

**A STUDY ON THE ORGANISATIONAL COMMITMENT OF  
PROFESSIONALS WITH RESPECT TO VARIOUS ASPECTS OF  
ORGANISATIONAL SOCIALISATION**

**DOCTORAL THESIS**

**SUBMITTED TO  
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**THESIS SUBMITTED TO  
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**BY**

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**1997**

# CERTIFICATE

**CERTIFIED THAT THE THESIS ENTITLED '*A STUDY ON THE ORGANISATIONAL COMMITMENT OF PROFESSIONALS WITH RESPECT TO VARIOUS ASPECTS OF ORGANISATIONAL SOCIALISATION*' IS THE RECORD OF BONAFIDE WORK CARRIED OUT BY MR.M.A.BINU UNDER MY SUPERVISION.THE THESIS IS WORTH SUBMITTING FOR THE DEGREE OF DOCTOR OF PHILOSOPHY UNDER THE FACULTY OF SOCIAL SCIENCES.**

**COCHIN  
27.08.97**



**PROF:P.R.PODUVAL  
SUPERVISING GUIDE**

## **DECLARATION**

**I, Binu.M.A, declare that the thesis entitled " A study on the Organisational Commitment of Professionals with respect to various aspects of Organisational Socialisation" is the record of bonafide work carried out by me under the supervision of Prof:P.Ramachandra Poduval, Professor, School Of Management Studies , Cochin University Of Science And Technology. I further declare that this has not formed the basis for the award of any Degree, Diploma, Associateship, Fellowship ,or other title for recognition.**

**COCHIN  
27.08.1997**

  
**M.A.BINU**

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## LIST OF ABBREVIATIONS USED

<b>OC-</b>	<b>Organsational Commitment</b>
<b>OSC-</b>	<b>Overall Socialisation</b>
<b>OS-</b>	<b>Organisational Satisfaction</b>
<b>OD-</b>	<b>Organisational Dependability</b>
<b>INTN</b>	<b>Value Internalisation (value-non-congruence)</b>
<b>RCPT-</b>	<b>Reciprocity</b>
<b>PIMPO-</b>	<b>Personal Importance</b>
<b>EXTRB-</b>	<b>Extra Role Behaviour</b>
<b>LOOP-</b>	<b>Lack Of Outside Opportunities</b>
<b>PGA-</b>	<b>Peer Group's Attitude</b>
<b>JC-</b>	<b>Job Challenge</b>
<b>RC-</b>	<b>Role Clarity</b>
<b>RS-</b>	<b>Reality Shock</b>
<b>SIR</b>	<b>Self Image Reinforcement</b>
<b>SOCINV-</b>	<b>Social Involvement</b>
<b>IS-</b>	<b>Intent To Stay</b>
<b>COMPR-</b>	<b>Compliance To Rewards</b>
<b>FF-</b>	<b>Fear Of Failure</b>

# CHAPTER 1

## *INTRODUCTION*

1.1. Individuals join formal organisations to fulfil their personal goals and objectives while contributing to the betterment of the organisation. The relationship of an individual with the employing system takes the form of an exchange relationship. Both the system and the individual look forward to a mutually beneficial exchange. The nature of their behaviour is shaped by the type and intensity of this exchange. Theorists and researchers in the field of organisational behaviour have been spending innumerable hours in analysing the dynamics of this relationship.

1.2. Employing systems in the past were founded on a concern of proprietary, which induces a self-assigned responsibility and a sense of belonging. In the absence of such a proprietary concern in modern day professional organisations, managements are exploring the ways to create and protect committed professionals to safeguard the interests of organisations.

1.3. The goals of an organisation and the objectives it sets for its employees (including professionals) are not the same as those of the profession, or as those of the person. There exists a discrepancy between these, and organisations try to reduce this by developing certain integrating mechanisms. Whatever be the nature of the

profession, an organisation requires the individual to commit himself to the organisation for the attainment of its objectives. When professionalism in one acts against the interests of the organisation, the organisational processes which integrate the professional goals and the organisational goals become very important. Organisational commitment, or the commitment of one to an organisation, is such an integrating mechanism.

1.4. Students of organisational behaviour and organisational researchers have been attempting on reliable linkages between employee attitudes and organisationally relevant behaviours. Organisational commitment (or one's commitment to an organisation) had been such a construct which attracted the attention of many researchers in the past. In the past two decades, organisational research had been dominated by the voluminous work done on the various dimensions of commitment. It is therefore difficult for any one to find any comprehensive work, that does not in some way or other refer to the construct of organisational commitment of employees or professionals.

1.5. Organisational commitment generally is defined as a partisan, affective attachment to the goals and values of the organisation. It is conceived as capable of producing continued stay, better productivity and overall effectiveness to the organisation. Some organisational researchers treat commitment as a dimension of

organisational effectiveness (Schein,1988),while others (Steers1977.,Porter,1976) treat it as a force that contributes to increased organisational effectiveness by improving the performance of workers' and reducing their organisational turnover.

1.6.While reviewing the literature it is seen that organisational commitment had been conceptualised in a number of ways. All conceptualisations show a common link between commitment and turnover. More important than this similarity however, are the differences between various conceptualisations of commitment. There exists a lot of confusion surrounding the conceptual distinctions reflected in measuring it. The attention given to the development of measures of commitment that conform closely to the researcher's particular conceptualisation has been relatively less. Most of these differences in conceptualisation involve the psychological state reflected in commitment, the antecedent conditions leading to its development, or, the behaviours that are expected to result from commitment.

1.7.The issue of commitment, at the initial stages, was mainly discussed in the context of structuring the labour force. It explored the causes of lack of adjustment of labour force with the industrial way of life, especially in the third world countries. The earlier attempts in this regard focused on the causes and consequences of labour migration and concluded rather abruptly, though with the support of studies, that the pull of the traditional society prevents



the process of absorption of the industrial work force from the industrial way of life

1.8. Many have attempted to study the antecedents of 'commitment towards an organisation', the outcomes of it and the different types of commitment behaviour. Commitment in general and commitment towards an organisation in particular is important because of the possible outcomes that brings in. Even though, there have been studies on the commitment of various professionals (scientists, nurses, and teachers), commitment of managers has not been paid due attention. In the past, organisational commitment was discussed mostly (in the west) with respect to the causes and antecedents. Of late, the researchers started exploring the outcomes that commitment brings in and the processes by which it is being developed.

1.9. In India, research on organisational commitment (OC), like other areas of management research, is still in its infancy. In the Indian context, there are only a limited number of studies which contain 'organisational commitment' on its headlines. There are only a few studies in India which have dealt with the various organisational factors and processes by which organisational commitment of professionals is generated or moderated. Review of literature also points out that, despite the lesser number of studies, the researchers in India are also contributing

significantly to the improvement of theoretical perspectives in the domain of organisational commitment.

1.10. In the early 80's, social scientists who were interested in the study of industrial development in India concerned themselves more with the concept of labourer's commitment to the industrial way of life and have arrived at empirical generalisations about the nature of commitment of the Indian workers. Since then, attempts have been made in India also to provide process models on commitment, though not very extensive. However, studies on the commitment of professionals with high level of professional freedom and autonomy have not been carried out that extensively in India. The various organisational processes by which commitment is inculcated among professionals, however, have not been analysed extensively in the Indian context.

1.11. Whatever is the nature of the profession, or the intensity of professional autonomy, an organisation requires the individual to commit himself to the goals and objectives of the organisation. When professionalism in one acts against the interests of the organisation, the organisational processes by which a commitment orientation is inculcated become very important. As a developing nation with a widely developing industrial economy and increasing number of professionally trained manpower in the world, India will gain a lot by identifying the processes by which organisational commitment can be encultured in the professionals.

1.12. A study on the commitment of the professionals to utilitarian and research organisations is relevant in modern society because such organisations have economic and strategic importance. At one stage in a professional's career, one may experience the pressure of both organisational and professional commitments. It is that stage which is crucial for him in his career as he is forced to make a choice between these, quite often.

1.13. According to expectancy theory, strength of commitment to an organisation (in terms of continued stay) should be positively related to the strength of conviction that one will be rewarded by the organisation. Consequent to the nature of this conviction, one's commitment to the organisation may also take different intensities. This intensity is moderated by the convergence of one's belief (expectation) and the reality. Convergence of belief and reality tend to strengthen commitment, while divergence should cause a decrease in commitment.

1.14. Organisational commitment as an adhesive is capable of binding one to the organisation whereas professionalism - which is the deep focused commitment for professional advancement - makes one rather centred towards his personal growth in the profession. If organisational commitment succeeds, one will continue with the organisation. Vice versa, if professionalism increases, one may leave the organisation to ascribe better heights in the profession. The organisation will be at a loss if its experienced and trained

professional leaves the organisation. Hence, it may not always be prepared to lose its professionals. This becomes an interesting phenomenon, interestingly enough, as the tendency to go and stay oscillates across the different personal, structural and occupational specialisations.

1.15. Little attention has been placed on the empirical determination of variables, or conditions, other than perceptions of authority, which can lead to a deterioration in organisational commitment among professionals. A study on the commitment of professionals in utilitarian and research organisations is relevant in modern society because such organisations are important and ubiquitous. This is evident from the literature which also shows a paucity of data on the development, processes and correlates of organisational commitment among professionals after their entrance into the employing systems.

1.16. Studies of professionals in organisations have focused on the reactions of professionals to perceptions of organisational encroachments upon their authority rather than on the development of their organisational commitment. This underlines the need for understanding the process of commitment. Besides this, the quest on the organisational experiences that can shape up the commitment of scientists, managers, and consultants who work in different professional settings is all the more interesting, both theoretically and practically.

1.17 The present research ,therefore ,has three fold intentions.

1.To understand the level and dynamics of the commitment of professionals - Managers, Consultants, and Scientists - to their respective organisations.

2.To see the various organisational experiences relevant to the commitment (commitment mechanisms) of professionals across different types of professions, across different age groups, positions and different levels of experiences.

3.To help one to re-define commitment in general and to help a researcher reach at a proper definition of commitment and to propose a model based on some integrating mechanisms of commitment.

1.18.If one can distinguish the various levels of commitment as moderated by different organisational and personal variables, and if one succeeds in pairing professionals and their commitment with respect to a set of organisational experiences, then probably in future, one will be able to tackle the problem of less commitment to an organisation in a far more effective way. Of course, being a social science exploration, this may be proved wrong because of the inherent limitations of the social science research as well as by future researches. But as far as research on organisational commitment is concerned, it is hoped that, this will provide one with a framework to realise commitment in professional settings.

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## CHAPTER 2

### REVIEW OF LITERATURE

#### THE COMMITMENT PARADIGM

2.1 Commitment precisely is defined as the force which binds one towards either a goal, role or organisation and is named after the object. Commitment of an employee towards an organisation evidently binds him/her to the organisation and reduces the likelihood of him/her changing the organisation.

2.2 The theory of commitment in the early stages, mainly concerned with the problem of the labour force in the process of industrialisation in the developing world. The fundamental postulate of this theory, developed by Feldman and Moore(1960) is that 'the full commitment of the labour force is important for continuous economic development' Commitment, according to them, involves both performance and acceptance of behaviours appropriate to an industrial way of life.

2.3 Several papers have questioned the contribution of organisational commitment literature to the understanding of behaviour in organisations (Bateman and Strasser, 1984., Meyer and Allen 1984., Morrow, 1983., Stumpf and Hartman, 1984). The most often raised issues in the research on commitment deal with the content, causes, or consequences of organisational commitment.

2.4 Literature on commitment provides confusing views and multiplicity of dimensions of commitment. Majority of the research had dealt with the antecedents and outcomes of commitment. The present day researchers (Balaji, 1992) attempt to decompose or separate commitment itself into many. Same is the case of the tools to measure commitment. There are a number of valid tools developed by many. The prominent among the tools used in the research on Organisational Commitment (OC) in the west are those developed by Bruce Buchanan, (1969), Porter and Mowday etc.(1979), of which many a research were done with respect to the latter.



2.5 In the Indian context, Dr Baldev R. Sharma (1991) and Dr. Omer Bin Sayeed (1989) have developed scales to measure organisational commitment. Another comprehensive tool was developed by Prof. C. Balaji (1986). However, research has not been carried out extensively using these scales.

### **Commitment - different connotations**

2.6 Commitment has been studied from so many different theoretical perspectives. The term 'commitment' has been used for instance, to describe such diverse phenomena as:

- the willingness of social actors to give their energy and loyalty to social systems (Kanter 1968);
- an awareness of the impossibility of choosing a different social identity or of rejecting a particular expectation under force of penalty (Stebbins 1970);
- the binding of an individual to behavioural acts (Kiesler 1971, Salanick, 1977)
  
- an affective attachment to an organisation apart from the purely instrumental worth of the relationship (Buchanan, 1974)
  
- an attitude comprising (a) strong belief in and an acceptance of the organisation's goals, (b) a willingness to exert effort on behalf of the organisation and (c) a definite desire to maintain organisational membership (Porter et.al.1974).and for some others

- organisational commitment refers to the nature of the relationship of the member to the system as a whole (Oscar Grusky 1965).

2.7 Salanick (1977) proposed two approaches (prospective and retrospective) to the understanding of commitment. In prospective approach commitment is conceived as an individual's psychological bond to the organisation or social system which is typically a function of individual's involvement, loyalty and belief in its values. In retrospective view, commitment results as an individual becomes bound to the behavioural acts that are chosen voluntarily.

2.8 Studies on the commitment of industrial workers in India have treated it as an adjustment of the workers to either the conditions of industrial employment ( Kerr 1960; Morris 1960, Myers & Kannappan 1970) or to the industrial way of life (Moore & Feldman 1960; Rao 1972). \*(s.s )

2.9 Mary E. Sheldon (1971) while studying the mechanisms producing commitment of Ph.D. scientists, treated commitment as an attitude or an orientation towards the organisation which links or attaches the identity of the person to the organisation.

2.10 Commitment has been viewed as a dimension of organisational effectiveness by Schein (1970) and as a force that contributes to increased organisational effectiveness by improving worker performance and reducing turnover by others (Steers, 1977., Porter, 1969 etc.) \*(s.s.)

### **COMMITMENT - DIFFERENT PERSPECTIVES**

#### ***a) Two schools of thought on commitment***

2.11 Scholl (1981), while differentiating commitment from expectancy, observed that the literature on commitment is divided into two seemingly divergent schools of thought: rational - attitudinal (Porter, Steers, Mowday 1974, Steers 1977) and Behavioural (Becker 1960, Kiesler 1971).(s.s. Scholl, 1981)

2.12 According to Scholl (1981, pp. 589.) "...the attitudinal school views commitment as an employee attitude such as 'the desire to remain' with the organisation, an 'intention to exert high levels of effort on behalf of the organisation' and'

an identification with the goals' of the organisation. The antecedents of these intentions are basically positive work experiences, personal characteristics and job characteristics. The outcomes are increased performance, reduced absenteeism, and reduced turnover (Steers 1977). As Staw (1977) suggests, this model takes the general form of expectancy theory, according to which employee behaviours are result of valued rewards.”

2.13 “Another school - the behavioural school - of thought on commitment has developed largely out of the work of Becker (1960) and Kiesler (1971). This school views commitment as a force tying the individual to a specific organisation and confines to the employee membership' decision”.(s.s. Scholl,1981,pp.590.)

2.14 The attitudinal school considers organisational commitment as an emotional bond which is generated by a lot of beliefs, values, and other variables. In contrast to attitudinal (affective) commitment, behavioural (continuance) commitment results from the accrued benefits of organisational membership in relation to the ‘perceived cost of leaving’

2.15 According to R.W Scholl (1981) the attitudinal school uses the commitment concept to explain performance and membership whereas the behavioural school generally confines itself to employee membership decisions. The behavioural

school uses the concept of 'investments' to explain membership and in doing so implicitly defines commitment as a type of force directing individual behaviour.

2.16 Research on these two views has proceeded somewhat unevenly with attitudinal (affective) commitment receiving more attention. Meyer and Allen(1984) found that affective and continuance commitment are distinct concepts with unique antecedents and possibly with differential relationships to the consequences of commitment. Subsequent research, though limited, has supported this finding. (Meyer, Paunonen, Gellatly, Goffin and Jackson 1989)

2.17 The literature with respect to commitment therefore can be classified into four main streams:

- Relating to the nature, types and definition of organisational commitment.
- With respect to the antecedents of organisational commitment.
- Relating to the outcomes of commitment, and
- Relating to the development and testing of different tools to measure organisational commitment.
- A new area that comes up provides some basic process models on commitment.

## **b) Different aspects of commitment**

2.18 Meyer and Allen (1987) classified commitment conceptualisations into three viz., 'affective commitment', 'continuance commitment' and 'normative commitment'. These three conceptualisations have in common a link between the employee and the organisation that decreases the turnover. However, they argued that the link differs. According to them, (1990-pp.3) "...employees with strong affective commitment stay in the organisation because they 'want to', those with strong continuance commitment stay because they 'need to' and those with strong normative commitment stay because they feel they 'ought to do' so"

2.19 Here, affective, continuance and normative commitment are viewed as distinguishable components rather than types of attitudinal commitment, i.e. employees can experience each of these psychological states to varying degrees.

2.20 In another investigation, Allen and Meyer (1990), have validated these classifications and identified some antecedents that correlate strongly with specific components of commitment.

2.21 Some recent research (Mark John Somers, 1993., McGee and Ford, 1987) also have found that there are two distinct dimensions of continuance commitment one is based on the personal sacrifices involved in leaving an organisation, and a second based on limited employment opportunities.

2.22 Both Mc Gee and Ford's (1987) and Meyer and Allen's (1990) findings are important because they raise the possibility of a link or relation between these two distinct concepts-continuance and affective commitment. This raises the possibility of a commitment process in which one view of commitment influences the other.

2.23 Meyer and Allen (1990) investigated this possibility by studying both long-term and short-term effects of commitment. Mark John Somers (1993) in his review indicated that affective commitment had a short term negative effect on the alternatives component of continuance commitment; which in turn had a positive effect on affective commitment.

2.24 Allen and Mayer's research (1990) tries to combine what have been three distinct streams of research on organisational commitment. It also provides reliable measures of the three components of commitment. In each of the above streams, commitment refers to a psychological state that binds the individual to the organisation. However, in all the above three approaches to organisational commitment, commitment is seen as a negative indicator of organisational turnover. This leads one to conclude logically that one form of commitment is as useful as another. But this logic is not capable of explaining whether the involvement of an employee in his / her job or his continuance in the organisation is more important.

2.25 Dalton, Krackhardt and Porter( 1981) have acknowledged this by making a distinction between functional and dysfunctional turnover. Available research findings therefore direct one to consider the link between commitment and on the job behaviour as a function of the strength of these three components of commitment.

**c)Various approaches to commitment**

2.26 There appears to have at least two distinct approaches to defining commitment: the psychological approach and the exchange approach. In the psychological approach, commitment is treated as an attitude or an orientation towards the organisation which links or attaches the identity of the person to the organisation.

2.27 The exchange approach advanced the notion of 'side-bets' that creates or influences a willingness to remain attached to the object of commitment. Becker (1960) argued that commitment comes into being when a person, by making 'side-bets' (investments), links extraneous interests with a 'consistent line of activity'

2.28 Consistent lines of activity in behaviour are produced by exchange considerations that are called 'side-bets' (investments). When side-bets are made to an organisation, the individual perceives the benefits as positive outcomes of the exchange. Being reluctant to refuse these benefits, he/she is



more likely to stay with the organisation and becomes organisationally committed. If more of such 'investments' are made to an occupation, the side-bet mechanism will produce occupational commitment. Commitment here becomes a calculated attempt.

2.29 Ritzer and Trice (1969) also have operationalised the side bet concept of commitment and tested aspects of the theory of both organisational and occupational commitment.

## **MAJOR TYPES OF COMMITMENT**

### ***a) Union Commitment and Organisational commitment***

2.30 Reviewing the publications of the American psychological association, it can be seen that during 1980's considerable attention has been paid to address the issue of the psychological aspects of labour and employment (American psychologist, 1984, International review of applied psychology, 1986). One major area of conceptual interest has been the generalisation of theories of organisational commitment to the theoretical development and operationalisation of union commitment

2.31 There is a considerable amount of evidence pointing to a positive relationship between union and company commitment (Fukami and Larson, 1984). Julian Barling and Bill Wade (1990) suggested that in such relationships the two commitment constructs may conceivably share certain common predictors. Fukami and Larsons (1984) based on multiple regression analysis found that company commitment was predicted significantly by personal characteristics (no. of years with the company) and role related variables (job scope and job stress).

2.32 Julian Barling and Bill Wade (1990) combining model of organisational commitment with union commitment and regressing both on work experience and personal characteristics, found that job satisfaction, organisational climate and job involvement are the significant predictors of organisational commitment. They also indicated that there is a significant negative correlation between union and company commitment.

#### ***b) Career Commitment and Organisational Commitment***

2.33 According to Hall (1971) career commitment is the strength of one's motivation to work in a chosen career role. Commitment to the entire career field or role is to be distinguished from commitment to the job (or job involvement) and also from commitment to the organisation. Hall (1971) has

argued for distinguishing career commitment from other work commitment constructs. Morrow (1983) called for a moratorium on new work commitment constructs until existing perspectives have been evaluated.

2.34 In a study conducted by Gary J. Blau (1985) to distinguish career commitment from organisational commitment, it was found that career commitment has separate distinguishable relationships with 'job withdrawal cognitions' when compared to that of organisational commitment.

***c) Job commitment and Organisational Commitment .***

2.35 Researchers have differentiated between commitment to the job and commitment to the organisation (Morrow 1983). Similar in many ways to the concept of job involvement, job commitment evaluates the commitment an individual has, towards the specific jobs or duties he/she performs in the organisation. Commitment to the job does not necessarily imply commitment to the organisation (Meni Koslowky, 1990). It is essential to distinguish these two in research.

2.36 One variable that may influence an individual's degree of job and organisational commitment is staff versus line distinctions. Adams, Laker and Hulin (1977) analysed staff and line jobs within the context of functional specialities of an organisation. Results showed that lower level of staff groups

and those with higher ranking line jobs were more satisfied with certain aspects of their job such as pay etc. Morris and Sherman (1981) while discussing an organisational commitment model found that the staff/line distinction was not a significant independent variable.

2.37 Meni Koslowsky (1990) has suggested future researchers investigating commitment in organisations to define their construct more carefully so that distinct inferences (based on distinct correlates and moderators) about job commitment and organisational commitment can be developed. Koslowsky has also established that organisational commitment was not influenced by staff/line dichotomy.

2.38 Michael Banks and Patricia Henry (1993, pp.182.) while exploring the change and stability in employment commitment opined that “..employment commitment is not such a stable disposition concept as was once thought. Not only do levels vary according to group characteristics, but the extent of commitment also varies within individuals, overtime” They (pp.182) have also found that “ the 'locality' exerts a crucial influence on youth attitudes to employment. The success of the local economy and the level of unemployment influence the

perception of local opportunities which in turn affect levels of motivation among young people”

***d) Role Commitment and commitment process***

According to R. A. Schoenherr., Andrew, M. Geely 1974,pp.407). ..Role commitment is a process which links a person to a position in a social system, to the extent that the position provides him a favourable net balance of rewards over costs.” The role commitment process is defined as “..a continuance of one in a role's socially organised pattern of action that results from a desirable net balance of rewards over costs realised by participating in this rather than some feasible alternative role”(pp.409.) From this definition the major elements of role commitment can be deduced as follows:

- continuance
- socially organised pattern of action.
- an assessment of the net balance of rewards over costs measured in terms of the actors' own values.
- rewards and costs associated with the role and
- a participation in this role rather than some other feasible alternative role.

2.39 In numerous investigations of labour mobility and quit rates, economists explain work-role attachment by the basic principle of workers maximising their profits over the long run

The force guiding the long-standing human relations research tradition has also been the quest on the development and moderation of various aspects of role commitment(such as

workers' happiness, satisfaction, and devotion to his job) by one's net balance of rewards over costs (Vroom 1964, Katz and Kahn 1966).

2.40 Telly and his colleagues (1971) discovered relatively higher rates of turnover in organisations, where an employee's balance of inputs and outcomes are not equivalent to that of a fellow worker in a comparable job.

2.41 March and Simon (1958) in their study of inducement contribution theory of organisational equilibrium refer about the decision to continue participating in a system role. Becker(1960) described commitment ultimately as an act of assessing the balance of costs over rewards realised from a series of seemingly unrelated side bets.

2.42 In a study of commitment mechanisms in Utopian communities, Kanter (1968) found that the short-lived communities lost their members primarily because their organisational arrangements were incapable of inducing the individual to cognize participation in the organisation as profitable when considered in terms of reward and costs.

2.43 Schoenherr and Greely (1974) tested four fundamental resources-wealth, force, prestige and love - among a group of priests to find out whether they elicit member's commitment in a role. They found the following:

- variation in wealth seems relatively unimportant for continuing in the priesthood
- force works subtly but pervasively, but more for gaining organisational control than for ensuring individual commitment to the role
- prestige, in the form of self-esteem or being able to act according to one's values and ideals, is very important in the decision to continue on.

## **COMMITMENT: ANTECEDENTS AND PROCESS**

2.44 Commitment results not only from a multiphase socio-psychological process but also from objective structural conditions. The interplay between the individuals' value system and those of the society, family and peer group are inherently dialectical. At the same time casual influence flows from the wider systems to the individual. Kanter (1968) demonstrated that structural factors at a wider system levels affect the commitment process.

2.45 Steers (1977) grouped several correlates of organisational commitment into two categories of antecedent variables and labelled them personal characteristics and situational attributes. Personal characteristics are defined as

individual based variables such as age, sex, race, personality and attitudes. The situational attribute category includes organisationally mediated variables such as the structural properties of the organisation and human resource processes. Buchanan(1974) included variables labelled as organisational climate, culture or environment etc. within the latter category.

2.46 Wiener (1982) characterised the antecedents of commitment as fitting into three groups of studies. The first group relates personal demographic variables to commitment. The second group of studies relates organisational characteristics to commitment. The third group of studies of antecedent variables is represented by a 'person organisation fit' approach where the individual's needs and value orientations match the values of the organisation. When a fit exists organisational commitment is enhanced.

#### **A) DEMOGRAPHIC / ROLE RELATED VARIABLES**

2.47 The first set of studies identified by Wiener (1982) deals with the relationship of demographic and personal variables with organisational commitment. Salanick (1977) found that people who have greater tenure in an organisation, are more committed. He also found a relationship between the relative age of workers and their level of commitment. In particular, older workers tend to be more committed. Salanick further asserted that members of the organisation who holds



higher position in the hierarchy express greater levels of commitment.

2.48 A better conceptual explanation for the apparent relationship between demographic variables and commitment is provided by Steers (1977). He explained that commitment operates as a form of exchange in so far as the exchange of time and effort by organisational members is rewarded through various means, both tangible and intangible. When the individual expresses or feels that the exchange is appropriate, then commitment grows overtime.

2.49 The relationship between various personal characteristics and organisational commitment had been more widely studied. Commitment was shown to be positively related to *age* (Lee, 1971., Sheldon, 1971., Steers, 1977 Angle and Perry, 1981);and *tenure* (Buchanan, 1974., March and Simon, 1958., Mowday et.al.1979., Sheldon, 1971.,Dublin, Champoux, and Porter, 1975).*Ambition, upward mobility, need for social relations, marital status, sex* (Hrebiniak and Alutto (1972) , *the need for achievement* (Steers, 1977) etc. were also studied in relation to organisational commitment.

#### **a) *Locus of control and commitment***

2.50 Literature suggests that an employee's personality or attribution process may be an important antecedent to commitment. More specifically, an employee's locus of control

(LOC) may be one such personal antecedent to commitment. The LOC construct which comes from attribution theorists, seems to be a reasonably stable personality dimension across situations. The 'internality -externality' attributions develop from the frequency of previous rewards in given situations that are generalised to other situations.

