Influence of Job Characteristics on Organisational Commitment among Private Sectors, Cuddalore

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ABSTRACT
This research aims to identify the influence of job characteristics on organisational commitment. A convenience sampling method was carried out among Cuddalore town private industries. 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, autonomy (β = .396, t = 3.015, P <.05) 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, feedback, dealing with others, task identity and friendship had no significant predictive power.

Key word---- Job characteristics, Organisational commitment

I. INTRODUCTION
Job characteristics are the extent that a job is structured to provide regular feedback as well as a sense of task completion, and for employees to monitor their own behaviour and gain an increased sense of personal control (Greenberger and Strasser, 1986). Personal control is an individuals” belief that he or she can effect a change in a desired direction. According to Lawler (1992), an increase in perceived control strengthens emotional bonds with an organization. Thus a heightened sense of autonomy or personal control has positive consequences for employees” attitudes and behaviours at work. Chiu and Chen (2005) add that job characteristics are those attributes of job, which have motivational functions for employees. (Oliver et al., 2005), claimed that perceived job characteristics would influence the motivation and commitment of employees. This is in line with Mottaz (1988) that job characteristics such as variety and autonomy are well established determinants of organizational commitment.

It is a common belief that the future of a business enterprise depends on the level of its workforce (employees). Indeed, employee’s commitment to the organization is likened to establishment of bonding, which enables the worker to optimize input into the organization, hence increase productivity of the organization. On this premise, it becomes alluring to examine the impact of Job Characteristics on employees” commitment to the organization. Allen and Meyer (1996) defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization.

According to Meyer and Allen (1997) three component model of commitment, there are three “mind-sets” which characterizes an employee’s commitment to the organization namely; affective, continuance, and normative commitment. Affective commitment refers to employee’s perception of the emotional attachment or identification with the organization. Continuance commitment refers to employee’s perception of the cost of leaving the organization to another place. Normative commitment is the employees” perception of their normal obligation to the organization. Common to these three approaches is the view that commitment is a psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue membership of it.

II. REVIEW OF LITERATURE
Harry Obi – Nwosu et al., (2013) The study examined job characteristics as predictors of organizational commitment among private sector workers in Anambra state of Nigeria. Two hundred and thirty-two (232) participants comprising 115 males and 117 females aged between 17 – 70 years with a mean age of 29.72 years and standard deviation of 6.82 participated in the study. Two instruments were used: Job Characteristics...
The hypothesis stated that job characteristics dimensions will predict organizational commitment among employees of private organizations, and it was partially accepted because only two dimensions of job characteristics namely dealing with others (β = .27, t = 3.80, p<.01) and task identity (β = .20, t=2.26, p<.01) predicted organizational commitment while the remaining five dimensions; skill variety, task significance, autonomy, feedback from the job and feedback from agents did not predict organizational commitment. The study strongly suggests that job characteristics are a predictor of organizational 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): There is a significant relationship between the importance of duty and organizational commitment.

### 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 Oldham (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

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a Dependent Variable: Organisational commitment

Results from above table indicate that jointly, all the job characteristics dimensions accounted for 60.5% variance in organizational commitment, with $F = 23.719$, $P < .00$) followed by autonomy ($\beta = .396$, $t = 3.015$, $P < .05$) 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, feedback, dealing with others, task identity and friendship had no significant predictive power.

VI. CONCLUSION

The findings of the study revealed that only one dimension (Autonomy) of job characteristics predicted organizational commitment whereas job variety, feedback, dealing with others, task identity and friendship 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) carried out a study among private sector managers which found a strong prediction/relationship between job characteristics dimensions and organizational commitment. This study also predicts 60.5% strong influence of job characteristics on organizational 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 present study has few limitations that can be rectified in future. This research concentrated only on Cuddalore district’s private industries. Future research can be carried out amidst the bank employees.

REFERENCE