ORGANAIZATIONAL COMMITMENT

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Abstract

Organizational commitment in the fields of Organizational Behavior and Industrial/Organizational Psychology is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as Job Satisfaction, defined as an employee's feelings about their job, and Organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. This study intends to analyze the level of commitment of employees of MRF and the factors contributing to it. For this research to be done effectively, a questionnaire was used as the research instrument. The study aims to measure the level of commitment of employees and the extent to which various factors contribute to commitment.

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Introduction

In olden days man power was considered as a liability, but that concept is now slowly changing. Man power is now considered as an asset and hence it is called human resource. There has been a shift in the approach towards managing people and as a result personnel management has been given a wider scope in the form of human resource development. As a result of the recent developments in management, human resource became the most important factor of any organisation. Te success of any industry was thus dependent on the work force. The attachment of the individual to the organization is a very important factor to be considered by managers. Organizational commitment is one of the most critical factors which determine the success of a group or an organization.

Model of Commitment

According to Meyer and Allen's (1991) three-component model of commitment, prior research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

- **Affective Commitment**: AC is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).

- **Continuance Commitment:** The individual commits to the organization because he/she perceives high costs of losing organizational membership (cf. Becker's 1960 "side bet theory"), including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she "has to".

- **Normative Commitment:** The individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to".

Review of literature

Locke & Latham (1990) points out that the more global organizational commitment attitude has emerged out of the research literature as being important to understanding and predicting organizational behavior. Although a strong relationship exists between commitment and satisfaction, most studies treat them differently.

Mowday, Porter, and Steers (1982) defines organizational commitment as follows. Organizational commitment may be defined as the relative strength of an individual's identification with and involvement in a particular organization. It can be characterized by atleast three factors.

- a strong belief and the acceptance of the organisation's goals and values.
- a willingness to exert considerable effort on behalf of the organization.
- a strong desire to maintain membership in the organization.

As an attitude, **Northcraft & Neale (1990)** defines organizational commitment as:

- a strong desire to remain a member of a particular organization;
- a willingness to exert high levels of effort on behalf of the organization
- a definite belief in, and acceptance of, the values and goals of the organization.

Porter, Crampon, and Smith (1976) investigated the relationship between organizational commitment and turnover. Using a 15 month longitudinal design with a sample of managerial trainees in a large merchandising company, they found that trainees who voluntarily left the company during the initial 15 month employment period had begun to show a definite decline in commitment prior to termination.

Fred Luthans (1992) examined that organizational commitment is determined by a number of personal factors like age, tenure in the organization, the job itself, satisfaction, leadership, motivation etc. motivation, communication and job satisfaction are pointed out as the most important contributors to organizational commitment.

Dwayne M. Gunter (1997) conducted a research on Leadership Practices and organizational commitment which took into account employees of a large music company located within the southeastern part of the U.S. Every employee was surveyed and the findings showed a positive relationship between the various leadership practice variables and organizational commitment. Of the major practices, enabling others to act had the strongest relationship to commitment.

A study by **Kuotsai Tom Liou (1995)** of the Florida Atlantic University examined public employees' organizational commitment by focusing on the relationship between commitment and professional orientation of juvenile detention workers. Based on a study of two metropolitan detention centers in a southeastern state, the study reveals that detention workers exhibit two different dimensions of professional orientation, a treatment-oriented attitude and a punishment-oriented attitude; the workers' professional orientations are significantly correlated to different personal (age, sex, and education) and

Objectives

- To analyze the level of commitment on the part of the employees, to the organization
- To identify the various factors that contribute to organizational commitment and the extent to which they contribute to it.

Scope of the study

- To prove that these findings have important implications for both organization theory and practice of management.
- Aims to assess the level of commitment of employees of MRF and the factors that contribute to commitment and the extent to which they contribute to it.

Limitation

1. The study is conducted with special reference to MRF, Kottayam. For deeper understanding of the topic under study, research has to be done in different organizations and in similar industries.
2. The data was collected through the random sampling technique. Hence the study was limited to only a few employees. Therefore the information collected is limited to the extent of the views of these many respondents.
3. Plant visit was not allowed. So the researcher could get information from only certain sections of employees.
4. Due to lack of time and the busy schedule of employees, some employees were reluctant to read the whole questionnaire and give sincere information.