2.51 According to Salanick (1977), an important component of commitment is cognitive consistency. In order to be cognitively consistent the 'internal' would report that he or she controls the work environment. In addition, internals would report commitment to the organisation which allows them such control. (Luthans, Baack and Taylor, 1987.)

2.52 Spector (1982) suggested that internals perceive a higher number of alternatives than do externals in a choice situation. Thus when an internal joins an organisation, provided that other alternatives are perceived to exist, commitment related to choice emerges. If an internal chooses to remain in an organisation believing that alternatives exist which would allow him/her to leave, commitment may be further heightened and is compatible with cognitive consistency.

2.53 Spector (1982) further argued that internals tend to take action more frequently than do externals. As a result one would expect internals to act on their belief in an organisation. Commitment in such case would be expressed as a behaviour

which would include effort on the job and a tendency to remain in the organisation.

2.54 Conversely, if the internals were not committed to the organisation, he or she would act on that belief and would be likely to leave. Hence only committed internals would remain. In short, the internals would perceive increased time with the organisation as a matter of choice leading to commitment. Staw (1974) also found that choice is related to commitment

## **B) PERSONAL AND ROLE RELATED VARIABLES**

2.55 Most studies of professional employees in organisations have argued that professional knowledge is a delicate commodity, not easily controlled by traditional, bureaucratic mechanisms, and that conflict between professional and hierarchical authority is almost inevitable (Kornhauser, 1962, Etzioni, 1964). Little attention only has been given to analyse variables or conditions( other than perceptions of authority) which can lead to deterioration in organisational commitment among professionals.

2.56 Some of the role related variables discussed in the literature on commitment are, career mobility, tenure and role conflicts. If there are a few empirical data denoting the structural or role related nature of organisational commitment,

there is even less research on the personal and background characteristics of professional employees which might be related to organisational involvement. (Hall, Schneider and Nygren 1970; Hrebiniak and Alutto ,1972).

2.57 Existing data on the occupational commitment of professionals suggest personal variables which might be important to the development of and maintenance of a professional's organisational orientation. Background factors such as father's occupation have been shown to affect professional commitment. (White,1967). Sex and marital status have been discussed most frequently in relation to occupational commitment and career patterns (Hrebiniak, 1971., White, 1967).

2.58 Hrebiniak and Alutto (1972) also found that sex and marital status can affect the organisational commitment of professional employees. In exchange terms, married or separated individuals, especially women, see higher costs attached to leaving an organisation than single unattached individuals. Similarly, differential expectations associated with sex, marital and occupational roles can affect the level of comparison of alternatives of the individual (Thibaut and Kelley, 1964). Age is another personal variable that can affect perceived alternatives. It was found that age reduces the attractiveness of other organisations, thus reducing the mobility (March and Simon, 1958).

2.59 The work orientations and behaviour of individuals result from the interaction of personality and organisational factors. Two personality characteristics that were related to the level of organisational commitment are interpersonal trust and authoritarianism (Hrebiniak and Alutto, 1972). Levels of interpersonal trust reveal the extent to which individuals see their social environment as benign, co-operative and friendly (Hrebiniak, 1971). The less an organisation is seen in these terms, the less is likely to be the commitment to it. Higher levels of interpersonal trust is also seen associated with higher degrees of organisational commitment.

2.60 Age as found related to organisational commitment, is a finding that supports the investment notion [Becker(1960), Sheldon(1971), Grusky (1965)]. Another variable potentially important to organisational commitment is the intention of employees to seek advanced formal education. (Grusky, 1965).

2.61 H.L.Angle and J.L.Perry (1981) conducted a study in which they found a decline in commitment across ascending educational levels. The argument often used to explain the relationship between age and education and commitment is that increasing age and decreasing levels of education tend to reduce the feasibility of obtaining desirable alternatives and therefore restrict the individual to the present organisation.

2.62 Hrebiniak and Alutto, (1972 ) found in contrast to their expectations that organisational commitment does not vary as a function of perceived role conflicts. Organisational

commitment, but was seen inversely related to the degree of dissatisfaction with organisational reward and recognition policies. The same inverse relationship exists between tension and organisational commitment. But contrary to the findings of Sheldon (1971), they did not find any slump in commitment among respondents with medium lengths of service. Their study shows the primary importance of role-related factors in the development of organisational commitment. This suggests that commitment in utilitarian organisations is partially an exchange and partially a structural phenomenon.

2.63 Among the situational attributes the most often mentioned are organisational structure, human resource processes, and organisational climate. Role conflict and role ambiguity are reported as correlates of commitment (Hrebiniak and Alutto, 1972., Steven, Beyer and Trice 1978). Morris and Sherman (1981) found that role conflict but not role ambiguity is a significant correlate of commitment.

2.64 Salanick (1977) suggested that role conflict leads to the perception of decreased responsibility and that, anything which when decreases perceived responsibility also decreases role involvement and thereby commitment.

## C) ORGANISATIONAL FACTORS

2.65 Organisational processes like leadership, communication, decision making, staffing methods and compensation are the way by which things get done in an organisation. They were also found to be correlated with organisational commitment. For example, close supervision has been associated with reduced commitment (Hackman and Oldham, 1975., Salanick, 1977). These researchers have indicated that it is not being supervised per se that influences commitment, but the nature or style of the supervision received.

2.66 Bateman and Strasser (1984) found a strong association between leader reward behaviour and commitment. In support of this, Lee (1971) observed that positive supervisor-subordinate interactions are associated with the increased commitment of the subordinates

2.67 Analysing the correlates of commitment related processes in the organisation, it has been found by Buchanan (1974) and Lodhal(1965) that the more social involvements an individual has with the other members of an organisation the higher the individuals commitment to the organisation (subjected to the moderating effect of age and tenure). In addition to that, a number of socialisation experiences in the organisation also were found correlated with organisational commitment. (Buchanan, 1974., Meyer and Allen, 1988).

### **a) Career mobility and Reward system**

2.68 The strength of a person's commitment to an organisation is influenced by the rewards he received from the system and the kinds of experiences he had undergone in order to receive the rewards. According to Oscar Grusky (1965) strength of commitment to an organisation should be positively related to the strength of conviction that one will be rewarded by the organisation. Here, the main concern is the motivational ( i.e. expectancy) aspects.

2.69 But many studies (R.W Scholl, 1981.,Wiener and Vardi,1980 ) disprove the expectancy proposition. According to expectancy theory, the nature of one's commitment to an organisation may undergo radical changes depending on the relationship between belief and reality. Convergence of belief and reality would tend to strengthen commitment while divergence should cause a decrease in commitment.

2.70 If the strength of commitment to an organisation is positively related to the strength of conviction that one will be rewarded by the organisation and if the rewards are readily obtained, one's attachment to the organisation is likely to be weak because one becomes convinced that it was his attributes rather than those of the organisation which provided the rewards. On the other hand ,H.L, Angle and J.L, Perry (1983) suggest that if one obtains rewards despite apparent obstacles, commitment will be strong.



## **b)Job attitudes**

2.71 Studies on understanding the relationship between commitment and other organisational variables such as satisfaction and job involvement evinced mixed results. Job involvement has been found associated with company commitment (Mowday 1982). Recent research has indicated that job involvement, job satisfaction and organisational commitment are empirically distinct rather than partially redundant concepts (Morrow 1983). Barling and Bill Wade (1990) found that perceived organisational climate and job involvement significantly predicted company commitment.

2.72 Kanungo (1982) attempted to make a distinction among job involvement, work involvement and commitment and opined that, involvement in a specific job is different from involvement with work in general. Intrinsic motivation was found related to job involvement and satisfaction (Lawler, 1970).

2.73 Porter, Steers and Mowday, (1974) found a positive relationship between job satisfaction and commitment of psychiatric technicians. Mohan Raju and Srivastava (1986) conducted a study among employees of a pharmaceutical company and tested the relationship between intrinsic motivation and commitment. They found that intrinsic motivation was positively related with job involvement. This

suggests that the extent to which an individual is intrinsically motivated to work and the extent to which his performance has an expectancy value in terms of subjective rewards, he may experience positive attitudes and consequently satisfaction with the company

2.74 The intrinsically motivated, according to Porter et.al. (1982), is the one who wants to perform well and derives satisfaction by performing well. This willingness to perform might lead to the commitment towards the organisation.

2.75 Dublin, Champoux and Porter (1975) indicated that, those who are job oriented in their 'central life interest' will tend to express high commitment to their employing organisations.

#### **d)Organisational culture and other factors**

2.76 Singh and Das(1978-pp.511)observed that “Organisational culture and its impact on various aspects of work life has been analysed by a number of social scientists. Bachman and his colleagues (1968) found that role occupants have higher level of job satisfaction and performance in the organisational systems where expert and referent powers are used”

2.77 Etzioni(1969) concluded that commitment will be greater for people who enjoy more normative power. It was also found that bureaucratic culture inhibits normal development of human personality. This structure is inadequate in inducing commitment to work. Singh and Das (1978) on the basis of their study relating organisational culture and commitment to work concluded that the level of commitment to work can be raised by designing a better organisational culture.

2.78 There are other organisational processes, less often studied, that can be logically linked to commitment - notably, decision making and communication. For example, Salanick (1977) found that a communication process which keeps the individual informed with respect to various aspects of the organisation may affect felt responsibility and role involvement and therefore commitment. Several investigations have reported relationships between various climate dimensions and commitment. Commitment was found to be high in organisations described as being high in autonomy and trust (Steers 1977);and also being high in cohesiveness (Buchanan, 1974).

#### **e)Organisational experiences**

2.79 Even though, the studies on the empirical assessment of the causes of commitment are many, scant attention has been paid to the study of the organisational processes by which

commitment is inculcated. Only a few scholars have described or outlined the totality of the process by which committed managers or professionals are moulded. Insights can be gained from empirical studies on commitment which identified its development in organisational settings. While the literature provide many clues to the nature of experiences relevant to commitment, it is virtually silent on the question of the relative importance of particular experiences in influencing commitment and on how these experiences vary in importance with time.

2.80 Sheldon (1971) for example, found the relevance of social involvements in generating commitment and Lee (1971) found the role of sense of work - accomplishment in organisational identification. Brown (1969) discovered that individuals in his sample tended to identify with the organisation in three situations: (1) when they saw the organisation as providing opportunities for personal achievement, (2) when they had power within the organisation and (3) when there were no competing objects of identification.

2.81 Hall and Nougaim (1968) found that the relative importance and intensity of particular needs change during the first five years of the managerial career. This has led Buchanan (1974) to assume that experiences in the work settings have got a stimulating effect on commitment. Brown (1969) spoke of a 'law of primacy' which held that the

earlier an experience, the more potent its effect since it influences how later experiences will be interpreted.

2.82 The first year is a period during which management recruits undergo the basic training and initiation (Schein, 1971). From a stand point view of organisational influence, this year is probably the most critical in the managerial career. According to Berlew and Hall(1966),initially the most influential experiences are those which attune the recruit to what is expected of him. His mild anxiety over his ability to live up to expectations activates the affiliative tendency and prompts him to identify and attach himself to significant others who can furnish guidance and reassurance (Schacter,1959;s.s Buchanan,1974).

2.83 Research has shown that when expectations of organisational life are exceeded, the likelihood of commitment is enhanced (Grusky, 1966). Of considerable importance among the specific experiences is the quality of the initial work assignment. Research also has consistently demonstrated that challenges to ,or attempts to, change ego-related attitudes will encounter defensiveness, resistance, and solidification of the threatened attitude. To the extent that recruits feel threatened or compromised, commitment will probably be undermined.

2.84 Buchanan (1974), while determining the influence of socialisation experiences on organisational commitment, found

that, self image and personal importance related experiences are correlated highly with organisational commitment.

## **MANAGERIAL COMMITMENT AND PREDICTORS**

2.85 According to Buchanan (1974), commitment of the manager is essential for the survival and effectiveness of large work organisations, because the fundamental responsibility of a manager is to maintain the organisation in a state of health necessary to carry on its work. In a study on managerial commitment Becker, Trice and Stevens (1978) found that, both role and exchange theory are useful in explaining commitment. Their findings suggest that, commitment is a complex facet of organisational behaviour that is only partially explained by existing theories. The other findings are:

- A positive attitude towards change has got a negative influence on organisational commitment
- Workload has got negative influence on organisational commitment
- Age is not capable of influencing commitment
- Sex also did not emerge as a significant predictor

- Organisational size, centralisation, and percent of supervision were not found to be important influences on managerial commitment.

2.86 In general the results of the study indicated that, managerial commitment has multiple positive and negative determinants. Neither psychological nor side bet notion can alone fully explain the overall results.

2.87 Oscar Grusky (1965) in his study on Manager's commitment and career mobility explored the relationship between career mobility and attitudinal commitment for managers who had different levels of experience. He found that managers with moderate mobility were less committed to the firm than the managers who experienced minimum mobility. On the other hand, the most committed managers were those who had been most mobile during their careers. In general, the strength of organisational commitment, was positively associated with seniority. Managers with low level of education showed more commitment towards the organisation, and the female managers were more strongly committed than the male managers.

## **COMPONENTS OF COMMITMENT**

2.88 To understand the concept of commitment, one has to identify and understand its components. These components

serve as a framework within which an individual can be evaluated with respect to his commitment.

2.89 Myers and Kannappan (1970) suggested that 'intrinsic value' is an essential component of commitment. Two value-based correlates of commitment- performance value and discipline value of the individual- were suggested as components of commitment by Vijaya Punekar and Haribabu (1978). Most of the definitions of commitment and the measurements contain the following three variables as the important components: identification with the organisation, job involvement and loyalty.

#### **a) Organisational Identification and Correlates**

2.90 In almost all major studies that dealt with organisational commitment, organisational identification is seen as an important factor. The same is true in almost all major scales reported to measure organisational commitment. Organisational identification, thus has become a major attitudinal component of commitment. The process of identification can be seen as one important mechanism in the development of psychological attachment (Sanford 1955, Stoke 1950). Many studies have attempted to find out the correlates of organisational identification.

2.91 Organisational identification appears to be a process in which some 'right type' of person is most likely to enter an organisation and be ready to identify with it.



Organisational identification was generally considered as a process (Hall and Schneider,1972) by which the goals of the organisation and those of the individuals become increasingly integrated or congruent (Tolman , 1943 ., March and Simon, 1958).

2.92 Mc Gregor (1967, pp.145) stated that “when an individual genuinely identifies himself with a group, leader or cause, he is in effect saying that the goals and values associated with that cause have become his own”

2.93 Michael, E. Brown(1969) while identifying some conditions of organisational involvement, defined identification as based on four considerations. (1) It includes something of the notion of membership; (2) It reflects the current position of the individual; (3) It has a special predictive potential, providing predictions concerning certain aspects of performance, motivation to work, spontaneous contribution and other related outcomes, and (4) it suggests the differential relevance of motivational factors.

2.94 This definition has some connection with Kelman's view (1958) that" identification occur when an individual accepts influence, because he wants to establish or maintain satisfying, self-defining relationship to another person or group" But, Brown (1969,pp.347 ) argues that "not every type of satisfaction affects one's self definition. Only those satisfactions which are products of ego involving and intrinsically motivated activities are likely to do so directly

Further more, not every satisfaction is derived from an individual's social relationships. Only those which are specifically related to membership are relevant to identification."

2.95 In an examination of correlates of organisational identification in the United State Forest Service, Hall, Schneider and Nygren (1970) found that tenure, job characteristics and a cluster of service oriented values, self image characteristics and needs, were related to organisational identification. Organisational identification in turn was related to the satisfaction of higher order needs.

2.96 Brown (1969) and Patchen (1970) (both using Patchen's data from the Tennessey Valley Authority) also indicated that job characteristics like opportunities for achievement, participation in decisions etc. were correlated with identification. Brown(1969), but was not able find an association between tenure and identification

2.97 Hall and Schneider (1972),while examining the personal and organisational correlates of identification in different organisations ( the Roman Catholic Church and R & D laboratories ) treated tenure, job challenge, self image characteristics, need importance and satisfaction as the possible correlates. They found that, for the priests tenure and organisational identification were significantly related. But in the R & D Sample the relation was not significant. Job challenge was seen related to identification in both the cases.

Job challenge was also found related to the self image of the researcher. Work satisfaction was seen as an intervening variable in the relationship between work challenge and organisational identification.

2.98 Since the researcher frequently changes organisations to find new, interesting projects, these frequent moves may result in low identification. Hall and Schneider (1972) indicated that the most consistently strong correlate of organisational identification regardless of career pattern or type of organisation, is job challenge. Thus, challenging and satisfying work seems to be a key factor in the development of a person's commitment to his employing organisation.

2.99 Research in other types of organisations supports the relationship between tenure and identification. Glaser (1963) found that as scientists advanced into supervising positions they became more committed to the laboratory as a career setting. Hinrichs (1964) found that with tenure, acceptance of organisational values by industrial scientists tends to increase. This indicates the possibility of a professional becoming increasingly integrated into, and presumably identifying with the inner fraternity of the organisation over a period of time.

2.100 Brown (1969 pp.353) found that “ employees are tied to an organisation to the degree to which membership is self defining not simply through the satisfaction of pragmatic motivational states, but through the opportunities of the work

organisation for satisfying achievement related symbolic motives.....Furthermore, alternative social concerns either within or outside the organisation are found inimical to identification with the organisation when they are seen as the sites or opportunities for the satisfaction of relevant symbolic motivational states”

2.101 Literature also suggests that identification is not a product of the satisfaction of affiliative needs. Brown(1969,pp.354) has further argued that “ the members of the industrial organisations must be provided with the opportunity to accomplish as individuals something over which they have at least a modicum of control” According to him identification is mediated through symbolic, rather than pragmatic motivational states and it appears to be relatively exclusive in terms of the selection of an object from other social alternative.

2.102 The Dynamics of identification are different in different systems. In the single organisational career, a person is able to satisfy his need for security and affection, by remaining in one organisation without necessarily frustrating his higher order needs. On the other hand, in multi- organisation career, a person is forced to move to find growth opportunities, regardless of his need for security.

2.103 Hall and Schneider (1972) have made a very interesting remark on the curvilinear nature of organisational identification,

that where the selection - socialisation forces are very weak or very great, identification is independent of how the person views himself. In systems with moderate selection - socialisation forces, identification may be more a function of the persons view of himself or his readiness to identify.

2.104 Identification depends on satisfaction and anticipated goal achievement derived from activities which are membership bound, ego involving and intrinsically motivating. Work provides opportunities for the satisfaction of a variety of needs, especially the need to achieve. Where work is a part of the organisation, work related achievement-satisfaction will help to link the individual to the organisation through identification

#### **b)Investments and Involvement**

2.105 Commitment, before the 70s have been studied primarily in professions, political organisations and in Utopian social movements. Becker and Carper (1956) found, that identification with a profession was related to three types of experiences (1) Investments-particularly time spent in a programme (2) Involvements with peers and superiors and (3) Development of technical interests and skills.

2.106 According to Sheldon (1971) investments are postulated to lead to commitment in the following manner: Individuals make decisions at various points in their career-the initial investment was made when they chose to accept employment

in their organisations. Age, length of service, position etc. are investments.

2.107 Age is an investment, whether the older person is new to the organisation or has been in it many years. Age binds one more tightly with the organisation, and reduces opportunities for inter-organisational mobility. Length of service is also an investment for the same reasons.

2.108 The results of Sheldon's study(1972), show that all the three investment indices were associated with commitment to the organisation. Persons with long tenure of service had high commitment regardless of position. For those with low commitment to the profession there was a strong linear relationship between length of service and commitment to the organisation.

2.109 Both investments and involvements are associated with commitment to the organisation. Investment appears to be stronger of the two factors, particularly for those with low commitment to the profession. For the newer younger men, low investments, low social involvements and low professional skills and prestige result in a lack of commitment to both the organisation and the profession.

2.110 Social involvements, according to Sheldon (1972), are particularly important at a critical stage in a man's career, where he is with a medium length of service in the organisation. Without social involvements, a withdrawal from commitment to the organisation appears in spite of increased investments. Mary, E. Sheldon, (1971, pp. 143) further observes that "professional organisations develop commitment to their values by a lengthy socialisation process and little attention has been given to study it"

2.111 Etzioni (1964) has treated involvement as calculative. It is assumed that the involvement of an individual in an organisation is related to his perception of the organisation as an exclusive provider of important satisfactions. Therefore, an individual's involvement in an organisation may resolve a conflict between two or more competing sources of satisfaction.

**c) Compliance to Rewards, Value Internalisation,  
Extra-role behaviours**

2.112 Although, numerous differences in the approaches adopted to research on commitment exist, the individual's psychological

attachment to an organisation continues to be an emerging theme in all these. Even when referring about the antecedents, consequences and the processes of becoming attached, it is the psychological attachment that seems to be the focus of common interest. But, what is the basis for one's psychological attachment to the organisation ?

2.113 Kelman (1958) in an investigation into the basis of attitude changes, noted that individuals can accept influence in three conceptually distinct ways. (a) Compliance or exchange (b) Identification or affiliation and (c) internalisation or value congruence.

2.114 Compliance occurs, when attitudes and behaviours are adopted not because of shared belief, but simply to gain specific rewards. Identification in Kelman's terms occurs when an individual accepts influence to establish or maintain satisfying relationship. That is, an individual may feel proud to be a part of a group, respecting its values and accomplishments, without adopting them as his or her own. Internalisation occurs, when influence is accepted because of the induced attitudes and behaviours are congruent with one's own values. That is, the values of the individual and the group, or, the organisation are the same.



2.115 Charles O'Reilly and Jennifer Chatman (1986) studied the effects of compliance, identification and internalisation on the pro-social behaviours and found that commitment based on internalisation is significantly related to intra-role and extra-role behaviours and very strongly related to the intent to remain with the organisation. Attachment based on identification, was also seen related to intra-role and extra- role behaviours.

2.116 Commitment based on compliance was found negatively associated with the intention to stay. Compliance was negatively related to tenure and identification and was positively related to length of service. Internalisation was not seen related to tenure.

2.117 O' Reilly and Chatman's study(1986) suggested that commitment based on internalisation and identification has strong links with pro-social behaviours. Commitment based on compliance, however, with the exception of its relationship with intention to leave, was seen unrelated to extra-role behaviours. They also added that, the basis for one's commitment may be related to positive manifestation of involvement such as voluntary participation and contributions beyond the narrow requirements of the job.

## OUTCOMES OF COMMITMENT

2.118 Katz (1964) suggested three types of member behaviours, reminiscent of March and Simon's (1958) participation and production framework, essential for a functioning organisation. Not only do the organisations induce members to join and remain (participate), but should also motivate two kinds of production dependable role behaviour( as prescribed by the organisation) and spontaneous and innovative behaviour (which go beyond explicit behavioral prescriptions).

2.119 H.L, Angle and J.L. Perry,(1981) observed that committed member's definite desire to maintain organisational membership would have a clear relationship to the motivation to participate. Thus, it was found that organisations whose members were strongly committed had both high participation and high production. Such organisations were, therefore, expected to show relatively low levels of absenteeism, tardiness and voluntary turnover and high levels of operating efficiency.

2.120 In keeping with the view that committed employees will engage in spontaneous, innovative behaviour on behalf of the organisation, it was further anticipated that within limits, organisational commitment among the members would

facilitate ability of an organisation to adapt to contingencies. The adaptability-commitment relationship was not actually monotonic over all possible levels of commitment. Extreme commitment would probably lead to a fanatical behaviour, suspension of individual judgement and the like

2.121 Harris and Eoyang (1977) building upon Steers (1977) notion of 'active' and 'passive' commitment, had given two bipolar dimensions to commitment. (1) Commitment or lack of commitment, to remain with the organisation and (2) Commitment or lack thereof, to work in support of organisational objectives. Within such a framework turnover measures should be most sensitive to the extent to which employees were committed to remaining in the organisation.

2.122 Harris and Eoyang (1977) proposed that commitment to stay and commitment to work are independent constructs and in combination have complex implications for the organisations. In addition, as Salanick (1977) pointed out, the impact of employee commitment on an organisation depends not only on what the employees are committed to do, but also on what the potential is for those specific behaviours to influence organisational outcomes. Angle and Perry (1981) have made an interesting observation that the relationship between commitment and behaviour very likely depends on the form that commitment takes.

2.123 Empirical research on organisational commitment has shown commitment to be a significant predictor of turnover. According to Morrow (1983), job involvement and organisational commitment are related but distinct type of work attitudes because of their distinct referents. Workers with high level of job involvement and organisational commitment should be the most motivated, because, they are attracted by both the job and the organisation.

2.124 Also based on past empirical research it can be suggested that job involvement and organisational commitment complement one another as predictors of turnover and absenteeism. Generally, job involvement accounts for greater percentage of variance in absenteeism than organisational commitment, while organisational commitment accounts for a greater percentage of turnover variance than job involvement (Boal and Cidambi .,1984).

## **ORGANISATIONAL TURNOVER AND COMMITMENT**

2.125 In recent years the research on the problem of employee's leaving organisations have involved the development of several conceptual models that attempt to explain the process through which some one quits. (Mobley, Griffith, Hand and Meglino 1979; Price 1977; Lee., Richard and Mowday 1987).

2.126 Steers and Mowday (s.s. Lee etc.al.1987) in their model developed in 1981, proposed the following sequence of variables that leads to an employee staying with or leaving an organisation:

- Job expectations, (Conceptualised as met expectations ) and values;
  - Affective responses affect desire and intention to stay or leave , and
  - An intention to leave leading to actual leaving.
- Steers and Mowday(1981) discussed several affective responses like job satisfaction, job involvement, organisational commitment etc.

2.127 Job satisfaction and it's interaction with job opportunities was put forward by some researchers as the immediate antecedent of an employee's leaving the organisation. Steers and Mowday(1981),but proposed that the immediate antecedent of an employee's leaving is the interaction of the intention to leave and alternate job opportunities.

2.128 Although available literature on the employee organisation linkages is not extensive, it focuses on selected linkages. For example, Michael and Spector (1982) using path analysis found that:

(1) intention to leave was the immediate predictor of leaving [which supports the findings of Steers and Mowday (1981)] ,

(2) job satisfaction and organisational commitment were the immediate antecedents of intention to leave;

(3) job satisfaction was predicted by pre-employment expectations, perceived job characteristics and leader consideration and;

(4) organisational commitment was predicted by leader consideration.

2.129 Stumpf and Hartman (1984) found out that intention to leave was the immediate antecedent to 'environmental exploration' (some thing similar to job search). This was negatively related to job satisfaction and organisational commitment. They also found that person job congruence and work performance predicted job satisfaction.

2.130 Lee and Mowday (1987) found that prior job performance was significantly correlated with job satisfaction and organisational commitment. Contrary to Steers and Mowday(1981) they found that the multiplicative interaction between intention to leave and alternative job opportunities is not the immediate antecedent to an employee's leaving the organisation. Angle and Perry (1981) in their study on commitment and organisational effectiveness reported an inverse relationship between organisational commitment and employee turnover.

### **COMMITMENT AND SATISFACTION ON PERFORMANCE AND MEMBERSHIP**

2.131 A great deal of research has been conducted to link employee attitudes with work outcomes. Early research tended to focus on job satisfaction as the key attitude related to employee behaviours such as job performance and turnover (Locke, 1976). More recent research has investigated organisational commitment as an attitudinal predictor of employee behaviour and intentions (Mowday, Porter and Steers 1982, Balaji.C,1988).

2.132 Porter, Steers, Mowday and Boulian (1974) proposed that general attitudes towards the organisation may have a greater impact on the decision to remain with the organisation than more specific attitudes towards the job. Wiener and Wardi

(1980) suggested that organisational attitudes should be more strongly associated with organisation oriented outcomes, such as turnover intentions, while the most likely behaviour to be affected by job attitudes would be task oriented outcomes, such as work effort or performance.

