
Self-Actualization's influence on Job Satisfaction among Academic Leaders in Tamil Nadu Universities- A Review

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ABSTRACT

In recent days, the distinction of job satisfaction is receiving increase attention in varied paradigms. Amongst, the job satisfaction of academic leaders is relatively significant to the improved and empowered future generations. Job Satisfaction is a vital determinant and a leading cause, for the successful endeavor of an organization and educational institutions, in the competitive edge. Consequently, many investigations reported that exercising appropriate management of human resource; offers sustain beneficial impacts, both in individuals and diverse organizational levels. These observed implications were, similar, in academic sector also the positive and few negative outcomes were well outlined in absence of job satisfaction in earlier investigations. As job satisfaction do mine provides, uncountable benefits to the organizations, employers strive to generate satisfaction among employees. Recent studies have evident and elucidated that Self-actualization has influenced and played a role, in determining the job satisfaction among the individuals. This review attempted to analyze the chronological recent literature on Self-Actualization's influences on job satisfaction, among the academic leaders in Tamil Nadu Universities context.

Key Words: *Self-Actualization, Job Satisfaction, Organizational Commitment, Job Involvement.*

1. SELF- ACTUALIZATION AND ITS INFLUENCE ON JOB SATISFACTION

In the view of human's motivation, Maslow outlined that, "The fact is that people are doing best. Give people security and affection and be secure and they will give affection in their feelings and their attitude behavior". Satisfying a human is not an easy task, the needs and wants are endless. As the satisfaction of employee give enormous benefits to the organization, they strive to satisfy the employees. Ground work of Maslow's in his unique writings on the personalities of self-actualizing people, the CSAS measures ten subs scales of self-actualization were described as , Creative Spirit, Acceptance, Equanimity, Authenticity, Purpose, Peak Experiences, Truth Seeking, Good Moral intuition, Humanitarianism, and Continued freshness of appreciation (Kaufman, 2018). Another study has deciphered that self-actualization is one among the best tools, to enhance the level of

satisfaction among employees. By making the academic leaders, themselves as self-actualized, it's easy for the organization to satisfy employees. Self-actualization is known to exert important implications from the side of ethics and system of humanistic psychology. Self-actualization is an educative and it is concerned with the person's living of good life, and distinctive development (Gopinath, 2020 l). According to Rogers (1959) self-actualization is a direct experiencing rather than a system of conceptualized structures and self-actualization give emphasis to process of unfolding the self, where by the individual to understand inborn potentialities. Self-actualization denotes the ability and the desirability of the individuals to initiate and withstand in a particular action, with no support of others. Individual who has realistic aims for himself, who has been studying skills and thinking, and confidence are more successful and possess strong self-respect in attaining Self-Actualization than the others (Gopinath, 2020 r).

Many researchers inferred that people from relatively lower income classes, accept what they have, however, they do not have the thirst of achieving their goals (Gopinath, 2020 m). And the self-actualization is prominently influenced by the demographic variables (Gopinath, 2020 n; Gopinath, 2020 q), and the level of emotional intelligence of the individual (Gopinath, 2020 s). Self-Actualization also founded a powerful linkage of the several aspects in Job Involvement and Organizational Commitment (Gopinath, 2020 o). Compare with Self-Actualization, Organizational Commitment highly correlated with Job involvement, but also demonstrated strong associations with varied facets of Ryff's(1989) constructed the theory of psychological happiness such as positive relations, self-acceptance, autonomy, personal growth, purpose, and environmental mastery. Conversely, Self-Actualization was powerfully linked with the unity sense of the self-transcendent knowledge, but not the intelligence of loss of personality (Gopinath, 2020 v). This additional granular decision, within the sphere of influence to self-transcendence supports. Maslow confirmed that Self-Actualization persons are able to paradoxically merge with a common humanity while at the same time able to maintain a strong identity and sense of self. Maslow (1961) quoted; 'Peak Experiences as Acute Identity Experiences' One potentially talented verdict is the small but statistically significant correlation among Self-Actualization and Job Involvement and Organizational Commitment. Therefore, the present manuscript reviews, the role and influences of self-actualization and job satisfaction in improving the organizational commitment and job involvement of the Academic leaders, by reviewing, fragmented published literature.

