



RESEARCH ARTICLE

A STUDY ON ORGANISTAIONAL COMMITMENT AND JOB INVOLVEMENT A CASE OF A B LABEL PVT, Ltd BANGALORE

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ABSTRACT

Organizational commitment is defined as the level of involvement and identification with a given organization. Employees with high level of organizational commitment have significant contributions to the achievement of the organization under competitive conditions (Feldman & Moore, 1982). Job involvement is a function of individual difference and the work situation. Blau and Ryan put forward that job involvement and organizational commitment are negatively related to absence, withdrawal intentions and turnover as well as lateness and leaving work early and job involvement is positively related to work effort and performance. Individuals with high levels of both job involvement and organizational commitment should be the most motivated to go to work and to go on time. The study was conducted in AB Label Pvt, ltd, Bangalore a Small Scale Industry registered under the ministry of MSME which manufactures self adhesive and metal labels to meet the needs of various segments of industry (Electronics, Electrical, Automotive, Solar). The Objectives of the research are to determine the level of organizational commitment, job involvement and to determine the relation between organizational commitment and job involvement. The designed questionnaire was administered to 38 employees of the company. The results of the research revealed that the variance level is found to be 13% (.366*.366) between job involvement and organizational commitment. That is organizational commitment explains 13% of job involvement and vice versa. Hence the hypothesis (H0) set for the research i.e “There is relationship between organizational commitment and job involvement”. is proved. There is relationship between organizational commitment and job involvement”. Five –point Likert scale was used for capturing the responses of the respondents. The rating scales ranging from ‘strongly disagree’ to strongly agree’ was used for each statement. Validity and reliability of the scales were tested and found to be significant. SPSS was applied for data analysis. Pearson’s Correlation was applied to check the relationship and the significance of Job Involvement and Organizational Commitment by processing the data using SPSS.

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INTRODUCTION

Organizational commitment is defined as the overall strength of an employee’s identification and involvement in an organization. Hence, paving the way for employees to be satisfied with the organization in which they work can be said to be as crucial as providing goods and services. In this regard, taking into the positive effects of organizational commitment into account, the significance involved augments. Organizational commitment has become an issue of great importance to be dealt with, because it helps to increase

employee performance and helps to minimize turning up late to work, absenteeism, and leaving. Organizational commitment has been defined by the researchers as the level of involvement and identification with a given organization. In the context of this definition, organizational commitment embraces the following three elements. These are (a) the acceptance of organizational goals and a strong belief in these goals (b) willingness to perform substantial efforts on behalf of the organization (c) having a definite desire to maintain organizational membership. Employees with high level of organizational commitment have significant contributions to the achievement of the organization under competitive conditions (Feldman and Moore, 1982).

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Commitment of employees to the organization and using all his/her skills and expertise for the advancement of the organization concerned is a significance issue. Establishment may have a preference to work with those with high level of organizational commitment. The reason for this is the belief that challenges encountered on the way to reaching goals may be overcome with such employees. Attributes of employees in terms of organizational commitment is the key guide for the success of the business.

Job involvement

Job involvement is defined as the degree to which a person psychologically identifies with. Job involvement is related with the work motivation that a person has with a job. Job involvement is the internalization of values about the work or the importance of work according to the individual. Job involvement may appraise the ease with which a person can be further socialized by an organization. Organizational socialization is the process by which an individual understands the values, abilities, behaviors, and social knowledge indispensable for an organizational role and for taking part in as a member. It is a belief about one's current job and is a function of how much the job can satisfy one's wishes. Highly job involved individuals make the job a central part of their personal character. Besides, people with high job involvement focus most of their attention on their job. Job involvement is grouped into four diverse categories. These categories: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept. In work as a central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to satisfy main needs. In active participation in the job, high job involvement hints the opportunity to make job decisions, to make an important contribution to company goals, and self-determination. Active participation in the job is thought to ease the achievement of such needs as prestige, self-respect, autonomy, and self-regard. In performance as central to self-esteem, job involvement implies that performance on the job is central to his/her sense of worth.

Job involvement is a function of individual difference and the work situation. Thus demographic and work experience variables are expected to relate to job involvement. Positive relationships are expected with age, tenure, years in occupation, education, having children, and gender. There is no evidence for a strong relationship between job involvement and performance. Job involvement is negatively associated with intentions to quit and positively related to job satisfaction and organizational climate perceptions. In the same way, Blau and Ryan put forward that (1997: 437) job involvement and organizational commitment are negatively related to absence, withdrawal intentions and turnover as well as lateness and leaving work early and job involvement is positively related to work effort and performance. Individuals with high levels of both job involvement and organizational commitment should be the most motivated to go to work and to go on time. Individuals with low levels of job involvement and organizational commitment should be the least motivated. Both

highly motivated and non-motivated employees may miss work or come late for excusable reasons (e.g., illness, religious holiday, vacation time, and transportation problems). However, highly motivated employees cannot be thought as non-motivated employees to miss work or come late for inexcusable reasons. Individuals with higher levels of job involvement and organizational commitment are likely to exhibit less unexcused lateness and unexcused absence than individuals with lower levels of job involvement and organizational commitment.

