

Organizational commitment towards women employees in Arts and Science Colleges, Chennai: A structural Equational modeling

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Article Info

Volume 82

Page Number: 15708 - 15714

Publication Issue:

January-February 2020

Abstract

Organizational Commitment is in a simple sense “a commitment to the organization”. A psychological bond refers to involvement with an attached sense of belief in the organization's activities. Employees are active in a particular organization with emotional attachment and identity. An organization's success or failure depends primarily on the dedication of workers to the organization. The Researcher identified various domains of organizational commitment, namely affective, continuance and normative commitments, barriers of organizational culture and barriers of personal issues to study the organizational commitment towards women employees in arts and science Colleges in Chennai on various items are discussed. The statistical results are obtained using the structural equation, the method of Confirmatory Factor analysis and path analysis were used to analyze the factor function of the measurement variables, as well as various types of organizational commitment to women workers at Chennai colleges. There is a higher correlation between continuance commitment and barriers of organizational culture and the lower correlation between affective commitment and normative commitment. This study can be further studied in various other institutions with the same questionnaire to analyze the organizational commitment of employees.

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 28 February 2020

Introduction

Oxford dictionary defines “commitment is an engagement or involvement that restricts freedom of action”. Employees with a commitment give competitive advantages which include higher turnover and productivity and a lower turnover of employees [1].

As per O'Reilly [2], Organizational commitment where a bond to the organization involving

loyalty, belief and job involvement in the values of the organization. Porter et.al [3], explains the ability on behalf of the organization to exercise extra effort. Meyer & Allen [4], also states that agreeing to maintain participation in the association is a psychological state with an inference. O'Reilly and Chatman [5] see in their understanding organizational commitment as a psychological attachment to any organization. They argue further based on Kelman

[6], their commitment to the organization is on the basis of three separate bases of attachments namely compliance, identification and internalization. Compliance is an effective attachment. Identification is based on the identification desire. Internalization is in accordance with organizational and human principles.

Literature Review

Organizational commitment is the organization's psychological attachment. Organizational commitment, Porter et al.[3], as “an attachment to the organization, characterized by an intention to remain in it; identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf”. It is a subjective measure that captures the perception of employees of their identification with the core value of the organizations, their intent to stay with, and their willingness to exercise more effort than expected by their organization.

Human Resource Managers are primarily responsible for identifying the variables that generate employee satisfaction and using it to improve employee retention and performance and to consider the expectations of supervisor-oriented and task-oriented leadership behavior. Brown [7] analyzed the interaction between employee perceptions of task-oriented and relationship leadership behaviors of their immediate supervisors and various types of organizational commitments.

Cooper-Hakim and Viswesvaran [8] predicting that commitment and turnover, employee satisfaction, are important because the only source of sustainable competitive advantage to the organization are employees. Tuna et al. [9] Employees' Organizational Commitment is assessed as a predictor of employee retention.

Three-component model [4, 10], commitment is viewed as a “force that binds the individual to a target (social or non-social) and to a course of

action of relevance to that target”. The “exchanged-based definition” or “side-bet” theory is another perspective [11, 12]. Individuals are committed to the organization, regardless of the stressful conditions, as far as they hold their positions.

Attitude and behavior are the characteristics of Organizational commitment, Morrow [13]. Attitude is “evaluative statements or judgments - either favorable or unfavorable - concerning a phenomenon” [14]. It is an attitude that reflects feelings such as identification, attachment and loyalty as an object of commitment to the 40 organisation.

Behavior is the second feature used to describe the idea of organisation's commitment [13]. Best [15] says that “committed individuals enact specific behaviors due to the belief that it is morally correct rather than personally beneficial”. Reichers [16] opines that “organizational commitment as behavior is visible when organizational members are committed to existing groups within the organization”.

In the literature the concept of organizational commitment has gained popularity on industrial and organizational psychology[17]. O'Reilly [18], “an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and belief in the values of the organization”.

Miller [14], organizational commitment is “a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization”. This is a degree in which an individual holds membership in the goals and ideals of the organization.

Research Methodology

The Researcher has framed various questions for making statistical analysis and got responses from 517 respondents from 600. The questionnaire has been grouped under three broad heads including demographic questions. Demographic questions

followed by Item wise descriptive statistics, which forms the second part of the questionnaire. All these questions have been framed on Likert Scale with indicators like Strongly agree, moderately agree, Neutral, Moderately disagree and Strongly disagree, denoted by 5,4,3,2 and 1 in descending order. The questions under Affective commitment have been framed to indicate the affection for a job, under Continuance commitment to indicate the fear of loss and under Normative commitment to indicate the sense of obligation. The third part under the head Perceived Barriers comprises 5 questions under Barriers of Organizational Culture and 7 questions under Barriers of Personal Issues. These questions carry indicators like a Very high barrier as 5 and Not a barrier as 1 in descending order.

