

An Investigation on mediating role of Job Involvement, Organizational Commitment and Job Satisfaction of Academic Leaders' Self- Actualization in Tamil Nadu Universities

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ABSTRACT

Back Ground: Self-Actualization factors equanimity is the major influencing factor on Job Involvement and Continued Freshness of Appreciation is the next most influencing factor of Job Involvement. The prominence of Self-Actualization in organizational environment especially related to Job Satisfaction, Job Involvement and Organizational Commitment. Self-Actualization has strong influence in determining Job Satisfaction, Job Involvement and Organizational Commitment. The purpose of the study to Investigation of Self- Actualization on the Impact of Academic Leaders' Job Involvement, Organizational Commitment and Job Satisfaction in Tamil Nadu Universities

Methods/Statistical Analysis: A cross-sectional design and survey method were utilized to collect the data and the stratified purposive random sampling method and in SEM model, AMOS 20 used in this study.

Findings: Based on the results of the three-mediating model, Job Satisfaction model has mediation effect between Self-Actualization highly significant compared other mediation model Job Involvement and Organizational Commitment.

Conclusion: The researcher concluded that Self-Actualization is a vital contribution to job influences Job Satisfaction of Academic Leaders in Tamil Nadu Universities.

Keywords: Self-Actualization, Job Satisfaction, Job Involvement, Organizational Commitment

INTRODUCTION

Education is one sector of prime consideration in raising the country's economic competitiveness (Cabauatan & Manalo, 2018). It is for this reason that governments usually allocate a significant portion of their budget for improving the quality of education. In the institutions of higher education, the most significant foundation for the determination of educational development is the source of the workforce. In agreement with the consideration, the

academic excellence and teaching will be enhanced by the level of performance of the workforce in the university. Universities gradually become more conscious that worker is the key person to their accomplishment and view the mutual correlation between the organization and the worker as a most valuable parameter in development (Gopinath, 2020 a).

Organization is a composition which is shaped by people, who have dissimilar characters, feelings, prospects, practices, levels of education and have come together to achieve the same goals. In addition, to maintain the stability in the organization, it must have a well-built constitution, mission and vision parallel to the organizational culture and standards, show elevated performance by functioning with competent and extremely committed workforce. In the mean while the success of organization is interrelated with "individuals" factor, which has the most important place along with all the production factors (Gopinath, 2020 b). Commitment, faith fullness and contribution of workforce to organizations bring settings for the accurate strategies and a standard working for the organizations (Hakan *et al.*, 2011; Gopinath, 2020 c).

Organizations require a well dedicated workforce to attain their goals and objectives in a well-organized and effectual manner. Organizational Commitment involves worker's psychosomatic status that makes them more dedicated to their work and their organization. Organizational Commitment has been a highly appreciated research topic among organizational and behavioral researchers for decades. It is all because that employee commitment is usually regarded as one of the key determinants of organizational effectiveness and output (Gopinath, 2020 d). Strong Commitment towards the organization enhances the employee's level of satisfaction also (Gopinath, 2020 r).

The study aimed to investigating inter relationship of Self-Actualization affect their Job Involvement, Organizational Commitment and Job Satisfaction. Even though we have previous researchers (Gopinath, 2020 s) Results of this study can be used as basis for creating research-based policy, and in organizing programs and activities that will help improve the university. The study is significant because the results can provide a portrait of the current level of academic leader's Self-Actualization, commitment, Job Involvement, and Job Satisfaction. Results of the study can also be used in creating policies that will benefit not only the Academic Leaders but the entire education institution in the areas of resource allocation and provision of monetary and non-monetary incentives (Gopinath, 2020 e).

