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An Investigation on Workforce Commitment at Middle Level Management of Service Sector in Coimbatore District

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ABSTRACT

"A committed workforce is essential to organizational success" Organizations face a significant challenge in developing a committed and engaged workforce. Every employer needs committed employees to compete and prosper. Employee commitment and increased trust in leadership can give better results in terms of the mid line workforce. The commitment and motivation of employees is increasingly important to organization's survival and success. Hence, the investigators made an analysis on employee commitment at middle level management with special reference to service sector of Coimbatore district to determine which are the major drivers of commitment in today's workplace and does it have any influence with high level of workforce commitment to the organization and also to gain an understanding of the nature of workforce commitment level in the organization The sample size of the study was 300 respondents of middle level management of sixty service sector based organizations. Primary data collection was done with the help of structured questionnaire and secondary data was collected through journals and websites. Analysis of the data was done with the help of various statistical tools using SPPS package. Productivity – Potential matrix was used to determine the level of employee commitment and it is broken into six different levels such as 'Star', 'Workhorse', 'Marginal', 'Trainee', 'Problem Child' and 'Deadwood.' From the analysis, investigators found that, seven main factors are there to drive employee commitment such as trust in senior leadership, chance to use skills on the job, job security, competitiveness of rewards, quality of organization's services, absence of work-related stress and honesty and integrity of organization's service conduct and also found that, there exists a significant relationship between the drivers of workforce commitment and high level of workforce commitment to the organization. They also revealed that, majority of the respondents' falls into the category of 'Workhorse' – some of an organization's best workers.

KEYWORDS : Commitment, Organization, Potential, Productivity, Workforce.

INTRODUCTION

"A committed workforce is essential to organizational success"

Across the business landscape, we find organizations battling for workforce share, just as they battle for market share. In today's business environment, it is imperative that organizations learn to attract, motivate, and retain the key talent needed to meet aggressive goals. A committed workforce is the hallmark of a successful organization. Committed employees are more productive and work with a focus on quality to increase customer satisfaction and the profitability of their organization. Committed employees will work diligently, conscientiously, provide value, promote the organization's services or products and seeks continuous improvement. In exchange, they expect a work environment that fastens growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers. A committed workforce develop skills and abilities, give the extra effort to get the job done right, recommend their organization as a good place to work, recommend its products, and stay with the organization for a long period of time. The management should give recognition to its employees and also through its policies and procedures, should support the employees to achieve balance in their work and personal life. Hence, organizations should also be committed to employees, so that, employees have commitment towards the organization.

REVIEW OF LITERATURE

David L. Stum [1999] said that, every employer needs committed employees to compete and prosper. He confirms that, even today's most valuable and committed workers often put their life / family issues and career development ahead of company goals.

Charles S. Rodgers [2004] suggests two metrics for measuring commitment and for predicting business results based on the commitment index. And also he found that, employee commitment is associated with job performance; employee loyalty is related to customer loyalty which relates to growth and profits; employee attitudes drive both customer satisfaction and revenue; employee retention is a key driver of customer retention, which drives growth and profits.

Duncan Gallie and Michael White [2008] found that communication, diversity and inclusion, job satisfaction, flexibility, management effectiveness, work-life support, and career advancement are the important drivers of workforce commitment.

Watson Wyatt [2011] studied more than 7,500 workers to identify key factors affecting employee commitment and also to find out the relationship between employee commitment and the bottom line. From the study, he found that more than half [55%] of the workers are committed to their employer, while 16% are not committed at all and the remaining 29% were neutral. He also added that, fewer employees have trust in top management and companies that manage change effectively have higher employee commitment and better shareholder value.

NEED OF THE STUDY

This study will help the management in the following ways:

- Increase employee commitment and productivity
- Decrease turnover
- Increase customer satisfaction
- Develop a strategic attraction and retention program
- Identify organizational strengths on which future gains in employee commitment can be built.

