CHAPTER 1

QUALITY OF WORKLIFE AND EMPLOYEE COMMITMENT
(A CONCEPTUAL FRAMEWORK)
INTRODUCTION

The term quality of work life aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of employees and seeks to create such a culture of work commitment in the organizations, which will ensure higher productivity and greater job satisfaction to employees.

The term "quality of work life" means different things to different people. For example, to a worker on an assembly line, it may just mean a fair day's pay, safe working conditions and a supervisor who treats him with dignity. To a young new entrant, it may mean opportunities for advancement, creative tasks and a successful career. Quality of work life may be described as a concern about the impact of work on people and organizational effectiveness and the idea of participation in organizational problem solving and decision making\(^1\). According to the Staff of the American Centre for the Quality of Work Life, quality of work life improvements are defined as any activity which takes place at every level of an organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth a process through which the stakeholders in the organization-managements, unions and employees-learn how to work together better-to determine for themselves what actions, changes and improvements are desirable and
workable in order to achieve the twin and simultaneous goals of an improved quality of work life at work for all members of the organization and greater effectiveness for both the company and unions. The key elements of the definition are highlighted as being 1) promote human dignity and growth, 2) work together collaboratively 3) participatively determine work changes, and 4) assume compatibility of people and organizational goals.

Quality of work life (QWL) aims at integrating the socio-psychological needs of people in the organization, the unique requirements of a particular technology, the structure and processes of the organization, and the existing socio-cultural milieu. It is thus, concerned with the overall climate of the work.

The basic purpose of improving QWL is to change the climate at work so that human-technological-organizational interface leads to a better quality of work life. According to Walton, there are eight broad conditions of employment that constitute desirable quality of work life. The conditions of employment or criteria are adequate and fair compensation; safe and healthy working conditions; jobs aimed at developing and using employee's skills and abilities; opportunity to develop human capacities; social integration in the work place; constitutionalism in the work organization; opportunity for career growth; work and quality of life, and social relevance of work.

Klatt, Murdick and Schuster suggested eleven major issues of quality of work life. They are pay and stability of employment; occupational stress; organizational health programs; alternative work schedules; participative management and control of work; recognition; congenial worker-supervisor
relations; grievance procedure; adequacy of resources; seniority and merit in promotions\(^4\). It is worth noting that often the conditions that contribute to motivation (equitable salaries, financial incentives, effective employee selection etc.) will also contribute to the “quality of work life”. Some of these activities like job enrichment might contribute indirectly to the quality of work life by tapping worker’s “higher-order needs”, and motivating them. Still other activities may contribute directly to the quality of work life providing for a safer work place, less discrimination on the job, and so forth.

**SCOPE OF QUALITY OF WORK LIFE**

Quality of work life is a multidimensional aspect. It is a generic term, which covers employee’s feelings about every dimension of his work such as job security, working conditions, fair compensation, health and safety, job design, stress, social relevance of work, opportunity for growth etc\(^5\). In short, organizations are expected to fulfill the following needs of employees.

**A) JOB SECURITY**

Organizations have to ensure job security to all their employees. This is because, employees can not work under a constant concern for their future stability of work and income. Further, keeping a person on his toes by keeping him / her feel insecure is slowly but steadily getting discredited as a management philosophy. Besides this, employees who work on a casual, temporary and probationary basis feel a sense of insecurity. Contrary to this, employees who work on a permanent basis feel highly secure with their jobs\(^6\). In short, if organizations ensure job security to their employees, it will improve
their quality of work life to a large extent. It is to be noted that even societies which have practiced "hire and fire" policy are unmistakably shifting towards providing security of job.

