

# ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS

Luxmi\*

## **Abstract**

*This study was designed to compare organizational commitment of the employees in public and private sector organizations in food processing industry, to make out the association between subscales of organizational commitment, to compare these dimensions of organizational commitment vis-a-vis different psycho-demographic factors of the employees and to investigate the relationship between organizational commitment and organizational effectiveness. The scope of the study was public and private sector organizations belonging to Punjab and Haryana in food processing industry. The sample comprised 196 respondents drawn from three public Sector organizations, and six private sector organizations. Comparisons made on the basis of hierarchical levels and other psycho-demographic factors make the study comprehensive. The results revealed a very significant and positive correlation between three subscales of organizational commitment and clearly support the idea that aggregated organizational commitment is related to organizational effectiveness indicators.*

## **INTRODUCTION**

In the era of globalization, organisation of market economies face strong pressures to be efficient and also to produce value added outputs. The goal of efficiency and competitiveness can be attained if organizations possess the right people with the right attitudes and skills. That is why organizations, across the business landscape, are being seen battling out for workforce share in a way they battle for market share.

Organisations have realized that their survival largely depends upon their ability to attract, motivate, and retain the key talent needed. While the factors such as capital, equipment, and other resources are important for organizational success; the human factor appears to be the most important one since it is the people who have to use all other resources. Without the productive efforts and full-hearted engagement of workers, the material and other resources of the organisation would be of no use. Not even the latest technologies would be able to produce the targeted results. Committed workforce is a 'hallmark' of a successful organisation. Committed or dedicated employees are expected to be more productive and work with focus on quality to increase customer satisfaction and the profitability of their organisation. In other words, committed employees are the salient resources and the foundations of any organisation.

---

*\*Faculty Member, University Business School, Punjab University, Chandigarh. E-mail: luxmimalodia@yahoo.com*

## ORGANISATIONAL COMMITMENT

Organizational Commitment or Member Identity is a value laden behaviorally anchored cultural variable of organisational environment. It is an attitudinal or emotive dimension of work motivation, manifesting itself in members' behaviour.

Organizational Commitment is a widely studied with other vital organisational factors predicting the success of an organization in. Before getting into its nitty-gritty's, a more simple and comprehensive definition of Organisational Commitment certainly needs to be mentioned.

Hall et al. (1970) define organizational commitment as the "process by which the goals of the organizations and those of the individual become increasingly integrated and congruent". Buchanan (1974) concluded that an acceptable definition of organizational commitment was still lacking. A more basic problem appears to be that there are at least two distinct approaches to define commitment, the psychological approach and the exchange approach. In an example of the psychological approach, Sheldon (1971) defines organizational commitment as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations. Kanter (1968) and Buchanan (1974) also emphasize the affective attachment of the individual to the organization. A common deficiency in this approach is that commitment is treated as discrete from complementary work attitudes without specifying the nature or direction of links with these other orientations (e.g., loyalty, job involvement, motivation et cetera).

The exchange approach is exemplified by Becker (1960) who advanced the notion of "side-bets" as influences that produce a willingness to remain attached to the object of the commitment. Becker argued that commitments come into being "when a person, by making a side-bet, links extraneous interests with a consistent line of activity". When side-bets are made to an organisation (e.g., pension plans or other accrued investments), the individual perceives associated benefits as positive elements in an exchange and, being reluctant to lose these benefits, is more likely to stay with that organisation. The individual thus become organizationally committed. Porter et al. (1974), define organizational commitment as "the strength of an individual's identification with and involvement in a particular organization". Salancik (1977) defines organizational commitment as "a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement". Salancik proposed two approaches-prospective and retrospective. In prospective view, commitment is conceived as an individual's psychological bond to the organisation/social system, as reflected in his involvement with, loyalty for and belief in the values of the organisation. In retrospective view, commitment results as an individual becomes bound to the behavioral acts that are chosen voluntarily (Raju and Srivastava, 1986).

Meyer and Allen (1991) held that organizational commitment is a multidimensional construct comprising three components: affective, continuance and normative. Affective commitment has been defined as an employee's emotional

attachment to, identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Continuance commitment on the other hand has to do with one's awareness of the costs associated with leaving the present organization. Employees whose commitment is in the nature of continuance will remain in the organization because they have to. Normative commitment has to do with feeling of obligations to the organization based on one's personal norms and values. Employees whose commitment to the organization is said to be of the normative type remains in the organization simply because they believe they ought to.

## **ORGANISATIONAL EFFECTIVENESS**

The success of an organization is often said to be measured in terms of its effectiveness. Effectiveness refers mainly to goal-fulfillment. Campbell (1974) holds that the global question about whether an organization is 'Effective' or 'Ineffective' is virtually useless.

