

ROLE OF ORGANIZATIONAL COMMITMENT IN DETERMINING THE ATTRIBUTES OF JOB ATTITUDE A STUDY IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

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PURPOSE

THE whole study is conducted with two specific objectives. Firstly the study explores the job attitude formation process and its underlying components in public and private sector organizations. Finally it also appraises the impact of commitment process on job attitude in different organizations.

Design/Methodology/Approach: *The study uses primary data collection with structured questionnaire with convenient sampling with 598 respondents and finally we reduce the variables into factors using factor analysis. Further we also measure the impact on job attitude with regression method with individual commitment process as well as in total.*

Findings: *Results indicate that the bonding with supervisor and colleagues, different task, and sense of autonomy seem to be the primary contributor in job attitude in public sector organizations, whereas monetary incentives and their frequencies occupy the prime role in private sector organizations. Further, we also observe that all levels of commitments have significant impact only in public sector organizations on job attitude formation process.*

Research Limitations/Implications: *This study is restricted to the public and private sector organizations in the national capital region Delhi only due to time and resource constraint.*

Practical Implications: *Practically the policy makers, HR managers, floor managers, etc., in public and private sector organisations can devise suitable strategies to align the mission and vision of the organization taking care of job attitude process differently restricted to NCR Delhi region only.*

Originality/Value: *The whole study is dependent on primary survey with first hand response from public and private sector organizations, of NCR of Delhi which is unique on these factors.*

Key Words: *Job attitude, Organisational Commitment, Regression, Factor analysis.*

Introduction

An attitude is “a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols. A psychological tendency that is expressed by evaluating a particular entity with some degree of favorableness. An attitude is a measurement of the degree that represents that the level of liking or disliking of a person towards any item that can be a person, object, place or any event. Attitude can be determined by the negative or positive emotion or feeling of a person any item as item is referred to attitude object. Sometimes people are confused about

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Organizational Commitment

The concept of organizational commitment refers to a person's affective reaction to characteristics of his employing organization. It is concerned with feelings of attachment to the goals and values of the organization, one's role in relation to this and attachment to the organization for its own sake rather than for its strictly instrumental value.

Buchanan (1974) in a study on development of organizational commitment distinguishes three components:

- 1) Identification: pride in the organization: the internalization of organization goals and values
- 2) Involvement: psychological absorption in the activities of one's role
- 3) Loyalty: affection for and attachment to the organization, a sense of belongingness, manifesting a wish to stay.

The strength of an individual's identification with an organization is known as organizational commitment. Rogers (1969) states that "commitment is total organismic direction involving not only the conscious mind but the whole direction of the person. It is a kind of purposeful and meaningful direction which is gradually achieved by the individual through a close relationship in which even unconscious tendencies are as much respected as conscious choice".

Meyer and Allen (1990) have proposed a multi-dimensional model of organizational commitment. They mention that it is more appropriate to consider affective, continuance, and normative to be components rather than types of commitment because an employee's relationship might reflect varying degrees of all three.

Continuance Commitment has been based on Becker's (1960) side bet theory. Allen and Meyer (1990) conceptualized continuance commitment as a component of their attitudinal model of organizational commitment. According to Jaros et al., (1993) commitment as a form of psychological attachment to an employing organization, reflects the degree to which an individual experiences a sense of being locked in place because of high costs of leaving.

Affective commitment encompasses loyalty, but it is also deep concern for the organization's welfare. Kanter's (1968) "the willingness of social actors to give energy and loyalty to the organisation".

Normative commitment is a perceived obligation to remain with the organisation.

Review of Literature

Noah and Steve (2012) studied the relationship between work environment and job attitude of employees in service oriented firm in Nigeria using questionnaire method with 120 respondents from the service firm with the help of Chi Square method. They find that the physically and socially challenging work of the firm emerge as the root cause of absenteeism among employees. Thus, employees are found to have very low level of commitment towards the firm leading to apathy. Noah and Steve (2012) stress that most of the organizations in Nigeria have to give adequate consideration to financial and non financial rewards to form positive attitude among employees. They also find that financial rewards are necessary but not sufficient whereas non financial rewards are important determinant of job attitude of employees. However this negative attitude formation can be tackled by creating better work environment including financial incentives, closer communication and positive leadership. They further claim that if entire working environment is made conducive to employees, it will lead to higher productivity commensurate with organizational goals and objectives.

