THE IMPACT OF THE RELATIONSHIP BETWEEN SELF-ESTEEM AND COMMITMENT AMONG INDUSTRY EMPLOYEES IN CHENNAI

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ABSTRACT

The concept commitment has grown in popularity in the literature on industrial and organisational psychology. Early studies on commitment viewed the concept as a single dimension, based on an attitudinal perspective, embracing identification, involvement and loyalty. According to Porter et al (1974) an attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organisation. The present study aims to find out the Impact of the Relationship between Self-Esteem and Commitment among Industry Employees in Chennai. A sample of 112 respondents selected randomly were studied. A questionnaire method of survey was used to find out the Impact of the Relationship between Self-Esteem and Commitment among Industry Employees. The data were collected by using questionnaire as an instrument. One Way ANOVA, Independent sample t-test Correlation and Regression analysis was applied in the present study. The findings and observations are the result and outcome of the interpretations made during the study of analysis.

Key words: Self-esteem, Commitment and Industry Employees.

INTRODUCTION

Self-esteem is defined in many ways by the psychologist. Generally, it is understood that self-esteem is appreciation, worth, estimate of value. The report of the California Task Force (1990) to promote self-esteem and personal and social responsibility defined self-esteem as "appreciating my own worth and importance and having the character to be accountable for myself and to act responsibly towards others". Most psychologists stated that our self-image is affected by all the experiences we have – success, failures, compliments, "put downs", personal experiences, our expectations and others' expectations of us.

If a person places high values on being a superior student but is only an average or poor student, his self-esteem will suffer. The same person however, could value athletic ability and popularity over academic ability and consequently have a high self-esteem if he is accomplished in the first two areas. An individual's self-

esteem is based on a combination of objective information about oneself and subjective evaluation of that information.

The growth in popularity of relationship marketing has been explained as a response to the changed market environment, including heightened competition, changing structure of markets and the increased sophistication of customers. Traditional marketing theory developed in US consumer markets was based on the concept of market exchange and use of the marketing mix. Increasingly this has been considered inappropriate, particularly in industrial, service and business to business markets. One key aspect of relationship marketing is recognition of the importance of long-term relationships. Authors of services marketing literature suggested that retaining customers is increasingly important due to the heightened competition between suppliers with essentially similar services. Within the Industrial Marketing and Purchasing (IMP) Group, researchers considered the importance of understanding the complexities of relationships within the business-to-business markets. They stressed that maintaining relationships may be an important task for the seller and this could not be achieved simply by manipulating the marketing mix. This is a major change from previous marketing strategy in the industrial and consumer marketing literature, which focuses on the importance of the discrete purchase. Sheth and Parvatiyar (1995) observed that, to develop a comprehensive theory of relationship marketing, understanding is needed of why consumers choose to engage in relational behaviur with a supplier. They suggested that various influences are important motivators, including personal, social and institutional influences. The 'commitment-trust' theory of relationship marketing, offers an explanation of one motive for relational behaviour. It identifies that commitment is central to relational exchanges between the firm and its various stakeholders. Commitment and trust are regarded as essential because they lead directly to co-operative behaviours that are vital for long term, mutually beneficial relationships. They encourage co-operation between partners, emphasise long term rather than short term benefits of staying with existing relationships and give confidence that partners will not act opportunistically. Morgan and Hunt identified conditions that nurture commitment and trust and suggest that organisations need to focus on these if they wish to develop a co-operative network of market relationships. This contrasts with traditional marketing theory that suggests market relationships are characterized by the power or coerciveness of one partner over the other. Morgan and Hunt suggested that coercive power gives compliance between partners because they are compelled to do so, whilst partners committed to the relationship acquiesce because they want to do so.

