

Profiling Organisational Commitment : An Empirical Study of Public and Private Sector of Food Processing Industry

INTRODUCTION

In the era of globalization, organisation of market economies face strong pressures to be both efficient and produce value added outputs. The goal of efficiency and competitiveness can be attained if organizations possess the right people with the right attitudes and skills. That is why organisation, across the business landscape, is being seen battling out for workforce share in a way they battle for market share.

Organisations have realized that their survival largely depends upon their ability to attract, motivate, and retain the key talent needed. While the factors, such as capital, equipment, and other resources are important for organizational success and thrive; the human factor appears to be the most important one since it is the people who have to use all other resources. Without the productive efforts and full-hearted engagement of workers, the material and other resources of the organisation would be of no use. Not even the latest technologies would be able to produce the targeted results. Committed workforce is a 'hallmark' of a successful organisation. Committed or dedicated employees are expected to be more productive and work with focus on quality to increase customer satisfaction and the profitability of their organisation. In other words, committed employees are the salient resources and the foundations of any organisation.

Organizational Commitment or Member Identity is a value based behaviorally anchored cultural variable of organisational environment. It is an attitudinal or emotive dimension of work motivation, manifesting itself in member's behaviour. Organisational Commitment is widely studied area in interest of individually and collectively with other vital organisational factors predicting the success of an organization in the true sense. Before getting into its nitty-gritty's,

ABSTRACT

The present study was designed to compare Organisational Commitment for the employees in public and Private sector organizations in Food Processing Industry, to look out for the association between subscales of organisational commitment and to study these dimensions of organisational commitment vis-a-vis different psycho-demographic factors of the employees. The scope of the study was Public and Private Sector Organisations belonging to Punjab, Haryana and Chandigarh. The sample comprised of 196 respondents drawn from three public sector organisations, and six private sector organizations. Comparisons made on the basis of hierarchical levels and other psycho-demographic factors make the study comprehensive. The results revealed a very significant and positive correlation between three subscales of Organisational Commitment. Almost all other null hypotheses concerning level of Organisational Commitment vis-a-vis failed to be rejected unlike previous similar studies.

Keywords: Organizational Commitment, Food Processing Industry, Psycho-Demographic Factors

a more simple and comprehensive definition of Organisational Commitment is certainly needed to be mentioned.

Hall et al. (1970) define organizational commitment as the "process by which the goals of the organizations and those of the individual become increasingly integrated and congruent".

Buchanan (1974) concluded that an acceptable definition of organizational commitment was still lacking. A more basic problem appears to be that there are at least two distinct approaches to defining commitment, the psychological approach and the exchange approach. In an example of the psychological approach, **Sheldon (1971)** defines organizational commitment as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations. **Kanter (1968) and Buchanan (1974)** also emphasize the affective attachment of the individual to the organization. A common deficiency in this approach is that commitment is treated as discrete from complementary work attitudes without specifying the nature or direction of links with these other orientations (e.g., loyalty, job involvement, motivation et cetera).

Porter et al. (1974), define organizational commitment as "the strength of an individual's identification with and involvement in a particular organization". **Salancik (1977)** defines organizational commitment as "a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement". **Salancik (1977)** proposed two approaches-prospective and retrospective. In prospective view, commitment is conceived as an individual's psychological bond to the organisation/social system, as reflected in his involvement with, loyalty for and belief in the values of the organisation. In retrospective view, commitment results as individual becomes bound to the behavioral acts that are chosen voluntarily (**Raju and Srivastava, 1986**).

Meyer and Allen (1991) held that organizational commitment is a multidimensional construct comprising three components: affective, continuance and normative. **Affective commitment** has been defined as an employee's emotional attachment to identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. **Continuance commitment** on the other hand has to do with one's awareness of the costs

associated with leaving the present organization. Employees whose commitment is in the nature of continuance will remain in the organization because they have to. **Normative commitment** has to do with feeling of obligations to the organization based on one's personal norms and values. Employees whose commitment to the organization is said to be of the normative type remains in the organization simply because they believe they ought to.