THEORETICAL FRAMEWORK

Self-esteem reflects on individual's overall subjective emotional evaluation of their own worth. It is the decision made by individuals as an attitude towards the self. As per the Maslow's idea of hierarchy for human-beings, the Self-Actualization comes from the persons' self-esteem. In simple term, Self-Actualization represents self-realization or self-reflection or self-exploration. This entry describes the concept of Self-Actualization, how one measures it, how Self-Actualization develops across the life span, and how the concept of Self-Actualization has shaped the fields of humanistic and positive psychology. Self-Actualization describes the person's passions, creativity of fulfillment, morality, problem-solving, spontaneity, lack of

prejudice, acceptance of facts, self-fulfillment needs, pursue inner talent, achieving one's full potential, including creative activities, performance excellence, tolerance, intrinsic happiness and self-transcendence (Gopinath, 2020 f). The final level is Self-Actualization so that once one's physiological, safety, love, and esteem needs are taken care of one can start thinking about Self-Actualization. Maslow's idea of Self-Actualization must first be put into context in his hierarchy of needs. And the level of self-actualization (Gopinath, 2020 u; Gopinath & Kalpana, 2020 b) of an individual and the dimensions (Gopinath, 2020 t) of the self-actualization is strongly influenced by the demographic determinants and individual's level of emotional intelligence (Gopinath, 2020 v)

According to this theory, human needs form an "integrated hierarchy", in which basic needs such as safety, belonging, connection, and self-esteem must be satisfied to a certain degree for one to move toward becoming all that one is capable of becoming: Self-Actualization. While the precise ordering and importance of Maslow's proposed needs demonstrate significant cultural and individual variation (Tay & Diener, 2011; Oishi *et al.*, 1999), one aspect of Maslow's theory that still holds promise is his notion of deficiency versus growth motivation (Maslow, 1962/1998).

The studies of Ordun & Akün, 2017; Gopinath (2020 g), reveal that study is to investigate issues related with the identities, specifically self-related aspects such as Self-Actualization and self-efficacy and understand the emotional intelligence levels of under graduate students in Turkey and analyse the relations of these aspects. The sample consists of 278 under graduate students from Istanbul University, Business Administration Faculty. Results reveal that emotional intelligence has significant and positive effect on Self-Actualization and self-efficacy. Self-Actualization has also significant and positive effect on self-efficacy.

Gopinath (2020 h) has conducted study on role of employees' attitude in work place. Based on the study of chronological reviews, the researcher found the employees' attitude is strongly influenced by their Job Satisfaction, Job Involvement and Organizational Commitment. And the researcher concluded that enhancing these factors will also improve the attitude of Academic Leaders of Tamil Nadu University.

Gopinath (2020 i) in his study explained the relationship between self-actualization and Job Involvement. Results of correlation analysis explained the relationship between self-actualization factors like, Acceptance, Authenticity, Purpose, Efficient Perception of Reality, Humanitarianism, Good Moral Intuition, Creative Spirit, Peak Experiences, Equanimity and Continued Freshness of Appreciation with Job Involvement. Out of these 10 selves -actualization factors equanimity is the major influencing factor on Job Involvement and Continued Freshness of Appreciation is the next most influencing factor of Job Involvement.

Gopinath (2020 j) has investigated the relationship between Self-Actualization and Job Satisfaction of Academic Leaders of Tamil Nadu universities. Based on the analysis the researcher found the level of Job Satisfaction is significantly differing with demographic factors and the factors of Self-Actualization have prominent influence on Job Satisfaction. The results of rank correlation exhibit the priority of self-actualization factors on influencing the Job

Satisfaction and equanimity, humanitarianism and creativity are the found as the top most influencing factors. Gopinath (2020 q) in his study on relationship between emotional intelligence and self -actualization has found that, emotional intelligence is the most influencing variable in determining the self –actualization, especially self- awareness factor of emotional intelligence is doing prominent role in self- actualization of Individuals (Chitra,2020). So, when a person wants to get self–actualization, first he has to concentrate on emotional intelligence (Gopinath & Chitra, 2020 a).

Gopinath & Kalpana (2020 a). In their study, they investigated the Relationship of Job Involvement with Job Satisfaction; from results of Structural Equation Modeling the researchers find Job Involvement motivates employee towards fulfillment of the personal life goals. Obviously, the fulfilled goals give satisfaction to the Academic Leaders of university. Gopinath (2019) emphasizes that relationship between the Organizational Commitment and Job Involvement. The study concluded Organizational Commitment is usually limited to the extent to which employees are loyal to the organization. Job Satisfaction is recognized as an element of Organizational Commitment and also that the work environment gives a positive relationship to Job Satisfaction. Gopinath & Kalpana (2019) concluded that Job Satisfaction is the result of Job Involvement and Organizational Commitment. From the study, the researcher discovered that Job Involvement and Organizational Commitment have been acting as important factors that contribute to Job Satisfaction and the level of self-actualization is the pre dominant factor influencing the job satisfaction (Gopinath, 2020 w).

