Original Research Paper　　　　　　　　　　**Management**

A STUDY ON THE ANALYSIS OF RELATIONSHIP BETWEEN EMPLOYEES OCCUPATIONAL NEEDS AND ORGANISATIONAL COMMITMENT

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ABSTRACT

The main aim of this study was to analyse the relationship between the employees occupational needs may have with organisational commitment. The objective of the study is to find out the relationship, if any, between Employees occupational needs and Organisational Commitment. Primary data for the study was obtained through questionnaires, using structured questions to explain the main objective. This induces social and behavioural scientists to look into other dimensions of human attitudes and behaviour. The data were analyzed using various statistical techniques: SPSS & Pearson's correlation was applied to find out the relationship between the two main variables and the sub variables of employee's occupational needs, which included achievement, power, and affiliation. The study found that biographical characteristics of the employees have an effect on occupational needs and organisational commitment. Since commitment as a construct is of prime importance and can determine the success of any organisation, it should be provided utmost priority by all concerned.

INTRODUCTION

The globalised economy has opened the flood gates of opportunities in all spheres. Not only the organisations but also the individuals are now thinking globally and considering competition as a way of life. However, the problems arising out of these heightened opportunities should not be overlooked. The problems range from economic, social, organisational to behavioural. One such problem is the attrition rate among employees of all hues. Of late it has been found that the attrition rates of almost all industries are recording a disturbing trend. This is despite the fact that the compensation packages, irrespective of the type of industry, have shown an upward swing. Robbins (2005) says that 'the unwritten loyalty contract that existed 30 years ago between the employees and employers has been seriously damaged; and the notion of employees staying with a single organisation for most of his career has become increasingly obsolete'. This induces social and behavioural scientists to look into other dimensions of human attitudes and behaviour. The present study attempts to find out the relationship that occupational needs may have with organisational commitment.

REVIEW OF LITERATURE

It is an established fact that the success of any organisation is based on the attitudes and behaviour of the individuals within the organisation further, organisational development and success is found to be related to work behaviour in general and managerial acumen in particular. Various behavioural variables have been found to enhance the effectiveness and consequent success of organisations. Organisational commitment (OC) is one among them. Robbins (2005) defines organisational commitment as 'the degree to which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation'. More or less a similar definition is proposed by Muchinsky (2007) who says that OC is the extent to which an employee feels a sense of allegiance to his or her employer. OC thus reflects a sense of loyalty to one's particular employer. Committed employees are more likely to remain in the organisation than are uncommitted employees (Meyer, 1997).

It is also opined that (Robbins, 2005) an employee may be dissatisfied with his or her particular job, and consider it a temporary condition, yet not be dissatisfied with the organisation as a whole. However, when dissatisfaction spreads to the organisation itself, individuals are more likely to quit causing high attrition rate. This being the case, organisation should think of ways and means to maintain a high level of organisational commitment among its employees. Studies, for example, Mowday et al (1982) have indicated that an individual's level of organisational commitment is a better indicator of turnover. OC is considered as a better predictor as it is a more enduring response to the organisation as a whole. Managerial and professional workers, according to Muchinsky (2007), have exhibited a high degree of job involvement and organisational commitment.

Allen and Meyer (1990) proposed three components to the construct of organisational commitment which include the affective, the continuance and the normative components. The affective component is the employee's emotional attachment to and identification with the organisation. The continuance component refers to commitment based on the costs that the employee associates with leaving the organisation and normative component refers to the employee's feelings of obligation to remain with the organisation.

Morrow (1993) developed a model in concentric circles, wherein various forms of commitment, viz., work ethics, occupational commitment, continuance dimension of organisational commitment, affective dimension of organisational commitment and job involvement, was proposed. He further elaborated that the innermost forms of commitment (starting with work ethic) are more dispositional in nature, whereas those in the outer circles are determined more by situational factors. Morrow's model has been subjected to critical analysis. Cohen (2003), for example questioned the relationships among the circles. Lee et al (2000) however, supported the importance of OC for understanding various aspects of organisational behaviour.