LITERATURE REVIEW

Organisational Commitment was found to be a very important organizational variable defining the success of an organization in many ways (being associated with major organizational variables). Organizational commitment was found to be associated with organizational adaptability, turnover, and tardiness rate (**Angle et al. 1981**). **Thanswor et al. (2004)** showed the strong association between the subscales of Organisational Commitment and Organisational Citizenship Behaviour. **Jauch and Lawrence (1978)** found in their research, that the researchers with the strongest professional commitment had higher research productivity. A strong body of theoretical research suggesting a negative relationship specifically between higher commitment levels and lower turnover Intentions are well established (**Chen et al., 1998; Cohen, 1998; Cohen, 1993; Firth et al., 2004; Meyer et al., 2002; Iverson, 1999; Mowday et al., 1982; Rosin and Korabik, 1995; Schwepker, 2001; Shore et al., 1990; Vallabh and Donald, 2001; Williams and Hazer, 1986**).

Studies have also been conducted to find the association between the three subscales i.e.: Normative, Affective and Continuance components of Organisational Commitment. According to **Meyer and Allen**, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity.

The relationship between age and organisational commitment has been studied by (**Steers, 1977; Stevens et al. 1978; Morris and Sherman, 1981; DeCotis and Summers, 1987; Balaji, 1986; Steers, 1977; Alvi and Ahmed, 1987; Diesh, 1997; Cohen, 1993; Pattanayak, 1993; Shrivastava and Dolke, 1978; Mannheim, 1975**). Age is usually found to be positively related to commitment. **Bhagat et al. (1981)** found that other variables such as age, education and need

for achievement which were the antecedents of organisational commitment in earlier empirical studies, failed to predict commitment in the heterogeneous sample of working women. **Kassahun (2005)** found that employee age came out as the most important predictors of the organisational commitment.

Another personal variable closely related to age is tenure. **Stevens et al. (1978)** indicated that certain role factors such as tenure are strong influences on commitment. Studies (**Cohen, 1993; Balaji, 1986**) found that organisational commitment was directly associated with length of service in organization. Particularly, **Cohen (1993)** reported that the correlation and commitment was greater among the more senior employees (i.e. those with more than nine years of experience). In another slightly different study, **Meyer and Allen (1993)** reported that analysis of organizational tenure generally showed a mild curvilinear relationship whereby middle-tenure employees possessed less measured commitment than new or senior level (by age) employees. In their subsequent analysis, **Meyer and Allen, (1997)** observed that it is possible that employees need to acquire a certain amount of experience with an organisation to become strongly attached to it, or that long-service

employees retrospectively develop affective attachment to their organisation.

Job tenure, another age-related variable, is also found to be positively related to commitment (**Sheldon, 1971; Alutto et al. 1973; Farrell and Rustbelt, 1981; Alvi and Ahmed, 1987**). On the other hand, level of education is found to be negatively related to commitment by some researchers (**Steers, 1977; Morris and Sherman, 1981; Glisson and Charles, 1988**) found that one worker characteristic, education, was found to be a significant predictor of commitment. **Pooja Purang (2008)** observed that the positive perception of HRD climate predict a better Commitment level.

METHODOLOGY

Present study

The above mentioned and other similar studies made the plot for the present study. The authors attempt to study Organisational Commitment in two strata of culturally diverse organisations. In all, nine organisations belonging to Punjab, Haryana and Chandigarh region were studied comprising three Public sector organisations and six private sector organizations in Food Processing Industry. Description of the organisations is as follows:

Exhibit 1: (Targeted Organizations)

Public Sector Organisations	Hafed, Panchkula (Haryana)
	Vita, Ambala (Haryana)
	Markfed, Patiala (Punjab)
Private sector organisations	LT Overseas Pvt. Ltd., Jind (Haryana)
	Bonn Nutrients Pvt. Ltd., Ludhiana (Punjab)
	Milk Plant, Jind (Haryana)
	Pepsi Food Pvt. Ltd., Patiala (Punjab)
	Alchemist, Kurali (Punjab)
	Nestle, Moga (Punjab)

Objectives

The paper studies Organisational Commitment in Food Processing Industry (Both Public and Private Sector organisations). The main objectives of the study are as follows:

- To study Organisational Commitment vis-a-vis psycho-demographic factors i.e. Marital Status, Qualification, Hierarchy, Age, Gender, Total Work Experience etc.