Figure-1. Illustrates Conceptual Model

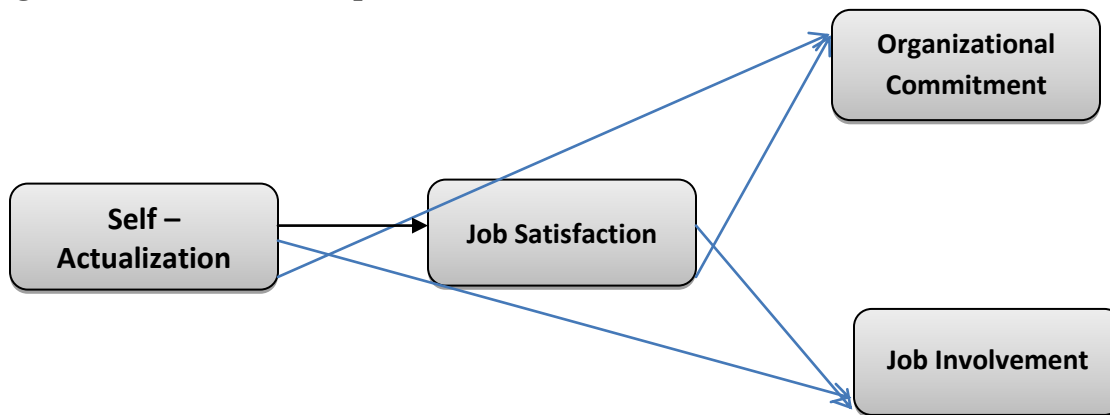


Figure-2. Conceptual Model

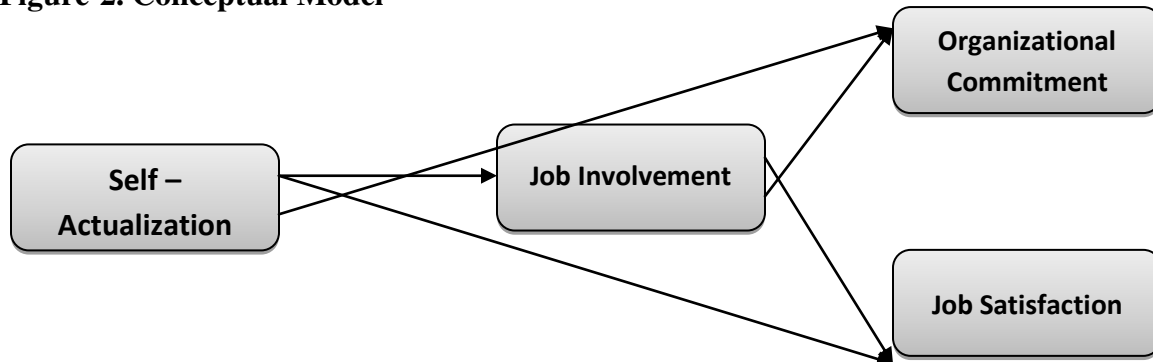
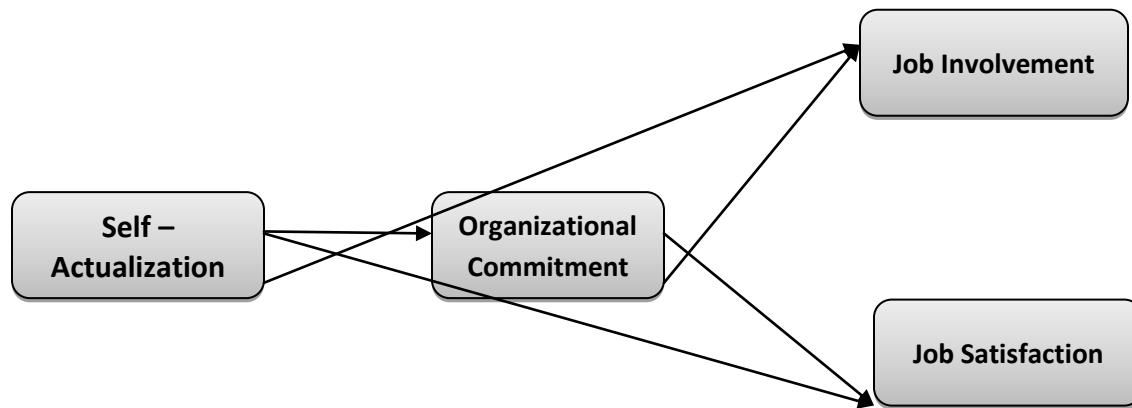