2.133 Many studies have reported significant association between organisational commitment and turnover intentions (Ferris and Aranya, 1983; Hom, Katerberg and Hulin 1979; Mowday, Steers and Porter 1979; O'Reilly and Caldwell 1980; Steers, 1977; Stumpf and Hartman 1984; Wiener and Wardi, 1980; Balaji. C, 1988 ).

2.134 In many other studies, overall job satisfaction appears to be associated with turnover intentions (Angle and Perry, 1981, Bedeian and Armenakis, 1981). Research also has compared the independent and joint effects of job satisfaction and organisational commitment in turnover intentions or intentions to quit (Peters, Bhagat and O'Connor 1981; Balaji, 1988; Arnold and Feldman 1982 ).

2.135 Peters, Bhagat and O'Connor (1981) found that, organisational commitment had a strong relationship with turnover intentions than job satisfaction, though job satisfaction did make an independent contribution to the prediction of turnover intentions. It, therefore appears that both job satisfaction and commitment are related to turnover intentions.



2.136 Research was also done to verify the relationship between job performance, job satisfaction and commitment. While some literature suggests that, job satisfaction and job performance are related other analyses of the job satisfaction have concluded that satisfaction shows a negligible relationship with job performance Locke, 1976). Both Steers (1977) and Wiener and Vardi (1980) concluded that organisational commitment was not clearly related to job performance. However, there is not much research done on the relationship between organisational commitment and job performance

2.137 Lynn, McFarlane. Shore and Harry, J Martin (1989) conducted a study to find out the superiority of either of organisational commitment or satisfaction on job performance and intent to stay. Shore and Martin (1989),observed that there are 'no studies' that simultaneously examined the joint effects of job satisfaction and organisational commitment on job performance. They found that organisational commitment had higher correlation than job satisfaction with intent to stay in general, and job satisfaction had more say in creating a variance in the performance ratings than organisational commitment.

2.138 These findings are in tune with the arguments of Porter et. al. (1974) and Wiener and Vardi (1980) 'that global attitudes towards the organisation (Like organisational commitment) are associated more closely with organisation-

oriented outcomes and more specific attitudes (Like job satisfaction) are more closely associated with task-oriented outcomes. Mowday, Steers and Porter (1979) also suggested that job satisfaction is a more transitory and changeable attitude than organisational commitment.

2.139 Interpreting the results of their study, Shore and Martin (1989) suggested that, work attitude among professionals are less predictive of intentions to remain in the organisation than among the non-professionals. Professionals, according to them, have primary commitment to their occupation rather than to their organisation. Professionals may be viewing a given job as a stepping stone to a better job since their primary commitment is to their profession, where as non-professionals may be looking for a good job in the organisation that provides some measure of job security.

2.140 However, the literature still suggests that (Porter ,Steers and Mowday, 1981) job satisfaction and organisational commitment may not be clearly distinct attitudes, but possess some uniqueness, given the ability of these attitudes to account for distinct variance in the same work outcomes.

## VALUE BASED MODEL OF COMMITMENT

2.141 Punekar and Haribabu (1978,pp.61) reviewed a number of definitions of organisational commitment and noted that "their authors had failed to conceptualise commitment in terms of the value orientation of workers, despite the fact that values exert a powerful impact on behaviour" They have proposed a definition according to which, commitment is basically a value-orientation of the individual or group and comprises two values-viz 'performance value' and 'discipline value'.

2.142 Amsa and Punekar (1985,pp.27) while testing their value based conceptual model of work-role commitment, observed that "Socialisation causes 'commitment values' (both performance value and discipline value), and these values in turn cause work performance. According to them, "...commitment values are inculcated in a person by the process of socialisation that he had undergone in his formative years and that these values get expressed in the form of good work performance when the person enters a job"(pp.28).The expression of 'commitment values' in the form of good work performance takes place only when one's expectations from his job are reasonably fulfilled by the organisation. They further asserted that, as the values being one of the powerful determinants of a person's behaviour, a model of commitment based on the values will be able to explain behaviour of a committed person more

effectively than most other models proposed in terms of job rewards and organisational culture.

## **INTEGRATION OF PROFESSIONALS WITH THE ORGANISATION**

2.143 A classic issue in the analyses of organisational behaviour is whether the needs of individuals and the goals of the employing organisations can be simultaneously attained or integrated. Some studies point to an inherent conflict between these two (Argyris 1964; Kornhauser, 1962; Gouldner, 1958). Some other authors have indicated that, characteristics of the job such as the degree of challenge and responsibility, can lead to both high satisfaction and high performance. (Berlew and Hall 1966., Lawler, 1969., Schein, 1967).

2.144 Integration of the individuals with the organisation can come about where the job behaviours that lead to satisfaction of such higher order needs (as autonomy, achievement, esteem and self fulfilment) also lead to high performance. Argyris, (1964) has asserted that the individual has a need to experience competence and growth in continuing through his work. If he perceives that competence is demanded, this anticipated satisfaction will motivate him to exert a great deal of effort (Lawler, 1969).

2.145 In a study among professionals and scientists, Douglas. T. Hall and Edward, E. Lawler (1969) have found that quality pressure is related to job involvement and that the job involvement has got a significant relationship with the overall technical performance. They also found that Quality pressures encourage the professionals to satisfy their need for competence in their work. Kornhauser, (1962) and Glaser, (1963) have suggested that the most motivated scientists are 'local cosmopolitans', those who have high regard to the professional and organisational goals.

2.146 Many researchers (Gouldner, 1954., and Etzioni, 1964) have noted and argued that there is a basic incompatibility between professionals and organisation which is related to divergent authority patterns. Much of the research on organisational professionals has assumed this incompatibility between them and their employing organisations. The professional is seen as responding to professional authority only. Consequently the professional entering an organisation is often seen as having to choose between commitment to his profession and commitment to his organisation. Obviously commitment to the organisation has to attain more importance.

2.147 There are some research findings, though limited, which observed that the professionals in an organisation may be committed both to their professions and to their organisations (Glaser, 1963) Studies of how professionals find

satisfaction in organisations and, the types of reciprocal adaptation by professionals and organisations indicate that professionals are able to harmoniously relate their organisational and professional activities to their situation within the organisation, which re-affirms certain principles of professionalism. (Barber, 1965., Glaser, 1963., Kornhauser, 1962). The degree of professionalism in the organisational involvements hence might be an important determinant of the compatibility of the two commitments as far as the professionals are concerned.

2.148 Russell Thornton (Ref.no296,bibliography), studying the impact of different types of job involvement on the compatibility of professional and organisational commitment found that, professional and organisational commitments can be compatible under certain conditions. Generally, the extent to which the organisational professionals experience and perceive an organisational situation as re-affirming and exemplifying certain principles of professionalism determine the compatibility of their commitment to both the organisation and the profession.

2.149 Sheldon(1971,pp.149) opined that," one way of incorporating a professional into the organisation is to attempt to make him primarily an agent of the organisation through organisational involvements. Under such circumstances the professional must choose between his organisation and his

profession, and a subsequent decision in favour of one is detrimental to the other”

2.150 It is further observed by Sheldon(1971,pp.149) that “..social relationships are particularly important for producing commitment to the organisation for a group of men with an attribute very important to the organisation, professional competence.”

### **COMMITMENT AS A DISTINCT STABILIZING FORCE**

2.151 According to R.W Scholl (1981,pp.590), "At first glance, the motivation and commitment literature tempt one to state that the commitment construct has not added anything to the existing body of knowledge on motivation. Much of the commitment literature clearly suggests an exchange perspective. While examining the organisational behaviour literature, one finds that the exchange perspective, which started with the work of Barnard (1938) and continued with March and Simon's (1958) inducements/contribution model, dominates the work on motivation”

2.152 If one examines the two most popular motivational process models-viz. equity and expectancy, he can definitely find a place for commitment in explaining employee behaviour. This has been acknowledged as 'commitment proposition' in the present study.

2.153 The exchange models of motivation, mainly emphasise that individuals perform for, or make contributions to an organisation in exchange for certain rewards or inducements. Membership and performance are maintained, as long as a favourable balance is maintained between the inducements and contribution.

2.154 Also, according to the equity theory (Adams, 1963.\*s.s.) membership and performance continue when there is a balanced ratio between inputs and outcomes of one as compared to those of others. Expectancy theory is another motivational model (Vroom, 1964), that attempts to explain the membership and the performance of an individual as an exchange. Expectancy refers to the perceived probability that certain behaviours will lead to specific outcomes.

2.155 In summary, as Scholl (1981,pp.591) puts it a combined expectancy/equity model posits that individuals engage in certain behaviours when they perceive equitable rewards to be the result of these behaviours. Fundamentally, this expectancy/equity notion can account for choices among alternative behaviours, but how well does it do in explaining consistency or stability in behavioural direction?"



2.156 According to the expectancy/equity propositions, some set of conditions are to be satisfied to maintain the particular behavioural direction, and if one or all of these conditions are not met or satisfied, an individual would be predicted to discontinue the line of behaviour. But empirically, some problems with expectancy as a complete explanation of stability of membership have been found.

2.157 Vroom(1964) and Deci (1971) found reduced attractiveness of the organisation, when the expectancy was not fulfilled. Contrary to this, Hearn and Stull (1975) found among the cocktail waitresses, who joined the firm with lot of expectations that, even when they found most of their expectations are not met, they still continued in their organisation.

2.158 This, thus raises a question as - if expectancy is capable of maintaining a behavioural direction when the conditions/expectations are satisfied; and destabilizing a behaviour( membership), when some or all conditions are not fulfilled, why did those employees( cocktail waitresses) stay with their organisation, even when their expectations were not fulfilled? This becomes a problem difficult to be explained by the motivational theories based on exchange- expectancy proposition.

2.159 Organisational commitment has been brought out as an alternative force capable of explaining such a behavioural stability in these kinds of situations. Organisational commitment was hypothesised as the force that can provide the momentum for people to continue their stay with the organisation when expectancy condition fails. Therefore, of late, commitment is being treated as a force that can stabilise and explain many organisational behaviours. The generation of such a force, however, is attributed to the result of an interplay between a number of organisational factors called mechanisms of commitment.

2.160 A similar argument is made by Wiener and Vardi (1980) in differentiating motivation from commitment. Their model suggested that, work behaviour is a function of both motivation ( a calculative concept) and commitment (a normative concept). In their view, the force of commitment will help one to adhere to the norms and values of the organisation, will enable one to sacrifice for the organisation and would prevent one from criticising the organisation

2.161 Farrel and Rusbolt (1981) presented another model, which also closely resembles the expectancy/commitment model. They link commitment to turnover and put commitment as a

more complex variable (being a function of satisfaction, quality of alternate opportunity and the magnitude of investments).

2.162 R.W Scholl (1981,pp.597) after analysing some models which link commitment and expectancy (Wiener and Vardi, 1980., Farrel and Rusbolt, 1981) concluded that, "if commitment is viewed as a force distinct from expectancy, it can be used to explain instances of behavioural direction, being maintained despite lowered expectancy through either changes in subjective probabilities or changes in reward valences"

2.163 The present study identifies itself with the commitment proposition developed by Scholl(1981),and is on the look out for the mechanisms which can give different dimensions to the commitment of a professional. This commitment in turn, is capable of bringing a lot of desirable outcomes for the organisation. But for this, a close look on the process of commitment is required. That definitely is the underlying motive of the present investigation.

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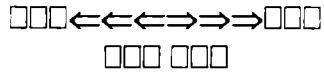
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### **Chapter 3.**

#### **Scope and Methodology of the study**

##### **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 of 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 t 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 (21years 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 back ground:

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:

	<b>Major organisations in the area</b>	<b>No. Selected for sample</b>
<b>Public</b>	11	2
<b>Private</b>	5	1
<b>Consultancy</b>	3	2
<b>R &amp; D</b>	2	2

**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:

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

**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.

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

**TABLE 3.3**



**UNIVERSE OF THE STUDY**

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

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

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.

\*\*\*\*

## DATA PRESENTATION, ANALYSIS AND INTERPRETATION

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

## CHAPTER 4

### Introduction

Commitment to an organisation of different groups of professionals is assumed to differ from group to group. The major objective of this part of the study is to compare the levels of organisational commitment of managers, consultants and scientists.

Professionalism is perceived as the degree of professional freedom enjoyed by the professionals. Increased professionalism in one helps one to commit himself more to the profession. This professional commitment, if not properly tuned and controlled, may affect the interests of the organisation adversely. When professional commitment increases, organisational commitment tend to decrease.

Managers in industrial organisations, Consultants and R & D scientists are working in three different professional set-ups. The level of professionalism in their jobs also is different. R & D scientists tend to enjoy more professional freedom. Taking into account the varying degrees of professionalism that is there in these three professions, it is assumed that their level of organisational commitment also differs.

Thus, treating professionalism and organisational commitment as two forces acting in opposite directions, it can be hypothesised that commitment to the organisation will be the highest for the managers, than the consultants or the scientists. Similarly, the levels of commitment of professionals in relation to the difference in the level of age, position, and experience are also analysed

Age, Experience, and Position are expected to moderate the level of commitment of a professional. The relationship of these variables with the level of commitment also is unveiled in this chapter.

Besides this, the association between the level of socialisation experienced by one in the organisation and his level of organisational commitment also is explored. If the level of commitment of the professionals is associated with the level of socialisation, then, the differences in the level of commitment of the professional can be attributed to the differences in the socialisation experienced by them.

Socialisation as experienced by a professional is a combination of a number of organisational socialisation experiences to which he is subjected to, during his stay with the organisation. Therefore, if a difference in the level of socialisation can cause a difference in the level of commitment, then the socialisation process in the organisation needs to be analysed intensively to improve the level of organisational commitment. However, how these experiences shape up the level of socialisation to influence the level of commitment is not studied here, as it may require a detailed study on the process of socialisation within an organisation.

In the present study, analysis is therefore done to identify the difference in the levels of organisational commitment of different groups of professionals. Wherever the differences are significant, analysis of the commitment mechanisms for such groups would help to understand and develop a climate conducive to the commitment of the professionals to it.

## **DIMENSIONS OF ORGANISATIONAL COMMITMENT**

4.1 The objective behind this part of data analysis is to find out whether the organisational commitment of professionals in different organisational settings-Industrial (both private and public), Consulting and R & D-differs from one to another ; and if so differs, whether that difference is significant or not.

4.2 The frequency analysis of the scores pertaining to the levels of commitment of professionals as given in table 4.1 indicates the following trend. The scores are distributed between the minimum of 8.00 and a maximum of 47.00 with a mean of 31.94 and a standard deviation of 5.64. A majority of the professionals have a score between 26.00 and 36.00. However, the availability of scores outside this indicates that the variation is significant.



**Table 4.1 FREQUENCY DISTRIBUTION-COMMITMENT SCORES**

Value	frequency	percent	valid percent	cum .percent
8.00	1	.3	.3	.3
13.00	1	.3	.3	.7
14.00	1	.3	.3	1.0
16.00	2	.7	.7	1.7
17.00	1	.3	.3	2.1
18.00	2	.7	.7	2.7
20.00	1	.3	.3	3.1
21.00	1	.3	.3	3.4
22.00	4	1.4	1.4	4.8
23.00	2	.7	.7	5.5
24.00	10	3.4	3.4	8.9
25.00	6	2.1	2.1	11.0
26.00	16	5.5	5.5	16.4
27.00	13	4.5	4.5	20.9
28.00	14	4.8	4.8	25.7
29.00	15	5.1	5.1	30.8
30.00	20	6.8	6.8	37.7
31.00	8	2.7	2.7	40.4
32.00	29	9.9	9.9	50.3
33.00	16	5.5	5.5	55.8
34.00	21	7.2	7.2	63.0
35.00	20	6.8	6.8	69.9
36.00	32	11.0	11.0	80.8
37.00	17	5.8	5.8	86.6
38.00	15	5.1	5.1	91.8
39.00	9	3.1	3.1	94.9
40.00	7	2.4	2.4	97.3
41.00	3	1.0	1.0	98.3
42.00	1	.3	.3	98.6
44.00	1	.3	.3	99.0
46.00	2	.7	.7	99.7
47.00	1	.3	.3	100

standard deviation 5.64  
 mean 31.94

4.3 Since the entire scores(99%) are distributed between  $\text{mean} \pm 3$  std deviation, the distribution very well resembles a normal distribution. Therefore, to ascertain the significance of the variation in the levels of commitment of these professionals, an analysis of variance is done. The following is the result of the analysis of variance.

**Dimension of commitment across various organisations**

4.4 There are seven organisations of which 3 are manufacturing process (2 public, 1 private) 2 are consulting and the rest 2 are R & D scientific. The level of organisational commitment of professionals belonging to these organisations are given in table 4.2

**TABLE 4.2 COMMITMENT LEVEL :  
ACROSS DIFFERENT ORGANISATIONS**

	Mean	Number	Std. Deviation
Org 1	32.72	47	4.46
Org 2	33.34	65	5.13
Org 3	31.15	39	5.38
Org 4	31.52	23	5.26
Org 5	32.48	39	6.07
Org 6	27.06	31	6.00
Org 7	32.83	48	5.62

Total Population -mean = 31.94 , size = (292)

4.5 From the mean scores it can be seen that professionals belonging to Organisations 1,2,5 and 7 have a higher level of commitment (above average = 31.94) than those of the other organisations. The scores of commitment also varies from organisation to organisation. Thus, there is an apparent difference in the levels of organisational commitment of professionals who work in different organisations. To analyse whether this difference is significant or not, an ANOVA is done. The ANOVA results are detailed in table 4.3.

**TABLE 4.3 ANOVA: LEVEL OF COMMITMENT ACROSS DIFFERENT ORGANISATIONS**

**ANOVA RESULT:  
organisational commitment by organisation**

Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Significance of F
Main effects	970.955	6	161.826	5.572	.000
org	970.955	6	161.826	5.572	.000
explained	970.955	6	161.826	5.572	.000
residual	8277.055	285	29.042		
total	9248.010	291	31.780		

H0: There is no difference among the organisations with respect to the commitment of professionals

H1: The organisations differ significantly from each other with respect to the level of commitment of its professionals

4.6 The ANOVA results indicate that the difference in the levels of commitment as indicated by the mean scores is significant. That is, there is significant variance in the levels of organisational commitment of professionals belonging to different

4.7 organisational settings. Here the alternate hypothesis proposing a difference in the levels of commitment has been accepted at .000 level of significance. ( $F = 5.572$  , Signi. level = 0.000).

*Discussion:*

4.8 This result is in tune with the findings of Singh and Das(1978) wherein they found that the culture of the organisation has an impact on the level of commitment of the employees. They have suggested the re-design of the organisational systems-both technical and social - to improve the level of commitment of the employees. The apparent variation in the levels of commitment of professionals may be due to the peculiarities of the organisations or the particular experiences in the organisation to which they are subjected to.

4.9 The above findings , however, indicates that the specialities of the organisation or more specifically, the professional setting in these organisations may have given rise to this difference in the levels of their professionals. To conclusively establish the significance of the professional background in effecting a change in the level of commitment, the professionals are grouped into three distinct professional categories (as managers,

consultants, and scientists), based on the degree of their professional freedom (professionalism). Their levels of commitment were analysed by using an ANOVA. The result of this analysis of variance is given in table 4.4 and 4.5. It is assumed in the study that the managers have less professionalism in comparison to others.

Objective:

1. To see whether the level of commitment of Managers, Consultants and Scientists to their organisation differ significantly with each other or not

**TABLE 4.4 COMMITMENT LEVEL OF DIFFERENT PROFESSIONALS**

	Mean	Number	Std. Deviation
Managers	33.01	160	5.08
Consultants	31.29	62	5.29
Scientists	30.08	70	6.58

**Mean Scores:** For total population - 31.94  
Size - (292)

4.10 From the mean scores of commitment it can be seen that the level of commitment as expressed by the commitment score, is different for different professions. The mean scores also indicate that the level of commitment is higher for the managers than the other two categories of professionals.

4.11 However, it is not clear from the mean scores, whether the difference is significant or not. Hence an analysis of variance is done on the mean scores to find out whether the three categories of professionals differ with respect to their level of commitment. The result of the ANOVA is given in table 4.5

**TABLE 4. 5 ANALYSIS OF VARIANCE : ACROSS PROFESSIONS**

<b>OC By profession</b>					
<b>Source of Variation</b>	<b>Sum of Squares</b>	<b>Degree of Freedom</b>	<b>Mean Square</b>	<b>F</b>	<b>Significance of F</b>
Main Effects	448.757	2	224.378	7.369	0.001
profession	448.757	2	224.378	7.369	0.001
Explained	448.757	2	224.378	7.369	0.001
Residual	8799.254	289	30.447		
Total	9248.010	291	31.780		

H0: The different groups of professionals do not differ in terms of their level of commitment

H1: The different groups of professionals differ significantly from each other with respect to their level of commitment

4.12 The ANOVA result shows that the commitment level of professionals in the above three types of professions differs significantly from one another. The alternate hypothesis signifying the difference in the levels of commitment is accepted.(F-value =7.369, at.001 level of significance.)

4.13 This result further validates the conclusion derived after analysing the mean scores. Since the significance level of the result is quite high (.001), it can be concluded firmly that, level of organisational commitment of managers, consultants and scientists to their organisations is not the same, and that it differs significantly. As indicated by the mean scores the managers have higher level of organisational commitment in comparison to others, and the scientists have the lowest level of organisational commitment.

4.14 The above analyses suggest that the managers, consultants and scientists who work in three different settings have different levels of commitment to their respective organisations. The underlying factors behind this differences may be numerous. One of the major reasons of this difference is the professionalism of the professional. But, to conclusively prove this the direction of low commitment or high commitment is to be established. Therefore t-tests were administered to establish the difference in the levels of commitment.. The result of the t -test is given in table 4.6, table 4.7 and table 4.8

**Table 4.6 t-test table : commitment levels of managers and consultants**

	No. of cases	Mean	Std deviation	Std .error
group 1	160	33.0063	5.079	0.402
group 2	62	31.2903	5.293	0.672

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.09	0.674	2.23	220	0.027	2.19	107.06	0.031

H0: Managers and consultants do not differ in terms of their level of organisational commitment.

H1: Managers and consultants differ significantly in terms of the level of organisational commitment.

4.15 From the t-test results it can be interpreted that the managers and the consultants differ significantly with respect to their level of commitment to their organisations and that the difference is significant. Here, the null hypothesis is rejected and alternate hypothesis is accepted.(t-value = 2.23,significant at 2-tail probability 0 .027). Combining the mean scores , it can be interpreted that the managers have higher level of organisational commitment than the consultants.

## (2) MANAGERS AND SCIENTISTS

**Table 4.7 t-test table : commitment levels of managers and scientists**

	No. of cases	Mean	Std deviation	Std .error
group 1	160	33.0063	5.079	.402
group 2	70	30.0857	6.582	.787

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.68	.008	3.65	228	.000	3.31	106.49	.001



H0: Managers and scientists do not differ in terms of their level of commitment

H1: Managers and scientists differ significantly with respect to their levels of organisational commitment

The t-test results enable the researcher to accept the alternate hypothesis.(t-value = 3.65,at a 2-tail prob. of .000)

4.15 Therefore ,it can be concluded that the level of commitment expressed by the managers and the scientists to their respective organisations is different. The mean scores indicate that the Managers have a higher level of organisational commitment than the scientists.

**(3) CONSULTANTS AND SCIENTISTS**

**Table 4.8 t-test table : commitment levels of consultants and scientists**

	No. of cases	Mean	Std deviation	Std .error
group 1	62	31.2903	5.293	.672
group2	70	30.0857	6.582	.787

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.55	.084	1.15	130	.253	1.16	128.84	.247

H0: The level of commitment of the consultants and scientists do not differ

H1. The level of commitment of the consultants and the scientists differ significantly

#### *DISCUSSION*

4.16 The t- test results detailed in table 4.8 indicates that though apparently different in terms of the level of commitment, the difference in the levels of organisational commitment of the consultants and the scientists is not significant. Here ,the null hypothesis is accepted as the computed t-value is not significant .(t-value=1.15, 2- tail prob. of 0.253) i.e., Consultants and scientists have the same or similar level of 'commitment to the organisation'

4.17 Combining the findings of the Anova and t-tests, it can be concluded that managers as a group of professionals differ from consultants and scientists with respect to their level of organisational commitment. The managers have comparatively higher level of commitment .The consultants and scientists show the similar trend, even though the consultants have slightly higher average level of commitment.

4.18 This may be because of the level of professionalism that the consultants have is at par with those of the scientists. This may also be due to the commonness of the various experiences in the organisation to which they are subjected to. The managers selected for the study are from the manufacturing set up. The business environment prevalent in the manufacturing set up is not conducive for any type of professional advancement. This might have contributed in the lowering of the professionalism in the managers, which in turn might have enhanced their level

of commitment .Also in the manufacturing set up majority of them are not professionals by qualification.

4.19 Whereas, the consultants of the study are from far more autonomous environment. Most of them are engineers by profession. This might have helped their level of commitment to be equal to the level of commitment of the scientists. However, the present study does not intend to unveil the reasons behind this professionalism lowering the level of commitment. The same can be carried out intensively by future researchers , who are interested in analysing the dynamics of the development of professionalism in organisational settings. The above analyses however, prove that the professional back ground has a moderating effect on the level of commitment.

**Dimension of commitment with respect to varying levels of position, age, and experience .**

The objective behind this part of data analysis is to find out the moderating effects of the personal and semi- organisational variable on the level of commitment of the professionals.

***Position wise***

4.20 The respondents are divided into three groups based on their positional status in the organisation - as junior, middle and senior. Their level of commitment to the organisation is then analysed to find out whether the position has any moderating effect on the level of commitment. Table 4.9

describes the mean scores of organisational commitment of professionals belonging to three positional groups.

**TABLE 4.9 LEVEL OF COMMITMENT OF PROFESSIONALS- POSITION WISE.**

	<b>Positional Categories</b>		
	<b>junior</b>	<b>middle</b>	<b>senior</b>
<b>mean</b>	32.60	30.99	33.36
<b>std. deviation</b>	5.09	6.19	4.46
<b>size</b>	92	145	55

**Mean Scores For total population - 31.94**  
**size - (292)**

4.21 From the mean scores of commitment given in table 4.9 it can be seen that the junior and senior level professionals have a better average score (i.e., a better level) of commitment to their organisation than the middle level professionals. The middle level professionals' commitment level is seen as lower than the level of commitment of the entire population. The mean score also implies that the professionals in the senior level are highly committed than others.

4.22 However, to find out whether the difference in the level is caused by the difference in the positional levels ,an ANALYSIS OF VARIANCE of the levels of commitment is done. The ANOVA results are presented in Table 4.10

**TABLE 4.10 ANOVA - LEVEL OF COMMITMENT : POSITION WISE**

<b>OC By position</b>					
<b>Source of Variation</b>	<b>Sum of Squares</b>	<b>Degree of Freedom</b>	<b>Mean Square</b>	<b>F</b>	<b>Significance of F</b>
<b>Main Effects</b>	283.191	2	141.596	4.565	.011
<b>position</b>	283.191	2	141.596	4.565	.011
<b>Explained</b>	283.191	2	141.596	4.565	.011
<b>Residual</b>	8964.819	289	31.020		
<b>Total</b>	9248.010	291	31.780		

H0: Professionals belonging to different positions exhibit the same level of organisational commitment.

H1: The level of organisational commitment of professionals belonging to junior ,middle and senior levels is not the same.

4.23 Here, based on the results of the ANOVA, the null hypothesis is rejected. The significance of the difference in the level of commitment of professionals in the three position based groups is accepted at .011 level of significance. Thus, it can be stated that professionals of different positions in the organisation has different levels of commitment to the organisation (F value 4.565, Sig. level = 0.011). Besides this, from the average level of commitment it can be interpreted that commitment level is higher among the senior level professionals. However, this results cannot conclusively say which group of professionals is more committed to the organisation. To further

ascertain the validity of these findings, t-tests were conducted. The results of the t-tests are given in tables 4.11, table 4.12 and table 4.13.

