



## A Study on Organizational Commitment in Public Sector Enterprise

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### ABSTRACT

Commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization. Steps to create commitment may include initiatives to increase involvement, communication, leadership development, developing a sense of excitement in the job, and developing various HR policy and practice initiatives. Organizational commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer defending their company. (The Pennsylvania State University, 2011). It also entails the employee giving of themselves for the organization. Although an employee may be involved in these activities because they are satisfied with their jobs. An employee may be dissatisfied with their jobs and still possess high organizational commitment individual commitment to organizations who provide employee development opportunities, the complexities of commitment are brought to enlighten in this study, the survey was conducted among 100 employees in public sector. The organizational commitment is estimated and compared with their demographic characteristics to implement the organisational commitment and to attain the organizational performance.

**Keyword--** organizational commitment

Allen and Meyer (1990) stated that each conceptual approach can be clearly distinguished via measurement, and that these measures can be correlated to the variety of antecedent variables in literature. These three sub-constructs of commitment

#### *(a) An affective perspective to organisational commitment*

Porter, Crampon and Smith (1976) stated that two aspects indicate an affective approach. Firstly commitment is a 'global and stable alternative linkage' between the individual and the employing organization and secondly, that the individual's feelings are representative by commitment, and these are connected to the individual's desire to be attached to the work situation.

#### *(b) A normative view of organisational commitment*

Wiener (1982) distinguished between identification and normative-instrumental frameworks regarding commitment to the organization. The identification perspective implies commitment to be an 'attitudinal intervening construct', which could range between antecedents and outcomes. These include the 'personality need variables', as well as the personal-demographic variables (for example age and tenure).

#### *(c) A continuance view of organisational commitment*

Another view to organisational commitment is that of continuance commitment, which implies that affective and normative commitment play only minor roles in conceptualization of this variable (Allen & Meyer, 1990). Becker (1960), as previously discussed, pursued a perceived costs approach to organizational commitment based upon a series of side-bets.

Kanter (1968) refers to continuance commitment as a 'cognitive orientation', where costs are considered when leaving or remaining with the organization. The cost or profit then compels departure or continued participation respectively.

#### *Definition of Key Terms*

Mowday, et.al. (1979) Organizational commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward

## I. INTRODUCTION

The concept of organisational commitment has received considerable attention from both managers and behavioral scientists. The interest has been demonstrated not only in theoretical efforts to explain the construct but also in empirical efforts to determine the primary antecedents and outcomes of organisational commitment organisational commitment is that this commitment is assumed to influence almost any behaviour that is beneficial to the organization such as performance, attendance, and staying with the organization Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982; Randall, 1990).

one's organization. In addition to loyalty, organizational commitment encompasses an individual's willingness to extend effort in order to further an organization's goal and the degree of alignment the organization has with the goals and values of the individual.

Mowday et al. (1982) Organizational commitment defined as an Employees who are committed to an organization tend to strongly believe and accept the organization's goals and values exert considerable effort on behalf of the organization and maintain membership in the organization.

Hunt & Morgan (1994) Organizational commitment defined as an employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization.

## II. REVIEW OF LITERATURE

According to Meyer and Allen (1991) Affective commitment involves workforce perceptions regarding their emotional affiliation or identification with their workplace. Normative commitment involves workforce perceptions regarding their responsibility towards their workplace. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, the employee may report higher degrees of normative commitment. Continuance commitment involves workforce perceptions regarding costs related to leaving the organization.

Becker et al.(1995) in Tella et al. (2007) organizational commitment in three dimensions; (1) a strong desire to remain as a member of a particular organization, (2) a willingness to exert high levels of efforts on behalf of the organization and (3) a defined belief in and acceptability of the values and goals of the organization. In conclusion the present study expects to know (a) the level of different components of organizational commitment and job satisfaction towards employee in the organization (b) the relationship between the components of organisational and general satisfaction, and (c) different types of demographic variable that may have significant influence on the different components of organizational commitment and job satisfaction.