PURPOSE OF THE STUDY

In 21-st century, academic leaders were given due significant focus on self-actualization, organizational commitment, job satisfaction, and job involvement and researcher have lamented that the flow of self-actualization literature leftovers fragmented, confounding, difficult to access (Stazyk *et al.*, 2011, Gopinath,2016 b; and Gopinath, 2020 b). The fragmented denotes of the self-actualization research, a transformed academic leader's concentrate on job satisfaction as a Human Resource Development approach, and upgraded familiar attention was focused to the role of organizational commitment in the universities, a recent review of the organizational commitment reviews with a highlight of job

satisfaction and job involvement (Gopinath, 2020 c). Therefore, this review article intends to provide as a recent review, analysis, investigation and synthesis of the self-actualization and job satisfaction, and scholarly reviews within, wider context of organizational commitment. This review paper helps to give appropriate way for the future scholars and Academic Experts and Practitioners (Academic Leaders). Analyzing, self-actualization and more specifically on the job satisfaction, how did organizational commitment and job involvement developed and accomplished.

2. REVIEW METHOD

The followings were outlined, the method of choosing and analyzing the recently, published and content were used in this systematic review. The strategy of adopting literature review is in arrangement with the article's explained purpose to synthesize a very difficult and puzzling stream of self-actualization explore to spot, job satisfaction as an significant core essence of organizational commitment. Foremost, the pivotal and texts and close related articles on self-actualization as a general build were selected and included for review to determine the evolution of the build and to highlight the different competing and overlapping in hypothetical and theoretical frameworks. Articles and texts published from 1975 to present were reviewed to the construct self-actualization and job satisfaction from its initial appeared in scholarly articles. The high-impact, decisive articles that serve as the scaffolding for this literature reviews, and were initially identified by examining the reference lists of the most frequently cited (By Google Scholar) and existing review articles on self-actualization, published within recent two decades. Moreover, the research articles published on self-actualization as a general construct were also included in the present study.

Further, articles that given in both a dimensional and multi dimensional conceptual models that incorporated definitions in Organizational Commitment; job satisfaction and job involvement as an illustrious construct were selected and literature reviewed. Further, articles that revealed on mutually the theoretical frameworks and empirical research of organizational commitment; job involvement and job satisfaction were included in the research study and analyzed. Finally, research articles covering studies, linked academic leader's practices as organizational commitment and job involvement were also included to inform the discussions and implications of practitioners and researchers.

ROLE OF JOB SATISFACTION

Job satisfaction is a significant factor in the field of organizational success. It can be explained as the point to which employees associate himself to his jobs. It is an emotional state of attachment of individuals that is enhanced by organizational achievements and the feelings of attachment with the work place (Kvist *et al.*, 2013). The relationship between work and man has always involved the paying attention of philosophers. A most important span of man's life is used up at work. Work is considered as the social expectation and social reality to which men appear to confirm. It provides grade to the individual, also binds him with the public humanity (Gopinath, 2016 b). The academic leader who is fulfilled with his job would be self-driven and perform his duties with a perfection and be dedicated to his job, and consequently to his organization (Gopinath, 2020 a; and Gopinath, 2020 b). Accordingly, it is of highest importance for Universities to know the variables that can affect their