**Table 4.11 t-test table : COMMITMENT LEVELS OF JUNIOR AND MIDDLE**

	No. of cases	Mean	Std deviation	Std .error
group 1	92	32.5978	5.097	.531
group 2	145	30.9862	6.195	.514

F-value	2-tail prob	Pooled variance estimate			Separate variance estimate		
		t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.48	.045	2.09	235	.038	2.18	219.61	.030

H0: Level of commitment of junior and middle level professionals do not differ

H1: The level of commitment of junior and middle level professionals differ significantly from each other.

4.24 Based on the results of the t-test the null hypothesis is rejected, and the alternate hypothesis is accepted (t-value = 2.09, 2 tail prob.=0.038)

4.25 Therefore, it can be concluded that commitment to the organisation of position-wise junior and position wise middle differs significantly. The mean values asserts that the juniors have higher level of commitment (32.59) than the middle level professionals (30.98).

**Table 4.12 t-test table : COMMITMENT LEVELS OF JUNIOR AND SENIOR**

	No. of cases	Mean	Std deviation	Std .error
group 1	92	32.5978	5.097	.531
group 2	55	33.3636	4.461	.602

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.31	.290	-.92	145	.358	-.95	125.73	.342

H0: Level of commitment of junior and senior level professionals does not differ significantly.

H1: Junior and senior level professionals differ significantly in terms of their level of commitment

4.26 Based on the results detailed in table 4.11, the null hypothesis is accepted and the alternate hypothesis stating a difference in the commitment is rejected (t-value = -0.92, 2 tail prob.=0.358)

4.27 Therefore, it can be concluded that the professionals in the junior levels of the organisation and the senior levels of the organisation exhibit the same level of commitment to the organisation. That is, being in the senior level does not make any difference in the level of commitment, from being in the junior level.

**Table 4.13 t-test table : COMMITMENT LEVELS OF MIDDLE AND SENIOR LEVEL PROFESSIONALS**

	No. of cases	Mean	Std deviation	Std .error
group 1	145	30.9862	6.195	.514
group 2	55	33.3636	4.461	.602

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob.	t-value	degrees of freedom	2-tail prob.
1.93	.007	-2.60	198	.010	-3.00	134.83	.003

H0: Professionals in the middle and senior levels of the organisation do not differ in terms of their levels of commitment

H1: Professionals in the middle and senior levels of the organisation differ in terms of their level of organisational commitment.

The results of the above analysis recommends the acceptance of the alternate hypothesis, at a 2-tail probability of 0.010.

4.28 Therefore, based on the t-test results it can be concluded that Commitment to the organisation of middle level professionals is significantly different from the commitment level of senior professionals (t-value = -2.60, 2-tail prob. = 0.010). The mean scores further assert that the seniors have higher level of commitment than the middle level professionals.



## *Discussion*

4.29 From the above findings it can be concluded that people at the middle levels of the organisations have significantly low level of commitment to the organisation. Professionals at the higher positions show more commitment to their organisation than who are at the junior or middle levels. The observations of Mary. E. Sheldon (1971) also supports this finding. According to Sheldon, the higher positions are a reward from the organisation and is an indication that the person is recognised. Therefore, people in the higher levels tend to commit more towards the organisation.

4.30 A great majority of modern day professional organisations are facing the problem of a 'fat middle management' So far, these organisations have been taking solace in the fact that these professionals perform better. However, the present finding indicates that the middle level professionals commitment to the organisation is very low. This low level of commitment may make them true burden to the organisation.

4.31 Their low level of commitment may be because of a number of reasons. One reason may be that they have a reasonable level of experience in the organisation and that they may be evaluating their continuance in the organisation based the opportunities outside.

4.32 Other reasons may be that the organisational experiences as enjoyed by them may not be that strong enough to enhance their level of commitment. Had the experiences been strong and instrumental, they would not have evaluated their investment in the organisation in terms of the number of years and experience as negligible. A positive evaluation of their own investments would have enhanced their level of commitment.

4.33 The low level of commitment among them might compel them to evaluate the prospects of continuing in the organisation. Added to that if the socialisation experiences as encountered by them are not positive, they may make a decision against the present organisation. Hence organisations which require the middle level professional's commitment, must try to highlight the investment that was made to it by a middle level professional, and should explain to them the prospects of encashing their experience for better benefits coupled with their continuance in the present organisation.

4.34 The organisation should also find out and provide for those experiences which can enhance the level of commitment of the middle level professionals. Otherwise their low level of commitment may give rise to organisational turnover and the organisation in turn may lose these people.

4.35 Hence in the overall analysis the commitment of professionals belonging to the middle level positions are found not satisfactory from the organisation point of view.

### **Age-wise Dimensions**

4.36 Professionals are classified into three groups based on their age level. The groupings are junior (20-35 years), middle (36-40 years), and senior (50 years and above). Various dimensions of the commitment of

professionals falling into these groups are analysed. Table 4.14 describes the level of commitment of professionals from these groups.

**TABLE 4.14 COMMITMENT LEVEL OF PROFESSIONALS-AGE WISE**

**Mean Scores For total population - 31.94  
size - (292)**

	Age wise -Categories		
	young	middle aged	senior
<b>mean</b>	30.69	31.27	33.41
<b>std. deviation</b>	5.25	4.93	5.74
<b>size</b>	104	60	128

4.37 From the distribution of commitment scores in table 4.14, it can be inferred that that the young professionals show the lowest level of commitment; middle aged have slightly better level of commitment and the seniors have a higher level of commitment.

4.38 To further establish the moderating effects that age has with the level of commitment, it needs to be found out whether the difference in the level of commitment exhibited by professionals belonging to different age groups is significant or not. If the levels of commitment of one group is found significantly different from another group, it can then be concluded that the difference is caused by the particular characteristic of the group by which it differs from the other group.

4.39 Therefore, to find out the moderating effects of age -based on which the groups of professionals are differentiated- an ANALYSIS OF VARIANCE test is done on the commitment levels of professionals from these three groups. The ANOVA results are summarised in Table 4.15

TABLE 4.15 ANOVA :COMMITMENT LEVEL ACROSS AGE GROUPS

OC By Age					
Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Significance of F
Main Effects	465.140	2	232.570	7.952	.000
Age	465.140	2	232.570	7.952	.000
Explained	465.140	2	232.570	7.952	.000
Residual	8422.846	289	29.246		
Total	8887.986	291	30.648		

H0: Commitment level of professionals belonging to different age levels does not differ from one group to another

H1: Level of commitment of professionals belonging to different age levels vary across different groups.

4.40 The results of ANOVA analysis indicate that the level of commitment of professionals vary with respect to the age of the professional. i.e., Commitment level of professionals belonging to younger age group is

not the same as those of the middle aged group, or as those of the senior group. It can thus be interpreted that professionals at different age levels express different levels of commitment. The result is significant at 0.000 level. (F-value = 7.952, null hypothesis is rejected.).

4.41 The ANOVA results along with the mean scores on the level of commitment suggest that the professionals at the higher age group has the highest level of organisational commitment, followed by the middle aged and the young professionals.

4.42 To further validate these findings and to find out the direction of this commitment t-tests were administered. The results of t- tests are produced in table 4.16, table 4.17 and table 4.18.

**Table 4.16 t-test tables : COMMITMENT LEVELS OF YOUNG AND MIDDLE AGED**

	No. of cases	Mean	Std deviation	Std .error
group 1	104	30.6893	5.253	.518
group 2	60	31.2667	4.926	.636

F-value	2-tail prob	Pooled variance estimate			Separate variance estimate		
		t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.14	.597	-.69	162	.490	-.70	130.04	.483

Ho: Young and middle aged professionals have the same level of commitment to the organisation.

H1: Commitment level of the young and the middle aged professionals is not the same.

Here, the null hypothesis is accepted.(t- value = -0.69, 2- tail prob.=0.490)

4.43 The above result concludes that age level does not cause any difference in the level of organisational commitment of the young and middle aged professionals. That is the commitment level of professionals below 35 years and professionals of age above 35 and below 50 does not differ much.

**t-test table 4.17 : COMMITMENT LEVELS OF YOUNG AND OLD PROFESSIONALS**

	No. of cases	Mean	Std deviation	Std .error
group 1	104	30.6893	5.253	.518
group 2	128	33.4141	5.735	.507

F-value	2-tail prob	Pooled variance estimate			Separate variance estimate		
		t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.19	.356	-3.73	230	.000	-3.76	225.15	.000

H0: Commitment level of young and the old professionals are the same.

H1: Commitment level of young and old professionals differ significantly

4.44 The results of the t- tests recommend for accepting the alternate hypothesis at 0.000 level of significance, t- value = -3.73. Therefore , it can be stated that the commitment level of the professionals below 35 years and the professionals above 50 years are not the same. The mean scores further indicates that the old professionals have a higher level of commitment than the young ones.

**t-test table 4.18 : COMMITMENT LEVELS OF MIDDLE AGED AND SENIOR**

	No. of cases	Mean	Std deviation	Std .error
group 1	60	31.2667	4.926	.636
group 2	128	33.4141	5.735	.507

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob
1.36	.191	-2.50	186	.013	-2.64	132.87	.009

H0: Commitment level of middle aged and old professionals does not differ.

H1 :Commitment level of middle aged and old professionals differ significantly.

(H1 is accepted at a 2 tail prob. of 0.013, t - value = -2.50)

4.45 The t- test results in table 4.18 indicates that the professionals above 50 years and the professionals below 50 but above 35 years, have significant difference in terms of their level of commitment.

4.46 The results produced above conclude that the level of commitment of juniors and middle aged do not differ significantly (2-tail prob. = 0.490), where as juniors and seniors differ significantly from each other with respect to their level of commitment (2-tail prob. = 0.000). Middle aged and seniors also have significant difference in their level of commitment.(2-tail prob. =0.013)

4.47 Hence, by incorporating these results with the mean scores, it can be concluded that professionals belonging to the older age groups are more committed to their organisation than the juniors or the middle aged. The mean scores along with the t- test results conclude that the professionals above 50 years of age have higher level of commitment , in comparison to the other two groups.

### *Discussion*

4.48 One important observation is to be made at this time is that, in the first case, when the dimension of commitment was identified with respect to different positional levels, the lowest commitment level was found among the middle level professionals. There the seniors' level of commitment was found superior than that of others. But, when analysed with respect to the differences in age , it was noted that young and the middle aged



are at par with respect to their level of commitment. The seniors have a better level of commitment than both the middle aged as well as the young professionals. Thus, the seniors both in terms of the position and age seem to have higher level commitment. Mary .E. Sheldon(1971,pp.148) during her study on the effects of investmtns on commitment observed that “older men who presumably become increasingly involved in administrative duties decrease their professional commitments.” The present finding which concludes the relation of age with the level of organisational commitment also suggest a possibility like this in the case of senior professionals in terms of age and position.

4.49 Professionals in the senior level may be from the middle and senior ages.

Since age has an association with the level of commitment ,age might be the underlying factor that causes this high commitment in these groups. Similarly, majority of the professionals in the middle level (position wise) might be a mixture of young, middle aged and old professionals. With the possible exception of manufacturing set up, in all other professions, the middle level contains a number of young professionals. The presence of young professionals at the middle level might have moderated their level of commitment. If age again can be taken as a factor capable of moderating the level of commitment, age may be the one ,which has indirectly influenced the commitment level of middle level professionals.

4.50 It may also possible that in the junior levels, especially in the manufacturing set up, a number of ‘old’ professionals(the seniors-age wise) are accommodated basically because of the promotion policies based on seniority. Here a junior level manger need not necessarily be a junior age wise. The presence of such a number of old heads may be the reason

for the high level commitment of the professionals of junior positions. The low level of commitment among the age-wise juniors underlines this point.

4.51 Combining both, one can interpret that in both the groups of seniors, age as a common factor might have influenced or moderated the level of commitment. Hence, the conclusion that can be derived that, age has significant relationship with the level of commitment. That is, the changes in the level of commitment of professionals belonging to different groups based on age is caused or moderated by the differences in the age.

4.52 From the above results it can also be interpreted that, position does not have a direct relationship with the level of commitment. Wherever, position has a direct relationship with the level of commitment, age seems to moderate that relation. To further validate this relationship, chi-square analysis is done.

#### **Association between variables**

4.53 In this part, positional level and the age level are cross tabulated, separately, with the level of commitment, to see whether the differences in the level of one makes any difference in the other or not. The chi-square analysis is detailed in table 4.19, table 4.20 and table 4.21

TABLE 4.19  $\chi^2$  - Test of association :Position and Commitment

Level \ OC	Low	Moderate	High	Row Total
Low	2	8	0	10 (3.4)
Moderate	51	89	34	174 (59.6)
High	39	48	21	108 (37)
Column Total	92 (31.5)	145 (49.7)	55 (18.8)	292 (100)

Chi - Square    DF                      Significance    Minimum EF    Cells with EF < 5\*\*  
 5.8871            4                      0.2077            1.884            3 of 9(33.3 %)

\*\* (see foot note)

H0: The level of commitment and the positional levels are not associated .(i.e. The level of commitment is independent of the positional levels)

H1: The level of commitment is associated with the positional levels.

4.54 From the chi-square analysis results given in table 4.19, the null hypothesis is accepted , as the computed chi-square value is not significant. Therefore, it can be seen that the level of commitment is not associated with the differences in the positional level. Thus, it can be concluded that the differences in the levels of commitment found among the professionals belonging to different positions is not moderated by the status of their position.

**B. Age and Commitment**

**Table 4.20 :  $\chi^2$  - Test of association Commitment And Age**

<b>OC \ Age</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Row Total</b>
<b>Low</b>	5	1	4	10 (3.4)
<b>Moderate</b>	69	42	63	174 (59.6)
<b>High</b>	30	17	61	108 (37)
<b>Column Total</b>	104 (35.6)	60 (20.5)	128 (43.8)	292 (100)

Chi - Square	DF	Significance	Minimum EF	Cells with EF < 5 (* foot note 1)
12.3719	4	.0148	2.055	3 of 9 (33.3%)

H0: Commitment level is independent of the age level(i.e. There is no association between the level of commitment and the age level of a professional)

H1: The level of commitment is dependent on the age level.

Here, since the computed value of chi-is significant the alternate hypothesis is accepted at .015 level of significance(chi-squire value =12.37)

1. □

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□ The chi-squire table gives certain percentage of cells with less than expected frequency 5.It is assumed in the chi-squire tests , that wherever the expected frequencies are less than 5, the consequent chi-value may be inadequate in making a conclusion. It is provided in statistics that in such cases, the pooling of classes can be held to analyse the variables. Therefore, in the present study the investigator had adopted pooling of the cells, and then chi-squire was computed. The results of those chi-squire tests, however do not differ from the results of the SPSS output. Therefore, in the present study, the SPSS results are used for interpretation. The significance of all these findings were cross-verified.

4.55 From the result of chi-square analysis it can be interpreted that the level of commitment is associated with the age level of the professional. This means that, professionals belonging to different age groups have different levels of commitment and that, these differences are moderated by the differences in their age level.

4.56 Combining the findings of the chi-square tests with the earlier findings, it can be concluded that age has a significant direct moderating relationship with the level of commitment of a professional, whereas Position- an organisational-cum- personal variable - is not capable of influencing the level of commitment of the professional.

#### *DISCUSSION*

4.57 These findings are in tune with the findings of Mary, E. Sheldon (1971) and Becker and others (1963), in which age was treated as an investment. According to the notion of investment, as long as a person feels that he has invested in the organisation, he feels more committed and continues his stay with the organisation. Here, in the present study, age emerges out as an investment. The finding that commitment level is the highest for professionals at a senior age level, underlines the investment notion, that age binds one to an organisation.

4.58 After investing considerable number of years in an organisation, one would be very careful in evaluating the outside opportunities. Increased age acts as a side-bet and compels one to continue his stay with the

organisation. Positional levels are not perceived as an investment in the organisation. Hence, giving one a raise in position may not serve as fruitful enough to keep him with the organisation, unless and until, his positional level is clubbed with an increased age level.

4.59 This finding may be a bit embarrassing to the performance related promotion systems that are widely utilised. This study recommends for incorporating a promotion system based on the seniority of a professional, to further up his continued stay in the organisation. From the commitment point of view, an organisation may gain a lot if its positional raises are linked to the age levels of professionals.

4.60 However, highly professional and competent organisations like Consulting and R&D may have to evaluate the cost-benefits (performance-related) part of adopting a promotional and career advancement system based on seniority, before implementing such one. It, perhaps, is wiser from the part of an organisation to have a promotion system designed and based on seniority to enhance the continued commitment from the professional; and a performance-based reward scheme to elicit the required level of performance.

#### **Experience wise dimensions**

4.61 Professionals are classified according to their years of experience in the organisation into three. The classes are: low (0-10 years), medium (11 to 20 years) and high (20 years and more). Commitment levels of these professionals are identified and tested to find out whether it differs

from one group to another or not. The following are the results of this analysis.

Table 4.21 COMMITMENT LEVEL-ACROSS EXPERIENCE CATEGORIES

	experience wise -Categories		
	low	medium	high
<b>mean</b>	29.80	32.61	33.46
<b>std. deviation</b>	5.418	4.59	5.76
<b>size</b>	114	66	112

**Mean Scores for total population - 31.94**  
**size - (292)**

4.62 From the above mean scores, it can be seen that the high- experience group has higher level of commitment and the low -experience group has the lowest level of commitment. ANOVA is done to find out the significance of difference in the level of commitment of these groups. The results are presented in table 4.22

TABLE 4. 22 ANOVA RESULTS: EXPERIENCE WISE

OC By experience					
Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Significance of F
Main Effects	762.784	2	381.392	13.174	.000
experience	762.784	2	381.392	13.174	.000
Explained	762.784	2	381.392	13.174	.000
Residual	8048.333	289	28.951		
Total	8811.117	291	31.468		

H0: The groups of professionals with different levels of experience do not differ with respect to their level of commitment

H1: Professionals belonging to various experience categories differ with each other in terms of their level of commitment.

4.63 Here, the F-value(13.74) is found highly significant at 0.000 level of significance. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted.

4.64 It can be interpreted from the ANOVA results, that the difference in the levels commitment of professionals belonging to three different levels of experience is significant. This means that the no. of years of experience gained in an organisation is an important factor in causing a difference in the level of commitment of a professional.

To further establish the significance of such differences t-tests are done.

TABLE. 4.23 t-test : COMMITMENT LEVELS OF LOW EXPERIENCED AND MEDIUM EXPERIENCED

	No. of cases	Mean	Std deviation	Std .error
group 1	114	29.7961	5.418	.534
group 2	66	32.6061	4.591	.565

F-value	2-tail prob.	Pooled variance estimate			Separate variance estimate		
		t-value	degrees of freedom	2-tail prob.	t-value	degrees of freedom	2-tail prob.
1.39	.151	-3.49	178	.001	-3.61	154.43	.000



H0: The professionals of low experience and medium experience group have the same level of commitment.

H1: The professionals of the low experience and the medium experience group differ with each other with respect to their level of commitment.

4.65 The results of t- test indicate that the low and medium experience group has different levels of commitment.( The commitment levels differ at a significant 2 -tail probability of 0.001,t-value = -3.49).The null hypothesis is rejected.

4.66 Based on the mean scores and the t- test results it can be concluded that professionals with medium experience have higher level of organisational commitment than that of professionals in the low experience category.

**Table 4.24 t-test table : COMMITMENT LEVELS OF LOW AND HIGHLY EXPERIENCED**

	No. of cases	Mean	Std deviation	Std .error
group 1	114	29.7961	5.418	.534
group 2	112	33.4643	5.761	.544

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob.	t-value	degrees of freedom	2-tail prob.	t-value	degrees of freedom	2-tail prob.
1.13	.531	-4.80	224	.000	-4.81	212.89	.000

4.67 The t- test results indicate that highly experienced professionals and professionals with low experience differ significantly with each other in terms of their level of commitment (2 tail prob. = 0.000,t- value = -4.80, Null hypothesis is rejected ).

4.68 Basing on the mean scores it can be concluded that, the difference in the level of experience (say 10 years or more) has resulted in the difference in the level of commitment of the highly experienced professionals.

**Table 4.25 t-test table : COMMITMENT LEVELS OF MEDIUM AND HIGHLY EXPERIENCED**

	No. of cases	Mean	Std deviation	Std .error
group 1	66	32.6061	4.591	.565
group 2	112	33.4643	5.761	.544

		Pooled variance estimate			Separate variance estimate		
F-value	2-tail prob.	t-value	degrees of freedom	2-tail prob	t-value	degrees of freedom	2-tail prob.
1.57	.047	-1.03	176	.303	-1.09	160.62	.276

4.69 The results of t- test indicate that the medium and high experience group's level of commitment is the same. (The computed t- value = -1.03 is not significant,2-tail sig.=0.303)

4.70 From the above analyses, it can be inferred that professionals with less than 10 years of experience in the organisation have a significantly different

level of commitment than others. The mean scores further assert that, the level of commitment is the lowest among the low experience group.

4.71 This suggests that, the number of years of experience of a professional is exerting an influence in the level of commitment among them. Though, this relation is not that visible among the groups with more than 10 years of experience (i.e,10-20&20 and above), the difference in the commitment level of groups with less than 10 years of experience and more than 10 years of experience points out that the no. of years of experience has an association with the level of commitment.

4.72 To find out whether, the commitment level is associated with the experience level of the professionals, a chi-square analysis is done. Table 4.26 lists out the result of the chi-square analysis.

TABLE 4. 26 CHI-SQUIRE RESULTS: EXPERIENCE AND COMMITMENT

$\chi^2$  - Test of association: Commitment And Experience

<b>Exp.</b>	<b>Low</b>	<b>MEDIUM</b>	<b>High</b>	<b>Row Total</b>
<b>OC</b>				
<b>Low</b>	6	1	3	10 (3.4)
<b>Moderate</b>	79	41	54	174 (59.6)
<b>High</b>	29	24	55	108 (37)
<b>Column Total</b>	114 (39)	66 (22.6)	112 (38.4)	292 (100)

Table No: 4.2

<b>Chi - Square</b>	<b>DF</b>	<b>Significance</b>	<b>Minimum EF</b>	<b>Cells with EF &lt; 5</b>
14.8807	4	.0050	2.26	3 of 9(33.3%)

H0: The level of commitment and the level of experience are independent of each other.

H1: The level of commitment of professionals is associated with the level of experience of a professional

4.73 The results of chi-square test indicates that the computed chi-value is significant 0.005 level. This hence, calls for accepting the alternate hypothesis as against the null hypothesis.

4.74 The above result indicates that the level of commitment is dependent on the level of experience. That is, the difference in the levels of commitment of two groups of professionals with two different levels of experience is caused by the differences in the experience level only. Hence, it can be stated that the level of experience of a professional causes a change in the level of commitment of the professional; and that the level of commitment varies according to the level of experience. i.e., higher the level of experience, higher will be the level of commitment.

4.75 Combining the above findings, it can be concluded that age and years of experience cause a difference in the level of organisational commitment of a professional, whereas position does not.

### ***Discussion***

4.76 The above findings are in tune with the findings of Sheldon(1971) and Buchanan (1974), wherein they found that the level of experience in the organisation has an influence on the level of commitment. According to

Sheldon(1971,pp.148) “a person most likely to be indifferent to both the profession and organisation will be a young man, with short length of service and with a medium position.”

4.77 Buchanan (1974) while analysing the socialisation stages of managers observed that , the first four years in an organisation exerts considerable influence in the level of commitment of a person. The low commitment exhibited by the low experienced professionals hence calls for analysing the socialisation of these professionals. The study assumes that the socialisation has not been effective in exerting an influence in the professional.

4.78 Thus, the years a person invests in an organisation (investments, side bets Becker, Kiesler etc..1965) in terms of his increased age and experience, enhance his level of commitment towards the organisation. Middle level professionals comprise both junior and middle aged professionals and hence their commitment level might have been affected by the age level of junior (young) professionals in the group. This may be the reason for their slightly low level of commitment.

4.79 Salanick (1977) found that people who have greater tenure in an organisation, are more committed. He also found a relationship between the relative age of workers and their level of commitment. In particular, he observed that the older workers tend to be more committed. Salanick further asserted that members of the organisation who holds higher position in the hierarchy express greater levels of commitment.

4.80 A detailed analysis however, is required to understand the dynamics of the low commitment of middle level professionals. It is possible that a middle aged professional at the middle level, or young professional at

middle level may not really perceive the investment that he has made in the organisation as significant. This perception might dissuade him from encashing the same by way of continued participation in the organisation. This may be the reason for his low level of commitment.

4.81 It is further observed by Sheldon (1971), that the professional at middle level with medium length of service is more prone to less commitment. Social involvements in an organisation were found to have a compensatory effect on this low level of commitment among professionals of these categories.

4.82 A similar argument was put forward by Mary. E. Sheldon(1972) while analysing the investments of managers. However, to fully understand the dimensions of commitment of professionals based on their investments, a study on the development of these investments based on the perception of the outside opportunities is to be done. A detailed analysis of the socialisation experiences will provide a model to compensate their lack of commitment.

## **DIMENSIONS OF VARIOUS ORGANISATIONAL VARIABLES**

### **Overall Socialisation as moderated by professional and organisational differences.**

4.83 A professional in his organisational life comes across a number of organisational experiences. Organisational socialisation or the experiences of socialisation - is an important one, particularly when the question of commitment arises. Among the various independent variables of the study, organisational socialisation has been treated as the major

independent variable. The following is an analysis into the different dimensions of it.

Table 4.27 FREQUENCY DISTRIBUTION-ORGANISATIONAL SOCIALISATION

Value	frequency	percent	valid percent	cum. percent
12	1	.3	.3	.3
19	1	.3	.3	.7
21	2	.7	.7	1.4
25	1	.3	.3	1.7
27	1	.3	.3	2.1
29	3	1.0	1.0	3.1
30	3	1.0	1.0	4.1
31	9	3.1	3.1	7.2
32	9	3.1	3.1	10.3
33	12	4.1	4.1	14.4
34	10	3.4	3.4	17.8
35	8	2.7	2.7	20.5
36	10	3.4	3.4	24.0
37	6	2.1	2.1	26
38	14	4.8	4.8	30.8
39	14	4.8	4.8	35.6
40	22	7.5	7.5	43.2
41	20	6.8	6.8	50.0
42	23	7.9	7.9	57.9
43	18	6.2	6.2	64.0
44	22	7.5	7.5	71.6
45	22	7.5	7.5	79.1
46	24	8.2	8.2	87.3
47	8	2.7	2.7	90.1
48	9	3.1	3.1	93.2
49	4	1.4	1.4	94.5
50	8	2.7	2.7	97.3
51	1	.3	.3	97.6
52	2	.7	.7	98.3
53	1	.3	.3	98.6
54	2	.7	.7	99.3
55	1	.3	.3	99.7
56	1	.3	.3	100

mean score for the total population 40.68 ; std. deviation = 6.20

4.84 The frequency analysis of the socialisation experience score given in table 4.27 shows that the entire data is distributed from a minimum score of 12 to a maximum of 56. The mean score for the total sample is **40.68** and standard deviation is **6.20**. Since 98.6% of the scores are distributed within the range Mean +\_ 3 standard deviation, the distribution resembles a normal distribution, and hence further analysis on the variance can be done. A great majority of the responses have fell within the values 34 - 46 (around 62%). But availability of scores outside these values indicates that, the variation in the levels of socialisation experiences is significant among the respondents. An analysis of the mean scores of socialisation of professionals belonging to different organisations is given in table 4.28, below.

