Organizational Commitment in Relation to Organizational Climate: A Study on Government Employees

Abstract

The core objective behind this study is to probe into organizational commitment of government employees in relation to organizational climate. Additionally this study also focuses on the gender differences on the basis of these factors. This study is conducted on 200 male and female employees in total, of middle level belonging to urban domicile. A survey of government employees (aged 40-55) reveals that organizational commitment has significant positive correlation with organizational climate in total. In addition, this relation found to be correlated in case of female employees than their male counterparts.

Keywords: Organizational Commitment, Organizational Climate, Government Employees.

Prerna Puri
Associate Professor,
Deptt. of Psychology,
University of Rajasthan,
Jaipur (Rajasthan)

Nidhi Saxena
Lecturer,
Deptt. of Psychology,
University of Rajasthan,
Jaipur (Rajasthan)

Introduction

Nowadays government employees have become a value assets and facilitators of communication between all stakeholders- citizens, politicians, grass-roots associations, business associations, lobbyists and finally within the governmental hierarchy.

In other words government will in the future be challenged to become a hub where true knowledge workers would be doing more non-trivial works, in order to serve the citizens. The most valuable skill set in the future will not be necessarily knowledge, experience or training (although important attributes), but rather it will be the degree to which the new knowledge worker would look for and expect, and would prepare himself, to successfully initiate actions to deal with the unexpected.

A government employee enjoys many benefits but on the other hand he also has to abide by the rules of the government even if they are against his will. He has to be devoted and dedicated to his work. Some of them enjoy this commitment and some either neglect it or make it under pressure. It has been noticed that majority of the people take up the government job for monetary benefits, relaxation given by the government or job stability. Dedication towards job seems to be left far behind in winning the race of getting them.

Thus, there was a need to carry out a study in order to find out what are the present demands of these government organizations and government employees, in order to uplift the level of the government as well as employees especially if they are at the verge of getting corrupt and unreliable. Measures should be taken not only at the employee level but also at the senior level if needed along with the policies which demands modifications.

One of the challenges facing modern organizations involves maintaining employee commitment in the current business environment. These organizations can achieve by developing a new "work contract". In today's workplace, employees face more ambiguity in their daily activities and decreased job security (Bergmann, Lester, De Meuse & Grahn, 2000). With no assurance of continued employment, workers have now raised their expectations in other areas. For instance, employees expect their employers to show their commitment in terms of good working conditions, provision of training and growth and the equilibrium between work and employee's commitment outside the workplace.

As per Katz (1964) the traits which are needed by the employees for organizational effectiveness includes 1) entrance and stability in the organization 2) satisfying the role assigned 3) involve themselves in new and spontaneous activity that goes beyond role horizon. Choosing skilled workers is therefore difficult and more difficult but important than that is creating skilled workforce. Hence it is required by the authorities to know

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about commitment- what it is, how it works and which behaviours are shown by the employees that reflect their commitment.

Some experts define commitment as both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. People are simultaneously committed to multiple entities, such as economic, educational, familial, political and religious institutions (Abrahamson & Anderson, 1984; Cohen, 2003).They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers.

Commitment also has an emotional component: People usually experience and express positive feelings towards an entity or individual to whom they have made a commitment (Meyer & Allen, 1991). Finally, commitment has a rational element: Most people consciously decide to make commitments, then they thoughtfully plan and carry out the actions required to fulfill them (Meyer, Becker & Vandenberghe, 2004).

There are various components of organizational commitment. Porter, Steers, Mowday, and Boulian (1974) discuss three major components of organizational commitment as:-

1. A strong belief in and acceptance of the organization's goals.
2. A willingness to exert considerable effort on behalf of the organization.
3. A definite desire to maintain organizational membership.

Meyer, Allen, and Smith (1993) say that the three types of commitment, normative, affective and continuance are a psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization".

Buchanan, (1974), has found a positive relationship between an employee's age and time with the organization and his level of commitment. Demographic factors such as age, tenure, and education level have been associated with organizational commitment (Luthans, Mc Caul, & Dodd, 1985; Morrow, 1993; Dodd & Wright, 1996, Abdulla & Shaw, 1999; Chughtai & Zafar, 2006). However Mathieu and Zajac (1990) and Salami (2008) found that demographic factors were not significan predictor of organizational commitment.

