315		
	54 & Above	80	22.0750	3.36315		
Job Satisfaction	Below 43 yrs	45	15.2889	3.79965	2.781	.041
	43 - 48 yrs	112	16.1786	3.73736		
	49 - 53 yrs	182	17.0055	3.94646		
	54 & Above	80	16.3750	3.93097		

Source: Primary Data

From the table:1, the analysis of variance shows that the p-value of Job Involvement, Organisational Commitment and Job Satisfaction is more than 0.05. Therefore, there is no significant difference between the age groups of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamil Nadu Universities. Hence, the hypothesis (H1) is not supported.

Effect of the Gender of respondents on Job Involvement, Organisational Commitment and Job Satisfaction

H2: There is a significant difference between the gender of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction.

Table No: 2 Gender of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Gender	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	Male	333	30.4174	4.28818	6.987	.009
	Female	86	29.0233	4.63231		
Organisational Commitment	Male	333	22.4775	3.75174	4.586	.033
	Female	86	21.5233	3.40493		
Job Satisfaction	Male	333	16.5556	3.81588	.614	.434
	Female	86	16.1860	4.21066		

Source: Primary Data

The analysis of variance is conducted to find out if any significant difference between the gender of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the Tamil Nadu Universities. Table 2 shows that the calculated p-values of Organisational Commitment (P=0.033) and Job Satisfaction (P=0.434) are more than 0.05. Therefore, there is no significance difference between the gender of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction.

However, the significant difference found between the gender of the academic leaders in Job Involvement (p=0.009) at the 0.05 level of significance. Hence, the hypothesis (H2) is only partially supported.

Effect of the Educational Qualifications of respondents on Job Involvement, Organisational Commitment and Job Satisfaction

H3: There is a significant difference between the educational qualifications of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction

Table No: 3 Educational Qualifications of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Educational Qualifications	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	M.Phil. / Ph.D.	364	30.2720	4.32816	1.551	.201
	NET/SET/Ph.D.	38	29.0526	5.09344		
	PDF	16	29.1875	3.76331		
	D.Litt. / D.Sc.	1	35.0000	.		
Organisational Commitment	M.Phil. / Ph.D.	364	22.3462	3.69289	1.641	.179
	NET/SET/Ph.D.	38	22.1053	4.05229		
	PDF	16	20.8750	2.52653		
	D.Litt. / D.Sc.	1	28.0000	.		
Job Satisfaction	M.Phil. / Ph.D.	364	16.6044	3.92458	1.003	.391
	NET/SET/Ph.D.	38	15.5526	3.78973		
	PDF	16	15.8125	3.48748		
	D.Litt. / D.Sc.	1	17.0000	.		

Source: Primary Data

From this table 3, the analysis of variance shows that the p-value of Job Involvement, Organisational Commitment and Job Satisfaction is more than 0.05. Therefore, there is no significant difference between the educational qualifications groups of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamil Nadu Universities. Hence, the hypothesis (H3) is not supported.

Effect of the Designation of respondents on Job Involvement, Organisational Commitment and Job Satisfaction

H4: There is a significant difference between the designation of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction

In the table 4, the analysis of variance shows that the p-value of Job Involvement, Organisational Commitment and Job Satisfaction is less than 0.05. Therefore, there is a significant difference between the designation groups of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamil Nadu Universities. Hence, the hypothesis (H4) is supported.

Table No: 4: Designation of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Designation	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	VC / Registrar / COE	18	31.7778	3.47352	7.188	.000
	Dean	23	30.1304	4.24590		
	Director	58	29.9828	4.41882		
	SCAA/AC/Chair / Coordinator	163	31.2577	4.59682		
	HOD	157	28.8280	3.92261		
Organisational Commitment	VC / Registrar / COE	18	23.2778	2.67462	8.205	.000
	Dean	23	21.9565	3.32317		
	Director	58	21.7586	3.97497		
	SCAA/AC/Chair / Coordinator	163	23.4172	3.81973		
	HOD	157	21.2293	3.27358		
Job Satisfaction	VC / Registrar / COE	18	15.2222	2.64699	35.636	.000
	Dean	23	14.8261	2.36743		
	Director	58	14.5345	3.10752		
	SCAA/AC/Chair / Coordinator	163	15.1043	3.48651		
	HOD	157	19.0127	3.54637		

Source: Primary Data

Table No: 5: Designation of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Duncan - Job Involvement

Designation	N	Subset for alpha = 0.05
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		1	2
HOD	157	28.8280	
Director	58	29.9828	29.9828
Dean	23	30.1304	30.1304
SCAA/AC/Chair/ Coordinator	163		31.2577
VC / Registrar / COE	18		31.7778
Sig.		.207	.091
Means for groups in homogeneous subsets are displayed.			