B) WORKING CONDITIONS

In the earlier years, working environment of the organizations was given least consideration. Employees used to work under adverse conditions such as poor lighting, extreme temperature, polluted air, confined work spaces, no rest pauses etc. But with the passage of time, as the development of organizations took place, the working environment also improved. Further, with the passing Labor Laws, employers are compelled to provide good and safe working conditions to employees. Good working conditions include provision of proper ventilation and lighting, pollution free atmosphere and keeping the noise from low to moderate level. It is to be noted that if the working conditions are good (clean and attractive surroundings) employees find it easier to discharge their duties. On the other hand, if working conditions are poor (hot, noisy and risky surroundings) employees will find it more difficult to carry on their jobs. Hence, managements should provide good working conditions in the organizations.

C) ADEQUATE AND FAIR COMPENSATION

The term compensation administration or wage and salary administration denotes the process of managing a company's compensation program. The goals of compensation administration are to design a cost-effective pay structure that will attract, motivate and retain competent
employees. Thus, compensation administration aims to establish and maintain an equitable labor cost structure. In other words, compensation administration is essentially the application of a systematic approach so as to ensure that employees are paid in a logical, equitable and fair manner.

Compensation administration as mentioned earlier includes two terms namely wages and salaries. Wages and salaries are often used interchangeably. But ILO defined the term wage as “the remuneration paid by the employer for the services of hourly, daily, weekly, and fortnightly employees. It also means the remuneration paid to blue collar employees. The term salary on the other hand is defined as the remuneration paid to the clerical and managerial personnel employed on monthly or annual basis. The distinction between wages and salaries does not seem to be valid in these days of human resources approach, where all employees are treated as human resources and are viewed at par. Hence, these two terms can be used interchangeably. It is to be noted that good pay still dominates most of the other factors in employee satisfaction. Hence, managements have to ensure that there is an equitable balance between effort and reward.

D) EMPLOYEE HEALTH

Health has occupied an important place in the constitutions of all countries. The preamble of the WHO constitution states that the enjoyment of the highest attainable standard of health is a fundamental right of every human being and that Governments are responsible for the health of people and can fulfill the responsibility by taking appropriate health and social welfare
measures. The "World Health Organization" defined health as a state of complete physical, mental and social well being and not merely an absence of disease or infirmity. The basic objective of industrial health is prevention of disease and injury. According to Claude Veil, the objectives of industrial health are:

- The promotion and maintenance of the highest degree of the physical, mental, and social well being of workers.
- The prevention of factors, which make for ill health in their working conditions.
- The protection of workers in their occupations from risks arising from factors, which are adverse to the maintenance of health.
- The adaptation of work to man and each man on his job.

Industrial health is significant due to the fact that it helps in maintaining and improving productivity and quality of work. All the same, it helps in minimizing absenteeism and employee turnover. Further, it helps in reducing industrial unrest, indiscipline and accidents. Above all, it preserves the physical and mental health of employees. The Government having recognized the importance of industrial health enacted several labor legislations protecting the health of the industrial workers. The legislations related to the Coal industry are the Mines Act, 1952 and the Coal Mines (Conservation and Safety Act) 1952. Under these Acts, several provisions are made to protect
the health of industrial workers from occupational diseases. The measures in these Acts pertain to both curative and preventive aspects of the industrial health. As such, employers have to devise ways and means to develop physical, social and psychological capabilities of employees to generate efficiency and happiness in the organization.

E) EMPLOYEE SAFETY

Large scale industrialization has been the result of mechanization and automation. On the one hand, it has resulted in mass production of goods for the welfare of the society and on the other hand, it has brought in industrial hazards like accidents. Industrial accidents may occur due to human factors or environmental factors. Human factors are directly attributable to human error brought about by carelessness, intoxication, day dreaming, inability to do the job or other human deficiencies. Environmental factors in contrast are attributable to the work place and include the tools, equipment, physical plant, and general work environment. Whatever may be the cause of accident, it causes physical pain to the individual and it may make him/her unfit for work. Hence, managements have to design a safety process through which they have to educate the employees in such a way that they act, think and work safely. There are many ways to impart safety training and education to employees among which the prominent aspects are briefed hereunder.
• Induction of New employees

• Emphasis of safety points during training sessions particularly in on the job training

• Special efforts made by the first level supervisor

• Establishment of employee safety committees.

