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Organizational Commitment: An Empirical Study

Ravindra K, Firdos Fida and Juliet Sophia*

Faculty of Business and Management Studies, Gulf College, Muscat.

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ABSTRACT

In the present era of globalization with increased opportunities and easy and free movement of workforce, companies are striving hard to retain their employees to get the best out of them. It is considered that a committed workforce is an asset to the organization. What are the factors which influence employees' commitment towards organization is a much debated aspect in the management field. A good number of literatures on organizational commitment opine that organizational commitment is a psychological attachment of the members of an organization including a sense of job involvement, loyalty and belief in the values of the organization. On the other hand it indicates that a committed employee is one who accepts the organizational goals and willing to exert effort on behalf of the organization. An employee, who is affectively committed, strongly identifies with the goals of the organization and desires to remain the part of the organization. This study makes an effort to analyse the relationship between the behavioral aspects of the employees such as performance, loyalty, satisfaction with the organizational commitment as well as the relationship between the behavioral aspects with the personal attributes such as age, gender, position and length of service. The study reveals that there is a strong positive relation between the organizational commitment and performance, loyalty and satisfaction while there is no significant relationship between the behavioral aspects and the personal attributes.

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Introduction

In the present era of globalization with increased opportunities and easy and free movement of workforce, companies are striving hard to retain their employees to get the best out of them. It is considered that committed workforce is an asset to the organization. Commitment implies an intention to persist in a course of action. Therefore, organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to "go the extra mile" to achieve organizational objectives. According to O'Reilly (1989) commitment is "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Organizational commitment from this point of view is characterized by employees' acceptance of organizational goals and their willingness to exert effort on behalf of the organization (Miller & Lee, 2001). On the other hand organizational commitment is one of the determining factors whether an employee will stay with the organization and work towards the organizational goals. As observed by Mowday, Porter and Steers (1982) organizational commitment is behaviour related to the process by which individuals become locked into a certain organization and how they deal with this problem.

Objectives of the study:

1. To understand the demographic profile of the respondents
2. To analyse the relationship between performance, loyalty and satisfaction with organizational commitment.

3. To measure the impact of age, gender, length of service etc., on organizational commitment, performance, loyalty and satisfaction.

Literature Review:

Much of the literature on relationship between commitment and satisfaction with one's job indicates that if employees are satisfied they develop stronger commitment to their work. A study conducted by Varsha Dixit and Monika Bhati (2012) concludes that the employees commitment (affective, normative, continuous) are significantly related to sustained productivity. An empirical study conducted by Peace Ireffin and Mohammed Ali (2014) shows that there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc. Akintayo and Tumwsigye (2010) noted that one of the reasons why commitment has attracted research attention is that organizations are dependent on committed employees to create and maintain competitive advantage and achieve superior performance. Gurjeet and Rupali (2014) in their paper confirmed that affective, continuance and normative commitments lay significant impact on employees' organizational commitment. Commitment influence attitudes, subjective norms and perceived behavioral control, thereby affecting the behavioral intentions of the employees. There is an indirect significant impact of organizational commitment on the actual turnover behaviour. The bulk of the research into organizational commitment has focused on work-related variables perceived to contribute to the development of organizational commitment.

Tele:

E-mail address: ravindra@gulfcollege.edu.om

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Organizational commitment plays an important role in the study of organizational behavior. According to Batemen and Strasser (1984) the reasons for studying organizational commitment are related to “(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee’s job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure.” Thus organizational commitment is an attitude reflecting employees’ loyalty to their organization and a process through which employees express their concern for the organization’s growth and success. According to Cohen (2003) “commitment is a force that binds an individual to a course of action of relevance to one or more targets”. Miller (2003), states that organizational commitment is “a state in which an employee identifies him/herself with a particular organization and its goals, and wishes to maintain membership in the organization”. Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization’s goals and values.

Meyer and Allen (1997) analyse organizational commitment in three dimensions namely, affective, continuance and normative commitments. These dimensions explain the ways in which organizational commitment develops and its implications on the behaviour of employees. Affective commitment is defined as the employees’ positive emotional attachment to the organization. Attitude can be influenced by many demographic characteristics such as age, tenure, sex and education. In case of continuance commitment an individual may commit to the organization because he/she perceives a high cost of losing the employment. According to the normative commitment the individual commits to remain with an organization because of feeling of obligation.

In light of the above discussions the present study makes an effort to analyse the relationship between the behavioral aspects of the employees such as performance, loyalty and satisfaction and the organizational commitment as well as the relationship between the behavioral aspects with the personal attributes such as age, gender, position and length of services. It is well researched fact that employee commitment is influenced by organizational factors as well as employee related factors.

