Research Paper **Education**

A Review of Research Literature on Organizational Commitment.

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ABSTRACT

The concept of organizational commitment refers to staffs' loyalty to their organizations and a procedure that workers cooperate in organizational decision making. It is a working attitude of employees who have a sense of identification to accomplish organizational goals and wish to maintain good relationship with members within the organization. The vigorous progresses of an institution relay on whether the institutional fellows can combine together to yield great cohesiveness and also they are keen to give their best endeavor for the institution. This paper focuses and analyzes the literature findings which involve organizational commitment.

KEYWORDS :

INTRODUCTION
According to Allen and Meyer, (2000) "Organizational commitment can also be defined as a psychological state that characterizes an employee's relationship with the organization and reduces the likelihood that employee will leave it". It is characterized as readiness of the employees to add in to institutional aims. When workers are assured that they will develop and acquire with their working institution, their degree of devotion to stay with that certain institution is greater. It is an attitude about employee devotion to organization and one non-stop process that shows the alertness of people to organization and success and welfare of organization by involvement of people in organizational decisions. It is a relative amount of personal identity with organization and his involvement. The organizational commitment attitude is determined by a number of personal (age, tenure in organization, and dispositions such as positive or negative affectivity, or internal or external control attributions) and organizational (the job design and leadership style of one's supervisor) variables. Even non-organizational factors such as the availability of alternatives, after making the initial choice to join an organization, will affect subsequent commitment.

Review of Research Literature related to Organizational Commitment
This section highlights some of the research literature related to the fundamental and allied aspects of Organizational Commitment.

NATIONAL STUDIES:
Messner, W. (2013). *Effect of organizational culture on employee commitment in the Indian IT services sourcing industry.*

Objectives: As clients of India's IT services providers continue to complain about knowledge loss caused by high attrition rates in their offshore delivery factories, the linkages between organizational culture and commitment of the Indian employee base are of interest to researchers as well as practitioners. This paper seeks to address these issues.

Methodology: Data was collected in the first half of 2012 through the ICCAe appraisal framework from 291 Indian IT executives and managers working for two IT services sourcing provider organizations in Pune and Bangalore, India. To analyse the data, descriptive and inferential statistics were used together with multiple regression and confirmatory factor analysis.

Findings: The results of data analysis exhibit that, among the organizational culture dimensions, in-group collectivism and performance orientation are the antecedents with the biggest effect on employee commitment. Second, this paper contributes to the cross-cultural generalizability discussion of employee commitment. The data analysis unveils a stronger correlation between affective and normative commitment in the Indian context as compared to other North American studies. Third, it supports suggestions put forward in other

research that continuance commitment should be split into the two sub factors.

Arya,B.,et al(2012).*Moderating effect of gender role orientation on the relationship between organizational commitment and self efficacy.*

Objective: Current study attempts to explore the relationship between organizational commitment and self efficacy and the moderating effect of gender role orientation.

Methodology: The sample comprised 100 IT professionals of Jaipur city. The sample had 50 male and 50 female software engineers. Among them, 30 male (30%) were software developers and 20 male (20%) were software test engineer. Almost similar number of developers and tester were taken for females with 36 software developers and 14 software test engineers.

Findings:The results pointed that there exists a positive relationship between self efficacy and organizational commitment. Regression analysis indicated gender role orientation along with self efficacy to be the strongest predictor of organizational commitment among employees.

Dixit, V., et al (2012). *A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry.*

Objectives: The purpose of this study was to identify the impact of Employees' Commitment on sustained productivity in Auto-component Industry in India (Denso).

Methodology: This paper is based on a review of the academic research papers and survey. The primary data has been collected through questionnaires. The secondary data is being used for identifying the commitment related problems of Indian auto component industry**.** The three commitments have been taken as independent variables and sustained productivity as the dependent variable.

Findings: The results of the study indicate that the Employees Commitment (Affective, Normative, continuous) are significantly related to sustained productivity in Auto component industry. The research findings reveal that there exists positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization.

Mangaleswaran, T., et al (2012).*Organizational commitment in public sector banks: A comparative study of India and Srilanka.*

Objective: This study compares organizational commitment of employees in public sector banks in India and Srilanka.

Methodology: The investigation is based on questionnaire survey of a sample of 449 employees drawn from 3 public sector banks in India and 281 employees from 2 public sector banks in Srilanka. The key areas of analysis include the affective commitment, continuance commitment and normative commitment.

Findings: The statistical analysis shows that there are significant differences between Public sector banks of two countries.

Shahnawaz, M.G., et al (2009). *Psychological Capital as Predictors of Organizational Commitment and Organizational Citizenship Behaviour.*

Objectives: The study aimed at exploring psychological capital in two kinds of organizations (public and private). The study further explored how psychological capital influences organizational commitment and organizational citizenship behaviour in public and private organizations.