• Holding of special employee safety meetings.

• The use of the company periodicals

• Charts, posters, and displays emphasizing the need to act safely.

The working environment should be free from all hazards, which are detrimental to the safety of employees. Further, managements have to initiate various measures to ensure the safety of employees.

F) JOB DESIGN

Job design is of comparatively recent origin. Human resource managers have realized that the design of a job has considerable influence on the productivity and job satisfaction of employees. Poorly designed jobs often result in boredom to the employees, increased turnover, job dissatisfaction, low productivity and an increase in overall costs of the organization. All these negative consequences can be avoided with the help of proper job design, which may be defined as a deliberate and systematic attempt to structure the
technical and social aspects of work so as to improve technical efficiency and job satisfaction. In fact, job design is an attempt to create a match between job requirements and human attributes. It involves organizing the components of the job and the interaction patterns among the members of a work group. It helps in developing appropriate design of job to improve efficiency and satisfaction. Quality of work life can also be improved if the job allows sufficient autonomy and freedom. Further, if timely feedback is given to employees on their performance, employees feel that their quality of work life is increased.

G) OCCUPATIONAL STRESS

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress is associated with constraints and demands. The former prevents one from doing what one desires while the latter relates to the loss of something desired. It is to be noted that three sets of factors such as environmental, organizational and individual act as potential sources of stress. Regarding environmental factors for example, when the economy is contracting, employees become anxious about job security. Similarly technological uncertainty also causes stress among employees. For instance, new innovations can make an employee's skills and experience obsolete. Organizational factors as mentioned earlier also cause stress among employees. For instance, pressures to avoid errors or complete tasks in a limited time period, work overload, a demanding and insensitive boss, and
unpleasant coworkers cause stress among employees. Further, individual factors such as marital difficulties, discipline, troubles with children, economic problems also cause stress among employees.

The consequences of stress are alarming as it creates physiological, psychological and behavioral problems. Regarding physiological problems research concluded that stress could create changes in metabolism, increase heart and breathing rates, increase blood pressure, bring on headaches and induce heart attacks. When it comes to psychological problems, research found that stress can cause job dissatisfaction. Further, stress shows itself on other psychological states such as tension, anxiety, irritability, boredom and procrastination. Behaviorally related stress symptoms include changes in productivity, absenteeism, and turnover as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorders. Hence organizations in order to minimize the stress have to identify, prevent, and tackle the problem.

H) SOCIAL RELEVANCE OF WORK

Quality of work life is concerned about the establishment of social relevance to work in a socially beneficial manner. It means, work should not only be a source of material and psychological satisfaction, but also a means of social welfare. It is a fact that workers self esteem would be high, if their work is useful to the society. Hence, organizations have to act in a socially responsible manner in terms of employment and social responsibility practices. All the same, they have to follow ethical practices while
manufacturing and marketing their products / services. An organization that has greater concern for social causes certainly enhances the quality of work life of employees.

I) OPPORTUNITY FOR GROWTH

Career development is very important for ambitious and achievement oriented employees. If employees are provided with opportunities for their advancement and growth, they will be highly motivated and their commitment to the organization will be high. Unfortunately, opportunities for promotions are limited in case of all categories of employees either due to educational barriers or due to limited openings at higher level\textsuperscript{15}. Hence, managements should provide facilities to employees for improving their academic qualifications as well as job and managerial skills. The provision of these measures helps employees to occupy higher positions in their respective organizations thereby their quality of work life will be improved.

EFFECTS OF QUALITY OF WORK LIFE

Quality of work life affects job involvement, sense of competence, job satisfaction, and job performance. A favorable QWL results into positive consequences of the above stated factors. In this regard, a brief discussion is made hereunder.