Effectiveness is not one thing. An organization can be effective or ineffective on a number of different facets that may be relatively independent of one another. Interest in organizational effectiveness, is of course, not a recent phenomenon. Since Adam Smith, society has tried to organize human activity to yield the highest output. In one view an organization is seen as a rational set of arrangements oriented towards achieving certain goals. From this position effectiveness can be defined in terms of goal attainment. Others take an open system view of organization and define effectiveness as the degree to which an organization can preserve the integration of its parts. In this view the organization's adaptations and survival became a measure of organizational effectiveness. Penning and Goodman (1977) opine that organizations are effective to the extent that relevant constraints can be satisfied and organizational results made to approximate or exceed a set of referents from multiple goals.

Etzioni (1964) defines organizational effectiveness as "the degree to which an organization realizes its goals". Cyert and March, 1965; Gross, 1979; Rhenman, 1967; Warner, 1967; Warriner, 1965 define effectiveness in terms of degree of goal achievement typically equated with "goals", "objectives", "purpose", "mission", "aims" and "task". Workers' cohesion, quality, innovativeness, adaptability, ability to transact with environment, productivity, efficiency, profit generation, goal realization, resource procurement, information management and communication – all attributes that can be viewed as means either to increase the efficiency of the productive process or of gaining access to greater or more valued resources - have been noted as aspects of organizational effectiveness.

To date, researchers have proposed a variety of specific dimensions of organizational effectiveness. Dixit (1987) provided a multidimensional scale of organizational effectiveness. The scale consists of 8 dimensions that make up the organizational effectiveness construct. The 8 dimensions are – flexibility, acquisition of resources/growth, planning, productivity, availability of information /

communication, stability, cohesive workforce, and satisfied workforce.

## **ORGANISATIONAL COMMITMENT AND ORGANISATIONAL EFFECTIVENESS**

Organizational Commitment was found to be a very important organizational variable defining the success of an organization in many ways (being associated with major organizational variables). Organizational commitment was found to be associated with organizational adaptability, turnover, and tardiness rate (Angle et al. 1981; Thanswor *et al.* 2004 and Chaitanya et al. 2001). Jauch et al., (1978) found in their research, that the researchers with the strongest professional commitment had higher research productivity. A strong body of theoretical research suggesting a negative relationship specifically between higher commitment levels and lower turnover Intentions is well established (Boshoff et al., 2002; Chen et al., 1998; Cohen, 1998; Cohen, 1993; Firth et al., 2004; Meyer et al., 2002; Iverson, 1999; Mowday et al., 1982; Rosin and Korabik, 1995; Schwepker, 2001; Vallabh and Donald, 2001; Williams and Hazer, 1986).

Studies have also been conducted to find the association between the three subscales i.e.: Normative, Affective and Continuance components of Organisational Commitment. According to Meyer and Allen, these components of commitment are not mutually exclusive: an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. Diesh (1997) has found certain aspects of organizational climate to be significantly related to organizational structure. These emerged as important predictors of organizational commitment in her study which focused on public sector managers. Purang (2008) observed that the positive perception of HRD climate predicts a better Commitment level.

Katz (1964) identified three categories of employee's behavior essential for organizational effectiveness. According to Katz (1964), individuals must first be induced to enter and remain with an organization; as employees, they must carry out specific role requirements in a dependable fashion; and they must engage in innovative and spontaneous activity that goes beyond role prescriptions. Hendrix and McNichols (1984) found that organizational effectiveness can be improved if a group processing styles in a structured autonomy situation is created.

The relationship between age and organisational commitment has been studied by (Steers, 1977; Stevens *et al.* 1978; Morris and Sherman, 1981; DeCotis and Summers, 1987; Balaji, 1986; Steers, 1977; Alvi and Ahmed, 1987; Diesh, 1997; Cohen, 1993; Pattanayak, 1993; Mannheim, 1975). Age is usually found to be positively related to commitment. Similarly, in a meta-analytic review, Mathieu and Zajac (1990) found a positively significant correlation between age and positive mean correlation of 0.36 ( $p < 0.05$ ) between age and organisational commitment. Bhagat *et al.* (1981) found that other variables such as age, education and need for achievement which were the antecedents of organisational commitment in earlier

empirical studies, failed to predict commitment in the heterogeneous sample of working women. Kassahun (2005) found that employee age came out as the most important predictors of the organisational commitment.

Another personal variable closely related to age is tenure. Stevens *et al.* (1978) indicated that certain role factors such as tenure are strong influences on commitment. Some studies (Cohen, 1993; Balaji, 1986) found that organisational commitment was directly associated with length of service in organization. Particularly, Cohen (1993) reported that the correlation and commitment was greater among the more senior employees (i.e. those with more than nine years of experience). In another slightly different study, Meyer and Allen (1993) reported that analysis of organizational tenure generally showed a mild curvilinear relationship whereby middle-tenure employees possessed less measured commitment than new or senior level (by age) employees. In their subsequent analysis, Meyer and Allen, (1997) observed that it is possible that employees need to acquire a certain amount of experience with an organisation to become strongly attached to it, or that long-service employees retrospectively develop affective attachment to their organisation.

