

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

A Study on the Levels of Organizational Commitment of the Teaching Staff with Special Reference to Self-Financing Engineering Colleges in Coimbatore District

R. Florence Bharathi

Research Scholar, Manonmaniam Sundaranar University, Tirunelveli, Tamil Nadu, India

Dr. M. G. Saravanaraj

Director, Department of Management Studies, Muthayammal Engineering College, Rasipuram, India

Abstract:

Organizational commitment can result in a stable and productive workforce (Morrow, 1993). It enables employees to release their creativity and to contribute towards organizational development initiatives (Walton, 1985). Employees who are highly committed do not leave the organization because they are dissatisfied and tend to take challenging work activities (Meyer & Allen, 1997). Hence, this research is aimed at finding out the levels of organizational commitment among the teaching staff in order to give suggestions to the management of the engineering colleges in Coimbatore district. Required data from respondents were collected through self-administered questionnaires. Data analysis was done through statistical tool to ensure goodness of data and significance of results. A two-way table was prepared with a view to find the significance of association between demographic factors of the respondents and level of commitment. This research also would help the management of the engineering colleges to create a better work conditions and allocate appropriate resources to enhance the organizational commitment of the teaching staff.

Keywords: *organizational commitment, teaching staff, Engineering College.*

1. Introduction

The most popular view and definitions of organizational commitment is provided by the works of Allen and Meyer (1990) that identified three dimensions or facets of organizational commitment. This is known as the three-component model of organizational commitment, made up of: affective, continuance and normative commitment. Each of this commitment was defined as “employee’s emotional attachment to, identification with, and involvement in the organization.” (Allen and Meyer, 1990). Affective commitment is considered the dominant theme in the three-component model and also the most desirable (Tek-Yew, 2009). Continuance commitment refers to “commitment based on costs that employees associate with leaving the organization.” Normative commitment refers to the employee’s feeling of obligation to the organization and the belief that staying is the moral thing to do. Such commitment is based on a moral sense and is therefore considered more important than continuance commitment.

1.1. Levels of Organizational Commitment

There are different levels of organizational commitment which are related to the individual’s development of the individual’s organizational commitment (Reichers, 1985). Employee’s level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Reichers, 1985).

1.2. Higher Level of Organizational Commitment

A high level of organizational commitment is characterized by a strong acceptance of the organization’s values and willingness to exert efforts to remain with the organization (Reichers, 1985). Miller (2003, p 73) states that “high organizational commitment means identifying with one’s employing organization”. The “will to stay” suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

1.3. Moderate Level of Organizational Commitment

The moderate level of organizational commitment is characterized by a reasonable acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization (Reichers, 1985). This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997). The individuals stay in the organization because they should do so.

1.4. Lower Level of Organizational Commitment

The low level of organizational commitment is characterized by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization (Reichers, 1985). The employee who operates on this level must be disillusioned about the organization; such an employee may stay because he or she needs to stay as associated with the continuance dimension (Meyer & Allen, 1997). Given an option they will leave the organization.

1.5. Positive Effect of Organizational Commitment

Committed organizational members contribute positively to the organization which is not the case with less committed members. Cohen (2003, p 18) states that “organizations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness”. This implies that employees with a high level of commitment tend to take greater efforts to perform and invest their resources in the organization (Saal & Knight, 1987).

1.6. Objectives

1.6.1. Primary Objective

To find out the levels of organizational commitment among self-financing engineering college teaching staff in the Coimbatore district of Tamil Nadu.

1.6.2. Secondary Objectives

- To find the significance of association between demographic factors of the of the engineering teaching staff and high level of commitment in the Coimbatore district
- To find the significance of association between demographic factors of the of the engineering teaching staff and moderate level of commitment
- To find the significance of association between demographic factors of the of the engineering teaching staff and low level of commitment
- To provide suggestion to the management of the self-financing engineering colleges in the Coimbatore district to increase the various levels of organizational commitment.

2. Review of Literature

Work by Morrow (1993) reviewed and compared the major forms of work commitment and explored the interrelationships between them. Progress in understanding organizational commitment will not be made until conceptual and empirical distinctions among various forms of work commitment are recognized and demonstrated (Mueller, Wallace, & Price, 1992). The ambiguous nature of commitment has been noted by O'Reilly and Chatman (1996). Commitment has been used to refer to antecedents and consequences, the process of becoming attached, and the state attachment itself. The authors attribute the lack of consensus to a failure to differentiate among the antecedents and consequences of commitment and the basis for attachment. They also point out that some investigations have explored the processes through which one becomes committed (Salancik, 1977) or the impact of individual and organizational influences on this process (Angle & Perry, 1983; Steers, 1977).

