



A Study on Organizational Commitment of Employees of Information Technology (It) Sector in Coimbatore

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ABSTRACT

Organizational commitment is the individual's psychological attachment to the organization. The basis behind many of the studies in this field was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. The present study thus focuses on the influence of demographic variables on the organisational commitment. The study also found that the demographic variables, namely department, gender, education and income do influence the organizational commitment of the employees.

KEYWORDS : organizational commitment, affective, continuance, normative, IT employees

Introduction

Organizational commitment is vital for productivity, quality and good performance of an organization. Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards its goals. A prominent theory in organizational commitment is the three-component model (TCM). The model puts forth the theory that organizational commitment has three distinctive components: Affective commitment is the emotional attachment to an organization. Higher the level of affective commitment is, better the relationship with the organization is. Continuance commitment is the degree with which one believes that leaving the organization would be costly. A high level of continuance commitment too will make, one stay with an organization for a long period. On the other hand, one may feel that there may be loss in the degree of status if he leave a well-respected organization such as a top law firm or research company. Normative commitment is the degree one feels obligated to the organization or believes that staying is the right thing to do. Commitment is not based on just one of these components; it is the interaction between these three components. Numerous empirical evidences regarding the job commitment and its relationship with other factors have been offered. These findings reveal that the level of job commitment can also be influenced by various factors such as demography, pay, co-workers, work supervision, company's background and employee's job-satisfaction level. Thus, this study focuses on the organizational commitment and the influence of demographic factors on it.

Review of Literature

Adekola (2012): Continuance commitment is the readiness of a worker to be a part of an organization because of individual investment in the form of non-transferable investments such as close working associations with colleagues, funds after retirement, career savings and learned job expertise. They are unique to a specific organization, years of working in a specific organization, taking part in the community in which the owner is positioned, and other aids that make it too expensive for one to quit and look for service somewhere else (Meyer & Allen, 1991).

Ali Abbaas Albdour and Ikhlas I. Altarawneh (2014): Their findings show that affective commitment and normative commitment was found to be high among the employees who had higher level of job engagement and organizational engagement. Similarly, employees job engagement significantly influence employees' continuance commitment. The t-test was conducted on organizational commitment by gender and marital status, one-way ANOVA on organizational commitment by bank type, age, organizational tenure and education level. The results suggest that there is no significant statistical difference in all the three organizational commitment dimensions across the sample profile (age, marital status, organizational tenure and

education level) and there is a significant difference between bank types regarding affective commitment. A close inspection of affective commitment across bank types indicates that affective commitment is higher among employees in foreign banks than the conventional and the Islamic banks.

David F. Caldwell (1990): Although much research has been conducted in the area of organizational commitment, few studies have explicitly examined how organizations facilitate commitment among members. Using a sample of 291 respondents from 45 firms, the results of this study show that rigorous recruitment and selection procedures and a strong, clear organizational value system are associated with higher levels of employee commitment based on internalization and identification. Strong organizational career and reward systems are related to higher levels of instrumental or compliance-based commitment.

Kuusio H., Heponiemi T., Sinervo T., & Elovainio M. (2010): Organizational commitment was measured with two different indicators: intention to change jobs and low affective commitment. Work-related psychosocial factors (high job demands, low job control, and poor colleague consultation) were all significant risk factors for low organizational commitment.

The study was carried out among 382 hospital employees and 119 scientists and engineers. It was found that for both samples personal characteristics, job characteristics, and work experiences influenced commitment. Moreover, commitment was found to be strongly related to intent and desire to remain for both samples and moderately related to attendance and turnover for one sample. Performance was generally unrelated to commitment. Results are compared with earlier findings and implications for future research are discussed.

Goulet & Frank, (2002) This study focussed on the organizational commitment of workers in three sectors. Previous work in this area has been limited to the study of organizational commitment in one sector, or a comparison between only two sectors. In order to examine organizational commitment across the three sectors, 228 employees in public sector, non-profit sector, and for-profit sector organizations were surveyed. The results indicate that for-profit workers were the most committed to their organizations, followed by non-profit employees. Workers with the lowest levels of organizational commitment were those in the public sector.

Noora Rafiee (2015). The data were analyzed in SPSS20 software and measures of central tendency (mean), standard deviation, Spearman's correlation coefficient, and independent group t-test were analyzed. Organizational commitment had positive correlation with education, age, working years in the present organization, general working record, and managerial record among health managers in the statistical population. Considering age, working and managerial records, and

education of people in appointing health managers and strengthening organizational commitment, which is originated from ethics, can be effective in gaining organizational competence and trust for them.