Research Methodology

Research methodology is the method by which a research is conducted. It is a way to systematically solve a problem. In the methodology of research, a researcher studies the various steps that are generally adopted in studying a research problem along with the logic behind them.

Research Design: The research design of this study is descriptive in nature. Descriptive research is one of the simplest kinds of research. It describes a situation and involves a fact-finding investigation with adequate interpretation. The major purpose of this research is to describe the state of affairs, as it exists at present. In this study, the researcher describes the level of commitment of employees in MRF.

Source of Data: The data collected include primary and secondary data.

The primary data was collected using a structured questionnaire on organizational commitment. The secondary data was collected through journals, books, magazines, websites etc.

Sample Size: The sample size for the research is 50. They are taken out of the 312 managerial employees of MRF.

Sampling Procedure: Non-Probability sampling:

The sampling is based on the concept of non-probability. The respondents are selected directly by the researcher. In this study, the 50 respondents are selected on the basis of random sampling.

Tools for Analysis: The data collected through the questions are studied and analysed to measure the level of commitment of employees. The data is analysed using percentage method, pie charts, bar diagrams etc.

Analysis and Interpretation

Analysis means the computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups. Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences.

Interpretation refers to the task of drawing inference from the collected facts after an analytical or experimental study. The usefulness and utility of research finding lie in proper interpretation.

The factors are analysed under three broad phases they are:

➢ Personal factors
➢ Commitment factors

PHASE 1

Personal Factors

This phase deals with the personal profile of the respondents of the organization. Only the length of service is dealt with in the study as other personal information were not available.

PHASE 2

Commitment Factors

This phase deals with the respondent's responses the various commitment parameters. The affective, normative and continuance commitment is measured in this phase. The factors contributing to commitment is also analysed in this phase.

Personal Factors

Length of Service

Length of service determines the experience and amount of knowledge a person has. The more experienced a person is, the more knowledge and skill he will have and the more familiar he will be with the organization. Such people are an asset to the organization to which they belong. Experienced employees also have high confidence and commitment. The table given below describes the length of service of the employees of MRF.

T.NO 1.1

LENGTH OF SERVICE

SR NO	LENGTH OF SERVICE	NO OF RESPONDENTS	% OF RESPONDENTS
1.	0-5 YEARS	6	12
2.	6 YEARS – 10 YEARS	10	20
3.	11 YEARS – 15 YEARS	11	22
4.	16 YEARS – 20 YEARS	18	36
5.	ABOVE 20 YEARS	5	10
	TOTAL	**50**	**100**

Since majority of the employees are highly experienced, the organization has a very strong workforce, which if catered to properly will help in higher commitment the development of the organization.