Methodology:

Non probability sampling method – convenience sampling technique was used to collect data. The sample size was 58 comprising of different sections of employees such as teaching and non-teaching. A structured questionnaire was administered on these respondents. The questionnaire covered the basic information on personal profile and their commitment on various dimensions.

Data analysis and interpretation:

To measure organizational commitment respondent’s opinion is collected on a 7 point scale on various dimensions. The organizational commitment on various dimensions and overall organizational commitment of the employees is measured as follows:-

If the mean value is 1-2 – very low commitment, 3-4 – low commitment, = 4 – Neutral, 4-5 high and 6-7 very high commitment.

Personal profile:

The table No. 1 explains the personal profile of the sample subject. The age-wise profile shows that more than

70.00 percent of the respondents belong to the age group of 30-50 years. In terms of gender about 55.00 percent are females. Out of the total sample 77.60 percent are the teaching staff. The length of service indicates that only 22.4 percent staff has more than 5 years of service in the organization. The organization has a multicultural workforce.

Table No. 1 Personal Profile.

Indicators		No. of subjects	Percent
Age	20 - 30	6	10.3
	31 - 40	23	39.7
	41 - 50	20	34.5
	51 - 60	9	15.5
	60 and above	0	.0
Sex	Male	26	44.8
	Female	32	55.2
Position	Teaching	45	77.6
	Non - Teaching	13	22.4
Length of service	Less than a year	13	22.4
	1 - 3 years	22	37.9
	3 - 5 years	10	17.2
	5 and above	13	22.4
Nationality	Omani	6	10.3
	Indian	15	25.9
	Philippine	28	48.3
	Pakistani	5	8.6
	Others	4	6.8

Table No. 2. Over all Organizational Commitment.

	N	Mean	Std. Deviation	Median
Performance	58	5.97	1.845	7.00
Loyalty	58	4.95	2.228	6.00
Satisfaction	58	6.24	.924	6.50

If mean value 1-2 very low, 3-4 low, = 4neutral, 4-5 High, 6-7 very high.

When we consider different dimensions of organizational commitment, the mean score and standard deviation, we can conclude that their overall commitment towards the organization is very high in respect of performance and satisfaction while it is high in respect of loyalty.

Correlation Analysis

Performance and satisfaction are positively correlated with organizational commitment. (The correlation is significant at the 0.01 level) whereas in terms of loyalty the correlation is significant at 0.05 level. This implies more the loyalty higher will be the commitment, greater the satisfaction greater will be the organizational commitment. Since the ‘P’ value at 1 percent level is less than 0.01 we have to reject the null hypothesis. The results are given in the table below.

Table No. 3. Correlation of performance, Loyalty, Satisfaction with Organizational Commitment.

	Karl Pearson Correlation Coefficient r value	P value	
Performance	464**	.000	Sig
Loyalty	-261*	.048	Sig
Satisfaction	519**	.000	Sig

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

Hypothesis testing

Relationship between age and organizational commitment, performance, loyalty and satisfaction.

Table No. 4. Relationship between age and organizational commitment, performance, loyalty and satisfaction.

Age		N	Mean	S.D	Kruskal Wallis test value	P
Organizational Commitment	20-30	6	4.79	.60	4.434	.218 NS
	31-40	23	5.29	.52		
	41-50	20	5.00	.60		
	51-60	9	4.99	.63		
	Total	58	5.09	.59		
Performance	20-30	6	6.33	1.21	.149	.985 NS
	31-40	23	6.17	1.47		
	41-50	20	5.60	2.35		
	51-60	9	6.00	1.94		
	Total	58	5.97	1.84		
Loyalty	20-30	6	4.83	1.72	.102	.992 NS
	31-40	23	4.96	2.40		
	41-50	20	4.85	2.37		
	51-60	9	5.22	2.05		
	Total	58	4.95	2.23		
Satisfaction	20-30	6	5.50	1.05	6.192	.103 NS
	31-40	23	6.57	.59		
	41-50	20	6.20	.95		
	51-60	9	6.00	1.22		
	Total	58	6.24	.92		

Source: Primary Data

Table No. 5. Relationship between Gender and organizational commitment, performance, loyalty and satisfaction

Sex		N	Mean	S.D	Mannwhitney test Z	P
Organizational Commitment	Male	26	5.09	.64	-.055	.956 NS
	Female	32	5.09	.55		
	Total	58	5.09	.59		
Performance	Male	26	5.81	2.10	-.045	.964 NS
	Female	32	6.09	1.63		
	Total	58	5.97	1.84		
Loyalty	Male	26	5.38	2.23	-1.627	.104 NS
	Female	32	4.59	2.20		
	Total	58	4.95	2.23		
Satisfaction	Male	26	6.38	.75	-.766	.444 NS
	Female	32	6.13	1.04		
	Total	58	6.24	.92		

Source: Primary Data

Table No. 6. Relationship between employees' position and organizational commitment, performance, loyalty and satisfaction.

