A STUDY ON THE FACTORS AFFECTING ORGANISATIONAL COMMITMENT

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ABSTRACT

This paper deals with the Organisational Commitment and the factors affecting the Organisational Commitment. The term describes the emotional attachment of a person with the organisation because of some factor which creates an emotional commitment with the organisation to serve it for lifetime. The reason could be the availability of services, environment, leadership, management people, organisational culture, philosophy of the organisation and last but not the least mutual relations between the people in the organisation and the person working for it. Till date, there has been a very less amount of research done in India in the context of Organisational Commitment. The term has originated in America but it is getting momentum due to the changes coming in Global HR practices and globalisation. It explores the areas which have not so far been analysed much in India. Organisation attachment is a mental state of a person which may or may not go for long period. Organisational Commitment can have negative impact on the person not working at a time in that organisation. It adversely affects the productivity of the person having huge extent of attachment with that organisation. This paper has identified the reasons for less and more attachment with one organisation.

Keywords: Organisational Commitment, Emotions, organisational culture etc.

INTRODUCTION

The term Organisational Commitment is relatively new in India as very limited research have been done so far in India on this topic. This term basically deals with the mental state and situation of a person and the willingness level of a person to do the job for an organisation for very long time. The term describes the commitment level of a person to provide his services to the organisation after having some great experience with that organisation. This concept is applicable on both the Human Resource practices as well as to some extent in the Marketing practices. The customers also feel attached to some brand or a company on the basis of advertisement or the emotional feel provided by the company in their marketing to influence the sale of their product or service. The prime motive of Organisational Commitment is to have long run sustaining relationship between one stakeholder and the company.

In other words, Organisational Commitment is a description of how much an individual feels attached to an organisation. It is a state of bonding between one person and one organisation due to some agreement or happening of some event or transaction at a time. Organisational Commitment is moreover a field of employer-employee relationship and commitment towards the job and the organisation.

Organisational Commitment for an employee covers the areas like:

- Job security.
- Job satisfaction.
- Role analysis.

- Justice and equity at workplace.
- Social status by working with that organisation etc.

TYPES OF ORGANISATIONAL COMMITMENT

1. Affective commitment

Affective commitment relates to how much employees want to stay at their organization. If an employee is affectively committed to their organization, it means that they *want* to stay at their organization. They typically identify with the organizational goals, feel that they fit into the organization and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for organizations.

2. Continuance commitment

Continuance commitment relates to how much employees feel the need to stay at their organization. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organization. Possible reasons for needing to stay with organizations vary, but the main reasons relate to a lack of work alternatives, and remuneration.

A good example of continuance commitment is when employees feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Such examples can become an issue for organizations as employees that are continuance committed may become dissatisfied (and disengaged) with their work and yet, are unwilling to leave the organization.

3. Normative commitment

Normative commitment relates to how much employees feel they should stay at their organization. Employees that are normatively committed generally feel that they should stay at their organizations. Normatively committed employees feel that leaving their organization would have disastrous consequences, and feel a sense of guilt about the possibility of leaving.

Reasons for such guilt vary, but are often concerned with employees feeling that in leaving the organization they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do, negatively influence the performance of employees working in organizations.

OBJECTIVES OF THE STUDY

- To identify the factors affecting Organisational Commitment.
- To study the existing practices being followed by various organisations.
- To find out the ways to improve employee satisfaction and long run commitment for the organisations.

RESEARCH METHODOLOGY

For the purpose of our study, both the primary and secondary data have been used in the research. Exploratory Research has been done in this paper. The data from **50** people working in different fields have been compiled and secondary data from various online sources such as websites, articles, journals etc. have been used in this.

LIMITATIONS OF THE STUDY

- Limited time.
- Small size of sample.
- Attitudinal barriers on the part of respondents.

REVIEW OF LITERATURE

The levels of an employee's commitment have a direct bearing on the sustainability and profitability of any business firm. Pay and perks are just one dimension of the work place. The leadership must ensure that their employees are treated with kindness and fairness. Employers must have a lot of flexibility in their policies to ensure employee commitment (Vohra, 2003).

