Antecedents of Employees' Organizational Commitment in University

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Abstract

Organizational commitment is multi-dimensional construct. It is influenced by personal, organizational, environmental, socio-economic factors. It fact, it is an attitude and behavior of employees at work in an organization. This study has tried to identify the organizational commitment variables and level of organizational commitment of official employees in university. 106 official employees' opinion has been collected by the help of six point Likert Scale. The statistical tools mean, standard deviation and factor analysis has been applied for analysis purpose. The analysis has shown, the organizational commitment level of employees found at slightly committed, and moderately commitment level. But the standard deviation has shown remarkable deviation in organizational commitment among the employees. The factor analysis has shown coefficient value more than .459, refers all the studied variables should represent the organizational commitment of official employees in University. The study has supported three dimension model of Allen and Meyer model (1990). The study has shown three dimension of organizational commitment. The management of university should apply this finding to enhance the organizational commitment of employees in university.

Keywords: organizational commitment, behavior, attitude, psychology, factor

Introduction

An organization is established with certain objectives. Different tools of productions are used for achievement of organizational objectives. Among the means of production human resource is important, because all the means of production are managed and operated by human resources. The management of human resources is complicated due to human being who is driven by their attitudes and behaviors. Employees' organizational commitment of person is influenced by individual characteristics and organizational context. Organizational commitment is a psychological state or a bond, respectively, linking the individual to the organization (Allen & Meyer, 1990, Mathieu & Zajac, 1990). It is an attitude and behavior of an employee at work. Hence, behavioral change of organizations and employees may fluctuate within a certain band of acceptance and tolerance limit. The change of managerial practices in organizations may bring about the change of employees' attitudes and behavior (Chun & Underton, 2011). The behavior and attitude of an employee change according to span of life and change in society. Organizational commitment has also an important place in the study of organizational behaviors since the studies have found relationships between organizational commitment and attitudes and behaviors in the workplace (Angle & Perry, 1981). This study is related with understanding the individual and organization's behavior for organizational performance. Organizational commitment implies that the individuals accept the organization's goals and objectives as valid and worthy of the effort to attain (Sentuna, 2015). Organizational commitment is the concept of maintaining the long term relation with employees for reducing employee recruitment cost, training and development cost, and enhancing the productivity of organization by proper application of employees' skill and knowledge for organizational performance. A group of scholars argued that organizational commitment/OC is an individual's attachment to an organization with which he or she is willing to continue working for different area (Ellenbecker & Custman, 2012). It is clear that committed employee and employees' acceptance of organizational attitude and behavior enhances the organizational commitment.

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Organizational commitment is outcomes of individual and organizational attitude and behavior. Numerous studies investigate essential factors that influence organizational commitment both at individual and organizational levels, such as individual characteristics, culture, and human resource policy in practice (Eaton, 2003; Gifford et al., 2002; Lok and Crawford, 2001; Rashid et al., 2003). It is a multi-dimensional construct (Meyer and Allen, 1991). Human resource policies and practices should be motivated at work, motivated employees played extra role to achievement of organizational goal and objectives. The role of human being has been changed according to their life's mode such as marital status, mode of age, academic qualification, position (status) in organization, etc. The study of Miedaner, Kuntz, Enke, Roth, & Nitzsche, (2018) showed that individual characteristics or individual-level or individual-related variables explain differences in employee's commitment to their organization Organizational commitment in an employee is affected by organizational factors like recognition, financial benefits, organizational policies and strategies, opportunities of growth and developments etc. Tian, Zhang, & Zou, (2014) have concluded that training and development contribute to build employee's organizational commitment. Leadership-organization commitment relationship found that good leadership practices positively correlate with organizational commitment (Kim & Shin, (2017). Job related pressure creates pressure to employees at work. Job stress and organizational commitment are negatively associated (Garg, & Dhar, 2014). In an organization, employees are involved from different society and culture, and they work with co-workers with the help of supervisors or heads of organization. Organization support through social exchange is needed to increase affective commitment (Audenaert, George, & Decramer, 2017). Organizational commitment is multi-constructed concepts. It is affected by various factors like personal characteristics, organization's policies, strategies, culture, socio-economic conditions, and similar others. This study attempts to focus in identifying organizational commitment factors and their level in administrative employees at Tribhuvan University.