Coyle-Shapiro et al., (2002) appraised the importance of profit sharing model to increase organizational performance via positive changes in employee attitude and find it mixed. They conduct this survey from a sample of employees in a UK multinational supplier of aerospace components to aerospace industry.

This firm separated the site from its multinational owner due to management buyout devised profit sharing scheme for the employees. Management took two attempts to convince the employees about the profit sharing plan and hundred percent acceptances were achieved in one year. Thus, Coyle – Shapiro et al., (2002) completed this survey with 141 engineering employees as respondents ten months prior and twenty months hence the profit sharing scheme leading to zero error emanating from individual's knowledge of the forthcoming intervention. They found that the profit sharing model has a differential effect on our attitudinal outcomes. First, capacity to contribute is significantly correlated to organizational commitment but not related to trust in management. Secondly profit sharing model is an act of reciprocity enhancing trust in management further enhancing the organizational commitment. This study is limited to only one organization with hundred percent acceptances of scheme without any control group.

According to Singh (2002), a low satisfaction level is not a good sign because satisfaction level of the human resource has a direct impact on the preference of the individual to remain in an organization. Further the level of satisfaction has an impact on the motivation level which affects the performance of an individual on the job. This means that if an individual is working in the organization with low satisfaction level than his/her performance will be adversely affected.

Brief and Roberson (1989) conducted an exploratory study with 144 respondents and found that the job satisfaction measures exhibit considerable variation in terms of their affective and cognitive content which may further affect job attitude of employees. Newman (1974) apply Fishbein's (1967) attitude behaviour model with 108 nursing home employees and found that traditional job attitude model was more effective predictors of absenteeism. Herman (1973) proposed a model for job attitude and job performance which hypothesizes that relationships occur in situations where job behaviors are primarily worker controlled. Steers (1975) concluded his findings that job satisfaction is somehow related to job satisfaction but not to job involvement. Newman (1975) argues the relative efficacy of personal and organizational characteristics in accounting for employees' job attitudes using 710 respondents in insurance company. He finds that employees in different locations in the firm treat the work environment differently leading to differential attitude to jobs. Pearce (1983) studies the fire department employees, family planning employees, poverty relief agencies etc. and confirms that activities of these employees are more praiseworthy and highly motivating consistent with the "sufficiency of the justification effects". However we find adequate gaps in literature with comparative study between the public and private concerns to study the difference between the job attitude processes. Thus entire study is carried out with following specific objectives.

Objectives and Hypotheses of the Study:

This specific study is conducted with following objectives and hypotheses.

- a) To identify the important attributes of job attitude and its loadings between public and private organizations.
- b) To quantify the effect of affective commitment on the job attitude of employee between public and private sector organizations.

H01: There is no effect of affective commitment on the job attitude of employee in private and public sector organizations.

Ha1: There is significant effect of affective commitment on the job attitude of employees in private and public sector organizations.

- c) To quantify the effect of continuance commitment on the job attitude of employee between public and private sector organizations.

H02: There is no effect of continuance commitment on the job attitude of employee in private and public sector organizations.

Ha2: There is significant effect of continuance commitment on the job attitude of employees in private and public sector organizations.

- d) To quantify the effect of normative commitment on the job attitude of employees between public and private sector organizations.

H03: There is no effect of normative commitment on the job attitude of employees in private and public sector organizations.

Ha3: There is significant effect of normative commitment on the job attitude of employees in private and public sector organizations.

