

ORGANIZATIONAL COMMITMENT AS AN OUTCOME OF PERSONAL CHARACTERISTICS AND JOB CHARACTERISTICS

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Introduction

The development of management concepts demonstrates a search for new strategies and structures in improving the effectiveness of management outcomes. As a result there has been growing recognition of the contribution of human resource strategies in achieving organizational goals. Recent studies suggest significant effect of commitment for organizational performance capturing individual personal job related characteristics, organization's human resource policies and structural characteristics. (Shirly and Colin,2001; Danny and Barton, 1996; Slocum and Hellriegel,2007; Luthans.1995)

Objective

The main objective of this study is to empirically investigate the impact of personal characteristics and job characteristics on organizational commitment. The research tried to understand the concept of organization commitment and more importantly how it operates in the University of Peradeniya.

Methodology

A sample size of 105 respondents was selected from the non-academic staff of the University of Peradeniya. The sampling method was simple random sampling. The model of research hypothesized that organizational commitment (dependent variable)

would be related to two basic variables as personal characteristics (independent variable:1) of an employee and job related characteristics (Independent variable:2) in the work settings. Elements of personal characteristics were gender, age and tenure. Skill variety, task identity, task significance, autonomy and feedback were specific elements of job characteristic.

Luthans' definition was used as the operational definition for organizational commitment. It explains organizational commitment as 1). strong desire to remain as a member of a particular organization 2). willingness to exert high level of effort on behalf of the organizational goals 3). definite belief in and acceptance of the value and goal of the organization. The instrument in data collection was a survey questionnaire. Employee commitment was measured by a scaled questionnaire developed by the researcher with the help of Organizational Commitment Questionnaire (Steers and Porter , 1979). Diagnostic Survey questionnaire (Hackman and Oldham) was used to collect data on job characteristics. Descriptive statistical techniques were used to analyze data with the help of the SPSS package. Pearson correlation analysis was the major statistical technique.

Results and Analysis

The model was tested and measured correlations are reported in the Table 01. The results showed that there is a weak and negative relationship between personal characteristics and organizational commitment. Job characteristics were positively correlated meaning their improvement would also improve commitment. Job characteristics variables found moderate relationship with commitment except task significance. Information about progress and performance(Feedback), opportunities to draw number of different skills, abilities and knowledge and freedom and control employees had, were important factors for higher commitment. The research examined what employee do in the organization(task significance) as insignificant compared to other job characteristic factors.

Conclusion

The research observed that personal characteristics of the individual have insignificant effect on commitment and that commitment is largely function of job related variables. Results showed commitment is not something individuals bring to the organization based on their personal characteristics. Rather commitment can be also diminished as a result of job related matters. So in formulation of organizational strategies management should focus on enhancing job or work through education, training and development, communication and empowerment. Further, redefining the role of personal

characteristics is essential in human resource planning in order to keep more committed workforce in an organization.

Table 01. Correlations (Pearson Correlation)

Variables	Employee Commitment
Age	-.018
Sex	-.106
Tenure	-.127
Skill Variety (SV)	.396
Task Identity (TI)	.205
Task Significance (TS)	.065
Autonomy (AU)	.349
Feedback (FB)	.398

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