CHAPTER VII

SUMMARY
Organizational commitment and job involvement have recently acquired significance in the repertoire of organizational behaviour theorists, researchers, and human resource management practitioners. Fostering commitment to the organization and involvement in jobs is an issue which would continue to confront existing institutionalized structures.

Although empirical work, aimed at identifying the predictors of organizational commitment as well as job involvement, has found a niche in literature concerning employee linkages to organizations, the present attempt aspired to be unique by being multivariate and by studying these variables in the relevant setting.

Following were the primary aims of the study:

1) To determine the extent to which there is a common factor running through organizational commitment and job involvement.
2) To determine whether organizational commitment and job involvement have common correlates.
3) To study the nature of the relationships of organizational commitment and job involvement with the following variables:
   a) Role Stress,
   b) Protestant Work Ethic,
   c) Organizational Climate, and
   d) Orientation.

Besides these primary aims, some secondary aims were also postulated as stated below:

1) To investigate the relationship of organizational
commitment and job involvement with the following personal and socio demographic variables:

- a) Age,
- b) Level of educational qualifications,
- c) Marital status,
- d) Status of spouse (earning/non-earning),
- e) Residential background (rural/urban), and
- f) Number of dependents.

2) The following few "organization specific" variables were also included in the study and their relationship with organizational commitment and job involvement was also examined:

- a) Tenure with present organization,
- b) Total work experience,
- c) Salary,
- d) Promotions, and
- f) Number of suggestions (given by the employee and accepted by the organization).

**Formulation Of Hypotheses**

The hypotheses for the present study were formulated on the basis of review of available literature and where the empirical evidence was not available, the theoretical framework served as a guideline for the same. The following hypotheses were framed for organizational commitment and job involvement with certain demographic variables.

1) Age is positively related to organizational commitment, the older employees being more committed.
2) Age is positively related to job involvement, the older employees being more involved.
3) Tenure is positively related to organizational commitment, the employees with longer tenure being more committed.
4) Tenure is positively related to job involvement, the employees with longer tenure being more involved.
5) Employees having more dependents are higher on commitment to the organization.
6) Married employees, as compared to unmarried employees, are higher on commitment to the organization.
7) Employees having an earning spouse, as compared to those having a non-earning spouse, are more committed to the organization.
8) Total work experience is positively related to organizational commitment, the employees with longer experience being more committed.
9) Total work experience is positively related to job involvement, the employees with longer experience being more involved.
10) Level of educational qualifications is inversely related to organizational commitment, the more educated employees being less committed.
11) Salary is positively related to organizational commitment.

The present investigation also provided an opportunity to examine the following relationships about which no hypotheses were formulated:
1) Relationship of organizational commitment and job involvement with the number of promotions attained by the respondent.

2) Relationship of organizational commitment and job involvement with the number of suggestions given by the respondent.

3) The relationship between background (rural/urban) and organizational commitment and job involvement of the respondents.

4) Relationship between job involvement and the following variables was also explored:
   a) the respondent's educational qualifications,
   b) the respondent's marital status,
   c) the number of dependents a respondent has,
   d) the tenure of the respondent,
   e) salary drawn by the respondent, and
   f) the status of the respondent's spouse (earning/non-earning).

The relationship of organizational commitment and job involvement was also investigated with role stress, Protestant Work Ethic, organizational climate and orientation. It was hypothesized that:

1) Organizational commitment, job involvement and Protestant Work Ethic are distinct constructs, displaying a positive correlation with each other (the distinctiveness of the constructs is to be tested by subjecting them to factor analysis).
2) Both dimensions of role stress, i.e., role conflict and role ambiguity are negatively related to organizational commitment.

3) Both dimensions of role stress, i.e., role conflict, and role ambiguity, are negatively related to job involvement.

4) Protestant Work Ethic is positively related to organizational commitment.

5) Protestant Work Ethic is positively related to job involvement.

6) The relationship between Protestant Work Ethic and job involvement is stronger as compared to the relationship between Protestant Work Ethic and organizational commitment.

