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Organization Commitment among Executives of Private Sector Companies in the Sultanate of Oman

Dr. Blossom Christina

Assistant Professor, Department of Management, Waljat College of Applied Science, Muscat, Oman

Neelufer Aslam

Assistant Professor, Department of Management, Waljat College of Applied Science, Muscat, Oman

Jeba Rajkumar

Student, Department of Management, Waljat College of Applied Science, Muscat, Oman

Abstract:

This research paper makes an attempt to examine the organization commitment that exists among employees in selected private organizations and find out how employees' organization commitment can be improved in the Sultanate of Oman. The objective of this research is to study the level of commitment of the executives in private sector companies and secondly to find out possibilities to improve the employees' commitment to organization. The scope of the research on organization commitment is limited to private sector companies in Oman. It was concluded that in overall, the private sector employees are showing great commitment towards the organization. The organization should retain the employees working with commitment by providing quality work environment, opportunities to grow, work recognition, good compensation and benefits in order to remain successful in the present competitive world. It was recommended that the organization to have a proper appraisal policy, providing feedback from employees at regular intervals, providing measures and tools to bring more organizational commitment among unmarried and female employee, provide job security, increments and benefits for women employees, provide good work environment, flexible work time and facility to work from home etc.

Keywords: Organizational commitment, work environment, competitive world, appraisal policies, job security

1. Introduction

The Sultanate of Oman is a thriving economy in Middle East and is emerging into a place of opportunities for both expatriate and local employees to work peacefully to establish themselves and earn for their own lives. Each employee is expected to give their full commitment to the company they have employed and grow themselves along with the organization to achieve greater heights.

The employees enter into organization and during their work tenure they develop or failed to develop their own attachment to the organization. At the time of entry into organization, each and every employee takes along with him their own personal characters and past experiences, which will eventually create significant impact – how they adopt themselves into a new work environment and enhance their commitment level for the organization success.

Organization commitment is an occupation related factor which has received massive attention of research scholars across the globe. It is because, if the employees are satisfied and committed to their works, they will become a great asset to the company and become high performers to maximize the productivity of the organization.

Even though several factors constitute to the growth of business in an organization, this study make an attempt to understand the level of commitment the employee has for the organization they work.

2. Problem Statement

The organization success depends purely on the competences of human resources. It also depends upon how the organization creates commitment in employee's mind to work hard for the organization success. The research scholars give more emphasis and attention to the employees' personal characteristics and past experiences that they bring along with them while entering into new work environment. Since limited research studies have been carried out in Oman to explore the factors of attitude and behavioral characteristics of employees that affect their level of commitment in the organization, this research makes an attempt to examine the organization commitment that exists among employees in selected private organizations and find out how employees' organization commitment can be improved.

3. Theoretical Concepts and Framework

Organization commitment can be simply described as loyalty. Hyde and Roy (2006) have developed a final form of the scale which constitutes 30 items, which will be issued to respondents in the form of questionnaire and administered to minimum 100 respondents. The scores obtained from respondents were subjected to factor analysis and eight factors were identified. (1) Work environment, (2) Affection towards organization, (3) Contentment, (4) Goal fulfillment, (5) Positive thinking, (6) career goal, (7) Empathy and (8) Empowerment.

The factors were subjected to analysis under four types of dimensions –

- 1) Belongingness (affection towards organization, career goal empathy, empowerment).
- 2) Job satisfaction (Contentment, goal fulfillment)
- 3) Optimism (Positive thinking) and
- 4) Quality of work life (Work environment).

4. Literature Review

➤ John Meyer and Natalie Allen (1991) developed the three component model of commitment and published it in the "Human Resource Management Review." The model explains that commitment to an organization is a psychological state, and had mentioned the three components that affect the feeling of the employees towards the organization they work in. The main three components identified are Affection for Job or Affective Commitment which occurs when you have a strong emotional attachment to your organization and the work you accomplish. Fear of loss or Continuance Commitment which occurs when you measure the pros and cons of leaving the organization. Sense of Obligation to Stay or Normative Commitment which occurs when you feel a sense of obligation to the organization i.e. you're unhappy or look for better opportunities. It is stated that a committed employee stays with the organization at any cause, work regularly, protect the company's assets and take part in achieving the goals and values of the company.

