ORGANIZATIONAL COMMITMENT - A STUDY ON SCHOOLS OF RAIPUR & BHILAI CITY

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ABSTRACT

Purpose – This research aims to examine the overall commitment of employees of primary and higher secondary schools. At school level, students' learning outcome is affected by teacher's effectiveness in delivering content, to a great extent. This effectiveness is an indirect outcome of the overall organizational commitment level in the teacher. Besides teaching, a teacher plays various other roles in the organization. It is therefore quite imperative for schools to measure and monitor the commitment levels of the teachers.

Design/methodology/approach – Data was collected from school teachers in Raipur and Bhilai cities in India. The respondents were subjected to a questionnaire in order to seek their responses and analyzed via SPSS.

Findings – Four key factors namely – 'Need and Loyalty', 'Job satisfaction', 'Workman spirit' and 'Costly to leave' were found to play a major role in governing teachers' organizational commitment.

Research limitations/implications – This research was limited by the relatively restricted sample of school teachers within restrictions of geographical expanse. It is suggested that any future research in the area should begin by testing the initially confirmed associations as found in earlier researches while also aim to test the same in different school contexts with substantially dissimilar teacher demographics, and include consideration of other influencing antecedents.

Originality/value – This is the only study that has attempted to guage organizational commitment in teachers in schools in Raipur and Bhilai cities

KEYWORDS: Effectiveness, Organizational Commitment, Schools, Teachers

INTRODUCTION

Organizational commitment reflects the strength of the bond which employees feel towards their organizations (Dogan & Kilic, 2008), and considered as fundamental to hold the school organization intact (Nartgun & Menep, 2010). Organizations often strive to foster employee commitment in order to achieve stability and reduce costly turnover (Meyer & Allen, 2004). Research into organizational commitment demonstrated that maintaining a high level of organizational commitment is one of the most important predictors of many desirable organizational outcomes. It is also widely accepted that committed employees work harder and they are more likely to exert an extra effort to achieve organizational objectives (Meyer & Allen, 2004).

Organizations today are facing challenges and opportunities due to constantly changing world of business. The changes in the business world include technological advances and changing economic trends in the global market. Werner (2007) states that "social, cultural, political, technological and global forces challenge organizations to redefine their strategies". None of the field is left untouched by these changes. So, every organization aspires to have employees who are committed towards the fulfilment of the organizational goals. The educational organizations such as schools also need committed teachers to achieve their objectives and cannot succeed without their efforts and commitment.

The teachers with strong commitment to the school find it easy to be interested in whatever they do and can involve themselves in it whole heartedly. They are rarely at a loss for things to do and always seem to make maximum efforts cheerfully and zestfully. Commitment is not simply a human relation concept, rather it is about generating human energy and activating the human mind. It refers to the socio-psychological bonding of an individual to his group or organization, its goals and values or to his occupation and profession. It could manifest in terms of three ways i.e., affective, normative and continuance and each type of commitment ties the individual to the organization in different ways and will differently affect the manner in which the employee conducts him/herself in the workplace (Meyer et al, 2002). Mariados (2000) stated that commitment is a deep profound value of emotional intelligence.

LITERATURE REVIEW

According to (Bateman & Strasser 1984), there are various reasons to study organizational commitment - a. how employees behave in the organization and how their performance is related to organizational effectiveness. b. the three components of attitude i.e. is cognitive, attitudinal & affective construct job satisfaction. c. employees job characteristics & employees job role such as responsibility d. Personal characteristics of employee such as age, job tenure

(Scholl 1981), Organizational commitment is defined according to the commitment the employee has towards the organization. Organizational commitment is defined on the basis of two aspects – employees attitude and the force which binds the employees towards the organization.

Organizational commitment is a positive factor for the organization to determine employees' behaviour and work outcome. It also acts as an instrument to reduce employees' turnover in the organization. (Rose, Kumar & Pak 2009).

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(Brewer & Lok 1995), there is a positive correlation between trust and identification with middle managers and organizational commitment

Organizational commitment is a psychological state which includes employees beliefs & values for the job he is holding in the organization and his willingness to stay in that job in the organization. (Morrow & Writh 1989)

(Cohen 1992), since there is an inverse relation between absenteeism, employee turnover & commitment, thus organizational commitment has gained vital importance.

Organizational commitment or employee loyalty is the degree to which an employee identifies with the organization and wants to continue participating actively in it (Solomon, 1992).

RESEARCH METHODOLOGY

A: Sampling plan:

1. **Universe:** Primary and Higher Secondary schools of Raipur City is considered as a universe for this study.(selected Respondents/employees of   the schools of Raipur City are taken to be representative of the population)

2. **Sample size:** The total sample size for this study is 100 employees of Primary and Higher secondary schools of Raipur City.