Management gurus, Robert M. Galford and Anne Seibold Drapeau (Drapeau, 2011), have identified three types of trust i.e. strategic trust, organizational trust and personal trust. Strategic trust is the faith people have in the organization's ability to do things right, in terms of its goals and strategies. Organizational trust is people's faith in the firm's processes, including the decision-making process; while personal trust is an employee's faith and confidence in the organizational leadership in the context of their integrity, confidence and vision.

DATA ANALYSIS AND FINDINGS

Q1- From how much time you are working with your organisation?
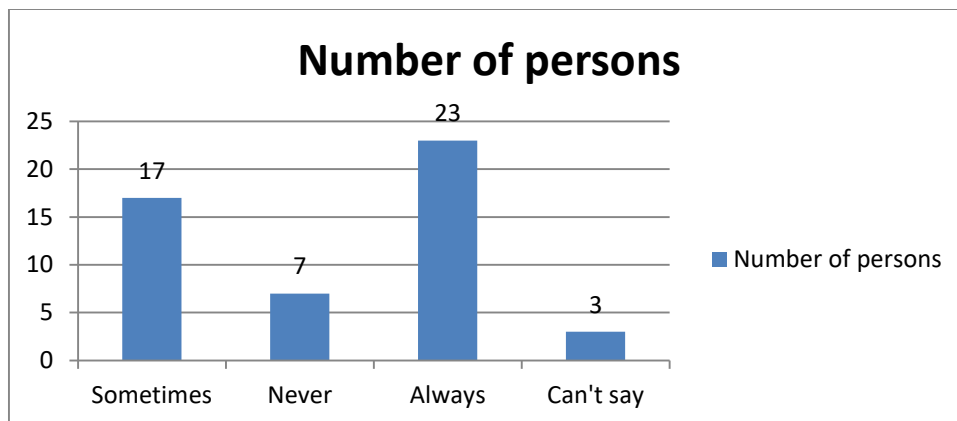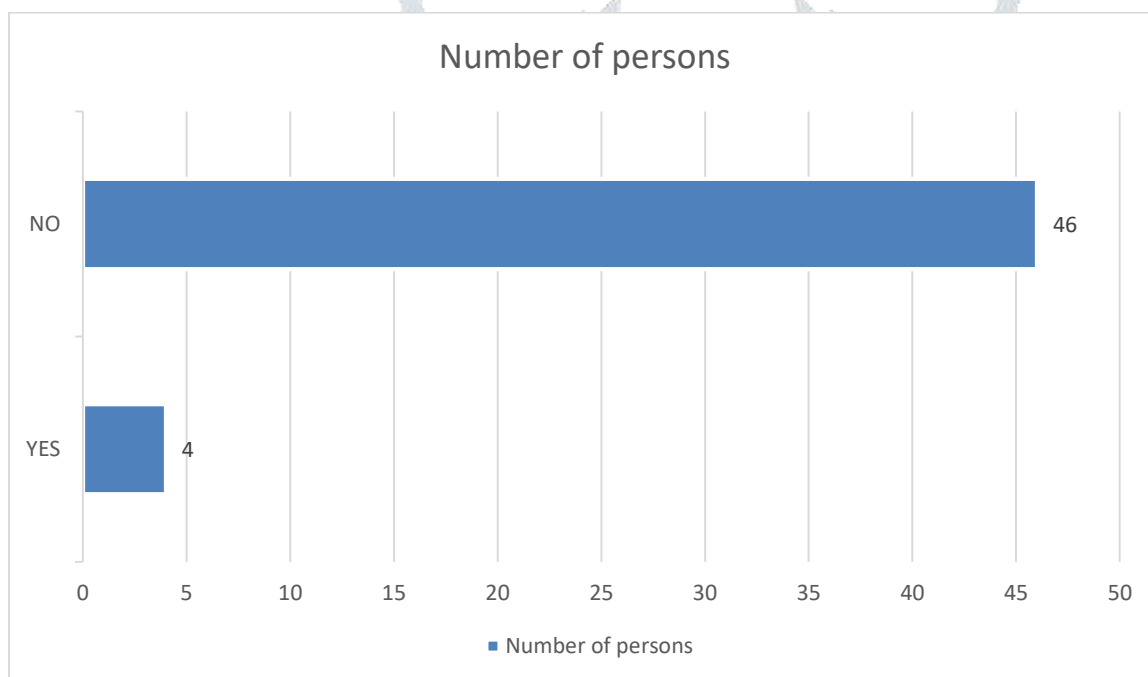
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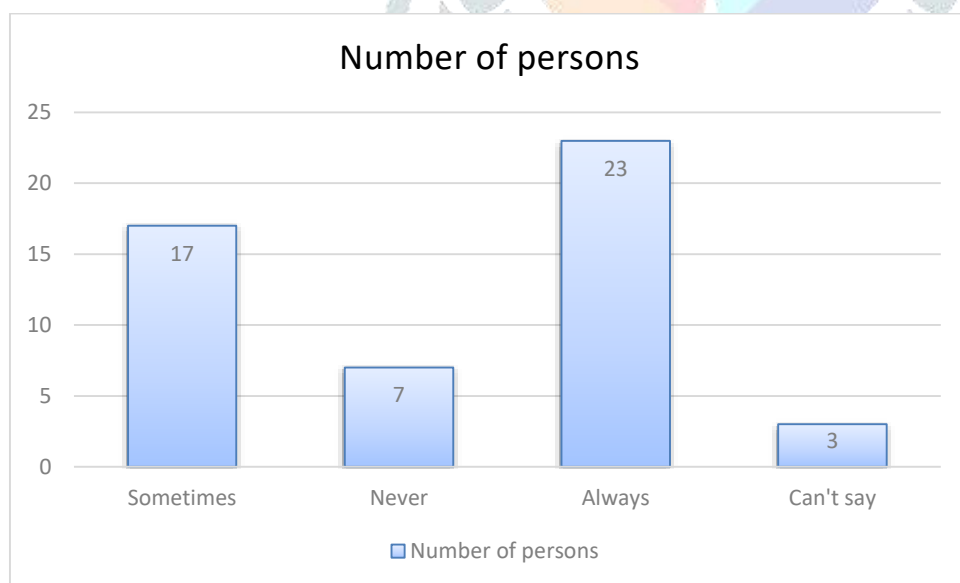
Interpretation:-

