



**ORIGINAL RESEARCH PAPER**

**Management**

**A STUDY ON THE RELATIONSHIP BETWEEN HAPPINESS AND ORGANISATIONAL COMMITMENT OF EMPLOYEES WITH SPECIAL REFERENCE TO PUSHPA PIPES (PVT LTD), MADURAI**

**KEY WORDS:** Happiness, Organisational Commitment, Involvement, Polyvinyl chloride

**Dr. D. Anbugeetha\***

Assistant Professor, Department of Business Administration, Thiagarajar College, Madurai-09\*Corresponding Author

**Ms. K.Sharmila**

Student, Department of Business Administration, Thiagarajar College, Madurai-09

**ABSTRACT**

Polyvinyl chloride (PVC) is the third largest selling plastic commodity after polyethylene and polypropylene. The Indian plastic pipe market is estimated to grow at a CAGR of 10.4% from 2016 to 2021. The Indian PVC pipes industry has become highly competitive and the organizations in the Industry are expected to do a lot with fewer resources. It is exceptionally important for these organizations to retain their highly committed employees. The success of an organization is diligently related to the motivation of its employees. The motivation of employees is often the result of their involvement towards their career and commitment towards their organisation. Hence, organisational commitment is a very important topic for organizations to understand. The level to which an employee commits to and believes in the organization's vision and mission can have a significant impact on an organization. Employees who are involved in their work and committed to their organizations give companies a competitive edge due to higher productivity and lower turnover. Happiness is one of the best ways to keep employees involved and committed. It is important that employees are happy. Happiness is an explicit emotion that people feel when good things happen. Therefore, a positive and affective emotional and psychological state personifies happiness. Happiness affects all experiences of the individual. It presents the world as more secure and causes the individual to make decisions more easily and to enjoy a healthier life. By keeping the employees happy employers may make them involved and motivated to be more productive. The current study focused on the identification of association between happiness and organisational commitment at a particular period. This descriptive research was conducted in Pushpa Pipes (Pvt Ltd), Madurai. Employee involvement and commitment may have certain relationship with happiness. Thus, this relationship must be given a thoughtful consideration in efforts to improve organisational productivity.

**1. INTRODUCTION**

Global PVC Pipe Market size was valued at \$54,246 million in 2015, and is anticipated to grow at a CAGR of 6.7% to reach \$85,565 million by 2022. Polyvinyl chloride (PVC) is the third major vending plastic commodity next to polyethylene & polypropylene. It is favorable over other materials due to its chemical resistance, sturdiness, low cost and recyclability. It may replace wood, metal, concrete, and clay in different applications. Piping and piping systems are the chief use of PVC resin. PVC pipes are factory-made by extrusion method in a variety of measurements such as solid wall or cellular core construction. These are corrosion resistant, cost-effective, flame resistant, and easy to install & handle, and environmentally sound, with long service life.

Indian PVC pipes market size was valued at \$3,159 million in 2016 and is predicted to expand at a CAGR of 10.2% to reach \$6,224 million by 2023. The Indian plastic pipe market is estimated to grow at a CAGR of 10.4% from 2016 to 2021. The major growth influencers for this market are the growth of government infrastructural spending, increasing residential and commercial construction, industrial production, irrigation sector, and replacement of aging pipelines. The Indian PVC pipes industry has become highly competitive and the organizations in the Industry are expected to do a lot with fewer resources.

It is exceptionally important for the organizations in the PVC pipes industry to retain their highly committed employees. The success of an organization is diligently related to the motivation of its employees. The motivation of employees is often the result of their involvement towards their career and commitment towards their organisation. Hence, organisational commitment is a very important topic for organizations to understand. The level to which an employee commits to and believes in the organization's vision and mission can have a significant impact on an organization. Employees who are involved in their work and committed to their organizations give companies a competitive edge due to

higher productivity and lower turnover.

Organisational commitment is considered to be the most important outcome of Human resources management practices. Organisational commitment has been the subject of continued research interest for many years because of its impact on individual performance and organisational effectiveness. Organisational commitment plays a pivotal role in determining whether an employee will stay with the organisation for a longer period of time and work passionately towards achieving the organisation's goal. Organisational commitment may be defined as the willingness of employees to make greater effort on behalf of their organisations, a strong wish to remain in their organisations and achieve their chief goals and values (Porters, Steers, Mowday & Boulin, 1974). Hence, the researcher made an attempt to know about the commitment of employees at Pushpa pipes (Pvt Ltd).