➤ Harold L. Angle and James L. Perry (1981) stated in "An empirical assessment of organizational commitment and effectiveness" that organizations and its members are involved in exchange relationship in which both organization and the members make certain demands on each other by providing something in return. It mainly focuses on the commitment of employees to their effectiveness in organizations. The organizational commitment has three major components which are – accepting the organization's goals, willingness to exert performance for the organization and wish to maintain the organizational membership.

➤ Meow Kah Loong (2011) in his research showed that job satisfaction, organizational empowerment and career advancement opportunities are the important factors of commitment towards the organization. Job satisfaction and career advancement opportunities will provide fulfillment in employees will lead a comfortable life without any worry after the duty time which help them to balance in work and life. The findings revealed that in terms of gender issues there is a significant relationship between job satisfaction and organizational commitment whereas the relationship between career advancement opportunities and organizational commitment was found to vary among the male workers. It is also noted that more commitment and satisfaction with the job and extra effort are the outcomes to make positive contributions to the organization, which leads to improve effectiveness and success of the organization.

➤ Helen Chen (2009) states that the organizational commitment as a complicated concept. It investigated whether organizational commitment is bound to cultural variations and compared the 3D model of organizational commitment namely Compliance, Identification and Internalization across employees in Ireland and China who are working in the similar MNC's. The findings states that the Compliance reflects the behavior designed to gain rewards, identification occurs when employees behave to maintain a good relationship with organization and internalization occurs when behavior is driven by the self driven goals that are dependable with those of the organization.

➤ Lisa M. Moynihan, Wendy R. Boswell and John W. Boudreau (2000) in their research "The influence of Job satisfaction and Organic Commitment on Executives withdrawal and Performance" innovates the influence of job satisfaction in organization commitment. Though the satisfaction towards the job had the e strongest relationship, but both affective and continuance commitment showed an incremental effect. Job satisfaction associated positively with performance, but not with leadership. Continuance commitment negatively associated with both performance and leadership.

➤ Patrick M, Rebecca R. (2007) stated in their research "Human resource practices and organizational commitment" about the HRM practices in performance. The three important elements of commitment in organization are described. The commitment target which refers to the task to which one is committed the commitment strength which reflects the intensity or degree to which someone is committed to a target and the commitment rationales which are the possible self-explanations a person can hold for their commitment to a given target.

➤ Neerpal Rathi (2011) explains in "Psychological Well-Being and Organizational Commitment: Exploration of the Relationship" about the relationship between psychological well-being and the organizational commitment. It is stated that committed employees play a major role in the success of any organization and hence considered as the assets to any organization. Enhancing the psychological well-being would increase the employee commitment and hence it emphasizes the leaders of the organization to give undue importance for physical well-being of the employee. Psychological well-being can predict the commitment, by controlling for the effects of age, tenure or education.

5. Significance of Study

Organization commitment stands second in most generally researched concept in modern world, next to job satisfaction. It has been linked to Employee work-related attitudes and behaviors have with their own work organization. Every employee is expected to put

the maximum effort on learning and development beyond what they want. This character will be noticed very much in performance oriented employees. These employees stretch them beyond the expected level of performance by learning and development, which will ultimately influence their commitment to the organization. The study of organization commitment will help to predict employee turnover, absenteeism and lethargy. In today's world economy, organizations are expected to do much more with fewer resources – manpower and material. It is important for them to keep highly committed and productive workforce to provide companies the decisive competitive edge (higher productivity and lower employee turnover) in the business. Due to this reason, the researchers and managers gives more emphasis towards the impact of organization commitment in various sectors.

6. Objectives of the Study

The objective of this research is to study the level of commitment of the executives in private sector companies and to find out possibilities to improve the employees' commitment to organization.

6.1. Hypothesis

This research explores the impact of organization commitment with respect to age, gender, level of education, years of experience and marital status of the employee.

- H1 - The mean of the factors of Organization commitment is equal to 3 where the facets of Organization commitment refer to – Work environment, Affection towards organization, Contentment, Goal fulfillment, Positive thinking, career goal, Empathy and Empowerment.
- H2 – There is no significant relation between the facets of Organizational commitment and socio-demographic factors where the socio-demographic factors refer to – age, gender, education, experience and marital status.

