

A Study on measurement of employee attitude towards organizational commitment: An Empirical Study

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Abstract

Every company hires employees from a variety of backgrounds in order to accomplish a shared aim. Working toward the goals of their company is a promise they make. Several studies have been carried out in an attempt to discover if there is a connection between an employee's attitude and their level of dedication to the firm in meeting criteria while adhering to established principles and regulations. The primary goal of these research is to examine the effect of employees' attitudes on their organization's commitment on their loyalty. It appears from the results of these studies that the attitude of employees toward their jobs contributes to the level of organisational commitment. Even if they have to work in an unappealing environment or earn a lower salary, employees who are content in their jobs are more likely to put in their best effort. More than 160 people were polled at Bangalore's MSMEs about their attitudes toward organisational commitment and the impact of gender on their job satisfaction. To arrive at these conclusions, we used the T-test and the Chi-square test. A variety of characteristics have been discovered to have a major impact on organisational commitment, and gender has a pronounced influence on the level of employee satisfaction seen in MSMEs.

Keywords: employee satisfaction, organizational commitment, job satisfaction

Introduction

In today's world where every organization is trying its best to employ an extremely efficient labour force for fulfilling the rising demands, some of the attributes such as commitment for the organization, attitude towards the organization can't be identified easily. A lot of organizational models and different studies state the way employees behave in situations that in return help in analyzing the results. The attitude of the employees that's related to job satisfaction as well as organization commitment is of utmost importance for the domain of organizational behavior and even for practicing HR management practices. The attitude of the employees for overall commitment for their organization is connected directly with employee satisfaction as well as loyalty. Some researchers say that there isn't any prominent evidence for the relationship between commitment and satisfaction, even though most of the researchers consider commitment and satisfaction to be inter-connected. Although employee satisfaction has got maximum attention regarding all the work

concerning attitudes, the commitment towards the organization has become recognized increasingly in researches on organizational behavior. Thus, it's considered that some of the attitudes might reflect the level of satisfaction of the employees while performing their job (Balamurugan and Dhivya, 2020).

In order for a change to be effective, one must first change one's mindset. The main issue is keeping up with the pace of change. In today's workplace, it's become a common occurrence. It's impossible to stop change; it's an inevitable part of life. There is a change in climate, technology, or the economy, which causes it to take place. Prior to implementing and initiating successful changes, it is essential to execute a systematic and full procedure for the transformation of organisational realities. As a result, a company's progress from one competitive level to another may be explained in part by its progress in developing its leadership capabilities. Employees' overall negative or positive evaluative judgments about the organization's implementation of a change might be used to determine their attitude toward it. It is the individual's interior condition that affects their choices. A person's predispositions, feelings, and ideas to act in support of a specific feature of the workplace environment might be categorised in this way (Kumari, 2016).

Literature Review

One of the most important aspects of the relationship between an organisation and its employees has been described as their commitment to the organisation as a whole. The degree and type of the connection between an employee and the organisation to which he or she is employed are viewed by some scholars as reflecting the attitude of commitment. It's the identification of an individual with a certain organisation and the organization's aims in order to sustain membership in order to achieve the organization's objectives. There are three primary components to a person's commitment to an organisation: a firm belief in the principles and aims of that organisation, a willingness to put forth significant work on behalf of that organisation, and a strong desire to remain a member of that organisation (Bashir and Long, 2015).

Commitment to an organisation is mostly based on the individual's ability to identify with the organisation and his involvement in it. This affective reaction goes much beyond a passive allegiance to a company. You can tell how well connected you are to your employer by how you treat your coworkers. Identifying yourself with a specific organisation and its goals for continuing your membership in order to achieve those goals is a form of affiliation. Loyalty towards an organisation, willingness to work for the organisation, objective and value congruency, and a desire to continue membership are all factors in this multidimensional concept of a member's loyalty. It primarily relates to an employee's willingness to put in extra effort for their employer. His or her readiness to work hard and an intention to remain with the organisation demonstrate their sense of commitment and dedication to their employer (Jordan et.al. 2017).

The feeling of willingness and dedication to go the additional mile and the desire to continue in the organisation is known as commitment. Multidimensionality provides a thorough understanding of the interaction between employees and their job behaviour. It's a factor that contributes to a person's sense of belonging to his or her workplace. To put it another way, high levels of performance and effectiveness at the

organisational and individual levels are the outcome of high levels of effort made by personnel with high levels of organisation commitment (Aladwan, Bhanugopan, & D'Netto, 2015).

Loyalty to the company and a desire to remain with it go hand in hand when talking about organisational commitment. It's the level to which employees have a strong sense of loyalty to a certain company. Understanding and explaining the work-related attitude of employees in a company can be greatly aided by looking at the organization's commitment. Absenteeism and employee turnover are both reduced as a result, which is good for business. Those employees who are particularly loyal to their employer have an impact on the company's overall performance. It also reveals how employees feel about the company they work for (Calvin and Mabaso,2018).