Individuals' own perceptions of the work environment constitute psychological climate at the individual level of analysis, whereas organizational climate has been proposed as an organizational or unit-level construct. When employees within a unit or organization agree on their perceptions of the work context, unit-level or organizational climate is said to exist (James & James, 2004; Joyce & Slocum, 2004.

There is a great importance of shared perceptions as underpinning the notion of climate (Anderson & West, 1998; Mathisen & Einarsen, 2004). Organizational Climate is often defined as the recurring patterns of behaviour, attitudes and feelings that characterize life in the organization while an organizational culture tends to be deep and stable (Isaksen & Ekvall, 2007).

Previous findings on the relationship between organizational commitment and organizational climate it was a mixed result .The investigations have demonstrated that the organizational commitment has a positive correlation with outcomes such as job satisfaction, presence and meta-social organizational behaviour and job performance, whereas it has a negative correlation with turnover of staff (Shiuan, Yu, & Relley, 2003).

Many researchers (Noroozi, 2001; Kermani, 2008) have done studies to show significant correlation between organizational climate and commitment. It demonstrates that with confidence 95% the commitment of employees in that university will increase together with following cases if the climate of it to be improved:

A strong desire to remain in a specific company.
1. A tendency to work hard for an organization.
2. A definite belief in organizational values and goals.

Rationale of the Study

Government job is the dream of every common man and the reason is clear, one enjoys many benefits without facing any dire consequences on not doing the job properly, like in private jobs

In the last few years it has been observed that the dedication of an employee towards organization is getting lesser day by day. Even the complaints regarding organizational climate which includes organizational processes has been quadrupled in number. Organizational commitment and climate found to be positively correlated in many other areas but government organizations are still explored very less. Thus to make the condition of these government organizations better, study need to be conducted to solve the issues which employees and the organization as a whole are facing in giving their hundred percent to each other.

This study may help to find that, is there any link between organizational commitment and organizational climate which as a result effects their efficiency, or both factors are independent of each other and problems related to each of them need to be dealt in different ways. On the basis of gender keeping these factors in mind it would be easy to find out existing problems from roots and solution would be given accordingly. The results can make these governing bodies more efficient and reliable.

Purpose of the Study

This study sought to determine the relationship between organizational commitment and organizational climate. Sample taken is government employees of middle level of urban domicile in the city of Jaipur, state Rajasthan in India. Fig. 1 shows the correlational design.

Order of administration of measurement device : - Randomly
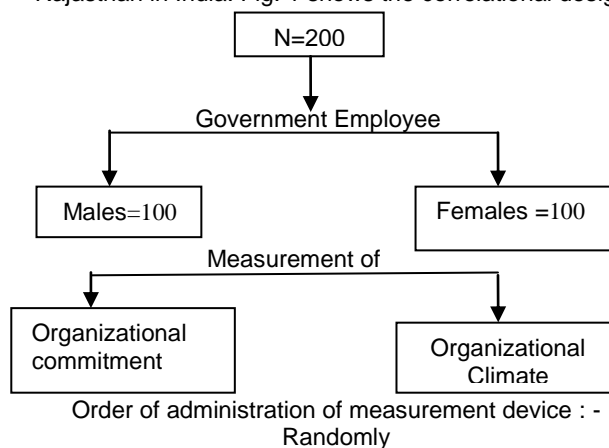
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Hypothesis

1. There will be significant correlation between organizational commitment and organizational climate.
2. There will be significant difference between male and female employees in reference to organizational commitment and organizational climate.

Research Method

The sample comprised of 200 employees of which 100 employees were males and 100 employees were females. Before conducting surveys permission was obtained from senior officials of the organization. To avoid potential bias like boredom, surveys, were conducted on different weekends. The questionnaires were distributed to the employees during their lunch time and asked them to complete the questionnaires. A pen worth about 20 was given to the participants as an incentive for participation.