Objectives

1. To study the demographic profile of the employees.
2. To assess the level of organizational commitment of the employees.
3. To study the association between demographic variables and level of job satisfaction of the employees.
4. To study the factors influencing organizational commitment of the employees.

Methodology

Descriptive design is adopted in the study. The universe of the study was 170 employees. The researcher used random sampling for the purpose of selecting the samples for the study and the sample size was confined to 116 employees. The sample size was determined based on Krejcie and Morgen sample size determination table. The researcher adopted a standardized organizational commitment scale which contained 24 items with five point scale and the scale was subjected to reliability and validity. The Cronbach's alpha was found to be 0.929. Questionnaire method was adopted for collecting the data from the sample respondents. The data was analysed using mean, standard deviation, Friedman's rank test and chi-square.

Analysis and Interpretation

Table 1: Demographic Profile of the Respondents

Variables	Particulars	No. of Respondents	Percentage
Designation	Middle management	18	15.5
	Lower management	98	84.5
Department	IT	18	15.5
	Research & Development	46	39.7
	Client service	16	13.8
	Quality	18	15.5
	Public health	8	6.9
	Product management	6	5.2
	Systems	2	1.7
	Implementation	2	1.7
Gender	Male	106	91.4
	Female	10	8.6
Marital Status	Married	44	37.9
	Unmarried	72	62.1
Age	Below 25	54	46.6
	26-30	42	36.2
	31-35	16	13.8
	36-40	4	3.4
Educational Qualification	Under graduate	32	27.6
	Post graduate	48	41.4
	Engineering	36	31.0
Experience	Below 5	82	70.7
	6-10	30	25.9
	11-15	4	3.4
Experience in present organization	Below 3	76	65.5
	4-6	32	27.6
	7-9	8	6.9
Monthly income	Below Rs.20000	8	6.9
	Rs.20001-40000	48	41.4
	Rs.40001-60000	44	37.9
	60001-80000	8	6.9
	80001-100000	8	6.9
Family monthly income	Below Rs.20000	2	1.7
	Rs.20001-40000	40	34.5
	Rs.40001-60000	28	24.1
	60001-80000	10	8.6
	80001-100000	26	22.4
	Above 100000	10	8.6
No. of family members	2	10	8.6
	3-5	94	81.0
	Above 5	12	10.3

(Source: Primary data)

The table 1 depicts the demographic profile of the respondents. The table shows that the majority of the respondents belong to the lower level management, 39.7 percent of the respondents were working in research and development department, the majority of the respondents were males, 62.1 percent of the respondents were unmarried, 46.6 percent of the respondents belong to the age below 25 years, 41.4 percent of the respondents had completed their post graduation, 70.7 percent of the respondents had a total experience below 5 years, 65.5 percent of the respondents had an experience below 3 years in the present organisation, 41.9 percent of the respondents had their monthly income between Rs.20000-40000, 34.5 percent of the respondents had a family monthly income between Rs.20000-40000 and the majority of the respondents had 3-4 members in their family.

Table 2: Factors of Organizational Commitment of the Employees

Factors	Particulars	No. of Respondents	Percentage
Affective commitment	Very high	24	20.7
	High	26	22.4
	Moderate	52	44.8
	Low	8	6.9
	Very low	6	5.2
Continuance commitment	Very high	14	12.1
	High	36	31.0
	Moderate	42	36.2
	Low	10	8.6
Normative commitment	Very high	14	12.1
	High	18	15.5
	Moderate	62	53.4
	Low	6	5.2
	Very low	10	8.6

(Source: Primary data)

Table 2 shows that 44.8 percent of the respondents had a moderate level of affective commitment, 22.4 percent of them had a high level of affective commitment, 20.7 percent of them had a very high level of affective commitment 6.9 percent of them had low level of affective commitment and 5.2 percent of them had a very low level of affective commitment.

The table also shows that 36.2 percent of the respondents had moderate level of continuance commitment, 31 percent of them had a high level of continuance commitment, 12.1 percent of them had a very high level of continuance commitment, 12.1 percent of them had a very low level of continuance commitment and 8.6 percent of them had a low level of continuance commitment.

The table shows that 53.4 percent of them had a moderate level of normative commitment, 17.2 percent of them had a very high level of normative commitment, 15.5 percent of them had a high level of normative commitment, 8.6 percent of them had a very low level of normative commitment and 5.2 percent of them had a low level of normative commitment.

