

Measurement of Organizational Commitment and Factors Influencing the Level of Commitment of Employees- An Empirical Investigation of Higher Education System

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Abstract

Organizational commitment is a valuable concept for an organization as well as an employee. It plays a great deal for the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a strong desire to belong to the organization and is ready to display greater affinity in terms of organizational citizenship behavior. Hence an organization cannot perform well unless the employees in competitive organizations are committed and work effectively in teams. As workplaces, nowadays are fast paced and have a dynamic business environment, it becomes pertinent to know and understand more about the concept of organizational commitment. Therefore the study is conducted with an objective to study the perception regarding organizational commitment and the factors affecting commitment of employees. The study will have its relevance in facilitating organizations; have an in-depth understanding of the employees' perception of commitment and level of commitment towards their organization. It will also explore the factors that influence employee commitment so that the organization makes efforts for their enhancement and remain successful.

Keywords

Organization; Commitment; Behavior; Employee; Values

I. Introduction

The thought of organizational commitment has gained much interest in the field of management and behavioral sciences because of the predictable outcomes of commitment (Mathieu & Zajac and Meyer & Allen 1990). The nature and belief of the organizational commitment concept is that a person has a sense of commitment to the organization he or she works for. This may involve recognition with, tendency to stay in and willingness to exert, efforts for organization. According to (Porter, Crampton & Smit, 1976) organizational commitment could be defined as the beliefs and feelings formed internally or as a set of intentions that enriches an employee's desire to remain with an organization and to accept its major goals and values.

The organizational commitment has also been regarded as an important construct in understanding the work behavior of employees. In a broader sense, commitment may be defined as an attitude or an orientation towards the organizations which links or attaches the identity of the person to the Organization (Sheldon 1972). (Hrebiniak & Alutto 1972) define commitment as a structural phenomenon which occurs as a result of individual organizational transactions and alterations.

The approaches to organizational commitment have undergone some changes in the last three decades, the most significant of which has been its being uni-dimensional or multi-dimensional. However, due to downsizing and amalgamation of organizations, some scholars have understated the effect of organizational commitment on the variables including turnover, absence

from work, and job performance; they consider the study of organizational commitment pointless. But no one can overlook the importance of organizational commitment both to individuals and to organizations. Organizational commitment is an important organizational and professional belief, which has interested many scholars from different disciplines. (Mowday, Porter, and Steers 1979) argue that organizational commitment has noteworthy implications for the society, organizations, employees and even management. It is believed that leadership is a type of process whereby a manager tries to ease the duty of reaching to aims through creating effective motivation and communication; in addition, he encourages the staff to be more interested in doing their jobs (Alhoseini, 2001). As the educational organizations are among the most important organizations in the societies, and human beings are the most important output of educational organizations, investigating organizational commitment and its role in making such organizations more effective is among the priorities.

II. Literature Review

In today's competitive world, organizational commitment is highly critical and valuable. Numerous studies have highlighted that commitment plays a great deal for the successful performance of an organization. This is because highly committed employee will identify with the goals and values of the organization, has a strong desire to belong to the organization and is ready to display greater affinity in terms of organizational citizenship behaviour i.e., a willingness to go over and beyond their required job duties. Hence organizations cannot perform well unless the employees in competitive organizations are committed and work effectively in teams. According to (Porter, Crampton & Smit 1976) organizational commitment could be defined as the beliefs and feelings formed internally or as a set of intentions that enriches an employee's desire to remain with an organization and to accept its major goals and values. (Mowday et al 1982) refers employee commitment to congruence between the goals of an individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. (Meyer & Allen 1994) also explain that it is a psychological state that features the relationship of employee with the organization and have implications for the decision to continue membership in the organization. It is easy for organizations to say that people are our most important asset but it is much more difficult to prove it (Nehmeh 2009). Research undertaken by (Finnigan 2000) indicates that perception of the organization's values is the strongest predictor of employee commitment. (Mowday et al 1982) has differentiated organizational commitment between the commitment as an attitude and commitment as behaviour. Individual's identification with the goals of an organization and his willingness to work towards them is reflected through attitudinal commitment where as behavioural commitment results from the binding of individuals to behavioural acts. He mentioned that

there is cyclical relationship between these two. It has also been argued by (Reichers 1985) that current approach to organizational commitment ignores the multifaceted concept of organization that has been prominent among organizational theorists.

Organizational commitment is considered to be a critical concept. The presence of organizational commitment can be used to gain employees support for the organization and in turn maximise the benefits to receive it from their employee with greater productivity. If there is a lack of organizational commitment it may give rise to negative effects on employee productivity that can contribute to failure of organization. A study was conducted (Osa & Amos 2014) to examine the impact of organizational commitment on employee productivity with a sample of 200 members of staff of Nigeria Brevery PLC at head office. The findings deduced that organizational commitment had a significant impact on employee productivity and as such improves performance and effectiveness. Organization's motivational measures such as increase in salary and wages, bonus, transport etc will have a substantial effect on employee productivity. It has been proved that commitment in people should be seen as a strategy for survival in today's competitive era. Another study (DeCotiis & Summers 1987) was conducted using a sample of 367 managerial employees. Job satisfaction and commitment were found to be predictive of productivity and individual motivation. It was concluded that commitment is central to organizational life, where organization commits to meeting the needs and expectations of its members and its members commit to the service of the organization in terms of its goals and values.

