

# Organizational Commitment on Organizational Effectiveness among TNSTC Employees in Cuddalore District

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## *Abstract*

These days, the transportation industry is crucial to India's economy. Commerce, manufacturing, and other economic activities have all benefited greatly from the transportation sector's rapid development. The population of emerging countries, and the unemployment rate inside them, are both growing at an alarming rate without showing any signs of slowing down. Lack of education, literacy, technological advancement, and inventiveness are all attributable to flawed institutions. Personnel management in public sector transport firms with a large number of workers covering practically the whole population of the state is important to increase the high quality of public sector in the field of transports. It raises concerns about finding and hiring qualified candidates, providing them with enough training and advancement opportunities, fostering healthy relationships among those in positions of authority, and fostering positive working environments. Discontent among workers increases as a result of such actions. Therefore, these issues necessitate the use of efficient methods of human management. An enthusiastic and dedicated team may boost an organization's output. The Transport Corporation's ability to function rests heavily on the effectiveness of its methods for managing its employees. TNSTC employees in the present research area, the district of Cuddalore, are being surveyed to see how their organisational citizenship behaviour and organisational commitment affect TNSTC's overall effectiveness.

This study aims to find out the relationship and Impact of OC and OE on OE among TNSTC Employees in Cuddalore District. For that purpose, the independent variables are OC and its sub variables are Affective Commitment, Continuance Commitment, Normative Commitment and Dependent variables are OE and its sub variables Talent development, Culture in the workplace, Performance development. This study

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is descriptive in nature and the data will be collected by using questionnaire by 380 TNSTC Employees in Cuddalore District. For Correlation and Regression analysis will be Employees to conduct the analysis in this study. From the findings of this research we concluded there is a positive relationship and significant influence towards the OC on OE among the TNSTC Employees in Cuddalore District.

**Keywords:** TNSTC Employees, OC, OE

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## 1. INTRODUCTION:

The transportation sector is one old business that has developed over time. Every nation's economy benefits from a well-developed transportation system. Since ancient times, the ability of individuals to get where they need to go thanks to transportation has pushed civilization forward. The transportation network would be severely hampered without roads. The economic and social advantages to a country can be amplified if its transportation system runs smoothly. They are crucial to the progress of the nation as a whole and to the community as a whole, both economically and socially. It's widely known that well-maintained roads are the backbone of robust economies and flourishing cultures, increasing mobility and allowing formerly impoverished people to break free.

Workers in the transportation industry are often at their wits' end due to a variety of issues, including but not limited to: long hours, poor working conditions, poor pay, health issues, traffic jams, vehicles in need of repair, favouritism among co-workers, tensions between managers and subordinates, personal issues at home, missed mealtimes, late returns from leave, poor hygiene, lack of clean water, etc. This research is conducted with special reference to the Tamil Nadu State Transport Corporation, where several issues have been reported by personnel, most notably by drivers and conductors who report having trouble with both management and passengers on their regular routes. Because of these issues, their

state of mind is often disrupted, and they become discouraged while on the job. In order to acquire better work from these people, management should support and provide a high quality of work life for them. This, in turn, would provide the employees a positive frame of mind and make them happier in their jobs

## ORGANIZATIONAL COMMITMENT:

When workers are invested in the company's success, they are more productive, which boosts the company's bottom line and helps it gain market share. Since the employer is primarily responsible for an employee's level of dedication to their job, it follows that a lower rate of industrial disputes would result from such dedication. **Ullah, R., and M. Batool (2013)** Employee dedication improves communication between management and workers, allowing businesses to more easily implement their strategic plans and get to the top of their fields.

Commitment is multifaceted and on-going, thus businesses should always be looking for new methods to improve their employees' quality of life on the job. By "employee commitment," O'Reilly and chat guy meant the emotional investment an employee has in the company back in 1986. The extent to which an individual internalises and adopts the organization's features and viewpoints will be reflected in this. Commitment to one's job is fundamental to any discussion of Human

Resource Management. Indeed, this is the reason why HRM has been implemented: to guarantee successful results. Attachment to one's job is what we mean when we talk about commitment. They classify it as "dedication to work," "dedication to one's profession," and "dedication to one's organisation," arguing that there is conceptual overlap between these.

#### **ORGANIZATIONAL EFFECTIVENESS:**

The term "organisational effectiveness" has become commonplace in academia and the business world. In terms of the trajectory of research, this phrase harkens back to the dawn of industrialization and the heyday of scientific management. There was a period when production and profitability might be gauged in part by an organization's efficacy (**Abdulla et al. 2017**). Organizational success and value were defined as the results of an investigation into how an organization's structure affected its ability to fulfil its stated goals.

