

# Employee Commitment Factor and Its Impact over the Organizational Development IN SRF LTD

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## ABSTRACT

This study focuses on employee commitment in organizational development. The employee commitment is that employees the enthusiastic in work with an organizational goals and values. Employees are believes the organizational values, goals involve it. The factors determining the employee commitment includes training and development, motivation, job satisfaction, work environment and relationship with management. These factors should lead to the organizational development and growth. There are some findings which improve the organizational development; it is increased productivity, Employee skill development, less supervision, achieve the goal in efficient and effective manner. The research design used for this study is descriptive in nature, sampling technique is simple random sampling. And the data collection was made 130 respondents, the primary data and secondary data has been in this study. Primary data was through questionnaire from the respondents and secondary data has been through the literature review, books and journals. The tool for used for this study analysing the factor analysis and chi square test in SPSS. The result is exposed table form.

**Keywords :** Employee commitment, organization development, leadership style, motivation, job satisfaction

## I. INTRODUCTION

The employee commitment is the psychological attachment and the resulting loyalty of an employee to an organization. The employee commitment is important part of the organization development and it is main thing as employee committed with the organization goals, values and job. It is employee believe organization goals and involve it. It will explore the certain achievement of the commitment. Employee commitment is employee are reasonably connect with their job and organization. It is some factors determining the employee commitment on organization development; work environment, job satisfaction, training and development and organization social process. These are more helpful to identify the employee satisfaction. And it is positive manner in how they impact of an organization development. The effect of employee commitment on organization development employee turnover reduced, increased employee job performance and increased total return shareholders.

## II. Statement of the Problem

Employee commitment on organizational development influencing factors are work environment, Training and Development, Job satisfaction, Relationship with Management. But some important factors such as Leadership style, Motivation not considered in this type of study. So, this study examines this employee commitment factors are how impact the organizational development and growth.

## III. Literature Review

John P. Meyar, Elyse R. Maltin (2010) purpose of the research implications of employee commitment in organization and consistent to positive links between affective commitment well-being. And be also theoretical framework based three dimensions consistent and inconsistent to help motivation identified, self-determination and model of commitment.

Dr Varsha dixit, MS Monika Bhati (2012), the scope of the study was an employee commitment and it is impact in productivity auto industry. There is an organization role should be aware of the employees and motivating them to improving commitment.

Dr Mubbshermunavar khan, zia-ur-rehman, Muhammad wasimakram (2012), the research has been conducted how to impact the role of employee performance and employee satisfaction. They take dependent variable employee satisfaction. Employee commitment is independent variable. There is find employee satisfaction is most important for the commitment to improve the organizational growth.

Chung – chieh lee, chih – jenchen (2013), the aim of the research reviewing the significance between the job attitude and employee commitment through the effects of service quality in tourism industry. There is a relationship between employee commitment and job attitude in the tourism. The findings are determined job satisfaction, employee need to be motivated.

Hamid Mahmood gelaidan & hartini Ahmad (2013), they scope inquire not excessiveness of organization culture between leadership style and normative commitment to change; and they find that how to get effective and efficient leadership with change management and how to implement successfully change in organization physically and psychologically to the employee commitment.

Peace irefin, Mohammed Ali mechanic (2014), this paper focus the employee commitment, employee turnover and organizational performance in coca cola Nigeria limited. This paper analyse the employee commitment stems from behaviour of consequence. The study examine the findings the high level of employee commitment with staff; and the significance between high level of coordination with organizational performance and employee commitment, less employee turnover has been finding in this research.

Zafar gul (2015) the study purpose of the employee commitment how to positive impact on of an organizational development to describes. In this study identify the integrated and comprehensive way to commitment among employees for successfully improving performance of organization.

## IV. EMPLOYEE COMMITMENT

According to **kanter** ('68) there are 3 types of employee commitment: continuance, cohesion and control commitment.

### Factors Determine Employee Commitment

The employee commitment determining factor is major key of an organizational development. In growing competition, high functional flexibility, culture change, organization environmental change and increased job performance. The employee commitment determining factors are;

Training and development

Motivation

Reward system

Organizational justice and trust

Work environment

Job satisfaction

Relationship with management.

These are the factors should be determinants of employee commitment on organizational development.

### Training and Development

Training is an essential function for the organizational development in an organization. The organization provides adequate training and development focused on enhancing the current or developing new technical skills. The organization give a career management system improve the individual employee career path and it is more helpful for both employees and employers to improve their skills, knowledge development and involvement in job performance.

### Motivation

Motivation is the important factor of the determining employee commitment. It is psychological concepts for employee needs and desires. To give the monetary and non-monetary benefits to the employee it should be motivated them. Example; job security, shift basis flexitime, promotion, incentives and flexibility in work scheduling. Supervisor motivate the employee positively; employee commitment with the organization development.