academic leader's job satisfaction level, since it would affect the performance of Academicians. Job Satisfaction at work is an ambiguous and complex to define, since it is too subjective and change and multidimensional according to perception (Gopinath, 2016 c). As everyone has their own needs and goals, the satisfaction of a person depends on their personal objective, role in the company, potential at work, and their experiences in daily life (Gopinath, 2016 a). Due to this unusual character and complication in nature, Job satisfaction drawn many researches within the sphere of organizational behavior and human resource management. A research scholar at the University of Minnesota concluded that satisfaction curtails from 20 different dimensions including: compensation, recognition, supervision, advancement on the job, and job security (Weiss *et al.*, 1967). Beyth-Marom (2006) outlined that, when studying job satisfaction, the idiosyncrasies of Human Resources Management (HRM) must be considered. The job satisfaction may be defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job experiences or job" (Locke *et al.*, 2004; and Schneider & Snyder, 1975). Spector (1997) defined as 'dissatisfaction and Job satisfaction are functions of the professed relationship between, what one expects and obtains from one's job and how much significance or value an attributes to it'. Job satisfaction is a prime component for academic leader's motivation, which is an essential factor for one's behavior and performance in an organization (Gopinath, 2016 d). It is a mixture of any physiological, psychological, and environmental circumstances that reason a person honestly satisfied with the work (Hoppock, 1935; and Singhai, 2016). It has the positive outcomes of falling employee turnover, augmenting motivation and absenteeism, and organizational commitment. Happy academicians are extremely important for organizational success. Pleasure at work is a foundation for innovation, creativity, citizenship and organizational commitment. We couldn't even dream a workplace full of disgruntled, irritable, and cranky employees who are deeply unhappy with their work, which create so many issues to the organization (Tahir *et al.*, 2019; and Gopinath, 2016 e). Associated job satisfaction with the organization's social responsibilities; he concludes that job satisfaction encompasses the scope to which the company can promote the health and well-being of its employees. It also represents the extent to which expectations are and match the real awards (Gopinath, 2016 f). (Spector, 1997; and Davis & Nestrom, 1985) illustrated that to recognize employees' attitudes; it is significant to understand the proportions of job satisfaction. Weiner (1980) concluded that job satisfaction is primarily dependent on the nature of the job itself; independence, job challenges, job scope and skill variety are the major determinants. As a entire Job satisfaction is a subjective process, it's very difficult to define, it's a subject to the influenced by the internal and external forces of the organization, it has the power to affect the physical and mental health of the worker, as well as the capability to affect, in their personal and professional behavior (Gopinath & Kalpana, 2019; and Gopinath, 2016 g).

INFLUENCING FACTORS ON JOB SATISFACTION

Siegal & Lance (1987) focused that "Job Satisfaction is an emotional state response and defining the level of satisfaction to which people like their job". Job satisfaction identify to a persons' feeling and individual's appraisal of job satisfaction on the work, which acts as

a motivation to work. Satisfaction means the effortless feeling of attainment of any goal on the job.

For the research purpose, Job Satisfaction measured by Job Descriptive Index (JDI) Scale (Smith *et al.*, 1969; and Gopinath, 2016 a). This Job Satisfaction questionnaire has included Work, Pay, Supervision, Co-workers, and Promotions. When studying about factors used to evaluate the job satisfaction, using the variables like work, promotion, supervision, co-worker, and pay has a considerable role in evaluation (Gopinath, 2021). And the relationship between these factors found to be highly positive and influential (Gopinath, 2020 c).

WORK ITSELF

Gopinath (2016 d) exhibited that made a result to analysis the role of job satisfaction was evaluated by using work, promotion, supervision, co-worker, and pay in Job Descriptive Index scale (Smith *et al.*, 1969; and Gopinath, 2016 e). And also insisted that the job satisfaction would be higher, when the employees were challenged and given enough opportunity to utilize their technical skills and competence (Smith *et al.*, 1969; and Lumley *et al.*, 2011). So, we claim the content of the work itself is the protuberant factor for job satisfaction (Gopinath, 2020 d).

