



A Research on Employees' Organisational commitment in Organisations: A case study in Govt. Degree Colleges of Kathua District.

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Abstract: Organizational commitment is a psychological construction of responsibility that an employee has towards the mission and direction of an organization. This study is to identify the perception of the jobs of employees of Govt. Degree College of District Kathua, J&K and how to improve their work commitment towards their organizations.

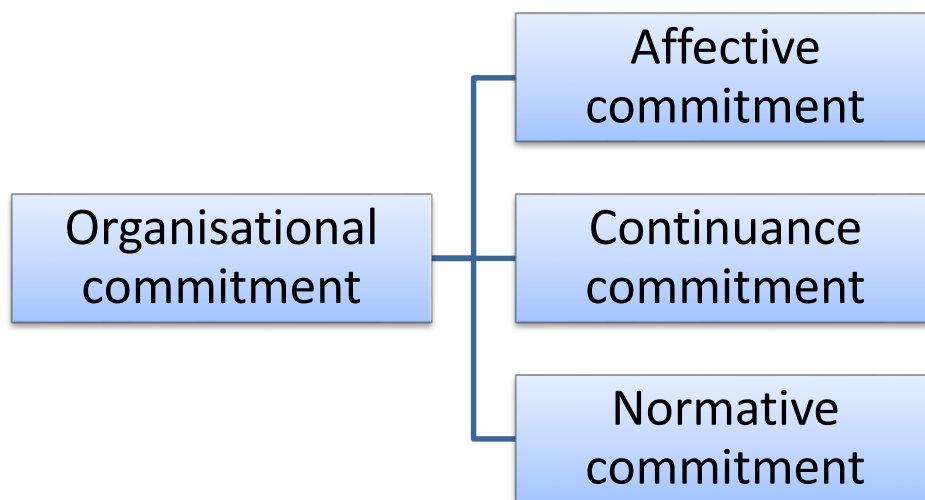
Organizations today have highly accomplished employees in each and every department, but problem is to find the right talented employees with higher enthusiasm and commitment to their work and organisation. The study finds the factors, job satisfaction, job involvement and perceived organizational support influence, and organizational commitment of their employees through affective, continuance and normative types of commitments.

The findings from the study confirms that job satisfaction, job involvement, and perceived organizational support influencing organizational commitment of employees by affective, continuance and normative type commitment are significantly positive and accepted. Normative and affective types of commitments have high influence in getting the employee's job involvement, job satisfaction and perceived organizations support.

Keywords: Organizational Commitments, Affective, Continuance, Normative, Job Satisfaction and Job Involvement.

Introduction

Organizational commitment refers to employees' psychological attachment towards their organisation. Commitment is a force that guides a course of action towards one or more targets (Meyer, 2002). It has been theorized that commitment is a multidimensional construct and that the antecedents, correlates, and consequences of commitment vary across many dimensions (Meyer, 2001). A widely used model of organizational commitment as a multidimensional construct is (Meyer J P and Allen N, 1997) "The tri-dimensional Model of Commitment", this model refers to the three forms of commitment that is affective, continuance, and normative commitment (Meyer J P and Allen N, 1997). Affective commitment is explained as an emotional attachment to the organization. Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation (Beck & Wilson, 2000). Continuance commitment is the perceived costs associated with leaving the organization. Organisational members develop commitment to an organisation because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organisation's goals and values. Normative commitment refers to the perceived obligation to remain in the organization (Meyer, 2001). The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000). Members of the organisation have different levels of organisational commitment. The three levels of Organisational commitment are (Reichers, 1985)



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Fig. 1.1Levels of Organisational Commitment

The major problems that can be observed in Degree colleges that the employees are not really satisfied with their job, lack of commitment ownership, lazy at workplace, non-sync with organizational expectations which leads to poor organizational outcomes. The factors which have high influence in bringing out employee's commitments towards their organizations.

Research Questions

Q1: In what ways job satisfaction influences organisational commitment of employees?

Q2. How organisational commitment of employees influenced by the affective, continuance and normative type of commitment?

Q3.What is the ways to increase the commitment of the employees?

This study is focused on the Govt. Degree colleges of Kathua district. The details about the population, the sample, the tools and their description and the statistical method used for data analysis for the present study are given as under:

Population: Employees working in Govt. Degree colleges of district Kathua constitute the population of the study. There are 07 Govt. Degree colleges in district Kathua.