CHART 1.1
LENGTH OF SERVICE
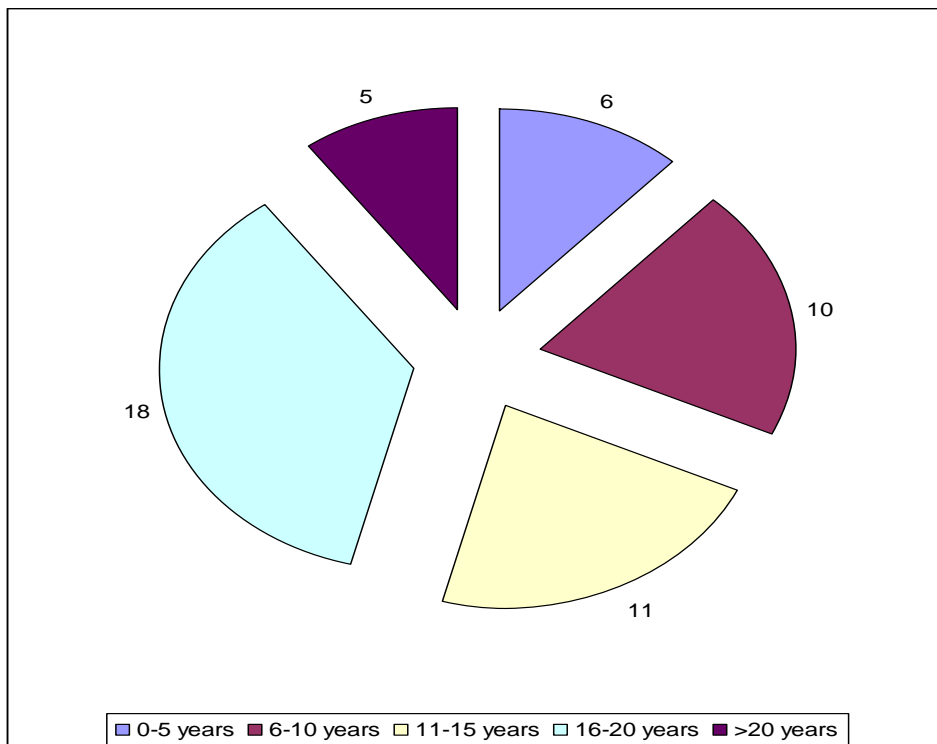
PHASE 2: COMMITMENT FACTORS

AFFECTIVE COMMITMENT

In this case, an individual strongly identifies with the goals of the organization and desires to remain a part of the organization. This is the ideal 'happy' state for an individual. It is defined as the employee's emotional attachment to the organization.The following table measures the affective commitment of the employees of the organization.

T.NO 2.21

AFFECTIVE COMMITMENT

SR NO	FACTORS	RESPONSE					
		Strongly agree	Agree	Neutral	Dis-agree	Strongly disagree	Score value
1	Desire to continue in the organization	11	19	16	2	2	185
2	Emotional attachment to the organization	6	24	13	5	2	177
3	Considering organization's problems as ones own	5	24	11	6	4	170
4	Considering the organization as very important	9	27	11	2	1	191
5	Strong sense of belongingness to the organization	6	33	8	2	1	191

MSV = 3.66

From the Table it can be understood that the affective commitment of employees is quite at a moderately high level. They agree to the factors which measure affective commitment. Most of them have an emotional commitment to the company with a sense of belongingness and they desire to continue as a part of the organization.