PAY

Smith *et al.*, (1969) suggested that pay as “the amount of (monetary compensation) financial remuneration that is received and the degree to which this is viewed as unbiased vice-versa that of others in the organization” Pay and benefits are measured as multi dimensional factors which play a significant role in determining the job satisfaction. Employee is used to interpret their role and importance in an organization in the form of financial benefits only (Gopinath, 2020 e). Neog & Barua (2014) found that salary and other ancillary benefits holds main role in determining the level of job satisfaction compared with other major factors.

PROMOTION

Promotion is career advancement within the organization (Smith *et al.*, 1969). Based on the various forms of complementary rewards linked with, promotion opportunities have a varying the effect on job satisfaction. Smith *et al.*, (1969) in his study, demonstrated that the promotional opportunity in two decades earlier, the flattening of organizations has the limited promotional opportunities. So, employees are reinvigorated, reinforced and known openings for skills development and intellectual growth which may be more significant than promotion opportunities. They consider promotion of their intellectual self is more important than their career advancement (Gopinath, 2020 f).

CO-WORKERS

Several studies have shown that friendly, helpful and with sound knowledge co-workers are domineering sources of job satisfaction for individuals. Smith *et al.*, (1969) described the role of coworkers in job satisfaction as the “degree to which fellow employees are technically proficient and socially compassionate” in a job environment, where the coworkers are supportive will have more degree of job satisfaction (Gopinath, 2020 g).

SUPERVISION

According to Lumley *et al.*, (2011); and Robbins (1993), “Satisfaction enhances when the immediate (reporting officer) supervisor is understanding, offers praise for good performance, friendly, listens to employees’ opinions and shows personal attention in them”. Smith *et al.*, (1969) focused that two types of styles in supervisory, that there are influence in job satisfaction. That is mainly employee centeredness, which the supervisor taking personal cares on employees the other dimension influencing the employee to perform. Even though both have their own impact on job satisfaction, the employee who is taken cared by the supervisor has the more probability of job satisfaction than the one who is influenced by the supervisor (Gopinath, 2020 i).

Since the concept of job satisfaction and its determinants are more subjective in nature, still there is no concrete definition for job satisfaction and still difference of opinions are about the determinants of job satisfaction and its influence on various genres. While reviewing the influencers of job satisfaction, self-actualization (Gopinath, 2020 h) and emotional intelligence has a considerable role and its influence in job involvement of the individual and commitment of the individual towards the organization is also crucial (Gopinath & Chitra, 2020).

JOB SATISFACTION AND JOB INVOLVEMENT

The satisfied employee contributes, his best in the organization, in turn the contribution influences the performance and output of the organization. Performance is the factor which determines the career promotion and financial benefits of academic leaders, a whole employee’s psychological association with the organization which otherwise called job involvement found enhanced. Job involvement is the term, was coined by Lodahl & Kejiner (1965). Job involvement decides to be the effect of how much a job can satisfy an employee’s necessary needs. Further, he found that persons who proved high job involvement considered their jobs as a important part of their identity (Kanungo, 1982). Job involvement is ‘Strongly’ influenced by the perception about the work. And also individuals may happen to involved in their works because of the specific qualities of their job [Joby Jose, 2014]. Joiner & Bakalis (2006) suggested that job involvement describes how the employees are interested, involved, and occupied in the goals of an organization. Individuals with high degree of job involvement hardly think of leaving their jobs and they will create a predictable future for their organization (Brown, 1996). Job Involvement is peremptory for productivity to achieve the organizational goals. Job Involvement is strongly influenced by the perception towards work and the level of job satisfaction (Gopinath, 2020 u). Job Involvement is highly influenced with the psychological recognition of employee’s opinion on work. While morale in Job Involvement indentifies to the position of the persons of the organization which is a collective concept (Gopinath, 2019 b). Job involvement is the extent to which workers is involved them job and taking active part in organization and decision-making. The job involvement increases if the workers have responsibility, job satisfaction, and decision making authority. Paullay *et al.*, (1994) stated that the job involvement as “The degree to which one is cognitively engaged in, concerned with, and preoccupied with one’s present job”. According to (Lubakaya, 2014; and Khan & Nemati, 2011) job involvement is the psychological insight

of an academic leader in relation to his job or the prominence of job in the individual's self-image this kind of involvement towards the organization will lead to employee commitment which in turn called as organizational commitment (Gopinath, 2020 j).