In addition to affecting productivity, attrition, and absenteeism, organisational commitment has a significant impact on the amount to which individuals identify with the organisation. It's a person's willingness to give their time and effort to an organisation. People and organisations depend on each other, and this is one of the most important factors in that relationship (Wang, 2015).

The organisational commitment consists of three major components of conceptualization. Affective commitment refers to feelings of love and affection toward an institution. It's been linked to a person's job history, their personality attributes, and the structure of their workplace. Is there a dedication to the job or the organisation that is primarily based on an awareness of the costs? People who are more committed to their jobs are more likely than those who aren't to stick around since they know what they're getting themselves into. The concept of "normative commitment" is primarily concerned with the idea of prerequisites for maintaining one's current position in one's current job. Employees who have a high degree of normative commitment believe that they must remain in their current positions for a longer period of time. It is possible to define normative commitment as the amount to which an individual is linked psychologically to an organisation through the internalisation of the organization's goals and ideals. All three types of devotion are prevalent in the lives of employees. There are three parts to a person's commitment to an organisation, each of which is influenced by a different set of antecedents. In addition, they have a direct impact on their work habits. The majority of managers think that it is tough to find personnel that are both committed to the firm and excel at their jobs (Haque and Aston, 2016).

It's possible to define change as the process of analysing the past in order to determine what activities are necessary for the future. It is possible to break down the factors of change into smaller, more manageable chunks. Managerial and academic environments are dominated by organisational changes. It demonstrates

the organization's diversity in its surroundings and the interconnectedness of human and technical operations within the organisation (Srivastava and Dhar, 2016).

Organizational transformation is a major issue for many businesses. The majority of these organisations have a clear purpose and a specific objective in mind. Additionally, their ability to seek those influences of objectives and quality of life, as well as the ability to survive, is what makes their efficiency so effective. Those who aren't on board with this decision and feel disrespected by it are likely to be cynics. Understanding that respect cannot be duplicated, but rather something you must embody, is critical for the leader. As a result, managers need to communicate with their employees throughout a major transition like this one (Anitha and Begum, 2016).

In the early days of social psychology, the role of attitude in explaining psychological phenomena was given a formal acknowledgement. Since the notion was first introduced into psychology's lexicon, there has been a steady rise in the number of people interested in it. However, during the last few years, a variety of methodologies and focuses have been used to examine this mindset. It's critical to characterise the attitude precisely because other studies have already done so. Operational and conceptual definitions of attitude can be found in some academic writings. The idea of "Attitude" has been defined in a variety of ways, resulting in a wide range of perspectives on the subject. It is primarily a neurological and mental state of readiness that is organised mostly via experience and exerts directive or dynamic impact on the individual's reaction to all situations and things. Attitude (Affum-Osei1, Acquah, and Acheampong, 2015).

Others define attitude as an evaluation statement that can be either favourable or unfavourable with regard to the events, people, and objects. As a result, they serve as a window into the thoughts and feelings of the speaker. Unfavorable statements, on the other hand, may have the opposite effect on the things, events, or people they refer to. Positive or negative feelings about oneself or one's surroundings can shape how one responds to other people, circumstances, or things, depending on one's attitude. Managers can also benefit from this definition. To begin, developing a positive outlook is something that can be taught. Next, an individual's attitude is defined by their predispositions toward the world's inherent characteristics. Third, an individual's interpersonal interactions and sense of belonging are supported by their attitude, which serves as a foundation for their feelings toward others. As a last point, an individual's attitude is well-structured and linked to the essence of their personality. Some attitudes survive over time, yet, as with any psychological trait, they are subject to change. In the opinion of some experts, employee satisfaction refers to how happy and content a worker is with his or her job (Haque, Fernando, and Caputi, 2019).

Objectives of the Study:

1. To find the reasons for measurement of employee attitude towards organizational commitment
2. To ascertain the significance of the reasons for measurement of employee attitude towards organizational commitment
3. To know effect of gender on employees job satisfaction in MSMEs of Bangalore.

Hypothesis of the study:

Ho1: There is no effect of gender on employee job satisfaction in MSMEs

Ha1: There is a significant effect of gender on employee satisfaction in MSMEs

Research Methodology:

The present study is descriptive in which the reasons for measurement of employee attitude towards organizational commitment have been studied. The sample size of the study is 160. The data were collected with the help of a structured questionnaire on a five-point scale and analyzed with the help of the mean values and t-test.

