A Study of Relationship between Job Characteristics and Organisational Commitment among Private Sectors, Cuddalore

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ABSTRACT
This study focuses on the relationship between job characteristics and organisational commitment of private industries. A convenience sampling method was carried out among the industries in Cuddalore town. 100 samples were identified and valid surveys were obtained. Regression was performed to find the influence of independent variable on dependent variable. Findings show that, feedback (β = .794, t = 5.521, P <.01) made a positive significant contribution in predicting organizational commitment. Thus, it was seen that all the job characteristic dimensions were significant contributors to organizational commitment; it was observed that job variety predicted organizational commitment at 0.48% followed by friendship at .29%. When autonomy, dealing with others and task identity are considered, they had no significant predictive power.

Keyword--- Job characteristics, Organisational commitment

I. INTRODUCTION
Hackman and Oldham (1975) have developed a model of job characteristics approach, here in after referred to as the job characteristics theory. According to Hackman and Oldham (1975) the job should be diagnosed and corrected through five principal dimensions of work, namely: skill variety, task identity, task significance, autonomy and feedback. If all of five dimensions of work are higher, employees will feel the importance of work. Job characteristics model has shown to be positively associated with work outcome variables. In particular of five dimensional work has essentially created three important psychological conditions which are: skill variety, task identity and significance of tasks that contribute to the increasing importance of the meaning of work. Autonomy is intended as a source of workers’ sense of responsibility for the work. Feedback from work refers to knowledge, about the work. This variable will eventually refer to multiple benefits for individuals and organizations that employ them.

In summary, combining the five core of work dimensions, employees will feel well motivated and will alleviate quality in his work, very pleased with his work, will have lower absenteeism rates, turnover rates will be low too. The next described also that the theoretical model of job characteristics would be effective in describing the person's behavior, which have a high need for achievement.

Mowday et al., (1982) defines organizational commitment as a strong belief in goals and values of the organization is a willingness for make great efforts for the sake of organization, and a strong desire to remain become member of the organization.

II. REVIEW OF LITERATURE
Indi Djastuti (2010) has stated that the objective of this research is to analyze and to test the influence of Job Characteristics, Job Satisfaction, and Organizational Commitment on Managerial Performance. There are six hypotheses proposed in this study i.e. 7) the influence of job characteristics on job satisfaction of managerial employee. 2) The influence of job satisfaction on organizational commitment of managerial employee. 3) The influence of job characteristics on organizational commitment of managerial employee 4) the influence of job characteristics on performance of managerial employee 5) the influence of job satisfaction on performance of managerial employee 6) the influence of organizational commitment on performance of managerial employee. Based on the final data analysis, all proposed hypotheses are accepted. Autonomy and task identity have greatest contribution to the job characteristics variable. The continuant commitment has a great contribution to organizational commitment variable. However, satisfaction to the supervisor contributes substantially to job satisfaction variable. While, team work, initiative and
reporting activities have greatest contribution to the performance of managerial employee variable. The research shows that organizational commitment variable as intervening variable that bridging the relationship between job characteristics variable and managerial employee performance variable. Path coefficient for organizational commitment variable is greater than job satisfaction variable in influencing managerial employee performance. Therefore, in order to enhance performance of managerial employees, it is necessary to build stronger organizational commitment, especially affective commitment.

Sadegh Taghavi and Abdolkhalegh Gholami (2015) The aim of this article is determining the relationship between job characteristics and organizational commitment on employees of Offshore Oil Company in Lavan Island. The study adopted a descriptive correlational method. The population of the study consisted of all employees of Offshore Oil Company in Lavan Island which includes 550 institutional force and the contractor. In this research, questionnaire was used as a data collection tool. 225 persons were selected randomly as the subjects of the study. For analyzing data is used descriptive and inferential statistics by using the SPSS and LISREL software's. The validity of its content was ensured by using the expert viewpoints and consensus. The internal reliability of the items was verified by computing the Cronbach’s alpha. Research findings are as follows: (1): There is a significant relationship between job characteristics and organizational commitment, (2): There is a significant relationship between the importance of duty and organizational commitment, (3): There is a significant relationship between job autonomy and organizational commitment, (4): There is a significant relationship between the diversity of skills and organizational commitment, (5): There is a significant relationship between the feedback and organizational commitment, (6):

### III. RESEARCH METHODOLOGY

#### Research Design

This study adopted a descriptive survey research design in which the researcher could not manipulate the variable of interest. Questionnaire was the instrument used to collect data from the respondents on the studied variables. The population for the study consisted of private employees in Cuddalore. A total of 100 participants were used for the study.