Source: Primary Data

From this table 5, designation of employees is arranged in the increasing order according to their mean values. The HOD designation group having the smallest mean value of Equanimity is listed first, followed by Director Designation group, Dean Designation group, SCAA/AC/Chair/ Coordinator designation group and VC / Registrar / COE designation group.

On the right hand side, the groups are clubbed in homogeneous subsets. The designation group HOD, Director and Dean with the mean value 28.82, 29.98 and 30.13 are put under homogeneous subset 1. The designation group Director, Dean, SCAA/AC/Chair/ Coordinator and VC / Registrar / COE, with the mean value 29.98, 30.13, 31.25 and 31.77 are put under homogeneous subset 2.

The calculated p-value of the homogeneous subsets 1 and 2 are less than 0.05. This means that the designation under homogeneous subset 1 and subset 2 do not significantly differ from each other within the homogeneous subset. However, there is a significant difference between the two different subsets. The designation group, namely Director and Dean are overlapping in between the homogeneous subsets.

Table No: 6: Designation of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction
Duncan - Organisational Commitment

Designation	N	Subset for alpha = 0.05	
		1	2
HOD	157	21.2293	
Director	58	21.7586	21.7586
Dean	23	21.9565	21.9565
VC / Registrar / COE	18		23.2778
SCAA/AC/Chair/ Coordinator	163		23.4172
Sig.		.403	.062
Means for groups in homogeneous subsets are displayed.			

Source: Primary Data

From this table 6, designation of employees is arranged in the increasing order according to their mean values. The HOD designation group having the smallest mean value of Equanimity is listed first, followed by Director Designation group, Dean Designation group, VC / Registrar / COE designation group and SCAA/AC/Chair/ Coordinator designation group.

On the right hand side, the groups are clubbed in homogeneous subsets. The designation group HOD, Director and Dean with the mean value 21.23, 21.75 and 21.95 are put under homogeneous subset

1. The designation group Director, Dean, and VC / Registrar / COE and SCAA/AC/Chair/ Coordinator with the mean value 21.75, 21.95, 2.27 and 23.41 are put under homogeneous subset 2.

The calculated p-value of the homogeneous subsets 1 and 2 are less than 0.05. This means that the designation under homogeneous subset 1 and subset 2 do not significantly differ from each other within the homogeneous subset. However, there is a significant difference between the two different subsets. The designation group, namely Director and Dean are overlapping in between the homogeneous subsets

Table No: 7, Designation of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction
Duncan - Job Satisfaction

Designation	N	Subset for alpha = 0.05	
		1	2
Director	58	14.5345	
Dean	23	14.8261	
SCAA/AC/Chair/ Coordinator	163	15.1043	
VC / Registrar / COE	18	15.2222	
HOD	157		19.0127
Sig.		.421	1.000
Means for groups in homogeneous subsets are displayed.			

Source: Primary Data

In the table 7, designation of employees is arranged in the increasing order according to their mean values. The Director Designation group having the smallest mean value of Equanimity is listed first, followed by Dean Designation group, SCAA/AC/Chair/ Coordinator Designation group, VC / Registrar / COE designation group and HOD designation group.

On the right hand side, the groups are clubbed in homogeneous subsets. The designation group Director, Dean, SCAA/AC/Chair/ Coordinator and VC / Registrar / COE with the mean value 14.53, 14.82, 15.10 and 15.22 are put under homogeneous subset 1. The designation group HOD with the mean value 19.01 are put under homogeneous subset 2.

The calculated p-value of the homogeneous subsets 1 and 2 are less than 0.05. This means that the designation under homogeneous subset 1 and subset 2 do not significantly differ from each other within the homogeneous subset. However, there is a significant difference between the two different subsets.

