

ASSESSMENT OF SELECTED FACTORS ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

This paper examines the contribution of job satisfaction, organizational citizenship behavior, physical environment, job performance and selected Demographic factors in organizational commitment. The sample consisted of 160 highly educated (Post graduate and above) officers in different ranks working in the public and private sectors at Dera Ismail Khan District. The study found collectively strong significant impact of all variables used in research study on organizational commitment, however job satisfaction and organizational behavior had no important role in commitment. Findings and implications for managerial practices in the study are discussed and put forward

Key words: Organizational commitment, Job satisfaction, Organizational citizenship behavior. Physical environment, job Performance, Demographic Factors.

INTRODUCTION

In any organization feelings of commitment and job satisfaction of the personnel are two of important factors for organizational success. Organizational commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it (Newstrom, 2007). In past employees were loyal to organizations when their jobs were secure. But due to some factors many organizations experienced downsizing, restructuring or transformation and thus creating insecure climate. It is a challenge for the organizations to get loyalty of the

employees. Hence organizations require to develop new work contracts with employees in the shape of safe and pleasant working conditions, access to training and development and balance between work and remuneration etc. Satisfaction and commitment with organization is different from employee to employee due to their demographics as revealed by the literature review. The aim of this study is to explore impacts of job satisfaction, organization behavior and physical environment on organizational commitment in the light of some demographic factors in an environment

like D.I.Khan district, Khyber Pakhtun khawa (Pakistan).

Dera Ismail Khan is economically backward and economic development is too slow. Infrastructure in all portfolios is far behind the requirements. The area is behind socio culturally and in educational facilities (literacy rate of the district is just 31.3 percent (2007 census)), health facilities (one doctor for every 4,736 persons and one nurse for 21,038 people), employment opportunities. Very few small industries are here. Disturbed political situation of the city is also a major hurdle in the way of investment. Although government has given subsidies to promote investment, yet it has not given any attention to awareness and training programs for business class. Electricity is the only source of energy in D.I.Khan which is very costly and causes high cost. Here males are prioritized to get education because education is attached to employment and male has to support family financially and female has to look after house hold affairs. In private sector the environments are highly stressed as their working times are highly regulated in that they have to sign-off on the system when they go for tea, lunch and even the ablutions. The staff often has to work

even more than 12 hours a day and full week. The physical environment is such that they are in close proximity to each other and the office and break-away areas are dull with pale colors. The staff sentiment has that they come to work because they have to be here, that they have no career paths and that they probably will not progress much further in the institution than their current positions. They do not feel that they are part of the institutions' objectives; they don't fully understand how they contribute to the objectives of the company. In public sector case is fully averse with respect to working conditions, working environment, working hours, job security, promotion etc.

The main rational of the study is to contribute by enhancing existing knowledge within the field of educational psychology. This study will be of immense benefits to other institutions as well who are interested in furthering their performance.

Research Hypothesis

H_0 = Job satisfaction, organization behavior, physical environment and demographic factors used in the model all

collectively have impact on organizational commitment.

H₁ = Job satisfaction, organization behavior, physical environment and demographic factors used in the model all collectively have no impact on organizational commitment.

Also individual impact of Job satisfaction, organization behavior, physical environment and demographic factors used in the model on organizational commitment are sub hypothesized.

Literature Review

Many researchers constructed organizational commitment in behavioral Perspective and attitudinal Perspective. For example Becker, (1960); Alluto, Herbiniak & Alonso, (1973) and Angle & Perry, (1983) explained organizational commitment as a binding of the individual to behavioral acts. Meyer and Allen (1997); Mowday, Porter and Steers (1982) etc saw commitment in attitudinal Perspective of individuals.

Many researchers treated organizational commitment as a dependent variable and demographic factors as independent variables in their studies. As for example their findings are Abdulla & Shaw, (1999);

Newstrom, (2007) found that older workers are more committed. Because older people at workplace lower their expectations to more realistic levels and adjust themselves better to their work situations. Lau et al. (2005) showed that teachers in the youngest age group were significantly more burned out than their older colleagues. Wiedmer (2006) found that education level and age were not significant predictors of job satisfaction and organizational involvement. Taiwo (2003) found positive relationship between Organizational commitment and age, education, experience, and marital status. Age, gender, and level of education impact significantly on organizational commitment (Lok & Crawford, 2004; Du, et al 2007 and Khan et al, 2010). Lim (2003) found significant difference for gender and affective commitment. Al-Kahanti (2004) naked significantly correlation between gender with organizational commitment. Lackritz (2004) discovered in his research that female faculty members exhibited significantly higher mean scores than their male counterparts on the emotional exhaustion. In a study, Hogan & McKnight (2007) expressed that female university online instructors had higher

levels burnout on emotional exhaustion, depersonalization and lack of personal accomplishment than their male counterparts. Female and junior anesthetists reported higher levels of emotional exhaustion and job dissatisfaction than male and senior anesthetists (Chiron et al., 2010). Kumar et al. (2007) found out that women respondent reported lower levels of personal accomplishment than men. Heinzman (2004) examined the relationship between the variables of age, tenure, and job satisfaction to organizational commitment and found significant relationship between organizational commitment and tenure. Huang (2004) found no significant relationship between length of employment and organizational commitment. King (2002) and Brookover (2002) found no correlation between organizational commitments had and job tenure.

