

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Work Value Orientation and Perceived Success in Police Personnel for Organizational Commitment

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Abstract:

This paper attempts to measure the work values, organizational commitment and perceived success of police personals. The relationship between, demographic variables, work values, organizational commitment and perceived success has also been studied through this paper. Sample consists of 50 police personals, 25 belonging to gazetted rank and 25 belonging to non-gazetted rank. For analysis, t-test, mean, SD, and correlation has been done. Significant difference have been found on total work value orientation between gazetted (N = 25) and non-gazetted police personnel. Significant difference has been found on perceived success score between gazetted and non-gazetted police personnel. Significant difference has been found on organizational commitment between gazetted and non-gazetted police personnel.

Key words: work values, organizational commitment, perceived success

1. Introduction

Values represents basic convictions that "a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence." It is considered that work value orientation an individual leads to personal success and extra effort for personal growth. It is assumed people with individualistic work value orientations are assertive, ambitious, competitive, striving for material success and other masculine traits. In other hand, people with the collectivistic work values orientation are more likely to possess, not so masculine traits. So, they are extremely controlled. They believed their achievement is dependent upon luck, chance and support of powerful person or institutions.

Police personnel in India are poorly educated and are notorious for extortion, misbehavior, and poor services to citizens. There is constant demand to improve their quality, but good training and performance requires better education to comprehend the demands of a democratic polity. But do better educated police personnel perceive their responsibilities differently? This research seeks to understand the impact of education on police personnel in terms of their perceptions of role, work values, stress, and management issues. Our research suggests that education makes only a marginal difference and provides evidence for a policy change in this direction (Scott, J., Evans, D. & Verma, A. 2009).

Organizational commitment is widely described in the behavioral sciences literature as a key factor in the relationship between individuals and organizations. For example, Raju and Srivastava (1994); Mowday (1998); Gilbert and Ivancevich (1999) all described organizational commitment as the factor that promotes the attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieve organizational goals (Raju & Srivastava, 1994; Mowday, 1998). These authors argue that high level of effort exerted by the employees with high level of organizational commitment will lead to high level of performance and effectiveness. Joseph M. Putti, Samuel Arya, and Tan Kim Liang (2004) investigated the association between work values and organizational commitment in the Asian context. The analysis suggested that intrinsic work values relate more closely to organizational commitment than either the global measure of work values or extrinsic work value. The results of the study conducted by Dov Elizur (1996) indicated that moderate correlations were obtained between certain specific work value items and commitment, such as independence, job interest, use of abilities, pay, achievement, influence in the organization and in work, and advancement. Although the correlations were low they indicated that certain associations do exists hypothesized, the strongest relationships were observed between cognitive work value and commitment e.g. independence, job interest and use of abilities. Quite remarkably, however, a relatively high correlation was also observed with pay. Thus it appears that pay also, although considered instrumental, is an aspect of work values that is involved with a person's commitment to the organization. Several authors considered values in general and work values specifically as important variables in explaining organizational commitment.

(Kidres, 1918, Putting et.al.1989). According to Werkneister (1967) commitment is a manifestation of the individuals own self, and reflects value standards that are basic to the individual's existence as a person. Same empirical support to this view was provided in studies relating work values to commitment (Kidron 1978). Kidron (1978) found a moderate relationship between work value and organizational commitment. Putti et.al. (1989) analysed the relationships between work values and organizational commitment based on a sample of workers in Singapore. Their findings indicated that intrinsic work values relate more closely to organizational commitment than extrinsic work values. A moderated regression analysis showed that work values, especially cognitive ones, are positively related with commitment and the interaction of values with gender was also found to be a significant predictor of commitment (Dov Elizur& Meni Koslowskly, 2001)

The influence of employee work values, demographic characteristics, and organizational rewards and levels of organizational commitment, involvement, identification, and loyalty in a U.K. employee owned firm. The idea that commitment can be understood as a function of the "fit" between employee values and organizational rewards was explored under multiple regression analysis, demographic variables made little impact on levels of commitment, but both organizational rewards and work values showed significant relationships to commitment. Employee who showed strong participatory values exhibited relatively high commitment; those with strongly instrumental values showed relatively lower commitment, providing some support for the 'fit' model. The implications of these findings for theory and practice in the area of employee ownership are discussed. Perceived success is defined as ones own cognitive evaluation of how much one is successful when compared with others and seen by others in and out of his group. George, W. and Lee, Raymond (1974) found that managers from the four countries were rather similar in terms of personal values that were related to success. More successful managers had pragmatic, dynamic, and achievement oriented values, while less successful managers had more static and passive values.