JOB INVOLVEMENT

Job involvement refers to the degree to which a person identifies with his or her job, actively participates in it, and considers his or her performance
important to self-worth\textsuperscript{16}. Employees who are involved with their jobs spend more time on job and turn out better performance. Challenging jobs, which have skill variety influences employees to get involved in their jobs. Similarly, people with high need for achievement and high work ethics feel involved in jobs. It is to be noted that high levels of job involvement have been found to be related to fewer absences and lower resignation rates\textsuperscript{17}.

**SENSE OF COMPETENCE**

Sense of competence denotes the feeling of confidence that one has in one's own competence. It encompasses an individual's technical and interpersonal knowledge and skills. Job design affects the sense of competence. By engaging in a work that calls for a variety of skills, abilities and talents, individuals gain mastery over their work environment\textsuperscript{18}. As they engage themselves more and more on work activities, they acquire a great sense of competence and experience leading to higher level of job involvement. It is to be noted that high sense of competence and job involvement produce high job satisfaction and productivity.

**JOB SATISFACTION**

Job satisfaction refers to an individuals general attitude towards his or her job. Locke defines it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience\textsuperscript{19}. Job satisfaction is influenced by number of factors such as work itself, pay, promotional opportunities, supervision, co-workers and working conditions. For instance, if working conditions are good, employees find it easier to carryout their jobs.
On the other hand, if working conditions are poor, employees find it more difficult to get things done. In other words, supportive working conditions enhance the job satisfaction level of employees. It is to be noted that satisfaction relates to desired outcome variables such as improved performance, reduced turnover, and absenteeism. For instance, Tim judge and his colleagues found that there is a strong relationship between employee job satisfaction and performance\textsuperscript{20}.

**JOB PERFORMANCE**

Job involvement, job satisfaction, and sense of competence affect job performance and productivity of employees. When the level of job performance and productivity factors such as job involvement, job satisfaction, and sense of competence are high, there is fit among the predisposition of employees and the type of jobs they are assigned to do. Since there is congruence between the employee and the job, there is high level of job performance.

**STRATEGIES TO IMPROVE QUALITY OF WORK LIFE**

There are a number of factors involved in QWL, and these factors can be grouped in three categories. Individual factors, job factors, and organizational factors. The characteristic of these factors affect the individual involvement in the job, his sense of competence, which leads to job satisfaction, and finally to job performance and productivity.
An individual in the organization wants to satisfy his needs while working for it. Depending on the nature of the individual, he may want equitable financial package, employment benefits, job security, interesting work, involvement in decision-making process affecting him and his work, and getting proper feedback about his performance. If these factors are favorable, the individual will feel job involvement and sense of competence. Consequently the job satisfaction of employees will increase thereby they contribute positively to the development of the organization. Therefore, in improving QWL, all these factors have to be taken into account. Though there may not be any universal phenomenon in improving the QWL because of involvement of a number of factors in it, some more common practices adopted for the purpose are discussed below.

SELF-MANAGING TEAMS

Self-Managing Teams (SMTs) are defined as formal groups in which the group members are interdependent and can have the authority to regulate the team's activities. Organizations typically use SMTs as part of a larger organizational transformation strategy directed at refocusing the organization, increasing employee involvement and increasing productivity\textsuperscript{21}. However, the success of SMTs to a large extent depends upon educating and training the employees. The effectiveness of the SMT approach is usually defined in terms of performance indicators such as improving productivity, quality and cost control. Further, due to SMT's organizations also get benefits such as quality products and services and also higher employee morale.
ALTERNATIVE WORK SCHEDULES

Alternative work schedules allow employees to modify their work requirements to satisfy their personal needs. The two most commonly used alternative work schedules are compressed work week and flexi time. The compressed work week involves reducing the number of work days in a week, usually from five to four. Typically, the compressed schedule provides an option to employees to work ten hours each day for four days known as the 4/40 schedule. Research on the 4/40 plan seems to show a positive effect on employees attitudes, but its effects on work productivity are mixed.