The ultimate and most essential independent variable for the organisational success and the pursuit of optimization is this behaviour. Therefore, studies that aim to fill knowledge gaps and strengthen an organization's human resources are critical to its long-term performance, and this is especially true in the present day when globalisation and competition are growing exponentially. The Indian economy and the rest of the country's organisation world may now compete on a global scale. This is why it's crucial to have a firm grasp of organisational effectiveness and the many ways it may be enhanced, both directly and indirectly. **KS Cameron & DA Whetten (1981)**

#### **REVIEW OF LITERATURE:**

**D.A. Akintayo (2005)** Many businesses, including those that use a "commitment based" approach, attribute their success on the loyalty and dedication of their employees. Ho Chi Minh Metropolis is Vietnam's largest

commercial city, and this research looks at what makes bank employees there committed to their institutions. Using a convenience sample approach, a quantitative study of 201 banking employees from 11 banks in this city validated the effect of a set of high-performance human resources managing practises on employees' loyalty to the business. The research also found that happiness on the work might serve as a link between these two factors and loyalty to a business. Once again, the findings suggest that commitment-based firms should maintain and strengthen their support for employees.

All organisational practises and human traits (with the exception of education) were shown to have a direct relationship with organisational commitment, as was the case when **Kassahun (2005)** investigated the extent to which employees were invested in chosen Delhi-based firms. Workers' ages, their perceptions of work autonomy and procedural justice, and the level of organisational support they get were found to be the most significant determinants of organisational loyalty. Workers also appear to place a high importance on being given latitude to make their own decisions within the context of their jobs, as well as receiving consistent, high-quality assistance from management and having their voices heard.

**Mishra, G.P. (2005)** created a novel paradigm for survey-based evaluation of organisational performance. For this reason, we employed descriptive statistics to examine whether or not various types of organisations (e.g., those with a high versus low level of technological sophistication; those that were relatively small or relatively large; those with a slow versus rapid life cycle) tended to favour distinct indicators of success. Research in five areas corporate entrepreneurship; strategy; process and product development; marketing; and economic finance led to the creation of the

multidimensional framework. Financial, market/customer, process/people development/future organisational performance dimensions were defined. The studies showed that organisational performance had several dimensions and could not be reduced to a single factor.

Knowledge sharing, organisational learning and organisational success were all topics of investigation for **Vishwanathan, R., and O.B. Sayeed's (1983)** research. The efficiency of an organisation was described as the result of its management and its operations. Organizational learning and sharing of information are seen to have a beneficial effect on an organization's performance. Four hundred ninety-nine workers from nine different Taiwanese international resorts made up the sample. The self-created questionnaire included 12 questions pertaining to information sharing, as well as 5 questions pertaining to organisational learning and 5 questions pertaining to organisational effectiveness. Each of the reliabilities was 0.8, and the highest was 0.9. 73% of the variation could be attributed to organisational learning, and 80% of the variation could be attributed to both organisational learning and knowledge sharing.

### **3. Research Methodology**

#### **3.1 Research Design:**

The study uses a certain research methodology with the end result in mind. The study employs a descriptive research strategy taken by the researcher. Descriptive research seeks to provide an in-depth account of some aspect of a person's or group's identity. The current condition of affairs can be rationalised by the study methodology. The focus of this research is on the effect of the TNSTC's organisational effectiveness on employee commitment in the Cuddalore District. The research reports on the current levels of organisational commitment and effectiveness among TNSTC workers in the Cuddalore District.