Blau and Boal (1989) portray four different groups to classify employees by: (a) high job involvement - high organizational commitment; (b) high job involvement - low organizational commitment; (c) low job involvement - high organizational commitment; and (d) low job involvement - low organizational commitment. Employees in the first group are labeled "institutionalized stars", in the second group "lone wolves", in the third group "corporate citizens" and in the fourth group "apathetic employees". There has also been some research into organizational commitment and job involvement especially related to the health-care workers and nurses (Brewer and Lok, 1995; Brooks and Swailes, 2002; Örs *et al*, 2003; Özsoy *et al*, 2004; Sjöberg and Sverke, 2000; Blau and Boal, 1989). In a study conducted by Sjöberg and Sverke in Swedish Emergency Hospital (2000), it was found out that organizational commitment and job involvement had a variety of consequences on turnover. Blau and Boal (1989) found that nurses with higher levels of job involvement and organizational commitment had significantly less unexcused absences than nurses with lower levels of job involvement and organizational commitment. Yet, no study into organizational commitment and job involvement of the state employees at Ministry of Health has been performed.

Objectives

1. To determine the level of organizational commitment
2. To determine the level of job involvement
3. To determine the relation between organizational commitment, and job involvement

Hypothesis

H1 : There is a positive relation between the organizational commitment and job involvement levels of the employees working for Integral Labels Pvt Ltd.

Research methodology

The study was conducted in A B Label Pvt, Ltd Bangalore a Small Scale Industry registered under the ministry of MSME which manufactures self adhesive and metal labels to meet the needs of various segments of industry (Electronics, Electrical, Automotive, Solar). The purpose of this paper is to identify the level of job involvement and organizational commitment and the impact of job involvement on organizational commitment. The Objectives of the research are to determine the level of organizational commitment, to determine the level of job involvement and to determine the relation between organizational commitment, Job Satisfaction and job involvement. The research was carried out by designing a

questionnaire on Job Involvement as well as Organizational Commitment. The designed questionnaire was administered to 38 employees of the company. Primary Data includes The data collected was descriptive in nature utilizing survey method. Data was collected by interacting with company employees, managing director and through questionnaires. Secondary Data are those data which is obtained from the help of company’s annual reports welfare journals text books, keeping in the view the nature of information and data that has been collected from the organization manual files, browsing internet. The results of the research revealed that that the variance level is found to be 13% (.366*.366) between job involvement and organizational commitment. That is organizational commitment explains 13% of job involvement and vice versa. Hence the hypothesis (H0) is proved i.e “There is relationship between organizational commitment and job involvement”. Five –point Likert scale was used for capturing the responses of the respondents. The rating scales ranging from ‘strongly disagree’ to strongly agree’ was used for each statement.

Validity and reliability of the scales were tested and found to be significant. SPSS was applied for data analysis. Pearson’s Correlation was applied to check the relationship and the significance of Job Involvement and Organizational Commitment by processing the data using SPSS.

RESULTS AND DISCUSSION

Table 1 indicates that the various factors which positively influence the commitment of employees with the organization are willingness to work hard for the success of the company, commitment level of employees, proud feeling about the company, acceptance of responsibility and changes up to an extent and concern about the future of the company. The negative factor is any slight change in company can affect the employees and make them to quit work. The above findings from table 1 show that the commitment of employees with the organization is 80% which is acceptable.

Table 1. Employees rating on organizational commitment scale

Organizational commitment	SA		A		Not sure		D		SD	
	f	%	f	%	f	%	f	%	f	%
I am willing to make more efforts than normally expected of me to contribute to the success of the company.	24	61.54	13	33.33	1	2.56			1	2.56
I can comfortably tell people that my company is a great place to work in.	10	25.64	27	69.23	2	5.13				
My commitment level to this company is low.			3	7.69	18	46.15	11	28.21	7	17.95
I would accept to undertake any responsibility to go on working in the company.	14	35.90	25	64.10						
I can see that my values are very similar to those of the company	16	41.03	23	58.97						
I am proud to tell people that I am part of this company.	21	53.85	17	43.59	1	2.56				
I can work for some other company as long as I serve the same duty.			2	5.13	18	46.15	9	23.08	10	25.64
The company I am working in has motivated me in the best way possible in terms of job performance.	5	12.82	31	79.49	2	5.13	1	2.56		
Even a slight change that may occur in the present conditions can cause me to quit work.	1	2.56	13	33.33	9	23.08	15	2.56	1	2.56
I am really content with working in this company instead of other company.	7	17.95	29	74.36	3	7.69				
I don't think there is much to earn by committing yourself to the company for good.			12	30.77	17	43.59	8	20.51	2	5.13
It is mostly hard to agree with the policies of the company towards employees			1	2.56	17	43.59	19	48.72	2	5.13
I do care about the future of the company.	17	43.59	21	53.85					1	2.56
I am of the opinion that this company is the best of the other possible companies to work in.	14	35.9	22	56.41	3	7.69				
It was certainly a mistake to have decided to work in this company in the first place.					8	20.51	19	48.72	12	30.77