7. Scope of the Study

The scope of the research on organization commitment is limited to private sector companies in Oman. Any organization in the current competitive market place must have a methodology to analyze the organization commitment of the employees working in the company. The success of any company is indirectly depending on the job commitment of its employees. The committed employees are less likely to withdraw and they will be willing to make sacrifices for the organization they work. Providing a healthy atmosphere to work on would increase the employee performance and productivity in whichever work they do. For this reason, the scope of this research is mainly concerned in the study of existing commitment level of employees and finding out the ways to develop the organization commitment in terms of

- 1) Making the job exciting and provide people responsibility in work.
- 2) Make the interest of the employees in line with the company.
- 3) Provide participation and listen to the voices of the employees
- 4) Find out and recruit new employees whose aim closely matches the organization aim and goals.

8. Research Methodology

The populations for the research were the executives working in the four private sector companies. The sample size considered were 100 employees. The sampling plan considered in this research is simple random sampling. The respondents were contacted through questionnaires.

8.1. Data Collection Method

Primary data were collected using a structured and administered questionnaire on organization commitment developed by Hyde and Roy (2006). The questions were structured and close-ended type. Closed – ended questions were recorded mainly using a five-point Likert scale and were analyzed through MS Excel and SPSS statistical package.

8.2. Limitations to the Study

All the employees could not be contacted due to lack of time and resources. Some of the respondents were hesitant to fill the questionnaires considering it as wastage of time as all are busy with their daily work. The employees are not free at our convenient times. Limited data collection scope that result in reduced generality of the findings.

9. Findings and Discussions

The number of employees sampled for the study is 100. The different categories of employees studied are given below.

Organization Commitment - Age Group		
Age Group	No. of Employees	Employee (%)
Upto 35	30	30
36-45	52	52
Above 45	18	18
Total No. of employees sampled	100	100
Organization Commitment - Gender		
Level of Education	No. of Employees	Employee (%)
Male	86	86
Female	14	14
Total No. of employees sampled	100	100
Organization Commitment - Gender		
Level of Education	No. of Employees	Employee (%)
Male	86	86
Female	14	14
Total No. of employees sampled	100	100
Organization Commitment - Level of Education		
Level of Education	No. of Employees	Employee (%)
Diploma	21	21
Graduate	34	34
Post Graduate	45	45
Total No. of employees sampled	100	100
Organization Commitment - Experience		
Years of Experience	No. of Employees	Employee (%)
1 to 5	11	11
6 to 10	23	23
11 to 15	33	33
16 and above	33	33
Total No. of employees sampled	100	100
Organization Commitment - Marital Status		
Marital Status	No. of Employees	Employee (%)
Married	86	86
Unmarried	14	14
Total No. of employees sampled	100	100

Table 1: Profile of the participants

	N	Mean	Std. Deviation
Work Environment	100	3.8164	.47511
Affection	100	3.9000	.50598
Contentment	100	4.1825	.49728
Goal fulfillment	100	3.9450	.73132
Positive thinking	100	4.2000	.60302
Career goal	100	3.8900	1.00398
Empathy	100	4.3900	.69479
Empowerment	100	4.1200	.81995
Valid N (listwise)	100		

Table 2: Descriptive Statistics for Organizational Commitment variables

	N	Mean	Std. Deviation	Std. Error Mean
Optimism	100	4.2000	.60302	.06030
Work Environment	100	3.8164	.47511	.04751
Belongingness	100	4.0750	.42228	.04223
Job Satisfaction	100	4.0638	.52268	.05227
Organization commitment	100	4.0555	.38601	.03860

Table 3: Descriptive Statistics for Organizational commitment factors

	Test Value = 3				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower Upper
Optimism	19.900	99	.000	1.2000	1.0803 1.3197
Work Environment	17.183	99	.000	.8164	.7221 .9106
Belongingness	25.457	99	.000	1.0750	.9912 1.1588
Job Satisfaction	20.352	99	.000	1.0637	.9600 1.1675
Organization commitment	27.343	99	.000	1.0555	.9789 1.1321

Table 4: T test

H1: There exists a significant relationship between organizational commitment and the variables
 Further, the t-test results show that the significance is 0.000 for all the factors of organizational commitment. We therefore reject the null hypothesis at 95% confidence level. The mean value for all the factors is greater than 3 (refer table2) which means employee have a positive commitment.

H2: There is no a relationship between employees’ organizational commitment and socio demographic factors.