- To compare the level of Organisational Commitment in Public and Private Sector of Food Processing Industry.
- To find the correlation between the three subscales- Normative, Affective and Continuance Commitment.

Hypotheses

- H_{1.1a}**: There is a significant difference in the level of Normative Commitment at different hierarchical levels.

- H_{1.2a}**: There is a significant difference in the level of Affective Commitment at different hierarchical levels.
- H_{1.3a}**: There is a significant difference in the level of Continuance Commitment at different hierarchical levels.
- H_{2.1a}**: There is a significant difference in the level of Normative Commitment for male and female employees.
- H_{2.2a}**: There is a significant difference in the level of Affective Commitment for male and female employees.
- H_{2.3a}**: There is a significant difference in the level of Continuance Commitment for male and female employees.
- H_{3.1a}**: There is a significant difference in the level of Normative Commitment for married and single employees.
- H_{3.2a}**: There is a significant difference in the level of Affective Commitment for married and single employees.
- H_{3.3a}**: There is a significant difference in the level of Continuance Commitment for married and single employees.
- H_{4.1a}**: There is a significant difference in the level of Normative Commitment for the employees possessing different educational levels.
- H_{4.2a}**: There is a significant difference in the level of Affective Commitment for the employees possessing different educational level.
- H_{4.3a}**: There is a significant difference in the level of Continuance Commitment for the employees possessing different educational level.
- H_{5.1a}**: There is a significant correlation between Normative Commitment and the age of the employees.
- H_{5.2a}**: There is a significant correlation between Affective Commitment and the age of the employees.
- H_{5.3a}**: There is a significant correlation between Continuance Commitment and the age of the employees.
- H_{6.1a}**: There is a significant correlation between Normative Commitment and total work experience of the employees.
- H_{6.2a}**: There is a significant correlation between Affective Commitment and total work experience of the employees.

- H_{6.3a}**: There is a significant correlation between Continuance Commitment and total work experience of the employees.
- H_{7.1a}**: There is a significant correlation between Normative and Affective Commitment in Food Processing Industry.
- H_{7.2a}**: There is a significant correlation between Affective and Continuance Commitment in Food Processing Industry.
- H_{7.3a}**: There is a significant correlation between Normative and Continuance Commitment in Food Processing Industry.
- H_{8.1a}**: There is a significant difference between the level of Normative Commitment of the employees in Public and Private Sector Organisations.
- H_{8.2a}**: There is a significant difference between the level of Affective Commitment of the employees in Public and Private Sector Organisations.
- H_{8.3a}**: There is a significant difference between the level of Continuance Commitment of the employees in Public and Private Sector Organisations.

Research Design

The study is descriptive and empirical in nature. Three organizations were chosen from Public sector and six from the Private sector organizations of Food Processing Industry using Quota Sampling. Then a sample of managers, supervisors and workers was chosen from a sample frame of nine companies using Stratified Random Sampling. Managers and Supervisors and Workers were taken in the ratio of 1:2:3, based on availability and feasibility of the study. Out of a total of 196 respondents:

- 80 respondents belong to Public Sector and 116 to Private sector in the Food Processing Industry.
- 29 are managers, 76 are supervisors and 91 are workers.
- 171 are males and 25 are females.
- 164 are married and 32 are unmarried.
- 90 have professional qualifications and 106 have no professional qualifications.