## Reward System

Reward system is every organization needed for employee commitment. The management identified job performance each employee and give appreciation, rewards and benefits for them. The reward system also gives recognize and compensation. Recognize mean accomplishment for employee before attained target. It increase the work involvement, increase productivity and also reduced the turnover and absenteeism.

## Organizational Justice and Trust

Organizational justice and trust is the important factor of the employee commitment. It means employee behaviour, trust and honesty identified and overcome the resulting attitude. Management shares the organization goals with employee and involving employee decision making suggestion. It more helpful for organizational trust and employee more committed with development.

## Work Environment

Another factor which determining employee commitment is work environment. The good work environment capable to complete the tasks and everything should be transparent and open communication. So, employee commitment tie-up with the organization development.

## Job Satisfaction

Job satisfaction is employee believe contentment of employee job. It more helpful for the organizational trust and employee more committed with development

## Leadership Style

Leadership style also consider employee commitment factor, because leaders are motivate and help to the employee without pressure they are influencing the leadership style. And good relationship maintain among the employees this will be growth for the organization

## Impact of the Employee Commitment on Organizational Development

The employee commitment with an organization development to enthusiastic; it is identify the job and

their outcomes of the job fulfilment. The effective impact has been employee commitment on organizational development widely describe the in the theoretical paper, to list but few this include;

- Increased job performance (Mathieu & zajac, 1990)
  - Decreased employee turnover (Cohen, 1991)
  - Job satisfaction (Vandenberg & Lance 1992)
  - Decreased intention to leave (Cohen, 1993)
  - Reduced the alternative employers (Cohen, 1993)
  - Reduced the absenteeism (Cohen, 1993 & Barber et al, 1999)
  - Improve the total return to shareholders (Walker information Inc., 2000)
- The impact of the employee commitment some variable it will improve and helpful for the organization development these variable;
- Increased productivity
  - Employee skill development
  - Less supervision
  - Achieve the goal effectively and efficient manner.

## Objectives of the study

- To identify the factors determining employee commitment on Organizational Development
- To analyze the impact of employee commitment on Organization Development
- To study the effectiveness of employee commitment on Organization Development in SRF LTD.

## Research methodology

The study covers the employees of SRF LTD. There is collect the data has been through the structured questionnaire. The total population is 350 and I was using simple random sampling to collect the data from 130 respondents.

## Research Design

Descriptive research is carried out with objective and the research problem is analyzed by the way of collecting data through questionnaire. The scaling technique of the questionnaire is Likert five point scale.

## Sampling technique

Sample size taken for this study 130 employees. I used simple random sampling technique for this study to

collecting data from the respondents and analyzing tool used for This study chi square test.

### Hypothesis Statement

- Gender has associated with working culture.
- Gender has associated with frequent and supportive.
- Monthly income has associated with satisfied job.
- Age has associated with training and development.
- Age has associated with leadership development

### Data Analysis and Interpretation

The study explore with data analysis using tool factor analysis. The factor analyse which is used to reduce the factor dimension where variables are grouped and compressed for which rotated component matrix. The matrix is given below and chi square test is used to find out the associated between those variables for which the cross tabulation is mentioned below.

## V. FACTOR ANALYSIS

### Rotated Component Matrix<sup>a</sup>

	Component							
	1	2	3	4	5	6	7	8
standards of work	.791	.106	.140	.145	.168	.068	.044	.020
work environment	.654	.200	.124	.153	.249	.212	-.033	.026
full credit	.639	.051	.203	.461	-.059	.111	.071	.074
challenging job	.627	.134	.269	.258	.157	.255	-.024	-.085
feel challenged	.454	.209	-.053	-.099	.377	.440	.129	.139
Direct supervisor	.443	.361	.381	.146	.189	-.083	.108	.173
Learning	.150	.785	-.059	.077	-.038	.075	.131	.199
Career management	.063	.771	.122	.194	.113	.093	-.170	.148
Leadership	.097	.718	.189	.203	.162	.085	-.152	.010
Training and development	.168	.632	.434	.140	.205	-.024	-.025	-.021
part time	.218	.162	.645	.153	.179	.263	.116	-.008
Flexibility	.130	-.015	.612	.224	.104	.309	.348	.156
my performance at work	.135	.033	.590	.385	.055	.421	.014	.113
Pride	.119	.231	.572	-.039	.266	-.101	-.091	.363
Problems and needs	.304	.490	.549	.040	.133	-.167	.079	-.050
Wellbeing	.348	.430	.516	.024	.117	.073	-.031	.138
Satisfied	.224	.208	.035	.758	.160	.061	.101	.140
recognize and acknowledge	.108	.294	.045	.700	.176	.113	.184	.021
Accomplished	.392	.182	.264	.621	.102	.059	-.067	-.026
proud to work	.139	.010	.149	.555	.247	-.176	.323	-.053
defined role	.284	.115	.199	.101	.781	-.040	.003	.035
frequent and supportive	.066	.213	.163	.270	.743	.142	.219	-.060
feel control	.430	.113	.150	.087	.648	.206	-.066	.124
Guidance	-.009	.008	.095	.426	.617	.309	.079	.039
part of a team	.255	.199	.038	.001	.152	.812	.075	.078