Job tenure, another age-related variable, is also found to be positively related to commitment (Sheldon, 1971; Alutto *et al.* 1973; Farrell and Rustbelt, 1981; Alvi and Ahmed, 1987). On the other hand, level of education is found to be negatively related to commitment by some researchers (Steers, 1977; Morris and Sherman, 1981; Glisson and Durick, 1988). Gupta and Khandelwal (1988) have found a significant and positive relationship between role efficacy and organizational identification. Singh and Das (1994) concluded that the Organisational Culture influences level of Commitment significantly.

## METHODOLOGY

### Present study

The above mentioned and other similar studies made the plot for the present study. The authors attempt to study organisational commitment and organizational effectiveness in two strata of culturally diverse organisations. In all, nine organisations belonging to Punjab and Haryana region were studied comprising three Public sector organisations and six Private Sector organizations in Food Processing Industry. Description of the organisations is as follows:

#### *Exhibit 1: (Targeted Organizations)*

<b>Public Sector Organisations</b>	Hafed, Panchkula (Haryana)
	Vita, Ambala (Haryana)
	Markfed, Patiala (Punjab)
<b>Private Sector Organisations</b>	Private Sector OrganisationsLT Overseas Pvt. Ltd.; Jind (Haryana)
	Bonn Nutrients Pvt. Ltd., Ludhiana (Punjab)
	Milk Plant, Jind (Haryana)
	Pepsi Food Pvt. Ltd., Patiala (Punjab)
	Alchemist, Kurali (Punjab)
	Nestle, Moga (Punjab)

## Objectives

The paper studies organizational commitment and organisational effectiveness in food processing industry (Both Public and Private Sector organizations). The main objectives of the study are as follows:

- To compare the level of organizational commitment in public and private sector organizations of food processing industry.
- To compare the level of organizational commitment of employees among different hierarchical levels in food processing industry.
- To study organizational commitment vis-a-vis psycho-demographic factors i.e. marital status, qualification, hierarchy, age, gender and total work experience in food processing industry.
- To find the correlation between the three subscales- affective commitment, normative commitment and continuance commitment in food processing industry.
- To find the correlation between organizational commitment and organizational effectiveness in food processing industry.
- To find the impact of organizational commitment on organizational effectiveness in food processing industry.

## Hypotheses

- H<sub>1a</sub>** There is a significant difference in the level of organizational commitment in public and private sector organizations in food processing industry.
- H<sub>2a</sub>** There is a significant difference in the level of organizational commitment at different hierarchical levels in food processing industry.
- H<sub>3a</sub>** There is significant difference in the level of organizational commitment vis-a-vis psycho-demographic factors i.e. marital status, qualification, hierarchy, age, gender, and total work experience.
- H<sub>3.1a</sub>** There is a significant difference in the level of organizational commitment for male and female employees in food processing industry.
- H<sub>3.2a</sub>** There is a significant difference in the level of organizational commitment for married and single employees in food processing industry.
- H<sub>3.3a</sub>** There is a significant difference in the level of organizational commitment for the employees possessing different educational levels in food processing industry.
- H<sub>3.4a</sub>** There is a significant correlation between organizational commitment and the age of the employees.
- H<sub>3.5a</sub>** There is a significant correlation between organizational commitment and total work experience of the employees in food processing industry.

- H<sub>4a</sub>.** There is significant correlation among the sub-scales of organizational commitment in food processing industry.
- H<sub>5a</sub>.** There is a significant correlation between organizational commitment and organizational effectiveness in food processing industry.
- H<sub>6a</sub>.** Organizational effectiveness is positively and significantly predicted by organizational commitment of employees in food processing industry.

### Research Design

The study is descriptive and empirical in nature. Three organizations were chosen from public sector and six from the private sector of food processing industry using systematic random sample. Then a sample of managers, supervisors and workers was chosen from a sample frame of nine companies using stratified random sampling. managers, supervisors and workers were taken in the ratio of 1:2:3, based on availability and feasibility of the study. Out of a total of 196 respondents:

- 80 respondents belong to Public Sector and 116 from Private sector in the Food Processing Industry.
- 29 are managers, 76 are supervisors and 91 are workers.
- 171 are males and 25 are females.
- 164 are married and 32 are unmarried.
- 90 have professional qualifications and 106 have no professional qualifications.

The other demographics are mentioned in Exhibit 2.

