



## A STUDY OF ORGANIZATION COMMITMENT AMONG ENGINEERS IN PUBLIC SECTOR

D.Senthilkumar<sup>1</sup>, Dr.K.Soundararajan<sup>2</sup>

Assistant Professor Cum L.O, Dept. Of Management Studies, DDE , Annamalai University<sup>1</sup>

Associate Professor, Dept. Of Management Studies, DDE, Annamalai University<sup>2</sup>

[dsenthilkumar73@gmail.com](mailto:dsenthilkumar73@gmail.com)

### ABSTRACT

An attempt was made in the present study to analyze the variable of organizational commitment among the Engineers in the public sector. A sample of 100 Engineering employees was selected and administered 34- items of the organizational commitment questionnaire. The collected data from the respondents were subjected to “t” test and Analysis of the variance (ANOVA). The results indicated that no significant difference was existed between male and female group, married and unmarried group of engineers on the perception of organizational commitment.

**Keywords:** Organizational commitment, engineer, analysis of variance

### 1. INTRODUCTION:

This paper analyzes the organizational commitment perceived by both junior and senior engineers working in the public sector. It also aimed to relate certain demographic variables on the study variable. The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human part and the organization are synonymous. An effective organization will make sure that there is a spirit of support and sense of commitment and satisfaction within the sphere of its influence.

The definition of organizational commitment and its measurement changed with the passage of time. Few definitions are presented; when the person extraneous interest exists at consistency line, it becomes commitment (Becker, 1960); degree of attachment with the organization is called commitment (O'Reilly and Chatman, 1986). Mowday, Porter and Steers (1982) viewed organizational commitment as the relative strength of an individual identification with an involvement in an organization. Organizational commitment is divided into two major parts in light of views; one is attitude and other is behavior. Employee feeling

and thinking about the organization refer to attitude commitment while pattern of individuals are fixed into the organizations refer to behavioral commitment. Various authors have purposed different models for commitment such as three components model of Meyer and Allen, Reilly and Chatman Model and other multidimensional model. Commitment associated with various dimensions which affect the organization in different ways. Major three dimensions of commitments are complains, Identification and moral (Reilly and Chatman, 1986). The model of organization commitment developed by the Mayer & Allen (1991) included three level of commitment; affective, continuous and normative.

### 2. LITERATURE REVIEW:

Porter, Steers, Mowday and Boulian (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization but then further stated that commitment is characterized by three factors (a) a belief in and acceptance of goals and values, (b) a willingness to exert effort, and (c) a strong desire to maintain membership. Guest (1991) concludes that high organizational commitment is associated with lower turnover and



absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. DeComink and Stilwell (1996) examined factors that influence the organizational commitment of female advertising executives. The results revealed that job opportunities and promotional opportunities greater than before organizational commitment. In conclusion, employees who perceived high levels of differential treatment had a lower level or decreased Organizational Commitment. Commitment is a broader concept and tends to withstand passing aspects of an employee's job. Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are interesting work, coworker's attitudes towards the organization, organizational reliance, age, education, employment alternatives, attitude of family and friends. The variables explain 65% of the variance in organizational commitment.

Foosiri (2002) examined the relationship between organizational commitment (affective, continuance, normative) and the antecedents of age, education, and salary of Thai employees within the American Chamber of Commerce in Thailand. Results also revealed a positive correlation between age and affective, normative, and continuance commitment, a positive correlation between salary and affective commitment, and a negative correlation between education and continuance and normative commitment. Lim (2003) examined the variables of age, education, gender, and years of service in current organization in relation to organizational commitment.

### 3. OBJECTIVES FOR THIS STUDY:

After detailed review of studies were collected from different sources, it is highly useful to determine objectives for this study.

The objectives of the present study are as follows:

1. To find out the level of organizational commitment perceived by both junior and senior engineers.
2. To study the effect of demographic variable such as Sex, Age, Educational Qualification, Marital status, years of experience on organizational commitment.

### 4. RESEARCH METHODOLOGY:

The sample of the present study consists of 100 employees of all engineering departments of Integral coach factory, Chennai. Their age ranges from 25 to 50 years with the mean age of 37.5 years. They were randomly selected from few departments.

#### 4.1. Tool:

The Investigator has chosen the 34- Items of organizational commitment questionnaire. It is well defined comprehensive questionnaire developed out of an extensive work in the field.

The collected Data were subjected to the following statistical analysis. To find out the significance of relationship among the respondents demographic variables 't'- test and Analysis of variance (ANOVA) to be used.

### 5. RESULT AND DISCUSSION:

The Table-1 indicates the 't'- value of 0.69, which is not significant. The obtained mean value of Male and Female do not differ much in the value. Therefore both sexes perceived at organizational commitment at "High" level as indicated by the norms. The Table-2 indicates the 't'- value of 3.73, which is significant at 0.01 level. There will be significant difference between Younger and Elder group of Engineers on the perception of organizational commitment. Further the obtained mean value of Elderly group is higher than younger group of engineers. The latter group mean value is shown in the table as 113.7. The result that further indicates the elderly group as their experience increases the perception of organizational commitment also increases as indicated in the mean value.

The obtained 't'- value of 0.23 shown in the Table-3 indicates not significant. There will be no significant difference between married and unmarried group of Engineers on the perception of organizational commitment. Though the mean value do not differ to the great extent organizational commitment at "High" level as indicated by the norms.



