

FACTORS RELATED TO ORGANIZATIONAL COMMITMENT : A STUDY OF INDIAN MANAGERS

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CERTIFICATE

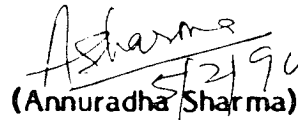
This is to certify that the thesis, entitled "Factors related to organisational commitment: A study of Indian Managers", being submitted by Mr. P.N. Pandey, for the award of the degree of Doctor of Philosophy, to the Indian Institute of Technology Delhi, is a record of original bonafide research, he has carried out under our guidance and supervision. We are satisfied that the thesis presented by Shri Pandey is worthy of consideration for the award of the degree of Doctor of Philosophy.

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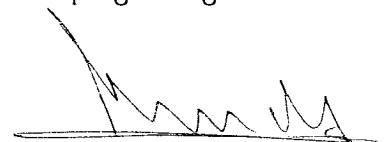
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A B S T R A C T

FACTORS RELATED TO ORGANISATIONAL COMMITMENT :

A STUDY OF INDIAN MANAGERS

ABSTRACT

Every organisation, society and nation needs competent and Committed work force to manage its affairs. It is necessary that organisations effectively elicit the commitment of their members and motivate them to direct their energy towards achievements of organisational goals. In order to do so an understanding of psychological dynamics of human resources related to organisational commitment becomes extremely important.

Commitment emphasises attachment to the organization including its goals and values and willingness to give energy and loyalty to the organisation, with a high degree of belongingness. Organisational commitment implies a global and evaluative linkage between employee attitude and his organisationally relevant behaviour.

The present study, based on cognitive approach, had made a modest attempt to test a model of organizational commitment in real work situation in a leading public sector organisation. The study has been conducted with survey research design.

While investigating the factors related to organisational commitment the study also undertakes to explore the general character of organisational life. It also adopts the motivational formulation approach of involvement to the understanding of organisational commitment. The latest version of motivational approach (Kanungo 1982a) holds that job satisfaction is strongly related to job involvement rather than to work involvement. As such the relationship between job involvement and work involvement and organisational commitment has been analysed in this study.

The variables considered in the study are organisational commitment (dependent variable) and job satisfaction, job involvement, work involvement, work purposes, quality of work life, pursuit of individual and organisational goals, perception of company policies, organisational effectiveness, organisational climate and deviance behaviour (all independent variables).

The sample of the study is drawn from the core sector of one of the leading and effective organisation of the public sector in India: M/s Bharat Heavy Electricals Ltd. It is the only organisation in India undertaking design, manufacturing, erection and commissioning of large electrical power equipments, from concept to commissioning. The Data were collected from 200 managers by using Questionnaires. The statistical analyses employed in the study are, mean, standard deviation and percentage analysis of variables, correlation coefficient analysis between independent variables and criterion variable, t-test between background variables and criterion variable & Chi-square analysis between work purposes and criterion variable, were computed to determine the relationship between independent variables and criterion variable. A stepwise multiple regression analysis has been carried out to determine the predictor of criterion variable. Thus univariate, bivariate and multivariate statistical techniques have been applied to analyse data. The study also includes graphical representations of certain variables.

The Fourteen hypothesis investigated in the present study conceptually and operationally are described below :

HYPOTHESIS - 1

CONCEPTUAL :

Managers with stronger extrinsic salient need satisfaction will show greater organizational commitment.

OPERATIONAL :

There will be significant difference in level of commitment

(DeCotiis and Summers 1987) of those having stronger extrinsic salient need satisfaction (Misra et.al. 1985) than others.

Findings support the hypothesis. The results show extrinsic salient need satisfaction plays dominant role in organisational commitment, while salient need satisfaction be extrinsic or instrinsic enhances the commitment.

HYPOTHESIS - 2

CONCEPTUAL :

Managers with high job satisfaction will show greater organizational commitment.

OPERATIONAL :

Job satisfaction (Misra et. al. 1985) will be positively related to organizational commitment (DeCotiis and Summers 1987).

Findings support the hypothesis.

HYPOTHESIS - 3

CONCEPTUAL :

Managers who show more job involvement will also show greater organizational commitment.

OPERATIONAL :

Job involvement (Misra et.al. 1985) will be positively related to organizational commitment. (DeCotiis & Summers 1987)

The results support the hypothesis.

HYPOTHESIS - 4

CONCEPTUAL :

Managers having stronger work involvement wil show greater organizational commitment.

OPERATIONAL :

Work involvement (Misra et.al. 1985) will be positively related to organizational commitment (DeCotiis & Summers 1987).

The findings support the hypothesis.

HYPOTHESIS - 5

CONCEPTUAL :

Since the job involvement stems primarily from the perception of need satisfying potential of the job, whereas work involvement is more a matter of past socialization and cultural conditioning, the managers with greater job involvement will show stronger commitment than those showing greater work involvement.

OPERATIONAL :

Job involvement (Misra et.al. 1985) will be strongly associated to organizational commitment (DeCotiis & Summers 1987) than to work involvement (Misra et.al. 1985).

The findings support the hypothesis and motivational formulation approach to the understanding of commitment.

HYPOTHESIS - 6

CONCEPTUAL :

Managers with positive perception to organizational climate will show greater organizational commitment than those who do not.