CHART 2.21

AFFECTIVE COMMITMENT
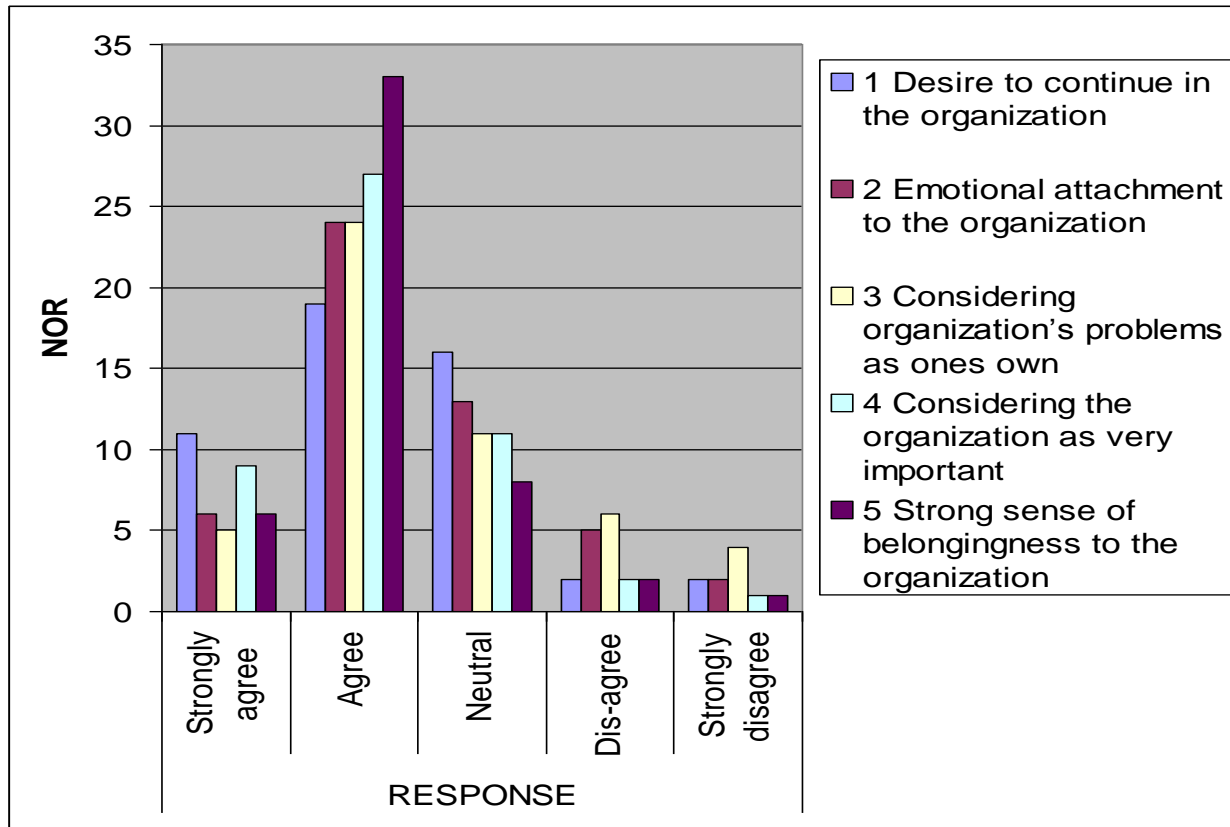
CONTINUANCE COMMITMENT

The individual remains with an organization because of a perceived loss of sunken costs. The individual believes that he has invested a great deal of effort/time and has to remain in the organization. The following table measures the continuance commitment of the employees of the organization.

T.NO 2.22

CONTINUANCE COMMITMENT

SR NO	FACTORS	RESPONSE					
		Strongly agree	Agree	Neutral	Dis-agree	Strongly disagree	Score value
1	Difficulty in leaving the organization right now	5	18	16	8	3	164
2	No thought of leaving the organization at all	4	15	12	13	6	148
3	Few options to consider leaving the organization	4	11	19	12	4	149
4	Considering leaving the organization as foolishness	6	11	16	12	5	151

MSV = 3.06

From the mentioned data it can be understood that the continuance commitment of employees is at a medium level. Some agree and some disagree to the factors which measure continuance commitment. So they show a neutral stand which in turn shows that they are not very committed and at the same time not disloyal to the organization.

CHART 2.22

CONTINUANCE COMMITMENT
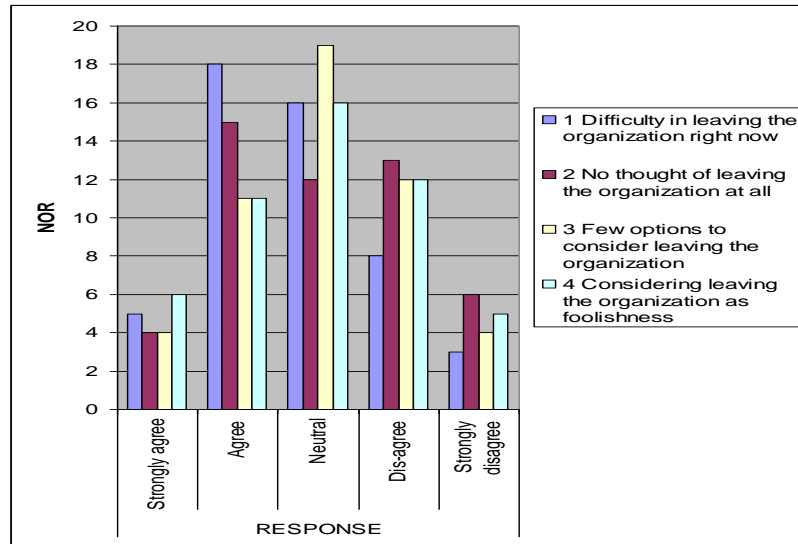
NORMATIVE COMMITMENT

The individual remains with an organization because of feelings of obligation. For instance, the organization may have invested resources in training an employee who then feels obliged to stay with the organization to 'repay the debt.' The following table measures the normative commitment of the employees of the organization.