#### ***Exhibit 2: Descriptive Statistics of Age Category (AGECATE) and Total Work Experience (TWE CATE)***

	N	Minimum	Maximum	Mean	Std. Deviation
AGE	196	22	68	39.52	11.560
TWE	196	1	42	16.35	11.629
Valid N (List wise)	196				

### Data Collection

Primary data was collected through preliminary interviews and questionnaires. Instrument Organisational Commitment questionnaire (Allen and Mayer, 1991) is used to undertake the study. The scale is multidimensional, suggesting three subscales i.e.; Normative (9 items), Affective (11 items) and Continuance Commitment (6 items). The Cronbach alpha coefficient of the scale was found to be 0.85. The second part of the questionnaire (Dr. N. Dixit) focused on Organizational Effectiveness, and included (24) statements covering eight effectiveness measures

i.e. Flexibility, Acquisition of resources, Planning, Productivity and efficiency, Communication, Stability, Cohesive work force and Satisfied work force. The Cronbach Alpha coefficients for all effectiveness measures were found to be 0.9339. The questionnaire also sought demographic information of respondent's i.e. age, education, marital status, hierarchical level, experience in present organization, experience in present position & total work experience.

## DATA ANALYSIS

The data was analyzed using SPSS. Necessary tables encompassing SPSS output are included in the paper at the appropriate places. The Confidence Level of 0.05 is assumed for the study.

### RESULTS OF INDEPENDENT SAMPLE T-TEST (COMPARISON VIS-À-VIS PUBLIC AND PRIVATE SECTOR ORGANISATIONS)

The results are presented in Table 1 below.

*Table 1: Independent Sample t-test*

DIMENSIONS		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	Equal variances assumed	12.186	.001	-.191	194	.849
	EVNA			-.203	193.914	.839
CONTINUANCE COMMITMENT	Equal variances assumed	1.974	.162	2.721	194	.007
	EVNA			2.764	178.894	.006
NORMATIVE COMMITMENT	Equal variances assumed	.241	.624	-.563	194	.574
	EVNA			-.562	169.268	.575

In all the cases, we cannot assume equal variances for public and private sector organisations as p- value of the F-test in the case of affective commitment comes out to be less than 0.05. But the results of Independent Sample t-test suggested no difference in the level of affective and normative commitment for the employees of public and private sector organisations, getting p-value more than 0.05. Therefore the null hypothesis ( $H_{1a}$ ) i.e. there is no significant difference in the level of normative and affective commitment of the employees in public and private sector organisations in food processing industry is not rejected or may be accepted. However there is significant difference in continuance commitment, getting p-value less than 0.05. Therefore the null hypothesis ( $H_{1c}$ ) i.e. there is no significant difference in the level of continuance commitment of the employees in public and private sector organisations in food processing industry is rejected.



**RESULTS OF ANOVA (HIERARCHY-WISE COMPARISON)**

The results are presented in Table 2 below.

**Table 2: ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
AFFECTIVE COMMITMENT	Between Groups	65.357	2	32.678	1.270	.283
	Within Groups	4965.031	193	25.726		
	Total	5030.388	195			
AFFECTIVE COMMITMENT	Between Groups	28.609	2	14.305	1.313	.271
	Within Groups	2102.656	193	10.895		
	Total	2131.265	195			
AFFECTIVE COMMITMENT	Between Groups	11.246	2	5.623	.462	.631
	Within Groups	2351.136	193	12.182		
	Total	2362.383	195			

The results of one-way ANOVA (table 2) suggested no difference in the level of affective, continuance and normative commitment among different hierarchical levels (managers, supervisors and workers), getting p-value more than 0.05. Therefore the null hypothesis (H2a) that there is no significant difference in the level of normative, affective and continuance commitment at different hierarchical levels, is not rejected or may be accepted.

**RESULTS OF INDEPENDENT SAMPLE T-TEST (COMPARISON VIS-À-VIS GENDER)**

The results are presented in Table 3 below.

**Table 3: Independent Samples t-test**

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	Equal variances assumed	.958	.329	.340	194	.734
	EVNA			.380	34.175	.706
CONTINUANCE COMMITMENT	Equal variances assumed	3.944	.048	-.746	194	.457
	EVNA			-1.059	45.124	.295
NORMATIVE COMMITMENT	Equal variances assumed	.370	.544	.743	194	.458
	EVNA			.789	32.805	.436

In all the cases, we cannot assume equal variances for male and female sample as p- value of the F-test in the case of continuance commitment comes out to be less than 0.05. But the results of Independent Sample t-test suggested no difference in the level of affective, continuance and normative commitment for male and female employees, getting p-value more than 0.05. Therefore the null hypothesis ( $H_{3,1a}$ ) that there is no significant difference in the level of normative, affective and continuance commitment for male and female employees is not rejected or may be accepted.

#### RESULTS OF INDEPENDENT SAMPLE T-TEST (COMPARISON VIS-À-VIS MARITAL STATUS)

The results are presented in Table 4 below.