The other demographics are mentioned in Exhibit 2.

Exhibit 2: Descriptive Statistics

Parameters	N	Minimum	Maximum	Mean	Std. Deviation
Age	196	22	68	39.52	11.560
Total Work Experience	196	1	42	16.35	11.629

Data Collection

Primary data was collected through preliminary interviews followed by a questionnaire. Organisational Commitment questionnaire (Allen and Mayer, 1991) adapted by Chinnappan (TISS Bombay) is used to undertake the study. The scale is multidimensional, suggesting three subscales i.e.; Normative (9 items), Affective (11 items) and Continuance Commitment (6 items). The cronbach alpha coefficient of the scale was found to be 0.85. The questionnaire also sought demographic information of respondent's i.e. age,

gender, education, marital status, hierarchical level, and total work experience.

DATA ANALYSIS

The data was analyzed using SPSS. Necessary tables encompassing SPSS output is included in the paper at the appropriate places. The Confidence Level of 95% is assumed for the study. To test the 1st hypothesis ($H_{1.1a}$, $H_{1.2a}$ and $H_{1.3a}$), One-way ANOVA is used for multi-level comparisons.

Results of ANOVA (Hierarchy-wise comparison)

Table 1: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Affective Commitment	Between Groups	65.357	2	32.678	1.270	.283
	Within Groups	4965.031	193	25.726		
	Total	5030.388	195			
Continuance Commitment	Between Groups	28.609	2	14.305	1.313	.271
	Within Groups	2102.656	193	10.895		
	Total	2131.265	195			
Normative Commitment	Between Groups	11.246	2	5.623	.462	.631
	Within Groups	2351.136	193	12.182		
	Total	2362.383	195			

The results of one-way ANOVA suggested no significant difference in the level of Affective, Continuance and Normative Commitment among different hierarchical levels (managers, supervisors and workers), getting p-value more than 0.05. Therefore all the 1st null hypotheses ($H_{1.1a}$, $H_{1.2a}$ and $H_{1.3a}$), that there is no significant

difference in the level of Normative, Affective and Continuance Commitment at different hierarchical levels, are not rejected or may be accepted.

Results of Independent Sample t-test (Comparison vis-à-vis Gender)

The results generated through Independent Sample t-test are shown in the table 2 & 3.

Table 2: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
AFFECTIVE COMMITMENT	Males	171	38.73	5.173	.396
	Females	25	38.36	4.462	.892
CONTINUANCE COMMITMENT	Males	171	21.87	3.445	.263
	Females	25	22.40	2.121	.424
NORMATIVE COMMITMENT	Males	171	31.51	3.517	.269
	Females	25	30.96	3.247	.649

Table 3: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Affective Commitment	Equal variances assumed	.958	.329	.340	194	.734
	EVNA			.380	34.175	.706
Continuance Commitment	Equal variances assumed	3.944	.048	-.746	194	.457
	EVNA			-1.059	45.124	.295
Normative Commitment	Equal variances assumed	.370	.544	.743	194	.458
	EVNA			.789	32.805	.436

In all the cases, we cannot assume equal variances for male and female sample as p-value of the F-test in the case of Continuance commitment comes out to be less than 0.05. The results of Independent Sample t-test suggested no significant difference in the level of Affective, Continuance and Normative Commitment for male and female employees, getting p-value more than 0.05. Therefore all the 2nd null hypotheses

($H_{2.1a}$, $H_{2.2a}$ and $H_{2.3a}$), that there is no significant difference in the level of Normative, Affective and Continuance Commitment for male and female employees, are not rejected or may be accepted.

Results of Independent Sample t-test (Comparison vis-à-vis Marital Status)

The results generated through Independent Sample t-test are shown in the table 4 & 5.