REVIEW OF LITERATURE

Farahnaz Sadoughi & Kamal Ebrahimi (2015), "Self-esteem and Organizational Commitment Among Health Information Management Staff in Tertiary Care Hospitals in Tehran", Self-esteem (SE) and organizational commitment (OC) have significant impact on the quality of work life. This study aims to gain a better understanding of the relationships between SE and OC among health information management staff in tertiary care hospitals in Tehran (Iran). This was a descriptive correlational and cross-sectional study conducted on the health information management staff of tertiary care hospitals in Tehran, Iran. A total of 155 participants

were randomly selected from 400 staff. Data were collected by two standard questionnaires. The SE and OC was measured using Eysenck SE scale and Meyer and Allen's three component model, respectively. The collected data were analyzed with the SPSS (version 16) using statistical tests of independent T-test, Pearson Correlation coefficient, one-way ANOVA and F tests. The OC and SE of the employees' were 67.8, out of 120 (weak) and 21.0 out of 30 (moderate), respectively. The values for affective commitment, normative commitment, and continuance commitment were respectively 21.3 out of 40 (moderate), 23.9 out of 40 (moderate), and 22.7 out of 40 (moderate). The Pearson correlation coefficient test showed a significant OC and SE was statistically significant.

Fitnat Nazlı Sayğan (2011), "Relationship Between affective Commitment and self-esteem: A Conceptual Discussion", In this study, the affective commitment that is one of the components of organizational commitment put forth by Allen and Meyer (Allen, Meyer 1996) will be differentiated from the other commitment components. The importance of creating an emotional commitment to organizations will be examined and the organizational factors needed to form organizational commitment will be investigated. Also, organizational silence is a situation that the company avoided. In the study, the reasons and the drawbacks of silence are focused on and the factors that cause employees to remain silent are discussed. The aim of this study is intended to manifest the relationship of 'organizational silence' with affective commitment' which is one of the components of 'organizational commitment' on the basis of literature. In this study, a negative correlation between affective commitment and organizational silence is suggested.

OBJECTIVES OF THE STUDY

- To analyse the level of self-esteem among the industry employees.
- To know the level of personality among the industry employees
- To find out the Impact of the Relationship between Self-Esteem and Commitment among Industry Employees, Chennai.
- To find out the significant relationship between Self-Esteem and Commitment among Industry Employees.

METHODOLOGY

Primary data and secondary were used for data collection in the project report. First time collected data referred to as primary data. In this research, the primary data was collected by means of interview schedule. The interview schedule consisted of a number of questions in the printed form. The primary data was collected from 112 industry employees in Chennai. This type of secondary data was collected from the books and journals.

Justification of Sample Size

The researcher is particularly keen in selection of samples with adequate proportion of each category which provides representation of the respondents. The respondents selected through Simple Random Sampling method. 125 questionnaires distributed in the various industry employees in Chennai. Five respondents not

retuned the questionnaire and Eight respondents data incomplete answer the question, thus the researcher finalized the total number of the respondents as 112 for the study.

Methods of Data Collection

The investigator personally distributed the questionnaires to each member of the randomly selected sample. They were requested to answer the items in the booklet as per the instructions provided at the beginning of each questionnaire. Confidentiality of response was assured. The employees were co-operative and took one hour to fill the information in all the questionnaires. The questionnaires were collected by the investigator from the employees. The responses were scored as per the scoring key of the respective questionnaire. Then the results were tabulated, analysed and discussed.

Data Processing

The collected data were analysed using appropriate statistical techniques. In order to study the functional dependencies to indicate the likelihood of causal relationships between the variables, inferential statistical techniques of product moment correlation, step-wise regression, One Way ANOVA and Independent sample t-test were computed.

Tools Descrption

Self-esteem Scale:

It was developed by the investigator based on Rosenberg self – esteem scale (SES) (1965) and Sorensen self – esteem test (Sorensen, 2006). The self-esteem scale in this study consists of 26 items, and was used to measure individual self – confidence, self – emotion and self – oppression. Accordingly, the scale is divided into above three sub dimensions. First subscale "self – confidence", consists of 9 items. Second subscale "self – emotion", also comprises of 9 items. Third subscale "self – oppression" includes 8 items. Self-esteem scale was scored using a 5 – point Likert-scale response format ranged from 5 = strongly agree to 1= strongly disagree. While negative items' scores were reversed as 1= strongly agree and 5 = strongly disagree.