**TABLE.4. 28 LEVEL OF SOCIALISATION : ORGANISATION WISE**

<b>Organisational Socialisation</b>			
	<b>Mean</b>	<b>Number</b>	<b>Std. Deviation</b>
<b>Org 1</b>	42.30	47	4.37
<b>Org 2</b>	39.65	65	6.58
<b>Org 3</b>	39.49	39	6.12
<b>Org 4</b>	42.61	23	4.75
<b>Org 5</b>	41.26	39	8.56
<b>Org 6</b>	38.61	31	5.93
<b>Org 7</b>	41.40	48	5.05

**Mean Scores For total population 40.68**

**size - (292) standard deviation 6.20**



4.85 From the mean scores , it can be seen that professionals belonging to organisation 1, 4, 5 and 7 have a comparatively better level of socialisation than others. Socialisation level seems to be the highest for professionals in organisation 4 and is the lowest for professionals belonging to organisation 6. However, to conclusively say about the significance of the difference in the level of socialisation of these professionals, an analysis of variance test is applied in this context.

$$f = \frac{\text{between the column variance}}{\text{within the column variance}}$$

TABLE 4.29 ANOVA RESULTS: SOCIALISATION LEVEL OF PROFESSIONALS

OSC By organisation					
Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Significance of F
Main Effects	503.557	6	83.926	2.238	.040
organisation	503.557	6	83.926	2.238	.040
Explained	503.557	6	83.926	2.238	.040
Residual	10686.183	285	37.495		
Total	11189.740	291	38.453		

Mean Scores – For total population =40.68 Size - (292)

4.86 ANOVA results indicate that overall socialisation experienced by professionals of different organisations is different and that this difference is significant. ( $F = 2.238$ , significance level = 0.040). To further test the difference in the levels of socialisation of different professions, the level of socialisation of the professionals belonging to three different professions were subject to an Anova analysis. The results of the analysis is given in table 4.30:

Table 4.30 ANOVA: SOCIALISATION ACROSS PROFESSIONS

OVERALL SOCIALISATION AS MODERATED  
BY THE PROFESSIONAL BACKGROUND

Professional Categories					
MANAGERS		CONSULTANTS		SCIENTISTS	
40.95		40.65		40.09	
160		62		70	

OSC By PROFESSION					
Source of Variation	Sum of Squares	Degree of Freedom	Mean Square	F	Significance of F
Main Effects	36.460	2	18.230	.472	.624
Type	36.460	2	18.230	.472	.624
Explained	36.460	2	18.230	.472	.624
Residual	11153.279	289	38.593		
Total	11189.740	291	38.453		

H0:Managers, consultants and scientists do not differ with respect to their level of socialisation

H1: Socialisation level enjoyed by the managers, consultants and scientists differ with each other

4.87 This result ,however did not approve the hypothesis that there is a significant difference in the levels of socialisation of professionals( Resulting F value is very small, level of significance 0.642).Hence, it can be stated that the apparent difference in the levels of socialisation of professionals as found by the first Anova result might have occurred due to chance.

Overall socialisation as moderated by the demographic variables.

4.88 Analysis is again done to find out the influence of personal cum organisational variables like age, position, and experience in influencing the level of socialisation using chi- square The results of these analyses are given below.

ASSOCIATION OF VARIABLES :SOCIALISATION AND POSITION

TABLE 4. 31:  $\chi^2$  - Test of association POSITION AND LEVEL OF SOCIALISATION

Position	Junior	Middle	Senior	Row Total
<b>OSC</b>				
<b>Low</b>	0	4	1	5 (1.7)
<b>Moderate</b>	39	62	20	121 (41.4)
<b>High</b>	53	79	34	166 (56.8)
<b>Column Total</b>	92 (31.5)	145 (49.7)	55 (18.6)	292 (100)

Table No: 4.2

Chi - Square	DF	Significance	Minimum EF	Cells with EF < 5
3.3139	4	.5058	0.942	3 of 9(33.3%)

4.89 The result shows that both the variables are independent of each other. That is, the level of socialisation experienced by a professional is not associated to the positional level of the professional. This may be either due to the fact that the organisations are maintaining the level of socialisation at the same level for all positions, or may be due to the fact that professionals enjoy different socialisation experiences but the level of it is kept operational for maintaining a particular organisational outcome.

TABLE 4. 32 CHI-SQUIRE RESULTS:LEVEL OF SOCIALISATION AND AGE

$\chi^2$  - Test of association

Age	Junior	Middle	Senior	Row Total
<b>OSC</b>				
<b>Low</b>	0	1	4	5 (1.7)
<b>Moderate</b>	46	26	49	121 (41.4)
<b>High</b>	58	39	75	166 (56.8)
<b>Column Total</b>	104 (35.6)	60 (20.5)	128 (43.8)	292 (100)

Chi - Square	DF	Significance	Minimum EF	Cells with EF < 5
3.954	4	0.4121	1.027	3 of 9(33.3%)

Here the computed chi-square value is not significant. ( $\chi^2 = 3.95$ , level of sig.=0.41, result not significant)

4.90 The results indicate that socialisation is not associated with the age level of the professionals. That is, overall socialisation experienced by the professional does not differ with respect to the age of the professional. Hence it can be concluded that the level of socialisation, which is the sum total of all the socialisation experiences experienced by one in an organisation is maintained at the same level for professionals of all age groups.

4.91 This indicates that, either an organisation does not have a special package of socialisation for one age level alone, or, even when an organisation has different socialisation experiences for different levels of professionals, the overall effects of socialisation as experienced by them is the same, and do not differ much from one to another merely by the virtue of one's age difference.

**Table 4.33  $\chi^2$  - Test of association : Socialisation and Experience**

<b>Experience</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Row Total</b>
<b>OSC</b>				
<b>Low</b>	2	0	3	5 (1.7)
<b>Moderate</b>	48	30	43	121 (41.4)
<b>High</b>	64	36	66	166 (56.8)
<b>Column Total</b>	114 (39.0)	66 (22.6)	112 (38.4)	292 (100)

Chi - Square    DF                    Significance    Minimum EF    Cells with EF < 5  
2.4186            4                    0.6593            1.130            3 of 9 (33.3%)

The result indicates that socialisation is not dependent on the years of experience of the professionals. (chi-square value =2.4186, significance =0.65).

4.92 The above results indicate that the level of socialisation is not dependent on the age, position, or the years of experience of a professional. What does it then depend on?

4.93 The previous analyses suggest that the level of organisational socialisation is an organisational variable and vary only with respect to the organisational differences. The profession, position, age, experience etc. are not capable of exerting an influence in the level of socialisation. This may be because of the fact that the different organisations and their management differ in providing the relevant socialisation package for the professionals. Semi personal and personal variables do not moderate the intensity of it. This suggests that the socialisation level associates more with organisational variables. Hence the relation of the same with the level of organisational commitment is tested.

#### **COMMITMENT AND SOCIALISATION**

4.94 Organisational commitment here is the dependent variable and socialisation is a combination of different experiences in the organisation to which any professional is normally subjected to. Together they are treated as the socialisation experiences. This becomes the major independent variable of the study.

4.95 ANOVA results project that both the variables have significant differences across various groups of professionals. While Commitment varies across almost all groups and becomes a dynamic variable, Socialisation differs, but only across different organisations.

4.96 One of the major objectives of this research is to find out the association between the overall socialisation experienced by the professional and his level of commitment towards the organisation. If such an association exists, there is always room for directing the enquiry to the correlates of commitment from among these experiences.

4.97 If commitment is seen as dependent on the overall socialisation which in turn is the sum total of the experiences of socialisation, then the enquiry directed at finding out the different correlates of commitment relevant for each profession, each age group, each experience group will have a great impact in identifying a socialisation package to moderate the level of commitment

The following is the result of the Chi-square test of association

Table 4.34  $\chi^2$  - Test of association **COMMITMENT AND SOCIALISATION**

<b>socialisation commitment</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Row Total</b>
<b>Low</b>	0	10	0	10 (3.4)
<b>Moderate</b>	4	89	81	174 (59.6)
<b>High</b>	1	22	85	108 (37)
<b>Column Total</b>	5 (1.7)	121 (41.4)	166 (56.8)	292 (100)

<b>Chi - Square</b>	<b>DF</b>	<b>Significance</b>	<b>Minimum EF</b>	<b>Cells with EF &lt; 5</b>
42.719	4	0.000	0.171	4 of 9(44.4%)

H0: Level of commitment is not associated with the level of socialisation

H1: Level of commitment is associated with the level of socialisation

4.98 Here, the alternate hypothesis stating the association between the variables is accepted (chi-value computed = 42.71, level of significance = 0.000). (This result has been re-checked after pooling the classes together. The resulting value of chi = 52.14, was well above the critical value at .01 level of significance, 6.635.)

4.99 From the chi-square result, it is clear that both the variables are associated. That is, the difference in the level of commitment can be said as brought by the differences in the overall socialisation levels. This result therefore calls for directing the enquiry at finding out the different mechanisms of organisation commitment.

#### *DISCUSSION*

4.100 It has become evident from the before mentioned findings that commitment level varies according to professional settings. Difference in the socialisation level can bring in changes to the levels of commitment. However, the socialisation levels are not found moderated by the professional background. Hence it can be argued that the socialisation is not a profession-related variable, rather it is an organisation related variable which by its differing intensities, is causing a change to the level of commitment of a professional.



4.101 In the present study, the levels of socialisation experienced by the professionals belonging to different professions were found as not different, or rather the same. Hence, logically it can be argued that the commitment level also should not be that different, since the level in the socialisation which causes a difference in the level of commitment does not differ. It, therefore, is to be found out as to what causes this significant change in the level of commitment, despite the same level of socialisation experienced by the professionals.

4.102 Since the overall socialisation is operationalised as a combination of organisational experiences, the effect of the moderating variables on each of these experiences might also have influenced the final result. Hence, it is advisable, that in future when socialisation levels are studied with respect to the moderating variables, more care is to be given to the definition of the total process of socialisation.

4.103 This study argues that even though the levels of socialisation in general is the same, the change in the commitment level might have arisen due to the difference in the intensity of some of the individual socialisation experiences that one had undergone in the organisation. This aspect of the study is going to be tested in the coming chapters wherein the influence of each socialisation experience in shaping up the commitment of a professional, is tested using regression models.

4.104 However this particular finding points out to the inadequacy of combining a number of socialisation experiences to measure the level of socialisation. The regression analysis will be able to provide a more concrete

idea as to which socialisation experience can the best contribute to the level of commitment. In future, when dealing with the socialisation experiences in connection with the level of commitment, the variables emerging out of the regression equation only should be considered to define the overall level of socialisation. This will provide a far more clear understanding about the relationship between professional background, the level of overall socialisation, and the consequent relation of these on the level of commitment. However, the present study strongly feel that the process of socialisation as a result of individual experiences in the organisation should be analysed to provide answers to the problems pertaining to the organisation.

## CHAPTER 5

### **COMMITMENT - THE MECHANISMS AND PROCESS MODELS**

#### **Organisational commitment -Major predictors**

5.1 Commitment to an organisation is a global construct, generated and affected by experiences in the organisational and professional context. Commitment level can be modified and altered only if the related experiences and variables are identified and enhanced. In the previous analyses it is found that commitment level varies according to the professional background and as well due to the influence of organisational -cum- personal variables. This may be because of the specificity of the experiences in a specific professional setting that a professional enjoys

5.2 A rival explanation that commitment level is affected by the differences in the sectoral climate of the organisation has not obtained a validation in this study as organisations in the public and private sector employing the same professionals (managers) did not show any difference with respect to their level of commitment. Hence, the present study assumes that , more than the particular sector -set up differences of the organisation (which was variously termed as organisational climate in many a studies), the professional background is capable of inducing a change in the level of

commitment. In such a situation, the experiences that a professional undergoes as part of his involvement in his job in the organisation will have greater say in improving the level of commitment of a professional. This needs to be analysed more realistically.

5.3 The analyses that follow in this chapter explore the various organisational experiences that are instrumental in enhancing the level of commitment. Correlation analysis has been used to identify the various experiences (termed in the study as mechanisms of commitment) which are significant in creating a change in the level of commitment. Multiple (step wise) regression analysis is used to analyse the combined impact as well as the predictive power of the experiences. Multiple regression has provided the required predictor models.

5.4 Commitment is the dependent variable and all the other variables are independent variables (excluding the variables like age, experience, position, profession and organisation). These latter five are treated as moderating or facilitating variables). The relationship between the dependent and independent variables is explored under different conditions. Correlates of commitment specific to different groups are identified. Correlates are identified in general for the entire group of professionals as well as for groups of professionals whose characteristics are moderated by some demographic / personal/organisational variables.

5.5 It is hypothesised that the level of commitment of a specific group is predicted or decided by experiences specifically relevant for that group. The analyses that follow test the validity of this argument. Besides this, a general predictor model comprising such experiences is also evolved for the entire population.

GENERAL CORRELATES TO ORGANISATIONAL COMMITMENT OF PROFESSIONALS

5.6 The product moment correlation identifies the relation between the independent and dependent variables. Details of correlation analysis is given below in table 5.1

Table. 5.1 - Correlation Table

CORRELATES OF COMMITMENT - GENERAL

Variable	r	Level of significance	r <sup>2</sup>	Remarks
OS	.310	.000	0.09	moderate
INTN	-.417	.000	0.17	**high
SIR	.239	.000	0.06	moderate
SOCINV	-.217	.000	0.05	moderate
IS	.265	.000	0.07	moderate
EXTRB	-.193	.000	0.04	low
COMPR	.134	.011	0.02	low
RC	.333	.000	0.11	**high
PGA	.413	.000	0.17	**high
RS	-.282	.000	0.08	moderate
JC	.274	.000	0.07	moderate
PIMPO	.347	.000	0.12	**high
FF	.333	.000	0.11	**high
OD	.401	.000	0.16	**high
RCPT	.378	.000	0.14	**high
LOOP	-.127	.015	0.02	low

5.7 The correlation table above gives the following details. The names of organisational experiences are given in abbreviation in the first column. The second column gives the correlation (product -moment correlation-r) values. The third column provides the level of significance of this correlation values. The fourth column gives the  $r^2$  values , which signify the variation of the dependant variable that can be explained by the correlate individually. For the purpose of narrowing down the analytical utility of the  $r^2$  values, the investigator has operationalised the significance of  $r^2$  value into three:

- low -these correlates explain up to 5 % of variations

- moderate- these are capable of explaining 5 to 10 % of variations

- high- these are capable of explaining more than 10 % of variation on the dependant variable. These are given in column 5 \*\*\*

5.8 From table 5.1, it can be seen that out of the 16 independent variables correlated with the level of commitment , only seven of them are

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\*\*\* These values were chosen arbitrarily, and for the purpose of convenience in classifying the correlates while interpreting the data. Besides this , the weightage attached to these  $r^2$  values does not have any statistical significance. For analytical purposes the  $r$  -values and the  $r^2$  values only were regarded. The classification of the correlates into low, moderate and high( based on the % of explanation of variation ) has been a remark of the investigator. This has not prejudiced any of the findings.

capable of explaining more than 10% of the variations independently, in the dependent variable. Four variables (value non- congruence, extra role behaviour, reality shock, and social involvements) are correlated negatively ,but significantly with the level of commitment. Perceived lack of outside opportunity, even though has a negative correlation, is not significant

5.9 The correlation analysis gives the following data about the intensity of the relation of these experiences with the level of commitment of professionals.

- value-non congruence(INTN)- explains 17% of the variations in the level of commitment
- peer group's positive attitude(PGA)- explains 17% of the variations in the level of commitment
- organisational dependability (OD)- explains 16% of the variations in the level of commitment
- reciprocity-(RCPT) explains 14% of the variations in the level of commitment
- personal importance felt by the professional(PIMPO)- explains 12% of the variations in the level of commitment
- role clarity (RC)-explains 11% of the variations
- and fear of failure inherent in the job(FF)- which explains 11% of the variations

5.10 The correlation results show that the above variables are capable of influencing the level of commitment individually. However, in an organisational setting, these experiences are not provided in isolation. Therefore, to conclusively say about their influence in the process of

commitment ,the combined effect of these experiences is to be identified .For this these experiences were subject to a multiple regression analysis. The result of the same is given below in Table 5.2.

**Table 5.2 Regression table :**

COMMITMENT MECHANISMS FOR PROFESSIONALS -GENERAL

Multiple R	0.68600
R Square	0.47059
Adjusted R square	0.45754
Standard error	4.15203

Analysis of variance

	DF	Sum of squares	Mean squares
Regression	7	4352.02765	621.71824
Residual	284	4895.98263	17.23938
F = 36.06385		Significance of F = .0000	

Variables in the equation

Variable	B	SE B	Beta	T	Sig: T
PGA	.73397	.16514	.20997	4.445	.0000
INTN	-.51204	.07503	-.30476	-6.824	.0000
RCPT	1.25440	.24620	.23287	5.095	.0000
PIMPO	.85561	.30581	.13433	2.798	.0055
JC	.80318	.20301	.17373	3.956	.0001
IS	.38463	.12134	.14184	3.170	.0017
RC	.72122	.29216	.11980	2.469	.0142
(CONSTANT)	14.60710	2.18259		6.693	.0000

Multiple correlation = 0.69  
 Multiple determination = R<sup>2</sup>=0.49  
 F = 36.06



The regression equation of the above variables can be produced as

$$Y = 14.61 + 1.25 X_1 - 0.51 X_2 + 0.38 X_3 + 0.80 X_4 + 0.73 X_5 + 0.86 X_6 + 0.72 X_7$$

(0.246)      (0.07)      (0.12)      (0.20)      (0.16)      (.31)      (.29)

( The values in the brackets indicate the standard error of the beta coefficient.)

Where

Y = Organisational Commitment-The Dependent Variable

X1=Reciprocity Feeling      X2=Value Non-Congruence

X3 =Intention To Stay      X4=Job Challenge      X5=Peergroup Attitude

X6=Personal Importance      X7 = Role Clarity

5.11 The regression analysis gives 7 important predictors of the level of commitment of professionals. Organisational commitment of professionals (in general ) can be enhanced by the changing the levels of reciprocity feeling, intention to stay, job challenge, peer group's positive attitude, personal importance of the professional and clarity of the role .It is reduced by changing the level of value non-congruence felt by the professionals.

5.12 All these variables show very significant correlation (Multiple coefficient = 0.69) with the dependent variable. These seven predictor variables explain 47% of the variations in the level of commitment.

5.13 The equation further indicates that wherever the respondent feels that his reciprocity towards the organisation is enhanced by one unit (keeping all other experiences at the nil level), his commitment level will be enhanced by 1.25 units. The level of challenge in a job if increases by one unit, the consequent commitment will be enhanced by 0.80 unit. And the personal importance adds up commitment by 0.86 unit for each unit of its change. Role clarity also is vital in enhancing commitment to 0.72 unit, for each unit of its change. Peer groups attitude if changes to the favourable positive by one unit, the consequent level of commitment enhances by 0.73 unit. A professional's intentions to stay with the organisation if increases by one unit, his level of commitment consequent to this will increase by 0.38 units. At the same time the non-congruence of one's value with the values of the organisation if widens by a unit, the resulting level of commitment goes down by 0.51 unit

#### *Discussion*

5.14 The regression model suggests that, if the organisation wants to enhance the level of commitment of its professionals it should enable the professionals to feel like reciprocating to the organisation. This reciprocity usually is a result of some favours received from the organisation, or the result of some competent benefit packages or training exposures. Organisations can also facilitate the level of commitment by providing a challenging assignment, or a setting where one's self image is reinforced and where there is much of an importance to one's personality. They should also be placed among the peers with positive attitude toward the organisation.

5.15 But, if the values of the organisation are not internalised properly by the professionals, it will affect the level of commitment adversely. The organisation should therefore, provide a forum for employees to bridge the gap between their values and the values of the organisation. A properly designed induction programme will be helpful in attaining this. However, a low % of explanation (47%) of variations in the level of commitment by these 7 variables suggest for analysing more experiences in future as probable predictors of commitment.

### **Commitment Mechanisms : Group-wise models**

5.16 Organisational commitment and its mechanisms for each category are analysed to find out a commitment model. The various categories include managers, consultants, scientists ; age-wise junior, middle and senior; position wise junior, middle and senior; and years of experience wise junior, middle and senior. The major hypotheses behind this analysis are that As commitment differs in its intensity across various groups based on professional and demographic distinctions, commitment relevant experiences ( commitment mechanisms ) also would be different for different groups.

5.17 If the level of organisational commitment of age- wise junior group is found as processed by a set of experiences relevant for that group ; and if

the same is contributed in the middle level group by another (either fully mutually) exclusive set of experiences, or a set of experiences with different organisational experience variables, then it will be much meaningful to conclude that different levels or groups of people need different types of experiences in an organisation. Even when different groups of professionals have the same level of commitment, if these groups have different commitment mechanisms it can be argued that these commitment mechanisms are producing and maintaining the level of commitment among these groups.

5.18 Organisational commitment and its varied consequences have now become a thrust area. Many organisations have noted that level of commitment of the professionals vary from one stage of their life to another stage. If commitment is something which can be induced permanently in a professional by some mechanisms then once if this is done lack of commitment or low commitment would never arise in future.

5.19 But here the case is different. Intensity of commitment not only varies, but also comes down. It, therefore, has become the need of organisations to cultivate a minimum level of commitment among the professionals. As professionals tend to enjoy different facets of an organisational life in a different way, organisations have to find out the relevant experiences that help to maintain the level of commitment at the operational level.

5.20 The following is an analysis to find out experiences relevant to the commitment of managers. Multiple regression analysis is used to identify

and analyse, how significantly and jointly each of these experiences explains the variations in the level of commitment to the organisation. If each group is identified as having definite set of experiences then it would help the organisation to plan for these experiences to provide them to those respective groups to make their commitment enhanced.

**Table 5.3 Correlation Table**  
correlates of commitment for managers

Variable	r	Level of significance	r <sup>2</sup>	Remarks
<b>OS</b>	.255	.001	.06	moderate
<b>INTN</b>	-.457	.000	.21	high*
<b>SIR</b>	.174	.014	.03	low
<b>SOCINV</b>	-.232	.002	.05	low
<b>IS</b>	.248	.001	.06	moderate
<b>EXTRB</b>	-.279	.000	.07	moderate
<b>COMPR</b>	.157	.024	.02	low
<b>RC</b>	.228	.002	.05	low
<b>PGA</b>	.347	.000	.12	moderate
<b>RS</b>	-.241	.001	.06	moderate
<b>JC</b>	.359	.000	.13	high*
<b>PIMPO</b>	.230	.002	.05	low
<b>FF</b>	.246	.001	.06	moderate
<b>OD</b>	.427	.000	.18	high*
<b>RCPT</b>	.362	.000	.13	high*
<b>LOOP</b>	-.182	.011	.03	low

5.21 From the correlation table 5.3 , it can be seen that out of the 16 organisational experiences tested as correlates of commitment only three

variables appear as capable of explaining more than 10% of the variations in the level of commitment. Based on the % of variations explained by these variables, their correlation values are categorised as low, moderate, and high. The highly significant variables are organisational dependability, reciprocity and value non-congruence, of which value non-congruence is negatively correlated with the level of commitment.

5.22 This explains that whenever there is a change in the level of these variables consequent to that these variables will bring in certain % of change in the dependant variable. The negative correlation of value non-congruence indicates that whenever the non-congruence of the value of a manager with that of the organisation increases, the consequent commitment level will decrease.

5.23 There are five correlates which are capable of explaining up to 10% of variations in the level of commitment. These are organisational satisfaction, intention to stay, peer group's positive attitude, fear of failure in the job, and reality shock, of which the later is negatively correlated with the level of commitment. The correlation results indicate that, a change in the level of these experiences brings in changes to the level of commitment of the manager.

5.24 However, the correlation results indicate the changes in the level of commitment produced by individual variables only. Often, the professionals experience them in an organisation not as individual experiences which are provided in isolation, rather he is subjected to them as a group of experiences in the organisation commonly enjoyable by all.

5.25 In such a situation ,the individual correlation values cannot explicitly indicate t the predictive power of these experiences. Therefore, the detrimental force (as a result of the influence) of these experiences cannot be identified by the correlation analysis. In order to find out the combined influence of these experiences in shaping up the level of commitment of managers, these were subject to a multiple regression analysis. The result of the multiple regression model for the managers and the details of the regression analysis is given in table 5.4

**Table 5.4 Regression table**

commitment mechanisms for managers

Multiple R	0.67121
R Square	0.45052
Adjusted R square	0.42897
Standard error	3.83774

Analysis of variance

DF		Sum of squares	Mean squares
Regression	6	1847.57262	307.92877
Residual	153	2253.42113	14.72824
F = 20.90737		Significance of F = .0000	

Variables in the equation

Variable	B	SE B	Beta	T	Sig . T
INTN	-.61945	.11409	-.36975	-5.430	.0000
JC	.96649	.26263	.22788	3.680	.0003
OD	.32999	.19895	.12199	1.659	.0992
COMPR	.30783	.11886	.16925	2.590	.0105
PGA	.71585	.26843	.17231	2.667	.0085
RCPT	.79163	.31725	.16972	2.495	.0136
(CONSTANT)	21.37117	2.82875		7.555	.0000

5.26 The regression results indicate that out of the 16 experiences to which a manager is subjected to in an organisation, only 6 of them are capable of predicting a significant change in the level of commitment. The regression model comprising various aspects of socialisation experiences for the group of managers can be given as follows

$$Y = 21.37 + 0.79 X_1 + 0.71 X_2 + 0.30 X_3 + 0.32 X_4 + 0.97 X_5 - 0.62 X_6$$

(0.31)      (0.26)    (0.11)      (0.19)      (0.26)    (0.11)

where

Y= organisational commitment      X1= reciprocity feeling  
X2= peer group's positive attitude    X3= compliance to rewards  
X4= organisational dependability      X5= challenge in the job and  
X6= value non-congruence

5.27 The regression model indicates that these 6 experiences of organisational socialisation are capable of explaining 45% of the variations in the level of commitment of the managers. These 6 experiences together have a very significant multiple correlation (0.67) with the level of a manager's commitment.

5.28 The regression equation further indicates that experiences of reciprocity and peer group's positive attitude each when increases by single unit, improves the consequent commitment level by 0.79 and 0.71 units each. Challenges in the job appears as the most significant predictor of the level of



commitment of managers. Each unit change of it creates 0.97 unit changes in the level of the consequent commitment. The experience of complying with the rewards and organisational dependability have only moderate predictive power in the level of commitment., as each of these is capable of explaining only 0.30 and 0.32 unit of the change in the level of commitment of the managers, whenever each increases by one unit Value non- congruence of a manager if increases by a unit, can decrease the consequent level of commitment by 0.62 units.

### *Discussion*

5.29 The regression analysis indicates the various aspects of organisational socialisation those are capable of influencing the level of commitment of managers , and by what level each one of them is capable of influencing the same. However ,it is evident from the regression that out of the 16 various aspects of the socialisation of a managers, only 6 of them are capable of shaping up the level of commitment of mangers. All other experiences failed to appear in the regression model This indicates that the organisations employing mangers should concentrate more on these aspects of a manager's socialisation to cultivate and enhance their level of commitment.

5.30 But, these 6 experiences are capable of explaining only up to a total of 45 % of the variations in the level of commitment of managers. This suggests that to arrive upon a model of organisational experiences which can explain the variations in the level of commitment fully , more and more organisational processes to be analysed. However, as a primary model, the present regression analysis can be utilised to better the level of the commitment of managers. This is possible ,if the organisation provides the managers with such opportunities to experience those aspects of socialisation in their organisational life.

## COMMITMENT MODEL FOR THE CONSULTANTS

5.31 Different aspects of socialisation in an organisation and its relation to the level of commitment for the consultancy professionals were analysed to evolve a model of commitment for the consultants. First, the significant correlates were analysed to identify which of the socialisation experiences are prominent in improving the level of commitment of a consultant. The result of correlation analysis is given in table 5.5.