**Table 4: Independent Sample t- test.**

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	df	Sig. (2-tailed)
AFFECTIVE COMMITMENT	EVA	15.799	0.000	-.536	194	0.592
	EVNA			-.431	37.520	0.669
CONTINUANCE COMMITMENT	EVA	0.080	0.777	1.173	194	0.242
	EVNA			1.172	43.925	0.248
NORMATIVE COMMITMENT	EVA	0.589	0.444	-1.492	194	0.137
	EVNA			-1.403	41.676	0.168

In all the cases, we cannot assume equal variances for married and single employees as p- value of the F-test in the case of affective commitment comes out to be less than 0.05. The results of Independent Sample t-test suggested no difference in the level of affective, continuance and normative commitment for married and single employees, getting p-value more than 0.05. Therefore the null hypothesis ( $H_{3,2a}$ ) that there is no significant difference in the level of normative, affective and continuance commitment for married and single employees is not rejected or may be accepted.

#### RESULTS OF ANOVA (EDUCATION-WISE COMPARISON)

The results are presented in Table 5 below.

**Table 5: ANOVA (Education-Wise Comparison)**

**Table 5: ANOVA (Education-Wise Comparison)**

		Sum of Squares	df	Mean Square	F	Sig.
AFFECTIVE COMMITMENT	Between Groups	39.558	3	13.186	.507	.678
	Within Groups	4990.830	192	25.994		
	Total	5030.388	195			
AFFECTIVE COMMITMENT	Between Groups	117.425	3	39.142	3.732	0.012
	Within Groups	2013.840	192	10.489		
	Total	2131.265	195			
AFFECTIVE COMMITMENT	Between Groups	18.348	3	6.116	.501	0.682
	Within Groups	2344.035	192	12.209		
	Total	2362.383	195			

The results of one-way ANOVA suggested no significant difference in the level of affective and normative commitment among different educational level getting p-value more than 0.05 but suggested a difference in the level of continuance commitment among different educational level. Therefore the null hypothesis ( $H_{3.3a}$ ) that there is no significant difference in the level of normative and affective commitment for the employees possessing different experience levels is not rejected or may be accepted. But the null hypothesis  $H_{3.3a}$  that there is no significant difference in the level of continuance commitment for the employees possessing different educational level is rejected.

#### RESULTS OF KARL PEARSON'S CORRELATION

The results are presented in **Table 6** below.

**Table 6: Correlations**

		Normative Commitment	Affective Commitment	Continuance Commitment	Age	Total Work Experience
AFFECTIVE COMMITMENT	Pearson Correlation	1.000	.456**	.421**	.028	.054
	Sig. (2-tailed)		.000	.000	.697	.455
	N	196.000	196	196	196	196
CONTINUANCE COMMITMENT	Pearson Correlation	.456**	1.000	.380**	.052	.088
	Sig. (2-tailed)	.000		.000	.467	.222
	N	196	196.000	196	196	196

		Normative Commitment	Affective Commitment	Continuance Commitment	Age	Total Work Experience
NORMATIVE COMMITMENT	Pearson Correlation	.421**	.380**	1.000	.007	-.016
	Sig. (2-tailed)	.000	.000		.921	.824
	N	196	196	196.000	196	196
AGE	Pearson Correlation	.028	.052	.007	1.000	.920**
	Sig. (2-tailed)	.697	.467	.921		.000
	N	196	196	196	196.000	196
TWE	Pearson Correlation	.054	.088	-.016	.920**	1.000
	Sig. (2-tailed)	.455	.222	.824	.000	
	N	196	196	196	196	196.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### **RESULTS OF KARL PEARSON'S CORRELATION (CORRELATION OF COMMITMENT WITH AGE):**

The results of Karl Pearson's Correlation (Table 6) suggested that there is no correlation between age of the employees and level of normative commitment, affective commitment and continuance commitment. Therefore the null hypotheses ( $H_{3,4a}$ ), that there is no significant correlation in normative, affective and continuance commitment with age of the employees is not rejected or may be accepted.

#### **RESULTS OF KARL PEARSON'S CORRELATION (CORRELATION OF COMMITMENT WITH TOTAL WORK EXPERIENCE):**

The results of Karl Pearson's Correlation (Table 6) suggested that there is no correlation between the total work experience of the employees and level of normative commitment, affective commitment and continuance commitment. Therefore the null hypotheses ( $H_{3,5a}$ ), that there is no significant correlation between normative, affective and continuance commitment and total work experience of the employees is not rejected or may be accepted.

#### **RESULTS OF KARL PEARSON'S CORRELATION (CORRELATION BETWEEN SUB-SCALES OF COMMITMENT):**

The results of Karl Pearson's Correlation (Table 6) suggested that there is a very significant ( $p < 0.01$ ) correlation between normative and affective commitment ( $r = 0.380$ ,  $p = 0.000$ ), and between Affective and Continuance Commitment ( $r = 0.421$ ,  $p = 0.000$ ). A still positive correlation is found between continuance and normative commitment ( $r = 0.456$ ,  $p = 0.000$ ) significant at 5% level of significance. Therefore the null hypotheses ( $H_{4a}$ ), that there is no significant correlation between normative, affective and continuance commitment is not rejected or may be accepted.