## III. NEED FOR THE STUDY

In today's economy, where organizations are expected to do more with less resources i.e., people and money, it is extremely important for organization to retain their highly productive employees. So Commitment is an extremely important for organizations to understand. The level to which an employee committed in their work to improve the job involvement level. So an employee believes in the desire to the work for their organizational

goals. "Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover" (Vance, 2006).

In short, the importance of organizational commitment is dependent upon the organization itself. If the organization wants to become competitive and grow, it will place a great deal of importance on the level to which employees are committed in their jobs and how committed the employees are to the organization. On the other hand, However, the leaders of that organization must realize that, at some point in the organizational life-cycle, the organization will undoubtedly have to complete with an organizational goals and objectives. So In turn employers must respect employee's opinions and follow-up on commitments and responsibilities to the employees. By the way of keeping channels of communication open, employers and employees can benefit from mutual trust and respect to the both categories.

## IV. RESEARCH METHODS

The study was adopted a descriptive research method. The reliability of the questionnaire was found to be 0.853. The data used for analysis was the primary data to distribute the questionnaire to the respondent of public sector. Secondary data are collected from the sources which have already existed.

## V. OBJECTIVES OF THE STUDY

1. The objective of the present study is to explore that the influences of demographic factors on organizational commitment level among the employees of public sector.

## VI. ANALYSIS AND INTERPRETATION

The collected primary data were computed and analyzed demographic factors and organizational commitment level in the cross tabulation. The results obtained in the given table. The obtained values are reporting and interpreting given below the table.

Demographics factors	Organizational commitment					
	lowest	low	average	high	highest	total
<b>AGE</b>						
Below 21 years	1	0	1	1	5	8
21-30 years	3	3	4	4	8	22
31-40 years	2	4	4	12	21	43
41-50 years	0	0	0	5	18	23
Above 50 years	0	0	0	0	4	4
<b>GENDER</b>						
Male	6	7	8	20	51	92
Female	0	0	1	2	5	8
<b>MARITAL STATUS</b>						
Unmarried	3	4	3	6	14	30
Married single	0	0	2	0	1	3
Married	3	3	4	16	37	63
Divorce	0	0	0	0	2	2
Widow/widower	0	0	0	0	2	2
<b>NO OF DEPENDENTS</b>						
1	0	0	2	1	7	10
2	4	2	3	8	16	33
3	0	4	3	8	19	34
4	0	1	1	2	10	14
Above 5	2	0	0	3	4	9
<b>EDUCATIONAL QUALIFICATION</b>						
10th & 12th	0	0	2	3	4	9
ITI	2	1	2	5	15	25
Diploma	1	3	2	5	11	22
Degree	3	3	3	7	17	33
Post graduate	0	0	0	2	9	11
<b>DESIGNATION</b>						
Workers	3	1	4	9	23	40
Supervisors	0	3	2	3	7	15
Engineers	1	0	1	5	8	15
Executive	1	2	1	4	7	15
Managers	1	1	1	1	11	15

Further to know the actual, the organizational commitment level is categorized based on their demographic factors using the cross tabulation.

To present the survey results as per the data gathered from the survey questionnaire. The sample group comprised of employees age group between 21 and 50. The largest number of respondents (43% respondents) fell into the age category of 31 to 40 years. The fact that the age distribution of the general population is below the age 21-30 years and 41-50 years (23% respondents) that the age distribution of the sample population is within the same range, may be co - incidental. And also organizational health level to indicate the above table low to highest. Low level (3%) and highest level (10%) of the employees to increase the strengths and challenges towards the change process, teams, and the organization as a whole to identify a specific course of action. So the employees age not a barrier to accept all the environmental changes.

The sample group was fairly evenly spread, with females only 8% i.e low level of the group and males 92%

high level of the group. As the gender composition of the sample is male are highly working in the organization comparatively females. So there is no significant conclusions can be made with respect to whether more males or less females are working in the public sector.