OBJECTIVES OF THE STUDY

- To determine the major drivers of commitment in today's workplace.
- To test whether any of the drivers of study have influence with high level of workforce commitment to the organization.
- To gain an understanding of the nature of workforce commitment level with the help of Productivity-Potential Matrix.
- To recommend the organizations on how to arouse commitment among the employees and thus increase productivity.

RESEARCH METHODOLOGY

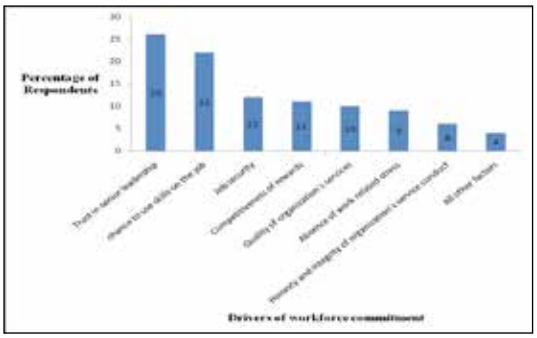
The research design used in this study was descriptive in nature. The sample size of the study consists of 300 respondents of middle level management of sixty service sector based organizations. Primary data

collection was done with the help of structured questionnaire and secondary data was collected through books, journals and websites. Analysis of the data was done with the help of various statistical tools using SPPS package and along with Productivity – Potential matrix, which was used to determine the nature of workforce commitment level and it is broken into six different levels such as 'Star', 'Workhorse', 'Marginal', 'Trainee', 'Problem Child' and 'Deadwood.'

RESULTS AND DISCUSSION

The below mentioned figure – 1 clearly indicates about the major drivers of workforce commitment at middle level management.

Figure – 1
Major drivers of workforce commitment at middle level management



From the above figure – 1, we found that, trust in senior leadership was one of the major driver of employee commitment at middle level management and it was agreed by 26% of the total respondents and the other drivers are chance to use skills on the job [22%], job security [12%], competitiveness of rewards [11%], quality of organization's services [10%], absence of work related stress [9%], honesty and integrity of organization's service conduct [6%] and the other factors are agreed by only 4% of respondents.

Hypothesis

The below mentioned hypothesis was formed and tested to find out whether there is any influence between the factors that drive workforce commitment and high level of workforce commitment to the organization.

H0: There is no significant relationship between the drivers of workforce commitment and high level of workforce commitment to the organization.

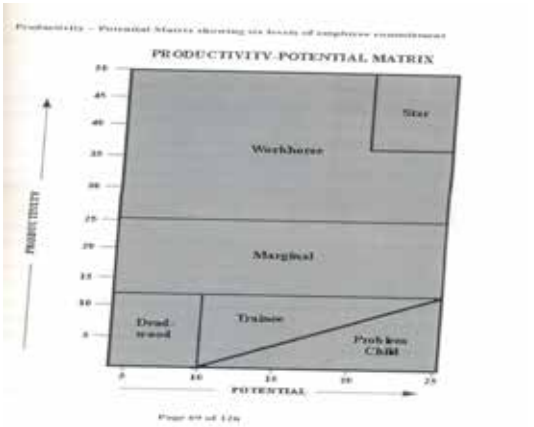
H1: There is significant relationship between the drivers of workforce commitment and high level of workforce commitment to the organization.

Table – 1
Testing of relationship between the drivers of workforce commitment and high level of workforce commitment to the organization

Sl. No.	Factors	Chi–Square value	Result
1.	Trust in senior leadership * High level of workforce commitment to the organization	.001	H0 Rejected H1 Accepted
2.	Job security * High level of workforce commitment to the organization	.003	H0 Rejected H1 Accepted
3.	Compensation * High level of workforce commitment to the organization	.005	H0 Rejected H1 Accepted

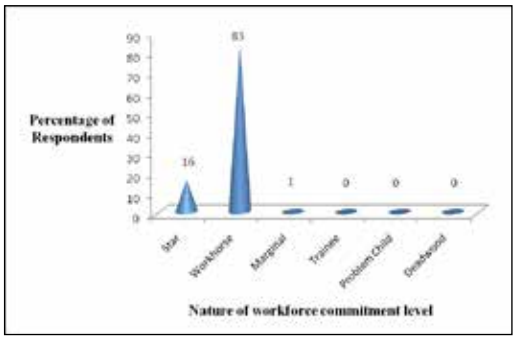
The results of the above table – 1 clearly indicates that, all the Chi-Square values are less than the significant value 0.05. So that, H0 gets rejected and it was proved that, the major drivers of workforce commitment such as trust in senior leadership, job security and compensation have a significant relationship with high level of workforce commitment to the organization.