**RESULTS OF KARL PEARSON'S CORRELATION (CORRELATION BETWEEN ORGANISATIONAL COMMITMENT AND ORGANISATIONAL EFFECTIVENESS):**

The results are presented in Table 7 below.

**Table 7: Correlations**

DIMENSIONS		AFFECTIVE COMMIT -MENT	AFFECTIVE COMMIT -MENT	AFFECTIVE COMMIT -MENT	ORGANISA -TIONAL EFFECTIVE -NESS
AFFECTIVE COMMITMENT	Pearson Correlation	1	.415(**)	.469(**)	
	Sig. (2-tailed)		.000	.000	.000
	N	240	240	240	240
CONTINUANCE COMMITMENT	Pearson Correlation	.415(**)	1	.393(**)	.358(**)
	Sig. (2-tailed)	.000		.000	.000
	N	240	240	240	240
NORMATIVE COMMITMENT	Pearson Correlation	.469(**)	.393(**)	1	.354(**)
	Sig. (2-tailed)	.000	.000		.000
	N	240	240	240	240
ORGANISA -TIONAL EFFECTIVENESS	Pearson Correlation	.475(**)	.358(**)	.354(**)	1
	Sig. (2-tailed)	.000	.000	.000	
	N	240	240	240	240

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results of Karl Pearson's Correlation (Table 7) suggested that all the three organisational commitment dimensions (Affective, Normative and Continuance Commitment) were significantly and positively correlated with organization effectiveness ( $r = 0.475$ ,  $r = 0.354$  and  $r = 0.358$  respectively). Therefore the null hypothesis ( $H_{0a}$ ) that there is significant correlation between organizational commitment and organizational effectiveness is not rejected or may be accepted.

**RESULTS OF SIMPLE LINEAR REGRESSION TEST (CAUSAL RELATIONSHIP BETWEEN ORGANISATIONAL COMMITMENT AND ORGANISATIONAL EFFECTIVENESS)**

The results are presented in Table 8, 9 & 10 below.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504(a)	.254	.251	.54453

a Predictors: (Constant), OC

**Table 9: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.982	1	23.982	80.882	.000(a)
	Residual	70.570	238	.297	.254	.254
	Total	94.552	239	.254	.254	.254

a Predictors: (Constant), OC

b Dependent Variable: OE

**Table 10: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.603	.356		1.691	.092
	OC	.889	.099	.504	8.993	.000

a Dependent Variable: OE

The result of Simple Linear Regression test suggests that organizational Commitment is a significant predictor (Result of ANOVA in Table 9, with p-value=.000) of organizational effectiveness with  $R=.504$  (Table 8), slope of regression line=.889 and intercept=0.603 (Table 10), therefore the null hypothesis ( $H_{0a}$ ) is rejected.

## FINDINGS AND CONCLUSIONS

- No significant difference was found in the level of Normative, Affective and continuance commitment for the employees Public and Private sector employees in Food Processing Industry.
- No significant difference was found in the level of Normative, Affective and Continuance Commitment at different hierarchical positions (managers, supervisors and workers).
- No significant difference was found in the level of Normative, Affective and Continuance Commitment for male and female employees in the food processing industry.
- No significant difference was found in the level of Normative, Affective and Continuance Commitment for married and married/single employees in the food processing industry.
- No significant difference was found in the level of Normative, Affective and Continuance Commitment for the employees possessing different educational levels (Matriculate, Intermediate, Graduation, Post Graduation). These results don't support the results of Glisson and Charles (1988) and Bhagat *et al.* (1981).
- No significant correlation was found between Normative, Affective and Continuance Commitment, and Age of the employees. These results don't support the results of Bhagat *et al.* (1981) and Kassahun (2005).
- No significant correlation was found between Normative, Affective and Continuance Commitment, and Total Work Experience of the employees in the food processing industry.
- A very significant correlation is found between Normative and Affective

Commitment, and Affective and Continuance Commitment. A positive correlation was found between Affective and Continuance Commitment, significant at 5% level of significance, supporting the results of Meyer and Allen (1991).

- The results revealed a very positive correlation of Organizational Commitment with Organizational Effectiveness in the food processing industry.
- The results revealed that Organizational Commitment is the significant predictor of Organizational Effectiveness in the food processing industry.