The data collected were analyzed using SPSS & AMOS. Descriptive analysis, Reliability Test, Structural Equation Modeling and Confirmatory Factor Analysis.

Confirmatory Factor Analysis

Analysis for Each Construct of organizational commitment towards work

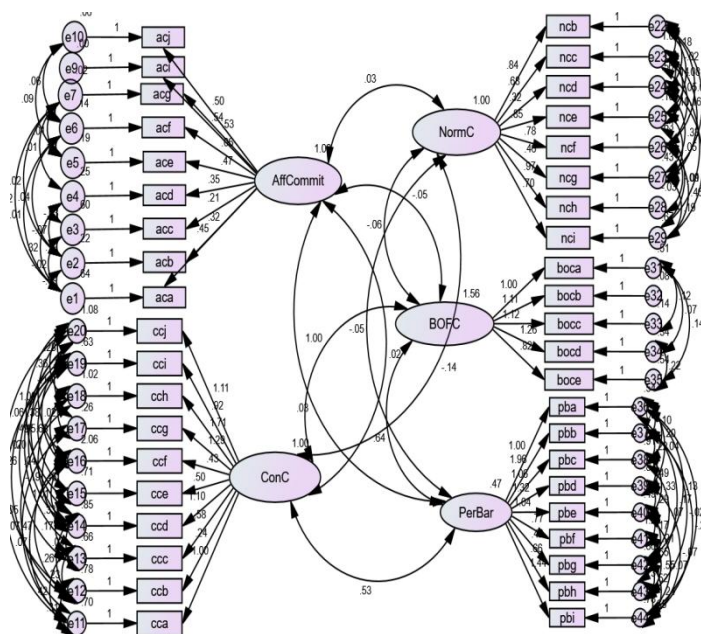


Figure 1 CFA of each construct of organizational commitment towards work

Table 1. Results of Overall CFA (Measurement Model)

Fit Indices	AC	CC	NC	BoC	BPI
CFI (>0.95 great; > 0.90 traditional; >0.80 sometime permissible)	.991	.993	1.000	.998	.998
GFI (>0.95)	.977	.990	.999	.993	.994
AGFI (>0.80)	.901	.892	.989	.898	.996
SRMR (< 0.09)	.018	.089	.008	.010	.034
RMSEA (<0.05 = good, 0.05 – 0.10 = Moderate, >0.10 = bad)	.091	.093	.000	.123	.038
PCLOSE (>0.05)	.002	.016	.822	.033	.689
p-value for the model (>0.05)	.000	.000	.539	.003	.082

(AC – Affective Commitment, CC – Continuance Commitment, NC – normative Commitment, BoC – Barriers of Organizational Culture, BPI – Barriers of personal Issues)

Structural Equation Path Model Analysis

The relation between exogenous variables and endogenous variables in the hypothesized model is shown in Figure 2. The hypothesized model is checked with maximum likelihood using method. The structural equation model then was tested on the design created by the researcher. The model has just been identified in a structural and empirical manner.

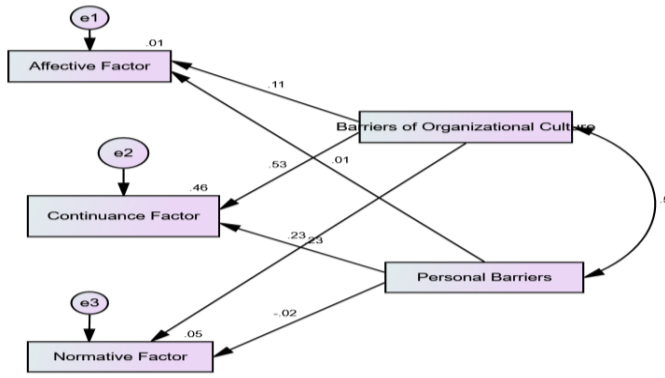


Figure 2. Path Model for organizational commitment towards work

(AC – Affective Commitment, CC – Continuance Commitment, NC – normative Commitment, BoC – Barriers of Organizational Culture, BPI – Barriers of personal Issues)

Table 2. Regression Weights

	Estimate	S.E	C.R	P	Label
A <-- BO	.040	.018	2.207	.027	
C <-- BO	.329	.023	14.077	***	
N <-- BO	.140	.031	4.534	***	
N <-- BPI	-.016	.046	-.352	.725	
C <-- BPI	.221	.035	6.259	***	
A <-- BPI	.006	.027	.214	.831	

