The Role of Organizational Commitment in Public and Private Sector Engineers

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Abstract

On an individual and organisational level, the study looks at how key dimensions of organisational commitment differ between Public and Private Sector engineers. A new construct arises to promote employee optimism and commitment, which is essential to sustain organisational commitment performance, organisational behaviour toward objective, and loyalty over time. However, most organisations do not value Organizational Commitment as a whole. It's a crucial notion in the field of positive organisational behaviour research's development. It can be used in the workplace to help employees stay healthy and develop their organisational commitment. In the long run, all of these features, as well as a few other working relationships, will increase productivity. The goal of the current investigation is to see if this is the case. - The influence of Organizational Commitment between Public and Private Sector.

Keywords: Organizational Commitment; working condition; working assignment.

INTRODUCTION

There is nothing short of a revolution in the way labour is organised and controlled in today's society. Only a few years ago, tactics that would have been rejected as impractical, idealistic, or simply unthinkable were being adopted by businesses. People are trusted and listened to, and work groups are left to organise their own assignments while managerial structures are flattened. Artificial vertical and horizontal distinctions are vanishing. Control mechanisms are being simplified and bureaucracies are being dismantled. The onus of responsibility is being pushed downward. Productivity and quality have increased as a result, while defective production, absenteeism, personnel turnover, and formal grievances have dropped. Our culture has become engrained with change and innovation. What, therefore, could be the reasons for this? Previous research has shown that it is a result of the employees' loyalty to the organisation. The phrase "give everything of yourself while at work" expresses a dedication to a company. It is concerned with an organization's level of connection and devotion. Organizations prosper because of their dedication. Commitment is defined as a state of being in which a person is bound by his actions and is able to continue the activities as well as his personal involvement as a result of these actions (Salanick, 1977).

Commitment is a set of feelings that are more closely linked to a person's desire to stay committed to a particular task. Accepting change, willingness to try something new, making suggestions, cooperating with others, developing one's talent / abilities, not abusing trust, being proud of one's abilities, seeking constant improvements, enjoying one's job, and providing loyal support w Everyone is giving it their all and is proud of the team effort. People feel a sense of belonging to the company, are excited about their work, and trust management. A sense of belonging to the organisation has been highlighted as one of the most important factors that binds individuals together. Managers accomplish this by ensuring that all employees are informed and join in celebrating success at the same time. Pride, trust, accountability, and, finally, management confidence are all aspects that lead to a positive attitude toward work, which is bolstered by authority, dedication, and competence. To see what the difference was, Walton (1985) compared the performance of two very similar facilities. From pure economics to absenteeism, personnel turnover, and safety, he discovered that the factory governed by commitment outperformed the other on every indicator.

These are just a few examples of how important organisational commitment is to a business's success. Despite its apparent attraction, commitment is a difficult concept to grasp. There are four main themes that have caught people's interest. These are the commitment's goal or target, its definition and measurement, the rationale for difference in commitment, and the commitment's consequences. The image is further complicated by the inclusion of two theoretical streams, one concerned with commitment as an attitude and the other with commitment as behaviour. Social scientists and scholars have long been fascinated by the topic of organisational commitment. Some define it as an individual's level of identification with and involvement in a particular organisation, while others, such as Buchanan (1974), define it as the performance and acceptance of behaviours appropriate to an industrial way of life.

Organizational commitment is both a work attitude and a well-studied topic in the field of organisational behaviour (Brooke Jr. et al, 1988). The state in which an employee identifies with a certain organisation and its goals, and wishes to remain a member of that organisation, is known as organisational commitment (Blau and Boal, 1987). The evidence demonstrates that organisational commitment is linked to lower absenteeism and lower employee turnover (Pierce and Dunham, 1987). Furthermore, research reveals that a person's level of organisational commitment predicts employee turnover more accurately than the considerably more often used predictor of job satisfaction. (Hom et al, 1979; Mowday et al, 1982). (Porter et al, 1974). Because it is a more global and long-term response to the organisation as a whole, organisational commitment is perhaps a better predictor than job satisfaction.

An employee may be dissatisfied with his or her individual task and regard the situation as temporary, but not with the organisation as a whole. People are more likely to consider resigning when their dissatisfaction spreads throughout the organisation. The social fabric of an organisation is considered as a stress ground, and it is made up of an institutionalised social framework of functions, authority, sanctioned norms, communication lines, and the pattern of interaction between groups and individuals inside this framework.

