



## A STUDY ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF EMPLOYEES WITH SPECIAL REFERENCE PRIVATE COMPANIES IN COIMBATORE

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### Abstract

Organizational commitment is important organizational requirements as organizations face globalization and recovering from the global recession. Managing high morale among employees can be of remarkable benefit to any organization, as actively committed workers are more productive and stay loyal to the company. Organizations with high employee commitment levels are more productive and more profitable than those organizations with low levels of employee not commitment at work, employee and organizational commitment have been areas of interest among many researchers. The purpose is to investigate the factors influencing Organizational commitment. Descriptive research design and simple random sampling technique lottery method was adopted for the study. A sample size of 354 employees was collected using Questionnaire. This study concludes that among the total number of the respondent's majority of the respondents has high level of organizational commitment.

**Keywords:** Organizational Commitment, Employees, Managerial Level, Private Organization.

### Introduction

In a world increasingly characterized by globalization of product markets, the importance of human capital as a resource that can potentially provide competitive advantage has become more important. Because a firm's people are integral to its success, researchers interested in managing human capital have increasingly focused on HR practices as the levers through which firms might build the human capital that makes up resources and capabilities. Organizational Commitment is highly valuable. It is expected to extend the knowledge of the organizational commitment, also through examining the impact of various measurements of employee on organizational commitment. This paper highlights the importance of understanding the meaning organizational commitment. It is this factors which increases the job satisfaction, loyalty and growth of the organization. Organizational commitment is vital for productivity, quality & good performance of an organization.

According to Miller (2003) also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values.

Countries like china became well-developed became of their economical growth. This happened only with the help of organizational commitment of the employees'. India is a developing nation. Committed employees will stay with the company, be an advocate of the company product and service, loyal to the concern and contribute to the bottom line of the business success. If the employee committed in his work, that turnover of the company will get increased. To find out the organizational commitment level, which is one of the important factors of industrial growth; the researcher surveyed and researched the data of the employees in private companies of Coimbatore.

### Review of Literature

Sharma (2005) conducted a study organizational commitment and its determinants in a private sector manufacturing organization with a sample of 200 respondents from skilled workers, resulted that both situational and personal factors contribute to workers' commitment to organization. Between the two, situational factors contribute more to commitment than do person-related factors. Organizational characteristics (i.e. adequacy of resources) and two task characteristics (i.e., task difficulty and task ambiguity) are important determinants of organizational commitment.

Tripathi, et.al. (2000) examined the components of organizational culture and its relationship with organizational commitment in 10 different organizations (five each in public and private sectors) of an industrial city in northern India with a sample of 200 respondents from lower and middle level managers, found two dimensions of organizational culture , participative and manipulative. In manipulative culture the goal is attainment by hook or by crook. On the other hand, in a participative culture the goal is self actualization in harmony with others. It may be assumed that if an organization develops participative culture then its members will feel involved too, on the other hand if an organization has the quality of manipulative culture people will be loyal toward the organization, but this loyalty in the lack of total involvement, cannot lead the organization to the path of success. Loyalty without identification and involvement puts a question mark on the guarantee of success for the organization.



Ayyappan and Vadivel (2013) found that level of stress faced by employees who are under different categories from the public and private sector selected employees of Tamilnadu. The study clearly found that there is significant relationship between type of, gender, age education, marital status, length of services, job role, and family type of the respondents and impact of occupational stress. The study revealed that employees of public sector, employees under the age group of 31-40 years, employees who had the educational degree of UG, length of services under the 5 years, working in remittance section and managers faced high level of stress.

Winter (2014) ) examined the main purpose of this study is to assess empirically to what extent sales force perceptions of optimism subculture are related to their Organizational Citizenship Behaviours directed towards organization (OCB-O) in the context of pharmaceutical industry of Pakistan. Survey methodology with descriptive research design is used to test the hypotheses. The results of hierarchical regression analyses of one hundred and ninety seven pharmaceutical sales persons' responses revealed that optimism subculture had significant positive effect on OCB-O and its dimensions such as civic virtue and conscientiousness, with exception of sportsmanship, controlling the effects of gender, education, and age and selling experience of sales force.

### Objectives

- To study the level of organizational commitment of the employees.
- To find out the factors influencing the level of organizational commitment of the employees.

### Methodology

The researcher adopted descriptive research design for the study. The researcher selected Private companies in Coimbatore as the universe of the study. The universe comprises of 575 managerial employees in the selected companies. Of the total respondents, 354 were selected for data collection using simple random sampling by lottery method. The investigator made use for Questionnaire which consists of socio-economic profile and organizational commitment Scale (Meyer and Allen, 1991). The data was analyzed using mean, standard deviation, t-test, ANOVA and correlation.

### Analysis and Interpretation

**Table 1: Level of Organizational Commitment**

S. No	Organizational commitment	No. of Respondents	Percentage
1	High	214	60.5
2	Moderate	84	23.7
3	Low	56	15.8
	<b>Total</b>	<b>354</b>	<b>100.0</b>

The above table depicts the distribution of the respondents on the basis of the level of organizational commitment. Among the total number of the respondent's majority 60.5 percent of the respondents have high level of organizational commitment, 23.7 percent of the respondents have moderate level of organizational commitment and the remaining 15.8 percent of the respondents have low level of organizational commitment.

**Table 2: Influence of Socio Economic Factors on Organizational Commitment and Organizational Citizenship Behaviour**

Variables	Statistical tool	Value	Result
Age and OC	Correlation	p = .001**	Significant
Gender and OC	t-test	p = .000**	Significant
Education qualification and OC	ANOVA	p = .479	Not-Significant
Marital status and OC	t-test	p = .820	Not -Significant
Type of Stay and OC	ANOVA	p = .074	Not- Significant
No of Children's and OC	Correlation	p = .471	Not Significant
Types of Family and OC	t-test	p = .609	Not -Significant
Number of Dependents and OC	Correlation	p = .768	Not Significant
Family Monthly Income and OC	Correlation	p = .000**	Significant
Designation and OC	ANOVA	p = .000**	Significant

OC – Organizational Commitment      \*\* Significant at 0.01 Level      \*Significant at 0.05 Level

From the above table it is clear that, the socio-economic factors namely age, gender, family monthly income and designation of the respondents influences the level of organizational commitment of the respondents. All the rest of the socio-economic variables do not influence the organizational commitment of the respondents.



### **Suggestions**

The management should give more importance for improving the level of commitment of the employees through various monetary and non-monetary measures. The management should also take care of the key personal characteristics of the employees which contribute for the better commitment of the employees. Employees should be encouraged to commit themselves to create a dedicated workforce for industry employees. The organization should take appropriate measures to increase organizational citizenship behaviour among all the employees to develop employee's commitment.

### **Conclusion**

The focus of this research work is to understand the impact of HR Practices on Organizational Commitment and organizational citizenship behaviour in selected industrial units. The analysis reveals how appropriate HR Practices of an organization can improve the organizational citizenship behaviour level of the Managerial employee and strengthen his Commitment towards his organization in the industrial units under study. This study concludes that among the total number of the respondent's majority 60.5 percent of the respondents has high level of organizational commitment and the socio-economic factors namely age, gender and designation influences the level of commitment of the employees.

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