2.1. Research Methodology

In the present study, extensive use of both primary and secondary data was made systematically. First-hand information pertaining to the respondents' socio-economic background, general details related to the job and the factors contributing to the organizational commitment was collected. The survey was conducted with 150 respondents from Coimbatore district of Tamil Nadu.

2.2. Sources of Data Collection

2.2.1. Primary Data

The primary data was collected with the help of a structured questionnaire which was administered for this purpose. The questionnaire was prepared after pre-testing with a pilot survey through preliminary interviews with about 20 respondents, and was further critically analyzed. The finally redrafted questionnaire was administered among the engineering college teachers.

2.2.3. Secondary Data

The secondary data was collected from various published and unpublished research reports, text books, magazines, journals and dailies, internet web resources, other published and unpublished sources of information.

2.3. Limitations of the Study

- Since the research was based only on the Coimbatore district of Tamil Nadu, the same results may not be generalized over the whole universe
- As the topic is very vast and so does its constraints that make the report tough one to cover all area
- Due to time constraints and busy schedules of the teaching staff it was difficult to interact with them completely
- Collection of data from the respondents could be done only when they are in their workplace

2.4. Analysis and Interpretation

2.4.1. Average Score Analysis Regarding Overall Commitment

The average score analysis of Overall commitment with respect to the Demographic factors namely “Gender, Age in years, Religion, Educational qualification, marital status, Designation, Income Level and Teaching Experience” was analyzed in this section. With a view to find the significance of association between Demographic factors of the respondent and level of commitment, a two-way table was prepared and the results are shown in the following table 1.

Demographic Factors		Level of Commitment						Total	%
		Low		Moderate		High			
		N	%	N	%	N	%		
Gender	Male	11	7	60	40	17	11	87	58
	Female	9	6	42	28	12	8	63	42
Age	Up to 25 yrs.	8	5	2	1	0	0	9	6
	25 – 35 years	5	2	30	20	3	2	36	24
	35 – 45 years	3	2	36	24	15	10	54	36
	45 – 55 years	3	2	23	15	11	7	35	23
	Above 55yrs	3	2	11	7	2	1	17	11
Religion	Hindu	15	10	77	51	23	15	114	76
	Muslim	2	1	14	9	2	1	17	11
	Christian	3	2	11	7	6	4	20	13
Educational Qualification	UG	2	1	8	5	2	1	11	7
	PG	5	3	53	35	27	18	84	56
	M.Phil.	6	4	24	16	0	0	30	20
	Ph.D.	8	5	18	12	0	0	26	17
Marital Status	Single	5	3	20	13	9	6	33	22
	Married	15	10	81	54	21	14	117	78
Designation	Teaching Asst.	0	0	8	5	0	0	9	6
	Asst. Professor	8	5	56	37	21	14	83	55
	Asso. Prof.	6	4	24	16	8	5	38	25
	Professor	6	4	15	10	2	1	23	15
Income	Up to Rs.15K	2	1	11	7	3	2	15	10
	Rs.15K –30K	12	8	54	36	9	6	75	50
	Rs.30K –.45K	3	2	23	15	18	12	42	28
	Above Rs.45K	3	2	14	9	2	1	18	12
Teaching Experience (in years)	Up to 5	6	4	6	4	0	0	12	8
	5-10	5	3	33	22	5	3	42	28
	11-15	5	3	44	29	20	13	68	45
	Above 15	5	3	20	13	6	4	30	20

Table 1: Average score analysis regarding Overall commitment

2.5. Inference

2.5.1. Gender wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (11%) among Male respondents and the same was lowest percentage of (8%) among the Female. The percentage of medium level of commitment of respondents was the highest percentage of (40%) among the male respondents and the same was lowest percentage of (28%) among the female. The percentage of low level of commitment of respondents was the highest percentage of (7%) among the male respondents and the same was lowest percentage of (6%) among female.

2.5.2. Age wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (10%) among 35 – 45 years’ respondents and the same was lowest percentage of (1%) among above 55 yrs. The percentage of medium level of commitment of respondents was the highest percentage of (24%) among the 35- 45 yrs. respondents and the same was lowest percentage of (1%) among up to 25 yrs. The percentage of low level of commitment of respondents was the highest percentage of (5%) among the up to 25 yrs. respondents and the same was lowest percentage of (2%) among 25 - 35 yrs.

2.5.3. Religion wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (15%) among Hindu and the same was lowest percentage of (1%) among the Muslim. The percentage of medium level of commitment of respondents was the highest percentage of (51%) among the Hindu and the same was lowest percentage of (7%) among Christian. The percentage of low level of commitment of respondents was the highest percentage of (10%) among the Hindu and the same was lowest percentage of (1%) among Muslim.

