

# Effect of Employee commitment on Work Commitment and Organizational Development: A case study with special reference to selected Cement Industries in Rajasthan

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**Abstract :** Rajasthan state has a significant number of cement industries. Cement industries play a very important role in GDP of India. This study reveals that an employee who affectionately related to company, willing to remain continue in the organization and also feel obligation towards employer will show strong work commitment which lead to build organizational development. This study finds that there is a positive relation between the three basic independent variables (Affective Commitment, Continuance Commitment and Normative Commitment) and a work commitment. It also explores a positive correlation between the work commitment and organization development. Statistical Package for Social Science (SPSS 20) has been used to elaborate a correlation between independent variables and dependent variables. Pearson correlation and Regression analysis used in SPSS 20 in order to find out correlation between independent and dependent variables with sample size of 200.

**Key Words:** Affective commitment, Continuance Commitment, Normative Commitment, Work Commitment, Organizational Development.

## I. INTRODUCTION

In today's Indian scenario cement industries are facing new challenges due to advanced technology, rapidly changing demands etc. In order to ensure that an organization performs up to an optimum level, employee should be committed to organization need. So it very important to explore the relation between commitment level and organizational development. A survey has been conducted in various cement industries in Rajasthan with more than 80 questions and sample size 200.

Commitment can be simply defined as an emotional attachment, belongingness and obligation towards organization. They have given special appearance in the organization because they significantly help to achieve organization development (OD) in terms of goals and objectives. Committed employee shows very less withdrawal behavior and willing to be in the organization with sufficient degree of commitment. Less committed employee generally has neutral and negative views, orientation etc. towards organization. High level of committed employee definitely has a high level work and job satisfaction. A feeling of oneness in the employee can be enhanced through regular involvement of an employee in various activities of an organization. It can be done through taking into consideration various suggestions, opinions up to a certain level.

Meyer and Allen explores the basic classification of organizational commitment as Affective commitment (emotional belongingness towards organization), continuance commitment (willingness to continue with the organization) and normative commitment (sense of obligation towards organization). The objective of this paper is to find out an impact of employee commitment on work commitment and organizational development in cement industries in Rajasthan, which helps to bring an organization to a new height of success.

The main objectives of this study are

- To reveal effect of Affective commitment on Work commitment.
- To study the effect of Continuance commitment on Work commitment.
- To know the correlation between Normative commitment and Work commitment.
- To explore an impact of Work commitment on Organizational development.

## II. LITERATURE REVIEW

### A. Employee Commitment

Degree of devotion which an employee feels for an organization is called an employee commitment (Akintayo, 2010). Grusky (1966) describe the commitment as a feeling of the relationship of an employee to the system. Employees' positive attitude (Zheng, 2010) towards an organization is basically an employee commitment. Ali (2010) explores a positive relation between organizational commitment and employee performance. They finally summarized that performance of an organization can be enhanced through employee commitment by including them in various social and other activity on an organization. Employee relationship with an organization (Meyer and Allen, 1997) can be characterized by the psychological state known as employee commitment.

**B. Work Commitment**

Lawler and Hall's (1970) describe the work commitment as employment's being in the center of one's self. According to Kanungo (1982), an individual's psychological identification with own work simply known as work commitment. (Çakır, 2001) elaborate that parameters which positively affect own self-esteem is the work commitment. According to Igarria and Siegel (1992) the psychology with own work of an individual can be simply known as work commitment. Lodhal and Kejner (1965) define the work commitment as a degree of identification of a person with the work.

**C. Organizational Development**

Bennis (1969) defined an organizational development as a change of attitudes, values, beliefs and structure of organizations in order to opt better technology and methodology which moves an organization towards positive sense. According to Cummings and Worley (2005) transfer of behavioral science knowledge to the planned development and other relevant process that lead to organization effectiveness is known as organizational development. Organizational development consist (Margulies and Raia, 1972) of action interventions, organizational diagnosis and data gathering.

**III. Research Methodology**

**A. Objectives of work**

1. To explore relationship between employee commitment and work commitment.
2. To explore connection between organizational development and work commitment.

