



# **A Study on measurement of employee attitude towards organizational commitment: An Empirical Study with special reference to MSMEs in Bangalore**

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## **Abstract**

Every organization hires people coming from diverse backgrounds for some common goal to fulfill them. They commit themselves to work towards achieving the objectives of their organization. Studies have been done for establishing a relationship between the attitude of the employees and the commitment they have for their organization for fulfilling the requirements while following the principles and policies. The main aim of these studies is to understand the impact of the attitude of the employees towards the commitment they have for their organization causing additional loyalty. These studies also try to find out if the attitude of the employees causes job satisfaction that results in organizational commitment. The assessment of these researches indicates that the organizational commitment happens because of the attitude of the employees that causes job satisfaction. Employees who are satisfied in an organization even if they need to face some challenges such as an uncomfortable work environment, lesser pay, etc. give their best. A sample of 160 respondents was surveyed to know reasons for measurement of employee attitude towards organizational commitment and effect of gender on employee's job satisfaction in MSMEs of Bangalore. T- Test and Chi-square test were applied to get the results. It is found that there are different factors that are significantly important for organizational commitment and there is a significant effect of gender on employee satisfaction level 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 labor 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**).

Change is effective only when there's a change in the attitude. The only problem is following the change. It's become a prominent aspect of organizational life. Change is a natural phenomenon and it is not possible to control it. It happens when there's some kind of development in climate, technology, or economy. A prerequisite for organization change management is regarding implementation and initiation of successful changes that's important for conducting a systematic and complete process for the transformation of the realities of the organization. For this, the development of leadership has an important role to play since it's the main factor in this process of transformation of the organization which might explain the move from competitive level to the other one. The attitude towards the change in the organization could be defined as the overall negative or positive evaluative judgment of the employee which is implemented by an organization. It's the internal state which impacts the choices of the individual. It's some of the regularities of the feelings of an individual, his predispositions and thoughts to act for a particular aspect of the environment of the organization he or she is working in (**Kumari, 2016**).

## Literature Review

Organizational commitment has been described widely as one of the key factors regarding the relationship that exists between the organization and the individuals. Some researchers conceive commitment to be an attitude that reflects the quality and nature of the link between the employee and the organization he is working for. It's the identification of the individual with a specific organization and the goals of the organization for maintaining membership for attaining the goals. There are mainly 3 factors of commitment towards an organization that is: firm belief in the values and goals of an organization, the willingness to put in a considerable amount of effort for his or her organization, and a firm desire for maintaining membership within the organization (**Bashir and Long, 2015**).

Commitment towards an organization is mainly the relative power of the identification of an individual as well as his involvement in some specific organization. It's the affective response that moves way beyond passive loyalty towards an organization. It's the attitude that reflects the quality and nature of the linkage between the employee and his organization. It's the identification of an individual with some specific organization as well

as its goals for maintaining the membership for attaining the goals. It's multidimensional and involves the loyalty of the employee towards an organization, the willingness for exerting efforts on behalf of his or her organization, the extent of goal as well as value congruency with his or her organization, and a desire for maintaining the membership. It mainly refers to the willingness of the employee for exerting additional effort in an organization. It's the feeling of commitment and dedication towards the organization that employs him or her, his willingness for working hard, and an intent to be with the organization (**Jordan et.al. 2017**).

The commitment towards the organization is the feeling of willingness and dedication for going that extra mile and the willingness for staying within the organization. It's the multidimensional concept which offers a comprehensive insight into the relationship between the employees and their work behavior. It's a factor that helps in promoting the attachment of an individual with his or her organization. In other words, a high level of performance, as well as effectiveness at the organizational and the individual level, are the result of the high level of efforts which are exerted by the employees having a high level of organization commitment (**Aladwan, Bhanugopan, and D'Netto, 2015**).

Organizational commitment signifies loyalty as well as an intention of staying with the firm, apart from the personal interests for employment. It's the extent to which the employees feel loyal towards a specific organization. Organizational commitment can be a very crucial factor for understanding as well as explaining the work-related attitude of the employees working in an organization. It's quite beneficial for an organization because it helps in reducing the rate of absenteeism and the turnover ratio. The employees who are extremely committed to an organization contribute towards the performance of an organization. It also reflects the attitude of the employees toward the organization where they work (**Calvin and Mabaso,2018**).

The organizational commitment holds a lot of significance as it's related to work efforts, turnover rate, and absenteeism, it's also concerned with the extent to which the employees identify within the organization. It's the willingness of an individual for dedicating loyalty and efforts towards an organization. It may be described as the main factor within the link between organizations and individuals (**Wang, 2015**).

There are 3 main components of conceptualization belonging to the organizational commitment. The first one is affective commitment which refers to a sense of attachment and feelings of affection towards an organization. It's been associated mainly with the work experience, the traits of an individual, and the structure of an organization. Next, is continuance commitment which refers mainly to the consciousness of costs regarding the job or the organization? The employees having an elevated extent of continuance commitment often stay with the organization since they know about the risks, need, sacrifices, and the low options related to quitting the job. Normative commitment mainly refers to the sense of requirements for continuing employment. The employees who have an elevated extent of normative commitment consider that they need to stay within the organization or the job for a longer time. Normative commitment can be defined as the extent to which the individual is associated psychologically with an organization through the process of internalization of its goals, vision, principles, objectives, mission, and values. The employees experience mainly all 3 forms of commitment. Psychological state reflects the 3 components of the commitment towards an organization which develops as a function of different antecedents. They also have implications for their

work behavior. Most of the managers agree to the fact that it's difficult to look for employees having a high level of organizational commitment as well as task performance (**Haque and Aston, 2016**).