## REFERENCES

- Allen, N.J. and Meyer, J.P. (1991) "The measurement and antecedents of affective, continuance and normative commitment to the organization", *Journal of Occupational Psychology*, Vol 63, No 1, pp 1-18.
- Alutto, J.A., Hrebiniak, I.G. and Alonso, R.C. (1973), " On operationalising the concept of commitment, *Social Forces*, Vol 51, pp 448-454.
- Alvi, S.A. and Ahmed , S.W.(1987), "Assessing Organisational Commitment in a developing country: Pakistan-A case study, *Human Relations*, Vol 40, pp 267-280.
- Angle, Harold, L. and Perry, J. L. (1981), " An Empirical Assessment of Organizational Commitment and Organizational Effectiveness, *Administrative Science Quarterly*. Vol 26, No 1, pp 1-14.
- Balaji, C. (1986), " Towards a new measure of Organisational Commitment, *Indian Journal of Industrial Relation*, Vol 21, No 3, pp 271-286.
- Becker, H.S. (1960), " Notes on the concept of commitment, *American Journal of Sociology* Vol 66, pp 32-42.
- Bhagat, Rabi, S. and Chassie, M. B. (1981), " Determinants of Organizational Commitment in Working Women: Some Implications for Organizational Integration, *Journal of Occupational Behaviour*, Vol 21, pp 17-30.
- Boshoff, A.B., Van Wyk, R., Hoole, C. and Owen, J.H. (2002), " The prediction of intention to quit by means of biographic, variables, work commitment, role strain and psychological climate, *Management Dynamics*, Vol 11, No 2, pp 14-28.
- Buchanan, B. (1974), "Building Organisational Commitment: The socialization of Managers in Work Organization, *Administrative Science Quarterly*, Vol 19, pp 533-546.
- Campbell, J.P. and others, (1974). The measurement of organizational effectiveness: A review of relevant research and opinion, Navy Personnel Research Development Centre, Minneapolis.
- Chaitanya, S.K. and Tripathi, N (2001), "Dimensions of Organisational citizenship Behaviour. *Indian Journal Industrial Relations*, Vol 37, No 2, pp 217-230.
- Chen, X.P., Hui, C. and Sego, D.J. (1998), "The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses, *Journal of Applied Psychology*, Vol 83, No 6, pp 922-931.

- Cohen, A. (1993), "Age and tenure in relation to organizational commitment: A Meta analysis, *Basic and applied social psychology*, Vol 14, No 2, pp 143-159.
- Cohen, A. (1993), "Work commitment in relations to withdrawal intentions and union effectiveness, *Journal of Business Research*, Vol 26, No 1, pp 75-90.
- Cohen, A. (1998), " An Examination of the relationship between work commitment and work outcomes among hospital nurses, *Scandinavian Journal of Management*, Vol 14, No 1-2, pp 1-17.
- Cyert, R. M. and James G. M. (1965), *A Behavioural Theory of the Firm*, Englewood Cliffs, Prentice Hall.
- DeCottis, T.A., and Summers T.P. (1987), " The path analysis of a model of the Antecedents and consequences of Organisational Commitment, *Human Relations*, Vol 40, pp 445-470.
- Diesh, S. (1997), "Organisational change: A study of Organisational structure, commitment, Role stress and resistance to change, unpublished M.Phil. Dissertation. University of Delhi, Delhi.
- Etzioni, A. (1964), *Modern organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Farrell and Rusbult , C.E. (1981), " Exchange Variables as predictors of Job satisfaction, job Commitment and turnover: The impact of rewards, costs, alternatives and investments, *Organisational behaviour and Human Performance*, Vol 28, pp 78-95.
- Firth, L., Mellor, D.J., Moore, K.A. and Loquet, C. (2004), "How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, Vol 19, No 2, pp 170-187.
- Glisson, Charles and Durick, M. (1988), "Predictors of Job Satisfaction and Organizational Commitment in Human Service Organizations, *Administrative Science Quarterly*, Vol No 331, pp 61-81.
- Gross, E. (1979), "The definition of organizational goals, *British Journal of Sociology*, Vol 20, pp 277-294.
- Gupta, P. and Khandelwall, P. (1988), "Role efficacy and organizational identification among professional Groups, *Productivity*, Vol 29, No 1, pp 31-37.
- Hall, D. T., Schneider, B., and Nygfren, H. T. (1970), "Personal factors in organizational identification, *Administrative Science Quarterly*, Vol 15, pp 176-190.
- Iverson, R.D. (1999), " An event history analysis of employee turnover: the case of hospital employees in Australia, *Human Resource Management Review*, Vol 9, No 4, pp 397-418.
- Jauch, Lawrence R., Glueck, William F. and Osborn R. N. (1978), "Organizational Loyalty, Professional Commitment, and Academic Research Productivity, *The Academy of Management Journal*, Vol 21, No 1, pp 84-92.
- Kanter, R. M. (1968), "Commitment and Social Organization: A study of Commitment mechanism of utopian communities, *American Sociological Review*, Vol 33, pp 499-517.
- Kassahun, Tilaye (2005), "Level of Organizational commitment: Its Correlates and Predictors, *Indian Journal Industrial Relations*, Vol 41, No 1, pp 30-62.
- Katz, D. (1964), "The motivational basis of organizational behavior. *Behavioral Science*, Vol 9, pp 131-133.
- Mannheim, B.A. (1975), "Comparative study of work centrality, job rewards and satisfaction,



*Sociology of Work and occupation*, Vol 2, pp 79-102.