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

Organizational Commitment, describes an extent to which the workers identify themselves with the organization in which they job, how tied up they are with the organisation and whether they want to leave the organization (Greenberg & Baron, 2008) and the organizations use to have numerous benefits from the commitment of employees. Commitment creates a kind of emotional attachment with the organization. Organizational Commitment is known as the strong belief of employees to accept the organization's objectives, values, acceptance and effort on behalf of the organization to reach these objectives and the strong need to sustain the fellowship in the organization. The organizational commitment is honestly linked to the desire to maintain fellowship in the Organization, the willingness of staff to make a major action source on behalf of the Organization and the strong faith in the Organization's objectives, values and acceptance. The components of the organizational commitment that appear in the model developed by Meyer & Allen (1991). And also emphasized that the psychological dimension of the organizational commitment are continuance commitment, affective commitment, and normative commitment. In the knowledge society that began to be influential since the middle of the 20th century, knowledge replaced machinery and "the power of reason" replaced skilled labor. The fact that knowledge has become one of the greatest elements of competition has led businesses to take advantage of the knowledge that their employees possess in the most effective and efficient way. In addition, business organizations are striving to minimize losses caused by leaving employees to work. These efforts may prove to be fruitful if staff commitment can be stimulated (Gopinath, 2016 h). The committed employees do his best to the organization and he need not be supervised and reviewed periodically. Commitment made them to retain in the organization and the employees' turnover ratio of the organization will also come down. After a many research, it has been revealed that, Job Satisfaction is the key factor in promoting the organizational commitment (Gopinath, 2019 c). If the academic leader is psychologically happy about the ambiance and benefits provided by the organization, that state makes him involved with his job and creates a kind of commitment with the organization and has significant role in promoting the Organizational Commitment (Gopinath, 2020 k; and Gopinath, 2019 a).

SYNTHESIZE OF THE REVIEW

Self- actualization is realizing one's potential; an individual who has everything in life may even feel incomplete without self-actualization. The importance of these concepts is familiarized by Maslow's and the focus of research on this domain is prominent in recent decade. Compared to other domains, Self-actualization of academic leader is a vital, as it reflects impact on the students' community (Gopinath, 2020 w). Self-actualization of the academic leaders has prominent role in determining the job satisfaction which in turn

influenced, on job involvement and organizational commitment. These factors are noticeable determinant variables for overall performance of the Universities.

3. IMPLICATIONS ON PRACTITIONERS

In spite of, the high growth in the establishment of Tamil Nadu Universities, academic leaders have faced with several challenges such as low performance among faculty members, lack of organizational commitment of employees and less job involvement (Gopinath & Kalpana, 2020 a). In the current scenario, several changes emerged, such as; the Universities have started to perceive that the employees indicate as their important valuable asset. Motivated and Satisfied employees are vital to modern Education in Universities and a vital factor that distinguish the winning institutions from the other ones. Study on self-actualization showed, several implications for an academic leader in Tamil Nadu Universities to improved Self-Actualization, Job Involvement, Organizational Commitment, and Job Satisfaction using, effective academic leaders' performances. Job satisfaction is one of the important researched research thrust area in the Human Resource Development, Human Resource Management and Organizational Activities (Gopinath, 2016 i). It is generally known as a "Positive emotional state resulting from the Appraisal of one's job experiences or job". Job satisfaction is a vital element of job motivation, which is a essential determinant of one's' performances in an organization environment. It is widely necessary for the academic leaders to work hard to improve the overall quality in teaching methodology and applied research in Tamil Nadu Universities. The academic leaders exhibit, an insight on the development of universities in such a way that, the universities can achieve excellence in novel Research, academically gifted and successful students, quality teaching at an international standard, opportunities for higher levels of Grants for the Universities as well as individual research grant for the Faculty members, establishment of well-equipped facilities in the universities laboratories, good NAAC Cumulative Grade Point Average (CGPA), top NIRF ranking and compete to acquire a place in the list of top 500 world best universities in Quacquarelli Symonds (QS) Ranking. The academic leaders able to provide the essential progress in institutional and structural reforms to make the Tamil Nadu Universities as sustainable institutes which can receive most important inflows of research grants and significant assistance from various financial supporting organization or agencies from our country and Abroad, thereby, it develops, a strong network of research community and committed faculty in academy, to share novel , innovative ideas on the quality of education can be achieved in the Universities of Tamil Nadu by developing self-actualization ability. While, the universities of Tamil Nadu become as Universities of Excellence, then inflow of foreign students and faculty members will be increased and several research collaborations can be established with top class ranked abroad universities as well as Indian reputed Institutions.

