



## A STUDY ON FACTORS INFLUENCING THE ORGANIZATIONAL COMMITMENT OF MIDDLE LEVEL MANAGERS

Jaya Vikram Duraisamy\*, Dr. D. Divya Prabha\*\*,  
Dr. V. B. Mathipurani\*\*\* & S. Selva Krishna\*\*\*

\* Student, PSG Institute of Advanced Studies, Coimbatore, Tamilnadu

\*\* Associate Professor, PSG Institute of Advanced Studies, Coimbatore, Tamilnadu

\*\*\* Assistant Professor, PSG Institute of Advanced Studies, Coimbatore, Tamilnadu

---

**Cite This Article:** Jaya Vikram Duraisamy, Dr. D. Divya Prabha, Dr. V. B. Mathipurani & S. Selva Krishna, "A Study on Factors Influencing the Organizational Commitment of Middle Level Managers", International Journal of Current Research and Modern Education, Volume 4, Issue 1, Page Number 35-40, 2019.

**Copy Right:** © IJCRME, 2019 (All Rights Reserved). This is an Open Access Article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

---

### **Abstract:**

The aim of the study is to find out the influencing factors of middle level managers to the organizational commitment. In spite of an increasing number of studies on organizational commitment, no unifying work focused on the measurement of organizational commitment of managers of banking sector. Organizational commitment is a feeling of one's dedication towards the employing organization, his/her willingness to work hard for that organization, and the intention to remain with that organization. There are various factors that affect the employees' commitment towards the organization. The conclusion is that the employees have a higher level of dissatisfaction towards the commitment of the company towards various factors which should taken as a serious note to rectify the issues so that the level of satisfaction can be improved which leads to increase in productivity with employees in near future.

**Key Words:** Employees' Commitment, Manager & Organization

### **Introduction:**

Organizational commitment involves analyzing a companies's commitment against its objectives and goals. In other words, organizational commitment comprises real results or outputs compared with intended outputs. In the recent years since the turn of the century, companies have found themselves in an economy heavily affected by globalization, an economy in which knowledge and information are indispensable elements in order to succeed. The importance of intellectual capital has increased to the point of being one of the most valuable assets that must be better understood in order to be developed. From such a perspective, human resources and their management now occupy a privileged place in business. The impact of human resource management is generally measured by the individual commitment of each employee that, in turn, has a quantifiable impact upon the overall organizational commitment. Commitment is a complex notion that is ever-present in the secondary literature related to organizations, and it occupies, perhaps, the predominant place in the day-to-day practice of actual companies.

### **Statement of the Problem:**

Extensive literature review by Brayfield and Crockett (1955), found little evidence of any simple or appreciable relationship between employee attitudes and their commitment. Armstrong (2006) argues that it is not job satisfaction that produces high commitment but high commitment that produces job satisfaction, and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved commitment. They may be even more satisfied even if they are rewarded by extrinsic recognition or an intrinsic sense of achievement. Vroom (1964) observed that commitment improvements can be achieved by giving people the opportunity to perform and rewarding them by financial or non-financial means when they do perform. It can also be argued that some people may be complacently satisfied with their job and will not be inspired to work harder or better. They may be reluctant to admit being dissatisfied with a job that they have no immediate intention of leaving. This apparent contradiction between research findings and what people expect on the basis of common sense calls for more research on the link between the two variables.

### **Objectives of the Study:**

- To study about the demographic profile of the respondents.
- To study about the impact of organisational commitment towards job satisfaction among employees.
- To study the level of satisfaction towards commitment of the companies.
- To suggest the companies about the measures to be taken for more employee satisfaction.

### **Scope of the Study:**

Employee satisfaction and organisational commitment have always been important issues for employees. Job commitment at work is regarded by researchers as one of the most important domains in work and organizational psychology. Despite the fact that it is particularly studied in HRM and organizational

behaviour and psychology, job commitment is still not clearly defined nor conceptualized, and the empirical research done upon it does not always provide results that can be used. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient Satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well. The research design used for the study is the descriptive research design. In this design structural information is used to gather information.