Review of Literature

Organizational commitment is concerned with maintaining long term relation with employees by an organization. Personal characteristics, work experience, alternative investment, socialization experience, and organizational investment are summarized as antecedents of commitment (Meyer et al., 2002). The statement shows that, organizational commitment of employees toward their working organization is influenced by different personal, organizational, social, economic factors. Organizational commitment is an attitude of employees at work (Angle & Perry, 1981; Allen & Meyer, 1990; Jaros, Jermier, Koehler, & Singigh, 1993). Allen and Meyer (1990) have pointed it as psychological state. Mathieu & Zajac (1990) and Mowday et al., (1982) have characterized it as bound or linkage of employees with organization. A person's internal state preceding and guiding action, comprising feelings, beliefs, and behavioral inclinations (Ajzen & Fishbein, 1980; Eagly & Chaiken, 1993, Ajzen, 2001). Organizational commitment as an emotional response expressed by employee's behaviors, beliefs, and attitudes (Meyer & Allen, 1997). Employees tend to adjust their needs and behaviors to respond to the short-term opportunities present at the workplace (Perish et al., 2008). The statement argue that need and behavior of employees changed according to passage of time. Cicekli (2008) has pointing out opportunity for promotion and development as one of commitment antecedents. The training and development are also taken another factors of organizational commitment of employees. Training or development and organization-related variables significantly predicts organizational commitment (Kim, & Shin, 2017). The employee is committed at work from the guidance, feedback, inspiration of the organization's leader. It was argued that supervisor support increases employee's organizational commitment (Vele, 2018). Autonomy has been defined as the ability to choose how to do one's work; having influence over one's work; and flexibility in workload decisions (Christeen, 2015). A study of Miedaner, et. al. (2018), showing the relationship between autonomy and organizational commitment, revealed that the degree of autonomy given on the job is a strong predictor of organizational commitment. Work autonomy is another antecedent of organizational commitment of the employee.

The research of organizational commitment identified different variables. A team observed that employee's personality influences an employee's commitment to an organization (Guay, Choi, et al, 2016). The study of Bodjrenou, and Bomboma, (2019) have shown the association of organizational commitment with coworker's support and relationship with direct supervisor.

Allen and Meyer (1990) have developed three dimensions of organizational commitment. They are affective, continuous and normative. Affective commitment refers to emotional attachment of employees with organization. Continuance commitment refers attachment with organization due to investment in organization and cost effects on life and normative commitment refers to loyalty to employees toward organization. Allen and Meyer (1990) have sum up as the resulting total organizational commitment should be seen as the net sum of these three psychological states. All these dimension described employees' attitude and behavior at work in an organization.

Eagly and Chaiken (1993) have conceptualized new model of organizational commitment known as E & G model. The model is based on three dimension affective, cognitive and behavioral. It has tried to explain attitude toward a behavior like habits, attitude toward a target, utilitarian outcomes, normative outcomes, and self-identity outcomes etc. It has assumed habit of coming to work every day should also influence self-identity. E&G model is a generic model that applies to any context in which it is appropriate to study the links between people's attitudes and behaviors (Solinger & Olffen, 2008). According to this model organizational commitment is related to organizational behaviors like citizenship behaviors, intention to leave and actual turnover. The model has tried to link the attitude and behavior of employee is related with the behavior of an organization.

Statement of the Problems

The performance of an organization excessively depends on employees' involvement with positive attitude and behavior at work. But human attitude and behavior is changed due to socio-economic condition, organization's characteristics, personal characteristics, etc. At the individual level, the way employees change their behavior is contingent on the short-term opportunities exposed in the environment (Perish et al., 2008). The employees' attitude and behavior can be changed in short term by understanding their needs. Being directed by their needs, they would respond to external offering defensively, reactively, or protectively to avoid actions, blaming, or changes (Ashforth and Lee, 1990). Every organization must understand their employees and pay effort to develop their positive attitude and behavior through proper guidance for overall organizational performance. Organizations should make continuous adjustments and modifications that in turn would affect employees (Elias, 2009). This statement cleared that employees' attitude and behavior could be changed by proper modification in existing policies and strategies. Organizational commitment has been defined as the desire of an employee to be part of an organization and to contribute to the achievement of the objectives of that entity (Sani, 2013).

The organizational commitment theories and models of western countries cannot be applied in Nepal, as the country has different socio-economic, cultural and development conditions. The organizational commitment variables have been influenced by the country's own socio-economic and development cultures, and as such, organizational commitment variables in Nepalese organization must be identified. What are the factors of organizational commitment and their level in official employees at Tribuhvan University?