The flexi time schedule allows employees some latitude in determining their starting and ending times in a given work day. Employees particularly those with young children may find it attractive to have the option of changing their working hours to confirm to their family patterns. In most flexible work, employees must work some standard number of hours during a common core period of the day. A review of research suggests that flexi time schedules are positively related to a number of factors including organizational attachment, attendance, performance and positive attitudes.

COMMUNICATION

To make QWL sound and effective, two-way communication is necessary. Through downward communication, employees would receive information about the various aspects of the organization like instructions about job performance and how the job is related to the entire organizational framework, and other specific communication, which may be relevant for them.
Through upward communication, employees can share their views, grievances with their superiors. Hence, organizations should ensure that communication flows to different points with speed and efficiency so that both employees and organization will be greatly benefited.

**JOB ENRICHMENT**

The concept of job enrichment is a direct outgrowth of Herzberg's two factor theory of motivation. According to Herzberg, if jobs are designed in such a way that they provide opportunities for achievement, recognition, responsibility, advancement, and growth, employees will be motivated. Job enrichment is concerned with designing jobs that include a greater variety of work content; require a higher level of knowledge and skill; give workers more autonomy and responsibility in terms of planning, directing and controlling their own performance; and provide the opportunity for personal growth and a meaningful work experience. It is to be noted that job enrichment refers to the vertical expansion of jobs. It increases the degree to which the worker controls the planning, execution and evaluation of his or her work. An enriched job organizes tasks so as to allow the worker to do a complete activity, increases the employee freedom and independence, increases responsibility, and provides feedback so that individual will be able to assess and correct his or her own performance.

Job enrichment offers a number of benefits to the organization. Ford has generalized that job enrichment is the solution to all behavioral problems faced by modern organizations. Further, job enrichment if applied properly
offers a number of benefits to employees. For instance, employees derive job satisfaction in the form of recognition, achievement and self-actualization. Even organizations are also benefited in terms of intrinsically motivated employees, better employee performance lower absenteeism, turnover and grievances. However, job enrichment is not free from limitations. In fact, many employees prefer an old familiar job rather than an enriched job. In addition to this, employees in general and unions in particular are resistant to change. All the same, some employees prefer higher pay rather than enriched jobs. Despite some limitations, job enrichment is still a viable approach and research provides continuing evidence that it has mostly beneficial results in terms of more employee satisfaction and customer service and less employee overload, and lower employee errors. Further, studies found that employees were more creative when they worked in an enriching context of complex challenging jobs coupled with a supportive non-controlling supervisory climate.

PARTICIPATIVE DECISION MAKING

The concept of workers participation in management crystallizes the concept of industrial democracy, and indicates an attempt on the part of employer to build his employees into a team, which work towards the realization of common objective. Workers participation is a system where workers and management share important information with each other and participate in decision making. It is viewed as industrial democracy based on the principles of equity, equality, and voluntarism. It gives right to the representatives of workers to criticize and offer constructive suggestions for
better management. The essence of workers participation in management lies in the belief that workers are capable of taking part in decision making. The workers will have the capacity to grow and learn, and contribute significantly to the enterprise both with hands and heart. The workers participation brings a sense of belongingness among them. They become a part and parcel of the organization and try to contribute maximum to it. In the words of G.D.H Cole, “better participation and greater responsibility in decision making process on the part of general workers would perhaps tend to develop in them organizational loyalty, confidence, trust, favorable attitudes towards supervisors and a sense of involvement in the organization.

The forms in which workers can participate in management vary to a great deal. The various forms of workers participation in management are Discussions, Group Decision making, Labor-Management Cooperation, Suggestion System and employees representatives on Board of Directors. In India, workers participation has been introduced in three forms. They are workers committees, joint Management councils and the scheme of workers representative on the Board of Management in some public and private enterprises. Since July 1975, two participation models such as Shop Council and Joint Council were also introduced.

