"A STUDY ON SELF-EFFICACY AND ORGANIZATIONAL COMMITMENT AMONG IT PROFESSIONALS"

M.MANOJPRABHAKARAN

RESEARCH SCHOLAR – DEPARTMENT OF MANAGEMENT SCIENCE, D.J.ACADEMY FOR MANAGERIAL EXCELLENCE,

ABSTRACT Self-efficacy is the people's belief about their abilities to produce selected levels of performance that exercise power over events that affect their lives. An individual's psychological attachment to the organization is called Organizational Commitment. In this descriptive study, the relationship between self efficacy and organizational commitment was measured by using correlation coefficient (p<0.05) among 80 employees in IT sector organizations. The results reveal that the employees those who are good at their confidence towards work have positive relationship towards the level of commitment in the organization.

INTRODUCTION:

Self efficacy and organizational commitment has been one of the most researched behaviour at work despite its popularity and importance, very few studies have examined its relationships thus this study attempts to inspect the connection involving self efficacy and organizational commitment of IT employee's. An elaborate research has been conducted on organizational commitment and varied perspectives leading to a superfluity of definitions on organizational commitment. However the three component model proposed by Meyer and Allen (1991, 1997) on organizational commitment has been the most established and predominant amongst several conceptualizations of organizational commitment existing in the literature (Clugston, 2000).

Organizational Commitment

According to Meyer and Allen (1988) "Organizational Commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization". Organizational Commitment consists of three commitment dimensions that are Affective commitment, Continuance commitment and Normative commitment. *Affective Commitment* refers to the sense of belonging and sensitive attachment to the organization. *Continuance Commitment* denoted an emphasized and the apparent expenses of quitting the organization. *Normative Commitment* reflects the perceived responsibility to continue with the organization.

In a common sense, organizational commitment can be considered as the degree to which employees are committed to their employing organization and are enthusiastic to work on its behalf, and the possibility that they will maintain attachment (Jex, 2002). Cohen (2003) described organizational commitment is an energy that unites a person to a course of action of significance to one or more targets. Such dedication is evident from exchange-based forms of objective-relevant attitudes and motivation. Further this also can influence behaviour in the absence of extrinsic motivation or positive attitudes (Meyer & Herscovitch, 2001).

While examining the antecedents of Organizational Commitment empirical studies on organizational commitment have identified several variables that are considered as either its correlates or possible predictors (Allen & Meyer, 1990; Mathieu & Zajac, 1990). Murthy (2014) carried out a study on "Self-efficacy, work engagement and organizational commitment" the results indicated a positive correlation between self-efficacy and organizational commitment and work engagement and organizational commitment, further self-efficacy and work engagement appeared as considerable predictors of organizational commitment. This indicates self-efficacy has significant influence over organizational commitment.

Self Efficacy

Bandura (1977) derived and established the notion of self-efficacy in the literature of Psychology. Self-efficacy basically refers to the perceived ability or capability for performing a specific task. According to Wood and Bandura (1989), self-efficacy is referred "as beliefs' in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (p. 408). In the organizational setting the study of self-efficacy becomes extremely important and valuable, as perception of efficacy serves as a behavioural predictor (Bandura, 1986). Further individuals, who exhibit strong self-efficacy beliefs are more likely to accept challenging tasks, continue longer and execute more successfully than those with lower self-efficacy beliefs. Thus individual with high self-efficacy beliefs would be more valued assets to the organization than less self-efficacy members of their organization (Wood & Bandura, 1989).

In a study by Joe (2010) indicated a positive manipulate of decision-making quality on both organizational commitment and job self-efficacy, further the results revealed that such quality is also significant to individuals in terms of their apparent attachment towards their organization and self-belief about their own competence to do certain job tasks. Similarly in a study by Law and Guo (2015) revealed that self-efficacy significantly and positively linked with job satisfaction and organizational commitment, job satisfaction positively related with organizational commitment as well.

According to Akhter, Ghayas, and Adill (2013) self efficacy significantly and positively associated with optimism and organizational commitment. Whereas the optimism and organizational commitment had no relation, self efficacy appeared as a significant predictor while the optimism was not significant predictor of organizational commitment. Further they suggested that the professional employees have higher level of organizational commitment than non-professionally qualified employees.

METHODOLOGY:

Descriptive research design was adopted and among 247 IT Professionals working in Del Systems, Coimbatore the researcher chose 80 IT professionals by applying Simple random sampling method. SGSES Scale on Self-efficacy by Sherer et.al (1982) and Meyer & Allen (1997) Enhanced Organisational Commitment Model comprising of three sub dimensions such as affective, normative and continuance commitment were used.

Objectives
- To study personal profile of the respondents
- To analyse the dimensions of organisational commitment among the respondents and its relationship with self efficacy
- To find out the difference between the personal variables with

self-efficacy and organisational commitment of the respondents
- To promote suitable suggestions for the professionals working in IT industries in Coimbatore.

