Introduction and statement of the problem

3.1 Commitment to the organisation of an employee or professional remains as a topic of exploration as long as commitment reduces employee turnover and improves productivity and organisational effectiveness. Organisations call for maximum commitment from the part of its employees including professionals.

3.2 In utilitarian organisations where the sources of control and motivation are material rather than psychological or symbolic (Etzioni-1964) commitment may be difficult for professionals who are likely to have a psychological attachment (commitment) to their profession, which is more enduring than their commitment to a specific organisation (Abrahamsons 1963, Glaser 1964)
3.3 An organisation which employs professionals, provides an opportunity to test the hypotheses about the development of commitment to utilitarian organisations, when an alternate system - the profession - competes for members commitment. In such organisations if members feel committed, how such a commitment is developed; what are the significant variables associates with the commitment of professionals; and how the level of commitment varies among professionals, how this commitment can be enhanced etc. are some of the pertinent questions. The present research work in a broad sense tries to answer these issues.

Scope and Significance

3.4 Studies done on the area or organisational commitment have identified its underlying relationship with variables like organisational turnover, organisational effectiveness etc. and concluded that commitment can act as a force to stabilise the continuance of a person with an organisation.

3.5 In the present day organisations, there are two citizens-one is individualistic and the other is organisational. An individualistic enjoys greater professional freedom. The need of the organisation is to identify the mechanisms to integrate the individualistic professional to an organisation. The present research is designed on that objective. The analytical frame work of the study is given below.
ILLUSTRATION 3.1

ANALYTICAL FRAME WORK OF THE STUDY
variables of the study

3.6 Organisational commitment as defined in the study is a combination of three variables. They are organisational identification, job involvement and loyalty. The selection of these variables is based on the observations of previous research. Moreover, prominent measurements of organisational commitment comprise these three variables only. Hence commitment level is measured based on the variations of these three components.

3.7 The independent variables of the study are categorised into two streams: the moderator variables and the process variables. Various variables were identified as the antecedents of organisational commitment. The researcher however has confined to the following variables only.

1. Organisational Socialisation experiences as defined as the combination of

- Role Clarity
- Job Challenge
- Organisational dependence
- Intentions to stay
- Personal importance
- Organisational Satisfaction
- Social Involvement
- Positive attitude of the peer group
- Self image reinforcement.
2. Extra - Role Requirements

3. Value - non - Congruence

4. Compliance to rewards

5. Reciprocity feeling

6. Perceived lack of outside opportunity

7. Reciprocity

8. Social Involvement etc. as process variables and

9. Age, Position, Experience and Professional back ground etc. as moderator variables

3.8 The moderating effects of the variables are identified by using analysis of variances and tests of association. The impact of the process variables are decided by correlation and multiple regression analysis. By this, the development of organisational commitment as moderated by the external variables once found out would enable the researcher to suggest suitable measures to enhance the level of commitment of professionals belonging to those groups.

3.9 The present theoretical frame work hence integrates the professional, personal and organisational variables relevant to the commitment of professionals, and explores the mechanisms which can enhance the level of their organisational commitment.
Title of the research

3.10 The title of the present research is 'A study on the organisational commitment of professionals with respect to various aspects of organisational Socialisation'

3.11 Definition of Major Concepts

1. Organisational Commitment:

   A) Conceptual Organisational Commitment (OC) is defined as the psychological attachment with an organisation, which is partisan and affective.

   B) Operational OC is defined on the sum total of job involvement, loyalty feeling and organisational identification expressed by the respondent.

2. Organisational Socialisation

   Conceptual Socialisation is defined as the process by which a person is familiarised with the norms and practices of a group or of an organisation. Overall socialisation is the sum total of the socialisation experiences encountered by a professional.

   Operational Overall socialisation is operationalised as a combination of organisational experiences enjoyed by the professional, such as Job clarity, personal importance reciprocity, peer group’s
positive attitude, job challenge, organisational dependability, self image reinforcement, reality shock, value non-congruence and compliance to rewards.

3. Professional:

Operational A professional is operationalised as an employee of a reputed organisation in an official capacity discharging the responsibilities set by the norms of his profession.

4. Value Non-Congruence

Value Non-Congruence is a discrepancy between the values of a person and the values of the organisation, which hampers the internalisation of the values of the organisation by the person.

5. Social Involvement

Social Involvements are defined as the informal social meetings/contacts enjoyed and experienced by the professional, other than those are required by the profession.