Table 1.1: List of Govt. Degree Colleges in district Kathua

S.No.	Name of Govt. Degree College
1.	Govt. Degree College Bani
2.	Govt. Degree College Mahanpur
3.	Govt. Degree College for Women, Kathua
4.	Govt. Degree college Basohli
5.	GLDM Degree College Hiranagar
6.	Govt. Degree College Kathua
7.	Govt. Degree College Billawar

Sample and data collection : In order to draw out the best representative sample from the population of seven Govt. Degree colleges, convenient random sampling technique is applied. Final sample of 100 college teachers is achieved by convenient sampling technique.

Tools used : Tools used for the study are explained below :

1. Organisational Commitment Scale developed by Anukool M. Hude and Rishu Roy (2017 Revised, National Psychological Corporation; Agra).

2. Job Satisfaction Scale Developed by Amar Singh and T.R Sharma (1999, National Psychological Corporation; Agra).

Statistical Treatment of the data

The hypothesis testing is done by using Pearson correlation analysis to determine the relationship between the variables as well as using descriptive analysis to identify the important level of each variable by each category.

Research Question 1: Job satisfaction influences organisational commitment of employees, in all the three ways of commitment i.e. affective, continuance and normative.

Table 1.1 Co relational analysis of Job Satisfaction

Variable		Affective	Continuance	Normative
	Pearson Correlation	.553**	.552**	.672**
Job satisfaction	Sig.(2-tailed)	.000	.000	.000

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

Results revealed that Job satisfaction of employees is influenced by either affective (.553**), continuance (.552**) and normative (.672**). All these sub-dependent variables are correlated positively and significantly with independent variable, thus tested and accepted positively.

Research Question 2: Organizational Commitment of employees is influenced by Affective, Continence and Normative types of commitments.

Table 1.2 Correlation analysis of organisational commitment

Variable		Affective	Continuance	Normative
	Pearson Correlation	.388**	.610**	.474**
Organisational commitment	Sig. (2- tailed)	.000	.000	.000

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

Results of the study reflected that Organizational commitment of employees is influenced by affective (.388**), continuance (.610**) and normative (.474**) ways of commitment. All these sub-dependent variables are correlated positively and significantly with each other. Hence accepted positively.

Research Question 3: Ways to increase the commitment in the employees. Major impact of stress is on physical and mental health. The main purpose is to recognise the factors and causes of the

stress and ways to deal with the stressful situations or how to cope with the stress. No one wants to remain in the state of continual stress or challengeable situation. They try to find the ways and means to cope with the challengeable situation (Sharma,2021).

1. Strengthen a culture of transparency: Organisation must promote transparency culture in all the fields of work. There must be participation and involvement of employees in important discussions and important decisions related to employees and organisation, which results in the positivity and sense of belongingness among the employees.

2. Strong work ethics: Organisations must adopt strong work ethics which involves honesty, integrity, effective communication and job involvement. By witnessing such strong ethics employees' also adopt these values and results in increased commitment level in all the three ways.

3. Strategy of Innovation: Strategy of innovation is about making best choice of the educators with number of feasible options. Strategic alignment and seamless integration to the ways of working in the organisation is the key to enhance retention. Transparency in communication as well as supporting matrices in an institution and employee will make innovation a continuous practice.

4. Foster employee development: To foster employee development in the organisation, adequate opportunities must be given to them. Assess the weakness and strengths in the workplace. Planning must be done to provide training in the areas in which they need improvement.

5. Justice and support : Extensive two way communication and comprehensive grievance process tends to nurture commitment among the employees. Commitment level is higher in the institutions that fulfils genuine obligations' and abide by humanitarian values such as fairness, courtesy, forgiveness and moral integrity.

Analysis of findings:

Findings of the study revealed that the job satisfaction is positively related to the affective, continuance and normative type of commitment. Job satisfaction is affected by various factors such as type of work, level of responsibility, workload etc. Career advancement opportunities, regular feedback, effective communication and quality relationships in the organisation has positive impact upon the commitment of the employee. Research study indicates that precieved organisational support began with the cognizance of the authorities concerned with the employees' commitment to the organisation.

This study is conducted to find out the factors that influence the organisational commitment of the employees in the Govt. Degree colleges of Kathua district of Jammu & Kashmir. From the findings , it can be said that in order to enhance the overall organisational performance of the organisations , it has to improve the associative values of the employees in the commitment of the organisation.

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