Human resource is one of the most important factors determining the success of any business industry. To run an organisation effectively, an organisation needs involved employees who actively transmit their enthusiasm throughout their life. There are many variables that motivate employees to do well in their jobs. Happiness is considered to be one of the main variable that may have an impact on career success. Happiness of employee is crucial to a business - there is a great deal of evidence for a causal link between happy employees and higher profits. Having happy employees is enormously important for the survival and performance of any organisation. Happiness is one of the best ways to keep employees involved and committed. It is important that employees are happy. Happiness is an explicit emotion that people feel when good things happen. Therefore, a positive and affective emotional and psychological state personifies happiness. Happiness affects all experiences of the individual. It presents the world as more secure and causes the individual to make decisions more easily and to enjoy a healthier life. By keeping the employees happy employers

may make them involved and motivated to be more productive. Hence, the researcher made an attempt to know about the happiness of employees at Pushpa pipes (Pvt Ltd). Further, the researcher has made an attempt to find whether there exists any association between Happiness level and level of organisational commitment in the selected organisation.

**2. Review of Literature**

To acquire a strong theoretical base for the research and to determine the nature of research, a detailed literature review of previous research on a topic was done. Based on the comprehensive review of literature it was identified that Happiness is a very significant variable in the motivation of human beings. It gives an overall sense of satisfaction with life as a whole (Myers & Diener, 1995). Moreover, researchers suggest happiness is a multidimensional construct comprising both emotional and cognitive elements. Three main components of happiness have been identified: frequent positive affect, a high average level of satisfaction over a period, and the absence of negative feelings such as depression and anxiety (Argyle & Crossland, 1987). Similarly, it was identified that, Organisational commitment is found to be a significant outcome variable that determines the success of an employee's success in his/her career (Porters, Steers, Mowday & Boulin, 1974). Further it was identified that Organisational commitment is multi-dimensional as well (Allen and Meyer, 1996). They divided commitment in to three dimensions: Affective, Continuance and Normative commitment. Affective commitment is defined as the extent to which an individual identifies with, is involved in, and enjoys membership in an organisation. Continuance commitment is defined as an attachment to an organisation based on an employee's awareness of the costs associated with discontinuing membership in an organisation. Normative commitment is defined as the totality of internalized normative pressure to act in a way which meets organisational goals and interests. It pertains to employees staying in an organisation as a sense of obligation. However, studies related to the relationship between Happiness and organisational commitment is scarce. Hence, the researcher identified the gap and the objectives were formulated based on the identified research problem.

**3. Research Methodology**

The main aim of the study is to identify whether there exists any significant association between happiness level and various levels of organisational commitment with special reference to Pushpa Pipes (Pvt ltd), Madurai. The objectives of the study are listed as follows.

- To identify the level of Happiness of employees in Pushpa Pipes (Pvt ltd), Madurai.
- To identify the level of Organisational Commitment of employees in the selected organisation.
- To identify whether there exists any significant association between the experience of the respondents and their levels of organisational commitment.
- To identify whether there exists any significant association between happiness and organisational commitment of the respondents.

The researcher has adopted descriptive research design for the present study. Primary as well as secondary data were used for the study. The primary data was collected mainly through distribution of questionnaires. The population for the study was 160. Systematic random sampling method was adopted to select the samples to be included in the study. Here the researcher selected every 2nd employee from the total number of 160 employees working in Pushpa Pipes (Pvt ltd). The researcher distributed the questionnaire to 80 employees working in the organisation. However, some of the response sheets were incomplete and some did not return the response sheets on time.

Hence, the sample size of the study is 74. In this study simple percentage analysis method and chi square test were used as statistical tool. However, the study is based on primary data. The researcher has to depend upon the information given by the respondents.

**3.1 Instrumentation**

In the current study the instrument used is questionnaire. To accumulate the primary data a structured questionnaire was designed. The Questionnaire consists of 3 parts. Part A collects the demographic profile of the respondents. Part B solicits responses related to the Happiness of the respondents. The Oxford Happiness Questionnaire developed by Argyle and Hills was used. Part C implores about the organisational commitment of the respondents. Organisational commitment questionnaire designed by Allen and Meyer was adopted for the purpose. Both the Part B and Part C are 5 point scales. Strongly disagree, disagree, neutral, agree and strongly agree were the gradations in both the scales. These scales apportion points from 1 to 5 for positive questions and 5 to 1 for Negative questions. It helps to identify the level of happiness and organisational commitment of the respondents. This survey was conducted in Pushpa Pipes (Pvt ltd) located in Madurai city, Tamil Nadu. Hence, for easy understanding by the respondents and for their convenience the questionnaire was translated to Tamizh language also.