Dimensions

S.No.	Dimension Name	Item Number
1.	Confidence	1, 2, 3, 4, 5, 6, 7, 8, 9
2.	Emotion	10, 11, 12, 13, 14, 15, 16, 17, 18
3.	Oppression	19, 20, 21, 22, 23, 24, 25, 26

Commitment Questionnaire

Commitment Questionnaire constructed by R.T.Mowday, R.M.Steers, L.W. Porter (1979) was used in this study. 15 Items 5 Point Scale. Question Number 3,7,9,11,12 and 15 are reverse scored.

ANALYSIS AND INTERPRETATION

Table 1

Showing Mean, SD and t-ratio of Gender groups on the basis of their Self-esteem among industry employees

Gender	N	Mean	Standard Deviation	t-ratio	Probability Value
Male	72	42.75	3.69	2.88	0.01*
Female	40	44.30	2.00		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between self-esteem among industry employees on the basis of their Gender.

Table 1 reveals the Mean scores, SD and t-ratio of Gender groups on the basis of their self-esteem among industry employees. It is evident from the table that respondents having female (44.30) show higher self-esteem than male groups. But this difference is statistically proved, as the obtained t-ratio (2.88) is significant at 0.01 level. Hence, the hypothesis that female will have high mean value than male is accepted. So it is concluded that, there is a significant difference between the self-esteem on the basis of their Gender.

Table 2

Showing Mean, SD and F-ratio of Designation groups on the basis of their Self-esteem among industry employees

Designation	N	Mean	Standard Deviation	F-ratio	Probability Value
Technical Engineer	37	42.86	4.22	4.028	0.01*
Senior Technical Engineer	65	43.14	2.69		
Manager	10	46.00	0.02		
Total	112	43.30	3.27		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Designation.

Table 2 reveals the Mean scores, SD and F-ratio of Designation groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having Manager group (46.00) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (4.028) is significant at 0.01 level. Hence, the hypothesis that Manager group will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Designation.

Table 3

Showing Mean, SD and F-ratio of Martial Status on the basis of their Self-esteem among industry employees

Martial Status	N	Mean	Standard Deviation	F-ratio	Probability Value
Single	32	44.84	2.85		
Married	73	42.90	3.22	7.618	0.01*
Separated	7	40.43	2.70		
Total	112	43.30	3.27		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Marital Status.

Table 3 shows the Mean scores, SD and F-ratio of Marital Status groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having unmarried group (44.84) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (7.618) is significant at 0.01 level. Hence, the hypothesis that unmarried group will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Marital Status.

Table 4

Showing Mean, SD and F-ratio of Department on the basis of their Self-esteem among industry employees

Department	N	Mean	Standard Deviation	F-ratio	Probability Value
Administration	24	46.00	0.00		
Maintenance	30	43.13	2.81		
Technical	50	42.08	3.71	8.074	0.01*
Others	8	45.17	1.66		
Total	112	43.30	3.27		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Department.

Table 4 shows the Mean scores, SD and F-ratio of Department groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having Administration department group (46.00) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (8.074) is significant at 0.01 level. Hence, the hypothesis that Administration department group

will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Department.

Table 5

Showing Mean, SD and F-ratio of Monthly Gross Salary on the basis of their Self-esteem among industry employees

Monthly Gross Salary	N	Mean	Standard Deviation	F-ratio	Probability Value
Rs.21,000-Rs.35,000	19	43.16	4.30		
Rs.36,000-Rs.50,000	39	41.18	3.11		
Rs.51,000-Rs.60,000	44	44.64	1.92	13.723	0.01*
Above Rs.60,000	10	46.00	0.00		
Total	112	43.30	3.27		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Monthly Gross Salary.

Table 5 exhibits the Mean scores, SD and F-ratio of Monthly Gross Salary groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having Above Rs.60,000 monthly gross salary group (46.00) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (13.723) is significant at 0.01 level. Hence, the hypothesis that Above Rs.60,000 monthly gross salary group will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Monthly Gross Salary.

Table 6

Showing Mean, SD and F-ratio of Years of experience on the basis of their Self-esteem among industry employees

Years of experience	N	Mean	Standard Deviation	F-ratio	Probability Value
Below 10 years	24	45.17	1.66		
11 to 20 years	30	43.13	2.81		
21 to 30 years	50	42.08	3.71	8.074	0.01*
Above 30 years	8	46.05	0.00		
Total	112	43.30	3.27		

Source : Primary Data

* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Years of experience.