Figure-3. Conceptual Model



OBJECTIVE OF THE STUDY

This study contributes to a determining of the Self-Actualization impact of the Organizational Commitment, Job Involvement and Job Satisfaction. It analyses the relationship between independent variables, such as Self-Actualization, and Organizational Commitment, Job Involvement and Job Satisfaction (as the dependent variable) in the Academic Leaders.

CONCEPTUAL MODEL

Based on the relevant literature discussed earlier, a conceptual framework for the impact of different Self-Actualization on Academic Leaders is established (Figure-1, Figure-2 and Figure-3).

METHOD

A cross-sectional design and survey method were utilized to collect data from Academic Leaders working in Tamil Nadu Universities. Participants' email identities were collected through universities websites. Similar approaches were successfully used in earlier studies in the Indian context (Machuca & Mirabent, 2016).

Data were collected using a self-reported online questionnaire. Before completing the survey, participants read a statement informing them of the purpose of the research, their rights to participate in the survey only if they were fully willing without any coercion and stop completing the survey at any time for any reason without any penalty. They were also assured that no identifying information would collect and only the researchers would have access to the data, that only aggregate results would be reported and that no circumstances would there be any risk of revealing their personal identity or individual response.

Sample size and structure: The sample should be representative of the population and large enough to provide sufficient data for statistically reliable conclusions to be drawn.

Sampling units: The samples for the study have been demanded by the main objective, namely the efficacy of Self-Actualization on the Academic Leadership of Public Universities funded by both Central and State Governments in Tamil Nadu. Thus, the focuses of the date collected were from the academics from the universities of Tamil Nadu.

Research instrument: Structured questionnaire - Sample size-419 respondents, in this study the Stratified Purposive Random Sampling Method was used to collect data from the available samples falling under inclusion criteria.

Survey analysis: The basic research design utilized for this study will be using primary data by means of a questionnaire for collection of data. The questionnaire is divided into two main sections. The first section pertains to demographic characteristics such as the age, gender, education, designation, salary and years of experience. In the second section, questions about the respondent's Self-Actualization, Organizational Commitment, Job Involvement and Job Satisfaction.

RESEARCH INSTRUMENT

The questionnaires were designed to obtain the primary data. Details of measurements are as follows:

1. For the demographics age, gender, education, designation, salary and years of experience, the respondents were asked to tick the respective boxes groupings.
2. Self-Actualization, Organizational Commitment, Job Involvement and Job Satisfaction the response categories were expended using Likert type five-point scaling. All items were measured by scores ranging from 1 (strongly disagree) to 5 (strongly agree).

DATA ANALYSIS

SPSS 20 software was used to compute descriptive statistics, zero-order correlation, and Cronbach's alpha values, while AMOS 20 software was used to test the measurement model validity through a confirmatory factor analysis. Single factor to four factor models were performed using the steps recommended in the recent literature (e.g., Bai *et al.*, 2016). This procedure is considered as one of the more robust methods to establish discriminant validity and convergent validity. Goodness of Fit Index (GFI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) were used to assess the model fitness values. We used Akaike Information Criterion (AIC) (Hair *et al.*, 2009) for model comparison purposes. Finally, we tested the proposed hypothesized relationships using PROCESS macro add in package for SPSS software (Hayes and Kenny, 2009).

RESULTS

Table-1 presents the descriptive statistics, zero-order correlations and Cronbach's alpha values. Reliability values of all measurements ranged between 0.71 and 0.86, indicating good to very high reliability.