Hypothesis
- Self efficacy and the dimensions of organisational commitment does not have any significant relationship
- Significant difference does not exist for age, education and experience with self efficacy and organisational commitment

RESULTS & DISCUSSION:

Personal Variables: Majority 86.3% of IT professionals belong to 26 - 30 years of age. Nearly 3/4th 68.8 per cent of the respondents are males, 32.5 per cent of the respondents are software engineers and 36.3 per cent respondents with 6 - 8 years of work experience. More than half 57.5 of the respondents have under graduate educational qualification.

Findings related to relationship

Self efficacy and the dimensions of organisational commitment were found to have a significant relationship among IT professionals.

Variables	Self Efficacy	Affective Commitment	Normative Commitment	Continuance Commitment	Organisational Commitment
Self Efficacy	1	.308**	.254*	.199	.317**

**0.01 level of Significance

The variables Self efficacy, and the dimensions of organisational commitment including affective, normative and continuance commitment have positive relationship with the other variable was identified by using Karl Pearson's Correlation analysis. The obtained Pearson Correlation value helps to know about the relationships potency and direction that exist among the variables were explained in table 1.

A positive relationship was there in Self efficacy towards the three variables such as affective commitment (p<0.05, r = .308), continuance commitment (p<0.05, r = .199), normative commitment (p<0.05, r = .254) and organisational commitment (p<0.05, r = .317). From this it is illustrated that IT professionals who have positive self efficacy are found to have an average commitment in their organisation. Among the dimensions of the commitment it is the continuous commitment which has limited relationship with self efficacy.

Findings related to difference

Age, education and experience have a relevant difference with self efficacy and organisational commitment was explained in Table 2 and in Table 3.

Sources of variations	Criterion	Value	F	df	Error df	Significant value	Significant / Non Significant
Intercept	Pillai's Trace	.953	693.659 b	2.000	68.000	.000	S
	Wilks' Lambda	.047	693.659 b	2.000	68.000	.000	
	Hotelling's Trace	20.402	693.659 b	2.000	68.000	.000	
	Roy's Largest Root	20.402	693.659 b	2.000	68.000	.000	

Table 3

Sources of variations	Criterion	Mean Square	F value	df	Sig value	Significant / Non Significant
Intercept	Self Efficacy	83016.206	540.539	1	.000	S
	Organisational Commitment	103363.848	1269.512	1	.000	
Experience	Self Efficacy	101.853	.663	3	.578	NS
	Organisational Commitment	43.451	.534	3	.661	
Age	Self Efficacy	.070	.000	1	.983	NS
	Organisational Commitment	17.666	.217	1	.643	
Education	Self Efficacy	932.327	6.071	1	.016	S
	Organisational Commitment	33.429	.411	1	.524	NS
Experience * Age	Self Efficacy	11.025	.072	1	.790	NS
	Organisational Commitment	6.400	.079	1	.780	
Experience * Education	Self Efficacy	76.552	.498	3	.685	NS
	Organisational Commitment	1.932	.024	3	.995	
Age * Education	Self Efficacy	563.409	3.668	1	.060	NS
	Organisational Commitment	73.370	.901	1	.346	

The multivariate analysis was made to study the level of variation of the independent variables was examined and decided the degree of variance is smaller or not among the independent variables. From the tables 2 & 3, it was inferred that the hypothesis stating there is no significant difference between age, education and experience with self efficacy and organisational commitment is partially accepted. Among the three different independent variables of age, education and experience education alone has a significant difference with respect with self efficacy stating that education level make a change in individual's belief about himself. The independent variables other than education level both in separate as well as in combined form do not make any difference with respect to both the dependent variables self efficacy as well as organisational commitment.

FURTHER RESEARCH – SCOPE:

As self efficacy being the key to achieve a fortuitous ends among the individuals including authentic happiness, commitment, self-worth, and creativity towards job performance, job involvement etc. hence new researches could be made to determine such effective relationships. Further research is needed to inspect the relationship of self-efficacy and organisational commitment. If the sample size is more, further credible results may attain. Forthcoming research is supposed to focus qualitatively to acquire more information about the nature and details of self-efficacy. The versatile organisational commitment has to be analysed further for better results among employees of different groups.

CONCLUSIONS:

Every organisation is looking for an employee who is dedicated towards the organisation as a knowledge worker. To meet those expectations the organisations are providing effective training programs on work related aspects. The organisations are expected to do recruitment and selection of individuals having self efficacy level to meet high commitment among employees. Organizational commitment by the employees has a significant contribution towards the productivity of the organization. Retaining and managing skilled workforce in the organization and expecting them to stay dedicated and loyal to the organization is a greater challenge for the employer. The present study results suggested self efficacy and organizational commitment of IT professionals are significantly related to each other. This demonstrates the importance of self-efficacy for enhancing organizational commitment among the IT professionals. This suggests the need for Self-efficacy in organisations.

Basic training in self-efficacy would enable employees to develop their psychological capacities and would result in increased organizational commitment. Human resource managers may also assess the self-efficacy among professionals and may include it as selection strategy of professionals during the selection process of the personnel. Further studies may be carried out by conducting an intervention, to enhance the self-efficacy, of professionals. Longitudinal studies may also be carried out to examine how self-efficacy would have an influence on organizational commitment of professionals over a period of time.

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