In today's competitive world, organizations cannot perform well unless the employees are committed and work effectively in teams. A study (Madi et al 2012) was conducted in the banks of Gaza and Palestine to investigate the relationship between the perception of employees and the impact of such a perception on their commitment to these banks. The findings revealed that employees of the banks in Gaza were quite satisfied in terms of their satisfaction towards the job. It is shown that there is a positive relationship between three dimensions of employee's perception including job satisfaction, perceived job characteristics, perceived organizational characteristics & affective commitment. Moreover among the four dimensions, only perceived job satisfaction has a significant relationship with continuous commitment. An investigation (Ahmad et al 2014) on the impact of organizational commitment and employee performance on employee satisfaction was carried out in banking sector covering 110 employees of 10 banks of Pakistan. The findings revealed the fact that organizational commitment and employee performance play a major role for employee satisfaction. It was found that there existed a positive relationship between organizational commitment and employee satisfaction and similarly employee performance has positive relationship with employee satisfaction. The study was focused on banking sector but its results may be generalised to other service and manufacturing sectors.

There are many techniques by which an individual acquires social knowledge and skills to assume an organizational role that transforms an outsider to a person having full membership of the concern. This process has been termed as organizational socialization (Van Maanen & Schein 1979). A study conducted by (Filstad 2011) investigated how organizational socialization tactics affect newcomer's commitment towards the organization and their learning process. It was found that there is no significant relationship between organizational socialization tactics on the content and context of organizational commitment which means

facilitating training and skill orientation does not necessarily lead to organizational commitment. Whereas providing newcomers with role models and support and acknowledgement from experience colleagues can positively affect the organizational commitment. The chance to participate in work activities and social interactions also has a positive influence on organizational commitment and learning process.

Objectives:

- To study the perception regarding commitment that employees of Universities have about the University for which they work.
- To study/measure the level of commitment of employees for their respective universities.
- To study the factors affecting commitment of University employees.

III. Methodology

A. Sample Coverage

This research is descriptive cum empirical in nature. Simple Random Sampling was used in the study. The total sample for the study was 100. The sample population consisted of teaching, non teaching staff from different Universities of Kashmir (Kashmir University, Central University of Kashmir, Islamic University of Science and Technology).

Gender, Age, Education, Experience also affect the commitment, sample in terms of these demographical variables were considered.

B. Data Collection Methods

Both the primary and secondary data collection methods were considered. The primary data was collected through questionnaire. Questionnaires were received from the total sample of 100. Secondary data was taken from various Journals, websites, Research papers and Magazines.

C. Tools

A structured questionnaire was used to collect data that had two parts. First part was related to demographic factors and comprised of four questions and second part consisted of questions that measured the level of commitment and factors affecting the same. There were a total of 15 items and 2 dimensions (commitment level & impacting factors) including 8 and 7 items respectively. A Five point Likert scale was used for each statement where 1 denoted strongly agree, 2 denoted agree, 3 denoted Uncertain, 4 denoted Disagree and 5 denoted Strongly disagree.

IV. Data Analysis and Results

A. Descriptive Statistics

The Statistical Package for Social Science (SPSS) VERSION 16.0 was used to analyze the data. The University, Gender, Education, Experience wise classification, giving an overview of the research sample is presented as follows:

The samples were taken from 3 universities which included 100 respondents (both teaching and non teaching staff), 50 (50%) were from Kashmir university, 25(25%) were from Central university of Kashmir, and 25(25%) were from IUST Kashmir.

Table 1: University-wise Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kashmir University	50	50	50	50
	Central University of Kashmir	25	25	25	50
	I.U.S.T	25	25	25	100.0
	Total	100	100.0	100.0	

Out of 100 respondents, 71(71%) were male respondents and 29(29%) were female respondents.

Table 2: Gender-wise Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	71	71	71	71
	Female	29	29	29	100.0
	Total	100	100.0	100.0	

The Literacy wise distribution revealed that 22(22%) respondents were graduates (as the respondents also covered non teaching staff, the eligibility criteria as per UGC norms is minimum bachelors degree), 26(26%) respondents fall under Masters Category and 52(52%) respondents were doctorates.

Table 3: Education-wise Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	22	22	22	22
	Masters	26	26	26	78
	Doctorate	52	52	52	100.0
	Total	100	100.0	100.0	

The experience wise distribution showed that 22% respondents had 25-35 years of working experience with the university, 52% respondents had 35-45 year experience and 26% respondents had 45 years and above working experience.

Table 4: Experience-wise distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35 years	22	22	22	22
	35-45 years	52	52	52	78
	45-above	26	26	26	100.0
	Total	100	100.0	100.0	

B. Computed Mean Scores of the Respondents

The mean scores were computed for each item of the dimension understudy. In order to know the most important factor affecting commitment of employees the mean scores were calculated and Mean score (5) was considered as highest value.