It is clear from this analysis that the sample group is evenly split in terms of being Married (66% respondent). Once the married single group result was added to the married group, however, this group formed the largest percentage of the sample group, and least percentage of widowed and divorce (2% respondent). unmarried status (30%) sample population is fairly spilt between married statuses. Highest level (20%) targets for organizational health, group of employees from all areas and levels that the perceptions are rooted in reality to achieve the goals. Lowest it may concern (23%) equally distributed to the highest level of organizational commitment.

The results in terms of the number of dependants of each research participant for the sample group ranged between 1 to 5, with an average of two dependants per participant in the sample group. The results is summarized in the cross tabulation. The majority of the sample groups have between 2 and 3 dependants (33-34% respondent). The respondents who form the smallest part above 4 and 5 of the sample group have four dependants (9 -14% respondent). Average level (14%) to improving transparency and communication to enhance the changing practices of organizational commitment.

In terms of level of educational qualification, the majority of respondents passes a Bachelor's degree 33 % highest level. This level of qualification is a prerequisite for joining the public sector. 22% average level of respondents had completed diploma. And 9 to 25 % of the employees completed ITI. From that competition from the public sector offering, skilled professionals the organization can offer excellent and specialized job and facilities at Endeavour to maintain their employee's image.

The data regarding the years of experience the respondent's have been employed in their current positions. This category is split among five categories. It is evident that 26% percent of the respondents were employed in their positions for more than 7 years and 45% of the employees to work more than 4 years these two categories may considered average level. Remaining 27% of the employees gathered more than 6 years this may consider higher level of the experience. This may have implications for their satisfaction with career prospects.

## VII. INTERPRETATION

Commitment among differ from individual to individual, employees may feel increasing status will allow them to speed up job progression whereas above 41-50 years of the employees i.e. 27% have already established their careers. 31-41 years i.e. 43% highest levels of the employees were also found to value freedom-related items

more than their average level. A younger worker that is 21-31 years prefer more flexibility in terms of work hours and supervision compared to older employees. Who prefer a more traditional job model including visibility in the office during certain hours may above 41-50 years may be more working certain hours because they feel this is a sign of hard work compared to younger workers whose productivity is driven by task completion. This looks to increase pay based on skill-sets, knowledge and breadth of experience rather than performing a key set of responsibilities. Employees paid in this manner are encouraged to expand their knowledge so as to add further benefit to their company.

## VIII. SUGGESTION

Marsh and Mannari (1977), described the with "commitment" as one who considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives over the years. Organizational commitment is refers to the strength of an employee's identification with the organization. Although commitment seems to have minimal effects on productivity, a high degree of affective commitment is related to higher levels of motivation and satisfaction, lower rates of absenteeism and turnover, and a greater willingness to make sacrifices for the company.

The organization Clarify and communicate the mission very clearly to the employees. Its provide for extensive two-way communications is better for understanding. And also given task to groups teamwork would achieve the target and getting people to work together by the way of enrich and empower; to promote from within.

Research has suggested that the presence of employee support is positively associated with organizational commitment by employees. Although the support will be viewed as subjective, with different employee have varied perceptions and attitudes towards them but there is a general consensus on the presence and beneficial results that could be attained for the business. Having a thoroughly understanding of the possible moderating effects by individual differences could be extremely valuable; as they could helps to improve the organizational effectiveness and performance

## IX. CONCLUSION

Organizational commitment is perceived by working environment which they believe to be both employees and organization. Research could focus on measures of Employees who are committed to an organization are less likely to leave, be absent and may display other positive behaviors that are valuable to an organization. It is further suggested that first organization must work on increasing employee engagement through

changing job role; making them more flexible, providing them autonomy and resources. When an organization provides valuable support for employees, this should create a mindset in employees that is positive toward the organization, resulting in positive work behaviors. Result is in positive outcomes. So they may concluded employees, which is leaving shows that low level of commitment to the organization or staying in the organization, it may concern employees being commitment which turn in to loyal to the organization as well the attain the goals. So he/she may sustain the organization by the way of improving organizational commitment.

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