Objectives of the study

The specific objective of this study was to identify organizational commitment variables. Other objectives are

To explore the factors of organizational commitment of official employees in TU.

To identify the status of organizational commitment in official employees of TU.

Research Methodology

This research was organized to explore the organizational commitment factors and their level of administrative employees, in Tribhuvan University. An analytical and explorative research design has been applied. Seven constituent campuses in Kathmandu Valley of Tribhuvan University have been selected under a random sampling method out of 16 campuses excluding Technical and University Campus Kirtipur. The records of seven campuses showed a total of 247 administrative employees. So, the sample size has been fixed under sampling formula, however respondent employees were selected 148, which is 60 percent of the total population. But respondents were chosen under a purposive sampling method in May 2018 with personal contact at campuses by the researcher. Out of the 148 questionnaires distribution, 108 respondents were returned, of which 106 were found with complete information. The response collection rate has been nearly 72 percent. The questionnaires were developed following the guideline of Meyer and Allen (1991) with 6 points Likert scale; strongly disagreed (1), moderately disagreed (2), slightly differed (3), agreed somewhat (4), relatively agreed (5) and strongly agreed (6). All the English version questionnaires were translated into Nepali and then calculated. The Alpha value and KMO value are found 0.953 and 0.91 respectively. These tests have assured the validity of the questionnaires and participation of the respondents. The analysis was made with the bits of the help of descriptive and inferential statistical tools using the SPSS.

Data Presentation

Table 1

Frequency Table of Respondents

Tenure	F	%	Age	F	%	AQ	F	%	Gender	F	%
<5	17	16	20-30	9	8.5	SLC	13	12.3	M	49	46.2
10-May	7	6.6	30-40	19	17.9	Certificate	18	17	F	57	53.8
15-Oct	10	9.4	40-50	30	28.3	Bachelor	38	35.8	Total	106	100
15-20	9	8.5	50-60	26	24.5	Master	37	34.9			
20-25	22	20.8	>60	22	20.7	Total	106	100			
25-30	14	13.2	Total	106	100						
30-35	27	25.5									
Total	106	100									

Source: Survey Research 2018

The Table has shown 106 respondents frequency and percentage, with respect to tenure, age, academic qualification and gender. Highest number of respondents had more than 20 year affiliation with TU. Similarly more than 73 percent employees had age more than 40 years. Majority employees holds bachelor and master degree. So there has been found experienced, matured and highly educated administrative employees in TU.

Table: 2

Rotated Component Matrix, Mean and Standard Deviation

Items	Component			M	SD
	1	2	3		
I would really feel organizational problems of self	0.624			5.39	1.35
This organization has a great deal of personal meaning for me.	0.703			5.22	1.32
I enjoy discussing my organization with people outside of it.	0.622			5.32	1.33
I am always encouraged to provide my full energy to the organization	0.647			5.02	1.4
Too much of my life will be disrupted if I decide I wanted to go to my organization	0.514			5.11	1.47
It would be too costly for me to leave my organization now.	0.675			5.01	1.42
I do feel any obligation to remain with my current employer.	0.459			4.88	1.55
I owe a great deal of my organization.	0.764			5.57	1.11
This organization deserves my loyalty.	0.712			5.26	1.27
I would not leave my organization right now because I have a sense of obligation to the people.	0.587			5.4	1.15
I have a great responsibility toward this organization.	0.531			5.09	1.44
Jumping from one organization to the other organization does not seem at all ethical to me.	0.605			5.10	1.37
It would be tough for me to leave my organization right now.		0.708		4.52	1.76
Right now, staying with my organization is a matter of necessity as much as desire.		0.813		4.18	1.92
I believe that I have too few options to consider leaving this organization.		0.813		4.38	1.96
One of the few negative consequences of leaving this organization would be the scarcity of available alternative.		0.767		4.3	1.51
One of the primary reasons I continued work for this organization is that leaving would require considerable personal sacrifice; another may not match the overall benefits I have there.		0.519		4.38	1.8
I have invested too much in this organization to consider working elsewhere.		0.582		4.32	1.81
I continue to work for this organization because I do not believe another organization could offer me the benefit		0.756		4.17	1.88
I would be delighted to spend the rest of my career in this organization			0.68	5.37	1.24
I feel like part of my family at my organization			0.77	4.82	1.59
I feel emotionally attached to this organization.			0.62	5.14	1.31
This organization has a great deal of personal meaning for me.			0.66	5.12	1.45
I am proud to belong to this organization.			0.52	5.04	1.32

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

The Table 2 has shown 24 items of organizational commitment and their rotation component matrix and their mean and standard deviation. The 24 items mean value found, varies between agree to moderately agree with remarkable standard deviation. It points out that majority official employees were committed toward university. But minority official employees have not shown organizational commitment as university's expectation.