Table 4: Group Statistics

	Marital status	N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	Married	164	38.60	4.749	.371
	Unmarried	32	39.12	6.593	1.165
Continuance Commitment	Married	164	22.06	3.302	.258
	Unmarried	32	21.31	3.306	.584
Normative Commitment	Married	164	31.28	3.415	.267
	Unmarried	32	32.28	3.744	.662

Table 5: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Affective Commitment	EVA	15.799	0.000	-.536	194	0.592
	EVNA			-.431	37.520	0.669
Continuance Commitment	EVA	0.080	0.777	1.173	194	0.242
	EVNA			1.172	43.925	0.248
Normative Commitment	EVA	0.589	0.444	-1.492	194	0.137
	EVNA			-1.403	41.676	0.168

In all the cases, we cannot assume equal variances for Married and single employees as p-value of the F-test in the case of Affective commitment comes out to be less than 0.05. The results of Independent Sample t-test suggested no significant difference in the level of Affective, Continuance and Normative Commitment for

married and single employees, getting p-value more than 0.05. Therefore all the 3rd null hypotheses ($H_{3.1a}$, $H_{3.2a}$ and $H_{3.3a}$), that there is no significant difference in the level of Normative, Affective and Continuance Commitment for married and single employees, are not rejected or may be accepted.

Results of ANOVA (Education-Wise Comparison)

Table 6: ANOVA (Education-Wise Comparison)

		Sum of Squares	df	Mean Square	F	Sig.
Affective Commitment	Between Groups	39.558	3	13.186	.507	.678
	Within Groups	4990.830	192	25.994		
	Total	5030.388	195			
Continuance Commitment	Between Groups	117.425	3	39.142	3.732	0.012
	Within Groups	2013.840	192	10.489		
	Total	2131.265	195			
Normative Commitment	Between Groups	18.348	3	6.116	.501	0.682
	Within Groups	2344.035	192	12.209		
	Total	2362.383	195			

The results of one-way ANOVA suggested no significant difference in the level of Affective and Normative Commitment among different educational level getting p-value more than 0.05 but suggested a difference in the level of continuance commitment among different educational levels. Therefore hypothesis $H_{4.1a}$, $H_{4.2a}$ that there is no significant difference in the

level of Normative and Affective Commitment for the employees possessing different experience levels, are not rejected or may be accepted. But $H_{4.3a}$ that there is no significant difference in the level of Continuance Commitment for the employees possessing different educational level is rejected

Results of Karl Pearson's Correlation (Correlation of Commitment with Age)

Table 7: Correlations (Commitment with Age)

		Normative Commitment	Affective Commitment	Continuance Commitment	Age	Total Work Experience
Affective Commitment	Pearson Correlation	1.000	.456**	.421**	.028	.054
	Sig. (2-tailed)		.000	.000	.697	.455
	N	196.000	196	196	196	196
Continuance Commitment	Pearson Correlation	.456**	1.000	.380**	.052	.088
	Sig. (2-tailed)	.000		.000	.467	.222
	N	196	196.000	196	196	196
NORMATIVE COMMITMENT	Pearson Correlation	.421**	.380**	1.000	.007	-.016
	Sig. (2-tailed)	.000	.000		.921	.824
	N	196	196	196.000	196	196
Age	Pearson Correlation	.028	.052	.007	1.000	.920**
	Sig. (2-tailed)	.697	.467	.921		.000
	N	196	196	196	196.000	196
Total Work Experience	Pearson Correlation	.054	.088	-.016	.920**	1.000
	Sig. (2-tailed)	.455	.222	.824	.000	
	N	196	196	196	196	196.000

** Correlation is significant at the 0.01 level (2-tailed).

The results of Karl Pearson's Correlation (Table 7) suggested that there is no significant correlation between age of the employees and level of Normative, Affective and Continuance Commitment. Therefore all the 5th null hypotheses ($H_{5.1}$, $H_{5.2}$ and $H_{5.3}$), that there is no significant correlation between Normative, Affective and Continuance Commitment and Age of the employees, are not rejected or may be accepted.