The Table - 4 indicates the 't' - value of 2.24 which is significant at 0.05 level. There will be significant difference between junior and senior group of Engineers on the perception of organizational commitment. The table also shows that the mean value of senior group of Engineers is higher than the junior group of Engineers (117.9). Though there is significant difference in the mean score, both the group fall under "high level of organizational commitment".

The table-5 shows the comparison of various experience groups on organizational commitment. The obtained 'F'- value of 4.74 is significant at 0.01 level. Hence there will be difference among the different experience group of Engineers and their perception of organizational commitment. Further reveals that the experience status of 21-30 years groups had scored mean value of 134.5, which was higher among all other groups. 1-10 years groups of engineers obtained the least mean value score of 112.6.

## 6. CONCLUSION:

This study represents a relatively modest attempt to investigate the level of organizational commitment perceived by engineers' working in public sector organization (ICF, Chennai) and study the effect of demographic variable such as Sex, Age, Educational Qualification, Marital status and years of experience on organizational commitment.

The findings from the current research suggest that the following: There is no significant difference was existed between Male and Female group, Married and Unmarried group of engineers on the perception of organizational Commitment. Elderly group of engineers perceived more organizational Commitment than younger group of engineers. Significance difference was found between junior and senior group of Engineers on the perception on organizational Commitment. The senior group of engineers noticed higher Commitment. Also 21-30 years found to be higher organizational Commitment than 1- 10 group of Engineers. Some of recommendations to improve perception of organizational Commitment are periodical assessment of job related variables to be studied and feedback given to the employees, Work motivational training program to be conducted at all levels according to educational and experience and Job redesigning to be performed at middle and top level management to increase the perception of organizational Commitment.

**REFERANCES:**

**Becker, H. S. 1960.** Notes on the concept of commitment. *American Journal of Sociology*, vol.66, p.32-42.

**DeComick, J. & Stilwell, D. (1996).** Factors influencing the organizational commitment of female advertising executives. *American Business Review*, 14(2), 80-89.

**Dornstein, M., & Matalon, Y. (1998).** A comparative analysis of predictors of organizational commitment. A study of voluntary army personnel in Israel. *Journal of Vocational Behavior*, 34 (2), 192-203.

**Foosiri, P. (2002).** An empirical study of organizational commitment and antecedents of Thai employees within the American Chamber of Commerce in Thailand. *Dissertation Abstracts International*, 63(11), 3998A. (UMI No. 3069475).

**Guest EA (1991).** Human resource management. London: McGraw-Hill.

**Lim,T. (2003).** Relationship among organizational commitment, learning organizational culture and job satisfaction in one Korean private organization. *Dissertation Abstracts International*, 64(6), 2008A. (UMI No. 3092764).

**Meyer, J.P. & Allen, N.J. (1991).** A Tree-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.

**Mowday, R.T., Porter, L.W. and Steers, R.M. (1982)** Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover, *New York: Academic press.*

**Porter, L. W., Steers, R., Mowday, R., & Boulian, P. (1974)** Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59: 603-609.

**O'Reilly III, C., & Chatman, J. (1986)** Organizational commitment and psychology attachment: The effects of compliance, identification, and internalization on pro-social behavior. *Journal of Applied Psychology*, 71(3), 492-499.



## ANNEXURE:

*Table – 1 Shows the significance of mean difference between the Male and Female group of engineers' perception on Organizational Commitment.*

GROUP	N	MEAN	S.D	M.D	S.E	't'- Value
MALE	97	112.3	17.88	6.6	1.81	0.69 (NS)
FEMALE	3	115.7	13.20		7.62	

NS – Not Significant.

*Table – 2 Shows the significance of mean difference between the Younger and Elder group of engineers' perception on Organizational Commitment.*

GROUP	N	MEAN	S.D	M.D	S.E	't'- Value
YOUNGER	49	113.7	14.37	16.5	2.05	3.73**
ELDER	51	130.2	16.99		2.37	

\*\*Sig. at 0.01 level

*Table – 3 Shows the significance of mean difference between the married and unmarried group of engineers' perception on Organizational Commitment.*

GROUP	N	MEAN	S.D	M.D	S.E	't'- Value
MARRIED	90	122.0	17.91	1.7	1.88	0.23 (NS)
UNMARRIED	10	123.7	16.89		5.34	

NS – Not Significant.



**Table – 4 Shows The Significance of Mean difference Between The Junior And Senior Group Of Engineers' Perception On Organizational Commitment.**

GROUP	N	MEAN	S.D	M.D	S.E	't'- Value
JUNIOR ENGINEERS	46	177.9	18.44	7.8	2.719	2.24*
SENIOR ENGINEERS	54	125.9	16.44		2.230	

\*\*Sig . at 0.05 level.

**Table- 5 Shows Analysis of Variance Among The different Experience Groups on Organizational Commitment.**

SOURCE OF VARIATION	D.F	S.S.	M.S	F VALUE
BETWEEN	3	4018.0	1339.0	4.74**
WITHIN	96	27140.0	282.7	
TOTAL	99	31160.0		

\*\*Sig . at 0.01 level.

**Table-5(a) Shows the mean score of Organizational Commitment.**

EXPERIENCE	SAMPLE (N)	MEAN
1-10	34	112.6
11-20	46	123.8
21-30	20	134.5