The above table 2 reflects AMOS text output of the unstandardized maximum likelihood estimates of structural paths. The significance measure is the critical ratio (CR), which is divided by its standard error parameter estimate. The parameter estimation at $p \leq 0.05$ is important and the C.R value is > 1.96 . Seven essential structural mechanisms are shown to be relevant among the exogenous and endogenous latent variables. The probability of getting an absolute value of a

14.077, 6.259, 4.534, and 2.207 critical ratio is less than 0.05. In other words, the regression weight for organizational commitment towards works affective commitment, continuance commitment, and normative commitment are more important on barriers of organizational culture. Continuance commitment is more important on barriers of personal issues for the organizational commitment towards work. It is significantly different from 0 at the 0.05 level (two-tailed).

The barriers of organizational culture and personal issues are one of the main mediation factors which lead to a positive effect on organizational commitment towards work. The normative commitment is having a negative influence on barriers to personal issues. The continuance commitment highly impacts on barriers of organizational culture.

Table 3. Standardized regression weights

	Estimate
AC <--- BOC	.112
CC <--- BOC	.528
NC <--- BOC	.226
NC <--- PB	-.018
CC <--- PB	.235
AC <--- PB	.011

Table 3 above estimates the inter-correlation between latent constructs of organizational commitment to work for two associations except that the normative commitment is no greater than 1. Hence the model indicates a degree of less multi-co-linearity between the items supposed to be measuring different constructs and dimensions.

Table 4. Standardized residual covariance

	BOC	PB	NC	CC	AC
BOC	.000				
PB	.000	.000			
NC	.000	.000	.000		

	BOC	PB	NC	CC	AC
CC	.000	.000	-.798	.000	
AC	.000	.000	-.133	-2.354	.000

The above table 4 estimates that all other variables are significant and it has been perfectly fit, except the normative commitment and continuance commitment, affective commitment and normative commitment, affective commitment and continuous commitment.

Table 5. Model Fit Summary

CMIN

Model	NPA R	CMI N	D F	P	CMIN/ DF
Default model	12	11.91 8	3	.00 8	3.973
Saturated model	15	.000	0		
Independence model	5	513.9 76	1 0	.00 0	51.398

From the above table 5, it is estimated that the calculated P-value is 0.008 which is < 0.05 which reveals not a good fit.

Table 6. RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.010	.991	.955	.198
Saturated model	.000	1.000		
Independence model	.215	.712	.568	.475

From the above table 6, here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is > 0.9 which shows it is a good fit.

Table 7. Baseline Comparisons

Model	NFI Delta 1	RFI rho 1	IFI Delta 2	TLI rho 2	CFI
Default model	.977	.92 3	.983	.94 1	.982
Saturated model	1.000		1.000		1.00 0
Independence model	.000	.00 0	.000	.00 0	.000

From the above table 7, the calculated CFI (Comparative Fit Index) value is .982 which indicates that it is perfectly fit.

Table 8. RMSEA

Model	RMSE A	LO 90	HI 90	PCLOS E
Default model	.076	.03 4	.12 3	.136
Independence model	.313	.29 0	.33 6	.000

From the above table 8, (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation), value is 0.076 which is > 0.05 which means it is perfectly fit.

Results and Discussions

Structural Model Fit Indices

From the above table, it is found that the calculated P-value is 0.008 which is less than 0.05 which shows not a good fit. Here GFI (Goodness of Fit Index) value and AGFI (Adjusted Goodness of Fit Index) value is greater than 0.9 which signifies it is a good fit. The calculated CFI (Comparative Fit Index) value is 0.9 which means that it is a perfect fit and also it is found that RMR (Root Mean Square Residuals) and RMSEA (Root Mean Square Error of Approximation) value is

0.076 which is less than 0.10 which designated it is perfectly fit.

Conclusion

Organizational commitment of employees is highly influenced by the demographic factors and socio-economic factors. The independent variables have a great influence on affective, continuance and normative commitments. There is no correlation between affective and normative commitments whereas higher correlation lies between continuous commitment and barriers of organizational culture. Fear of loss is dominant over others as the employees feel that loss of job costs is more. This has influenced the employee to stay with the organization. In order to improve the relationship and shed the fear of loss of a job, barriers like knowledge sharing, task orientation particularly autonomy, organizational policy particularly transparency in decision making, upward, downward and horizontal relationship among employees of the organization and with higher authorities to be enhanced. This study can be further studied in various other institutions with the same questionnaire to analyze the organizational commitment of employees.

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