Table 6 shows the Mean scores, SD and F-ratio of Years of experience groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having Above 30 years of experience group (46.05) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (8.074) is significant at 0.01 level. Hence, the hypothesis those Above 30 years of experience group will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Years of experience.

Table 7

Showing Mean, SD and F-ratio of Education on the basis of their Self-esteem among industry employees

Education	N	Mean	Standard Deviation	F-ratio	Probability Value
Under Graduate	11	43.18	3.43		
Post Graduate	16	42.69	3.72	4.357	0.01*
Professional	85	46.08	0.09		
Total	112	43.30	3.27		

Source : Primary Data
* Significant at 0.01 level

Hy : There is a significant difference between Self-esteem among industry employees on the basis of their Education.

Table 7 reveals the Mean scores, SD and F-ratio of Education groups on the basis of their Self-esteem among industry employees. It is evident from the table that respondents having Professional qualified group (46.08) show higher Self-esteem than other groups. But this difference is statistically proved, as the obtained F-ratio (4.357) is significant at 0.01 level. Hence, the hypothesis those Professional qualified group will have high mean value than other is accepted. So it is concluded that, there is a significant difference between the Self-esteem on the basis of their Education.

Table 8

Correlation between the Self-esteem and commitment among industry employees

	Self-Esteem	Probability Value
Commitment	0.266*	0.012

Source : Field Survey
* Significant at 0.01 level

Self-esteem is positively and significantly related to commitment (0.266). So there is a positive relationship between self-esteem and commitment among the industry employees. So, impact of the relationship between self-esteem and commitment among industry employees.

Table 9

Stepwise regression analysis predicting Self-esteem and commitment

Sl.No	Step/Source	Cumulative R^2	ΔR^2	Step t	P
1.	Commitment	0.227	0.078*	3.214	0.01
2.	Confidence	0.266	0.082	2.891	0.01
3.	Emotion	0.341	0.142	3.334	0.01
4.	Oppression	0.366	0.091	2.991	0.01

Source : Field Survey   * $P < 0.01$

Constant value = 22.092

Four variables namely commitment and self-esteem dimension have significantly contributed for predicting the self-esteem. The variable commitment predictive value of self-esteem seems to be 0.227, when paired with the variable confidence it is 0.266, when paired with the variable emotion it is 0.341 and when paired with the variable oppression it is 0.366. The predictive value of these variables separately is 0.01.

MANAGERIAL IMPLICATIONS

Research into understanding the meaning of commitment used by individuals is important for a number of reasons. First, if commitment is associated with successful relationships, it is useful to identify behaviour that manifests commitment. These behaviours can then be encouraged and rewarded. Second, problems with existing measurement instruments are outlined above and so there is a need for new approaches. Underlying constructs need to be clearly identified in order to develop ways of more accurately measuring commitment. Third, different meanings of commitment held by service providers (professionals) and their customers (clients), may impact on relationship outcomes. For example if a professional holds one meaning of commitment and manifests these behaviours, whilst a client uses another meaning, their lack of shared understanding may cause a problem in their relationship. We suggest that as commitment has been identified as an important component of successful market relationships, it is critical that there is clarity about what is meant by commitment. This paper has indicated that there is an urgent need for additional research to explore the meaning of this concept within the context of exchange relationships with self-esteem and commitment among industry employees.

In this study self-esteem and affective commitment is discussed. In order to create affective commitment, the psychological needs of the employees such as feeling comfortable and competent have to be fulfilled. When employees perceive that "their" organization acts as a "true organization", they generate positive images about it. Self-esteem is a general attitude of employees who choose to remain silent to not have negative repercussions from the managers. The employees don't dare to speak about certain issues to their supervisors. Employees consider that there is no possibility to change the undesired organizational conditions and therefore they refuse to take an action. Organizational silence makes them lose their self-esteem. The climate of silence doesn't let the employees to commit the organization in an emotional way. Consequently, it is claimed that in these kinds

of organizations there exists continuance and normative commitment and a negative relationship is observed between silence and affective commitment.

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