7) The following positive dimensions of organizational climate, viz.,
   a) Status acceptance,
   b) Task oriented climate,
   c) Efficiency,
   d) Involvement,
   e) Favourable working conditions,
   f) Interpersonal relationships, and
   g) Work relationships,
   are positively related to organizational commitment.

8) The following positive dimensions of organizational climate, viz.,
   a) Status acceptance,
   b) Task oriented climate,
   c) Efficiency,
   d) Involvement,
e) Favourable working conditions,
f) Interpersonal relationships, and
g) Work relationships
are positively related to job involvement.
9) The following two negative dimensions of organizational climate viz.,
   a) Authoritarian climate, and
   b) Bureaucratic climate,
are negatively related to organizational commitment.
10) The following two negative dimensions of organizational climate, viz.,
   a) Authoritarian climate, and
   b) Bureaucratic climate
are negatively related to job involvement.
11) Task orientation is positively related to organizational commitment.
12) Task orientation is positively related to job involvement.

Sample

The sample comprised 205 middle level executives of a central public sector undertaking. Middle level executives from all divisions of the organization were included in the sample.

Tests

The following tests were used in the present investigation:
1) Organizational Commitment Questionnaire (Mowday et al., 1979),
2) Job Involvement Questionnaire (Lodahl and Kejner, 1965),
3) Protestant Ethic Scale (Blood, 1969),
4) Role Stress Questionnaire (Rizzo et al., 1970),
5) Organizational Climate Questionnaire (Sinha, 1980),
6) The Orientation Inventory (Bass, 1960).

Administration
The tests were administered to the executives in the organization in small groups.

Scoring
The scoring of all the questionnaires was done in accordance with the instructions available for the same.

Job Involvement Questionnaire was the only instrument used in the present investigation on which a high score was indicative of a low presence of the trait. Hence, all negative correlation coefficients with this questionnaire are to be treated as positive and vice-versa.

The six tests utilized yielded eighteen scores:
1) A single score of organizational commitment.
2) A single score of job involvement.
3) Two scores of Protestant Ethic, i.e., pro work ethic and non work ethic,
4) Two scores of role stress, i.e., role ambiguity and role conflict.
5) Nine scores of organizational climate, i.e., status acceptance, efficiency, involvement, task oriented climate, work relationships, interpersonal relationships, favourable working conditions, authoritarian climate, and bureaucratic climate.

6) Three scores of orientation, i.e., self, task, and interaction orientation.

Statistical Analysis

The data collected was subjected to the following statistical procedures:

1) Analyses of variance was carried out to study the effect of all demographic variables upon organizational commitment and job involvement,

2) Stepwise multiple regression analyses was carried out to reveal the significant predictors of organizational commitment and job involvement, and

3) Factor analyses, with fifteen variables as core variables and three variables as extension variables was done to obtain the factors underlying the variables.

Main Findings

The main findings of analyses of variance were as follows:

1) Age of the employee significantly affects organizational commitment, older employees being more committed. Job involvement is not significantly affected by age.

2) Tenure of the employee significantly affects orga-
tional commitment, employees with longer tenure being more committed. Job involvement is not significantly affected by tenure.

3) The number of promotions an employee has received significantly affects his organizational commitment, but not job involvement.

4) Married employees are significantly higher on both commitment to the organization as well as involvement in their jobs.

5) The number of dependents (an employee has), significantly affects both commitment to the organization as well as involvement in the job.

6) The status of the spouse of the employee (earning/non-earning) fails to significantly affect either his organizational commitment or his job involvement.

7) Total work experience significantly affects the organizational commitment of the employee, employees with longer work experience being more committed. Job involvement fails to be significantly affected by total work experience.

8) Background (rural/urban) significantly affects job involvement of the employee, with urban employees being more involved. Organizational commitment fails to be significantly affected by the background (rural/urban) of the employee.

9) Level of educational qualifications of the employees fails to affect significantly either the organizational commitment or the job involvement.

10) Salary drawn by the employees fails to affect significantly either the organizational commitment or the job
11) The number of suggestions given by the employee and accepted by the organization fails to affect significantly, either the organizational commitment or the job involvement.