4.6 Results of Karl Pearson's Correlation (Correlation of Commitment with Total Work Experience):

The results of Karl Pearson's Correlation (Table 7) suggested that there is no significant correlation between the total work experience of the employees and level of Normative, Affective and Continuance Commitment. Therefore all the 6th null hypotheses ($H_{6.1}$, $H_{6.2}$ and $H_{6.3}$), that there is no significant correlation between Normative,

Affective and Continuance Commitment and Total Work Experience of the employees, are not rejected or may be accepted.

Results of Karl Pearson's Correlation (Correlation between Sub-scales of Commitment):

The results of Karl Pearson's Correlation (Table 7) suggested that there is a very significant ($p < 0.01$) correlation between Normative and Affective Commitment ($r = 0.380, p = 0.000$), and

between Affective and Continuance Commitment ($r = 0.421, p = 0.000$). A still positive correlation is found between Continuance and Normative Commitment ($r = 0.456, p = 0.000$) significant at 5% level of significance. Therefore all the 7th null hypotheses ($H_{7.1a}, H_{7.2a}, H_{7.3a}$), that there is no significant correlation between Normative, Affective and Continuance Commitment subscales are not rejected or may be accepted.

Results of Independent Sample t-test (Comparison vis-à-vis Public and Private sector Organisations)

Table 8: Correlations Group Statistics

	Comp.	N	Mean	Std. Deviation	Std. Error Mean
Affective Commitment	Public	80	38.60	4.018	.449
	Pvt	116	38.74	5.714	.530
Continuance Commitment	Public	80	22.70	3.087	.345
	Pvt	116	21.41	3.362	.312
Normative Commitment	Public	80	31.28	3.500	.391
	Pvt	116	31.56	3.477	.323

Table 9: Correlations Independent Sample tests

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2-tailed)
Affective Commitment	Equal variances assumed	12.186	.001	-.191	194	.849
	EVNA			-.203	193.914	.839
Continuance Commitment	Equal variances assumed	1.974	.162	2.721	194	.007
	EVNA			2.764	178.894	.006
Normative Commitment	Equal variances assumed	.241	.624	-.563	194	.574
	EVNA			-.562	169.268	.575

In all the cases, we cannot assume equal variances for Public and Private sector organisations as p-value of the F-test in the case of Affective commitment comes out to be less than 0.05. The results of Independent Sample t-test suggested no significant difference in the level of Affective, Continuance and Normative Commitment for the employees of Public and Private sector Organisations, getting p-value more than 0.05 in all the cases. Therefore all the 8th null hypotheses ($H_{8.1a}, H_{8.2a}, H_{8.3a}$) that there is no significant difference between the

level of normative, affective and Continuance Commitment of the employees in Public and Private sector Organisations are not rejected or may be accepted.

FINDINGS AND CONCLUSION

- No significant difference was found in the level of Normative, Affective and Continuance Commitment at different hierarchical levels (managers, supervisors and workers).

- No significant difference was found in the level of Normative, Affective and Continuance Commitment for male and female employees
- No significant difference was found in the level of Normative, Affective and Continuance Commitment for married and unmarried/single employees.
- No significant difference was found in the level of Normative, Affective and Continuance Commitment for the employees possessing different educational levels (Matriculate, Intermediate, Graduation, Post Graduation). These results don't support the results of **Glisson and Charles (1988) and Bhagat et al. (1981)**.
- No significant correlation was found between Normative, Affective and Continuance Commitment, and Age of the employees. These results don't support the results of **Bhagat et al. (1981) and Kassahun (2005)**.
- No significant correlation was found between Normative, Affective and Continuance Commitment, and Total Work Experience of the employees.
- A very significant correlation is found between Normative and Affective Commitment, and Affective and Continuance Commitment. A positive correlation was found between Affective and Continuance Commitment, significant at 5% level of significance, supporting the results of **Meyer and Allen (1991)**.
- No significant difference was found in the level of Normative, Affective and Continuance Commitment of employees in Public and Private sector organisations in Food Processing Industry.

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