Organizational commitment is a force that increases organizational effectiveness by improving employees' performance (Steers, 1977). Organizational commitment has variously been found to be positively related to job satisfaction

(Steers et al,1978; Mowday et al,1979,1982; Bateman et al, 1984 and Mathieu et al,1990). Job satisfaction was a significant predictor of organizational commitment (Mannheim et al., 1997; Busch et al., 1998; Chi-Yueh, 2000; Freund, 2005; Feinstein and Vondrasek, 2006).

Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers and found that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers.

METHODOLOGY

Primary data from 160 respondents who were highly educated(Post graduate and above) officers in different ranks working in all offices in public and private sectors at Dera Ismail Khan District were randomly selected using stratified sampling technique was collected with the

help of structured questionnaire. Sample size was calculated by using formula offered by Tabachnik and Fidell (2001, p. 117) for computing the sample size required for a multiple regression analysis

$$N \geq 50 + 8m$$

Where

m = Number of predictor variables.

As in my research numbers of independent variables are 9 that's why sample size becomes equal or more than 122. Statistical Package for Social Sciences (SPSS) was used for frequency counts, correlation check, t-test and Anova test. Regression analysis was applied to know cause and effect of independent variables on dependant variable.

A five-point Likert scale was used in questionnaire on different attributes of organizational commitment, Job performance, Job satisfaction, Organizational behavior, Physical environment. Data was also collected on demographics like age, marital status, education, experience, and gender also to see their impact on organizational commitment.

Modeling. The General Linear Model is usually predictable using ordinary least square and has become one of the most

extensively used diagnostic techniques in social sciences (Cleary and Angel 1984). Most of the statistics used in social sciences are based on linear models, which mean soothing to robust a straight line to the data collected. Ordinary least square is used to predict a function that relates dependent variable (Y) to one or more independent variables ($x_1, x_2, x_3 \dots x_n$). It uses linear function that can be expressed as

$$Y = a + bX_i + e_i$$

Where

a Constant

b Slope of line

X_i Independents variables

e_i Error term

Hence to assess contribution of different determinants on job performance Linear Regression Model was expressed as follow
 Y (Organizational commitment) = a (constant) + X_1 (Gender) + X_2 (Marital status) + X_3 (Age) + X_4 (Education) + X_5 (Experience) + X_6 (Job performance) + X_7 (Job satisfaction) + X_8 (Organizational behavior) + X_9 (Physical environment) + e_i (term error)

ANALYSIS AND INTERPRETATION

Table 1 shows correlation between variables dependent variable and independent

Table 1 Correlation of Organizational Commitment with different variables

Variables	Pearson Correlation	Sig. (2-tailed)
Gender	.151	.063
Marital Status	.402**	.000
Age	.281**	.000
Education	.085	.296
Experience	-.326**	.000
Job Performance	.576**	.000
Job Satisfaction	.488**	.000
Organizational Behavior	.158	.052
Physical Environment	.002	.982

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

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

Job performance, job satisfaction and marital status are highly positively correlated with organizational commitment. Job performance is 58% correlated to organizational commitment (table 1). It means bringing 1% change in improvement of performance in job make employee 58% committed to organization. Job satisfaction is 49% positively correlated to commitment (table 1). Marital status is 40% positively correlated to commitment (table 1). All other variables used in the model show positive but weak

correlation between them and organizational commitment except experience which is negatively and also strong correlated ($r = -0.326$ table 1). It is because low experienced employee are committed to organization in order to earn better name and place in the organizations to go a head in the same organization or to jump another one. Tables 2 to 6 show group differences. Males are highly committed to organizational commitment ($p = 0.063$, table 2).

Table 2 Impact of Gender grouping on Organizational Commitment (t- test)

Gender	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Male	80	20.5000	3.95545	-1.870	150	.063
Female	72	21.6667	3.70762			

It is because males in study area are responsible for financial support of their family members. In order to meet living charges of them in these hard days of high inflation they not only want a secure job but also rapid promotion which is when

they are highly committed and perform well.

From table it is clear that married employee is more committed than unmarried ($p = 0.000$).