CAREER DEVELOPMENT

Career development is essential to implement a career plan. Career development consists of personal improvements in terms of training, development and other educational programs undertaken by the organization
and various other institutes. The most important aspect of career development is that every employee has to accept his/her responsibility for development. Various career development actions such as job performance, exposure, resignations, change of job, and career guidance prove useful, if an employee is committed to career development32.

Career development offers a number of advantages to individuals and organizations. It helps the individuals to gain knowledge about the career opportunities. This knowledge helps them select the career, which is suitable to their life styles. Further, it helps the organization to identify employees, who can be internally promoted. Besides this, it causes job satisfaction among employees leading to their enhanced commitment and also creates a sense of belongingness and loyalty to the organization33. Above all, organizations can formulate different policies and practices to increase the organization’s ability to attract and retain highly skilled and talented employees. Hence, managements should provide opportunities for career development.

CONSTITUTIONALISM

Organizations have to ensure constitutionalism or equity for all their employees. Employees should not be differentiated on the basis of caste, creed, gender and religion. Further, there should be a direct and positive relation between efforts and rewards. All types of discrimination among people doing similar work and with same level of performance must be eliminated. The principle of equitable administrative justice should be applied in work assignments, promotions, transfers, disciplinary actions, and
grievance procedure. In short, if organizations follow the principle of constitutionalism, it helps in increasing the quality of work life of employees.

STRESS CONTROL MEASURES

The consequences of stress as mentioned above are alarming. Hence, employees and managements have to take measures to manage stress. There are two approaches to manage stress. They are individual approaches and organizational approaches. In case of individual approaches, an individual can take measures such as increasing physical exercise, relaxation, scheduling activities according to priorities and expanding the social support net work to manage stress. All the same, physical exercises such as aerobics, walking, jogging swimming and riding a bicycle help in controlling stress\textsuperscript{34}.

In every organization, several factors particularly task and role demands, and organizational structure cause stress. Hence, organizations have to design strategies such as improved personal selection and job placement, setting of realistic goals increased employee involvement, improved organizational communication and establishment of corporate wellness programs to manage stress\textsuperscript{35}. If all these measures are implemented in their true spirit, the stress level of employees can be effectively managed.

GRIEVANCE PROCEDURE

A grievance is a sign of employee's discontent with job and its nature. In organizations, every employee has certain aspirations and expectations, which he/she thinks must be fulfilled by the organization where he/she is
working. When the organization fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction. In other words, grievance is caused due to the difference between employee expectation and management practice. Jucius defines a grievance as "any discontent or dissatisfaction whether exposed or not whether valid or not arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable."36

Grievances arise due to a number of factors. For instance, if workers of different departments submit to the management that their wages are not in accordance with the award given by wage Boards and if they ask the management to correct the wage inequity, such issue falls within the scope of grievance machinery. The National Commission on Labor states that complaints affecting one or more individual workers in respect of their wage payments, overtime, leaves, transfers, promotions, seniority, work assignments would constitute grievances. The causes of grievances include the interpretation of areas like working conditions, allowances, victimization, medical benefits, housing facilities, increments, granting loans, leave, seniority, safety measures, fines and the like37.

Managements have to solve the grievances of employees from time to time or else these grievances may turn into major problems causing great loss to the organizations. Generally, managements handle grievances in two ways. The first one is open-door policy and the other one is step ladder method. In the former case, employees can approach the authorities concerned at any time to get their grievances solved. However, this policy is workable only in
small scale organizations. In the latter case, employees may approach their immediate bosses and ask them to redress their grievances. If the immediate boss does not solve their grievances within a stipulated time, the aggrieved employees may approach the superiors of the immediate bosses. In this way, the process goes on until the grievances of employees are solved. In view of this, organizations have to design appropriate grievance procedure to solve the grievances of employees.