The 24 items coefficient of factor analysis has ranged from 0.459 to 0.813. The co-efficiency shows that there is relationship between study items and has supported to the organizational commitment model of Meyer and Allen (1990).

Discussion

Organizational commitment is multi-dimensional construction. It is influenced by attitude and behavior at work of employees. Personal characteristics, work experience, alternative investment, socialization experience, and organizational investment are summarized as antecedents of commitment (Meyer et al., 2002). Organizational commitment is excessively related with organizational attitude and behavior, intension of turnover etc. (Eagly & Chaiken, 1993). The mean value analysis has showed all the items having mean value at agreed and moderately agreed level. It shows that official employees in university have organizational commitment toward organizational commitment. But remarkable standard deviation refers to the fact that all the employees have not shown equal level of organizational commitment in employees in university.

I would not leave my organization right now because I have a sense of obligation to the people having mean value of 5.396. It means he/she has responsibility toward coworker (Bodjrenous & Bomboma, 2019). I have a great responsibility toward this organization with mean value 5.094. He / She has responsibility toward organization due to relationships with supervisors (Vele, 2018). The employees were committed toward organization due to cost and investment (Allen and Meyer, 1990). One of the primary reasons I continued to work for this organization is that leaving would require considerable personal sacrifice; another may not match the overall benefits I have there mean value 4.377. The theoretical and empirical study have supported that level of organizational commitment of official employees from slightly to moderately level of organizational commitment.

The study items should represent the organizational commitment in university. The KMO test showed 0.91 refers sufficiency of sample and reliability of questions. On the other hand the coefficient of relation of each items are measured by the help of factor analysis. The items were reduced into three dimension as Allen and Meyer model (1990) and (Eagly & Chaiken, 1993). The coefficient value of each item has been found more than 0.459. The study has supported the three dimensional commitment of Allen and Meyer (1990). The variables and questionnaires used in Allen and Meyer model applicable in university for organizational commitment.

Conclusion

The fundamental objective of organizational commitment is to maintain the long term relations with employees for organizational performance. Organizational commitment is outcomes of attitude and behavior of employees at work, so it is a psychological matter. The organizational commitment in employees is excessively influenced by organizational behavior. It is multi-dimensional construct. It is influenced by diverted factors. In this study 106 official employees' opinion has been analyzed by the means of mean, standard deviation and factor analysis. The analysis has shown the organizational commitment at slightly committed and moderately committed level. The study has supported the studies of Kim, & Shin, (2017), Guay, Choi, et al, (2016), Vele, (2018), etc. The observed value of standard deviation refers that there has been fluctuation in commitment level of employees. The management of university should amend their policies and strategies to minimize the problems of organizational commitment. This study has showed all the studies variable which represent the organizational commitment of university administrative employees. The result of study also supports three-dimensional organizational commitment model of Meyer and Allen (1990). The correlation of studied variables in three dimensions has been found significant at one percent level.

Recommendation

Organizational commitment in an employee is a means of organizational performance. At present competitive business environment, every organization has to try to maintain long term relation with employees because of their experience, involvement, extra efforts and loyalty which helps in cost reduction and to achieve organizational objectives. The organizational commitment of employees is

not a matter of employees only. It is the combination of factors; carrier development opportunity, relation with co-worker, relation with supervisors, financial benefits, promotion etc. This research has shown employees in TU have similar factors of organizational commitment as in developed country. It refers that human feeling, emotion, and behavior are little bit similar all over the world. The management of the university should enhance their performance by application of affective, normative and continuous organizational commitment. The higher standard deviation showed difference in commitment level of administrative employees in TU. The management of University should improve in organizational commitment level of employee by proper application of factors of organizational commitment mentioned in this study.

Limitation

This study has identified the organizational commitment variables. It also showed the current level of organizational commitment in administrative employees in university. So, it is beneficial to university to amend the employee related policies and strategies. It will be beneficial to researchers on the organizational commitment in the Nepalese context. But this study has been organized in a short snap, human attitude and behavior is changed in the passage of time a longitudinal research will be required. The finding of this study has been drawn from the opinion of official employees of Kathmandu Valley, it may not be as a whole of university.

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