This review helps to understand, how the academic leaders need to design and implement effective decision making for a value creation. The self-actualization research has offered valuable improved understandings to the policy implementers (academic leaders) to know, how to make better satisfaction among employees, improved professionals and research practices, with enhanced turnover. This study showed a significant impact on the

research on work motivation. An academic leader enables their core workforce, highly fulfilled and involved by optimal provision of extrinsic and intrinsic job rewards. Hence, top academic leaders would concentrate on improving high level self-actualization, strong commitment, concentrated job involvement and high level of job satisfaction, resulting, enhanced the efficiency of the Tamil Nadu Universities. Organizational commitment shows that the degree to which the employees justify with the organization in how engaged they are in the organization and which they work. This study revealed that there was a strong interrelationship between job satisfaction and organizational commitment. Job involvement has played a mediating role between the job satisfaction and organizational commitment. Organizational commitment can be attention of, as an expansion of job satisfaction, as it deals with the positive approach (attitude) that an employee has worked towards the organization. The efficient academic leaders are considered as, the responsible guiding personality for the faculty members, by paving an opportunities for them to acquire self – actualizing values and more skills (Gopinath, 2020 t). The effective and strong academic leaders are the key factors to improve the organizational development and accelerate work efficiency among employees and can make them to move forward with positive attitude and commitment towards the progress of the Universities, thereby, Tamil Nadu government universities would uplift as World Class Universities.

4. CONCLUSION

In the modern age, where the globalization is happening in every scope of life, the Academic Leaders occupy their place at the controls. The enthusiasm in the academic leaders in universal and the universities in specific is directly proportional to the capability of their employees. The achievement of the universities depends upon faithfulness, solid functioning, and the involved academic leaders ‘showed a high level of self-actualization, organizational commitment, job satisfaction and job involvement. Then socio demographic factors of academic leaders exhibited a significant impact on job involvement and organizational commitment. Job satisfaction has been strongly correlated with enhanced the job involvement, positive work values, high levels of self-actualization and organizational commitment (Gopinath & Kalpana, 2020 b). Therefore, academic leaders shall take care of their, level of satisfaction in their respective universities. The relationship between the extent of higher education, intuition in embracing self-actualization, job involvement and job satisfaction measured in Tamil Nadu universities in India was reported as a positive and powerful. 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 p). Finally, it was inferred that self-actualization influences the organizational commitment and job involvement of the academic leaders in Tamil Nadu universities is a notable criteria to consider for improving the job satisfaction. However, when job involvement has been played as a mediating variable, the impact of self-actualization was observed, as still significant. Thus, it can be inferred that self-actualization is a essential contributor to organizational commitment and job involvement and influencing

job satisfaction. The review concluded that academic leaders exhibited great and excellent effects on the job satisfaction of the employees in Tamil Nadu Universities.

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