ABSTRACT

The present research is an attempt towards making Indian Organizations more effective and helping managers in actualizing their full potential. Managers are the most important assets of the organization as they have to interact with their subordinates, colleagues, top managements, customers and people at large. So, their major portion of time is utilized in working with different kinds of people. Therefore, it can be expected that characteristics of Quality of Work Life, Ego Strength and Job Attitudes have influential roles in determining their Commitment towards the work and the organization as a whole.

Hence, keeping in view the above said notion, the central objective of the present research was to determine the influence of Quality of Work Life, Ego Strength and Job Attitude on Organizational Commitment and its respective dimensions among managers of private and public undertakings, and to determine the significance of difference between managers of private and public undertakings on Quality of Work Life, Ego Strength, Job Attitude and various dimensions of Organizational Commitment.

Quality of Work Life:

The term Quality of Work Life appeared only after Davis (1972) presented a paper in a conference at Arden House, US. Thereafter, the phenomenon of Quality of Work Life attracted the attention of psychologists, managers and supervisors for undertaking it as a philosophy or as an approach in designing the strategy for enhancing employees’ well-being, attachment and involvement with the organization.
Quality of Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution to their respective organization, so they should be treated with greater dignity and full respect (Straw et al., 1984). The elements which are relevant to an individual’s Quality of Work Life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Cunningham et al., 1990).

In fact, Quality of Work Life refers to “overall quality of human experiences in the workplace”, or in other words, it can be said that Quality of Work Life is the degree of excellence in work and working conditions which contribute to overall satisfaction of individual, thereby, enhancing the organizational effectiveness.

Ego-Strength:

Lots of people will rant about ego having no place at work, how it causes more harm than good. Ego is at the root of many workplace issues. From poor communication to failed negotiation, to faulty decision making, ego can lay a dangerous path of destruction. The obnoxious and overbearing behaviour that comes through it can damage creativity, undermine effective problem solving capacity, cause stress, and adversely affect morale of employees. Ego-Strength is the ability of an individual to manage both the id and superego despite the pressures of both that demand to increase pleasure or act within society standards. The Ego-Strength is the balance that Freud emphasized as the key to a healthy personality; one that is both able to seek pleasure successfully but doing so within reason and acceptable time and place.
Job Attitude :

Attitudes are propensities or tendencies to react in a favorable or unfavorable way toward an object. The object could be almost anything in the world around us. Attitudes reflect a person’s likes and dislikes toward other persons, objects, events and activities in their environment. Therefore, it makes sense to study and know about attitude because strong attitudes will very likely affect a person’s behaviour such as attitudes toward supervision, pay, benefits, promotion or anything that might trigger positive or negative reactions. Thus, employee’s satisfaction and attitudes represents one of the key areas for measuring organizational effectiveness.

Job Attitudes can be defined as summary evaluations of psychological objects in the work domain. There are at least three broad categories of Job Attitudes, which have been frequently studied by researchers: task-based attitudes, people-based attitudes, and organization-based attitudes. Tett and Burnett (2003) have suggested that employees interact with three levels of their work environments on a daily basis such as the task level, the social level, and the organizational level.

Organizational Commitment :

The concept of Organizational Commitment has grown in popularity in the literature on industrial and organizational psychology (Cohen, 2003). Employees’ Organizational Commitment refers to the physical as well as behavioural involvement and attachment with the work and organization. According to Kanter (1968) Organizational Commitment can be defined as the willingness of workers to devote energy and loyalty to an organization. In general terms, Organizational Commitment is
“a strong belief in and acceptance of the organization’s goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership” (Porter, Steers, Mowday, & Boulian 1974). Kim et al. (1993) enumerated that Organizational Commitment is the employees’ loyalty to the employer. Venkatachalam (1997) viewed Organizational Commitment as "talking on the organizational identity".

Meyer and Allen (1997) developed a framework of commitment on the basis of three components such as affective, continuance and Normative Commitment. Affective Commitment refers to emotional attachment, identification with and involvement of an employee in the organization; i.e. an employee intrinsically desires to continue in the organization. Continuance Commitment arises out of knowledge about costs associated with leaving the organization; i.e. the employee thinks that it is his or her need to continue working in the organization. Finally, Normative Commitment reflects a feeling of obligation to give back to the organization and an employee high on Normative Commitment would continue because he or she ought to do so.

Since Quality of Work Life plays crucial roles in life of individuals and sustainable development of organizations. Ego-Strength on the hand is needed to survive in this high competitive world of organization. Job Attitudes with its affective, cognitive and conative aspects plays crucial roles in the stay of employees with organizations. Organizational Commitment of employees in different organizations play very significant role in shaping the destiny of the organization and providing safeguard to the career of employees and finally causes organizational effectiveness.
Therefore, Quality of Work Life, Ego-Strength and Job Attitudes can play positive role on Organizational Commitment of the employees in different organizations.

An initial literature review of Quality of Work Life, Ego Strength and Job Attitude identified potential importance in determining their direct or indirect influence on Organizational Commitment among managers in particular and different level employees in general in both private and public undertakings. The review of literature also pointed out that Managers of Private and Public Undertakings in particular and employees of different levels in the organization as a whole differ significantly on the above said variables and their respective dimensions.

**Hypotheses of the Study :**

In the light of available literature related to the present study the following hypotheses were formulated:

H-1 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Affective Commitment among Managers of Private Undertakings.

H-2 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Continuance Commitment among Managers of Private Undertakings.

H-3 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Normative Commitment among Managers of Private Undertakings.

H-4 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Overall Organizational Commitment among Managers of Private Undertakings.