-19 persons have been working with their organisation from less than 2 years.

-10 persons have been working in the organisation from 2-5 years.

-13 persons found to be working with the organisation from 5-10 years.

-8 persons found to be working with an organisation for more than 10 years.

Q2- Do you feel a sense of commitment and attachment with the organisation?
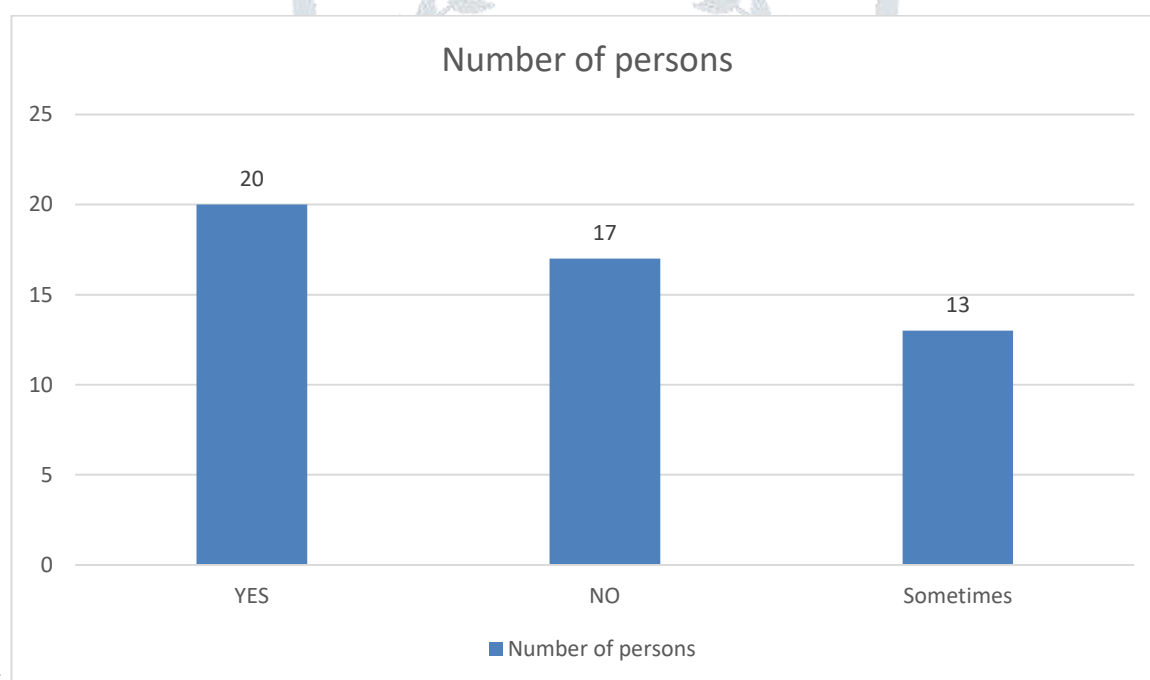
Answer:

Q3- Is there any Employee Grievance Redressal mechanism provided in your organisation?

Answer:

Q4- Do you think timely payment of salaries and other benefits creates a sense of Organisational Commitment?

Number of persons

YES, 8, 16%

Can't say, 18, 36%

NO, 24, 48%

- YES
- NO
- Can't say
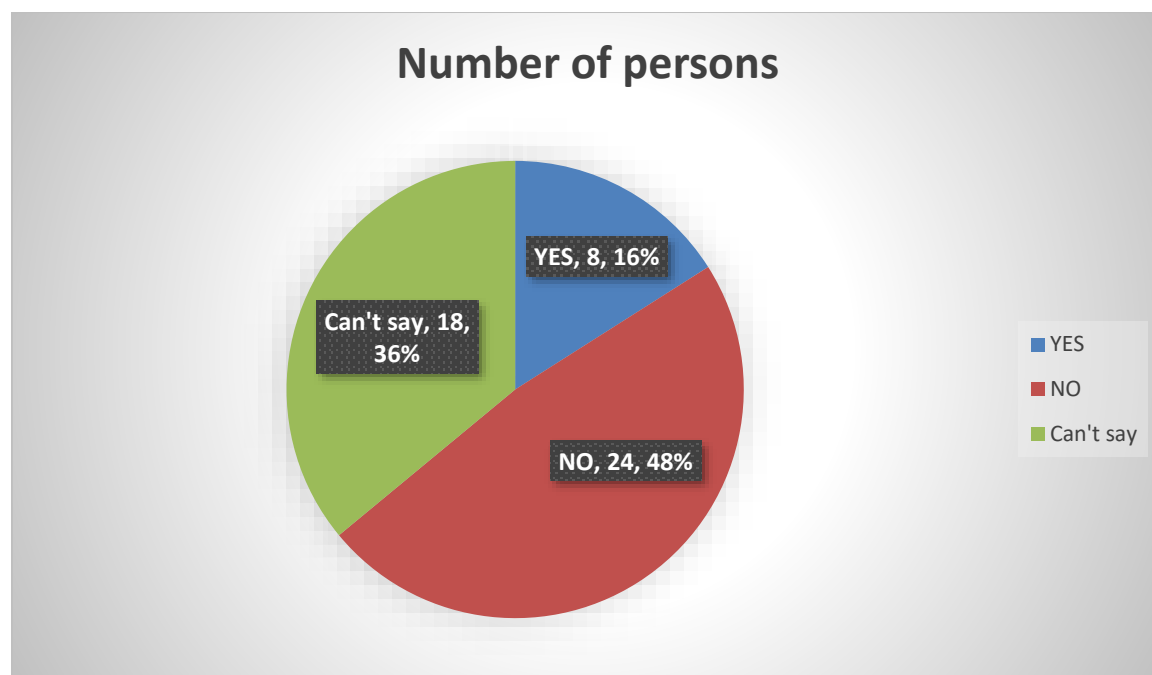
Q5- Whether you get any rewards or recognition for your personal achievements?

Number of persons

YES	20
NO	17
Sometimes	13

- Number of persons

Answer:

Q6- What according to you is the most important factor for organisational attachment?