**Research Methodology:**

**Sampling Method:** The two major methods are probability and non-probability sampling technique. The study requires probability method since the sample was chosen or random. Hence the study was dealt with sample random tool, which is one of the most popular method sampling.

**Sources of Data:**

**Primary Data Collection:** Primary data are those, which are collected afresh and for the first time and thus happen to be original in character, questions and interviews methods were accede to collect primary data by visiting the factory premises and various departments in it. It was collected from the employees working in the factory. By using both the questionnaire method and interview method. I would gather information from the employees who was not willing or who did not have time for or who was shy about it.

**Secondary Data Collection:** Journals, books and journals.

**Tools for Data Collection:**

**Field Work:** It is an important method of data collection. The questionnaire is used for interviewing the respondents. Additional questions (Personal interviews) can be used to secure more information. The respondents are interviewed in the factory.

**Sample Design for the Study:**

**Sampling Method:** Stratified sampling method.

**Sample Size:** 150

**Tools Used for the Study:** Percentage analysis, Rank correlation and One way Anova.

**Limitations of the Study:**

- The sample size is limited to 150.
- There may be bias in collecting the data from the respondents.
- The area of study is limited to one company.

**Analysis and Interpretation:**

Demo-Graphic Variables	Particulars	Frequency	Percent
Age	20-25	75	50
	26-30	30	20
	31-35	14	9.3
	More than 35	31	20.7
	Total	150	100
Gender	Male	111	74
	Female	39	26
	Total	150	100
Qualification	HSC	15	10
	Diploma	63	42
	UG	17	11.3
	PG	24	16
	Others	31	20.7
	Total	150	100
Department	Production	1	0.7
	HR	20	13.3
	Marketing	63	42
	Finance	26	17.3
	Administration	40	26.7
	Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 50% are from the age group between 20-25, 20% are from the age group between 26-30, 9.3% are from the age group between 31-35 and 20.7% are more than 35 years of age. 74% are male and 26% are female. 10% have completed their higher secondary, 42% have completed their diploma, 11.3% have completed their under graduation, 16% have completed their post

graduation and 20.7% have completed other qualification. 0.7% are from production department, 13.3% are from HR department, 42% are from marketing department, 17.3% are from finance department and 26.7% are from administration department.

**Bonus Satisfying Employee Needs:**

	Frequency	Percent
Very Much	31	20.7
Some What	37	24.7
Neutral	42	28
Not at All	40	26.7
Total	150	100

**Interpretation**

The above table shows that out of 150 respondents 20.7% said that bonus is very much satisfying their needs, 24.7% said as somewhat, 28% are neutral and 20.7% said that bonus is not at all satisfying their needs. It depicts that maximum of the employees are neutral towards bonus satisfying their needs.

**Supervisor with Regard to People Management:**

	Frequency	Percent
Good	20	13.3
Moderate	95	63.3
Poor	35	23.3
Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 13.3% are rating good for supervisor with regard to people management, 63.3% said as moderate and 23.3% said as poor. It depicts that majority of the employees are rating moderate for supervisor with regard to people management.

**Discuss the Job Challenges with the Supervisor:**

	Frequency	Percent
Strongly Agree	30	20
Agree	28	18.7
Neutral	45	30
Disagree	23	15.3
Strongly Disagree	24	16
Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 20% strongly agree, 18.7% agree, 30% are neutral, 15.3% disagree and 16% strongly disagree towards discussing the job challenges with the supervisor. It shows that most of the respondents are neutral towards discussing the job challenges with the supervisor.

**Commitment Review with the Supervisor:**

	Frequency	Percent
Strongly Agree	34	22.7
Agree	24	16
Neutral	37	24.7
Disagree	35	23.3
Strongly Disagree	20	13.3
Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 22.7% strongly agree, 16% agree, 24.7% are neutral, 23.3% disagree and 13.3% strongly disagree towards commitment review with the supervisor. It shows that most of the respondents are neutral towards commitment review with the supervisor.