2. Objectives

- To study the work value orientation, perceived success and organizational commitment in gazetted and non-gazetted police officers.
- To study the relationship of work value orientation perceived success and organizational commitment in gazetted and non-gazetted police officers.
- To study the relationship between demographic variables and work value orientation, perceived success and organizational commitment in gazetted and non-gazetted police officers.

3. Hypothesis

- There will be a difference between work value orientation, perceived success and organizational commitment in gazetted and non-gazetted police officers.
- There will be a relationship between work value orientation, perceived success and organizational commitment in gazetted and non-gazetted police officers.
- There will be a relationship of demographic variable and work value orientation, perceived success and organizational commitment of gazetted and non-gazetted police officers.

4. Participants

The sample of the present study consists of 50 police personal of J&K Police. Two types of samples will be selected. One for leaders and one for followers. We will select 50 leaders from different ranks of police officers. 25 police personals will be selected from Non-Gazetted ranks i.e Assistant Sub-Inspector to Inspector and 25 police personals will be selected from Gazetted ranks i.e. Dy. Supdt. Of Police to Director General of Police. Different wings of police department; we used to collect the data because 70% of J&K Police constitutes Executive & Arms Police.

5. Variables

A. Independent Variable

Work value orientation
Organizational commitment

B. Dependent Variable

Perceived success

6. Tools Used

- The "work value" scale deals with 96 items each to be rated on 6 point scale with the Chron Bach Alpha Reliability of .83 for this sample was constructed.
- The "Perceive success scale" with 26 items to be rated on 5 point scale having Chron Bach Alpha Reliability of .93 was constructed and standardized for the sample.
- The "Organizational commitment Questionnaire" deals with 15 items, each to be rated on 7 point scale given by Mowday. R.T; Steers R.M and Poter L.W; (1979).

7. Results

	Individualistic	Collectivistic	Total work value orientation scale
Gazetted Police Officers	Mean=199.6800	193.6000	392.3200
	SD=22.6637	19.978	37.1177
	N=25	25	25
Non-Gazetted Police Officers	Mean=181.2000	182.8800	362.7600
	SD=179.0000	18.2102	227.1528
	N=25	25	25
Gazetted and Non-Gazetted	Mean=190.4400	188.2400	377.5400
	SD=22.0270	19.6745	35.4799
	N=50	50	50

Table 1

Table-1: shows individualistic work value orientation of gazetted (N=25, Mean= 199.680, S.D= 22.663) and non-gazetted (N=25, Mean= 181.200, S.D=17.29400 and t-value was=14.6179 and found significant at 0.01 level. Gazetted police personnel showed higher individualistic work value orientations than non-gazetted police personnel. Collectivistic work-value orientation of gazetted (N=25, Mean= 193.600, S.D= 19.970) and non-gazetted (N=25, Mean=182.880, S.D=18.210) and t-value=8.6752 and found significant at 0.01 level. Gazetted police personnel showed higher individualistic work-value orientations than non-gazetted police personnel. In total work value orientation of gazetted (N=25, Mean=392.320, S.D=37.1170 and non-gazetted (N=25, mean=362.760, S.D=27.1528) and t=18.4369 and found significant at 0.01 level. This shows gazetted and non-gazetted police personnel significantly differ in their work-value orientation and gazetted police personnel which means gazetted police personnel were more pluralist work-value orientation for effective management in organization. Gazetted work-value orientations of Individualistic (N=25, Mean=199.680, S.D=22.663) and Collectivistic (N=25, Mean=193.600, S.D=19.9708) and t-value=4.656, and found significant at 0.01 level. Gazetted police personnel showed higher individualistic work-value orientations than collectivistic work-value orientation. Non-gazetted work-value orientations of Individualistic (N=25, Mean=181.200, S.D=17.294) and Collectivistic (N=25, Mean=182.880, S.D=18.210) and t-value=1.4098, and found insignificant. Non-gazetted police personnel did not differ in their individualistic and collectivistic work-value orientation. They equally adopt individualistic as well as collectivistic work-value orientations.