In every organisation, a healthy working relationship between management and job searchers is essential. As a result of their superiors' treatment of them, employees' ideas and attitudes may change.

A positive social atmosphere encourages employee loyalty to the company. The co-operative and authoritarian parts of the organisational social structure, which comprises a wide range of organisational features, are two key influencing variables on organisational commitment. The worker is regarded as a valuable individual in the cooperative social framework. In an authoritarian society, on the other hand, he is treated as an obedient worker rather than consulted or recognised as a meaningful individual. If a social framework is dominant, the worker is almost certain to be committed to the organisation. According to the findings, organisational commitment is associated to organisational adaptability, turnover, and tardy rate, but not to operational expenses or absenteeism.

Salanick (1977) defined commitment in two ways, but Kanugo described organisational commitment as a broad attitude toward an organisation as a whole. In a perspective view, it is viewed as a psychological relationship between an individual and the organizational/social system, and is typically a function of an individual's allegiance and belief in its principles. When an individual becomes enslaved to deliberate behavioural acts, commitment occurs in retrospect. Hrebiniak and Alutto (1973) Some studies discovered an inverse relationship between work discontent and commitment, while others discovered no link at all. Sheldon observed an inconsistency in the association between professional positions and organisational dedication in a research of rewards and commitment, indicating that the reward recognition system was not working as it should. O'Reilly and Chatman highlighted positive indicators of involvement, such as voluntary participation and contribution beyond the work's narrowly necessary obligations, as well as a lower proclivity to leave the firm (1986).

REVIEW OF LITERATURE

Jain (2015) employed 248 middle and senior level managers of a government regulated organisation as a study sample to determine the impact of volunteerism and organisational culture on organisational commitment and citizenship behaviour. Volunteerism was defined as having four characteristics: career success, empathy, culture, and community concern. According to the findings of the study, volunteerism was discovered to be an antecedent of organisational commitment and organisational citizenship behaviour. Professional development, empathy, and community concern all showed a small impact on both variables, but culture had a significant impact on effective and normative commitment but not on organisational citizenship behaviour.

Khoeini and Attar (2015) intended to see if there was a link between the personality of South NAFT Company employees and their dedication to the company. Employees with an extrovert personality were found to have higher levels of positive excitement, emotional commitment, and task dedication than those with an introvert personality. Acceptability was positively related to continuous, assignment, and emotional commitment, while consciousness character was positively related to continuous commitment.

Yousef (2016) investigated the direct and indirect relationships, as well as the characteristics of these interactions, between work satisfaction, organisational commitment, and attitudes toward organisational transformation. According to the study's findings, employees in the investigated departments were tremendously satisfied with their supervisors and coworkers, marginally satisfied with work conditions and job security, but low satisfied with compensation and promotion aspects of the job. Furthermore, the data demonstrated that employees in the investigated departments stayed with their current departments because they wanted to or had to, rather than because they were forced to.

Salleh, Zahari, Said, and Ali are four brothers (2016) Employee motivation and organisational commitment were found to have a significant beneficial relationship. Furthermore, employees with a high level of motivation displayed a higher level of commitment to their organisation than employees with a low level of motivation, according to the study. It was also shown that employees that are more committed to their employment are more productive and efficient. It was difficult for them to leave that organisation. On the other side, less dedicated employees resulted in poor performance, inconsistency, and other negative consequences for the company.

Clinebell and Clinebell (2017) To investigate if there were any differences between part-time and full-time employees, researchers looked at job satisfaction, organisational commitment, job involvement, role ambiguity, role conflict, and inclusiveness. Furthermore, the respondents came from the financial services industry, which has been underrepresented in part-time work research. Employees who work part-time are said to be less interested and involved on the job.

Objectives:-

1.   To measure the Organizational Commitment of Engineers among Public and Private Sector.

Hypothesis: -

1.   There would be significant difference between Public and Private Sector Engineers on Organizational Commitment.

SELECTION OF SAMPLE

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PSYCHOLOGICAL TOOLS

For data collection, the following standardised scales used

(1)   Organizational Commitment Scale Constructed by Upinder Dhar, Prashant Mishra, D.K. Srivastava (2002).