H-5 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Affective Commitment among Managers of Public Undertakings.
H-6 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Continuance Commitment among Managers of Public Undertakings.

H-7 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Normative Commitment among Managers of Public Undertakings.

H-8 : Quality of Work Life, Ego-Strength and Job Attitude will have positive influence on Overall Organizational Commitment among Managers of Public Undertakings.

H-9 : Managerial personnel of private and public undertakings will differ with each other on Quality of Work Life dimensions.

H-10 : Managerial personnel of private and public undertakings will differ with each other on Ego-Strength dimensions.

H-11 : Managerial personnel of private and public undertakings will differ with each other on Job-Attitude dimensions.

H-12 : Managerial personnel of private and public undertakings will differ with each other on Affective Commitment dimension.

H-13 : Managerial personnel of private and public undertakings will differ with each other on Continuance Commitment dimension.

H-14 : Managerial personnel of private and public undertakings will differ with each other on Normative Commitment dimension.

H-15 : Managerial personnel of private and public undertakings will differ with each other on Overall Organizational Commitment dimensions.

Sample and Design of the Study :
The sample of present research consists of a total of (N=300) managers, 150 each from private and public undertakings. All the respondents were randomly selected from different parts of Delhi and its NCR (National Capital Region). The data was collected from following private and public undertakings, Reliance, Airtel, Idea, Kingfisher, Britannia, Ultratech, Hero Honda, DLF, TMT, Maruti Suzuki, CMS, UTI Mutual Fund, Barclays Bank, Ottogon, Religare and MTNL, BSNL, NDPL, BHEL, GAIL, BRT, DDA, LIC, SBI, Allahabad Bank and IDBI Bank etc. The methodology of the study was planned systematically keeping in view its lofty objectives. On the other hand keeping in view the objectives and hypotheses of present research two group designs has been used in this endeavour.

**Variables and Measures :**

The present research investigation incorporates four variables namely Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment. A brief description of the measures/ tools used in this study is presented in the following manner:

**Quality of Work Life Scale :** This scale was developed by Shawkat and Ansari (2001) which assesses numerous dimensions of Quality of Work Life. This scale contains 48 items and rated on 5 point likert type rating scale ranging from strongly disagree to strongly agree with the score 48-240. The reliability and validity of the scale was found to be \( r=.70 \) and \( r=.89 \) respectively.

**Ego-Strength Scale :** Indian adaptation of Barron’s Ego-Strength scale (Hasan, 1974) comprised of 32 items with the two alternative response categories. The reliability and validity of the scale was found to be \( r=.78 \) and \( r=.86 \) respectively.
**Job Attitude Scale**: The Job Attitude scale was developed by Srivastava (1999). This scale comprises 15 true-keyed items. The 14 items of this scale were rated on a four-point rating scale i.e., absolutely true, Almost true, partially true, and False where as the final item i.e. 15 item of this scale was rated on a 5-point scale i.e. Always, Quite often, Sometimes, Seldom, and Never. The reliability of this scale was found to be $r=.79$.

**Organizational Commitment Scale**: The Organizational Commitment scale was developed by Shawkat and Ansari (2001). This scale contains 15 items and rated on a 7 point rating scale ranging from strongly disagree to strongly agree with the score 15-105. The reliability and validity of the scale was found to be $r=.80$ and $r=.76$ respectively.

**Statistical Analysis**: Different types of statistical techniques are available which can be sorted out for statistical treatment, keeping in view the nature and objectives of the research problem. Since, the present endeavor the research is aimed to see the “Influence of Quality of Work Life, Ego-Strength and Job Attitude on Organizational Commitment”. Therefore, Stepwise Multiple Regression Analysis was found to be best suited for analysis of data and obtaining the appropriate results. In the present investigation t-test was also computed to analyze the significance of difference between two groups of sample. Both the statistical techniques were being applied using Software Package for Social Sciences (SPSS).

**Findings of the Study**: The findings of the present research have been divided into two different sections. The first section deals with the influence of Quality of Work Life, Ego-Strength and
Job Attitude on Organizational Commitment of managers of private and public undertakings, while the other section is concerned to examine the significance of difference between managers of private and public undertakings on all the measured variables and their respective dimensions.

The major results/ findings of the present research are as follows:

- Among all the three independent variables, not even single variable has found to have positive influence on effective commitment among Managers of Private Undertakings.

- Among all the three independent variables, only two variables, namely, Job Attitude and Ego-Strength were found to have positive influence on Continuance Commitment among managers of private undertakings.

- Among all the three independent variables, only one variable, namely, Quality of Work Life was found to have positive influence on Normative Commitment and Overall Organizational Commitment among managers of private undertakings.

- Among all the three independent variables, only one variable, namely, Quality of Work Life was found to have positive influence on Affective Commitment, Continuance Commitment, Normative Commitment and Overall Organizational Commitment among managers of public undertakings.

- Managers of private and public undertakings differs significantly on Quality of Work Life as managers of private undertakings were found to have better Quality of Work Life as compared to the managers of public undertakings.
➢ Managers of private and public undertakings differ significantly on Ego-Strength as managers of private undertakings were found to have better Ego-Strength as compared to the managers of public undertakings.

➢ Managers of private and public undertakings differ significantly on Job Attitude as managers of private undertakings were found to have better Job Attitude as compared to the managers of public undertakings.

➢ Managers of private and public undertakings differ significantly on Affective, Continuance and Normative Commitment respectively as managers of private undertakings were found to have better Affective, Continuance and Normative Commitment as compared to the managers of public undertakings.

➢ Managers of private and public undertakings differ significantly on Overall Organizational Commitment as managers of private undertakings were found to have better Overall Organizational Commitment as compared to the managers of public undertakings.