Productivity-Potential Matrix
Figure – 2
Productivity-Potential Matrix



Productivity-Potential Matrix was used to identify the nature of workforce commitment level and it is broken into six different levels such as 'Star', 'Workhorse', 'Marginal', 'Trainee', 'Problem Child' and 'Deadwood.' To identify the same, factors related to productivity and potential are important. These factors were collected by means of structured questionnaire which contains two parts viz., Part - A and Part - B. Part – A contains the general profile of the respondents and Part – B contains the questions related to productivity, potential and personal traits of the respondents along with the Likert type of scaling. The responses were transferred into a score sheet, which contains three columns such as productivity, potential and personal traits and the final scores of productivity and potential were pointed out in the Productivity-Potential Matrix to identify the nature of workforce commitment level.

Figure – 3
Nature of workforce commitment level



The above figure – 2 absolutely indicates that 83% of the respondents fall in to the category of 'Workhorse' - some of an organization's best workers and 6% of them were under the group of 'Star'. Only 1% of them were fit in to 'Marginal' and it was amazed that, none of them were under the category of 'Trainee', Problem Child' and 'Deadwood' which requires more focus by the management.

FINDINGS

The following are the major drivers of midline workforce commitment.

- Trust in senior leadership [26%]
- Chance to use skills on the job [22%]
- Job security [12%]
- Competitiveness of rewards [11%]
- Quality of organization's services [10%]
- Absence of work related stress [9%]
- Honesty and integrity of organization's service conduct [6%]

It was found that major drivers of workforce commitment such as trust in senior leadership, job security and compensation have a significant relationship with high level of workforce commitment to the organization.

- With the help Productivity-Potential Matrix, it was found that, 83% of the respondents fall in to the category of 'Workhorse'.
- 6% of the respondents were belonged to the category of 'Star' and only 1% of them were 'Marginal'

· It was amazed that, none of the respondents were under 'Trainee', 'Problem Child' and 'Deadwood' which requires more focus by the management.

RECOMMENDATIONS

Ten key strategies to increase employee commitment are as follows:

1. Clearly define responsibilities
2. Properly train supervisors, administrators and managers
3. Map out career plans
4. Ask employees for feedback
5. Provide fair and competitive salaries
6. Have an effective orientation program
7. Effective communication
8. Create learning opportunities
9. Offering better benefits than competitors
10. Recognize employees

· As majority of the respondents were 'Workhorses', we would like to recommend the management that, when managing workhorses, the key is positive reinforcement. It is amazing, what a genuine 'pat on the back' will do. Giving workhorses' attention, only when something is wrong is demotivating to them over the long run. By paying attention and noticing when a workhorse has done something right and then recognizing them for it, a manager will make tremendous strides in gaining workhorse, loyalty and commitment. The cost of this loyalty and commitment is management time. Some managers feel that, providing a paycheck to an employee should be enough to balance the scales. However, this is simply not the case especially with workhorses. Since workhorses make almost 50% of a manager's work, the manager should spend an equivalent amount of time with this group. An excellent way to reinforce workhorses' is to get to know on an individual basis. A good manager will find out what they like, what their families do and who they are as people. The manager can use this information to reward workhorses in ways that, they would most like to be rewarded, a win-win situation for both parties involved.

CONCLUSION

The commitment and motivation of employees is increasingly important to organizations' survival and success. Every individual should be made realized that, the employee commitment data is used, only to promote self-improvement, self assessment, a linkage to overall mission goals and not to take reprisal against individual and organization. This study would also help the organizations to gain an understanding of the nature of workforce commitment level and also to determine the factors that drive commitment in today's midline workforce.

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