It may be said that, with advancing age socio-psychological and structural variables interact to foster organizational commitment. However, they do not affect job involvement. For the present sample, a transition in the nature of the jobs leading to a predominance of administrative work could be the reason for these findings.

Tenure, like age captures the essence of investments overtime and shows effects similar to those of age. The same may be said for the variable of total work experience.

Since promotions are also time bound, the effects they show on the respondent's commitment and involvement are similar to other chronologically assessed variables.

The responsibility initiated by marriage, strengthened by the dependents makes alternative employment less feasible and probably forces the respondent to become involved in the job.

The earning status of the spouse failed to reveal significant effects, probably because these relationships are mediated by other variables.

Although urbanites were more involved in their jobs than managers from rural background, however, there can be no generalizations till a clearer operationalization of the variable is offered.
Educational qualifications do not affect commitment or involvement. This could be because for more than half of the sample these would not be relevant for alternative job seeking. As job content varies with tenure, education may not be fruitfully be related to performance on the job.

The role played by salary in the present sample could be akin to a hygiene factor rather than a motivator.

Suggestions given by the respondents failed to show an effect on commitment and involvement possibly because of inadequate operationalization of the variable.

The correlations calculated between organizational commitment and job involvement reveal that:
1) Organizational commitment and job involvement have a significant positive relationship with each other.
2) Pro work ethic has a significant positive relationship with organizational commitment and job involvement.
3) The relationship between job involvement and Protestant Work Ethic was, however, not stronger than the relationship between organizational commitment and Protestant Work Ethic.
4) Non work ethic failed to have a significant relationship with organizational commitment and job involvement.
5) Role conflict has a significant negative relationship with organizational commitment. The relationship between job involvement and role conflict, however, failed to emerge significant.
6) Role ambiguity has a significant negative relationship with organizational commitment and job involvement.
7) The positive dimensions of organizational climate,
i.e., status acceptance, efficiency, involvement, favourable working conditions, inter-personal relationships, work relationships, and task oriented climate have a significant positive relationship with organizational commitment and job involvement.

8) The negative dimensions of organizational climate, i.e., authoritarian and bureaucratic climate, have a significant relationship with organizational commitment, but failed to have a significant relationship with job involvement.

Role ambiguity has a negative impact on both commitment to the organization and involvement in the job. This is so: role ambiguity prohibits the creation of a clear arena for the employee and violates the principle of unity of command.

Role conflict has a negative impact upon organizational commitment but not job involvement. The employee probably places the responsibility of role conflict upon the organization and manages to remain involved in the job regardless.

Commitment to the organization and involvement in the job both have common anchors with pro work ethic. This explains the positive relationships among these variables.

However, the relationship between job involvement and pro work ethic was not stronger than the relationship between the latter and organizational commitment. Among other reasons, a successful resocialization of the employee by the organization could be said to account for this.

Both commitment and involvement are fostered in an
organization which emphasized positive dimensions in its environment. This occurs because of an ease and smoothness in identifying with the goals of the organization and an ability to put the best foot forward in such a climate.

The negative dimensions of organizational commitment affect commitment to the organization but not involvement probably because the job can be partially insulated from the environment.

Task oriented employees are committed to the organization and involved in their job because, their orientation predisposes them to emphasize the task and its relevance to the organization.

The stepwise multiple regression analysis revealed significant predictors of organizational commitment and job involvement.

For organizational commitment, significant variance (36.14%) was explained by four variables. These were:
1) Efficiency perceived as a dimension of the organizational climate,
2) Lower role conflict,
3) Job involvement,
4) Pro work ethic.

For job involvement, significant variance (34.12%) was explained by five variables. These were:
1) Status acceptance perceived as a dimension of the organizational climate
2) Organizational commitment.
3) Pro work ethic,
4) Involvement, and
5) Lower role conflict.

The comparison of the predictors of organizational commitment and job involvement reveals that:

1) For both variables, it was the different dimensions of organizational climate which emerged to be the most significant predictors.

2) Organizational commitment and job involvement were significant reciprocal predictors for each other. However, neither of the two emerged as most significant predictors of each other. Hence, even though there is a modest overlap which would be expected between the two variables since they are both tapping job attitudes, yet, they are distinct enough to be treated and accepted as separate constructs.