A confirmatory factor analysis (CFA) was conducted on the self-reported scales to examine discriminant validity. As presented in the Table below, CFA results rendered support for a four-factor model as a better fit with the data, compared with other models ($\chi^2 = 303.17$, $df = 154$, $GFI = 0.91$, $CFI = 0.94$, $RMSEA = 0.053$). Since the hypothesized measurement model fits well with the data, the discriminant validity of the proposed theoretical model is well

established. The measurement model fitness values are within the cut of limit. All factor loadings were significant at 0.01 significance level with loadings ranging from 0.53 to 0.87.

Table 1. Descriptive statistics, zero-order correlations and reliability values

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10
Gender	1.21	.404	-									
Age group	2.71	.897	0.11*	-								
Education	1.17	.485	-0.05	0.50**	-							
Designation	4.00	1.059	-0.12*	-0.36**	-0.22	-						
Salary	2.80	.825	0.10	0.94**	0.46**	-0.24**	-					
Experience	2.80	.825	0.05	-0.15**	-0.05	0.07	0.11*	-	-			
Self-Actualization	3.66	.519	0.04	0.19*	-0.01	0.11**	0.17*	0.13*	0.78	-		
Job Involvement	4.05	.747	0.06	0.08	0.02	-0.09	0.12*	0.21*	0.27	0.76	-	
Organizational Commitment	3.97	.669	-0.11*	0.18**	0.10	-0.17*	0.14*	-0.47**	0.31	0.57	0.82	-
Job Satisfaction	3.45	.942	0.005	0.02	-0.03	0.03	0.29*	0.30**	0.69	0.43	0.33	0.72

Note: N = 419; * p < 0.05; ** p < 0.01; S.D. =Standard Deviation

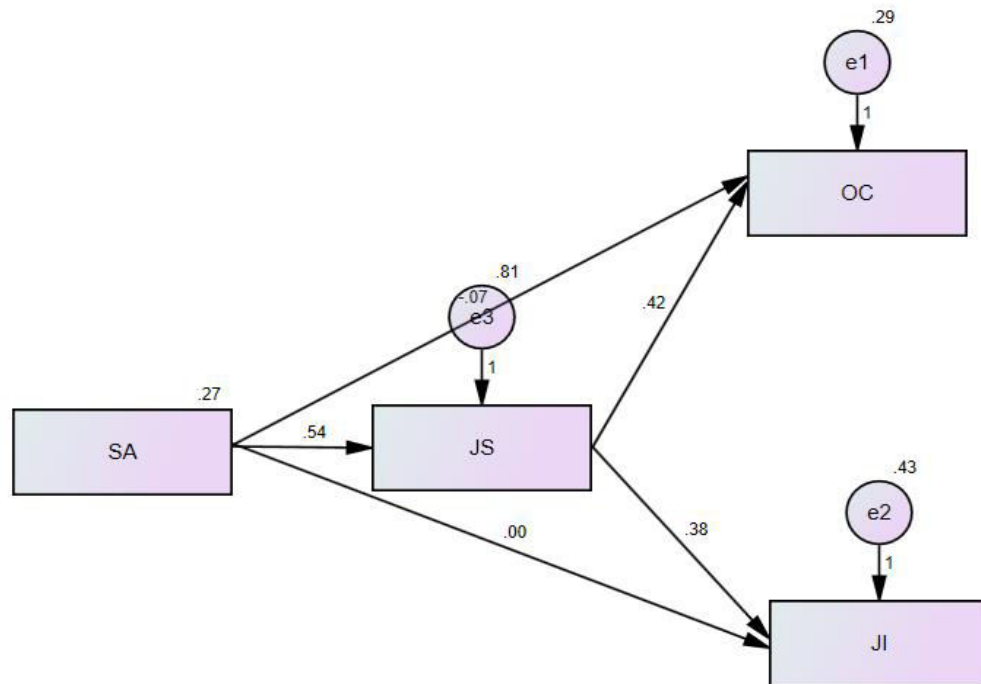
Table 2. Model Fit Summary and Measurement Models Comparison

Measurement Model	χ^2	df	p	GFI	CFI	RMSEA	AIC
Four factor model (M1)	198.487	86	p < .001	0.945	0.933	0.057	415.17
Four factor model (M2)	235.758	90	p < .001	0.914	0.937	0.054	662.59
Four factor model (M3)	209.586	85	p < .001	0.905	0.903	0.062	998.85
Four factor model (M4)	338.698	110	p < .001	0.756	0.891	0.094	1008.85

HYPOTHESES TESTING

The result of the study indicate that hypotheses, H1,H2,H3,H4 and H5 are accepted and found statistically significant since their respective p-value is significant at 0.001. So that, Job Involvement, Organizational Commitment and Job Satisfaction has found significantly impact on Self-Actualization.