Group Statistics					
	Marital status	N	Mean	Std. Deviation	Std. Error Mean
Belongingness	Married	95	4.0854	.42921	.04404
	Unmarried	5	3.8778	.18173	.08127
Job satisfaction	Married	95	4.0842	.50904	.05223
	Unmarried	5	3.6750	.68807	.30771
Optimism	Married	95	4.2000	.61194	.06278
	Unmarried	5	4.2000	.44721	.20000
Quality of work life	Married	95	3.8392	.47561	.04880
	Unmarried	5	3.3818	.14938	.06680

Table 5: Descriptive for Organizational commitment factors with respect to marital status

Levene's Test for Equality of Variances						
		F	Sig.	t	df	Sig. (2-tailed)
Job satisfaction	Equal variances assumed	1.223	.272	1.723	98	.088
	Equal variances not assumed			1.311	4.234	.256
Belongingness	Equal variances assumed	4.571	.035	1.072	98	.286
	Equal variances not assumed			2.246	6.669	.061
Quality of Work life	Equal variances assumed	4.295	.041	2.136	98	.035
	Equal variances not assumed			5.529	9.295	.000
Optimism	Equal variances assumed	1.030	.313	.000	98	1.000
	Equal variances not assumed			.000	4.825	1.000

Table 6: Independent Samples Test for marital status

An independent samples t-test was conducted to compare four dimensional factors (Job satisfaction, Belongingness, Optimism and Quality of work life).

There was a significant difference in the scores for married (M=3.84, SD=.476) and unmarried (M=3.38, SD=.149) conditions; t (9.3) =5.53, p=0.000.

These results suggest that a married employee really does have an effect on organization commitment in the dimensional factor of quality of work life.

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Quality of work life	male	86	3.8753	.46648	.05030
	female	14	3.4545	.36364	.09719
Optimism	male	86	4.2093	.59639	.06431
	female	14	4.1429	.66299	.17719
Belongingness	male	86	4.1137	.41299	.04453
	female	14	3.8373	.41472	.11084
Job satisfaction	male	86	4.1061	.54250	.05850
	female	14	3.8036	.26726	.07143
Organization commitment	male	86	4.0939	.38121	.04111
	female	14	3.8192	.33859	.09049

Table 7: Descriptive for Organizational commitment factors with respect to Gender

Levene's Test for Equality of Variances		F	Sig.	t	df	Sig. (2-tailed)
Quality of work life	Equal variances assumed	.640	.425	3.214	98	.002
	Equal variances not assumed			3.845	20.671	.001
Optimism	Equal variances assumed	.012	.911	.381	98	.704
	Equal variances not assumed			.352	16.606	.729
Belongingness	Equal variances assumed	.007	.934	2.321	98	.022
	Equal variances not assumed			2.314	17.467	.033
Job satisfaction	Equal variances assumed	5.974	.016	2.040	98	.044
	Equal variances not assumed			3.277	33.952	.002
Organization commitment	Equal variances assumed	.085	.771	2.536	98	.013
	Equal variances not assumed			2.764	18.796	.012

Table 8: Independent Samples Test (Gender)

From the result we can conclude that there is significant difference in the organization commitment (Job satisfaction, Belongingness and quality of work life) among male and female employees. From table 6 it can be gathered that male employees are higher on this factor of commitment (mean = 4.1)

“There was a significant difference in the scores for male employees in the dimension of Job satisfaction (M=4.11, SD=.542) and female employees (M=3.80, SD=.267) conditions; $t(34) = 3.28, p=0.002$ ”

There was a significant difference in the scores for male employees in the dimension of Belongingness (M=4.11, SD=.413) and female employees (M=3.84, SD=.415) conditions; $t(98) = 2.321, p=0.022$ ”

There was a significant difference in the scores for male employees in the dimension of quality of work life (M=3.88, SD=.466) and female employees (M=3.45, SD=.363) conditions; $t(98) = 3.214, p=0.002$ ”

These results suggest that male employees really do have an effect on organization commitment in the dimensions of Job satisfaction, belongingness and quality of work life factors.

9.1. One-way ANOVA Test

One-way ANOVA was conducted to compare the effect of four dimensional factors (Job satisfaction, Belongingness, Optimism and Work Environment) in three different age groups a) up to 35 b) 36-45 and c) 46 and above.