**Stress Affect Your Work Efficiency:**

	Frequency	Percent
Often mistakes made during works	19	12.7
Mental pressure leading to headache, boredom, fatigue at workplace	14	9.3
Are not able to concentrate on work	50	33.3
Would avoid work	39	26
Stains worker supervisor relationship	28	18.7
Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 12.7% said that often mistakes made during work is the stress factor affecting their efficiency, 9.3% said as mental pressure leading to headache, boredom, fatigue at workplace which creates stress, 33.3% said that notable concentrate on their work is creating stress, 26% said that avoiding work is creating stress among them and 18.7% said that stains with worker supervisor relationship is creating stress with their work efficiency. It shows that most of the respondents said that notable concentrate on their work is creating stress which affects their work efficiency.

**Satisfaction towards Commitment Planning / Goal Setting:**

	Frequency	Percent
Highly satisfied	9	6
Satisfied	23	15.3
Neutral	44	29.3
Dissatisfied	17	11.3
Highly Dissatisfied	57	38
Total	150	100

**Interpretation:**

The above table shows that out of 150 respondents 6% are highly satisfied, 15.3% are satisfied, 29.3% are neutral, 11.3% are dissatisfied and 38% are highly dissatisfied towards commitment planning / goal setting with the company. It shows that most of the respondents are highly dissatisfied towards commitment planning / goal setting with the company.

**Welfare Activity According to the Importance Level:**

S.No	Particulars	X	Y	R1	R2	D	D <sup>2</sup>
1	Training	72	10	1	3.5	-2.5	6.25
2	Health and Safety	16	68	3	2	1	1.00
3	Insurance	52	10	2	3.5	-1.5	2.25
4	Career Development Opportunity	10	62	4	1	3	9.00
							18.50
N	4					1-R	0.93
						R	0.08

**Interpretation:**

The above table shows that the correlation value towards the ranks given by the respondents is at 0.08 which is less than 0.3. It shows that there is low correlation towards the ranks given by the employees. Based on the ranks given it reveals that training given by the company is the major importance given by the employees towards the welfare activity conducted by the companies.

**One Way Anova:**

**Comparison between Age and Level of Satisfaction of the Employees:**

Ho1: There is a significant difference between age and satisfaction of the employees towards various factors related to organizational commitment

		N	Mean	Std. Deviation	F	Sig
Satisfaction towards commitment planning /goal setting	20-25	75	3.73	1.308	5.097	0.002
	26-30	30	3.23	1.455		
	31-35	14	4.57	0.514		
	More than 35	31	3.19	1.078		
	Total	150	3.6	1.295		
Satisfaction towards commitment evaluation	20-25	75	3.52	1.267	1.368	0.255
	26-30	30	3.4	1.163		
	31-35	14	4.14	1.027		
	More than 35	31	3.35	1.496		
	Total	150	3.52	1.283		
Satisfaction towards development planning	20-25	75	3.43	1.068	1.461	0.228
	26-30	30	3.4	1.07		
	31-35	14	3.93	1.328		
	More than 35	31	3.23	0.805		
	Total	150	3.43	1.051		
Satisfaction towards 330-degree feedback	20-25	75	3.72	1.3	4.344	0.006
	26-30	30	3	1.259		

	31-35	14	2.86	0.77		
	More than 35	31	3.13	1.024		
	Total	150	3.37	1.24		
Satisfaction towards informal feedback	20-25	75	3.51	1.379	1.279	0.284
	26-30	30	3.23	1.165		
	31-35	14	3.93	1.328		
	More than 35	31	3.23	1.146		
	Total	150	3.43	1.292		
Satisfaction towards coaching and mentoring	20-25	75	3.88	1.433	2.09	0.104
	26-30	30	3.37	1.377		
	31-35	14	3.71	1.204		
	More than 35	31	3.26	1.064		
	Total	150	3.63	1.348		
Satisfaction towards training and skill development	20-25	75	3.77	1.269	3.972	0.009
	26-30	30	3.07	1.388		
	31-35	14	4.14	0.77		
	More than 35	31	3.29	1.071		
	Total	150	3.57	1.255		
Satisfaction towards leadership development	20-25	75	3.49	1.349	1.932	0.127
	26-30	30	3.2	1.375		
	31-35	14	2.93	1.639		
	More than 35	31	3.84	1.157		
	Total	150	3.45	1.359		
Satisfaction towards rewards and Incentives	20-25	75	3.56	1.222	2.836	0.04
	26-30	30	2.8	1.518		
	31-35	14	2.93	1.639		
	More than 35	31	3.48	1.313		
	Total	150	3.33	1.369		
Satisfaction towards discipline of employees	20-25	75	3.45	1.094	2.614	0.054
	26-30	30	2.93	1.311		
	31-35	14	2.71	1.383		
	More than 35	31	3.55	1.524		
	Total	150	3.3	1.284		
Satisfaction towards overall PMS	20-25	75	3.79	1.244	8.252	0
	26-30	30	3.07	1.172		
	31-35	14	4.14	0.77		
	More than 35	31	2.81	0.98		
	Total	150	3.47	1.224		