Methodology and Data Sources

The responses of employees on job attitude and various attributes of commitment from BHEL, L&T, Jaypee Group, NTPC were obtained using structured questionnaire from 598 respondents in aggregate. Data were collected using convenience sampling with technical employees in grade 1 and grade 2. The whole responses were administered through direct and online survey both on a Likert scale of five. Further to appraise the effect of various types of commitment on job attitude, equal weighted ratings of affective, continuance, and normative commitment were calculated using regression with least square method. The choice of firms is attributed to the availability of data of respondents in national capital region, Delhi. Further, we also judge the robustness of results based on reliability statistics.

In this study we use following symbols to carry out the entire study.

Table No. 1: Descriptions of Notations

Symbol	Meaning
CONCOMMIT	Continuance Commitment
NORMCOMMIT	Normative Commitment
AFFECCOMMIT	Affective Commitment

Results and Discussion

Table No. 2 and Table No. 8 present the KMO and Bartlett's test of Sphericity measuring the sampling adequacy, which is a rough indicator of how adequate the correlations are for factor analysis. We find our KMO measure higher than 0.6 and significant p values reflecting the adequate correlations for factor analysis. The significant p values (Chi Square) don't accept the null hypothesis that none of the variables were significantly correlated. Thus, it is indication of statistically significant outcome before we conduct factor analysis with principal component analysis in private and public sector organizations. Further, we observe in Table No. 3 and Table No. 9 that out of twelve variables, only two and three components are having eigen values higher than one indicating the maximum number of components we should accept for job attitude in public sector organizations and private sector organizations respectively. The percentage shown in total variance explained is truly extracted based on the eigen values. Further, visual observation of the Scree Plot suggests similar number of components between 2 or 3 having adequate congruence with total variance explained. Table No. 4 and Table No. 10 present structure matrix reflecting the association of each component with each and every variables of job attitude in public and private organizations respectively. Firstly, in public sector organizations, we find that the first component appears to subsume, ordered by the strength of the structure coefficients, personal association with supervisor, personal association with colleague, appreciation, autonomy, different task, and sense of achievement. The second component appears to subsume, ordered by the strength of the structure coefficients, award for the merit, help from supervisor, adequate payment, steady employment, frequent incentives, and better working policy. On the other hand, in private sector organizations, the first component appears to subsume, ordered by the strength of the structure coefficients, important part of the organization, personal relationship, and reward of meritorious work, frequent incentives, praise and appreciation. The second component appears to subsume, ordered by the strength of the structure coefficients, requirement of enough payment, steady employment, and personal relationship with supervisor, autonomy, different task, and sense of achievement. The third

component appears to subsume, ordered by the strength of the structure coefficients, better policy, and help from supervisor. Finally, both the results have shown more reliability due to higher Cronbach's alpha at aggregate and at individual item wise in both the type of organizations. The above results led to the fact that bonding with supervisor and colleague, appreciation and different task and consequent sense of achievement are primary determinant of job attitude in public sector organizations, whereas they all are of secondary importance in private sector organizations. In private sector organizations, employees' job attitude is primarily led by monetary rewards and their frequency, which have occupied secondary role in public sector organizations. The policy of the organization has least importance in both the type of organizations. Table No. 13 presents the comparative findings of summary of factor analysis focusing on autonomy and association as prime component in public sector organizations as compared to higher importance of monetary incentives in private sector organizations. Table No. 14 depicts the effect of various levels of commitment on the formation of job attitude of employees in public and private sector organizations. It is evident that all the three types of commitment has t statistics higher than 2 accepting significant impact of this phenomenon on the job attitude formation in public sector organization with adjusted R square varying from seventeen percent to twenty seven percent, whereas none of the commitments are significant contributor in job attitude formation in private sector organizations. However, this is tested further using combined regression where all the three commitments are used to regress job attitude. Results are still in favor of public sector organizations at 5 % and 10% level of significance, whereas private sector has shown strong cannibalism among various levels of commitments reducing the combined effect. Thus, public sector organizations can be more dependent on various forms of organizational commitments, whereas private sector can focus on other characteristics attributing in the formation of job attitude. The differing characteristics of job attitude formation process have got the similar confirmation from factor analysis where monetary reward has emerged as primary contributor.