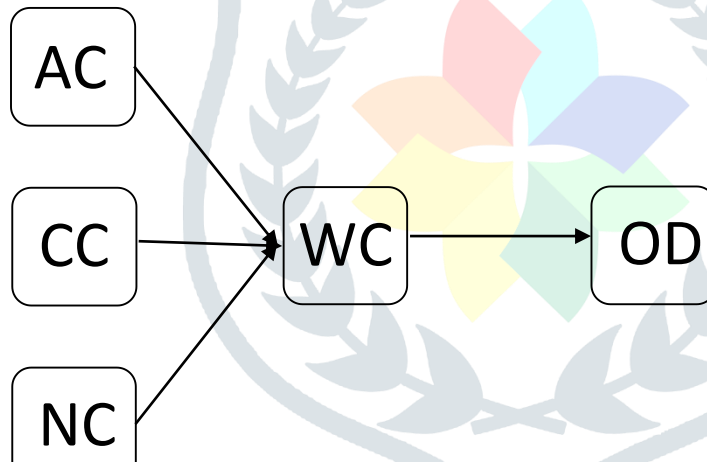
**B. Size of Sample**

This research consists of 200 samples. Respondents have a numerous demographic parameters like marital status, age, education, gender and work experience.

**C. Population of the study**

There is a finite population is assumed in the study and all technical and official employee from cement industry in Rajasthan form a population.

**D. Proposed Model**



**E. Research Hypothesis**

- Hp<sub>1</sub> = Found no imperative association between Affective commitment and work commitment.
- HQ<sub>1</sub> = Found an imperative association between Affective commitment and work commitment.
- Hp<sub>2</sub> = Found no imperative association between Continuance commitment and work commitment.
- HQ<sub>2</sub> = Found an imperative association between Continuance commitment and work commitment.
- Hp<sub>3</sub> = Found no imperative association between Normative commitment and work commitment.
- HQ<sub>3</sub> = Found an imperative association between Normative commitment and work commitment.
- Hp<sub>4</sub> = Found no imperative association between Employee commitment and work commitment.
- HQ<sub>4</sub> = Found an imperative association between Employee commitment and work commitment.
- Hp<sub>5</sub> = Found no imperative association between work commitment and organizational development.
- Hp<sub>5</sub> = Found an imperative association between work commitment and organizational development.

**IV. RESEARCH ANALYSIS**

**Table1: Affective Commitment: Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.713	6

Calculated Value for cronbach's alpha is 0.713. This is above 0.70 which indicates that correlation test may be executed.

**Table 2: Continuance Commitment: Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	6

Calculated Value for cronbach's alpha is 0.876. This is above 0.70 which indicates that correlation test may be executed.

**Table 3: Normative Commitment: Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.708	6

Calculated Value for cronbach's alpha is 0.708. This is above 0.70 which indicates that correlation test may be executed.

**Table 4: Work Commitment: Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.710	6

Calculated Value for cronbach's alpha is 0.710. This is above 0.70 which indicates that correlation test may be executed.

**Table 5: Organizational Development: Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.720	6

Calculated Value for cronbach's alpha is 0.720. This is above 0.70 which indicates that correlation test may be executed.

**Table 6: Overall Reliability test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.941	5

Calculated Value for cronbach's alpha is 0.941. This is above 0.70 which indicates that correlation test may be executed.

**Table 7: Correlation Study between Affective Commitment and Work Commitment**

		Affective Commitment	Work Commitment
Affective Commitment	Pearson Correlation	1	.749**
	Sig. (2-tailed)		.000
	N	200	200
Work Commitment	Pearson Correlation	.749**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 7 shows number of respondents, significant values and Pearson correlation with non-missing values. For AC and WC, obtain value of Pearson correlation is 0.749 which tends towards +1 and indicates a strong relation between them. This explores that positive increase in one variable will result in positive change in the other too. **P** has a significant value .000 which is less than .01, hence the correlation between work commitment and affective commitment is positive and significance level is 95%.

**Hence the null Hypothesis  $H_{P1}$  is prohibited mean found an important relationship between the Affective and Work Commitment.**

**Table 8: Continuance Commitment and Work Commitment: Correlation Analysis**

		Work Commitment	Continuance Commitment
Work Commitment	Pearson Correlation	1	.854**
	Sig. (2-tailed)		.000
	N	200	200
Continuance Commitment	Pearson Correlation	.854**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows number of respondents, significant values and Pearson correlation with non-missing values. For CC and WC, obtain value of Pearson correlation is 0.854 which tends towards +1 and indicates a strong relation between them. This explores that the change in one variable will result in positive change in the other too. **P** has a significant value .000, hence the correlation between work commitment and continuance commitment is positive and significance level is 95%.