**Interpretation:**

The above table depicts that there is no significant difference between age and Satisfaction towards commitment planning /goal setting (0.002), Satisfaction towards 330-degree feedback (0.006), Satisfaction towards training and skill development (0.009), Satisfaction towards rewards and Incentives (0.040) and Satisfaction towards overall PMS (0.000) as the level of significance is less than 0.05. There is a significant difference between Satisfaction towards commitment evaluation (0.255), Satisfaction towards development planning (0.228), Satisfaction towards informal feedback (0.284), Satisfaction towards coaching and mentoring (0.104), Satisfaction towards leadership development (0.127) and Satisfaction towards discipline of employees (0.054) as the level of significance is greater than 0.05.

**Findings:**

- Most of the respondents are from the age group between 20-25.
- Maximum of the respondents are male.
- Maximum of the respondents have completed their diploma.
- Most of the respondents are from marketing department.
- Maximum of the employees are neutral towards bonus satisfying their needs.
- Most of the employees are highly dissatisfied towards superior showing interest in welfare development and encouragement.
- Maximum of the employees said that the group insurance scheme followed in the company is

moderate.

- Most of the respondents are somewhat satisfied towards the medical insurance provided by the company.
- Maximum of the respondents strongly disagree for moving out of work place due to suffocation and other disturbances.

**Suggestions:**

- In service training increases employee's knowledge of the job responsibilities, promotes high morale, aids to perform effectively and demonstrate the ability for future professional growth, the sum total of which results in an increment in both quantity and quality of services. Hence, professionals of all cadres should also be encouraged to participate in continuing education program like short-term courses, workshops, and training program. The technology oriented aspects must be given priority over traditional and outmoded subjects while conducting training programs.
- Creation of Job Satisfaction is not an easy job for the management. It requires efforts and arrangement. So, the Organization should conduct a job satisfaction survey of their employees at least once a year for continuous improvement and according that they should take necessary steps to improve because motivated employees work with pride deriving a sense of the satisfaction in their work to contribute to the success of the Organization.

**Conclusion:**

The conclusion is that the employees have a higher level of dissatisfaction towards the commitment of the company towards various factors which should taken as a serious note to rectify the issues so that the level of satisfaction can be improved which leads to increase in productivity with employees in near future.

**References:**

1. John Sutherland, (2013) "Employment status and job satisfaction", Evidence-based HRM: a Global Forum for Empirical Scholarship, Vol. 1 Iss: 2, pp.187 – 216.
2. Vathsala Wickramasinghe, (2009) "Predictors of job satisfaction among IT graduates in offshore outsourced IT firms", Personnel Review, Vol. 38 Iss: 4, pp.413 – 431.
3. Wei-Cheng J. Mau, Randy Ellsworth, Donna Hawley, (2008) "Job satisfaction and career persistence of beginning teachers", International Journal of Educational Management, Vol. 22 Iss: 1, pp.48 – 61.
4. Annabel Droussiotis, Jill Austin, (2007) "Job satisfaction of managers in Cyprus", Euro Med Journal of Business, Vol. 2 Iss: 2, pp.208 – 222.
5. Athanasios D. Koustelios, (2001) "Personal characteristics and job satisfaction of Greek teachers", International Journal of Educational Management, Vol. 15 Iss: 7, pp.354 – 358.
6. Titus Oshagbemi, (1997) "The influence of rank on the job satisfaction of organizational members", Journal of Managerial Psychology, Vol. 12 Iss: 8, pp.511 – 519.