6. Reciprocity:

Reciprocity is a feeling of doing good to the organisation which has done good to one and not doing bad to the same.
7 Extra Role requirements

Extra role requirements are the requirements of the profession which requires the person to spend extra effort on his particular job.

8. Compliance to rewards

Compliance to rewards is the behavioural adjustment that a professional makes in agreement/in return to the rewards received from the organisation.

9. Intention to stay

Intention to stay is the cognitive state of mind or an orientation which compels a person to stay with an organisation.

10. Role Clarity:

Role Clarity is the state of being known the role clearly as to what to do, when to do, whom to report, what to report etc.

11. Personal Importance

Personal importance is felt when the contributions of a person is duly recognised from among others.
12. Self Image reinforcement

Self image reinforcement is the state of being rewarded publicly for a positive thing done, which enables a person to reinforce his activity.

13. Peer group’s positive attitude

It is the set of sum total of the cognition of the peer group as perceived by the professional.

14. Job Challenge

It is the feeling of doing enriching, thrilling and creative things at job.

15. Reality Shock

Reality shock is the feeling of shock experienced by the professional, on realisation of the non-fulfilment of his expectations about the organisation after his joining.

16. Professional back ground

Professional back ground is defined as the broad organisational setting in which a professional is working. It specifically is related to the line of activity of the professional in an organisation. It has been operationalised as the common designation for people who are engaged
in same or similar nature of activity. In this study it has been operationalised as managerial, consultancy and scientific settings.

17 Experience Level

Experience is defined as the number of years of work a person has spent in an organisation in a job or in an official capacity. Experience Levels are operationalised as; low -( 0 - 10 years), Medium ( 11 - 20 years) and high (21 years and more).

18. Age and Age Level

Age is a demographic variable, which is calculated as the difference between the present chronological year and the year of birth of a person. Age levels are operationalised as follows:

Low or junior - 20 - 35 year
Middle aged - 36 - 50 year
Seniors - 50 & above

19. Organisational experiences

Organisational experiences are defined on those variables or factors in an organisation which an employee experiences or undergoes since his/her entry to the organisation, in the course of his/her organisational life. They have been operationalised as experiences other than the socialisation experiences
3.12 Objectives of the study: Major

1. To assess the difference in the degree/level of organisational commitment of professionals -- managers, consultants and scientists.

2. To study the degree of association between the personal and professional variables such as age, experience and position and the level of organisational commitment.

3. To study the impact of internal organisational experiences and socialisation process on the organisational commitment of professionals.

3.13 Specific objectives

1. To study the difference in the levels of organisational commitment of three distinct professional groups viz. managers, consultants and scientists.

A. To assess the levels of organisational commitment of managers:

   I. With respect to various age differentials
   II. With respect to experience differentials
   III. With respect to positional differences.
B. To assess the level of organisational commitment of consultants

I. With respect to various age differentials

II. With respect to experience differentials

III. With respect to positional differentials

C. To assess the level of organisational commitment of scientists.

I. With respect to various age differentials

II. With respect to various experience differentials

III. With respect to various positional differentials

2. To study and analyse the relationship of socialisation and other organisational processes with organisational commitment in general.

3. To study and analyse the relationship that socialisation and other organisational processes have with organisational commitment - for different types of professional

4. To study and assess the relationship of socialisation and other organisational processes with organisational commitment- for professionals of different age groups.
5. To study and analyse the relationship of socialisation and other organisational processes with organisational commitment - for professionals of different positional levels.

6. To study and analyse the relationship of socialisation and other organisational processes with organisational commitment - of professionals of different experience levels.

7. To analyse the association and moderating effects of personal and semi-organisational (structural) variables like age, experience and position with the level of organisational commitment of professionals.

3.14 Hypotheses

1. The level of organisational commitment of professionals is a function of the professional background:

   i. Managers as a category of professionals have greater level of commitment to the organisation when compared to consultants and scientists.

   ii. Consultants have higher level of commitment to their organisation than that of scientists.

2. The variations in the level of organisational commitment is a function of the personal cum semi-organisational (structural) variables - age, position and experience.
a) Senior level professionals both by age, experience and position are more committed to the organisation than the middle and junior levels.

b) Middle level professionals—both by age, position and experience have higher level of commitment than that of the juniors of these categories.