**Hence the null Hypothesis  $H_{P2}$  is rejected mean found an important connection between the Continuance and Work Commitment**

**Table 9: Correlation Analysis between Normative Commitment and Work Commitment**

		Work Commitment	Normative Commitment
Work Commitment	Pearson Correlation	1	.801**
	Sig. (2-tailed)		.000
	N	200	200
Normative Commitment	Pearson Correlation	.801**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 9 shows number of respondents, significant values and Pearson correlation with non-missing values. For NC and WC, obtain value of Pearson correlation is 0.801 which tends towards +1 and indicates a solid optimistic relation between them. This explores that optimistic increase in one variable will result in positive change in the other too. **P** has a significant value .000 which is less than .01, hence the link between work commitment and normative commitment is optimistic and significance level is 95%.

**Hence the null Hypothesis  $H_{P3}$  is prohibited and indicate that there is an important relationship between the Normative and Work Commitment**

**As Employee commitment comprises of AC, CC and NC and all shows a positive significant relation between work commitments. It reveals that an employee commitment also poses positive impact on work commitment, so null Hypothesis  $H_{P4}$  is rejected.**

**Table 10: Correlation Analysis between Work Commitment and Organizational Development**

		Correlations	
		Work Commitment	Organizational Development
Work Commitment	Pearson Correlation	1	.737**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Development	Pearson Correlation	.737**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 10 shows number of respondents, significant values and Pearson correlation with non-missing values. For OD and WC, obtain value of Pearson correlation is 0.737 which is close to +1 and indicates a strong connection between them. This explores that increase in one variable will result in same change in the other too. **P** has a significant value .000, hence the correlation between work commitment & organizational development is positive with significance level 95%.

**Hence the null Hypothesis  $H_{P5}$  is prohibited mean found an important relationship between the Organizational Development and commitment of work.**

**V. REGRESSION ANALYSIS**

**A. For AC, CC, NC with dependent parameter as a Work commitment**

**Table 11: Regression Analysis for AC, CC, NC with dependent parameter as a Work commitment**

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
(Constant)	.365	.144			2.540	.012
1	Normative Commitment	.296	.092	.289	3.198	.002
	Continuance Commitment	.314	.095	.346	3.313	.001
	Affective Commitment	.313	.043	.349	3.524	.000

a. Dependent Variable: Work Commitment

Table 11 shows that at t=3.524 (p-value<=.01) the value of Beta for affective commitment is 0.313, at t=3.313 (p-value<=.01) the value of Beta for continuance commitment is 0.314, at t=3.198 (p-value<=.01) the value of Beta for continuance commitment is 0.296 with dependent variable as work commitment. It explores that Employee commitment impact strongly on work commitment with confidence level of 99%.

**B. Organizational Development with reliant variable as Work Commitment****Table 12: Regression Analysis for Organizational Development with dependent variable is Work Commitment**

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients	Beta		
	B	Std. Error				
1 (Constant)	1.028	.190			5.408	.000
Work Commitment	.738	.048	.737		15.351	.000

a. Dependent Variable: Organizational Development

Table 12 shows that at  $t=15.351$  ( $p\text{-value}\leq .01$ ) the Beta value for work commitment is 0.738 with dependent variable as work commitment. It explores that work commitment impact strongly on organizational development with confidence level of 99%.

**C. FINDINGS**

1. Found an imperative connection between Affective commitment and work commitment.
2. Found an imperative connection between Continuance commitment and work commitment.
3. Found an imperative connection between Normative commitment and work commitment.
4. Found an imperative connection between Employee commitment and work commitment.
5. Found an imperative connection between work commitment and organizational development.

**VI. CONCLUSION**

This study finds the effect of employee commitment on work commitment and organizational development. It was found that for organizational development of cement industries in Rajasthan, employee should be committed towards organization. Pearson correlations reveals that committed employee have a very good sagacity to take contribute for organizational development. When employee committed to work, organization will definitely grow up to a new height. This study finds that employees of cement industry of Rajasthan are very energetic towards work commitment and organizational development. Regression analysis can also explore that organizational development can be achieved through work and employee commitment. Enhancing the quantity of cement industry in Rajasthan reveals that an workers of this state has an appreciate level of commitment towards organization. The management of cement industry has also advised to plan a policy that improves employee affection so that they can fully participated to achieve organizational goals.

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