Table No. 2: KMO and Bartlett's Test in Public Sector Organization

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.880
Bartlett's Test of Sphericity	1317.391
Approx. Chi-Square	66
Df	0.000
Sig.	

Table No. 3: Component and Variance Explained in Public Sector Organization

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.023	41.860	41.860	5.023	41.860	41.860
2	1.244	10.365	52.224	1.244	10.365	52.224
3	0.999	8.327	60.551			
4	0.833	6.941	67.492			
5	0.740	6.167	73.659			
6	0.620	5.170	78.830			
7	0.565	4.710	83.539			
8	0.501	4.176	87.716			
9	0.442	3.687	91.403			
10	0.396	3.302	94.704			
11	0.345	2.878	97.583			
12	0.290	2.417	100.000			

Scree Plot

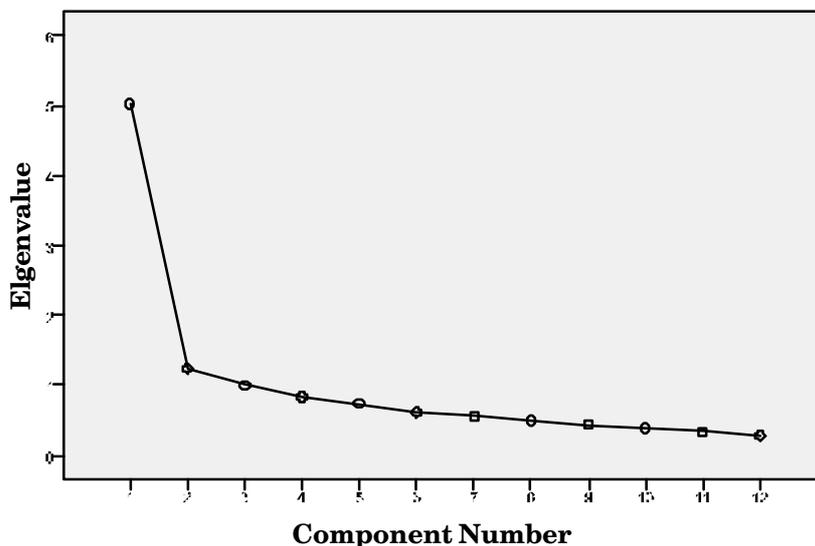


Figure 1: Scree Plot in Public Sector Organizations

Table No. 4: Structure Matrix in Public Sector Organizations

Sl. No.	Statements	Component	
		1	2
1.	Personal relationship with supervisor	0.772	–
2.	Personal relationship with colleagues	0.771	–
3.	Praised and appreciated for the work	0.752	–
4.	Autonomy in taking up the responsibility	0.746	–
5.	Important part of the organisation	0.689	–
6.	Different task generates sense of achievement	0.627	–
7.	Meritorious services rewarded	–	0.767
8.	Help in work from supervisor	–	0.746
9.	Enough payment required	–	0.742
10.	Committed and steady employment	–	0.735
11.	Incentives at regular intervals	–	0.728
Extraction Method: Principal Component Analysis			
Rotation Method: Promax with Kaiser Normalization			

Table No. 5: Reliability Statistics in Public Sector Organizations

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.862	0.866	12

Table No. 6: Reliability Statistics of Various Items in Public Sector Organization

Sl. No.	Statements	Cronbach's Alpha if Item Deleted
1.	Different task generates sense of achievement	0.854
2.	Autonomy in taking up the responsibility	0.853
3.	Praised and appreciated for the work	0.844
4.	Personal relationship with supervisor	0.854
5.	Personal relationship with colleagues	0.846
6.	Important part of the organization	0.842
7.	Help in work from supervisor	0.842
8.	Better kind of policy required	0.877
9.	Meritorious services rewarded	0.849
10.	Enough payment required	0.850
11.	Incentives at regular intervals	0.852
12.	Committed and steady employment	0.850