3. Organisational socialisation level varies according to the nature of the profession.

4. The level of organisational commitment is associated with the level of overall socialisation

3.15 Sampling frame and Sample size

The study is confined to the managers/consultants and scientists of major organisations in the Cochin industrial belt. The mode of selection of sampling organisations is given below:

<table>
<thead>
<tr>
<th>Major organisations in the area</th>
<th>No. Selected for sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>11</td>
</tr>
<tr>
<td>Private</td>
<td>5</td>
</tr>
<tr>
<td>Consultancy</td>
<td>3</td>
</tr>
<tr>
<td>R &amp; D</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 3.1
3.16 The names of organisations were listed with respect to the number of professional employees. After an initial scrutiny of feasibility, 21 organisations were identified as suitable to administer the study. From among these, sample organisations were selected at random. In the consultancy and scientific settings, major organisations were picked up based on the initial criteria of size. Organisations with less than 25 professionals were eliminated from the population. Since there were only two scientific organisations, both were included in the study, in order to get sufficient representation. The details of universe and the sampling frame are given in appendix III.

3.17 The details of the selection of the sample of respondents from these representative organisation is also done using a random selection method, until a particular percentage of population is reached. The details of the sampling method are given below.

3.18 The investigator selected samples from 3 manufacturing, 2 consultancy and 2 scientific/research organisations. The total sample size is 292. The sampling method used is random sampling. The names of the professionals were written in an alphabetical order from which random selection was done, until a particular percentage of the population is reached. A total of 315 questionnaires were distributed out of which 292 were obtained back.
The sample size and population details are given below:

<table>
<thead>
<tr>
<th>Type</th>
<th>No of professionals</th>
<th>No. selected</th>
<th>No. responded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing 1</td>
<td>605</td>
<td>67</td>
<td>65</td>
</tr>
<tr>
<td>Manufacturing 2</td>
<td>132</td>
<td>53</td>
<td>48</td>
</tr>
<tr>
<td>Manufacturing 3</td>
<td>135</td>
<td>55</td>
<td>47</td>
</tr>
<tr>
<td>consultancy 1</td>
<td>120</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td>consultancy 2</td>
<td>80</td>
<td>24</td>
<td>23</td>
</tr>
<tr>
<td>R&amp;D 1</td>
<td>45</td>
<td>41</td>
<td>39</td>
</tr>
<tr>
<td>R&amp;D 2</td>
<td>300</td>
<td>33</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>315</td>
<td>292</td>
<td></td>
</tr>
</tbody>
</table>

Table 3.2

Tool and Method of Data Collection

3.19 The data for the study are mainly from primary source, which is collected through questionnaires. Supporting information was collected through personal discussion.

3.20 A questionnaire containing 110 questions dealing with all variables were given to 20 practitioners and management academicians for an initial selection of items. As a result, a tool comprising 77 questions is evolved. A pilot study was done among 50 professionals belonging to the above professional backgrounds. They were given this questionnaire with 77 items. 39 questionnaires were obtained back with concrete suggestions to improve the questions. An item validation was done based on the endorsement of each item by the respondents. A final tool
comprising 64 questions measuring both dependent and other variables was finalised for the study.

3.21 The concurrent validity of the tool is tested with an accepted tool developed by Prof. Balaji (R=.69, sig=0.000). The tool has been found highly reliable and valid. The responses were measured on a five-point Likert scale format ranging from strongly disagree to strongly agree. The tool used in the study with other available tools is given in Appendix I.

3.22 The following table (table 3.3) shows the split up of questions with respect to each variable.

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. Of questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organisational Commitment</td>
<td>15</td>
</tr>
<tr>
<td>2. Demographic details</td>
<td>6</td>
</tr>
<tr>
<td>3. Organisational Socialisation</td>
<td>12</td>
</tr>
<tr>
<td>4. Organisational satisfaction</td>
<td>3</td>
</tr>
<tr>
<td>5. Value non-congruence</td>
<td>4</td>
</tr>
<tr>
<td>6. Intention to stay</td>
<td>3</td>
</tr>
<tr>
<td>7. Extra-role requirements</td>
<td>4</td>
</tr>
<tr>
<td>8. Social Involvement</td>
<td>3</td>
</tr>
<tr>
<td>9. Compliance to reward</td>
<td>4</td>
</tr>
<tr>
<td>10. Other variables</td>
<td>7</td>
</tr>
</tbody>
</table>