Measures

The scale which was used to test the organizational commitment was developed by Dr. Upinder Dhar, Dr. Prashant Mishra and Dr. D.K Srivastava. The reliability coefficient, Spearman-brown split-half method for odd-even items was followed for the sample of 500 subjects. The figure is 0.6078. The inventory has 8 items. The unit of measurement is based on 5 response alternatives, out of which the subject need to choose one alternative. Each item or statement should be awarded as 5, 4, 3, 2 and 1 for positive items. In case of 6 and 8 the rated scores

should be reversed i.e. 1, 2, 3, 4, and 5 as they are negative items respectively. The collected data were further subjected to factor analysis and two factors were identified. These are (1) concern for the organization and (2) identification with the organization. A factor 1 is measured by items 1, 2, 3, 5 and 7, whereas factor 2 is measured by items 4, 6 & 8.

The scale which was used to test the organizational climate was developed by Dr. Sanjyot Pethe, Dr. Sushama Chaudhari and Dr. Upinder Dhar. The reliability coefficient was calculated using split-half method on a sample of 205 subjects comprised of executives and supervisors. The coefficient was 0.87. The inventory has 22 items. The scores obtained were subjected to factor analysis and four factors were identified. These are (1) Results, Rewards, and Interpersonal relations, (2) Organizational processes, (3) Clarity of Roles and Sharing of Information, and (4) Altruistic Behaviour. Factor 1 is measured by items 2, 3, 4, 5, 10, 11, 12, 14, and 15. Factor 2 is measured by items 13, 16, 17, 18, 19, 20, 21, and 22. Factor 3 is measured by items 6, 7, 8, and 9, Factor 4 is measured by item 1.

Results

The table 1 shows a cross tabulation between organization commitment and organization climate. The results indicate that there is a no significant correlation between risk taking and sensation seeking. In the other words, risk taking activities are not taken up to sense or experience anything as such. Therefore the main hypothesis is proved to be deviated.

Table 1

Correlation between Organizational Commitment and Organizational Climate of the Total Sample

Variables		Climate 1	Climate 2	Climate 3	Climate 4	Climate T
Commitment 1	Correlation	.133	.157*	.088	-.039	.147*
Commitment 2	Correlation	.134	.177*	.060	.112	.160*
Commitment T	Correlation	.180*	.226**	.099	.054	.207**
* Correlation is significant at the 0.05 level (2-tailed).						

Table 1Suggest that there is a positive significant correlation at the 0.05 level of factor 1: concern for the organization of organizational commitment with factor 2: Organizational processes of organizational climate and organizational climate in total, factor 2: identification with the organization of organizational commitment and factor 2: organizational processes of organizational climate and organizational climate in total. Factor 1 of organizational climate scale,

results, rewards and interpersonal relations and organizational commitment in total have significant positive correlation at 0.05 level of significance. There is a strong positive correlation at the 0.01 level between factor 2: organizational processes of organizational climate and organizational commitment in total. There is a positive significant relation between total organizational commitment and total organizational climate, which is significant at .01 level.

Table 2

Correlation between Organizational Commitment and
Organizational Climate in Female Employees

Variables		Climate 1	Climate 2	Climate 3	Climate 4	Climate T
Commitment 1	Correlation	.105	.065	.029	-.110	.081
Commitment 2	Correlation	.169	.281**	.069	.070	.226*
Commitment T	Correlation	.190	.244*	.069	-.023	.215*
* Correlation is significant at the 0.05 level (2-tailed).						

Table 2: Suggests that there is a strong significant positive correlation at the 0.01 level between factor 2: organizational processes, of organizational climate and factor 2: identification with the organization of organizational commitment; There is a significant positive correlation at the 0.05 level between factor 2: organizational processes, of organizational climate and

organizational commitment in total. Factor 2: identification with the organization of organizational commitment and organizational climate in total; and organizational commitment in total and organizational climate in total, are significantly positively related at .05 level.

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Table 3

Correlation between Organizational Commitment and Organizational Climate in Male Employees

Variables		Climate 1	Climate 2	Climate 3	Climate 4	Climate T
Commitment 1	Correlation	.193	.278**	.159	.052	.241*
Commitment 2	Correlation	.043	.018	.010	.112	.038
Commitment T	Correlation	.148	.186	.107	.105	.175
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

Table 3: Suggests that there is a strong significant positive correlation at the 0.01 level between Factor 2: organizational processes, of organizational climate and Factor 1: concern for the organization, of organizational commitment. There is a significant positive correlation at the 0.05 level between organizational climate in total and Factor 1: concern for the organization, of organizational commitment.