Working culture	.094	-.058	.180	.086	.081	.727	.072	-.103
Promotion	-.074	-.099	-.050	.130	.049	.031	.877	.004
long term security	.119	-.023	.213	.150	.070	.160	.832	.117
Management cares	.059	.075	-.009	.018	.028	-.077	.048	.875
Goals and values	-.011	.207	.287	.092	.020	.123	.077	.838

The factor analysis is used to reduce the dimensions. The above analysis is made with 30 variables which is compressed as 8 factors namely “**job satisfaction, training and development, performance at work, job enrichment, leadership style, working environment, motivation and relationship with management.**”

### HYPOTHESIS FRAMEWORK

#### HYPOTHESIS 1

HO (Null Hypothesis): There is no significant association between gender of the respondents and working culture.

H1 (Alternative Hypothesis): There is significant association between gender of the respondents and working culture.

GENDER \* workingculture Crosstabulation

		workingculture					Total
		stronglyagree	agree	neutral	disagree	stronglydisagree	
GENDER	male	71	29	6	5	8	119
	female	7	2	1	0	0	10
	4.00	0	0	1	0	0	1
Total		78	31	8	5	8	130

Calculated Value 17.076  
Tabulated Value 15.507

H0 will be rejected. There is significant association between gender of the respondents and working culture.

#### HYPOTHESIS 2

HO: There is no significant association between gender of the respondents and frequent and supportive.

H1: There is significant association between gender of the respondents and frequent and supportive.

GENDER \* frequent and supportive Crosstabulation

		frequent and supportive					Total
		stronglyagree	agree	neutral	disagree	stronglydisagree	
GENDER	male	45	34	6	23	11	119
	female	4	4	1	1	0	10
	4.00	1	0	0	0	0	1
Total		50	38	7	24	11	130

Calculated Value 3.823  
Tabulated Value 15.507

H0 will be accepted. There is no significant association between gender of the respondents and frequent and supportive.

#### HYPOTHESIS 3

HO: There is no significant association between monthly income of the respondents and satisfied job.

H1: There is significant association between monthly income of the respondents and satisfied job.

MONTHLYINCOME \* satisfied Crosstabulation

		satisfied					Total
		stronglyagree	agree	neutral	disagree	stronglydisagree	
MONTHLYINCOME	below 5000	4	5	2	2	0	13
	5001-10000	17	18	2	7	1	45
	10001-15000	20	10	2	8	3	43
	above 15001	11	9	1	5	2	28
	5.00	1	0	0	0	0	1
Total		53	42	7	22	6	130

Calculated Value 9.222  
Tabulated Value 26.296

H0 will be accepted. There is no significant association between monthly income of the respondents and satisfied job.

#### HYPOTHESIS 4

HO: There is no significant association between age of the respondents and training and development.

H1: There is significant association between age of the respondents and training and development.

AGE \* traininganddevelopment Crosstabulation

		traininganddevelopment					Total
		stronglyagree	agree	neutral	disagree	stronglydisagree	
AGE	below25	16	15	10	14	3	58
	26-35	11	18	2	3	4	38
	36-45	6	9	1	2	0	18
	above45	6	7	1	0	2	16
Total		39	49	14	19	9	130

Calculated Value 18.750  
Tabulated Value 21.026

H0 will be accepted. There is no significant association between age of the respondents and training and development.

## HYPOTHESIS 5

HO: There is no significant association between age of the respondents and leadership development.

H1: There is significant association between age of the respondents and leadership development.

AGE \* leadership Crosstabulation

Count		leadership					Total
		stronglyagree	agree	neutral	disagree	stronglydisagree	
AGE	below25	15	21	3	13	6	58
	26-35	10	17	3	4	4	38
	36-45	4	11	2	1	0	18
	above45	9	4	1	1	1	16
Total		38	53	9	19	11	130

Calculated Value 15.330

Tabulated Value 21.026

H0 will be accepted. There is no significant association between age of the respondents and leadership development.

## VI. CONCLUSION

The focus of this study is to identify the factors influencing employee commitment and also what are the impacts it create on employee commitment on organizational development. This study is to identify the effect of employee commitment on organizational development. I frame five hypothesis only; in that hypothesis the results are four is negative and only one is positive. The positive one is gender and work culture are associated but there is leadership style and motivation in my findings both are negative.so there is no association between leadership style and motivation in this organization. So the management will improve employee commitment in this organization. It is helpful for the organizational development and for the growth of the organization.

## VII. REFERENCES

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