Fig: 4 Mediating Model Job Satisfaction



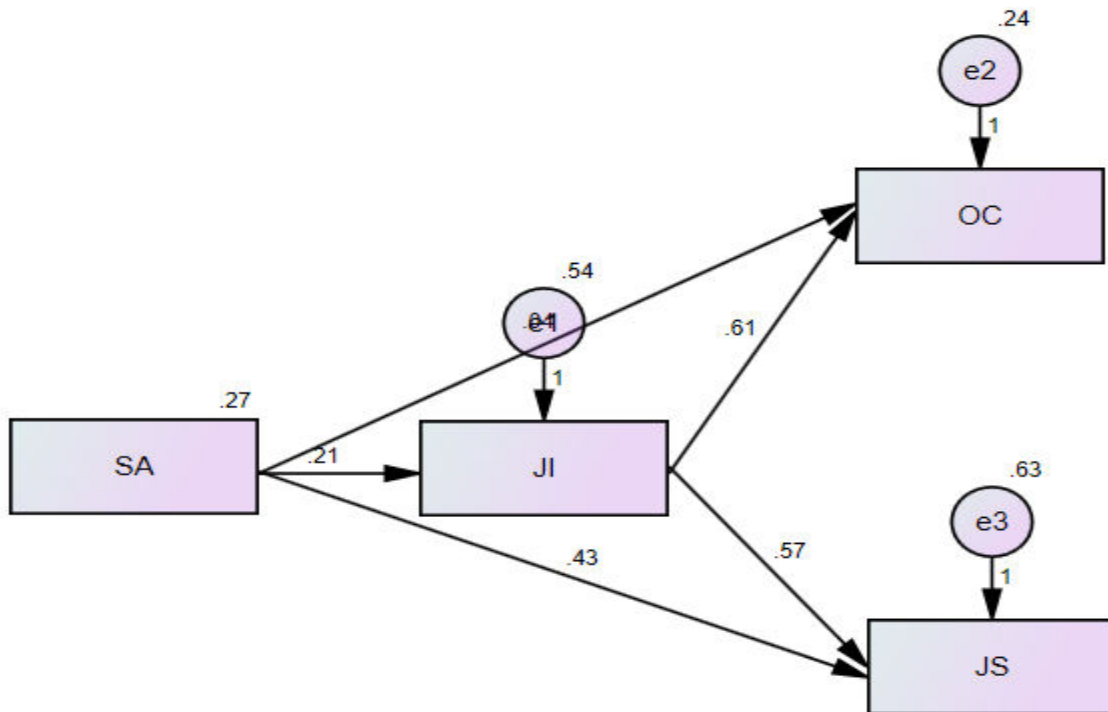
The results of the structural equation model revealed that self-actualisation has direct positive effect on the Organizational Commitment ($\beta = -.07, p < .001$) and Job Involvement ($\beta = .00, p < .001$) without the mediating role of Job Satisfaction. With mediating variable Job Satisfaction has direct positive effect on Organizational Commitment ($\beta = .42, p < .001$) and Job Involvement ($\beta = .38, p < .001$). These results indicate that Job Satisfaction significantly mediated the effect of self-actualisation on academic leader’s Organizational Commitment and Job Involvement. Additional, Job Satisfactions have greater effect on Organizational Commitment than Job Involvement.

Table -4: Standardized estimates of the indicators of Self-Actualisation, Organisational Commitment, Job Involvement and Job Satisfaction

			Estimate	S.E.	Estimate	C.R.	P
JS	<---	SA	.545	.085	.300	6.427	***

			Estimate	S.E.	Estimate	C.R.	P
OC	<---	SA	-.066	.054	-.051	-1.236	.216
JI	<---	SA	-.002	.065	-.001	-.024	.981
OC	<---	JS	.424	.030	.597	14.356	***
JI	<---	JS	.382	.036	.482	10.725	***