Table 3 Impact of Marital Status grouping on Organizational Commitment (t- test)

Marital Status	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Married	104	20.0000	3.90170	-5.369	150	.000
Un Married	48	23.3333	2.65244			

Again it is because of more responsibility on shoulders of married employees.

employees of every age are committed to organization. Now a day's job

From table 4 it is discovered that in study area age has no significant impact on commitment ($p = 0.253$).In study area

Table 4 Impact of Age grouping on Organizational Commitment (ANOVA)

Levels	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.712	1	19.712	1.318	.253
Within Groups	2243.867	150	14.959		
Total	2263.579	151			

opportunities are not available. Also in study area people work in one shift programme. Therefore all of them are to be committed.

Education has no significant impact on commitment ($p = 0.120$, table 5).Also table 1 make this clear that education is weakly correlated to commitment $r = 0.085$.

Table 5 Impact of Education grouping on Organizational Commitment (t- test)

Education Group	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Master	120	20.8000	4.15174	-1.565	150	.120
Above Master	32	22.0000	2.38273			

Employees of either educational group are committed because of job satisfaction or not availability of alternative better jobs in the same locality and employees have to retain in the organization .Their promotion is on commitment and well performance.

Experience has significant impact on commitment ($p = 0.000$, table 6).More experienced employees are more committed. More experienced employee become familiar with the organizational culture.

Table 6 Impact of Experience grouping on Organizational Commitment (ANOVA)

Levels	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	225.697	1	225.697	16.613	.000
Within Groups	2037.882	150	13.586		
Total	2263.579	151			

Also more experienced and less educated employees have promotional opportunities in in the same organization.

Estimation of the job performance showed moderate to strong multicollinearity among the independent variables (table 7 to 9).

Table 7 showing model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 ^a	.602	.577	2.51830

a.Predictors: (Constant), Physical Environment, Age, Organizational Behavior, Marital Status, Experience, Job

Satisfaction, Gender, Education, Job Performance

Table 8 showing ANOVA statistics

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1363.042	9	151.449	23.881	.000 ^a
	Residual	900.537	142	6.342		
	Total	2263.579	151			

a. Predictors: (Constant), Physical Environment, Age, Organizational Behavior,

b. Marital Status, Experience, Job Satisfaction, Gender, Education, Job Performance

Dependent Variable: Organizational Commitment

The value of F-statistics ($F = 23.881$, table 8) shows that the explanatory variables included in the model collectively has significant impact ($p = 0.000$, table 8) on the organizational commitment accepting null hypothesis. All explanatory variables except job satisfaction and organizational behavior are significant (table 9). The R^2 and Adjusted-

R^2 values of 0.776 and 0.602 respectively suggest that at least 60 percent variations in job performance are explained by the explanatory variables included in the model. 40% variations are due to other factors not used in the model.

The coefficient for all significant variables are significant below 5 percent level and suggests that gender, marital status, age, education, experience, job performance and physical environment affects organizational commitment positively. One percent change in gender, marital status, age, education, experience, etc of employees brings about 60% percent changes in organizational commitment.

Table 9 showing Coefficients of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-15.843	3.733		-4.244	.000
Gender	3.190	.524	.413	6.085	.000
Marital Status	3.791	.596	.457	6.355	.000
Age	.107	.062	.166	1.738	.084
Education	.620	.200	.238	3.094	.002
Experience	-.195	.063	-.212	-3.079	.002
Job Performance	.170	.061	.298	2.763	.006
Job Satisfaction	.053	.053	.086	.998	.320
Organizational Behavior	.038	.047	.049	.817	.415
Physical Environment	.179	.045	.274	4.032	.000

a. Dependent Variable: Organizational Commitment

DISCUSSIONS AND CONCLUSIONS

Highly committed employees are the destiny of an organization. Therefore it is the need of the time to be watchful of their perceptions regarding their satisfaction, organizational citizenship behavior and physical environment of the organization. Present shove hushes-up up with some results regarding organizational commitment of employees in an organization. Investigation of data reveals that overall higher the better performance of employees with the job higher is the commitment. But performance of employees with the job differs from

employee to employee with respect to gender, age, marital status, educational level, experience. Many of them consider their age, education level, experience etc very important for the organizational commitment. They admit these factors as leading in their commitment. They wish demanding and appealing work, training and guidance, fair pay, respect, clear understanding of the job and its performance required, strong sense of belonging to the organization for their satisfaction and then commitment with the organization. In the presence of good physical environment i.e good physical

appearance of building, better rooms' ventilation and lightings, rooms' cleanliness, physical security, adequate facilities of communications and transport etc performance of employees of different demographics may be more better hence commitment. They are ready to assist their dependant, to volunteer the things that are not required, orient new things and help new employee even not asked. From above findings and discussion it is concluded that organizational commitment is dependent on gender, marital status age, education, experience. It means that where there falls responsibility on employees to be committed with the institution and perform their duties as required there also fall responsibility on institutions to provide them a satisfied job keeping in view their demographics.

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