Table1 Demographic profile of the respondents

Variables	Number of respondents	%age
Gender		
Male	83	53%
Female	75	47%
Total	160	100%
Employees attitude plays an important role in the success of the organization		
Yes	106	66%
No	54	34%
Total	160	100%

Employee satisfaction depends on		
Salary	55	34%
Work environment	41	26%
Incentives	33	21%
Work timings	31	19%
Total	160	100%
How do satisfied employees contribute to their organization?		
Perform well	69	43%
Help colleagues with their work	42	26%
Voluntarily take up additional responsibilities	49	31%
Total	160	100%

Table 1 presents the demographic profile of the respondents on the measurement of employee attitude towards organizational commitment. There are 53% males and 47% females in the study. Among the respondents, 66% believe that an employee's attitude plays an important role in the success of the organization and 34% believe that it does not. 34% of the respondents think that employee satisfaction depends on salary, 26% think that it depends on the work environment, 21% think that it depends on incentives and 19% think that it depends on work timings. 43% of the respondents think that satisfied employees contribute towards their organization by performing well, 26% think that they contribute by helping colleagues with their work, and 31% think that they contribute by voluntarily taking up additional responsibilities.

Table 2 Mean Value of the measurement of employee attitude towards organizational commitment

Sr. No.	Factors for measurement of employee attitude towards organizational commitment	Mean Score
1.	It is important for the employees to be satisfied for making the organization successful	4.19
2.	Satisfied employees often overlook the shortcomings such as difficult	4.09

	work environment	
3.	Commitment is the force that drives the employees to be loyal to their organization	4.11
4.	Employees who have a high organizational commitment are difficult to find	4.05
5.	Change is something that every organization experiences regularly	4.08
6.	Salary is not the only thing on which the satisfaction of employees depend	4.15
7.	Employees need constant motivation to perform well	4.12
8.	Appreciation is one of the biggest motivational factors which impacts employee performance	4.02
9.	Organizational commitment is beneficial for the employee as well as his organization	4.13
10.	Satisfied employees are an asset to an organization	4.07

Table 2 shows the opinions of the respondents. It is observed that it is important for the employees to be satisfied for making the organization successful with the mean value of 4.19. It is followed by Salary is not the only thing on which the satisfaction of employees depends (4.15), Organizational commitment is beneficial for the employee as well as his organization (4.13), Employees need constant motivation to perform well (4.12). Further Commitment is the force that drives the employees to be loyal to their organization (4.11), Satisfied employees often overlook the shortcomings such as difficult work environment (4.09), Change is something that every organization experiences regularly (4.08), Satisfied employees are the asset for an organization (4.07) and Employees who have a high organizational commitment are difficult to find (4.05) were also considered important. Reasons like Appreciation is one of the biggest motivational factors which impacts employee performance (4.02) were also viewed as important.

Table 3

Sr. No.	Factors for measurement of employee attitude towards organizational commitment	Mean Score	t-Value	Sig
1.	It is important for the employees to be satisfied for making the organization successful	4.19	8.542	0.000
2.	Satisfied employees often overlook the shortcomings such as difficult work environment	4.09	6.869	0.000
3.	Commitment is the force that drives the employees to be loyal to their organization	4.11	6.926	0.000
4.	Employees who have a high organizational commitment	4.05	5.334	0.000

	are difficult to find			
5.	Change is something that every organization experiences regularly	4.08	5.903	0.000
6.	Salary is not the only thing on which the satisfaction of employees depend	4.15	7.461	0.000
7.	Employees need constant motivation to perform well	4.12	7.394	0.000
8.	Appreciation is one of the biggest motivational factors which impacts employee performance	4.02	6.859	0.000
9.	Organizational commitment is beneficial for the employee as well as his organization	4.13	7.552	0.000
10.	Satisfied employees are an asset for an organization	4.07	6.877	0.000

Table 3 shows the results of the t-test. It is found from the table that the significance value for all the statements is below 0.05, hence all the statements regarding the measurement of employee attitude towards organizational commitment are significant.

Table 4: Effect of gender on employee's satisfaction level

Gender	Satisfaction level			Total
	Low	Moderate	High	
Male	11	26	47	84
Female	39	21	16	76
Total	50	47	63	160
Value of Chi-square				31.144
Degree of freedom				2
p value				0.00

Table 4 shows the effect of gender on employee satisfaction level in MSMES in Bangalore. It is found from the table that the p-value is below 0.05 (.000) which is the significant value, hence null hypothesis was rejected and alternate hypothesis was accepted.

Conclusion

Organizational changes may necessitate a variety of methods from managers. The strong culture or subculture within the organisation may be more complex than the mainstream culture. Managers face a major problem in adopting adjustments that take into account the current corporate environment's rapid expansion.

In order to deal with organisational changes, you must treat and handle individuals as part of the change. Employee motivation can be greatly aided by ensuring that their jobs are secure. It's been shown that employees have a negative outlook on it, according to research. Employees may be made aware that they are partners in the company and that the success of the organisation is dependent on their contributions. Only a small minority of employees are content with their jobs and their employers.

In the study, it was determined that there are a number of criteria, including employee happiness, commitment, loyalty, changes in the organisation and remuneration, motivation and appreciation, that measure the employee's attitude toward organisational commitment. There is also a considerable gender gap in MSMEs when it comes to job satisfaction, according to the research.

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