While maintaining that OC indicates a psychological link between employee and his organization, Rao & Unnava (2006) proposed three distinct approaches, viz., the exchange approach, the psychological approach and attributions approach. The exchange approach highlights commitment as the outcome of inducement or 'contribution transactions' between the organisation and the member. The psychological approach on the other hand views commitment as an attitude or an orientation toward the organisation. The binding of individual to behavioural acts,

wherein individuals attribute an attitude of commitment towards his organisation, is defined as attributions approach.

Sayeed and Yuvaraj (2002) conducted a study to determine the degree of relationship between occupational needs and managerial effectiveness using correlation analysis. The study established a positive relationship between occupational needs items and managerial effectiveness dimensions of behavioural and management processes. Further, it was observed that managers' occupational needs are reflective of variables like their temperament, organisational socialisation, and job related training & developmental process they have been exposed to.

Strong correlations between OC and certain work-related constructs like job involvement (Brown, 1996) and job performance (Riketta, 2002) have been established. Further, according to Muchinsky (2007) 'the general pattern of results reveals that job satisfaction, job involvement and organisational commitment are substantially correlated with each other'. It is also moderately correlated to certain other constructs like performance and turnover.

Studies have established that occupational needs are predictors of behavioural process, (Sayeed and Yuvaraj, 2002) and to a greater extent OC. Managerial effectiveness is also highly influenced by occupational needs of managers like achievement, power and affiliation in a multivariate way. Researches have also supported a positive relationship between OC and desirable outcomes such as performance, turnover and absenteeism (Mowday et al, 1979). According to Luthans et al (1992), commitment is also found to be related to certain other desirable outcomes like perception of a warm supportive organisational climate. However, according to Luthans (2007) there are mixed opinions about organisational commitment. There are certain experts who have established not so strong or any relationships between commitment and outcome variables.

A review of literature thus reveals the direct relationship between organisational commitment and certain other job related variables. Similarly relationship of occupational needs of managers with respect to certain other organisational variables has also been studied in detail. However, literature that establishes the relationship between occupational needs and organisational commitment is few and far between. The present study thus attempts to fill this gap by studying the relationship between occupational needs and organisational commitment, as well as the effect of certain demographic variables of the respondents.

THE STUDY
The effectiveness and success of any organisation is vested with a band of highly committed employees. The objective of the study is to find out the relationship, if any, between Occupational needs and Organisational Commitment. The above discussion reveals the importance of a high degree of organisational commitment and its relationship with various aspects of organisational behaviour.

The study has the following objectives:
1. To find out the relationship between Employees Occupational needs and Organisational commitment.
2. To find out whether demographic variables have any relationship with employees' occupational need and Organisational commitment.

METHODOLOGY
Sampling method: A sample of 62 middle and lower level managers of private and public sector organisations were used for collecting data. They included samples from both manufacturing and service industries. The respondents pertained to various age groups which ranged from 21 to 60 years. The profile of the sample chosen for the study is presented in Table 1. From the table

it can be observed that due and adequate representation has been provided in selection of the sample.

Measures
The main variables for the study are employees occupational Needs and Organisational Commitment. Occupational Needs are measured using the instrument developed by Steers and Braunsteir (1976). The instrument measures the individual's needs in terms of three variables, viz., achievement, power, and affiliation. Sample items for each variable are as under:

a. Achievement:
• I try very hard to improve on my past performance at work
• I enjoy setting and achieving realistic goals

b. Power:
• I enjoy competition and winning
• I often work to gain more control over the events around me

c. Affiliation
• I tend to build close relationship with co-workers
• I enjoy working with others more than working alone

Each variable has five items, and hence the total number of items in the scale is 15. The assessment was done on a five point scale. Organisational Commitment is measured using Organisational Commitment Questionnaire (OCQ) developed by Mowday et al (1979). Sample items of the questionnaire are presented below:

• I talk up this organisation to my friends as a great organisation to work for.
• I find that my values and the organisation's values are very similar.
• For me this is the best of all possible organisations for which to work.