**Table 5.5. Correlation Table : Correlates of Commitment- consultants**

Variable	r	Level of significance	r <sup>2</sup>	Remarks
OS	.428	.000	.18	high**
INTN	-.440	.000	.19	high**
SIR	.202	.057	.04	low
SOCINV	-.458	.000	.21	high**
IS	.257	.022	.06	moderate
EXTRB	-.258	.022	.06	moderate
COMPR	.009	.471	.00	not
RC	.570	.000	.32	high**
PGA	.467	.000	.22	high**
RS	-.432	.000	.18	high**
JC	.222	.041	.04	low
PIMPO	.541	.000	.29	high**
FF	.551	.000	.30	high**
OD	.418	.000	.16	high**
RCPT	.375	.001	.13	high**
LOOP	-.239	.031	.06	moderate

5.32 The correlation results indicate that there are a number of organisational experiences which can alter the level of commitment to the positive or to the negative. Value non- congruence, social involvements and reality shock have a very strong negative commitment to the level of commitment of the consultants. These three are very important, as each of them is capable of explaining more than 15% of the variations in the level of commitment( $r^2 > 0.15$ ). Self image reinforcement, compliance to rewards, and job challenge appear to be the least significant variables in deciding about the level of commitment of the consultants .All the other variables are moderately significant as they explain more than 5% variations individually in the level of commitment.

5.33 The correlation results indicate that whenever the various aspects of socialisation like-organisational satisfaction, role clarity, peer group's positive attitude, fear of failure, personal importance, organisational dependability, and reciprocity feeling increases the level of commitment also increases. Any one can explain more than 10% of the variations in the level if commitment .Role clarity appears to be the most prominent positive correlate to the commitment of consultants .It explains up to 32% variations in the level of commitment followed by fear of failure(30%),personal importance(29%) ,organisational satisfaction(18%), organisational dependability(16%), and reciprocity feeling(13%).

5.34 Correlation results also suggest that the organisation should be careful about the improvement in the levels of experiences which are negatively correlated with the level of commitment of the consultants. They are-social

involvements (which explains up to 21% variations individually in the level of commitment), value-non-congruence(19%) and reality shock (18%).

### *Discussion*

5.35 Thus ,the correlation results clearly indicate that if the organisation wants to improve the level of commitment of the consultants to it , it has to improve the aspects of their socialisation like role clarity, fear of failure in the job as well as in the profession, personal importance, peer group's attitude and their level of satisfaction to the organisational life. At the same time, the organisation has to prevent the consultants from experiencing reality shock and value non-congruence .It should also not subject them to involve more socially outside the purview of the job, as that has a significant negative impact on the level of commitment of the consultant. Once when these steps are taken, the commitment level will improve.

5.36 The reality shock usually happens when some of the expectations of the consultants are not met. To avoid this from happening , the organisations should commit itself to the promises made to the professionals at the time of joining. Value non- congruence happens when the values of he organisation are not properly internalised by the professionals, or when there is a lot of discrepancy between the values of one with that of the organisation. To avoid this from happening ,the organisation has to conduct occasional value addition programmes.

5.37 The seemingly negative correlation of the social involvements with the level of commitment, calls for analysing the type and level of involvements that these professionals are subjected to. These involvements need to be monitored

from the part of the organisation, to help prevent the erosion in the level of commitment of its consultants.

5.38 The correlation analysis ,however, has not suggested a process model of these experiences. To identify a model based on these experiences to predict the level of commitment, these experiences were regressed upon the level of commitment of consultants .Table 5.6 gives the details of the regression analysis.

**Table 5.6 Regression table**

**COMMITMENT MECHANISMS FOR CONSULTANTS**

Multiple R	.84304
R Square	.71072
Adjusted R square	.67322
Standard error	3.19029

**Analysis of variance**

DF		Sum of squares	Mean squares
Regression	6	1148.98682	191.49780
Residual	55	559.78737	10.17795
F = 18.81496		Significance of F = .0000	

**Variables in the equation**

Variable	$\beta$	SE $\beta$	Beta	T	Sig: T
RC	1.25970	.55670	.20303	2.263	.0277
PIMPO	1.45100	.50819	.23790	2.855	.0061
INTN	-.29950	.12455	-.19437	-2.405	.0196
RCPT	1.02374	.44138	.17961	2.319	.0242
FF	.82449	.27821	.26071	2.964	.0045
SOCINV	-.63930	.20503	-.25552	-3.118	.0029
(CONSTANT)	15.30483	3.85756		3.967	.0002

5.39 From the results of step wise regression, it can be seen that out of the 11 most significant correlates of commitment, only 6 of them are capable of predicting the level of commitment of consultants .These six variable are very important and prominent ,as they have a very high multiple correlation (0.84) with the level of commitment of the consultants. These six variables together explain 71% of the variations in the level of commitment. Other correlates failed to appear in the regression model. The highly significant correlation and explanation by these variables underlines the validity of the model.

5.40 The predictive power of these variables is represented in the following equation.

$Y = 15.30 + 1.25 X_1 + 1.45 X_2 - 0.29 X_3 + 1.02 X_4 + .82 X_5 - 0.63 X_6$						
	(.55)	(.50)	(.12)	(.44)	(.27)	(.20)

Where Y = Organisational Commitment of Consultants

X1=Role Clarity

X2=Personal Importance

X3=Value Non-Congruence

X4=Reciprocity Feeling

X5=Fear Of Failure

X6=Social Involvements

5.41 The regression model indicates that role clarity, personal importance and reciprocity feeling are the three most important predictors of the level of commitment of consultants. Each one of these is capable of bringing in more than a unit change in the level of commitment of the consultant when the level of each one of them changes by a unit. Fear of failure in the job when increases by one unit improves the level of commitment by 0.82 units.

5.42 The regression equation further indicates that the level of social involvements as enjoyed by the consultants if increases by a unit, the consequent level of commitment falls down by 0.63 units for each unit of its increase. The model also indicates that the value non congruence has not much of a say in the level of commitment of the consultants as each unit increase in value non-congruence decreases the level of commitment only by 0.29 units.

### *Discussion*

5.43 From the above model it can be seen that the organisation can improve the level of commitment of its consultants up to 71% of its intensity by properly shaping up the levels of experiences listed in the model above. The organisations employing consultants however has to take care of the two negative experiences-namely value non-congruence and social involvements. Therefore, consultancy organisations should try to bridge the gap between the personal value system of the individual and the organisation, or else try to inculcate the values of the organisation in the professionals by a properly designed value education programme.

5.44 More important, however, are the social involvements of these consultants both within the organisation and outside. As these are having a significant negative influence in the level of commitment, the organisation should analyse them and control the consultants from enjoying them beyond a certain limits. Once when these steps are taken, organisations employing consultants can improve and enhance the level of commitment of its professionals.

#### COMMITMENT MODEL FOR SCIENTISTS

**Table 5.7 Correlation Table :CORRELATES FOR SCIENTISTS**

Variable	r	Level of significance	r <sup>2</sup>	Remarks
OS	.289	.008	.08	moderate
INTN	-.326	.003	.11	high **
SIR	.379	.001	.14	high **
SOCINV	.060	.310	.00	not significant
IS	.302	.006	.09	moderate
EXTRB	-.037	.379	.00	not significant
COMPR	.137	.129	.01	not significant
RC	.384	.001	.14	high **
PGA	.372	.001	.13	high **
RS	-.240	.023	.05	low
JC	.132	.138	.01	not significant
PIMPO	.494	.000	.24	high**
FF	.429	.000	.18	high**
OD	.382	.001	.14	high**
RCPT	.488	.000	.23	high**
LOOP	-.065	.298	.00	not significant



**5.45** From the correlation table 5.7 it is inferred that there are 11 aspects of socialisation which are significantly correlated with the level of commitment the scientists. Out of these 11 correlates, 8 are highly significant as each of them is capable of explaining more than 10% of variations in the level of commitment. The most important experiences relevant to the commitment of scientists are personal importance and reciprocity feeling, which explain 24% and 23% of variations in the level of commitment individually.

**5.46** The next significant aspect of socialisation is fear of failure which is capable of explaining up to 18% of variations in the level of commitment. Experiences of organisational dependability, role clarity and self image reinforcement are capable of individually explaining 14% of the variations in the level of commitment. Organisational satisfaction experiences and the intention to stay explain 8% and 9% of variations in the level of commitment.

**5.47** Value non-congruence is the only significant negative correlate to the commitment of the scientists, which explains 11% of variations in the level of commitment. The correlation results explain the capability of individual socialisation aspects in bringing a change in the level of commitment. However, how the various aspects of socialisation to which a scientist is subjected to in an organisation shape up the commitment level of the scientist is not amenable for correlation analysis. Hence these correlates were subjected to a multiple regression analysis. The results are detailed in table 5.8.

**Table 5.8 Regression table**

COMMITMENT MECHANISMS FOR SCIENTISTS

Multiple R	.70383
R Square	.49538
Adjusted R square	.46432
Standard error	4.81753

Analysis of variance

DF		Sum of squares	Mean squares
Regression	4	1480.92666	370.23167
Residual	65	1508.55905	23.20860
F =15.95235		Significance of F = .0000	

Variables in the equation

Variable	B	SE B	Beta	T	Sig T
PIMPO	1.83616	.75806	.24180	2.422	.0182
FF	.53148	.30020	.17412	1.770	.0813
RCPT	2.47102	.67548	.39565	3.658	.0005
INTN	-.56097	.16363	-.33224	-3.428	.0011
(CONSTANT)	15.07487	3.90106		3.864	.0003

The regression model for the scientists can be presented as below:

$$Y = 1.83 X_1 + 0.53 X_2 + 2.47 X_3 - 0.56 X_4$$

(.75)   (.30)   (.67)   (.16)

where

Y = Organisational Commitment Level of Scientists

X1 = Personal Importance experienced by the Scientists

X2 = Fear Of Failure Felt by the Scientists    X3 = Reciprocity Feeling

X4 = Value Non-Congruence experienced by the Scientists

5.48 From the regression model it can be seen that out of the 11 significant correlates only four have emerged as predictors in the process model of commitment. These four variable experiences are very significant in deciding about the level of commitment of the scientists as they have a high multiple correlation with the level of commitment(0.70). These four experiences together are capable of explaining up to 49% of the variations in the level of commitment.

5.49 The regression model indicates that reciprocity and personal importance are the two important experiences capable of enhancing the level of commitment. Reciprocity of the scientists when increases by a unit can cause 2.47 times higher change in the level on the consequent commitment. Personal importance experienced by the scientists in an organisation if increases by a unit can cause a change in the level of commitment up to 1.9 times of change experienced in it. Fear of failure in the job changes the level of commitment to 0.53 times of it for each unit of increase in it. Value non congruence if does not take place for scientists, and if the congruence in the values of the organisation increases by a unit , it can cause a decrease in the level of commitment up to 0.56 times change in the level of non-congruence experienced by he scientists.

### *Discussion*

5.50 The regression analysis indicates that if an organisation wants to improve the level of commitment of the scientists, it has to design the reward

systems to elicit more reciprocity from the scientists. This can be of the type of greater welfare packages to them of the type of more explicit training programmes or , of the type of better compensation packages to them. Such schemes will make the employee feel that the organisation is doing good to them. Consequently, they would feel like reciprocating the same to the organisation by way of their continued participation.

5.51 The organisation should also recognise the contribution of the individuals more explicitly and should make it public to the scientists that their contributions have won rewards for the organisation. This will enhance the level of personal importance felt by them. Such an escalated personal importance by them will help the scientist to improve his/her level of commitment to the organisation. Fear of failure in the job is another experience which improves the level of commitment by its presence. The more complex a task becomes, the more a person's fear of failure. When the fear of failure increases, he will seek help from the organisation to attain success. This will make him dependable in the organisation, and will enable his reciprocity norm to go up. These things will result in an added commitment from the scientist.

5.52 The regression model but warns the organisations employing scientists against the non congruence that exists between the value system of the individual and that of the organisation .Even though the impact of the same in terms of changing the level of commitment is not that significant, the regression model underlines the negative relationship that value non congruence has with the level of organisational commitment .This therefore is an important finding because scientists in our country are working more on the defence related strategic projects rather than on academic settings. If organisations employing them fail to inculcate the values of them into the professional scientists, the damage will be very serious. This, possibly, is one of

the reason why the spying and espionage activities are more prevalent in the scientific settings.

5.53 Therefore the organisations as well as the governments employing scientists in such settings should periodically conduct value integration surveys and value realisation programmes for its scientists. Such employers also have to design and develop other programmes by which the negative impacts of this value non- congruence can be curtailed. Therefore, the experiences like personal importance and reciprocity to be encouraged at any cost in the scientific settings.

5.54 This finding thus have multidimensional impact as it calls for revamping and rejuvenating the reward systems existing in the scientific settings. This study recommends that the scientific settings should be more oriented towards boosting up the ego and esteem of the professionals by properly recognising their personal worth and contributions This gesture can enhance their level of commitment.

5.55 Often, in the scientific settings, the work is carried out in various teams and therefore , the individuals' contributions are not rewarded properly. This finding , however , suggests that the individual contributions also is to be taken care of and rewarded explicitly, to improve the level of commitment of the scientists.

## POSITION WISE GROUPS

### COMMITMENT MECHANISMS FOR POSITION WISE JUNIOR PROFESSIONALS.

5.56 In the following paragraphs, analysis is done to identify the most influential experiences, which are correlated significantly with the commitment of junior level professionals (managers, consultants and scientists) to their respective organisations. The correlates to commitment of junior professionals are given below

**Table 5.9 correlates of commitment- position wise juniors**

Variable	r	Level of significance	r <sup>2</sup>	Remarks
OS	.227	.015	0.05	low
INTN	-.448	.000	0.19	high**
SIR	.049	.321	.00	not significant
SOCINV	-.376	.000	0.14	high**
IS	.250	.008	0.06	moderate
EXTRB	-.286	.003	0.08	moderate
COMPR	.049	.321	0.00	not Significant
RC	.263	.006	0.06	moderate
PGA	.360	.000	0.12	high**
RS	-.161	.063	0.03	low
JC	.324	.001	0.10	high**
PIMPO	.421	.000	0.18	high**
FF	.203	.026	0.04	low
OD	.397	.000	0.15	high**
RCPT	.454	.000	0.20	high**
LOOP	.008	.471	.00	Not Significant

5.57 The correlation analysis explains that out of the 16 different aspects of the socialisation to which one is exposed to in an organisation, the commitment of the junior professionals is related significantly with only 11 of them. Reciprocity, personal importance, organisational dependability, job challenge etc. are significant positive experiences which are capable of explaining more than 10% of the variations in the level of commitment alone.

5.58 Among the other significant correlates, Reciprocity feeling explains 20% of the variations in commitment. Value non-congruence is another significant experience, which explains 19% of variations in the level of commitment of junior professionals. But here commitment level decreases with the increase in the level of value non congruence. Another significant correlate is organisational dependability, which is a feeling of dependence on and a reliability in the organisation. This dependability feeling explains 15% of the variations in commitment

5.59 Social involvements outside the purview of the job when increases, commitment decreases; and it explains 14% of the changes in commitment. Peer group's favourable attitude explains 12% of variations in commitment; and challenge in the job explains 10% of the variations in the level of commitment of juniors.

5.60 The other correlates, even though are significant with respect to their correlation values, are not taken for interpretation as they explain only less than 10% of variations in the level of commitment. The simple correlation indicates that as experiences enhancing the aspects of

socialisation like personal importance, reciprocity feeling, organisational dependability positive attitude of the peer group etc. in an organisation increases, commitment level of the junior level professionals increases.

### *Discussion*

5.61 Social involvements and value non-congruence are two significant negative experiences as far as the commitment of the junior level professionals is concerned. Whenever value non congruence increases, it can explain up to 19% of the variations in the level of commitment. The social involvements are capable of explaining up to 14% of the variations in the level of commitment. The negative correlation indicates that these two aspects if are experienced more by the junior level professionals , it can decrease the level of commitment. From the correlation results it can be seen that experiences which create a reciprocity feeling in the juniors are significant to their commitment

5.62 The negative correlation indicates that whenever the professionals in the junior cadres of the organisation experience a non-congruence between their values and the values of the organisation, this will affect the level of their commitment adversely. This indicates that value non-congruence and social involvements should be controlled to improve the commitment level of the junior professionals.

5.63 To device a process model of the commitment of junior professionals the correlates that predict or enhance the commitment are to be found out. Multiple regression analysis(see table 5.10) provides a model on those experiences which are capable of influencing the level of commitment of the junior level professionals.



Table 5.10 - COMMITMENT OF JUNIOR PROFESSIONALS - A REGRESSION MODEL

**MECHANISMS OF COMMITMENT POSITION WISE JUNIORS**

Multiple R	0.6839
R Square	0.4677
Adjusted R square	0.44324
Standard error	3.80320

Analysis of variance

	DF	Sum of squares	Mean squares
Regression	4	1105.72	276.43
Residual	87	1258.39	14.46
F = 19.111		Significance of F = .0000	

Variables in the equation

Variable	B	SE B	Beta	T	Sig: T
INTN	-.480	.1262	-.3098	-3.802	.0003
RCPT	1.429	.4120	.2860	3.460	.0008
PIMPO	1.520	.4250	.2900	3.578	.0006
PGA	.7153	.2721	.2127	2.628	.0101
(CONSTANT)	20.4095	3.8593		6.075	.0000

5.64 The regression model of the predictor experiences relevant to the commitment of position wise juniors is given below:

$$Y = 20.41 + 1.52 X_1 + 1.43 X_2 + 0.72 X_3 - 0.48 X_4$$

(.43)      (.41)      (.27)      (.12)

Where Y = Organisational Commitment, the dependent variable

X1=Personal Importance

X2=Reciprocity Feeling

X3=Peer Group's Attitude

X4=Value Non Congruence

5.65 From the above analysis it can be deduced that there are only four experiences which bring in a change in the status of commitment of the junior level professionals. These four experiences jointly explain 47% ( $R^2=0.47$ ) of the variations in commitment. They also have a significantly high multiple correlation of 0.68 with the level of commitment

5.66 It can be interpreted from the regression equation that personal importance is the most significant predictor of commitment. That is, if the level of personal significance and worth as experienced by the professional increases by a unit, the consequent commitment will change by 1.52 times of it. For each unit of change that happens to reciprocity feeling, the commitment level is enhanced to 1.43 times of it. If the positive attitude of the peer group is improved by a unit, then commitment of junior level professionals who work with them will be improved by 0.72 times of the change in the peer group's attitude.

5.67 If these juniors experience a lack of fit between their values and the values of the organisation, an increase of one unit in this discrepancy will reduce their commitment level by 0.48 units.

### *Discussion*

5.68 From the regression results it can be seen that for junior level professionals, more personality oriented experiences are relevant to their commitment. Value internalisation even though has a negative impact, it is not

strong as that of the other experiences. This is quite reasonable as they are juniors by position, they have more of an operative type of job where the decision making is comparatively less. This keeps them away from being bothered about their values. At this level, the personal worth felt by them seems to be a more sensible and logical experience to enhance their level of commitment.

5.69 Thus, organisations which face the problem of lack of commitment of professionals at the junior level, can improve the same by concentrating more on the personal worth and personality development aspects of the socialisation of those professionals

5.70 However, the low % of explanation of the variations in the level of commitment by these four experiences (47%) calls for testing more experiences to devise a model of commitment

## **POSITION WISE MIDDLE**

### **commitment correlates and predictor model**

5.71 In the western countries the junior and middle level differ significantly with respect to their level of commitment (Buchanan, Sheldon. etc.). But, the Indian climate is different and the opportunities available outside also are different. So the middle level people, who are more prone to less commitment, also act like committed here. But true to their nature they may expose themselves to a different set of organisational experiences at this level. The following is an investigation into the commitment relevant experiences of the middle level professionals.

**Table 5.11 Correlation Table****CORRELATES OF COMMITMENT POSITION WISE MIDDLE**

<b>Variable</b>	<b>r</b>	<b>Level of significance</b>	<b>r<sup>2</sup></b>	<b>Remarks</b>
<b>OS</b>	.364	.000	0.13	High**
<b>INTN</b>	-.409	.000	0.16	High**
<b>SIR</b>	.317	.000	.09	moderate
<b>SOCINV</b>	-.128	.063	.02	not Significant
<b>IS</b>	.313	.000	.09	moderate
<b>EXTRB</b>	-.201	.008	.04	low
<b>COMPR</b>	.126	.065	.02	not Significant
<b>RC</b>	.303	.000	.09	moderate
<b>PGA</b>	.494	.000	.15	High**
<b>RS</b>	-.310	.000	.09	moderate
<b>JC</b>	.271	.000	.07	moderate
<b>PIMPO</b>	.323	.000	.10	High**
<b>FF</b>	.348	.000	.11	High**
<b>OD</b>	.378	.000	.14	High**
<b>RCPT</b>	.357	.000	.12	High**
<b>LOOP</b>	-.120	.075	.01	not Significant

5.72 From the correlation table 5.11 it can be seen that there are 7 experiences correlated with the level of commitment which explain more than 10% of the variation in the level of commitment. Value non- congruence is the

most significant correlate, which explains 16% of the variations in the level of commitment.

5.73 There are two experiences in the organisation which are negatively correlated with the commitment of middle level professionals. The first one is non-congruence of the values of the professional and the values of the organisation and, the second one is reality shock which is due to the expectation non-realisation. Reality shock has a negative correlation with the level of commitment of the middle level professionals. This means that whenever the reality and the expectations differ, the consequent shock in the middle level professional will affect the level of commitment negatively. That is, whenever there is a reality shock, the commitment level will go down for the middle level professionals.

5.74 Peer group's positive attitude is the most significant positive experience; which explains 15% of the variations in the dependent variable. The other positive and highly significant correlates of commitment are organisational dependability (14%), organisational satisfaction(13%), feeling of reciprocity,(12%) the fear of failure in the job(11%) and personal importance(10%).

5.75 When the levels of these experiences increase, the consequent commitment also increases. Self image reinforcement, role clarity, intention to stay, and reality shock have moderately significant explanatory (9%) power in the level of commitment.

5.76 Now to analyse the combined effect of these experiences on the commitment of the middle level professionals towards the organisation

Multiple regression analysis is done. Here commitment to the organisation of middle level professionals was treated as a factor that is subjected to influence of a set of independent experiences. The multiple regression coefficients are used to predict on the level of commitment, to the known variations in the independent socialisation experiences.

**TABLE 5.12 REGRESSION TABLE**

COMMITMENT MECHANISMS :POSITION WISE MIDDLE

Multiple R	.69895
R Square	.48853
Adjusted R square	.47014
Standard error	4.50926

**Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	5	2699.6272	539.925
Residual	139	2826.3453	20.3334
F = 26.5536		Significance of F = .0000	

**Variables in the equation**

Variable	$\beta$	SE $\beta$	Beta	T	Sig. T
INTN	-.59564	.11975	-.31627	-4.97	.0000
RCPT	1.5759	.36039	.27218	4.37	.0000
IS	0.5114	.16822	.18990	3.04	.0028
PGA	1.2327	.25150	.31930	4.90	.0000
JC	.9027	.34096	.16460	2.64	.0090
(CONSTANT)	14.8484	3.0881		4.808	.0000

5.77 From the regression table 5.12 it is inferred that the commitment model for the middle level professionals has only five relevant predictors of commitment. These five experiences together are capable of explaining 49% of the variations in the level of commitment. (multiple correlation coefficient=0.49). These five aspects of socialisation of the middle level professionals have a very high positive correlation with the (R =.70) the level of commitment. Thus it can be interpreted that if the organisation provide for improving the level of experience of these five variables, the level of commitment can be bettered at least by 49% more than the present level.

5.78 The regression model to predict on the commitment level of the middle level professionals, is given below

$$Y = 14.85 + 1.58 X_1 + 0.51 X_2 + 1.23 X_3 + 0.90 X_4 - 0.59 X_5$$

(.36)
(.16)
(.25)
(.34)
(.11)

Where Y = Organisational Commitment, the dependant variable

X1 = Reciprocity Feeling

X2 = Intentions to Stay with the Organisation

X3 = Positive Attitude of the Peer Group

X4 = Challenge Felt in The Job and

X5 = Value-Non-Congruence.

5.79 The regression equation indicates that level of commitment of the middle level professionals is increased to 1.58 times of the increase in the reciprocity feeling (or the feeling of doing good in return) to the organisation. A unit change in the intentions to stay (i.e., when people intend more to stay with the organisation), will increase the commitment by 0.51 times of the change in its intensity. The positive and favourable attitude of the peers of the professionals if improves further, contributes to the increase of professionals' commitment by 1.23 times. And a unit change of challenge in the job experienced by the professionals will change the level commitment to the positive by 0.90 times of it. But, if the internalisation of the values of the organisation by the middle level professionals (or the lack of fit or congruence of the values) if increases by one unit, will decrease the commitment by 0.60 times of the change in the level of non-congruence.

5.80 Thus for the middle level professionals, reciprocity feeling, positive attitude of the peer group, the challenge felt in the job and intentions to stay with the organisation are the major mechanisms of commitment. Value non-congruence is a negative predictor.

### *Discussion*

5.81 The organisations which expect the middle level professionals to commit themselves to the organisation should prevent the professionals from being subjected to negative experiences. Since middle level professionals are more prone to less commitment [as per this study and also as per the studies of Buchanan(1974), and Sheldon(1971)] and since the value - congruence has a significant negative impact on their level of commitment, the value non - congruence to be tackled to enhance the level of commitment. Along with that,



it should try and enhance those positive experiences which can compensate for the loss on commitment

5.82 To the middle level professional, the organisation should try to provide a good benefit package, excellent training exposures specific to the organisation those will induce a reciprocity feeling. It should also try to build a positive peer around him by way of suitable team building exercises, or should place in the middle level professional among the peers who have positive attitude towards the organisation. To do this, the organisation should periodically survey the attitude of the employees and find out whether they have positive feelings about the organisation. It also has to provide greater challenge in the job by increased decision making powers, competent targets, variety of tasks, or enriched job with greater responsibility. These changes, would bring a positive change in the level of commitment of middle level professionals.

5.83 Since a professional at the middle level has a significantly good number of years of experience, an organisation has to tackle their lack of commitment more strategically. Therefore, for the middle level professionals, jobs should be re-evaluated regularly and steps should be taken to intensify their intentions to stay with the organisation.

5.84 The organisation should also study the value system of the middle level professionals and should help them to realise and internalise the values of the organisation to nullify any lack of congruence between the value systems. These would help in turn to enhance their level of commitment. Unless an organisation does so, there is every likelihood that the experienced middle level professional will discontinue from the organisation.

## **SENIOR LEVEL PROFESSIONALS**

### **COMMITMENT : CORRELATES AND PREDICTORS**

5.85 According to Mary E Sheldon(1971) age, position and experience are investments made in an organisation. As long as these investments increase, the person will value the present organisation differently even at the outset of increasing opportunities outside. If he/she is at the senior position, the outside opportunity will be evaluated on the light of what he or she has invested in the present organisation. Here , his felt experiences along with his position plays a very significant role to change or affect his perception of his chances outside as well as about his organisation

5.86 Most of the seniors are committed to their respective organisation because over the past so many years they have become familiarised with the nature of the various experiences in the organisation. Their evaluation of the organisational experiences will therefore enable their commitment. Thus, at the senior level commitment will become a function of different sets of experiences, or would become a function of the same set of experiences, experienced and evaluated in a different manner based on the acclimatisation and investments made by the particular professional.

5.87 The following is an analysis on the process of commitment based on the correlates and mechanisms of commitment of the senior professionals.