B: Sampling Methods:

1. **Sampling Technique:** Convenience sampling technique will be used for collecting the data.

2. **Research Design:** The Descriptive research and Exploratory research design was used for the study. Since we are exploring the perception of employees, exploratory is a suitable design. And as we need to collect data from literature and other sources we use the descriptive design.

3. **Types of Data:** Both types of data, primary and secondary will be used. The secondary data will be collected through the previous works in the field by the authors, published journals, Published books etc.

RELIABILITY STATISTICS: To check for internal consistency for all the attributes, cronbach's alpha coefficient was used.

Table 1: Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

Table 2: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.903	15

Table 3: Scale Statistics

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.9500	92.654	9.62570	15

FACTOR ANALYSIS

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.798
Bartlett's Test of Sphericity	Approx. Chi-Square	1.061E3
	Df	105
	Sig.	.000

Table 5: ROTATED COMPONENT MATRIX

	Component			
	Need & loyalty	**Job satisfaction**	**Workman spirit**	**Costly to leave**
Happycareer				
Enjoy				
Orgnprobmyprob			.810	
Feellikefamily		.745		
Personalmeaning		.837		
Hardtoleave			.756	
Costlytoleave				.884
Seriouscons			.702	
Necessity	.822			
Options	.728			
Loyal	.775			
Jumpingunethical	.775			
Moralobligation	.791			
Anotheroffers	.765			
Companyman		.855		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 8 iterations

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Table 6: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.785	45.231	45.231	6.785	45.231	45.231	4.325	28.831	28.831
2	2.296	15.307	60.539	2.296	15.307	60.539	3.036	20.240	49.071
3	1.232	8.215	68.754	1.232	8.215	68.754	2.715	18.102	67.173
4	1.071	7.142	75.895	1.071	7.142	75.895	1.308	8.722	75.895
5	.757	5.044	80.939						
6	.575	3.832	84.771						
7	.466	3.105	87.877						
8	.411	2.739	90.615						
9	.341	2.273	92.888						
10	.304	2.025	94.914						
11	.206	1.375	96.289						
12	.183	1.219	97.508						
13	.175	1.164	98.673						
14	.114	.761	99.434						
15	.085	.566	100.000						

Extraction Method: Principal Component
Analysis.

INTERPRETATION

1. Need and Loyalty was the first factor that was reduced using the principle component analysis containing identified 6 items: Necessity 0.822, Loyalty 0.775, Options 0.728, Jumping unethical 0.775, Another offer 0.785, and Moral obligation 0.719. Thus, employees necessity for job, their loyalty towards the organization, feeling that jumping organization to organization to is unethical and their moral obligation means need and loyalty increase the employees organizational commitment.

2. Job satisfaction was the second factor that was reduced using the principle component analysis containing identified 4 items: Feel Good Factor 0.697, Family Feeling 0.745, Personal meaning-0.837, and Company man 0.855. which interpret that employees feel happy to tell others about their organization and they feel like family within the organization and also organization. Organization also has personal meaning for them i.e. the employees consider themselves a part of their organization.

3. Workman spirit was the third factor that was reduced using the principle component analysis containing identified 3 items: Organization problem is my problem 0.810, Hard to leave under such situation 0.756, Non availability of other option 0.762. This factor involves employee's feeling that it is very hard for them to leave the organization means workman spirit increases the organizational commitment of employees.

4. Costly to leave was the fourth factor that was reduced using the principle component analysis containing 0.884. Thus, it is interpreted that it would be costly for employees to leave the organization at any circumstances because they are committed to their organization.

CONCLUSION

The results of this study conclude that teacher who has committed herself/himself to teaching occupation perceives his decision positively for choosing teaching occupation, realizes his professional values more important than the other professional values, and is willing to work as a teacher even though he/she does not have economical problems. The factors that the teachers spend their time together at the breaks, perceive each other as close friends, and have close relationships out of the school all cause the level of commitment to work group to increase. It was also determined that there have been correlations between the points which are commitment to school and to teaching work, commitment to teaching occupation and to teaching works, commitment to work group and to the school. Therefore, it is possible to assert that the teachers' commitment to professional values causes the level of commitment to teaching work to increase; the teachers' productivity on teaching activities also affects positively the commitment to school and to profession. It is also possible to state that the organizational commitment level gets increases as teachers' service duration gets longer. On the other hand, the administrative applications for teachers affect the teachers' level of organizational commitment and make them feel pride of their professions and the school.

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