Effect of the Years of Experience of respondents on Job Involvement, Organisational Commitment and Job Satisfaction

H5: There is a significant difference between the years of Experience of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction

Table No: 8: Years of Experience of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Years of Experience	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	Below 15	25	30.0800	4.39621	1.406	.241
	15 to 20 yrs	117	29.4444	4.70041		
	21 to 26 yrs	193	30.3731	4.27513		
	Above 26	84	30.5476	4.17221		
Organisational Commitment	Below 15	25	22.3200	2.73435	2.496	.059
	15 to 20 yrs	117	21.5043	3.85653		
	21 to 26 yrs	193	22.5596	3.70920		
	Above 26	84	22.7143	3.59575		
Job Satisfaction	Below 15	25	17.4400	3.41663	2.673	.047
	15 to 20 yrs	117	16.8718	3.96001		
	21 to 26 yrs	193	16.5389	3.95677		
	Above 26	84	15.5119	3.68159		

Source: Primary Data

From this table 8, the analysis of variance shows that the p-value of Job Involvement, Organisational Commitment and Job Satisfaction is greater than 0.05. Therefore, there is no significant difference between the year of experience groups of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamil Nadu Universities. Hence, the hypothesis (H5) is not supported.

Effect of the Salary of respondent's on Job Involvement, Organisational Commitment and Job Satisfaction

H6: There is a significant difference between the salary of the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction

Table No: 9: Salary of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Variables	Salary	N	Mean	Standard Deviation	F	Sig. (p)
Job Involvement	Below 100000	21	29.5238	4.56748	1.531	.206
	100000 to 150000	117	29.4701	4.72808		
	150001 to 210000	180	30.4222	4.23731		
	Above 210000	101	30.5050	4.18240		
Organisational Commitment	Below 100000	21	21.7619	2.46789	3.275	.021
	100000 to 150000	117	21.4359	3.95968		
	150001 to 210000	180	22.6778	3.62588		
	Above 210000	101	22.6634	3.59799		
	Below 100000	21	17.6190	3.33881	4.766	.003
	100000 to 150000	117	16.8205	4.12857		

Job Satisfaction	150001 to 210000	180	16.8111	3.87196		
	Above 210000	101	15.2574	3.54303		

Source: Primary Data

From this table 9, the analysis of variance shows that the p-value of Organisational Commitment and Job Satisfaction is less than 0.05. Therefore, there is a significant difference between the salary groups of the respondents and Organisational Commitment and Job Satisfaction in the academic leaders in Tamil Nadu Universities. Hence, the hypothesis (H₆) is supported except Job Involvement.

From this table 10, salary of the employees is arranged in the increasing order according to their mean values. The Above 210000 salary group having the smallest mean value of job satisfaction is listed first, followed by 150001 to 210000 salary group, 100000 to 150000 salary group, and Below 100000 salary group.

Table No: 10: Salary of the Respondents on Job Involvement, Organisational Commitment and Job Satisfaction

Duncan - Job Satisfaction

Salary	N	Subset for alpha = 0.05	
		1	2
Above 210000	101	15.2574	
150001 to 210000	180		16.8111
100000 to 150000	117		16.8205
Below 100000	21		17.6190
Sig.		1.000	.299
Means for groups in homogeneous subsets are displayed.			

Source: Primary Data

On the right hand side, the groups are clubbed in homogeneous subsets. The salary group above 210000 with the mean value 15.25 are put under homogeneous subset 1. The salary group 150001 to 210000, 100000 to 150000 and below 100000 with the mean value 16.81, 16.82 and 17.62 are put under homogeneous subset 2.

The calculated p-value of the homogeneous subsets 1 and 2 are less than 0.05. This means that the designation under homogeneous subset 1 and subset 2 do not significantly differ from each other within the homogeneous subset. However, there is a significant difference between the two different subsets.

CONCLUSION

Success of any organization purely depends on its employees. The quality of the work rendered by the academic leaders paves the way for success of the organization.

The analysis of variance shows that the age, gender, an educational qualification and years of experience is no significant difference between the academic leaders and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamilnadu Universities. Because, these demographic factors are basic necessary qualifications for all the academic leaders. There is a significant

difference found between the designation of the academic leaders p-value of Job Involvement, Organisational Commitment and Job Satisfaction is less than 0.05. Therefore, there is a significant difference between the designation groups and monthly salary of the respondents and Job Involvement, Organisational Commitment and Job Satisfaction in the academic leaders in Tamilnadu Universities. Hence, the hypothesis is supported. It's concludes that Academic Leaders' motivation has more impact results of self-realization or self-reflection or self-exploration based on effects of Job Involvement, Organisational Commitment and Job Satisfaction.

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