	Perceived	Organizational Commitment
Gazetted Police Officers	Mean=113.5200	84.5600
	SD=16.69661	11.2178
	N=25	25
Non-Gazetted Police Officers	Mean=105.8400	82.2000
	SD=9.8178	8.0104
	N=25	25

Table 2

Table-2: shows perceived success of gazetted (N=25, Mean= 113.520, S.D= 16.696) and non-gazetted (N=25, Mean= 105.8400, S.D=16.696 and t-value =7.46 and found significant at 0.01 level. This show, Gazetted and Non-gazetted police personnel significantly differ in their perceived success which shows their professional, social, personal competency were higher than the non-gazetted police personels. In organizational commitment of gazetted (N=25, Mean= 84.5600, S.D= 11.2178) and non-gazetted (N=25, Mean=82.2000, S.D=8.0104) and t-value=2.69 and found significant at 0.05 level. These shows, Gazetted and Non-Gazetted police personnel significantly differ in their organizational commitment which shows their professional competency were higher than non-gazetted police personnel. In gazetted perceived success (N=25, Mean=113.5200, S.D=16.6961 and organizational commitment (N=25, mean=84.560, S.D=11.2178) and t=27.4086 and found significant at 0.01 level. This shows gazetted police personnel significantly differ in their perceived success and organizational commitment. In Non-gazetted

perceived success (N=25, Mean=105.840, S.D=9.8178) and organizational commitment (N=25, Mean=82.200, S.D=8.0104) and t-value=27.992, and found significant at 0.01 level.

Variable D.V.	Age	Marital Status	Edu. Qualif	Service Length	Prof/No n-Prof Qualifi cation	Individual Value orientation	Collectivistic Value Orientation	Work Value Orient ation	Perceived success	Organi zational Commi tment
Age	1.00	-.38**	-.008	.92**	.019	.49**	.355**	.51**	.39**	.38**
Marital Status		1.00	-.018	-.29**	-.138	-.241	-.020	-.147	.092	-.208
Edu. Qualif			1.00	-.145	-.181	-.122	.180	.045	.208	.060
Service Length				1.00	-.012	.469**	.282	.465**	.390**	.336*
Prof/Non-Prof Qualification					1.00	.073	.035	.061	-.254	-.216
Individual Value orientation						1.00	.457**	.857**	.192	.390**
Collectivistic Value Orientation							1.00	.829**	.194	.327*
Work Value Orientation								1.00	.244	.436**
Perceived success									1.00	.276
Organizational Commitment										1.00

Table 3

Table-3: shows age and individualistic work-value orientation was significantly co-related ($r=.491^{**}$). This means higher the age people adopt individualistic work-value orientation. Marital status was inversely related with individualistic work value orientation ($r= -.241$). The married police personnel showed higher collectivistic work-value orientation. That was negative correlation between educational qualification and individualistic work-value orientation. In the other words, highly qualified police personnel showed individualistic work-value orientation. On the contrary, not so qualified police personnel showed collectivistic work-value orientation. There was positive co-relationship between length of service and individualistic work-value orientation ($r=.491^{**}$). This means higher the length of police personnel showed individualistic work-value orientation. There was positive relationship between Professional/Non-Professional college education and individualistic work-value orientation. This means police personnel with professional college education showed more collective work value orientation.

Age and Length of service were significantly and positively related to collectivistic work-value orientation which means collectivistic work-value orientations which means police personnel with higher age and Length of service showed higher collectivistic work value orientation ($r=.355^{**}$, $r=.282^{**}$ respectively). Marital status was inversely related with collectivistic work values which mean married people showed collectivistic work-value orientation. Age and Length of service were significantly and positively correlated to work-value orientation which means higher age and Length of service police personnel showed collectivistic work value orientation. Marital status however was inversely related to work-value orientation ($r= -.147$). In other word police personnel showed more collectivistic work-value orientation.

Age and Length of service were significantly related to perceived success ($r=.396^{**}$ and $r=.390^{**}$ respectively). Higher age and Length of service police personnel showed higher perceived success. The reason probably age and experience helped in professional personal and social competency development. Professional and Non-professional college education of police personnel was inversely related to perceived success($r= -.254$) which indicates police personnel with professional education showed less perceived success. Age and Length of service were positively related to organizational commitment ($r=.387^{**}$ and $r=.336^{**}$ respectively). Higher age and Length of service police personnel showed greater organizational commitment. Marital status and professional/non-professional college education was inversely related to organizational commitment ($r= -.208$ and $r= -$

.216 respectively). Married police personnel with non-professional college organizational commitment ($r = -.208$ and $r = -.216$ respectively). Married police personnel with higher education qualification showed greater organization commitment ($r = .060$). Perceived success was positively related with individualistic and collectivistic work-value orientation ($r = .192$ and $r = .194$ respectively). Organizational commitment was significantly positively correlated with work-value orientation ($r = .436$). Perceived success positively correlated with organizational commitment ($r = .27$).