Table 2. Employees rating on job involvement scale

Job involvement	Strongly agree		agree		Not sure		Disagree		Strongly disagree	
	f	%	f	%	f	%	f	%	f	%
I like to spend most of my time at work.	7	17.95	24	61.54	4	10.26	3	7.69	1	2.56
Most of my personal goals are related with my job.	5	12.82	18	46.15	13	33.33	3	7.69		
I get the most satisfaction in life from my job.	8	20.51	29	74.36	2	5.13				
Every morning I go to work enthusiastically.	19	48.72	18	46.15					2	5.13
I would go on working even if I did not need to earn money.	4	10.26	6	15.38	6	15.38	11	28.21	12	30.77
My job and my personality completely fit/overlap.	6	15.38	33	84.62						
Most of my interests are related with my job.	7	17.95	29	74.36	3	7.69				
My job to me is no different from eating, drinking or breathing.	6	16.22	20	54.05	3	8.11	1	2.70	7	18.92
My commitment to my job is hard to be broken.	2	5.26	20	52.63	10	26.32	5	13.16	1	2.63
I mostly feel uninterested in my job.			1	2.56	7	17.95	19	48.72	12	30.77
I was more enthusiastic about my job in the old days.	2	5.13	23	58.97	5	12.82	6	15.38	3	7.69
Many things in my life matter more than my job.	4	10.81	26	70.27	4	10.81	3	8.11		
I sometime feel like punishing myself for mistakes I make about my job.	4	10.26	23	58.97	7	17.95	2	5.13	3	7.69
Frequently enough, I would rather stay home than go to work.	1	2.56	3	7.69	4	10.26	22	56.41	9	23.08
I would avoid undertaking extra duties and responsibilities related with my job	1	2.26	14	35.9	4	10.26	17	43.59	3	7.69
I am perfectionist in my job.	9	23.08	28	71.79	1	2.56	1	2.56		
It is a significant reason for me to fulfill the requirements of my job.	6	15.38	28	71.79	5	12.82				
I am personally quite committed to my job.	6	15.38	32	82.05	1	2.56				
When there are things to do, I leave home earlier to go to work.	14	35.90	24	61.54					1	2.56
I can overwork to finish things even if I don't have the necessary time.	16	41.03	21	53.85	1	2.56	1	2.56		
I am sometimes preoccupied with the following day's work.	6	15.38	20	51.28	13	33.33				
I feel uneasy / uncomfortable when things go bad at work.	5	12.82	24	61.54	10	25.64				
I have other concerns more important than my job.	4	10.26	25	64.1	3	7.69	6	15.38	1	2.56

Table 2 indicates that the factors which positively influence the job involvement of employees are satisfaction level with the job, values & goals of employees similar to that of company, commitment towards job and duties, on time completion of job assigned and over working. The negative factors affecting job involvement are concern towards personal life more than job, avoiding taking up extra duty and losing interest on job. The findings from Table 2 show that job involvements of employees are followed by many negative factors which hinder the performance of employees towards their job. From table 3, the mean of the questions asked and measured using Likert scale in relation to organizational commitment ranges from 3.56 to 1.49 and the standard deviation ranges from .969 to .486. The highest mean values is given for employees accepting the policies of the company i.e 3.56.

The lowest mean values (1.49) is given for employees who are working hard for success of the company and are proud to tell about being part of that company. Since the values of individual is closer and the standard deviation is less the relation is more reliable.

From table 4, the mean of the questions asked and measured using Likert scale in relation to job involvement ranges from 3.90 to 1.67 and the standard deviation ranges from 1.354 to .409. The highest mean values (3.90) is given for employees who like to stay at home than going for work. The lowest mean values (1.67) is given for employees who go to work enthusiastically and would like to overwork. The validity is said to be reliable since the values are ranging compactly.