Answer:

Number of persons

Category	Number of persons
Worklife balance and flexi-time	11
Non- Monetary Incentives	14
Behavior of people at work	20
Salary and fringe benefits	5

■ Number of persons
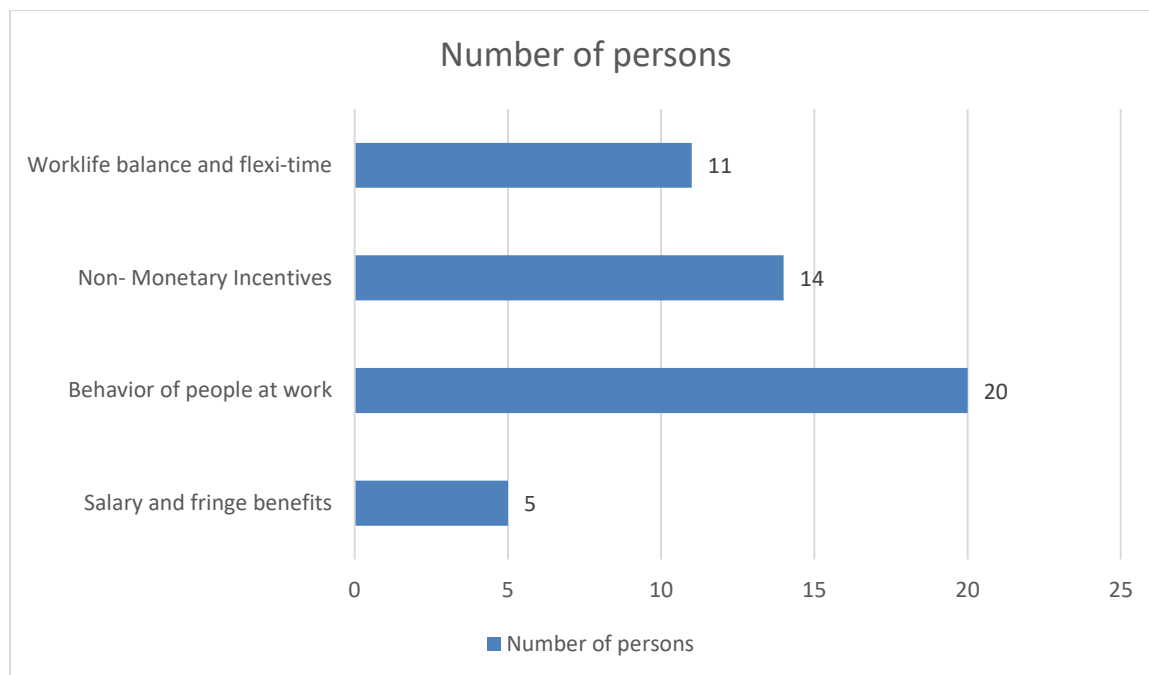
Q7- According to you, what role a Government can play in improving Job Satisfaction and Organisational Commitment?

Answer: Government can play a supportive role in Job satisfaction by the following means:

- By providing timely implementation of Government incentive plans for employees.
- By conducting HR compliance audit in private organisations where any kind of exploitation is suspected.
- By having a complaint cell and grievance redressal cell in each district to have enquiry on the serious matters of unfair behaviour adopted by any organisation.

SUGGESTIONS

- More stress should be given on identification of people with high emotional attachment with the organisation. The organisations can have long- run benefits from such people at work.
- Higher the level of Organisational Commitment will result in higher the level of productivity. Such factor is most crucial factor in the field of organisational psychology.
- There is a need of employee grievance cell in every organisation. As the resolution of employee grievance will help in creating an emotional attachment of the people with that organisation and such kind of employees will better serve the organisation in future.
- Exit interview is a method for improving the organisational practices which are oriented at employees. Such practices should be adopted by the organisations to have a check on their mistakes and further improve them.
- Employee commitment can be improved by the way of providing counselling and a sense of support from the leaders of the organisation. Effective leadership can play a vital role in creative affective commitment among employees.
- More focus should be given on "Participative Management" as it creates a sense of belongingness among the employees and their put their best efforts in achieving their targets. It will ultimately increase their productivity and morale for the organisation.

CONCLUSION

At last, after conducting this study, it can be said that "Affective Commitment" is the way the employees can be retained in an organisation for long time. Basically, affective commitment comes from various factors like behaviour of people at work, work environment and policies of the organisation etc. Proper care should be given to such factors to improve the organisational performance through affective commitment with the employees. There is a scope for further study on this topic because not much literature is available for the time being in India and the topic itself is in growth stage for the purpose of research and other studies.

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