



Work Motivation and Organisational Commitment Among Supervisors in Textile Industry

KEYWORDS

Work motivation, Organisational commitment, and relationship.

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ABSTRACT *Work motivation is often searched, discussed and research work too is carried out in many organisations. The prime motive is to identify the factors in it so as to carry the same strategies or benchmark it, to achieve the goals of the organisation. The organisations are competing with one another, to have an edge upon another committed and self motivated employees are needed. To study the level of work motivation and organisational commitment, to identify the personal variables associated with them and to study the relationship with work motivation and organisational commitment an attempt is made by the researcher. This study was conducted among 120 supervisors working in textile industry in Coimbatore. It has been found that there is moderate level of work motivation and organisational commitment. Personal variables are associated the two key variables and there exist a positive relationship between them.*

Introduction:

Motivation is identified as a key factor in all the aspects of the life of an individual. To carry out the daily routine tasks too motivation is needed. So is the case, then in an organisation were a group of people with different aspirations, desires and needs work together, motivation is vital phenomena to keep them together and make them to achieve the goals of the organisation. Today, we are facing downsizing, technological changes which creates a stress among the work force. In order to keep the momentum, good will and retain the employees work motivation place a greater role which influences the organisational commitment too. It changes the total performance of the organisation. That's the reason, why greater importance is given to work motivation and organisational commitment.

Work motivation:

Work motivation is defined as a broad construct pertaining to the conditions and process that account for the arousal, direction, magnitude and maintenance of effort in a person's job. Katzell et al(1990)

Robbins (1993) has defined as the willingness to exert high levels of effort toward organizational goals, conditioned by the person's ability to satisfy some individual need.

Work motivation is a set of energetic forces that originate within and beyond an individual's being. It is a psychological process resulting from the interaction between the individual and the environment that affects a person's effort and persistence.

Organisational commitment:

According to Cook and Wall (1980) organizational commitment has three interrelated components:

1. Pride in the organization and internalization of its goals.
2. Willingness to invest personal effort for the sake of the organization.
3. Affection for and attachment to the organization and a wish to remain a member of the organization.

It is a behavioural dimension to evaluate employees' sense of attachment to the organization. Welsch and La Van (1981)

So organizational commitment is viewed as an attitudinal phenomenon and it is the loyalty that the employees show toward the organization to attain the goals of the organization and to remain in the organization.

Methodology:

Research Design

The researcher had adopted the descriptive research design for carrying out the study.

Statement of the Problem:

Supervisors were the prominent person who directly contact the employees, directs them to carry out the goals of the organisation. He acts as a leader, mentor and guide to the major work force. His behaviours reflect in all others work. So they are ought to be dynamic, highly motivated and committed to their job. In order to understand the level of work motivation and organisational commitment this study is carried out.

Objectives:

To study the personal profile of the respondents

To study the level of work motivation and the level of organisational commitment

To study whether any personal variables are associated with work motivation and organisational commitment

To study the relationship between work motivation and organisational commitment.

Sampling : stage I

The supervisors working in the textile industry constitute the universe of the study. The lists of textile industries in Coimbatore were collected from SIMA. Out the list which ever organisation gave permission to collect the data is the sample frame. Among the 105 industries, 30 industries were selected using simple random -lottery method.

Stage II

In the 30 industries, 150 supervisors were working. Among them, 120 were selected using disproportionate stratified random sampling.

Tools of data collection:

The questionnaire was used for data collection. it consist of three parts. Part one consists of personal questions, part two consists of work motivation scale developed by Agra Psychological Society. Part three consists of a scale to measure organisational commitment, developed by C.Balaji.

Findings :**Personal profile:**

Among the 120 respondents, 39.2% of them were in the age group of 43 and above, 36.7% of the respondents were in the age group less than 35 years and 91.7% of the respondents were male and the remaining were female. 37.5% of the respondents' educational qualification is Diploma, 36.7% of the respondents' educational qualification is up to +2 and 44% of the respondents' salary is Rs.13,000 and above, 33.3% of the respondents' salary is less than Rs.11,000/-. Majority of the respondents i.e., 87.5% were married.

Out of the 120 respondents 41.7% of the respondents are having less than 10 years of experience, 39% are having more than 18 years of experience. Majority of the respondents were living in nuclear family system and the remaining were living in joint family system and 90% of the respondents were having the habit of reading newspaper.

Level of work motivation

Among the 120 respondents, 48.3% were having moderate level of work motivation, 28.3% are having low level and the remaining 23.3% were having high level of work motivation.

Level of organisational commitment

Among the 120 respondents 39.2% were having moderate level of organisational commitment, 34.2% were having low level and the remaining 26.7% were having high level of organisational commitment.

Association of personal variables with the level of work motivation.

In order to identify whether the personal variables are associated with work motivation ANOVA and "t" test is used. The findings show that the variables such as age, sex, educational qualification, Marital status and type of family are having significant difference in mean score with respect to the level of work motivation. Other variables such as income, years of experience and the number of dependents are not having any difference in the mean score of the respondents.

Association of personal variables with the level of organisational commitment.

In order to identify whether the personal variables are associated with organisational commitment ANOVA and "t" test is used. The findings show that age, sex, marital status, type of family and years of experience are having significant difference in the mean score of the respondents with respect to work motivation score where as there is no difference among the variables such as income, department and the number of dependents.

Discussion:**Personal variable and Work motivation**

In this study supervisors were having moderate level of work motivation. The respondents in the age group less than 35 years show that there is high level of work motivation. The supervisors were in the middle age group, it is the age where an individual tries to settle in his life by proving his credentials and get promoted in the organisation. Since salary and other benefits are liked to it.

Supervisors with UG qualification in this study were having high work motivation. The nature of the supervisor job is more of technical oriented; being a non technical person they need to be more involved than technically qualified person. So it leads to high level of work motivation.

The unmarried respondents were having high work motivation. Since the commitment towards family and expectation were less they were having more work motivation.

Personal variable and organisational commitment:

In this study supervisors were having moderate level of organisational commitment. The respondents in the age group less than 35 years are having more commitment. Since they have to establish themselves to get promoted in their career the commitment towards the job is more.

The unmarried respondents and the respondents from joint family were having high organisational commitment. Since their time needed to spend among the family is less and the responsibility in the family is also less they are more committed.

The respondents with less than 10 years of experience were having more organisational commitment. Due to less experience they perceive their job as challenging and interesting they are more committed.

Work motivation and organisational commitment:

In this study, organizational commitment is associated with work motivation and it influences the level of work motivation among the supervisors. Similar kind of positive relationship was established in the studies of Bhattacharya (1989). There are others like Decotiis and Summers (1987) and Mohanraju and Srivasta (1986) have found significant relationship between intrinsic motivation and organizational commitment. Positive relationship exists between them because of the loyalty and acceptance of the organization and its goals by its employees.

Conclusion:

The main aim of the study is to find out the factors influencing work motivation and organisational commitment. It found that both were influenced by certain personal variables and there is a positive relationship between work motivation and organisational commitment. So the HR Managers can play a role on these aspects.

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