Change can be defined as the process to assess the past for eliciting the current actions which are needed for the future. The variables of change could be defined in a series of interconnected elements. Organizational changes are at forefront of a managerial and academic environment. It shows the diversity of the organization within its environment and even interaction of human and technical activities which had interconnected dimensions within the organization (**Srivastava and Dhar, 2016**).

It's important to state that a lot of organizations deal mainly with organization changes regularly. The organizations are mainly purposive and goal-oriented entities. Also, their efficiency is to pursue those influences of goals and quality of life and also the ability for surviving. These unexpected changes would create a lot of cynics who don't really agree with this decision and also feel disrespected. The leader needs to understand that respect that isn't something that can be imitated, but something that you should embody. As such, the managers need to consider a consultation with the employees during this kind of major change (**Anitha and Begum, 2016**).

The significance of attitude for understanding the psychological phenomena was assigned a formal recognition at the early stages in the history of social psychology. Right from the time of the entry of the concept into the language of psychology till now, the interest in the attitude grows and is also strong. However, in past few years, the attitude has been studied with the help of different methods and emphasis. It's important to precisely define the attitude since several papers have given the description. Some papers define attitude in 2 ways, operational and conceptual. There's a lot of difference in the conceptual definition given for "Attitude" and divergent viewpoints regarding the whole concept have been developed. Attitude is mainly a neural and mental state for the readiness which is organized mainly through experience and exerts directives or the dynamic influence on the response of the individual for all the situations and the objects (**Affum-Osei1, Acquah, and Acheampong, 2015**).

Some researchers also define attitude as an evaluative statement and could be either unfavorable or favorable concerning the events, people, and objects. Thus, they reflect the way an individual feels regarding something. Some favorable statements give a positive effect regarding concerned objects, events, or persons whereas the unfavorable statements might give a negative impact. Attitude is a negative or positive feeling or the mental condition for learned, organized, and readiness through experience which exerts particular influence on the response of the individual for people, situations, or objects. The definition has a few implications for the managers too. Firstly, the attitude is learned. Next, attitude defines the predispositions of an individual towards the given attributes of the entire world. Third, attitude provides an emotional base of the interpersonal relationships of an individual and the identification with the other members. Lastly, attitude is organized and is closed to the core of the personality of an individual. Some of the attitudes are enduring as well as persistent, and still like every psychological variable, the attitude might change. Some researchers state that employee

satisfaction is considered to be the extent to which an individual is fulfilled and gratified by the work he or she is doing (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        |
|--|-----------------------|-------------|
| <b>Gender</b>  |                       |             |
| Male   | 84                    | 53%         |
| Female   | 76                    | 47%         |
| <b>Total</b>   | <b>160</b>            | <b>100%</b> |
| <b>Employees attitude plays an important role in the success of the organization</b> |                       |             |

|   |            |             |
|---|------------|-------------|
| Yes   | 106        | 66%         |
| No  | 54         | 34%         |
| <b>Total</b>  | <b>160</b> | <b>100%</b> |
| <b>Employee satisfaction depends on</b>                             |            |             |
| Salary  | 55         | 34%         |
| Work environment  | 41         | 26%         |
| Incentives  | 33         | 21%         |
| Work timings  | 31         | 19%         |
| <b>Total</b>  | <b>160</b> | <b>100%</b> |
| <b>How do satisfied employees contribute to their organization?</b> |            |             |
| Perform well  | 69         | 43%         |
| Help colleagues with their work                                     | 42         | 26%         |
| Voluntarily take up additional responsibilities                     | 49         | 31%         |
| <b>Total</b>  | <b>160</b> | <b>100%</b> |

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 work environment     | 4.09       |
| 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 are difficult to find                  | 4.05       | 5.334   | 0.000 |
| 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         |
| <b>Total</b>        | 50                 | 47       | 63   | <b>160</b> |
| Value of Chi-square |                    |          |      | 31.1437    |
| 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

Managers might have to adopt a few approaches for handling organizational changes. The dominant culture that exists in the organization might not be that complex as the weak culture or subculture in the organization. It poses the biggest challenge in front of the managers for introducing changes keeping in mind the rapid growth in the present business environment. A change includes people, treating and handling them is crucial for addressing the changes within the organization. Job security may be considered to be a very potent tool that motivates the employees. Studies prove that employees often have a very negative attitude toward it. Management might make its employees understand that they're a partner in their business and the organizational life of the employees depends on constructive contributions that are made by these people. Only a few of the employees are happy and satisfied with their organization.

The study concludes that there are different factors such as employee satisfaction, commitment, loyalty, changes in organization, salary, motivation, appreciation that measures the employee attitude towards organizational commitment and it is found that all the above factors are significantly important for organizational commitment. It is also found that there is a significant difference between the satisfaction level among male and female employees in MSMEs.



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