ORGANIZATIONAL COMMITMENT

Organizational commitment also known as employee loyalty to organization is the degree to which an employee identifies with the organization and wants to continue actively and meaningfully participating in it. Like a strong magnetic force attracting one metallic object to another, organizational commitment is a measure of the employees willingness to remain with the organization in future. It often reflects the employee's belief in the mission and goals of the organization and his willingness to expend effort in their accomplishments and intentions to continue working there\textsuperscript{38}. As an attitude, organizational commitment is most often defined as (1) a strong desire to remain a member of a particular organization, (2) a willingness to exert high levels of effort on behalf of the organization, (3) a definite belief in, and acceptance of the values and goals of the organization\textsuperscript{39}. In other words, this is an attitude reflecting employees loyalty to their organization and is an ongoing process through which organizational participants express their concern for their organization and its continued success and well-being.
The organizational commitment attitude is determined by a number of personal variables such as age, tenure in the organization, career adaptability, and internal or external control attributions, and also the organizational variables such as job design, values, support, procedural fairness, and the leadership style of one's supervisors. Even organizational factors such as the availability of alternatives after making the initial choice to join an organization will affect subsequent commitment. It is to be noted that in the changed new environment, many organizations are not demonstrating evidence of commitment to their employees. However, recent research has found that an employee's career commitment is a moderator between the perceptions of company policies and practices and organizational commitment. For example, even though employees perceive supervisory support, they would also need to have commitment to their careers in order to have high organizational commitment. Because of this multi-dimensional nature of organizational commitment, there is growing support for the three-component model proposed by Meyer and Allen. The three dimensions are affective commitment, continuance commitment, and normative commitment.

Affective commitment involves the employees attachment to, identification with, and involvement in the organization while continuance commitment involves commitment based on the costs that the employee associates with leaving the organization, which may be because of the loss of seniority for promotion or benefits. Normative commitment on the other hand involves employee's feelings of obligation to stay with the organization. There
is considerable research support for the three-component conceptualization of organizational commitment. It also generally holds up across cultures.

THE OUTCOMES OF ORGANIZATIONAL COMMITMENT

There are mixed outcomes of organizational commitment. Both early and more recent research summaries do show support of a positive relationship between organizational commitment and desirable outcomes such as high performance, low turnover, and low absenteeism. There is also evidence that employee commitment relates to other desirable outcomes such as the perceptions of a warm, supportive organizational climate and being a good team member willing to help\(^42\). However, there are some studies that do not show strong relationships between commitment and outcome variables and others where there are moderating effects between organizational commitment and performance. For example, one study found a stronger relationship between organizational commitment and performance for those with low financial needs than for those with high financial needs. Another study found that the more the employees had on the job and with the employing organization, the less impact their commitment had on performance. Still another study found that commitment to supervisors was more strongly related to performance than was commitment to organizations. All these studies clearly indicate the complexity of commitment. On the whole, most researchers would agree that organizational commitment is a better predictor of desirable outcome variables than is job satisfaction and hence it deserves managements attention\(^43\).
GUIDELINES TO ENHANCE ORGANIZATIONAL COMMITMENT

As mentioned earlier, managements face a paradoxical situation regarding the commitment of employees. On the one hand, today's focus on team work, empowerment and flatter organizations puts a premium on just the sort of self-motivation that one expects to get from committed employees. On the other hand, environmental forces are acting to diminish the foundations of employee commitment. Dessler suggests guidelines that help in enhancing employee's organizational commitment. According to him, the right kind of managers should be hired. Further, managements should clarify their mission and it must be charismatic. All the same, they should stress on value based orientation and training. Besides this, organizations should design and develop a comprehensive grievance procedure besides providing for two way communication. Organizations should also build value based homogeneity. All the same, they should emphasize team work and get together. Further, they should enrich and empower employees. At the same time, they should provide promotional opportunities. Above all, they should take measures to ensure employee development.44.
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