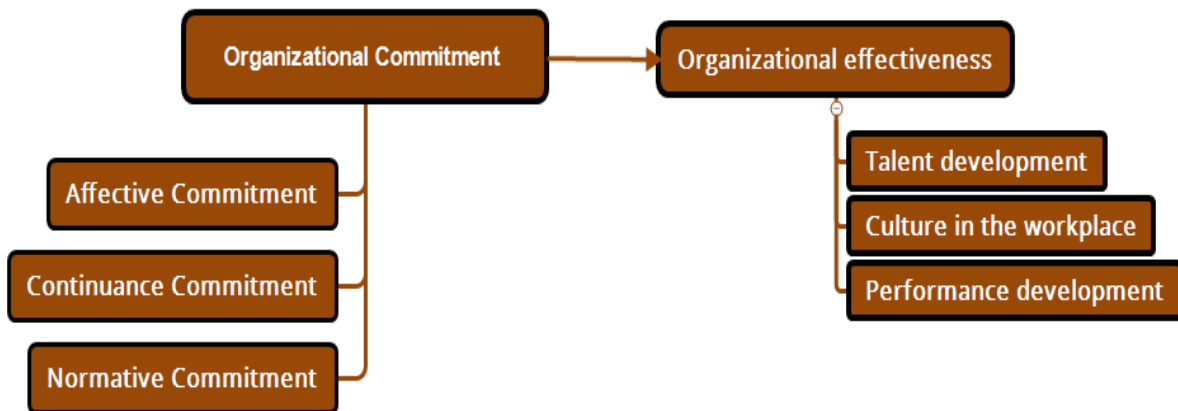
#### **Objectives of the Study:**

- To study the OE of TNSTC Employees in Cuddalore District.
- To know the difference of opinion towards OC on OE among the TNSTC Employees in Cuddalore District.
- To develop the model that represents the OC on OE among the TNSTC Employees in Cuddalore District.

#### **Hypotheses of the Study:**

- There is no significant difference towards OC of TNSTC Employees in Cuddalore District with respect to demographic profile.
- There is no significant difference towards OE among the TNSTC Employees in Cuddalore District with respect to demographic profile.
- There is no influence of OC and OE.

**Figure 1: Framework of the research**



**Data Collection:**

Using a well-structured questionnaire, the researcher gathered primary data from the Employees. The survey has three parts; the first provides a profile of the staff in terms of demographics. OC is discussed in the second part, while organisational effectiveness is covered in the third.

**Reliability Analysis:**

The above mentioned elements' dependability was also calculated using reliability analysis. In accordance with Cronbach's alpha, a reliability coefficient of 0.70 or above is required to be considered acceptable.

**Table 1: Reliability Analysis**

S.No.	Variable	Item	Cronbach's Alpha
I	OC	26	0.81
II	OE	37	0.85

**3.3 Sampling Technique:**

The recipients of the surveys were selected at random using the sample process probability model. This method of collecting data is both easy and inexpensive. The method used an open recruitment process to discover qualified TNSTC staff through introductions. As part of this study, we implemented a new inspection mechanism to verify the presence of TNSTC personnel in the Cuddalore District.

**3.4 Sample Size:**

A total of 407 surveys were handed out. In all, 398 surveys were received. N/R: 9

questionnaires never arrived. Only 380 of the 398 surveys we received were valid; the rest included at least one serious error. That's why there were 380 of them.

**3.5. Data Analysis:**

To find out what factors have an effect on what, researchers employ a method called "path analysis." In this method, organisational commitment is viewed apart from other factors. The level of effectiveness of an organisation is contingent on a number of different factors.

### CORRELATION ANALYSIS

**Table 2: Inter Relationship between OC and OE Factors**

Factors	AC	CC	NC
<b>TD</b>	0.490 0.001**	0.481 0.001**	0.503 0.001**
<b>CW</b>	0.722 0.001**	0.716 0.001**	0.730 0.001**
<b>PD</b>	0.446 0.001**	0.432 0.001**	0.448 0.001**

NS Not Significant; \* Significant at 0.05 level; \*\* Significant at 0.01 level

Null hypothesis  $H_0$  = There is no significant relationship between the factors of OC and OE.

Alternate hypothesis  $H_1$  = There is a significant relationship between the factors OC and OE.

To test the stated hypothesis, The Pearson correlation test was run on a sample of 380 Employees to know the relationship between the factors OC and OE.

The table indicates that the strength of relationship between the factors of OC and OE are highly coefficient with each other. And it also exhibited none of the variables are not having relationship with each other.

The above table clearly shown that all the variables P values is significant at 1%.

Hence it is conclude that there is a significant relationship between the factors of OC and OE.

Rylander.David.H.(2003) has discovered similar result and the result of the table supported the view of various authors who conducted research in the OC and OE area with respect to different respondents such as academicians, workers and others.

### REGRESSION ANALYSIS

**Table 3: Impact of dimensions of OC on Talent development of OE**

Independent Variable	Dependent Variable	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F	p
Affective Commitment, Continuance Commitment, Normative Commitment,	Talent development of OE	0.725	0.526	0.522	139	0.001

Source: primary data



Table 3 shows the impact of the factors of OC on the Talent development of OE among TNSTC employees in Cuddalore district. This table predicts and lists three powerful factors of OC such as Affective Commitment, Continuance Commitment and Normative Commitment. Out of three TNSTC employees OC factors two such as Affective Commitment, Continuance Commitment are potent and other one factor Normative Commitment is less potent. Actually the factor Continuance Commitment does not impact the Talent development of OE.