2.5.4. Educational qualification wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (18%) among Post graduates and the same was lowest percentage of (0%) among M.Phil. The percentage of medium level of commitment of respondents was the highest percentage of (35%) among the PG and the same was lowest percentage of (5%) among PG. The percentage of low level of commitment of respondents was the highest percentage of (5%) among the Ph.D. and Post graduates and the same was lowest percentage of (1%) among UG.

2.5.5. Marital Status Wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (14%) among Married and the same was lowest percentage of (6%) among Single. The percentage of medium level of commitment of respondents was the highest percentage of (54%) among the Married and the same was lowest percentage of (13%) among Single. The percentage of low level of commitment of respondents was the highest percentage of (10%) among the Married and the same was lowest percentage of (3%) among Single.

2.5.6. Designation and Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (14%) among Assistant Professor Respondents and the same was lowest percentage of (0%) among Teaching Assistant. The percentage of medium level of commitment of respondents was the highest percentage of (37%) among Assistant Professor the respondents and the same was lowest percentage of (5%) among Teaching Assistant. The percentage of low level of commitment of respondents was the highest percentage of (5%) among Assistant professor the respondents and the same was lowest percentage of (0%) among the teaching Assistant.

2.5.7. Income per year (Rs) wise and overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (12%) among respondents with income level of Rs. 30000 - 45000 and the same was lowest percentage of (1%) among respondents with income level of above Rs.45000. The percentage of Medium level of commitment of respondents was the highest percentage of (36%) among respondents with income level of Rs. 15000 - 30000 and the same was lowest percentage of (7%) among respondents with income level of up to Rs.15000, the percentage of Low level of commitment of respondents was the highest percentage of (8%) among respondents with income level of up to Rs.15000 – 30000 and the same was lowest percentage of (1%) among respondents with income level of up to Rs.15000.

2.5.8. Teaching Experience Wise Overall Commitment

It is found from the table that the percentage of high level of commitment of respondents was the highest percentage of (13%) among respondents with Teaching Experience of 11 - 15yr and the same was lowest percentage among respondents with Teaching Experience of no years of experience. The percentage of medium level of commitment of respondents was the highest percentage of (29%) among the respondents with Teaching Experience of 11 - 15 yrs., and the same was lowest percentage of (4%) among respondents with Teaching Experience of up to 5yrs. The percentage of low level of commitment of respondents was the highest percentage of (4%) among the respondents with Teaching Experience of up to 5yrs and the same was lowest percentage of (3%) respondents with Teaching Experience of 6 - 10yrs.

2.6. Findings

- The percentage of high level of commitment of respondents was the highest percentage of (11%) among Male respondents
- The percentage of high level of commitment of respondents was the highest percentage of (10%) among 35 – 45 years' respondents
- The percentage of high level of commitment of respondents was the highest percentage of (15%) among Hindu
- The percentage of high level of commitment of respondents was the highest percentage of (18%) among Post graduates
- The percentage of high level of commitment of respondents was the highest percentage of (12%) among respondents with income level of Rs. 30000 – 45000
- The percentage of high level of commitment of respondents was the highest percentage of (13%) among respondents with Teaching Experience of 11 - 15years

2.7. Suggestions

The study reveals that the moderate level of organizational commitment is found among the engineering college teaching staff. Most of the demographic factors have high percentage of moderate commitment. This indicates that the performance of the teaching staff would also be moderate as the organizational commitment has its impact on the individual and organizational performance. Hence, the management of the self-financing engineering college should motivate their teaching staff in a proper way and provide them with the required resources to increase their organizational commitment to high level.

2.8. Conclusion

Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment; therefore, it is considered to be the linkage between the individual employee and the organization. The performance of the students is dependent on the performance of the teachers. Therefore, it is very essential for the college management to adopt the recommended strategies to improve the high level of organizational commitment of their teaching staff.

3. References

- i. Allen, N.J. and J.P. Meyer, 1990, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment", *Journal of Occupational Psychology* 63: 1-18.
- ii. Cohen A. (1991), "Career Stage as a Moderator of the Relationship between Organizational Commitment and its Outcomes: A Meta-Analysis", *Journal of Occupational Psychology*, Vol. 64, pp. 253-268.
- iii. Hall Meyer, J.P., & 36-Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*. 1. p. 61-89.
- iv. Kanchana, P.N & Panchanatham, N (2012), "The Influence of Demographic Factors on Organizational Commitment", *International Journal of Exclusive Management Research*, Vol.2 (5), 1-13.
- v. Visagie, M.C. 2010. The relationship between employee attitudes towards planned organizational change and organizational commitment: an investigation of a selected case within the South African telecommunications industry. M. Tech. dissertation, Cape Town, Cape Peninsula University of Technology.