

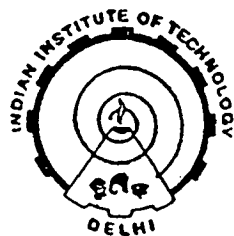
**CORRELATES AND PREDICTORS OF
ORGANIZATIONAL COMMITMENT : A
STUDY OF ARMY OFFICERS**

BY

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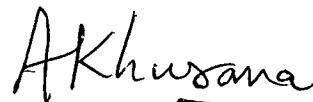
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CERTIFICATE

This is to certify that the thesis entitled, “**CORRELATES AND PREDICTORS OF ORGANIZATIONAL COMMITMENT : A STUDY OF ARMY OFFICERS**” being submitted by **RK BHATIA** to the Indian Institute of Technology, Delhi for the award of the degree of Doctor of Philosophy, is a record of bonafide research work carried out by him.

RK Bhatia has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge, has reached the requisite standard.

The results contained in this thesis have not been submitted in part or in full, to any other University or Institute for the award of any degree or diploma



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ABSTRACT

Organizational commitment is now recognised as an important aspect of human resource development, however there is a need to explore this concept further in general and with specific reference to different organizations.

Porter, Steers, Mowday & Boulin (1974) have defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization. The committed employee (a) believes in and accepts organization's values and goals, (b) is willing to put forth a considerable effort on behalf of the organization and (c) has a strong desire to remain a member of that organization.

The present study is based on the definition of organizational commitment as conceptualised by Porter and his associates (1974).

The aim of the present study is to find out the correlates and predictors of organizational commitment among Army Officers. Based on the review of literature eight hypotheses were developed and tested.

The sample consisted of 297 Army officers from all departments of the Army. Altogether 26 variables have been studied. There were 25 independent variables (five background, one personality, twelve organizational and seven motivational) and one dependent variable i.e organizational commitment.

A set of six questionnaires was administered to the participants, to collect data relating to the 26 variables under study. Three types of statistical techniques such as univariate, bivariate and multivariate were used to analyse the data.

The results indicate that age, tenure and rank from amongst background variables, organizational climate, job satisfaction and management position need satisfaction relate significantly to organizational commitment.

Age, reward and motivation emerged as significant predictors of organizational commitment of Army officers.

Based on the analysis of the results an approach to imbibe and enhance organizational commitment amongst Army officers has been suggested.

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