Position		N	Mean	S.D	Mannwhitney test Z	P
Organizational Commitment	1	45	5.05	.62	-.588	.557 NS
	2	13	5.23	.46		
	Total	58	5.09	.59		
Performance	1	45	6.02	1.76	-.479	.632 NS
	2	13	5.77	2.17		
	Total	58	5.97	1.84		
Loyalty	1	45	5.13	2.13	-1.014	.331 NS
	2	13	4.31	2.53		
	Total	58	4.95	2.23		
Satisfaction	1	45	6.27	.94	-.609	.542 NS
	2	13	6.15	.90		
	Total	58	6.24	.92		

Source: Primary Data

S1. H0: There is no significant relationship between age group and respondents' behaviour.

H2: There is a significant relationship between age group and respondents' behaviour.

The following table (Table No.4) shows the result of Kruskal wall test to measure the relationship between age and organizational commitment, performance, loyalty and satisfaction. It shows that there is no significant relationship between age and organizational commitment, performance,

loyalty and satisfaction (as the 'P' value is greater than 0.05). Hence it is concluded that there is no significant relationship between age group and respondents' behaviour.

Relationship between Gender and organizational commitment, performance, loyalty and satisfaction

2. H0: There is no significant relationship between gender and respondents' behaviour.

H2: There is a significant relationship between gender and respondents' behaviour.

Table No.7. Relationship between employees' Length of Service and organizational commitment, performance, loyalty and satisfaction.

Length of Service		N	Mean	S.D	Kruskal Wallis test value	P
Organizational Commitment	Less than a year	13	5.01	.73	6.904	NS .075
	1-3 years	22	5.08	.52		
	3-5 years	10	4.81	.55		
	5 and above	13	5.42	.46		
	Total	58	5.09	.59		
Performance	Less than a year	13	5.23	2.39	5.085	NS .166
	1-3 years	22	6.00	1.93		
	3-5 years	10	5.80	1.81		
	5 and above	13	6.77	.44		
	Total	58	5.97	1.84		
Loyalty	Less than a year	13	5.31	2.21	3.560	NS .313
	1-3 years	22	5.36	1.87		
	3-5 years	10	5.00	2.05		
	5 and above	13	3.85	2.76		
	Total	58	4.95	2.23		
Satisfaction	Less than a year	13	6.46	.78	3.506	NS .320
	1-3 years	22	6.00	1.20		
	3-5 years	10	6.10	.57		
	5 and above	13	6.54	.66		
	Total	58	6.24	.92		

Source: Primary Data

The results of Mannwhitney test are given in the above table (Table No. 5)

show that there is no significant relationship between gender and employee behaviour such as organizational commitment, performance, loyalty and satisfaction (as the 'P' value in each case is greater than 0.05).

Relationship between employees' position and organizational commitment, performance, loyalty and satisfaction

3. H0: There is no significant relationship between employees' position and respondents' behaviour.

H2: There is a significant relationship between employees' position and respondents' behaviour.

The results of Mannwhitney test are given in the above table (Table No. 6) show that there is no significant relationship between the position of an employee and employee behaviour such as organizational commitment, performance, loyalty and satisfaction (as the 'P' value in each case is greater than 0.05).

Relationship between employees' Length of Service and organizational commitment, performance, loyalty and satisfaction

4. H0: There is no significant relationship between length of service and respondents' behaviour.

H2: There is a significant relationship between length of service and respondents' behaviour.

From the results of the Kruskal Wallis test (Table No. 7) it is evident that there is no significant relationship between length of service and employee behaviour such as organizational commitment, performance, loyalty and satisfaction because 'P' value is greater than 0.05 in each cases. Once again our null hypothesis holds good.

Conclusion:

Organizational commitment is one of the basic concepts describing the relationship between an employee and an organization. The study reveals that while there is a strong positive relation between the organizational commitment and performance, loyalty and satisfaction there is no significant relationship between organizational commitment and

performance, loyalty and satisfaction and the personal attributes such as age, gender, length of service and position. Strongly committed employees work more and have better results than those with lower level of commitment. Meyer and Allen (1997), argues that all dimensions of commitment concern a relationship between an individual and an organization and an individual's desire to remain in it or to abandon it, however, the strength of each dimension is conditioned by different factors. To sum up, a practical conclusion in reference to the company – employee relation is the suggestion that the organization should want to influence psychological climate in the place of work as the employees' positive evaluation of it makes them feel stronger bonds with the company. It may, on one hand, result in higher work discipline, e.g. reduced absenteeism, on the other hand, people committed to the organization (especially in affective way) seldom seek a new place of employment, which allows, among the others, to reduce costs connected with training new employees (Meyer & Allen, 1997; Gellatly, 1995).

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