**POSITION WISE SENIORS**

**Table 5.13 Correlation Table :Correlates of commitment**

<b>Variable</b>	<b>r</b>	<b>Level of significance</b>	<b>r2</b>	<b>Remarks</b>
<b>OS</b>	.230	.046	0.05	low
<b>INTN</b>	-.228	.047	0.05	low
<b>SIR</b>	.281	.019	.07	moderate
<b>SOCINV</b>	-.237	.041	0.05	low
<b>IS</b>	.127	.179	.02	not Significant
<b>EXTRB</b>	.093	.250	.00	not Significant
<b>COMPR</b>	.329	.007	0.10	High**
<b>RC</b>	.434	.000	0.18	High**
<b>PGA</b>	.293	.015	0.08	moderate
<b>RS</b>	-.390	.002	0.15	High**
<b>JC</b>	.314	.010	0.09	moderate
<b>PIMPO</b>	.282	.019	0.08	moderate
<b>FF</b>	.450	.000	0.20	High**
<b>OD</b>	.488	.000	0.24	High**
<b>RCPT</b>	.391	.002	0.15	High**
<b>LOOP</b>	-.353	.004	0.12	High**

5.88 From the correlation results it can be inferred that out of the 16 experiences analysed with respect to the commitment of the senior professionals, 14 have significant correlation with commitment. Out of these 14 correlates, 11 of them have a significant explanatory power. Three of the experiences have significant correlation but a low explanatory power. Intention to stay and extra role behaviour are the two experiences which are not correlated to the level of commitment of the senior professionals.

5.89 The regression results indicate that for senior professionals the most important correlate to their commitment is the dependability they feel towards the organisation ( $r=.49$ ,  $r^2 =0.24$ ). This dependability explains 24% of the variations in their level of commitment. This seems to be logical because over the years, the professional might have received a variety of things or rewards or benefits from the organisation and based on this he may be reciprocating it in terms of his commitment mainly due to his felt dependence on the organisation. The organisation has proved to him that it is a dependable one and so his commitment is on an increasing path with the added dependability feeling.

5.90 Another significant correlate of commitment is fear of failure which explains 20% of the variations in commitment alone. Role clarity, which explains 18% of the variations in commitment comes next. Feeling of reciprocity and reality shock experiences explain 15% of the variations each; But reality shock when increases, commitment decreases ( $r= -0.39$ ). Perceived lack of outside opportunity ( $r= -0.35$ ) also is a negative correlate which explains 12% variations in the level of commitment. Compliance to the reward obtained is the next significant correlate of the commitment of senior level professionals, which explains 10% variations in the level of commitment.

5.91 Correlation analysis has given an indication as to which all are the individual experiences capable of explaining a variation in the level of commitment. Those experiences have to be nurtured to improve the level of commitment. The correlation analysis has indicated the direction of the influence of each of these variables on commitment. To analyse the combined impact and the predictive power of these experiences on the level of commitment, these experiences are regressed one on another. The final result of the regression analysis is given in table 5.14.

**Table 5.14 Regression table**

**MECHANISMS OF COMMITMENT : POSITION WISE SENIORS**

Multiple R	.7930
R Square	.6288
Adjusted R square	..5910
Standard error	2.8530

**Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	5	675.886	135.177
Residual	49	398.840	8.139
F = 16.6073		Significance of F = .0000	

**Variables in the equation**

Variable	$\beta$	SE $\beta$	Beta	T	Sig. T
SOCINV	-.8993	.18988	-.4551	-4.730	.0000
COMPR	.59077	.13675	.4398	4.320	.0001
LOOP	-.97454	.33622	-.2662	-2.899	.0056
FF	.97153	.17952	.47868	5.412	.0000
JC	.74095	.34209	.21255	2.166	.0352
(CONSTANT)	25.7471	2.2940		11.22	.0000

The commitment model for the senior level professionals, based on these experiences is presented below:

$$Y = 35.75 - 0.89 X_1 + 0.59 X_2 - 0.97 X_3 + 0.97 X_4 + 0.74 X_5$$

(.19)   (.13)   (.33)   (.17)   (.34)

Where Y = Commitment to the organisation of senior level professionals

X1 = Social Involvements In The Organisation

X2 = Compliance To The Rewards Obtained

X3 = Perceived Outside Opportunities

X4 = Fear Of Failure In The Job

X5 = Challenge In The Job.

5.92 From the regression model it can be interpreted that commitment of senior professionals to their organisation is a function of the above given five different experiences. These five variable are highly significant with respect to the commitment of senior level professionals. Together they explain 63% ( $r^2=0.63$ ) of the variations in commitment. These five experiences have a high positive correlation with the commitment of senior level professionals ( $r=0.79$ )

5.93 From the regression equation it can be interpreted that social involvement opportunities in the organisation and the perceived opportunities outside have a negative impact with the level of commitment.

Social involvements in the present form in the given organisation ,if increases by a unit is capable of reducing the level of commitment by 0.97 units , and the perception of opportunities outside when increases by a unit decreases the level of commitment by 0.89 times the improvement in its level.

5.94 Fear of failure in the job and challenges in the job are two of the most important experiences for the enhancement of commitment among seniors. When the fear that one may fail in his/her job increases by one unit it enhances the level of commitment by the same unit(0.97 times).The experience of challenges in the job if increases can improve the level of commitment by 0.74 times to its increase.

5.95 Compliance to the rewards is the next significant predictor in the model of commitment for senior professionals. Compliance when increases by a unit, can improve the commitment level by 0.59 times to the improvement in its level.

### *Discussion*

5.96 The regression model therefore indicates that if the organisation faces the problem of less commitment or lack of commitment from the senior level professionals, it can improve the same by providing more challenges in the job as well as by increasing the responsibility of the person who does the work.

5.97 The level of commitment can be maintained at the same level if the social involvements are controlled by the organisation. Even though, the social involvements are very healthy to the enhancement of commitment level in general, the social involvements in the organisation of the seniors have a

negative impact on the level of commitment of them. This has to be viewed seriously as there is some thing negative in the present involvements of these professionals. The organisation therefore has to analyse the involvements of the professionals and try to monitor the same in order to maintain the level of commitment. Since compliance to rewards has a positive- predictive power on the level of commitment, the organisation has to handle the pay-packets more professionally and should make it more attractive to enhance compliance to reward behaviour. This will have its own positive effect on the level of commitment.

5.98 The perception of outside opportunities but however is not a thing which can be easily altered by the organisation. But past research done in the area of organisational commitment proved that the perception of outside opportunity is a function of the investments (like the years of experience , age, salary he gets and status he maintains in the organisation etc.) made by the person in an organisation. and that of the chances outside. As long as the age and experience are increased and positional level is high, the outside opportunities may not be perceived as that attractive. Therefore, even when outside opportunity remains to be a factor or variable external to the organisation, the organisation can affect it indirectly by helping the person to feel better in the present position and job. Such a feeling will induce him to continue in the organisation, by investing his age and experience m more

5.99 The positive factors that enhance the status of commitment of senior level professionals are compliance to rewards, fear of failure in the job and felt challenge in the job. Compliance to rewards is a structural type of a mechanism of commitment which is more of a behaviour than an attitude. Here commitment is a matter of calculation and it depends much



on the nature of one's compliance to the rewards given by the organisation. It is a true that at the senior positions people are paid well, and this high payment they always attribute to their seniority coupled with their experience. They feel attached to what they get and hence get attached or committed to the organisation which provides this. Thus Compliance to rewards when increases commitment also increases.

5.100 Senior positions in an organisation are more professional and responsible and requires more decision making abilities. Thus the job becomes more challenging .When this challenge increases the fear of failure may also increase. This will in turn enhance their level of commitment.

5.101 Thus at the senior positions , to enhance the level of commitment to the organisation, the senior professionals should be provided with good rewards to comply with; and a more challenging and less routine job which involves an inherent competition and a fear of failure. This if coupled with restricted and well designed social involvement programmes will surely enhance the level of organisational commitment of senior level professionals.

#### **AGE- WISE CATEGORIES :COMMITMENT MECHANISMS**

5.102 Age of a professional is treated as an investment The feeling that one has invested in an organisation restricts the inter -organisational mobility. Depending upon the magnitude of the investments the intensity of commitment changes. The following is an analysis for the specific experiences in organisations which are capable of promoting the level of commitment to it, for different groups of professionals whose investment in terms of age differs .

**COMMITMENT :CORRELATES AND MECHANISMS :FOR YOUNG PROFESSIONALS**

**Table 5.15 correlates of commitment : young professionals**

<b>Variable</b>	<b>r</b>	<b>Level of significance</b>	<b>r<sup>2</sup></b>	<b>Remarks</b>
<b>OS</b>	.337	.000	0.12	High**
<b>INTN</b>	-.374	.000	0.14	High**
<b>SIR</b>	.167	.045	.02	low
<b>SOCINV</b>	-.340	.000	0.12	High**
<b>IS</b>	.279	.002	0.07	Moderate
<b>EXTRB</b>	-.264	.004	0.06	Moderate
<b>COMPR</b>	.120	.114	0.01	Not Significant
<b>RC</b>	.239	.008	0.06	Moderate
<b>PGA</b>	.358	.000	0.13	High**
<b>RS</b>	-.301	.001	0.09	Moderate
<b>JC</b>	.088	.188	0.00	Not Significant
<b>PIMPO</b>	.399	.000	0.16	High**
<b>FF</b>	.409	.000	0.17	High**
<b>OD</b>	.473	.000	0.22	High**
<b>RCPT</b>	.495	.000	0.24	High**
<b>LOOP</b>	-.096	.169	0.00	not Significant

5.103 The correlation table (table 5.15) indicates that among the individual socialisation experiences, reciprocity feeling emerges as a highly correlated experience ( $r=0.49$ ) which explains 24 % of the variations in commitment. There are nine correlates to commitment, which are capable of explaining more than 10% of the variations in commitment.

5.104 Value non- congruence and social involvements appear as the two significant negative correlates. They also explain 14% and 12% variations in the level of commitment respectively. The other significant positive correlates are organisational dependability which explains 22% of the variations, and fear of failure in the jobs which explains 17% of the variations. Personal importance felt by the young professionals explains 16% of the variations, peer groups positive attitude explains 13% of the variations and organisational satisfaction is capable of explaining 12% of variations in the level of commitment.

### *Discussion*

5.105 From the correlation analysis it can be inferred that to improve the level of commitment of young professionals the experiences in the organisation which boost up reciprocity and organisational dependability should increase. These are related to the reward systems, training programmes and benefit packages of the organisation.

5.106 Along with that if the organisation can improve the very job related aspects of socialisation like fear of failure in the job, the recognition and personal importance given to an individual in the job, and a positive peers among the of the young professional, these can improve the level of commitment of the young professionals. Once when a commitment attitude is

cultivated in the beginning itself , it definitely will help to promote future commitment from the professionals.

5.107 How in an organisational setting these different experiences together determine or process the commitment of young professionals? Multiple regression analysis is used to identify the say and predictive power of each of these variables. The regression model is detailed in table 5.16

**Table 5.16 Regression table**

**MECHANISMS OF COMITMENT: AGE WISE JUNIORS**

Multiple R	0.71866
R Square	0.51647
Adjusted R square	0.48625
Standard error	3.76481

**Analysis of variance**

DF		Sum of squares	Mean squares
Regressi on	6	1453.37603	242.22934
Residual	96	1360.68222	14.17377
F = 17.08997		Significance of F = 0.0000	

**Variables in the equation**

Variable	B	SE B	Beta	T	Sig . T
RCPT	1.71009	.33213	.37589	5.149	.0000
PIMPO	1.47315	.42835	.25287	3.439	.0000
INTN	-.25285	.13179	-.15391	-1.919	.0580
PGA	.75119	.25217	.22177	2.979	.0037
EXTRB	-.31941	.13518	-.18192	-2.363	.0201
IS	.44839	.20842	.15906	2.151	.0340
(CONSTANT)	14.86072	3.60200		4.126	.0001

5.108 The regression model for the commitment of young professionals is produced below:

$$Y = 14.86 + 1.71 X_1 + 1.47 X_2 - .25 X_3 + 0.75 X_4 - .32 X_5 + 0.45 X_6$$

(.33)   (.42)   (.13)   (.25)   (.14)   (.20)

Where Y = Commitment of young professionals to organisation.

X1 = Reciprocity felt by the professional.

X2 = Personal Importance experienced

X3 = Value Non-Congruence

X4 = Positive Attitude of the Peer Group

X5 = Extra-Role Requirements in the Organisation

X6 = Intent to Stay with the Organisation

5.109 The regression model indicates that organisational commitment in the case of young managers, consultants and scientists is influenced by six aspects of the socialisation process. All these six experiences together explain 52% of the variations that happen in the dependant variable. They have a very significant multiple correlation of 0.71 with the level of commitment also. Thus it will be meaningful to conclude that

these six experiences are very influential to the commitment of young professionals

5.110 The regression model further explains that extra role requirements and value non-congruence that a junior professional experiences in the organisation affect his/her commitment adversely. But, when compared to the positive predictors, these variables have only a minimal impact. The extra role requirements when increase decreases commitment level by 0.32 units. Similarly, if the values of the organisation and that of the professional if not matches with each other, each unit increase in the non-congruence tend to decrease the level of commitment by 0.25 units.

5.111 The important commitment enhancing experiences as far as the young professionals are concerned are: reciprocity felt by them, personal importance experienced, peer group's positive attitude and intentions to stay with the organisation.

5.112 The reciprocity feeling whenever increases by a unit, commitment level is increased to 1.71 times of it. Each unit increase in the level of experience of personal importance enhances the level of commitment by 1.47 times. Positive attitude among the peer group of young professionals if increases by a unit, their level of commitment will be enhanced by 0.74 times. Intentions to stay of the young professional if increases by a unit, the same will increase the level of commitment by 0.44 units.

### *Discussion*

5.113 For the professionals at the age group of 20 years to 35 years, the compensation, the initial treatment that he/she has obtained, and the benefits that he/she has received will be the most influential in enhancing his

level of reciprocity. This reciprocity in turn is capable of improving the level of commitment. If the organisation can send them for some training programmes, such training that they receive will add up the intensity of their reciprocity. This will help enhance their present level of commitment.

5.114 Along with this if the organisation recognises their personal importance, that will enhance the level of commitment among them. It is quite natural for any one to feel a little anxious about how the organisation is going to treat him during the initial stages of one's career. The experiences of personal importance will give him a positive beginning. The attitude of the peer group is much instrumental in maintaining a positive attitude. The positive attitude of the peer group also is instrumental in improving the level of commitment.

5.115 The regression model underlines the predictive power of these experiences. Therefore, it can be stated with conviction that for enhancing the commitment of young professionals and to cultivate a tendency among them to commit themselves for the organisation, the organisation has to build a positive attitude in them.

5.116 More important, however, are the negatively affecting experiences. Steps should be taken to prevent the young professionals from being subjected to these negatively influencing experiences. This would help the organisation to maintain the positive attitude it has built in them. These findings are in tune with the findings of Bruce Buchanan (1974) and Mary Sheldon (1971), who found that the experiences of personal importance and role clarity etc. are found relevant for the commitment of the newly joined. However, their studies have not tested the experience of reciprocity and

therefore the findings cannot be compared with those findings. Interestingly, in the present analysis the feeling of reciprocity emerges out as the most strong predictor of the commitment of the young professionals.

**COMMITMENT : CORRELATES AND MECHANISMS FOR MIDDLE AGED PROFESSIONALS**

**Table 5.17 correlation Table : COMMITMENT CORRELATES AGE WISE MIDDLE**

Variable	r	Level of significance	r2	Remarks
OS	.175	.091	0.03	low
INTN	-.574	.000	0.32	high **
SIR	.148	.130	.01	low
SOCINV	-.197	.066	0.03	low
IS	.209	.054	0.04	low
EXTRB	-.309	.008	0.09	moderate
COMPR	.039	.385	.00	Not Significant
RC	.216	.048	0.04	low
PGA	.397	.001	0.15	high **
RS	-.501	.000	0.25	high **
JC	.238	.033	0.06	moderate
PIMPO	.304	.009	0.09	moderate
FF	.441	.000	0.19	high **
OD	.331	.005	0.11	high **
RCPT	.158	.114	.02	not Significant



5.117 Correlation table 5.17 lists 9 significant experiences relevant to the commitment of middle aged professionals. The most important correlate is value non congruence, which is capable of explaining 32% of the variations in the level of commitment. The next important is the expectation non- realisation or the Reality shock, which explains 25% of the variations. These two correlates are negatively correlated. This indicates that whenever the value non-congruence and reality shock among the middle aged professionals increase, that will decrease their level of commitment. It indicates that commitment will be less if these two increase. Another negative correlate is extra-role requirements from the organisation. It explains but less than 10% of the variations only, in the level of commitment.

5.118 The prominent among the positive correlates is fear of failure, which explains 19% of the variations in commitment. Peer Groups attitude and organisational dependability experiences are other two important, positive correlates which explain 15% and 11% of the variations in commitment respectively.

### *Discussion*

5.119 Middle ages is the period in one's career where one tend to express his/her disappointment and frustration. The different aspects of

socialisation that appear as significant correlates to the commitment of the middle aged are logical as they have a definite relation with the frustration of the middle aged. The negative relation that the value non-congruence and the reality shock have with the level of commitment is well justified.

5.120 The positive correlates suggest that at the middle ages, commitment can be increased if the attitude of their colleagues and peers become positive. It also suggests that the level of commitment goes up moderately with the increase in the felt dependability on the organisation, and as the personal importance of the middle aged is recognised more.

5.121 Middle ages is a crucial period in the career of professionals who have gained a moderately significant experience in the profession. At this point if they find that the organisation's values are not matching with theirs, they tend to seek outside employment. Added to that if some of their expectations are not fulfilled their tendency to look out for an outside opportunity will be more, taken into account their experience level.

5.122 The middle aged one is a person who is already having some training or experience either in the same organisation or in some other organisation. Therefore, due to non-commitment, if the person decides to go or decides to act like less committed, the organisation will fail ultimately. If commitment is affected or influenced by factors that can be provided from within the organisation or can be improved by moderating the experiences that are already there in the organisation, the organisation will be able to address the problem of lack of commitment from the middle aged by devising systems to provide these experiences more frequently. The following table (table 5.18) gives the details of multiple regression analysis done to identify such experiences which are able to predict on the level of commitment.

**Table 5.18 Regression table : COMMITMENT MECHANISMS:AGE WISE MIDDLE**

Multiple R	0.7032
R Square	0.4945
Adjusted R square	0.4768
Standard error	3.5631

**Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	2	708.089	354.044
Residual	57	723.644	12.695
F =27.8873		Significance of F = .0000	

**Variables in the equation**

Variable	$\beta$	SE $\beta$	Beta	T	Sig. T
INTN	-.8551	.16311	-.5014	-5.24	.0000
RS	-1.1947	.27653	-.4132	-4.32	.0001
(CONSTANT)	47.0184	2.1791		21.57	.0000

The regression model on experiences relevant to the commitment of middle aged can be presented as follows

$$Y=47.02- 0.86 X1- 1.19 X2$$

(.16)    (.27)

Where Y = Organisational Commitment of the middle aged professionals

X1 = Value Non-Congruence    and    X2 = Reality Shock

5.123 From the regression equation it can be inferred that among the 9 different aspects of one's socialisation in an organisation which were correlated significantly to the commitment of middle aged professionals, only two of them are capable of predicting their level of commitment. That is, the process model of commitment for the middle aged professionals has only two commitment mechanisms. Those two are negative experiences and they explain 49% of the variations that happen in the level of commitment. This indicates that these two experiences can explain and cause up to 50% changes on the level of commitment of middle aged professionals.

5.124 The regression model further indicates that with each unit addition in the experience of value non-congruence, the commitment level will be reduced by 0.86 times to the changes in the value non congruence. If the reality shock or the shock experienced by the middle aged while trying

to fulfil their expectations, if increases by one unit, consequent commitment will be decreased by 1.19 times of the increase that happened in the expectation non-realisation.

### *Discussion*

5.125 This model indicates that if the organisation experiences lack of commitment from the middle aged professionals of it and if it wants to improve the level of commitment of them, it has to control the negative impact of these two experiences which appear as strong in predicting the level of commitment. In the middle ages, commitment is badly affected by the experiences of a lack of fit between the values of one and the organisation, and a non-relation of one's expectation from the organisation. If the organisation did not succeed in making the middle aged consultant, manager, or scientist to internalise the values of it, the organisation will come across cases of lack of commitment.

5.126 It can be further interpreted that to enhance the level of commitment of the middle aged professionals or to reduce the lack of commitment of them, the organisation primarily has to prevent the reality shock among them. This can be done by analysing the expectations of the middle aged and then attempting to fulfil the same. Any expectation, which can't be satisfied will give rise to a lack of commitment. But the organisations should try to avoid this. The same can be prevented if the organisation periodically make it clear to the employees as what are the programmes of the organisation. Such an open communication will help employees to avoid

having unusual expectations. Wherever the employees have proper prior information about the schemes of the organisation, they will not have the false expectations. Thus, giving the right information about the right schemes of the organisation at the right time will help the organisation to prevent its professionals from the future reality shock.

5.127 Similarly, if the middle aged did not feel that there is a lack of fit between his values and the values of the organisation, his commitment most likely will reduce. This lack of commitment may increase as the perception of this lack of fit increases. Therefore, the organisation should help the value internalisation process to extract maximum commitment from the trained and experienced middle aged professionals.

5.128 Having spent some years in the organisation and having got trained and experienced there, the middle aged professionals need their values to be properly bridged with that of the organisation and their expectations met. Even at the middle ages, if they don't experience some thing that fulfil their expectations, it is natural for them to rearrange their orientations towards the organisation. Hence at their crucial middle ages, these professionals should be carefully and wisely treated by the organisation, to reap the benefits of their commitment.

COMMITMENT: CORRELATES AND PREDICTOR MODEL FOR THE AGE-WISE SENIOR

**Table 5.19 correlation Table : CORRELATES OF COMMITMENT:AGE WISE SENIORS**

Variable	r	Level of significance	r <sup>2</sup>	Remarks
OS	.357	.000	0.13	High**
INTN	-.309	.000	0.09	moderate
SIR	.328	.000	0.10	High**
SOCINV	-.127	.077	0.01	Not significant
IS	.320	.000	0.10	High**
EXTRB	-.060	.251	0.00	not Significant
COMPR	.165	.032	0.03	low
RC	.377	.000	0.14	High**
PGA	.443	.000	0.19	High**
RS	-.221	.006	0.04	low
JC	.388	.000	0.15	High**
PIMPO	.351	.000	0.12	High**
FF	.278	.001	0.07	moderate
OD	.424	.000	0.18	High**
RCPT	.447	.000	0.19	High**
LOOP	-.145	.051	0.02	not Significant

5.129 Correlation analysis has suggested 11 correlates which are significant in explaining variations in the level of commitment. There is only

one negative correlate which is significantly related to the commitment level of senior professionals.

5.130 The correlation table 5.19 indicates that reciprocity feeling , organisational dependability, peer group's positive attitude ,job challenge ,role clarity, organisational satisfaction and personal importance are the various aspects of socialisation which are correlated highly with the level of commitment of the senior level professionals. Each of these is capable of explaining more than 10% ( $r^2 > .10$ )of variations in the level of commitment.

5.131 The reciprocity feeling which explains 19% of variations in commitment. The correlation results further indicate that at the senior level commitment is positively affected by the positive attitude of the peer group (explains 19% variations in OC) the felt dependency towards the organisation (explain 18%).Correlation analysis also indicate the importance of personal experiences like job challenge and role clarity. These two explains 15% and 14% of the variations in commitment respectively

5.132 Organisational satisfaction explains 13% of variations personal importance 12% ; and the intentions to stay explain up to 10% of the variations in the dependant variable. Intentions to stay with the organisation and self image reinforcement experiences among the senior professionals each is capable of explaining 10% variations in the level of



commitment. Value non congruence ,which is negatively correlated to the level of commitment, explains 9 % of the variations in the level of commitment.

### *Discussion*

5.133 The correlation results indicate that reciprocity feeling and positive attitude of the peer group are the two most important aspects of the socialisation of a senior professional which are capable of explaining a higher degrees of variation in the level of commitment. Organisational dependability is the next significant experience capable of explaining more variations individually in the level of commitment.

5.134 The above three are very much logical to the context at the senior age level. As age increases , commitment to an organisation becomes more a function of calculation and reciprocation than a natural outcome of a set of antecedent experiences.

5.135 Now to find out the multiplied effect of all these experiences on commitment, multiple regression is done. Here one variable is regressed upon another by using a step by step procedure and the combined effect is analysed. The following is the process model emerged out of the multiple regression analysis.

**Table 5.20 MECHANISMS OF COMMITMENT : AGE WISE SENIORS**

multiple R	.7205
R Square	.5192
Adjusted R square	.4954
Standard error	4.0738

**Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	6	2168.921	361.4870
Residual	121	2008.132	16.5961
F = 21.78139		Significance of F = .0000	

**Variables in the equation**

Variable	B	SE B	Beta	T	Sig: T
JC	1.5431	.3266	.3022	4.725	.0000
RCPT	1.5431	.3839	.2739	3.996	.0001
INTN	-.3589	.1073	-.2221	-3.344	.0011
IS	.4937	.1674	.1997	2.948	.0038
RC	1.2198	.4329	.1936	2.818	.0057
PGA	.5686	.2434	.1673	2.336	.0212
(CONSTANT)	11.6371	2.9674		3.922	.0001

The regression model for the senior (old) professionals is given as follows:

$$Y = 11.63 + 1.54 X_1 + 1.54 X_2 - 0.36 X_3 + 0.49 X_4 + 1.22 X_5 + 0.56 X_6$$

(.33)    (.38)    (.11)    (.49)    (.43)    (.24)

Where Y = Commitment of the age - wise senior to the organisation

X1 = Job Challenge

X2 = Feeling Of Reciprocity

X3 = Value Non-Congruence

X4 = Intention To Stay

X5 = Role Clarify

X6 = Peer group's attitude

5.136 The regression model provides 6 important aspects of socialisation which can be used to predict and modify the level of commitment of senior professionals. These six aspects together are capable of explaining up to 52% of variations in the level of commitment. These aspects are highly significant as they have very high multiple correlation ( 0.72 ) with the level of commitment. The regression equation has five positive predictors and one negative predictor.

5.137 The equation indicates that job challenge of the seniors and their reciprocity feeling if increases by one unit, each of these increase that can bring about 1.54 times of change in the level of commitment. The regression model indicates that whenever the clarity of the role of a senior improves by one unit ,it will change the consequent level of commitment by 1.22 times of it. Peer group's positive attitude if improves by a unit can change the level of commitment by 0.57 times; and the intentions to stay among the seniors if goes up by a unit, the consequent commitment will be increased by 0.49 units.

5.138 The model also indicates that if the values of the organisation were not properly internalised by the seniors, that can bring in a decrease in the

level of commitment. That is, whenever the lack of congruence between the professionals' value system and that of the organisation widens by a unit, that will decrease the level of commitment by 0.35 times of it.

### *Discussion*

5.139 Therefore, if the organisation needs to improve the level of commitment of the senior professionals it has to adopt steps to provide for more challenges in their job. The feeling of reciprocity can be activated by redesigning the reward systems of the organisation. Once these two are done commitment surely will be enhanced.

5.140 Also important is the clarify of one's role. A senior professional surely expects clarity on the role that he/she is expected to carry out. After investing so many years in the profession as well as in the organisation, professionals do not want to end up in trouble of doing unclear tasks. The commitment level of a professional at a higher age limit (above 50) can be enhanced only if he /she is provided with a clear role.

5.141 Attitude of peer group also is an important experience in shaping the commitment of a senior professional. Intent to stay however does not exert much impact, may be because that the seniors do not feel that they have many years to stay ahead.

5.142 Even though not very important, value non-congruence still has a negative effect, and therefore is to be taken care of properly. It surely is a point of disappointment for any organisation, if its professionals above 50 years of age don't reflect the values of the organisation. This will be dangerous for organisations which are in the research and scientific development field. As the non-congruence has a negative relation with the level of commitment and as, it reduces the level of commitment, the organisations should take necessary steps to carry out a value internalisation survey among its professionals. This will help the organisation to understand the level of non-congruence among the professionals. Once this is done the organisation can attack the problem of non-congruence by trying to bridge the gap between the values of the organisation and that of the professionals.