RESEARCH METHODOLOGY

Only engineers were chosen for the study, with 50 from the private sector and 50 from the public sector. Engineers will be between the ages of 25 and 60 and will have a minimum of three years of professional experience. Because the number of engineers in each organisation vary significantly, the quantity of samples was different for each. Engineers who worked in the domains of electrical, mechanical, electronic, and civil engineering were all picked.

Factor 1: Concern for the Organisation

This factor accounts for 30.2 percent of the total variance and is made up of five variables or components, each with a factor load of 3.304.

Factor 2: Identification with the Organisation

This factor, which has a total factor load of 1.0237 and has covered 10.8% of the total variance, is made up of three variables or items.

Organizational Commitment Variables

A set of perceived organisational and subsystem attributes manifested in how an organisation engineers to its people, groups, and issues is referred to as organisational commitment. Organizational commitment is a perceived component of an organization's internal environment; nevertheless, even within the same organisation, organisational commitment can vary substantially. The study divided organisational commitment into four variables.

RESULTS AND DISCUSSION

Table 1:   **Mean Standard Deviation and t-Values of Public and Private Sector Engineers on Organizational Commitment.**

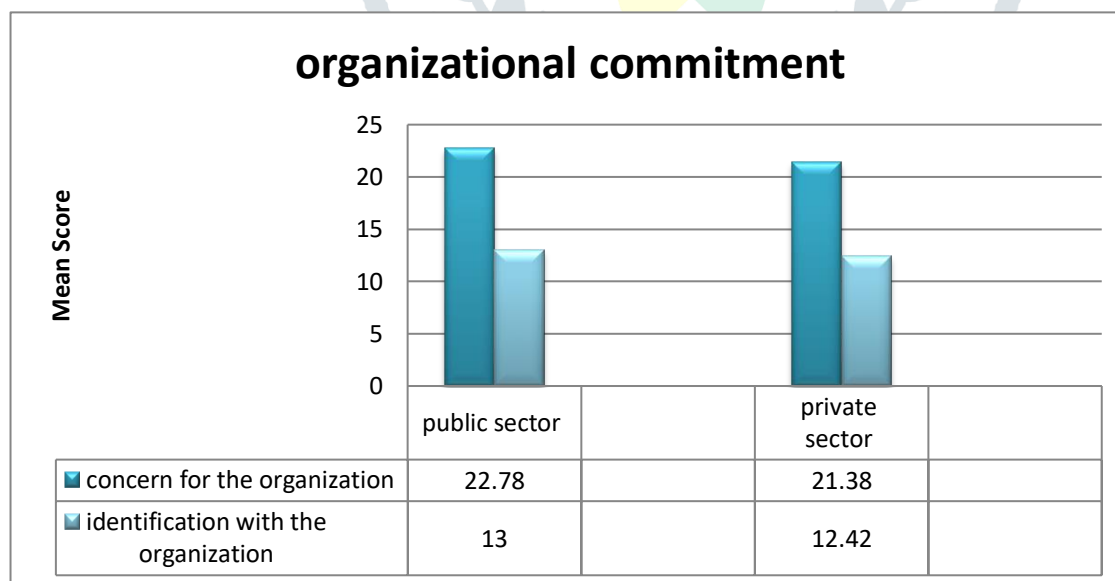| S.N.	Organizational Commitment	Public sector (N=50)		Private sector (N=50)		t-value
		MEAN	SD	MEAN	SD	
1	Concern for the Organization	22.78	3.18	21.38	4.26	0.02 NS
2	Identification with the Organization	13.00	2.10	12.42	2.52	0.05 NS

NS = Not Significant

Figure 1: Graphical representations of mean scores of organizational commitment between public and private sector Engineers.

organizational commitment	public sector		private sector	
concern for the organization	22.78		21.38	
identification with the organization	13		12.42	

Table 1 shows the mean, standard deviation, and t values for four organisational commitment variables. The first variable of Organizational Commitment (Concern for the Organization) has an insignificant t-value of 0.02. The public sector's mean value was 22.78, while the private sector's mean value was 21.38, which was nearly equal. The penultimate variable in Organizational Commitment, Identification with the Organization, has a t - value of 0.05. The mean numbers for the Public Sector 13.00 and the Private Sector 12.42 are practically equal. To put it another way, engineers' assessments of role clarity, information sharing, and organisational identification for both organisations were essentially equal (Public Sector and Private Sector).