OPERATIONAL :

Positive Perception of organizational climate (DeCotiis & Summers 1987) will be positively related to organizational commitment (DeCotiis & Summers 1987). The findings support the hypothesis.

HYPOTHESIS - 7

CONCEPTUAL :

The managers with positive perception of effective organization

will show greater organizational commitment than those who do not.

OPERATIONAL :

Organizational commitment (DeCotiis & Summers 1987) will have positive relationship with organizational effectiveness (DeCotiis & Summers 1987).

The results of the study support the hypothesis.

HYPOTHESIS - 8

CONCEPTUAL :

The pattern of attitude towards policy position of managers with high career attainments differ from those with low career attainments. The managers having high career attainments will show greater organizational commitment than those who have low career attainments.

OPERATIONAL :

Positive perception of company policy (Robert E. Boynton 1970) will have positive relationship with organizational commitment (DeCotiis & Summers 1987).

The findings do not support the hypothesis and inverse relationship is observed between perception of company policy and organisational commitment.

HYPOTHESIS - 9

CONCEPTUAL :

The satisfaction of personal goals is likely to be contingent upon the achievement of organizational goals. Despite the complex interplay between individual and organizational goals, managers with stronger positive pursuit of individual and organizational goals will show greater organizational commitment.

OPERATIONAL :

Pursuit of individual and organizational goals (Schmidt & Kipnis

1984) will have positive relationship with organizational commitment (DeCotiis & Summers 1987).

The findings support the hypothesis.

HYPOTHESIS - 10

CONCEPTUAL :

The quality of work life (QWL) and employee involvement (EI) have the significant relation in an organization. Therefore the managers having highly positive perception towards QWL will show greater involvement in organization resulting in stronger organizational commitment than those having poor perception of QWL in an organization.

OPERATIONAL :

The perception of quality of work life experience (Cacioppe & Mock 1984) will be positively related to organizational commitment (DeCotiis & Summers 1987).

The findings support the hypothesis.

HYPOTHESIS - 11

CONCEPTUAL :

The outcomes of conflicting expectations in middle level professionals are dissatisfaction, low morale & deviant behaviour. This behavioural response may also undergo cognitive adjustments in long term. This suggests that managers with lesser conflicting expectations will show greater organizational commitment.

OPERATIONAL :

There will be negative relationship between organizational commitment (DeCotiis & Summers 1987) and deviance behaviour (Raelin 1986).

Findings support the hypothesis.

HYPOTHESIS - 12.1

CONCEPTUAL :

The managers work in an organization for various purposes. Managers with greater satisfaction with their work purposes will show higher organizational commitment.

OPERATIONAL :

Work purposes (Cacioppe & Mock 1984) will be associated with the level of organizational commitment (DeCotiis & Summers 1987).

Analysis of results weekly support the hypothesis. However, this is also consistant with the first hypothesis, confirming that extrinsic need satisfaction is dominant in organisational commitment.

HYPOTHESIS - 12.2

CONCEPTUAL :

The work purposes are normally categorised as extrinsic and intrinsic work purposes as factors of job satisfaction. The managers with higher degree of job satisfaction be extrinsic or intrinsic will show higher organizational commitment.

OPERATIONAL :

The degree of relationship between organizational commitment (DeCotiis & Summers 1987) and work purposes (Cacioppe & Mock 1984) will vary in respect of extrinsic & intrinsic work purposes.

The hypothesis gets support from the findings of this study.

HYPOTHEIS - 13

CONCEPTUAL :

The different groups preceive their work situation differently with in an organization. The criterion for this perception depends upon various factors of work situations such as job

satisfaction job involvement etc. The managers, of different functional groups, will perceive different factors for their organizational commitment with in an organization.

OPERATIONAL :

There will be different predictors of organizational commitment (DeCotiis & Summers 1987) among various functional groups of an organization.

The findings support the hypothesis. There are different predictors in different functional groups, suggesting that job design needs to incorporate these factors to enhance commitment in the respective groups and organisation as a whole.

HYPOTHESIS - 14

CONCEPTUAL :

The personal characteristics are either individual based such as age, sex, race, marital status, education & occupation etc. or organizational based such as job tenure, total tenure & organizational level etc. which reflect organizational commitment.

OPERATIONAL :

The background variables such as age and tenure will be related to organizational commitment (DeCotiis & Summers 1987).

Though no strong and significant relationship emerges between background variables and organisational commitment, the association of age with commitment found in the study is consistant with previous findings in research literature.

Findings of all these hypotheses support the role of cognitive organization in organizational commitment.

In general, our findings are consistant with the earlier findings and factors introduced in the present study have supported the hypotheses related to organisational commitment. The findings

enhance the understanding of organizational commitment, and are supportive of the central role of commitment in organisational life.

The finding is consistent with motivational formulation approach of involvement and enhances our understanding of organisational commitment.

The study shows that employee job involvement and ideal organisational environmental conditions promote organizational commitment.

Designers of organisational set-up should take into consideration the factors related to organisational commitment, while designing organisational structure, process and job enrichment. This is one of the major recommendations emerging from the findings of this study.

The study concludes with the indication of the limitations of the present exploration and identifies issues for further research.

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C O N T E N T S

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