T.NO 2.23

NORMATIVE COMMITMENT

SR NO	FACTORS	RESPONSE					
		Strongly agree	Agree	Neutral	Dis-agree	Strongly disagree	Score value
1	Sense of obligation to the people as well as to the boss	4	28	15	1	2	
2	Considering it as wrong to leave the organization now	6	18	19	6	1	
3	Owing a great deal to the organization	8	29	8	4	1	

MSV = 3.61

From the Table it can be understood that there is quite high normative commitment. They agree to the factors which measure normative commitment. Most of them have a sense of obligation towards the company and feel that they owe a great deal to the organization.

CHART 2.23

NORMATIVE COMMITMENT
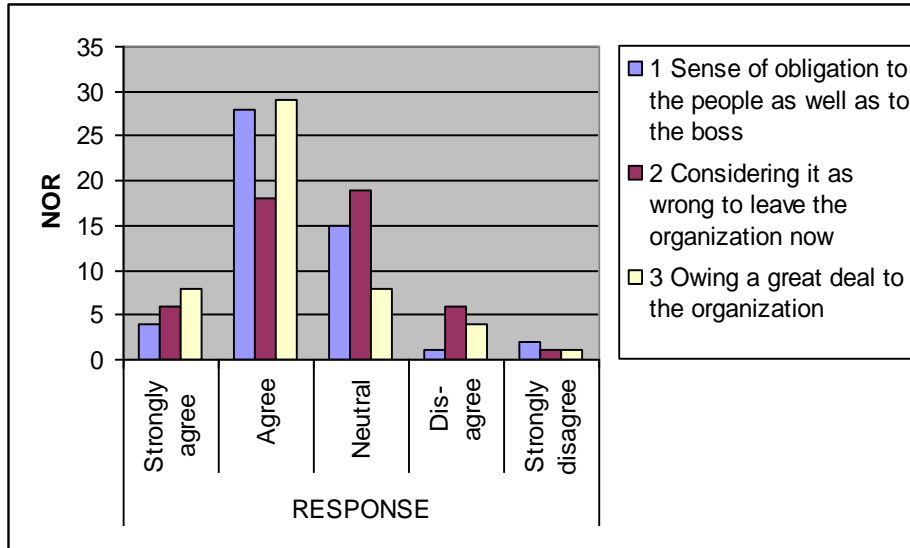
Findings

The overall level of commitment of the employees of the organization is satisfactory. But the management's initiative and other related factors would definitely increase the level of commitment towards the organization, job and the people.

The findings related to the three types of commitment are as follows.

Particulars	MSV
AFFECTIVE COMMITMENT	3.66
CONTINUANCE COMMITMENT	3.06
NORMATIVE COMMITMENT	3.61

1. AFFECTIVE COMMITMENT

The **affective commitment** of employees is quite at a moderately high level. They agree to the factors which measure affective commitment. Most of them have an emotional commitment to the company with a sense of belongingness and they desire to continue as a part of the organization.

2. CONTINUANCE COMMITMENT

The **continuance commitment** of employees is at a medium level. Some agree and some disagree to the factors which measure continuance commitment. So they show a neutral stand which in turn shows that they are not very committed and at the same time not disloyal to the organization.

3. NORMATIVE COMMITMENT

There is quite high **normative commitment**. The employees agree to the factors which measure normative commitment. Most of them have a sense of obligation towards the company and feel that they owe a great deal to the organization.

Conclusion

Most of the employees of MRF seem to be committed to the organization. Unless the employees are committed to the organization and to their work, the company cannot expect to grow. Retaining excellent employees is possible only through effective human resource

practices and welfare measures. Commitment can be increased by improving working conditions, providing facilities, motivation, and improved organizational culture.

The organization should see that the continuance commitment is increased so that it will be able to retain the existing employees. A few employees reveal that they are not really

Committed to the organization. The company should also take more initiative in the well being of the employees. They may continue their research and development activities, training programmes etc and dwell at length in their innovative approaches within the organization so that their market share will grow. Thus it can be concluded that employee commitment is one of the most essential factors in achieving the goals of the organization. The more committed the employees are, the more beneficial it will be to the organization. The three types of commitment should be maintained at a high level for the success of any organization.

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