Methodology: The sample comprises 160 junior and middle level managers, 80 each from two organizations. Dimensions of psychological capital were measured by four different scales. Hope was measured by Snyder et al scale, resiliency by Neil and Dias scale, self efficacy by Jerusalem and Schwarzer 's scale and optimism was measured by Scheier & Carver's scale. Organizational Commitment was measured by Allen and Meyer's scale and organizational citizenship behaviour by a scale developed by Chattopaadhyay.

Findings: The results showed that all the dimensions of psychological capital were significantly different in the two organizations. Regression analyses showed that psychological capital as a whole couldn't predict organizational commitment and organizational citizenship behaviour in both the organizations.

INTERNATIONAL STUDIES
Chi, H., et al (2013). *The organizational commitment, personality traits and Teaching Efficacy of Junior High School Teachers: The Meditating Effect of Job Involvement.*

Objective: The purpose of the research was to explore the relationship between job involvement, personality traits, organizational commitment and teaching efficacy. In addition, the study examined the mediating effect of job involvement on organizational commitment and teaching efficacy among junior high school teachers in Yunlin County, Taiwan.

Methodology: The study proposed the research framework to explore the relationships among organizational commitment, job involvement, personality traits and teaching efficacy, Organizational commitment, job involvement, and personality traits are independent variables. Teaching efficacy is dependent variable. Job involvement is a mediating variable, and personality traits are the moderating variable. The questionnaire was used as the main instrument to collect data. 349 junior high school teachers in Yunlin County, Taiwan expressed their willingness to participate in the study through the telephone inquiry. The numbers of valid questionnaires were 290. The effective response rate was 83.1%.

Findings: The findings of the research were summarized as follows:(1) Job involvement has a significant and positive influence on teaching efficacy; (2) personality traits have a significant and positive influence on teaching efficacy; (3) organizational commitment has a significant and positive influence on job involvement; (4) organizational commitment has a significant and positive influence on teaching efficacy; (5) job involvement has a meditating effect between organizational commitment and teaching efficacy; (6) personality traits have no moderation effect between job involvement and teaching efficacy.

Animasahun, R.A., etal (2013). *Demographical and Psychological Factors as Correlates of Organizational and Career Commitment among Prison Officers in Southwest, Nigeria.*

Objective: In this study, we investigate whether demographical and certain psychological factors could serve as correlates of organizational and career commitment among prison officers in Southwest, Nige-

ria. **Methodology:** The investigation was carried out on a sample of 300 prison officers randomly selected from the six states in Southwest, Nigeria, 50 from each state.

Findings: The results indicate that gender, qualification and emotional intelligence have negative correlations with organizational commitment, while age, job experience, job satisfaction, motivation and job stress are confirmed to be significant correlates of organizational commitment. Also, job satisfaction, emotional intelligence, motivation, job stress and gender are potent correlates of career commitment among the prison officers. However, age and experience have negative correlations with career commitment.

Riveros, A.M. M., et al (2011). *Career Commitment and Organizational Commitment in for-Profit and non-Profit Sectors.*

Objective: This study aimed to compare the career commitment and organizational commitment in both for-profit and non-profit sectors.

Methodology: The study followed a quantitative approach. The respondents in this study were purposively sampled. The study utilized descriptive analysis, simple correlation and canonical correlation as a statistical methodology.

Findings: Results support the interrelation between the two variables. The statistical analysis shows that there is a significant difference between female and male in regards to career commitment, specifically career planning.

Bakan, I., et al (2011). *An Investigation of Organizational Commitment and Education Level among Employees.*

Objectives: The purpose of this paper is to examine the relationship between education level and organizational commitment (affective, continuance, and normative) among employees.

Methodology: A questionnaire study was undertaken with 269 Turkish respondents.

Findings: Results showed that there are statistically significant relationships between education level and organizational commitment.

Iqbal, A. (2010). *An Empirical Assessment of Demographic Factors, Organizational Ranks and Organizational Commitment.*

Objective: This study investigated the relationship between demographic factors (age, tenure and level of education) and organizational commitment.

Methodology: The data was collected from the knitwear organizations in Lahore and Faisalabad, Pakistan. Five set of questionnaire per organization were distributed to assess the perceived employees' commitment through self reported Organizational Commitment Questionnaire (OCQ) and biographical factors form.

Findings: The results of the data showed that length of service is significantly associated with organizational commitment, whereas, education level is negatively correlated with organizational commitment. Furthermore, no significant correlation was found between organizational commitment and age. The results of this study also showed that the managers and the supervisors are more committed than the workers.

CONCLUSION
The studies reviewed relate to different types of working sectors like banking, teaching, nursing, medicine, industry, private and public limited companies. The studies located and reviewed include both Indian and Foreign studies. In the studies reviewed on organizational commitment three dimensions were considered for evaluating the organizational commitment of professionals like affective commitment, continuance commitment and normative commitment.

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