**3.2 Hypotheses of the Study**

To achieve the above listed objectives the following Hypotheses were formulated.

1. Ho<sub>1</sub> - There is no significant association between the experience of the respondents and their levels of organisational commitment
2. Ho<sub>2</sub> - There is no significant association between happiness level and various levels organisational commitment of the respondents.

**4. Analysis of Data**

**4.1 Simple percentage analysis**

Simple percentage analysis was used as one of the statistical tool to analyze the collected data and to identify the level of happiness and organisational commitment of the respondents.

**Chart 4.1.1 showing the happiness level of respondents**

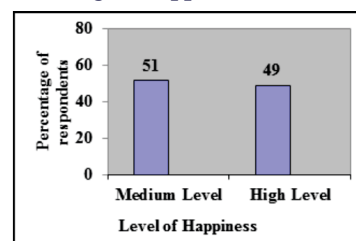


Chart 4.1 shows that majority 51 % of the respondents have medium level of happiness and 49% of the respondents have high level of happiness. However, it can be observed that, there was no one with low level of happiness in the selected organisation.

**Chart 4.1.2 showing the organisational commitment level of respondents**

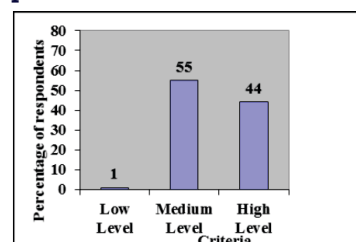


Chart 4.2 shows that majority 55% of the respondents has medium level of organisational commitment; 44% of the respondents have high level of organisational commitment and 1 % of the respondents have low level of organisational commitment.

**4.2 Chi-square test**

A chi-square test, symbolized as  $\chi^2$  test, is a test of hypothesis that is usable when the test statistic is chi-square distributed under the null hypothesis. Chi-square test is used to conclude whether there is a statistically significant association between the expected frequencies and the observed frequencies in one or more categories of a contingency table. In the current study chi-square test was used to analyze whether there exists any significant association between the experience of the respondents and their levels of organisational commitment. Moreover, chi-square test was also used to analyze whether there exists any significant association between happiness level and various levels organisational commitment of the respondents.

**Table 4.2.1 showing the association between the experience of the respondents and their level of organisational commitment**

Particulars	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.117a	6	.028
Likelihood Ratio	14.272	6	.027
Linear-by-Linear Association	8.249	1	.004
N of Valid Cases	74		

Table 4.2.1 shows that  $\chi^2(6) = 14.117, p = 0.028$  i.e.,  $p < 0.05$ . Based on the observation, it can be inferred that, the p value is less than 0.05. Hence, the null hypothesis (Ho1) "There is no significant association between the experience of the respondents and their levels of organisational commitment" is rejected, and the alternate hypothesis (HA1) "There is a significant association between the experience of the respondents and their levels of organisational commitment is accepted. Therefore, it can be concluded that there is a significant association between the experience of the respondents and their level of organisational commitment.

**Table 4.2.2 showing the association between the happiness level of the respondents and their level of organisational commitment**

Particulars	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.006a	2	.000
Likelihood Ratio	16.970	2	.000
Linear-by-Linear Association	15.695	1	.000
N of Valid Cases	74		

Table 4.2.2 shows that  $\chi^2(2) = 16.006, p = 0.000$  i.e.,  $p < 0.01$ . Based on the observation, it can be inferred that, the p value is less than 0.01. Hence, the null hypothesis (Ho2) "There is no significant association between the happiness level of the respondents and their levels of organisational commitment" is rejected, and the alternate hypothesis (HA2) "There is a significant association between the happiness level of the respondents and their levels of organisational commitment is accepted. Therefore, it can be concluded that there is a significant association between the happiness level of the respondents and their level of organisational commitment.

**5. CONCLUSION**

Organisational commitment is one of the most important outcome variables in the organisational context. It has a direct link with productivity. Happiness is also gaining importance in behavioral researches as a variable having influence on

lots of outcome variables. Hence, the researchers proposed to understand the relationship between Happiness and organisational commitment. This relationship must be given a serious consideration in order to improve organisational commitment and productivity. Based on the analyses of the current study it is inferred that there is a significant association between the happiness level of the respondents and their level of organisational commitment. Moreover, it is inferred that, there is a significant association between the experience of the respondents and their level of organisational commitment. Happiness creates the highest motivation in an individual for performing an activity. Organisations may pay attention to the happiness of its employees and increase the commitment of their employees towards the organisation.

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