Table No. 7: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Different task generated sense of achievement	41.36	44.457	0.496	0.294	0.854
Autonomy in taking up the responsibility	41.65	44.823	0.522	0.361	0.853
Praised and appreciated for the work	41.63	42.869	0.644	0.506	0.844
Personal relationship with colleagues	41.79	44.639	0.629	0.507	0.846
Important part of the organisation	41.61	42.264	0.679	0.541	0.842
Help in work from supervisor	41.56	42.591	0.681	0.514	0.842
Better kind of policy required	41.88	47.917	0.187	0.099	0.877
Meritorious services rewarded	41.68	44.754	0.581	0.436	0.849
Enough payment required	41.74	43.589	0.560	0.442	0.850
Incentives at regular intervals	41.69	44.322	0.528	0.379	0.852
Committed and steady employment	41.61	44.450	0.555	0.408	0.850

Table No. 8: KMO and Bartlett's Test in Private Sector Organizations

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.779
Bartlett's Test of Sphericity	Approx. Chi-Square
	752.526
	df
	66
	Sig.
	0.000

Table No. 9: Total Variance Explained in Private Sector Organizations

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.488	29.068	29.068	3.488	29.068	29.068
2	1.550	12.920	41.988	1.550	12.920	41.988
3	1.229	10.245	52.232	1.229	10.245	52.232
4	0.925	7.710	59.942			
5	0.884	7.365	67.307			
6	0.782	6.514	73.821			
7	0.717	5.978	79.799			
8	0.605	5.042	84.841			
9	0.526	4.381	89.222			
10	0.514	4.283	93.505			
11	0.412	3.433	96.938			
12	0.367	3.062	100.000			

Scree Plot

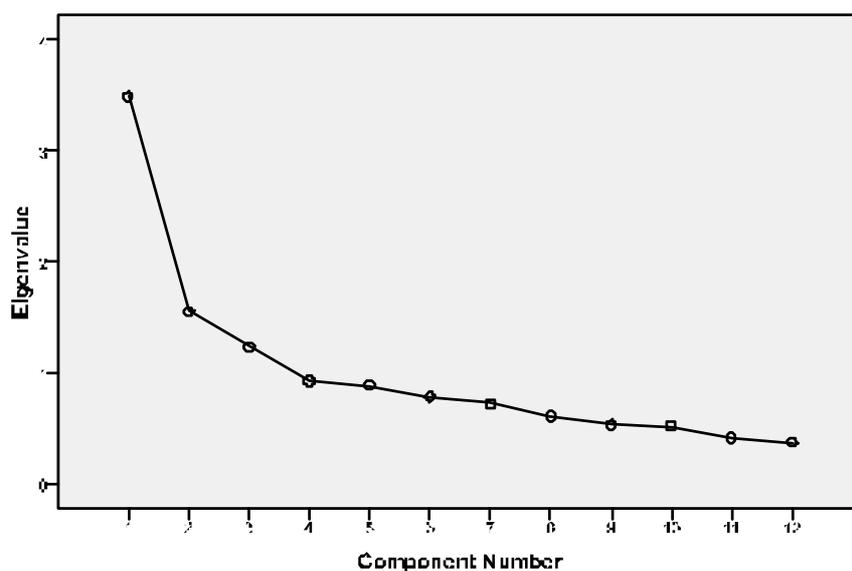


Figure 2: Scree Plot in Private Sector Organizations

Table No. 10: Pattern Matrix in Private Sector Organization

	Component		
	1	2	3
Important part of the organisation	0.784	–	–
Personal relationship with colleagues	0.774	–	–
Meritorious services are rewarded	0.721	–	–
Incentives at regular intervals	0.585	–	–
Praised and appreciated for the work	0.552	–	–
Enough payment required	–	0.722	–
Committed and steady employment	–	0.669	–
Personal relationship with supervisor	–	0.638	–
Autonomy in taking up the responsibility	–	0.576	–
Different task generates sense of achievement	–	0.522	–
Better kind of policy required	–	–	0.836
Help in work from supervisor	–	–	0.478
Extraction Method: Principal Component Analysis.			
Rotation Method: Promax with Kaiser Normalization.			