Table 3: Overall Level of Organizational Commitment of the Employees

Variable	Particulars	No. of Respondents	Percentage
Organizational Commitment	Very high	14	12.1
	High	50	43.1
	Moderate	36	31.0
	Low	12	10.3
	Very low	4	3.4

(Source: Primary data)

Table 3 depicts the overall level of organizational commitment of the respondents. It shows that 43.1 percent of the respondents had high a level of organizational commitment, 31 percent of them had a moderate level of organizational commitment, 12.1 percent of them had a very high level of organizational commitment, 10.3 percent of

them had a low level of organizational commitment and 3.4 percent of them had a very low level of organizational commitment.

Table 4: Relationship between demographic variables and organisational commitment

Variable	Statistical test	Value	Result
Designation and OC	Chi-square	7.555 p>0.05	Not significant
Department and OC	Chi-square	67.671 p<0.01	Significant
Gender and OC	Chi-square	9.609 p<0.05	Significant
Marital status and OC	Chi-square	2.801 p>0.05	Not significant
Age and OC	Chi-square	14.119 p>0.05	Not significant
Education and OC	Chi-square	18.121 p<0.05	Significant
Experience and OC	Chi-square	11.412 p>0.05	Not significant
Monthly income and OC	Chi-square	40.955 p<0.01	Significant

(Source: Primary data)

Table 4 shows the association between the demographic variables and the organisational commitment. The chi-square value shows that there is no significant association between designation and organizational commitment at 0.05 level of significance but there is a significant association between department and organizational commitment at 0.01 level of significance. The chi-square value also shows that there is a significant association between gender and organizational commitment at 0.05 level of significance where as gender has no significant influence on the commitment level of employees (Abdullah and Ramay, 2012) and there is no significant association between marital status and organizational commitment and between age and organizational commitment at 0.05 level of significance. The chi-square value shows that there is a significant association between education and organizational commitment at 0.05 level of significance. The chi-square value shows that there is no significant association between experience and organizational commitment at 0.05 level of significance but there is a significant association between monthly income and organizational commitment at 0.01 level of significance.

Table 5: Factors influencing organizational commitment using Friedman rank test

Factors	Mean Rank	Rank	Test statistics
Affective commitment	2.24	3	Chi-square = 16.547 df = 2 sig. 0.000
Continuance commitment	1.73	1	
Normative commitment	2.03	2	

(Source: Primary data)

Table 5 depicts the factors influencing organizational commitment. The results of the mean ranking of the Friedman's test show that of the total three factors, namely affective commitment, continuance commitment and normative commitment, continuance commitment is the foremost factor which influences organizational commitment followed by normative commitment and affective commitment.

Discussion

The study shows that there is a moderate level of affective, continuance and normative commitment. Though the study found a moderate level on the factors of organisational commitment, the overall level of organisational commitment was found to be high among the employees. The study also found that of the three factors of organisational commitment continuance commitment was found to be the most influencing factor of organisational commitment of the employees. Meyer and Allen (1991) define continuance commitment as the consciousness of the costs linked to leaving the organization." Employees with an elevated level of continuance commitment stay with the organization as they are aware of the need, risks, sacrifices, and low options associated with leaving. The study also found a significant relationship between demographic variables, namely gender, education and income of the respondents. This finding is supported by Abdul Sattar Khan and Farooq (2015) showing that there is a considerable association among job satisfaction, organizational commitment and demographics attributes such as gender, age, marital status, experience, designation and professional qualification.

Suggestion

Encourage employee innovation. Many employees enjoy working in a cutting-edge environment that encourages creative ideas and personal innovations. Employees who feel that they are contributors to the company's strategic direction may feel greater ownership of their work, which often leads to enhanced commitment.

Create a rich employment environment. Host employee events such as picnics and holiday parties. Make the company a fun place to work.

Visibly honour and promote employees who work hard and demonstrate commitment to the organization. Institute tenure time tables rewarding the commitment of long-standing employees. Use the organization's history to instil a desirable corporate culture. Some companies have a long history of uplifting stories contributing to the company culture and encouraging continued loyalty. Tell these stories during employee orientation programmes to inculcate commitment in the new employees.

Conclusion

The present study concludes that a high level of overall organizational commitment and a moderate level of affective, continuance and normative commitment among the IT employees. The study also found that the demographic variables, namely department, gender, education and income do influence the organizational commitment of the employees.

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