Table 3. Mean and Standard Deviation of Organizational Commitment

Organizational commitment	Mean	Standard deviation
I am willing to make more efforts than normally expected of me to contribute to the success of the company.	1.49	.790
I can comfortably tell people that my company is a great place to work in.	1.79	.522
My commitment level to this company is low.	3.54	.900
I would accept to undertake any responsibility to go on working in the company.	1.64	.486
I can see that my values are very similar to those of the company.	1.59	.498
I am proud to tell people that I am part of this company.	1.49	.556
I can work for some other company as long as I serve the same duty.	3.69	.922
The company I am working in has motivated me in the best way possible in terms of job performance.	1.97	.537
Even a slight change that may occur in the present conditions can cause me to quit work.	3.08	.969
I am really content with working in this company instead of other company.	1.90	.502
I don't think there is much to earn by committing yourself to the company for good.	3.03	.854
It is mostly hard to agree with the policies of the company towards employees	3.56	.641
I do care about the future of the company.	1.64	.743
I am of the opinion that this company is the best of the other possible companies to work in.	1.72	.605
It was certainly a mistake to have decided to work in this company in the first place.	4.10	.718

Table 4. Mean and standard deviation of job involvement

Job involvement	Mean	Standard deviation
I like to spend most of my time at work.	2.15	.904
Most of my personal goals are related with my job.	2.36	.811
I get the most satisfaction in life from my job	1.85	.489
Every morning I go to work enthusiastically	1.67	.927
I would go on working even if I did not need to earn money.	3.54	1.354
My job and my personality completely fit/overlap.	1.85	.366
Most of my interests are related with my job.	1.90	.502
My job to me is no different from eating, drinking or breathing.	2.54	1.346
My commitment to my job is hard to be broken	2.55	.891
I mostly feel uninterested in my job.	4.08	.774
I was more enthusiastic about my job in the old days	2.62	1.067
Many things in my life matter more than my job.	2.16	.727
I sometime feel like punishing myself for mistakes I make about my job.	2.41	1.019
Frequently enough, I would rather stay home than go to work.	3.90	.940
I would avoid undertaking extra duties and responsibilities related with my job.	3.18	1.097
I am perfectionist in my job.	1.85	.587
It is a significant reason for me to fulfill the requirements of my job.	1.97	.537
I am personally quite committed to my job.	1.87	.409
When there are things to do, I leave home earlier to go to work.	1.72	.724
I can overwork to finish things even if I don't have the necessary time	1.67	.662
I am sometimes preoccupied with the following day's work.	2.18	.683
I feel uneasy / uncomfortable when things go bad at work.	2.13	.615
I have other concerns more important than my job.	2.36	.959

Table 5. Pearson's Correlation Analysis

Correlations		
Oconsol	Pearson Correlation	Jiconsol .366*
	Sig. (2-tailed)	.022
	N	39

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation was used to analyze the relationship between organizational commitment and job involvement. In order to understand the relationship among various statements taken for organizational commitment and job involvement, Pearson's correlation was computed.

By taking the consolidated mean values of organizational commitment and job involvement the "r" value was found to be 0.366. Since the significance level is below 0.05 there is moderate correlation between organizational commitment and job involvement. Hence they are positively correlated. Also we can say that the variance level is found to be 13% (.366*.366) between job involvement and organizational commitment. That is organizational commitment explains 13% of job involvement and vice versa. Hence the hypothesis (H0) is proved i.e "There is relationship between organizational commitment and job involvement". The reliability of the data was found using Cronbachs alpha which has value of 0.7, which means people have understood the questionnaire well enough.

Recommendations and Suggestions

It clearly reflects from the analysis that Job Involvement is directly proportional to the Organizational Commitment. The factors that need to be controlled and influenced to gain commitment and loyalty from the employees like

- a) Giving sense of worth to employee by involving them at some level in company decisions.
- b) Empowering employees and creating an atmosphere for application of new thoughts and ideas rather than doing routine predetermined things, without impacting the company policies.

Company can expect selfless commitment from the employees when it makes every employee understand the direction in which they are leading there by making them understand about organizational goals, values, vision & mission. By this the company can also make attempts to converge the individual goals of employees with organizational goals.

- Since sudden changes in operations by implementing technological systems, can make employees vulnerable for demotivation that may end up with quitting the job. Hence company should first create a good climate for the change acceptance and then bring incremental changes in the existing way of working.
- Since employees are much worried about their personal life than work Life Company should take care that their personal needs are also fulfilled as per company policies towards employees

Conclusion

The objective of this research and the relevant and effective methodology used to achieve this objective has helped us to scientifically understand the relation between organizational commitment and job involvement among the employees at AB Labels Pvt Ltd, b'lore. This study has aided in taking informed

decisions especially the HR related decisions to improve the organization commitment and job involvement of employees which is quintessential element of organization to achieve its vision and mission. Survey and analysis of the study validate that there is moderate correlation between organizational commitment and job involvement. Though the employees are happy with their job their commitment with the organization is not so high. So company must work on these parameters and try to increase the commitment level of the employees.

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