3) Lower role conflict was a significant predictor for both organizational commitment and job involvement, however, for the former it was a direct predictor and for the latter it acted as suppressor variable.

The factor analysis with fifteen variables as core variables and three variables as extension variables yielded four factors, i.e.,

1) Conducive organizational climate.
2) Formal/bureaucratic climate.
3) Pro work ethic, and
4) Non work ethic.

Factor I was a factor of conducive organizational climate which reveals the importance of positive dimensions
of organizational climate. The presence of role ambiguity was negatively associated with this factor. Significant portions of variance in both organizational commitment and job involvement were explained by this factor.

Factor II was a factor of formal/bureaucratic climate. Negative dimensions of organizational climate and a presence of role conflict were associated with this factor. This factor contributed significant portion of variance in organizational commitment but not job involvement. Work relationships were not perceived to be favourable on this climate dimension.

Factor III was a factor of pro work ethic. The presence of role conflict and role ambiguity were negatively associated with this factor. This factor contributed significant portions of variance to both organizational commitment and job involvement. The perception of organizational climate as emphasizing efficiency was also positively associated with this factor.

Factor IV was a factor of non work ethic. The presence of low job involvement was positively associated with this factor. This factor contributed a significant portion of variance to job involvement. Organizational commitment was structurally independent of this factor.

Significant portions of variance in organizational commitment were predicted by factors I, II, and III. Factor IV failed to make a significant contribution to this.

Significant portions of variance in job involvement were contributed by factor I, II, and IV. Factor III failed
to make a significant contribution to this.

Hence, factor I and II are common for commitment and involvement. Factor III and IV, however, contribute differentially.

Conclusions

Finally, it may be stated that the entire statistical analyses revealed the following facts:

a) Organizational commitment and job involvement are distinct constructs. They have different sets of predictors, although, some of them may be common.

Organizational commitment can be explained more meaningfully by an assessment of:

i) most demographic variables (age, tenure, number of promotions received, number of dependents, marital status, status of the spouse (earning/non-earning), and total work experience),

ii) all dimensions of the perceived climate of the organization used in the present study (status acceptance, task oriented climate, efficiency, favourable working conditions, favourable work relationships, involvement, favourable interpersonal relations as positive dimensions, and authoritarian and bureaucratic climates as negative dimensions),

iii) role stress (role ambiguity and role conflict),

iv) pro work ethic, and

v) task orientation,
Job involvement, on the other hand, can be meaningfully explained by the assessment of:

i) certain demographic variables (marital status, number of dependents, and rural/urban background),

ii) only the positive dimensions of perceived climate of the organization as utilized in the present study, (status acceptance, task oriented climate, efficiency, favourable working conditions, favourable work relationships, involvement, and favourable inter-personal relations),

iii) role ambiguity,

iv) pro work ethic, and

v) task orientation.

b) Organizational commitment, job involvement and Protestant Work Ethic have a separate factor structure. They do, however, possess a modest overlap.

c) Pro work ethic and non work ethic are separate constructs, the latter is associated with low job involvement and is structurally independent of organizational commitment.

d) Protestant Work Ethic explained greater variance in organizational commitment then job involvement.

Implications

The important implications of this study are in terms of:

1) The salience of organizational factor in nurturing both organizational commitment and job involvement.
2) The importance of providing conflict free and clear organizational and job roles.

3) The failure of chronologically assessed variables to affect involvement in the job while being significant in predicting organizational commitment.

4) The limitations of monetary benefits to foster either organizational commitment or job involvement.

5) The necessity for creating an environment where there are opportunities for advancement.

6) The value of effective resocialization of the employee by the organization to reinforce the work ethic.

**Limitations**

1) The study suffered from the limitation brought upon by using solely self report measures which are not always the best indicators of a phenomenon.

2) The findings are from one sample at a single point of time.

3) Some variables could not be operationalized clearly.

**Suggestions**

1) An effective reconceptualization of some variables.

2) Replications across other sample by including a validation against objective criterion and measures of social desirability.