The instrument consists of 15 items on a seven point scale. Particulars regarding demographic factors like age, gender, qualification, marital status, work experience, income, etc. are also elicited.

The instruments were administered on the respondents after assuring anonymity and confidentiality of there responses.

RESULTS
It was one of the main objectives of the present study to find out the relationship between the two main variables, viz. employees occupational needs and Organisational commitment. Pearson's correlation was applied to find out the relationship between the two main variables and the sub variables of Occupational needs, which included achievement, power, and affiliation. Correlation between the variables and work experience was also found out. The results of the study are presented in Table 2.

From the correlation matrix, it can be found that strong (at 0.01 level) and positive correlation exists between two sub variables Achievement and Power with Affiliation. The variable Occupational Needs was found to be positively correlated with all its three sub variables. Moderate correlation (at 0.05 level) was established between the two main variable Occupational needs and Organisational Commitment. The present study established negative correlation between Occupational Needs and the demographic variable experience. Another important finding is that no significant correlation was established between Organisational Commitment and Experience.

DISCUSSION AND CONCLUSION
The study was undertaken to find out the relationship between occupational needs and organisational commitment. It was also

intended to establish the relation between demographic variables with occupational needs and organisational commitment.

The present study establishes that there exists a moderate relationship between the variables Occupational needs and Organisational Commitment. This denotes that the occupational needs, viz., achievement, power and affiliation have a direct bearing on the organisational commitment of employees.   An employee becomes committed to his organisation if he is able to:

1. Achieve those that he values,
2. Perceive that his power needs are taken care of, and
3. Has a feeling of affiliation.

The study could not, however, establish a significant relationship between experience of the employees and Organisational Commitment. This is against the popular belief (for example, Meyer, 1997; and Mowday et al, 1982) that Organisational Commitment increases with experience. Further, significant negative correlation was established between Occupational needs and experience, thereby denoting that with the increase in the years of experience, employees tends to reduce the importance towards occupational needs.

It is a limitation that the present study is undertaken with a moderate sample of 62. Further, certain other demographic and organisational variables that may exert influence on the commitment of the executives have not been considered. However, viewed in terms of the faculty of organisational behaviour, the results that there exists a moderate correlation between the main variables studied, and conclusions of the present work have certain important implications.   Since commitment as a construct is of prime importance and can determine the success of any organisation, it should be provided utmost priority by all concerned.   A detailed investigation which takes into consideration the inter-relationships between the certain other relevant variables will go a long way in further exploring the aspect studied.

TABLES:
Table. 1 Demographic Profile of the Sample (N=62)

Demographic Variable		Frequency	Per cent
Age	< 25 years	8	12
	26 – 35 years	16	25
	36 – 45 years	13	23
	46 – 55 years	18	29
	55 < years	7	11
Gender	Male	52	84
	Female	10	16
Marital Status	Married	48	77
	Unmarried	14	23
Monthly Income (of self) (in Rs.)	Upto 10,000.00	6	10
	10,001 – 20,000.00	21	34
	20,001 – 30,000.00	15	24
	30,001 – 50,000.00	18	29
	50,001 and above	2	3
Total Monthly Income (of family)	Upto 10,000.00	0	0
	10,001 – 20,000.00	10	16
	20,001 – 30,000.00	20	33
	30,001 – 50,000.00	15	24
	50,001 and above	17	27

Table 2 Correlation Matrix of the Variables under Study (N=62)

Variables	A	B	C	D	E	F	G
A	()	0.231	0.539**	0.659**	0.118	-0.469**	-0.444**
B		()	0.375**	0.437**	0.110	0.099	0.137
C			()	0.439**	0.223	-0.236	-0.098
D				()	0.272*	-0.355**	-0.298*
E					()	0.142	0.206
F						()	0.838**
G							()

** Significant at 0.01 level
** Significant at 0.05 level

Note
A - Achievement   B – Power   C – Affiliation
D - Occupational Needs   E - Organisational Commitment
F – Work Experience in Current Organisation G – Total Work Experience

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