8. Conclusion

Significant differences have been found between gazetted and non-gazetted police personnel on individualistic work value orientation. Significant differences have been found between gazetted and non-gazetted police personnel on collectivistic work value orientation. Significant differences have been found on total work value orientation between gazetted ($N = 25$) and non-gazetted police personnel. Significant differences have been found on individualistic and collectivistic work value orientation of gazetted police personnel. However, such difference has been found insignificant on non-gazetted police personnel. Significant difference has been found on perceived success score between gazetted and non-gazetted police personnel. Significant differences have been found on organizational commitment between gazetted and non-gazetted police personnel. Significant differences have been found on perceived success score and organizational commitment of gazetted police personnel. Significant differences have been found on perceived success score and organizational commitment of non-gazetted police personnel. Age has been significantly and positively correlated with length of service, individual work value orientation, collectivistic work value orientation, perceived success score and organizational commitment. Age was significantly and negatively correlated with marital status. In other words, police personnel with higher age have high length of service, showed more work value orientations, perceived success and organizational commitment. Police personnel with higher age are married. Marital status has been found significantly and correlated with age, and length of service. In other words, police personnel who are married have higher age and length of service. Length of service has been found significantly and positively correlated with age, individual work value orientation, collectivistic work value orientation, perceived success and organizational commitment. Length of service was significantly and negatively correlated with marital status. In other words, police personnel with higher length of service, shown more work value orientations, perceived success and organizational commitment. Individual work value orientation has been found significantly and positively correlated with age, length of service, collectivistic work value orientation, and organizational commitment. In other words, police personnel with individual value showed higher age, length of service, and more collectivistic work values and commitment to the organization. Collectivistic work value orientation has been found significantly and positively correlated with age, length of service, work value orientation and organizational commitment. In other words, police personnel with collectivistic work values having higher age, length of service, work value orientation and commitment for the organization. Work-value orientation has been found significantly and positively correlated with age, length of service, individualistic and collectivistic work value orientation and organizational commitment. In other words, police personnel with higher age and length of service showed more values. Perceived success has been found significantly and positively correlated with age and length of service. In other words, higher the age and length of service of police personnel showed more perceived success score. In organizational commitment has been found significantly and positively correlated with age, length of service, individual work value orientation, collectivistic work value orientation and perceived success. In other words, higher the commitment shown by the individual with high age, length of service, more work value, orientation and perceived success. Individualistic work value orientation has been found significantly and positively correlated with age and length of service of gazetted police personnel. Collectivistic work value orientation has been found significantly and positively correlated with age and length of service of gazetted police personnel. Perceived success has been found significantly and positively correlated with age and length of service of gazetted police personnel.

9. Organizational Implications

The findings reveal that gazetted police personnel showed higher individualistic and collectivistic work value orientation than their non-gazetted counterpart. Gazetted police personnel age and length of service were positively correlated with individualistic value orientation, collectivistic work value orientation and total work orientation, perceived success and organizational commitment whereas, in case of non-gazetted police personnel age and length of service were not significantly related with individualistic work value orientation, perceived success and organizational commitment. This shows individualistic work value orientation and collectivistic work value orientation. Specifically and work value orientation generally were positively correlated with perceived success and organizational commitment. So, in the organization it is important to assess work value orientation time to time and encourage police personnel to cultivate work values that lead them to success and motivate for higher organizational commitment. It is clear from the study work values can positively influence one's organizational commitment and perceived success. Individualistic work value orientation had higher effect on organizational commitment than collectivistic work value orientation. To understand and enhance organizational commitment it is also necessary to understand work value orientation of the individual. Certain behaviours are preferred over others as a result values cloud objectivity and rationality. Value generally management as well as top management have significant bearing on the ethical environment of an organization. The result shows, top management showed more collectivistic and individualistic work value orientation. Some value added qualities do facilitate work experience, skills, commitment and success for working with others. Some collectivistic work values are important like group interest, group welfare, non-ascetic value, interdependence were helpful in working with others because these characteristics lead to sense of humour, tactfulness, empathy and sympathy, cheerfulness etc. Non-gazetted police personnel emphasize more on collectivistic work value orientation. Generally gazetted officer they want to complete with more competent person where as non-gazetted officer probably they complete either with colleagues of the same hierarchy. So, more and more

individualistic work value orientation can be encourage by top management by giving more autonomy in work encouraging more and more masculine tracts like outgoing, by setting realistic goal etc.

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