Table No. 11: Reliability Statistics in Private Sector Organization

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.766	0.767	12

Table No. 12: Cronbach's Alpha (Item Wise) in Private Sector Organization

	Cronbach's Alpha
Different task generates sense of achievement	0.745
Autonomy in taking up the responsibility	0.748
Praised and appreciated for the work	0.756
Personal relationship with supervisor	0.748
Personal relationship with colleagues	0.740
Important part of the organization	0.731
Help in work from supervisor	0.760
Better kind of policy required	0.771
Meritorious services are rewarded	0.737
Enough payment required	0.760
Incentives at regular intervals	0.745
Committed and steady employment	0.311

Table No. 13: Decision Making: Job Attitude in Public and Private Organizations

Public Sector Organizations		Private Sector Organizations	
Attributes	Proxy Name	Attributes	Proxy Name
<ul style="list-style-type: none"> ● personal association with supervisor, ● personal association with colleague, ● appreciation, ● autonomy, ● different task and sense of achievement, ● award for the merit, ● help from supervisor, ● adequate payment, ● steady employment, ● frequent incentives, and ● better working policy 	Association cum autonomy	<ul style="list-style-type: none"> ● important part of the organization, personal relationship, ● reward of meritorious work, ● frequent incentives, ● praise and appreciation ● requirement of enough payment, ● steady employment, and ● personal relationship with supervisor, autonomy, ● different task and sense of achievement ● better policy and help from supervisor 	Monetary Reward and Frequency
	Steady and Better Working Policy		Employment Pattern and Task Delegation
			Working Policy

Table No. 14: Regression Output: Impact of Commitment on Job Attitude

Independent variable	Coefficient	t statistics	P value	Adjusted R square (p value)
Public Sector Organizations: (Dependent variable: Job Attitude)				
AFFECTCOMMIT	0.13	2.54	0.03	22%
CONTICOMMIT	0.11	2.00	0.04	17%
NORMCOMMIT	0.19	3.45	0.00	27%
Public Sector Organizations: (Dependent Variable : Job attitude and Independent variable: all three different forms of commitment combined)				
AFFECTCOMMIT	0.15	3.01	0.02	53%
CONTICOMMIT	0.05	1.56	0.07	
NORMCOMMIT	0.24	6.98	0.00	
Private Sector Organizations: (Dependent variable: Job Attitude)				
AFFECTCOMMIT	0.10	0.81	0.41	2.3%
CONTICOMMIT	0.10	1.08	0.28	2.5%
NORMCOMMIT	0.10	0.93	0.35	2.1%
Private Sector Organizations: (Dependent Variable : Job attitude and Independent variable: all three different forms of commitment combined)				
AFFECTCOMMIT	0.06	0.62	0.53	0.12%
CONTICOMMIT	0.05	0.39	0.69	
NORMCOMMIT	0.05	0.39	0.69	

Conclusions and Recommendation

The study explores the differences in attributes of job attitude between public sector and private sector organizations and argue strongly that the bonding, autonomy and sense of achievement seem to occupy the primary component role in public sector organizations in contrast to monetary benefits and their frequency in private sector organizations. Further, this is strengthened by various types of commitment as well in public sector manufacturing concern. Thus, finding seem to support the earlier findings of Noan and Steve (2012) who stress on financial and non financial rewards to form positive attitude among employees. Our regression results are partially in tandem with the findings of Brief and Roberson (1989) who conclude that the job satisfaction measures exhibit considerable variation in terms of their affective and cognitive content which may further affect job attitude of employees. However, our results unilaterally support the job attitude with all types of organizational commitment as primary determinant in public sector organizations which is absolutely negated in private sector organizations. Thus, suitable management strategies need to be devised to align with the mission and vision of the organizations.

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