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	1.667	2	.833	3.185	.046
	Within Groups	25.380	97	.262		
	Total	27.047	99			
Belongingness	Between Groups	1.345	2	.673	4.001	.021
	Within Groups	16.308	97	.168		
	Total	17.654	99			
Quality of work life	Between Groups	2.719	2	1.359	6.718	.002
	Within Groups	19.628	97	.202		
	Total	22.347	99			
Optimism	Between Groups	.391	2	.196	.533	.589
	Within Groups	35.609	97	.367		
	Total	36.000	99			
Organization commitment	Between Groups	1.338	2	.669	4.838	.010
	Within Groups	13.413	97	.138		
	Total	14.751	99			

Table 9: ANOVA (Age)

The above results suggest that age group really does have an effect on organization commitment in the dimension of Job satisfaction, Belongingness, Quality of Work life factors.

9.2. ANOVA (Education)

One-way ANOVA was conducted to compare the effect of four dimensional factors (Job satisfaction, Belongingness, Optimism and Work Environment) in three different level of education a) Diploma b) graduate and c) Post graduate.

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	.125	2	.062	.225	.799
	Within Groups	26.922	97	.278		
	Total	27.047	99			
Belongingness	Between Groups	.549	2	.275	1.557	.216
	Within Groups	17.104	97	.176		
	Total	17.654	99			
Quality of work life	Between Groups	.101	2	.050	.219	.803
	Within Groups	22.246	97	.229		
	Total	22.347	99			
Optimism	Between Groups	.449	2	.225	.613	.544
	Within Groups	35.551	97	.367		
	Total	36.000	99			
Organization commitment	Between Groups	.300	2	.150	1.006	.370
	Within Groups	14.452	97	.149		
	Total	14.751	99			

Table 10: ANOVA (Education)

The above results suggest that level of education really does not have an effect on organization commitment.

9.3. ANOVA (Years of Experience)

One-way ANOVA was conducted to compare the effect of four dimensional factors (Job satisfaction, Belongingness, Optimism and Work Environment) in four different years of experience a) 1 to 5 b) 6 to 10 c) 11 to 15 and d) 16 and above.

		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	2.053	3	.684	2.629	.050
	Within Groups	24.994	96	.260		
	Total	27.047	99			
Belongingness	Between Groups	.513	3	.171	.959	.416
	Within Groups	17.140	96	.179		
	Total	17.654	99			
Quality of work life	Between Groups	3.763	3	1.254	6.479	.000
	Within Groups	18.584	96	.194		
	Total	22.347	99			
Optimism	Between Groups	1.391	3	.464	1.286	.284
	Within Groups	34.609	96	.361		
	Total	36.000	99			
Organization commitment	Between Groups	1.084	3	.361	2.539	.061
	Within Groups	13.667	96	.142		
	Total	14.751	99			

Table 11: ANOVA (Experience)

The above results suggest that years of experience really do have an effect on organization commitment in the dimensions of job satisfaction and quality of work life factor.

10. Conclusions

The purpose of this research was to identify the organization commitment among employees in private sector companies in Oman. For the success of any organization, the employees need to have positive attitude towards the organization to bring more productivity. It is important to have a highly committed and efficient workforce to provide companies the decisive competitive edge in the modern business world. In this research, the overall satisfactory measure of organization commitment is found. It was also found that the employees are well committed towards organization from the four dimensions mentioned above. The findings are clearly stated with the analysis. Overall, this study helped in understanding the nature of employees working in the private sector companies and found to be well committed in work towards the organization.

11. Suggestions and Directions for Future Research

As the conclusion stated that in overall, the private sector employees working in the Sultanate of Oman are showing great commitment towards the organization. The organization should retain the employees working with commitment by providing quality work environment, opportunities to grow, work recognition, good compensation and benefits in order to remain successful in the present competitive world. It is recommended that the organization to have a proper appraisal policy were the committed employees can be

identified and motivated accordingly to honor the commitment shown towards the organization. Organization need to get feedback from employees at regular intervals to identify the areas of difficulties which hinder the commitment towards the organization.

It is recommended to provide measures and tools to bring more organizational commitment among unmarried and female employee. In case of unmarried, provide job security, increments and benefits and in the case of female employee, provide good work environment, flexible work time and facility to work from home etc.

This research can be extended to study various other factors which may bring effect on the organization commitment of the employees. Currently the research is done with focus on the executives in various private sector companies and in future, the feedback can also be obtained categorically from all levels of employees with different questions for top management and labour class as well. The research can be extended further with the feedback obtained from employees of Government organization and Public sector companies. Moreover, it can also include the commitment of the faculties in the educational institutions working under Ministry of Education and Ministry of Higher education. Further research can be done to know how the organization commitment can be improved among the employees for the organization success.

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