The square value of the product moment interactions is named as the coefficient of determination  $R^2$ .  $R^2$  rises with the value of R. Adjusted  $R^2$  will always be less than  $R^2$ . If the difference between the adjusted  $R^2$  and  $R^2$  is small, it indicates that the model is satisfactory. Therefore, the following hypothesis was formulated to verify this position.

**H<sub>0</sub>:** There is no impact of factors of OC on Talent development of OE among the TNSTC employees in Cuddalore district.

**Table: Co-efficient table**

S.No.	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	0.4708	0.1472		3.198	0.002
1	Affective Commitment	0.1937	0.0582	0.1715	3.328	0.001
2	Continuance Commitment	0.5719	0.0404	0.5963	14.174	0.001
3	Normative Commitment	0.0409	0.0474	0.0434	0.863	0.389

Source: primary data

The factors of Affective Commitment, Continuance Commitment and Normative Commitment show an R value of 0.725 and an  $R^2$  value of 0.526, indicating a 52 percent prediction of the Talent development of OE. The adjusted  $R^2$  0.522 is very close to the  $R^2$  value because the difference is only 0.004; I.e. the sample size approaches the population size. The F-value of 139 is significant at the p-value 0.001 level of significance. Therefore, the following regression equation was designed.

$$\text{Talent development of OE} = (0.4708) + \text{Affective Commitment } (0.1937) + \text{Continuance Commitment } (0.5719) + \text{Normative Commitment } (0.0409).$$

The 'beta' value of Affective Commitment of OC of 0.1715, which represents a 17.15 percent impact on the Affective Commitment of OC on the Talent development of OE, falls on the slope of the regression line. The t-value of 3.328 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Affective Commitment of OC confirms the impact on Talent development of OE among TNSTC employees in the Cuddalore district.

The 'beta' value of Continuance Commitment of OC of 0.5963, which represents a 59.63 percent impact on the Continuance Commitment of OC on the Talent development of OE, falls on the slope of the

regression line. The t-value of 14.174 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Continuance Commitment of OC confirms the impact on Talent development of OE among TNSTC employees in the Cuddalore district.

The 'beta' value of Normative Commitment of OC of 0.0434, which represents a 4.34 percent impact on the Normative Commitment of OC on the Talent development of OE, falls on the slope of the regression line. The t-value of 0.863 represents that the standardized regression coefficient at a p-value of 0.389 is not significant. Therefore, the Normative Commitment of OC confirms the not impact on Talent development of OE among TNSTC employees in the Cuddalore district.

The analysis discovered that there is positive impact of Affective Commitment, Continuance Commitment on Talent development of OE. Neetu Choudhry, P.J. Philip, Rajendra Kumar (2011) discovered that Normative Commitment was less frequently exhibited by school leaders. They also identified that collaborative and compromise and styles were frequently observed, followed by forcing and smoothing. Yuvaraj. R (2011) identified that only Continuance Commitment and Affective Commitment mediate the relationship between distributive and procedural justice and Talent development. The analysis also identified that Normative Commitment of OC confirms the not impact on Talent development of OE. Shahid, A. and S.M.Azhar (2013); Quratul – Ainmanzoor (2012); Ussahawanitchakit, P. (2008); Zhang, J., & Liu, Y. (2010) discovered that there is relationship between OC and OE.

#### **SUGGESTIONS:**

- The company's bus fleet is poorly maintained, which is a major issue.

There have been a lot of new buses added and some old ones replaced, but the fleet as a whole has been hampered by poor maintenance. Fuller capacity use can only be assured by performing regular maintenance.

- All of TNSTC Ltd.'s employees might soon be eligible for new post-retirement benefits such liberalised provident fund schemes, family pensions, and deposit-linked insurance programmes.

#### **CONCLUSION:**

This study's findings constitute a fresh effort to inquire into an evident but neglected association between OCs on OE among the TNSTC Employees in Cuddalore District. A research of TNSTC employees' divisional job satisfaction, as proposed by S.M.Azhar (2013), has revealed both bright spots and dark crannies. Effectiveness differs from responder to respondent, as revealed by the present study's investigation of the influence of personal characteristics on OCs of employees. Therefore, it is necessary for TNSTC to periodically perform a work satisfaction survey in order to eliminate any unfavourable dissatisfying circumstance and successfully ensure job satisfaction among all employees. Industries that rely on swift distribution of their wares benefit from transportation's contributions to economic prosperity. Transport allows for the rapid distribution of perishable goods, such as fish and green vegetables, to a wide variety of consumers in far-flung marketplaces.

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