Fig: 5 Mediating Model Job Involvements



The result of the study indicates that hypotheses, H1, H3, H4 and H5 are accepted and found statistically significant since their respective p-value is significant at 0.001. So that, Job Involvement and Job Satisfaction has found significantly impact on Self-Actualization. The results indicate that Self-Actualization has significant direct positive impact on Job Satisfaction ($\beta = 0.428$, t -value = 5.644, $p < 0.01$). The indirect impact of Self-Actualization on Job Involvement is significant ($\beta = 0.207$, t -value = 2.964, $p < 0.05$). The indirect effect of Job Involvement on Job Satisfaction is significant ($\beta = 0.565$, t -value = 10.725, $p < 0.01$). The Self-Actualization and Organizational Commitment has not significant and hypothesis is not supported.

Table No 5. Parameter estimates for the measurement model

Structural Path			Hypothesis	Estimate	S.E.	C.R.	P	Decision
JI	<---	SA	H1	.207	.070	2.964	.003	Supported
OC	<---	SA	H2	.039	.047	.847	.397	Not supported
JS	<---	SA	H3	.428	.076	5.644	***	Supported
OC	<---	JI	H4	.607	.032	18.739	***	Supported
JS	<---	JI	H5	.565	.053	10.725	***	Supported
<p>** $p < 0.05$ (Significant at 99% Confidence Level)</p> <p>*** $p < 0.01$ (Significant at 99% Confidence level)</p> <p><i>Beta => Structural Path Coefficient / Standardized Partial Regression Coefficient</i></p>								

The results reveal that the mediation effect of Job Involvement between Self-Actualization and Job Satisfaction is partial as the indirect effect togets reduced but remains significant. The mediation effect has been further confirmed with the Sobel Statistic.

Mediating Model Organizational Commitment

The result of the study indicates that hypotheses, H1, H3, H4 and H5 are accepted and found statistically significant since their respective p-vale is significant at 0.001. So that, Organizational Commitment and Job Involvement and Job Satisfaction has found significantly impact on Self-Actualization. The results indicate that Self-Actualization has significant direct positive impact on Organizational Commitment ($\beta = 0.165$, t -value = 2.633, $p < 0.05$). The indirect impact of Self-Actualization on Job Satisfaction is significant ($\beta = 0.417$, t -value = 5.955, $p < 0.001$). The indirect effect of Organizational Commitment on Job Satisfaction is significant ($\beta = 0.799$, t -value = 14.356, $p < 0.01$). The Self-Actualization and Job Involvement has not significant and hypothesis is not supported.