Discussion and Conclusion

In lay man's language being committed means being devoted to the work field or to the task what-so-ever it is and to the rules and regulations provided by the specific group, person or organization.

Results obtained give the figures (.207) which show strong positive significant relation between organizational commitment and organizational climate at 0.01 level of significance. In support to the above mentioned hypothesis, there are also some studies which suggest that there is significant relation between organizational commitment and organizational climate.

Eisenberger, Huntington, Hutchison and Sowa (1986) demonstrated that as a result of supportive leadership behaviours and a generally facilitative organizational climate, individual feels the need to reciprocate favourable organizational treatment with positive attitudes and behaviours. It appears that employees with higher level of "Perceived organizational support" are likely to be more committed than are employees who feel that the organization does not value them highly.

Two studies conducted by Johnsrud and colleagues (1999, 2000) examined the morale of mid-level administrators. Defining morale as "a state of mind regarding one's job, including satisfaction, commitment, loyalty, and sense of common purpose with respect to one's work", they found that organizational climate-related items such as trust, communication, guidance, feedback and recognition of competence from supervisors as significant contributors to overall morale.

Developmental climate scores high on trust and moral (Burton, Lauridsen, & Obel, 2004) and therefore is positively related to affective commitment. As mentioned above, commitment, in turn, leads to innovation (Ring & Van de Ven, 1989), customer-orientation (O'Hara et al., 1991) and knowledge sharing (Hislop, 2002).

When the employee sees that his expectations are not met in the job environment, the job dissatisfaction emerges. It leads to the decrease in the workforce productivity, organizational commitment and commitment to the job and increase in the rates of the optional discontinuation of the job (Santhapparaj, Srini, & Ling, 2005; Payne & Morrison, 2002; Redfern, 2005; Denizer, 2008; Gellatly, 2005; Sagie, 2002).

As per the results, in specific, significant positive relation between factor 1 of organizational commitment and factor 2 of organizational climate shows that an employee would be called as committed if he is concerned about the organization's loss; goals, which organizations need to achieve; goodwill and development. Significant positive relation between factor 1 of organizational climate and organizational commitment in total shows that commitment is directly linked to team development where individual development is also considered, work is not a burden but pleasure and at the time of problem or conflicts, sufferer views are concerned before making any decision. Factor 2 of organizational climate is linked positively with organizational commitment in total which specifies that an employee strongly feels that image of the organization is reflected by superiors with whom they can learn many things and on whose capability they can have a trust. To achieve the targets, climate should help in making resources available to the employees and if they face any problem it should be sorted out smoothly. Organizational related works also work as parameters to judge a workers devotion if he do it even on holidays or after office hours, keeping organization targets in mind. Thus this parameters strongly reflects the dedication of the person overall, which can be noticed by the significant positive relation found between organizational commitment and organizational climate in total.

Females are committed because they are concern with organization in reference to image, reputation and goals. Organizational climate in total compel them to be committed towards their organization in maintaining its image and goals. As per the data for males, factor 1 of organizational commitment is strongly related to factor 2 of organizational climate in a positive direction which shows that majority of the male employees feel committed towards organization due to organizational processes. Due to these reasons they are even ready to work in holidays, more than office hours and contribute in organizational goals. Factor 1 of organizational commitment is linked to organizational climate in total at positive significant level.

Limitations

There are certain limitations of the study which can be taken for further research. The organizational climate of the employees could have been measured by Chattopadhyay & Agarwal's Organizational climate inventory to measure eleven areas:- performance standards, communication flow, reward system, responsibility, conflict resolution, organizational structure, motivational level, decision making process, support system, warmth and identity problems in detail. An attempt has made to examine the organizational commitment of an employee. Few other reasons which lead to commitment like money, promotional prospects, working environment, type of work could have been

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included because it also affects organizational commitment of employee.

Applications of the Study

Government sector is an important sector which handles country's major issues. While dealing with organizational and employee related issues this research may help in finding out actual situation and can give proper solution to it. In addition, organizational climate can be made favourable to get the proper outcome from the employee.

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