TABLE 3.3
UNIVERSE OF THE STUDY

3.23 The universe of the study comprises the scientists, consultants and managers. Details are given below:

<table>
<thead>
<tr>
<th>Public Sector</th>
<th>Private Sector</th>
<th>Consultancy</th>
<th>R&amp;D</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACT</td>
<td>INDAL</td>
<td>KITCO</td>
<td>NPOL</td>
</tr>
<tr>
<td>TCL</td>
<td>PREMIER TYRES</td>
<td>FEDO</td>
<td>CMFRI</td>
</tr>
<tr>
<td>HIL</td>
<td>TOMCO</td>
<td>CMD</td>
<td></td>
</tr>
<tr>
<td>KEL</td>
<td>GTN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TELK</td>
<td>CARBORANDUM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HOC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TCM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MILMA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OEN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PORT TRUST</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HPC</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ILLUSTRATION 3.2
Data Analysis

3.24 The investigator used SPSS Package to analyse the data. Relevant statistical methods such as t-tests, \( \chi^2 \)-test of association, Correlation analysis, Analysis of variance and step wise multiple regression analysis etc. were used.

Chapterisation

3.24 The report of the study is presented in the following format.

Chapter 1 Introduction
Chapter 2 Review of literature
Chapter 3 Scope and methodology
Chapter 4 Data Presentation and Analysis - Dimensions of Commitment
Chapter 5 Data presentation and Analysis - Mechanisms of Commitment
Chapter 6 Summary of findings, recommendations and conclusion.

Bibliography
Appendix
LIMITATIONS OF THE STUDY

3.25 As a pioneer exploration, which incorporates the process variables of organisational commitment, the study has the following limitations.

1. The study is proceeding on the assumption that organisational commitment is capable of bringing organisational outcomes like decreased absenteeism, increased productivity, efficiency and organisational effectiveness etc. However, due to time constraint the study does not test the relation of organisational commitment with these variables.

2. A second limitation of the study may be the design of it. To understand the different dimensions and aspects of organisational commitment, a comparison of the mechanisms emerged for the committed should have been compared with those of non-committed.

3. Due to time limitation all the organisations in the area were not included and all professional groups were not considered for the sample. The study has confined itself to the definition of professionals working in only three professional /organisational settings.

4. In order to analyse the dimensions and mechanisms of organisational commitment the study confined itself to professionals working in
three different settings only. A study on these, comparing three different professional groups working in the same organisation would have given more meaning to the difference in the levels of commitment exhibited by professionals of different organisation. However, the pilot study done on such a group of professionals did not give any specific hints to go for such a sample from within only of a single organisation. This was also partly due to the non-availability of an organisation with that many of R&D scientists and consultants working in the same organisation.

5. Another limitation may be the statistical methods used. The chi-square analysis using the SPSS package had a deficiency that the cells with less than 5 expected frequency was also available. Therefore, such cells were pooled and then the value of the chi-square were found out. The results however do not differ. This has happened due to the smaller size of the sample. Due to this small size of sample, the multiple analysis of variance to find out the moderating effects of one or more of the personal variables also were not carried out. The same however has not formed a part of this investigation.

However, the concept of commitment was not approached in the study as a construct specific to only one organisation. Rather, the measurements were selected in such a way that the difference in the organisations do not affect the measurement. Commitment has been given a universal concept status like patriotism, love etc. which are dependent but universal concepts, not group specific concepts. Hence the use of the single instrument can give accurate analyses to point out the best and the worst groups with respect to the level of the measured construct.
The data analysis and interpretation part of the investigation is divided into three chapters. The first Chapter- **chapter 4-** deals with the difference in the levels of organisational commitment of various groups of professionals, the significance of such differences and the moderating effects of various personal cum organisational variables. It also describes the significance of the difference in the levels of socialisation experienced by different groups of professionals. The association of the level of organisational commitment and the levels of overall socialisation also is discussed in detail, in this chapter.

**Chapter 5** details various correlates of organisational commitment for different groups of professionals. This part brings out significant correlates of commitment and analyses their combined influence on the level of commitment using multiple regression analysis. The power of each of these correlates in inducing a change in the level of commitment is described by way of regression equations. The organisational experiences that emerge out as significant in predicting the level of organisational commitment are termed as 'MECHANISMS' of commitment. Models based on such mechanisms are discussed with the help of multiple regression analysis.

**Chapter 6** gives the summary of the findings of the study and its theoretical and practical relevance. Comparison of the research findings with the findings of the previous researches are given under discussion. However, references of the works cited are not given in the concerned chapters, as all these references are already listed under list of references in Chapter 2.