Fig: 6 Mediating Model Organizational Commitment

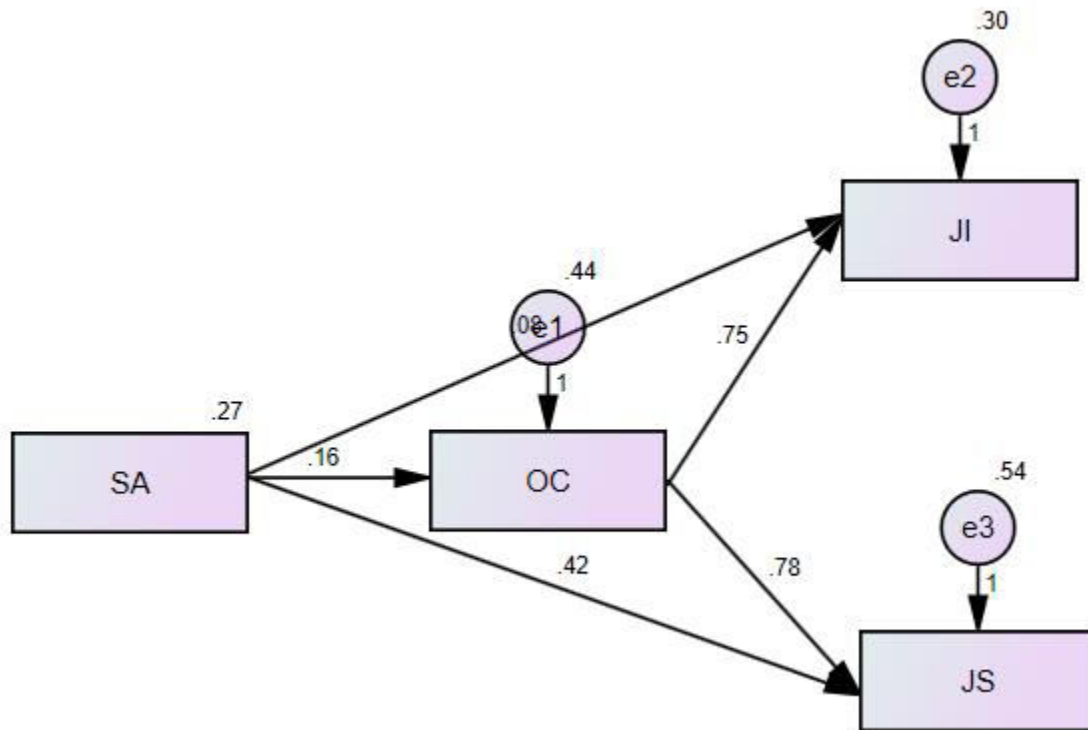


Table No 6. Parameter estimates for the measurement model

Structural Path	Hypothesis	Estimate	S.E.	C.R.	P	Decision
OC <--- SA	H1	.165	.063	2.633	.008	Supported
JI <--- SA	H2	.083	.052	1.594	.111	Not supported
JS <--- SA	H3	.417	.070	5.955	***	Supported
JI <--- OC	H4	.753	.040	18.739	***	Supported
JS <--- OC	H5	.779	.054	14.356	***	Supported

**** $p < 0.05$ (Significant at 99% Confidence Level)**
***** $p < 0.01$ (Significant at 99% Confidence level)**
Beta => Structural Path Coefficient / Standardized Partial Regression Coefficient

DISCUSSION

This study had three broad aims: (1) to test mediating role of Job Satisfaction and Job Involvement and Organizational Commitment and (2) between Job Involvement and Organizational Commitment to the Job Satisfaction and (3) Job Involvement and Job Satisfaction.

The study found that there is significant positive relationship between self-actualisation and Job Satisfaction indicating that Academic Leaders with higher level of self-actualisation are more satisfied in their job, supporting the findings of Smith & Shields (2013); Saleem *et al.*, (2010); Khalid *et al.*, (2011); Gopinath (2020 k); Gopinath & Chitra (2020 b). In improving Job Satisfaction (Stringer *et al.*, 2011).

The study also found that there is significant positive relationship between Job Involvement and Organizational Commitment. This is consistent to the findings of Gopinath (2020 l); Gopinath & Kalpana (2019). Then again, consistent to the findings of Naderi Anari (2012), and Gopinath (2020 m), also found positive relationship between Job Satisfaction and Organizational Commitment (Gopinath, 2020 n).

CONCLUSION

The relationship between the extent of higher education intuition in embracing Self-Actualization, Job Involvement and Job Satisfaction in Tamil Nadu universities in India is positive and strong. Self-Actualization positively affects Job Involvement and Organizational Commitment it also strongly affects Job Satisfaction for survival, which is the most powerful factor among others, and also the positive effect of Self-Actualization on Job Satisfaction (Gopinath, 2020 o). It can be concluded that Self-Actualization influences the Job Involvement and Organizational Commitment of Academic Leaders in Tamil Nadu universities is an important aspect to consider Job Satisfaction (Gopinath, 2020 p). Even when Job Involvement has been presented as a mediating variable, the impact of Self-Actualization is still significant. Thus, it can be concluded that Self-Actualization is a vital contribution to Job Involvement and Organizational Commitment and influences Job Satisfaction. The model also revealed that Academic Leaders has the greatest effect on Job Satisfaction. Job Satisfaction is also significantly and positively related to Organizational Commitment and work Job Involvement. This indicates that higher level of Job Satisfaction results to higher level of Organizational Commitment and work Job Involvement. Additionally, Job Satisfaction has greater effect on Organizational Commitment than Job Involvement. The relationship between the extent academic leader's Self-Actualization and Organizational Commitment, Job Involvement and Job Satisfaction in Tamil Nadu Universities in India are positive and significant. All the factors of Self-Actualization positively influence the Job Involvement, Job Satisfaction and also the Organizational Commitment. Especially the level of Job Satisfaction of academic leaders of Tamil Nadu University is the prominent factor influenced by their level of self actualization.

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