As a result, the public and private sectors would have levels of organisational commitment. Organizational commitment was demonstrated better in the public sector than in the private sector, according to the interviewees. When the Public and Private Sectors were compared, the public sector was found to have a higher level of organisational commitment.

TABLE 2: Correlation Matrix of Organizational Commitment in Public and Private Sector.

	CONCERN FOR THE ORGANIZATION	IDENTIFICATION WITH THE ORGANIZATION	PUBLIC SECTOR	PRIVATE SECTOR
CONCERN FOR THE ORGANIZATION	1.0000			
IDENTIFICATION WITH THE ORGANIZATION	0.4776**	1.0000		
PUBLIC SECTOR	0.5815**	0.6380**	1.0000	
PRIVATE SECTOR	0.7110**	0.5847**	0.0745	1.0000

** Significant at the level of .01

Figure 2: Graphical engineers of Correlation Matrix of Organizational Commitment in Public and Private Sector.
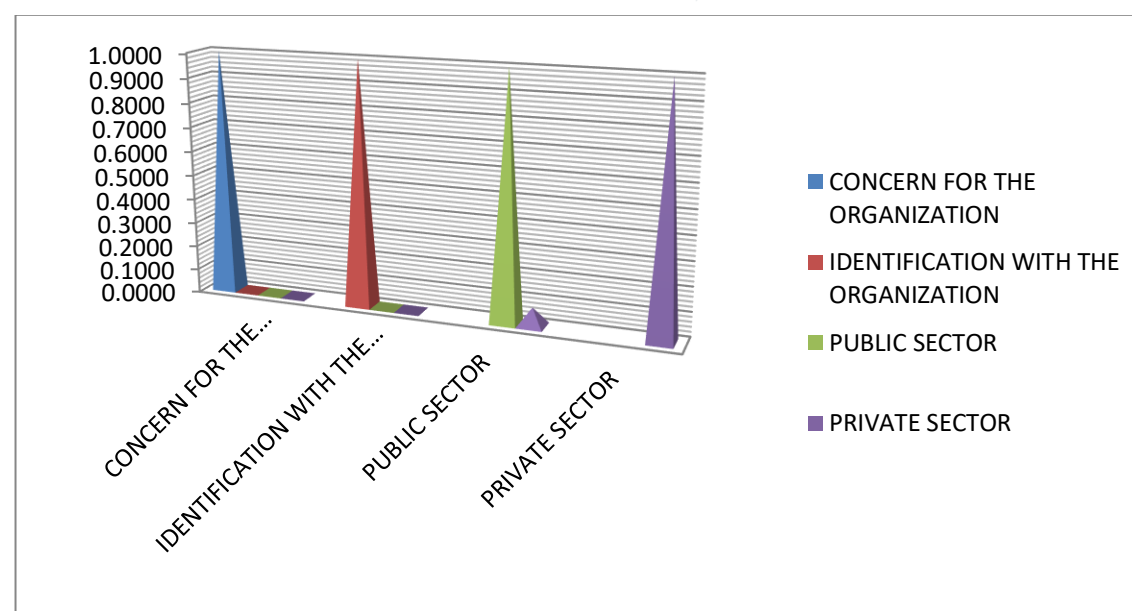
Concern for the Organization

Significant positive relationship of Concern for the Organization of PUBLIC SECTOR was seen Public Sector (r = 0.5815, p < 0.01) and Private Sector (r = 0.7110, p < 0.01).

Identification with the Organization

Significant positive relationship of Identification with the Organization of Organizational Commitment was seen with Public Sector (r = 0.6380, p < 0.01) and Private Sector (r = 0.5847, p < 0.01).

Thus, in Organizational Commitment was positively related with Public Sector, For the positive relationship of Organizational Commitment with Private Sector was observed.

CONCLUSION

The first variable of Organizational Commitment (Concern for the Organization) has an insignificant t-value. The mean value for the public sector was nearly identical to the mean value for the private sector. The t-value for the penultimate variable in Organizational Commitment, Identification with the Organization, is essentially comparable in the public and private sectors. To put it another way, engineers' assessments of role clarity, information sharing, and organisational identification for both organisations were essentially equal (Public Sector and Private Sector).

Organizational commitment was demonstrated better in the public sector than in the private sector, according to the interviewees. When the Public and Private Sectors were compared, the public sector was found to have a higher level of organisational commitment.

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