#### Instrument

Job characteristics were measured to accomplish isolation in the market throughout organizational commitment. This scale was adopted from Hackman and Old ham (1975). Organisational commitment scale was adopted from Meyer and Allen (1993). The data was collected from private bank middle level managers.

#### Procedure

The researchers sought the permission of the management and staffs of the private sectors to collect data needed for the study. The purpose of the study was equally explained to them prior to the administration of instruments on them and the responses were collected back.

### IV. METHOD OF DATA ANALYSIS

The data collected were analysed using multiple regression.

### V. ANALYSIS AND INTERPRETATION

#### Regression Model Summary

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.763(a)</td>
<td>.582</td>
<td>.555</td>
<td>21.589</td>
<td>.000(a)</td>
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</table>

<table>
<thead>
<tr>
<th>Coefficients(a)</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
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<tbody>
<tr>
<td>(Constant)</td>
<td>1.251</td>
<td>.212</td>
<td>5.895</td>
<td>.000</td>
</tr>
<tr>
<td>Job Variety</td>
<td>.380</td>
<td>.106</td>
<td>.487</td>
<td>3.570</td>
</tr>
</tbody>
</table>

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a Predictors: (Constant), friendship, Taskidentity, Autonomy, Jobvariety, Dealingwithothers, Feedback
<table>
<thead>
<tr>
<th>Autonomy</th>
<th>.151</th>
<th>.096</th>
<th>.212</th>
<th>1.569</th>
<th>.120</th>
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</thead>
<tbody>
<tr>
<td>Feedback</td>
<td>.554</td>
<td>.100</td>
<td>.794</td>
<td>5.521</td>
<td>.000</td>
</tr>
<tr>
<td>Dealing with others</td>
<td>-.350</td>
<td>.098</td>
<td>-.497</td>
<td>-3.561</td>
<td>.001</td>
</tr>
<tr>
<td>Task Identity</td>
<td>-.395</td>
<td>.086</td>
<td>-.666</td>
<td>-4.596</td>
<td>.000</td>
</tr>
<tr>
<td>Friendship</td>
<td>.239</td>
<td>.093</td>
<td>.297</td>
<td>2.579</td>
<td>.011</td>
</tr>
</tbody>
</table>

a Dependent Variable: Organisational Commitment

Results from above table indicate that jointly, all the job characteristics dimensions accounted for 58.2% variance in organizational commitment, with $F = 21.589$, $P < .00$ followed by feedback ($β = .794$, $t = 5.521$, $P < .01$) made a positive significant contribution in predicting organizational commitment Thus all job characteristics dimensions were significant contributors to organizational commitment; it was observed that job variety predicted organizational commitment at 0.48% followed by friendship at 0.29%. While autonomy, dealing with others and task identity had no significant predictive power.

VI. CONCLUSION

The findings of the study showed that only three dimensions (Job Variety, Feedback and Friendship) of job characteristics predicted organizational commitment whereas autonomy, dealing with others and task identity did not predict organizational commitment. This is not in consonance with many of the past empirical evidence, though they are in tandem with many others. Flynn and Tannebaum (1993) made a study among private sector managers which found a strong prediction/relationship between job characteristics dimensions and organizational commitment. Likewise, this study also predicts 58.2% strong influence of job characteristics on organisational commitment.

In contrast to the above findings, Steers (1977) found task identity to be significantly related to organizational commitment, while Sneed and Herman (1990) comparing supervisory and nonsupervisory staff job characteristics with organizational commitment found “dealing with others” to be significantly related to organizational commitment. The current study has few limitations that can be rectified in future. This research concentrated only on private industries in Cuddalore district. Future research can be carried out among bank employees.

REFERENCE