1. Factors effecting Commitment

S.No.	Description Filled by Respondents	Mean Score (5) is Considered as Highest Value
1	My tenure in the organization affects my commitment	4.3
2	A high degree of autonomy increases my commitment	4.04
3	Team work in the organization promotes commitment	1.55
4	A good interaction with my supervisors and subordinates influences my commitment towards my organization	3.59
5	Absence of close supervision by supervisors is helpful for commitment	2.02
6	My organization has a strong management style	3.72
7	Ensuring safety of employees enhances commitment	3.85
8	Job security is an important factor for organizational commitment	4.34

The highest mean was found to be that of job security having 4.34 (near to highest value) as mean score, which implies that job security is the most important factor for organizational commitment whereas the least score was computed for team work, implying that team does not have a significant impact on organizational commitment. Nevertheless, organizations should pay more attention to the factors having low mean scores for promoting organizational commitment environment.

2. Perception regarding Commitment/ Commitment level

S.No.	Description Filled by Respondents	Mean Score(5) is Considered as Highest Value
1	My values and my organization's values are similar	4.13
2	I feel a good amount of loyalty and commitment towards this organization	4.17
3	My organization is highly committed towards my needs and goals	4.25
4	I really care about the fate of this organization	3.78
5	My organization is reliable and has a strong work ethic	1.77
6	My organization cares for the overall development of its employees	4.25
7	For me this is the best possible organization to work for	3.73

The commitment level was seen to be high where an organization cared for the overall development and needs of its employees which is evident by its high mean score (4.25) in both cases. The employees perceived development as a necessary element for enhancing commitment towards their organizations and majority

of them perceived their organization as caring for their overall development and needs. As opposed to this, having reliability and a strong work ethic (1.77) was not seen much prevailing in organizations that could increase the commitment level.

C. Calculation of the Impact of Demographic Factors on Different Factors under Study

In order to compare means of different factors with demographic factors t-test and ANOVA was used. For gender t-test was used and for the demographic factors like universities, experience, education, one way ANOVA test was used

1. Gender

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
PMEAN	Equal variances assumed	.607	.438	.104	98	.918	.00992	.09559		-.17978	.19962
	Equal variances not assumed			.105	50.120	.917	.00992	.09478		-.18044	.20028
FMEAN	Equal variances assumed	.621	.432	1.732	98	.086	.18031	.10409		-.02626	.38688
	Equal variances not assumed			1.766	51.264	.083	.18031	.10210		-.02464	.38525

Assuming equal variances, the p value in both dimensions under study comes out to be more than .05. Thereby, indicating that the gender has no impact on organizational commitment

2. Universities:

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
PMEAN	Between Groups	.031	2	.016	.084	.919
	Within Groups	18.025	97	.186		
	Total	18.056	99			
FMEAN	Between Groups	.585	2	.293	1.322	.271
	Within Groups	21.478	97	.221		
	Total	22.063	99			

The (p) significance value for perception/level of commitment and factors with universities was found to be .919 and .271 which is more than .05. Hence different universities do not have any significant impact on organizational commitment.

3. Experience:

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
PMEAN	Between Groups	.361	2	.180	.988	.376
	Within Groups	17.696	97	.182		
	Total	18.056	99			
FMEAN	Between Groups	1.135	2	.567	2.630	.077
	Within Groups	20.928	97	.216		
	Total	22.063	99			

The (p) significance value for perception/level of commitment and factors with experience was found to be .376 and .077 which is more than .05. Hence experience does not have any significant impact on organizational commitment.

4. Education:

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
PMEAN	Between Groups	.372	2	.186	1.019	.365
	Within Groups	17.685	97	.182		
	Total	18.056	99			
FMEAN	Between Groups	1.555	2	.778	3.678	.029
	Within Groups	20.508	97	.211		
	Total	22.063	99			

The (p) significance value for perception/level of commitment with education was found to be .365 which is more than .05, hence does not have any significant impact on organizational commitment whereas factors with education was found to be .029 which is less than .05, thereby having a significant impact on organizational commitment.

V. Conclusion and Suggestions

It is a proven fact that committed employees bring added value to the organization through determined efforts, support and high productivity. Therefore an organization should utilize different management strategies to enhance their level of commitment and help them achieve and deliver higher levels of performance. For increasing organizational commitment it is necessary to fit the entire factors understudy together in order to make a positive impact within the mechanism of higher education. The level of commitment of university employees was seen to be good in areas where their needs and goals were duly addressed. Therefore an organization that strives to have a developmental environment can have a good amount of organizational commitment. There were lot of factors that were seen to be affecting commitment like tenure in the organization, high degree of autonomy, good interaction with supervisors, ensuring safety and job security. All of them especially job security, if taken due care of, can increase organizational commitment to a good extent. Organizations like the ones understudy must pay more attention to team work and close supervision by supervisors, as it is seen to have a considerable effect on the commitment of university employees. In future it is recommended that more empirical research be done on areas of organizational commitment in different sectors. Researchers should try and dig out more factors that have an impact on organizational commitment. Possible correlation between factors and organizational commitment can also be a path for future research.

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