Mathieu, J.E. and Zajac, D.M. (1990), "A Review and Meta analysis of Antecedents, correlates and consequences of Organisational Commitment, *Psychological Bulletin*, Vol 108, No 2, pp 171-194.

Meyer, J.P. and Allen, N. J. (1991), " A three-component conceptualization of organizational commitment, *Human Resource Management Review*, Vol 1, No 2, pp 61-89.

Meyer, J.P. and Allen, N.J. (1997), "Commitment in the workplace; Theory, Research and Application. Sage. Thousand Oaks.

Meyer, J.P., Allen, N.J. and Smith, C.A. (1993). Commitment to organizations and occupations: Extension and test of a three – component conceptualization, *Journal of Applied Psychology*, Vol 78, No 4, pp 538-551.

Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L. (2002), "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequence, *Journal of Vocational Behavior*, Vol 61 , No 1, pp 20-52.

Morris, J.H. and Sherman, J.D. (1981), "Generalizability of an Organisational Commitment Model, *Academy of Management Journal*, Vol 24, pp 512-526.

Mowday, R. T., Porter, L. W. and Steers, R.M. (1982), *Employee Organization linkages: The psychology of commitment, absenteeism and turnover*. Academic Press, New York.

Pattanyak, B. (1993), "Organisational commitment: A study on Industrial public sector, *The creative psychologist*. Vol 5, No 1-2, pp 41-45.

Porter, L.W., Steers, R.M., Mowday, R.T. and Boulian, P.V. (1974), "Organisational Commitment, Job satisfaction and Turnover among Psychiatrist Technicians, *Journal of Applied Psychologist*, Vol 59, pp 603-669.

Purang, P. (2008), "Dimensions of HRD Climate enhancing Organisational Commitment in Indian Organisations, *Indian Journal of Industrial Relations*, Vol 43, No 4, pp 528-546.

Raju, P.M. and Srivastva, R.C. (1986), " Organisational commitment in relation to certain job attitude, *Indian Journal of Industrial relations*, Vol 21, pp 462-472.

Rhenman, E. (1967), *Organizational Goals*, Acta Sociological, Vol 10, pp 275-287.

Rosin, H. and Korabik, K. (1995), "Organizational experiences and propensity to leave: A multivariate investigation of men and women managers, *Journal of Vocational Behaviour*, Vol 46, pp 1-16.

Salancik, G. (1977), "Commitment and the control of organizational behavior and belief. In B. Staw and G. Salancik (Eds.). *New directions in organizational behavior* (pp. 1-21). Chicago: St. Clair Press.

Schwepker, C.H. (2001), "Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the sales force, *Journal of Business Research*, Vol 54, No 1, pp 39-52.

Sheldon, M.E. (1971), "Investments and involvements and mechanisms producing commitment to organization, *Administrative Science Quarterly*, Vol 16, pp 142-150.

Singh P, and Das G S (1977), "Organisational Culture and its impact on commitment to work,

*Academy of Management Journal*, Vol 21, pp 511-524.

Steers, R.M. (1977), "Antecedents and Outcomes of Organisational commitment, *Administrative Science Quarterly*, Vol 22, pp 46-56.

Steers, R.M. and Spencer, D.G. (1977), "The role of Achievement motivation in Job design, *Journal of Applied Psychology*, Vol 62, pp 472-479.

Stevens, J. M., Beyer, Janice M. and Trice, H. M. (1978), "Assessing Personal, Role, and Organizational Predictors of Managerial Commitment, *The Academy of Management Journal*, Vol 21, No 3, pp 380-396.

Thanswor, Gautam, Dick, Rolf van, Wagner, Ulrich, Upadhyay N. and Davis A. J. (2004), "Organizational citizenship behavior and Organizational commitment in Nepal, *Aston Academy for Research in Management*: Isbn No. 1 85449 6204.

Vallabh, M. and Donald, F. (2001), "A comparison of black and white managers on intent to leave and job mobility, *SA Journal of Industrial Psychology*, Vol 27, No 2, pp 1-19.

Warner, W.K. (1967), "Problems in measuring the goal attainment of voluntary associations, *Journal of Adult Education*, Vol 19, pp 3-14.

Warriner, C.K. (1965), "The problems of organizational purpose, *The Sociological Quarterly*, Vol 6, pp 139-146.

William L.J. and Hazer J.T. (1986), "Antecedents and consequences of Job Satisfaction and commitment to turnover models: A reanalysis using latent variables structural equation methods, *Journal of Applied Psychology*, Vol 71, No 2, pp 219-231.