5.143 At an age of 50 and above it may not be possible for any professional to leave alone his personal value systems to fully internalise the values of the organisation. Therefore, the organisation can try to reduce the non-congruence as much as possible. It can also try and provide for other positive experiences to compensate the loss on the level of commitment due to the lack of value congruence.

## **EXPERIENCE WISE**

### **COMMITMENT TO THE ORGANISATION: CORRELATES AND MECHANISMS**

5.144 Respondents are classified into three groups based on their years of experience - The low experience group has an experience of 0-10 years, the medium experience group has an experience of 11-20 years and the high experience a group with an experience of above 20 years. Commitment level of professionals in each group is correlated with the

various aspects of socialisation to identify the significance of each in changing the level of commitment. Multiple regression is then carried out to identify the combined impact of these experiences and to identify the processing power of each on the level of commitment. Table 5.21 lists out the correlates to the commitment of low experienced professionals to their organisation.

**Table 5.21 COMMITMENT TO THE ORGANISATION: CORRELATES FOR LOW EXPERIENCE GROUP**

<b>Variable</b>	<b>r</b>	<b>Level of significance</b>	<b>r<sup>2</sup></b>	<b>Remarks</b>
<b>OS</b>	.296	.001	0.08	moderate
<b>INTN</b>	-.475	.000	0.22	High**
<b>SIR</b>	.258	.004	.06	moderate
<b>SOCINV</b>	-.226	.011	0.04	low
<b>IS</b>	.225	.011	0.04	low
<b>EXTRB</b>	-.270	.003	0.07	moderate
<b>COMPR</b>	.092	.178	.00	not Significant
<b>RC</b>	.147	.069	.01	not Significant
<b>PGA</b>	.371	.000	0.13	High**
<b>RS</b>	-.225	.005	0.06	moderate
<b>JC</b>	.111	.133	.01	not Significant
<b>PIMPO</b>	.288	.002	0.07	moderate
<b>FF</b>	.429	.000	0.18	High**
<b>OD</b>	.337	.000	0.10	High**
<b>RCPT</b>	.350	.000	0.12	High**
<b>LOOP</b>	-.197	.023	0.03	low

5.145 The correlation table 5.21 indicates that 10 aspects of the socialisation process are significantly correlated with the level of organisational commitment of the low experienced professional. Out of the 10 significantly correlated aspects of socialisation, 5 of them are capable of explaining more than 10% of the variations in the level of commitment individually. The rest 5 are capable of explaining only more than 5%( but less than 10%) of variations in the level of commitment.

5.146 The most significant correlate is value non congruence which has a negative relationship with the level of commitment. This experience alone can explain 22% of the variations in commitment. The second most significant correlate is fear of failure, which explains 18% of the variations in the dependant variable. Positive attitudes of the peer group, reciprocity feeling and organisational dependability experiences are the other three highly significant experiences and they are capable of explaining 13%,12%and 10% variations in commitment respectively.

5.147 Organisational satisfaction experiences explain 8%,personal importance and extra role requirements 7%each; and reality shock and self image reinforcement explain 6% each of the variations in the level of commitment of the professionals with less than 10 years of experience.

### *Discussion*

5.148 The results of the correlation analysis goes in concurrence with the findings of Buchanan ( 1974) that during the influence susceptibility

stages(i.e.0-4 years ) and influence developing stages (4-8 years), the most relevant experiences to be nourished in the organisation are a fear of failure in the job, an inherent challenge in the job and a positive and favourable attitude among the peer group. Along with this a dependence felt on the organisation, and a consequent reciprocity takes commitment to the positive.

5.149 Now to find out a process model of the commitment a professional experienced 0-10 years towards their organisation, stepwise regression analysis is done.

### **Commitment towards the organisation of low experienced professionals - a process model**

**Table 5.22 MECHANISMS OF COMMITMENT LOW EXPERIENCE GROUP**

Multiple R	0.63011
R Square	0.39704
Adjusted R square	0.37243
Standard error	4.29249

#### **Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	4	1189.01847	297.25462
Residual	98	1805.69998	18.42551
F =16.13278		Significance of F = .0000	

#### **Variables in the equation**

Variable	$\beta$	SE $\beta$	Beta	T	Sig. T
INTN	-.61364	.13232	-.37951	-4.638	.0000
FF	.73137	.28632	.22144	2.554	.0122
RCPT	1.06591	.45003	.19830	2.369	.0198
PIMPO	1.10505	.49341	.18164	2.240	.0274
(CONSTANT)	23.6696	3.23426		7.318	.0000



5.150 The regression model has provided four aspects of socialisation as predictor experiences of commitment. The regression equation for this group can be described as follows

$$Y = 23.67 - 0.61 X1 + 0.73 X2 + 1.06 X3 + 1.1 X4$$

(.13)      (.28)      (.45)      (.49)

where Y = Organisational Commitment, the dependent variable

X1 = Value non congruence

X2 = Fear of failure

X3 = Reciprocity feeling

X4 = personal importance

5.151 From the regression table it can be inferred that the above four aspects of socialisation together have a significant multiple correlation ( $r=0.63$ ) with organisational commitment. They are capable of explaining 40% of the variations in commitment (Multiple Coefficient of determination  $R^2=0.40$ ).

5.152 From the regression equation it can be deduced that personal importance, reciprocity feeling and fear of failure are the three significant positive predictors of commitment. Value non congruence appears

as the significant negative experience in processing the level of commitment for this category of professionals.

5.153 As per the regression model of commitment for low experience category personal importance is the most significant experience in shaping up the level of commitment Whenever the personal importance of the low experienced professional increases in the organisation by one unit, this will increase the level of commitment by 1.1 times of the change that has happened to it.

5.154 If the reciprocity feeling of a professional with low experience is increased by one unit the consequent level of commitment will improve by 1.06 times of it. Fear of failure in the job if increases by a unit, the consequent commitment level of the professional is increased by 0.73 times of it.

5.155 One crucial and detrimental experience at this stage is lack of internalisation of the values of an organisation by this group. If the internalisation is not proper, or if there exists some non-congruence between one's values and the value system of the organisation, it will act in a negative way on the consequent commitment. If the non-congruence is increased by a unit, the level of commitment towards the organisation will be decreased by 0.61 times of the change occurred in the value non-congruence.

## *Discussion*

5.156 The predictor model suggests that if the organisation wants to enhance the level of commitment of the low experienced professionals, it has to provide experiences that can improve the reciprocity feeling personal importance and the fear of failure in the job. The lack of fit between the values at this stage is to be carefully tackled, and a slow and steady value acquisition programme is to be introduced to professionals at this stage. The low experienced professional if subjected to the influence of these experiences, his level of commitment to the organisation will improve at least by 40% of the existing level.

5.157 The reciprocity feeling could be enhanced or facilitated at this stage by providing suitable benefits and training to the professionals. This will have a good impact on the commitment of professionals.

5.158 The regression model emerged but explain only 40 % of the variations in the level of commitment of professionals of low experience group. If the organisation wants to improve the level of commitment fully , it has to have a predictive model of experiences which can explain 100 % of the variations in the level of commitment. This even though is a theoretical possibility, if it is achieved then the lack of commitment among the professionals can be properly addressed to.

5.159 This thus calls for testing more and more experiences in the organisation in order to device a proper process model on commitment.

Future researchers therefore have to widen the spectrum of the socialisation process to analyse the most influential experiences to the commitment of professionals with a low experience

### **MEDIUM EXPERIENCE GROUP COMMITMENT CORRELATES AND PROCESS MODEL**

5.160 Professionally qualified people, with medium experience is an asset to any organisation. If they are committed to the organisation, the organisation can gain a lot from their experience. On the other hand if they are not committed, the organisation in turn will be losing a large pool of resources.

5.161 When the commitment level goes down for professionals at this experience level, they tend to go out from the organisation. This tendency is more among such in the scientific organisations. If this is the state, an organisation employing professionals in the scientific setting cannot compensate the loss of such a professional as getting another professional trained will take so much of a time

5.162 It therefore will be a feasible solution for all organisations facing the attrition of medium experienced professionals to develop commitment mechanisms to enhance the commitment level of the professionals. If such mechanisms are identified, then the professionals' commitment level will be increased following which their tendency to stay back with an organisation will also improve.

5.163 Hence the various experiences that are available in the organisation, which can promote and enhance the commitment of medium experienced professional to their organisation are to analysed to promote their level of commitment. The following therefore, is an analysis to serve this objective.

**Table 5.23 Correlation Table**

**COMMITMENT OF MEDIUM EXPERIENCED GROUP : CORRELATES**

<b>Variable</b>	<b>r</b>	<b>Level of significance</b>	<b>r2</b>	<b>Remarks</b>
<b>OS</b>	.363	.001	0.13	<b>High**</b>
<b>INTN</b>	-.530	.000	0.28	<b>High**</b>
<b>SIR</b>	.119	.170	.01	not Significant
<b>SOCINV</b>	-.150	.115	.02	not Significant
<b>IS</b>	.381	.001	0.14	<b>High**</b>
<b>EXTRB</b>	-.003	.491	.00	not Significant
<b>COMPR</b>	.204	.050	0.04	low
<b>RC</b>	.449	.000	0.19	<b>High**</b>
<b>PGA</b>	.402	.000	0.16	<b>High**</b>
<b>RS</b>	-.582	.000	0.33	<b>High**</b>
<b>JC</b>	.169	.088	.02	not Significant
<b>PIMPO</b>	.400	.000	0.16	<b>High**</b>
<b>FF</b>	.409	.000	0.16	<b>High**</b>
<b>OD</b>	.641	.000	0.40	<b>High**</b>
<b>RCPT</b>	.369	.001	0.12	<b>High**</b>
<b>LOOP</b>	-.191	.062	.03	not Significant

5.164 There are 11 experiences correlated significantly with the commitment of medium experienced professionals. All these are capable of explaining more than 10% variations in the level of commitment. Value non-congruence and reality shock are the two negatively correlated experiences.

5.165 The most important correlate to the commitment of professionals with medium experience is the dependability of the organisation. It explains 40% of the variations in commitment individually. Reality shock felt due to expectation non-realisation explains 34% of variations in the dependant variable and the lack of fit between one's values and the values of the organisation explains 28% of the variations in commitment respectively.

5.166 Role clarity explains 19% of the variations, fear of failure, positive attitude of the peer group and personal importance etc. explains 16% variations each in the level of commitment. Intention to stay with the organisation is positively correlated with commitment and which explains 14% of variations in commitment. Organisational satisfaction experiences explains 13% of variations in commitment and the reciprocity explains 12% variations

## *Discussion*

5.167 The correlation table indicates that a dependency towards the organisation, or a dependability exhibited by the organisation is vital to the commitment of professionals with 10 to 20 years of experience. This will have a positive impact on the commitment level of the professional.

5.168 Equally important are the experiences of expectation realisation and value internalisation of professionals. Both of these have a very high and significant negative relation with the level of commitment. Therefore, the organisation should try and fulfil the expectations of professionals of this category and should also try to bridge the value system of the person with that of the organisation.

5.169 If professionals experienced around 10 to 20 years are provided with clear roles, challenging assignments to make them always feel the pressure of victory and fear of failure, or are placed among people with favourable attitudes towards the organisation, their commitment will improve as the intensity of these experiences improve. If one enjoys experiences relevant to boost his/her personal importance feeling, reciprocity, intention to stay with the organisation and satisfaction towards the organisation, these also positively affect the commitment level of professionals to the organisation.

5.170 Even if all these experiences are correlated individually with the commitment of a 10 to 20 years experienced one, in an organisational setting only a few may exert a decisive influence. Therefore, to find out those decisive experiences, a multiple regression analysis is done. The following table (table 5.24) shows the stepwise regression and the predictor variables.

**Table 5.24 MECHANISMS OF COMMITMENT: MEDIUM EXPERIENCED GROUP**

Multiple R	0.8285
R Square	0.6864
Adjusted R square	0.6659
Standard error	2.5633

**Analysis of variance**

	DF	Sum of squares	Mean squares
Regression	4	940.3051	235.076
Residual	61	429.452	7.040
F = 33.390		Significance of F = 0.0000	

**Variables in the equation**

Variable	B	SE B	Beta	T	Sig. T
OD	1.0124	0.2524	.3372	4.011	0.0002
RS	-1.1756	0.2451	-.3790	-4.790	0.0000
RCPT	1.4581	0.3412	0.3126	4.273	0.0001
INTN	-0.4110	0.1319	-.2534	-3.114	0.0028
(CONSTANT)	29.7584	3.0939		9.618	0.0000



5.171 The commitment model for professionals with medium experience has only four commitment relevant experiences. The four experiences are: Reciprocity, Reality shock, Organisational dependability and Value non-congruence. These four experiences together have a high, significant multiple correlation with commitment ( $r=0.83$ ). These four experiences explain 69% of the variations in commitment. Thus, the model based on these four experiences are highly significant.

The regression equation for the medium experienced professionals can be put like the following

$$Y = 29.76 + 1.01 X_1 - 1.17 X_2 + 1.46 X_3 - 0.41 X_4$$

(25)    (.24)            (.34)    (.13)

where Y = Organisational commitment, the dependent variable

X1 = Organisational dependability

X2 = Reality shock

X3 = Reciprocity feeling

X4 = Value non-congruence

5.172 The regression equation indicates that out of the four aspects of socialisation appeared in the process model of commitment, two affect commitment adversely and two influence it positively. Commitment level is affected adversely by reality shock and value non-congruence. Level of

commitment is positively affected by experiences of organisational dependability and reciprocity.

5.173 The regression model further explains that, commitment increases by 1.01 times to the change in the level of organisational dependability feeling, and 1.46 times of the changes in the level of reciprocity feeling. Thus, whenever experiences relevant to organisational dependability is increased by a unit commitment is likely to improve by 1.01 units. Whenever the professionals with medium experience feel that their reciprocity is increased by a unit, their consequent level of commitment will shoot up by 1.46 units.

5.174 The commitment model further points out that a reality shock or the shock generated from non-realisation of any expectation at this stage is harmful to the commitment. Whenever the professionals feel that their reality shock has increased by another unit ( i.e. when they feel that an additional unit of their expectation is also not met) such a feeling decreases commitment by 1.18 units. Value non-congruence relatively affects commitment less adversely .But it is capable of decreasing commitment level by 0.41 times for each unit of change in it.

### *Discussion*

5.175 Thus if the organisation really needs to commit the medium experienced ones to it, it has to provide opportunities for them to feel a dependency in the organisation. Specific training, exclusive benefits, higher pay-packet, better rewards, better openings and a need based career development etc. may help one to feel dependent on an organisation.

Reciprocity is a value and value based experience. This can be suitably aroused by giving a fair treatment to the employees, or by giving some unexpected benefits or rewards.

5.176 At the same time the organisation should device strategies to prevent the shock of expectation non-realisation. For this , the expectations of the professionals from the organisation should be studied and prioritised. These should be fulfilled with the support of the personnel policies. Otherwise, a reality shock arising out of it will decrease the level of commitment. Even though, value internalisation at this stage is not very easy to attain, a compromise of the individuals values and that of the organisation can be attempted. This will prevent the occurrence of a non-congruence and will hence enhance the level of commitment.

#### **HIGHLY EXPERIENCED GROUP : CORRELATES AND MECHANISMS**

5.177 A group of professionals with more than 20 years of experience is really a valuable asset to any organisation. Over the past, they have grown in experience and have specialised in their own field of activity. Under normal circumstances non-commitment does not happen among them. But instances of low commitment may be there due to various reasons.

5.178 If professionals with relevant experience are not committed or not committed up to the level in which the organisation wants them to commit, their experience is of no use to the organisation. Their professional skills can be best utilised only if they commit themselves fully to the organisation, as commitment here includes job involvement also. The following is an analysis to

find out he experiences that can change the level of commitment of these professionals.

**Table 5.25 Correlation Table :**

CORRELATES OF COMMITMENT: HIGHLY EXPERIENCED GROUP

Variable	r	Level of significance	r <sup>2</sup>	Remarks
<b>OS</b>	.330	.000	0.10	High**
<b>INTN</b>	-.270	.002	0.07	moderate
<b>SIR</b>	.264	.002	.06	moderate
<b>SOCINV</b>	-.160	.046	.02	not significant
<b>IS</b>	.275	.002	0.07	moderate
<b>EXTRB</b>	-.073	.222	.00	not Significant
<b>COMPR</b>	.127	.091	.01	not Significant
<b>RC</b>	.366	.000	0.12	High**
<b>PGA</b>	.436	.000	0.18	High**
<b>RS</b>	-.240	.005	0.05	low
<b>JC</b>	.332	.000	0.10	High**
<b>PIMPO</b>	.373	.000	0.13	High**
<b>FF</b>	.314	.000	0.09	moderate
<b>OD</b>	.388	.000	0.14	High**
<b>RCPT</b>	.502	.000	0.25	High**
<b>LOOP</b>	-.068	.239	0.00	not Significant

5.179 The product moment correlation table has identified 12 correlates of which 7 explain more than 10% variations in commitment individually. Of the 12 correlates, value non-congruence is the only negative correlate. This but has only a moderate explanatory power ( $R^2=.07$ ) and it is capable of explaining only 7 % of the variations in the level of commitment.

5.180 Reciprocity feeling is the most significant individual experience which is positively correlated with the commitment of a highly experienced professional. Reciprocity explains 25% of variations in the level of commitment of professionals with high experience. The positive attitude of the peer group explains 18% of variations, and organisational dependability explain 14% of variations. Personal importance is the next significant correlate which explains 13% of the variations, followed by role clarity(12%). Job challenge is capable of explaining 10%, fear of failure 9%, and value-non congruence and intent to stay each 7% of variations respectively in the level of commitment.

### *Discussion*

5.181 Reciprocity, peer group's positive attitude and organisational dependability are the three highly relevant experiences for the commitment of experienced professionals. This may be because that the organisation has become a familiar place to them and that, they have people with favourable attitudes as their company. Naturally at this stage due to the

long experience with the organisation ,one would feel a dependence on it and would feel like reciprocating to it by way of committed behaviour.

5.182 Two personalised experiences are correlated positively with the commitment of highly experienced ones. They are felt personal importance and role clarity. After having accrued an experience of more than 20 years, one would expect the organisation to provide a clear and an important role in the organisation. The importance attached to one's own personality in the organisational set up and a clear role at this high experience level promote the consequent commitment.

5.183 But however, when professionals experience the same in an organisation, these experiences influence the commitment level jointly and not as isolated experiences. Thus from the correlation it can only be inferred that, if one is subject to these experiences separately in the organisation , these will vary the level according to the strength of their coefficient of variation. But as of now, no organisation can do this in isolation and all these are experienced from among a set in the organisational system. An analysis to identify and understand the multiple impact is needed, and hence stepwise regression analysis is carried out.

**Table 5.26 MECHANISMS OF COMMITMENT HIGHLY EXPERIENCED GROUP**

Multiple R	.71827
R Square	.51591
Adjusted R square	.48825
Standard error	4.12115

Analysis of variance

DF		Sum of squares	Mean squares
Regression	6	1900.5465	316.757
Residual	105	1783.3105	16.983
F = 18.65046		Significance of F = .0000	

Variables in the equation

Variable	$\beta$	SE $\beta$	Beta	T	Sig. T
RCPT	1.7559	.3976	.3282	4.416	.0000
JC	1.5768	.3672	.2935	4.294	.0000
RC	1.4110	.4672	.2198	3.020	.0032
PGA	0.6220	.2577	.1835	2.416	.0174
INTN	-.3152	.1142	-.1945	-2.758	.0069
IS	0.3611	.1762	.1476	2.050	.0429
(CONSTANT)	10.208	3.2730		3.119	.0023

5.184 The multiple regression analysis detailed in table 5.26 has provided six aspects of socialisation as relevant to the commitment of highly experienced professionals. All these six experiences have a very high multiple correlation ( $R=0.72$ ) with the level of commitment. These six experiences together can explain up to 52% of variations in commitment. The regression model predicting the commitment of highly experienced can be given as follows

$Y = 10.21 + 1.75 X_1 + 1.58 X_2 + 1.41 X_3 + 0.62 X_4 - 0.31 X_5 + 0.36 X_6$ $(.39) \quad (.36) \quad (.46) \quad (.25) \quad (.11) \quad (.17)$
---

where Y = Commitment of the highly experienced towards the organisation

X1 = Reciprocity felt towards the organisation

X2 = Challenge experienced in the job

X3 = Clarity of the role experienced

X4 = Positive attitude of the peer group

X5 = Value non-congruence

X6 = Intention to stay

5.185 From the regression model it can be inferred that there is only one experience in the organisation which decreases the level of commitment of the highly experienced professionals. All the other experiences have a very significant and positive predictive power on the level of commitment.

5.185 From the equation it can be interpreted that whenever reciprocity in the highly experienced group increases by one unit, it increases commitment by its 1.76 times of the change in its level. Job challenge when increases by a unit enhances commitment by 1.58 times and



each unit of change in role clarity increases commitment by 1.41 times. Peer group's positive attitude when becomes positive further by a unit, increases commitment to 0.62 times of it, and the intention to stay with the organisation if increases will increase commitment to 0.36 times of it. The value non-congruence felt by a professional of this group, if widens by a unit, the consequent commitment will be lessened to by 0.32 times of the increase in the non congruence.

### *Discussion*

5.186 Thus, it can be summarised that if the organisation wants to shape up the commitment of a highly experienced professional, or if it wants to improve the level of commitment from the existing level, it has to make positive changes in the above 5 aspects of socialisation to which a professional is subjected to in an organisation. Or, more clearly, out of the various aspects of the socialisation process in an organisation, these five experiences need to be improved to increase the level of commitment of the professionals with this level of experience.

5.187 It can thus be concluded that an intention of doing good things back to the organisation (reciprocity) is vital to the commitment of highly experienced professional. A highly experienced person, if does not find anything to reciprocate, or does not find that the organisation has performed some good to him, won't feel much committed. But, if he feels that he needs to reciprocate any act of the organisation, his commitment is likely to increase.

5.188 Similar is the case of a felt challenge in the job and a clarity of one's role. After having gained high experience and having exhausted or spent many years in an organisation, if one is not finding any challenge in the job, or not finding his role clear, one will not be committed. Or, on the other hand, if a highly experienced person is provided with a clear role, and a challenging job with ample opportunities to utilise his experience, his commitment will be enhanced to better levels.

5.189 Thus, to properly shape up the commitment of an experienced one to the organisation, he should primarily be provided with a challenging job and a very clear role.

5.190 'A man is known by the company he keeps' is an old proverb. But this holds true in many organisational settings. An organisation is not a watertight compartment, nor is it a place for individual show ups. It normally relies on group attitudes and team work. In collective efforts the people who work around one exert much influence in shaping up one's behaviour or attitude. However experienced or senior a person may be, if he is put along with others his commitment get influenced by the attitude of others. More clearly, if the peers or colleagues of a highly experienced one show favourable attitude towards the organisation, the commitment of the one who is amidst them tend to increase.

5.191 Similar is the case of intention to stay with an organisation. When one has only limited years of service pending with an organisation, if he has no intention to stay with it, the commitment level may change. Or, on the other hand, if the highly experienced have an intention to stay with the

organisation from which they gained experience, that will enhance their level of commitment. This intention depends on the competence of the person and the outside opportunities. It also depends on the dependability of the organisation. Therefore, the organisation has to radiate its worth to the professionals in it. Other wise, people won't feel like staying with it ,and this may hamper their commitment level.

5.192 One negative experience, which hampers the intensity of commitment at this level is non-congruence of the personal and organisational values of a professional. Even after long years of association with an organisation, if one has not succeeded in internalising its values, the reasons should be found out. If the fault is with the value system of the organisation it should be rectified. If the fault is with the value system of the person, in order to overcome the negative impact of this on his level of commitment , other aspects of socialisation in the organisation are to be strengthened

5.193 If the organisation does not do so, the highly experienced will become less committed and that ultimately will contribute to the failure of the organisation. If an organisation does not succeed in eliciting proper commitment to it from professionals who have grown with it, as a system it is a failure. To avoid such failures, the organisation should strengthen other commitment relevant experiences.

**AN OVERVIEW OF COMMITMENT MECHANISMS FOR DIFFERENT GROUPS**

5.194 The following master table will give the results of a comparative analysis. The values given in brackets show the regression coefficients. The other values signify the square of correlation coefficients, or the coefficient of variation.

**Junior levels**

**Table 5.27 Master table of commitment mechanisms: Juniors**

VARIABLE	JUNIORS		
	POSITION WISE	AGE WISE	EXPERIENCE WISE
OS	5	12	8
INTN	19 (-.48)	14 (-.25)	22 (-.61)
SIR	0	2	6
SOCINV	14	12	4
IS	6	7 (0.44)	4
EXTRB	8	6 (-.32)	7
COMPR	0	1	0
RC	6	6	1
PGA	12 (0.72)	13 (0.75)	13
RS	3	9	6
JC	10	0	1
PIMPO	18 (1.52)	16 (1.47)	7 (1.10)
FF	4	17	18 (0.73)
OD	15	22	10
RCPT	20 (1.43)	24 (1.71)	12 (1.06)
LOOP	0	0	3

5.195 The junior group's commitment relevant experiences are compared from one group to another. Results are produced in Table 5.27.

- Reciprocity feeling, Personal importance and Value non-congruence are the common mechanisms to the commitment of professionals belonging to age wise, position wise and experience wise junior groups.
- Reciprocity and personal importance have very high and significance influence in the level of commitment. Value non-congruence has a negative relationship with the level of commitment. It can be deduced from the comparative analysis that value non congruence has more influence in the groups where reciprocity has less influence. For example, reciprocity feeling has the lowest predictive power in the age wise junior group but value non-congruence has very high negative predictive power in the same group.
- Peer group's positive attitude seems to be a common predictor experience to the commitment of position wise and age wise juniors.
- Intention to stay with the organisation and the extra role requirements are the two specific mechanisms predicting the level of commitment of the young professionals alone.
- As far as the professionals of low experience group is concerned, fear of failure is a distinct predictor of the commitment of that group.
- Reciprocity exerts very high influence to the commitment of the young professionals where as personal importance exerts high influence to the commitment of the position wise junior professionals

5.196 Thus in general it can be concluded that even though junior in all respects, the three junior groups have distinct sets of predictors to the commitment of their professionals. More specifically, the young professionals have intention to stay and extra role requirement as distinct predictors and the low experience group has fear of failure as a distinct experience to predict the level of commitment.

### Middle level groups

**Table 5.28 Master table of commitment mechanisms: Middle level**

VARIABLE	MIDDLE		
	POSITION WISE	AGE WISE	EXPERIENCE WISE
OS	13	3	13
INTN	16 (-.59)	32 (-.85)	28 (-.41)
SIR	9	1	1
SOCINV	2	3	2
IS	9 (0.51)	4	14
EXTRB	4	9	0
COMPR	2	0	4
RC	9	4	19
PGA	15 (1.23)	15	16
RS	9	25 (-1.19)	33 (-1.17)
JC	7 (0.90)	6	2
PIMPO	10	9	16
FF	11	19	16
OD	14	11	40 (1.01)
RCPT	12 (1.58)	2	12 (1.45)
LOOP	1	7	3

5.197 From the master table above it can be seen that value non congruence is the most common predictor to the level of commitment of professionals at the middle level. Value non congruence affects the level of commitment moderately, but adversely and therefore has to be handled carefully.

- If the professionals at the middle levels of the company experiences a lack of fit between their values and the values of the organisation, the tendency for such people to discontinue the association with the organisation will be higher since it has a negative relationship with the level of commitment. The organisation has to arrest such tendencies by suitable value bridging programmes.

- Reality shock and reciprocity are the next two very common aspects of socialisation that determines the level of commitment of the middle groups. Whereas reality shock doesn't affect position wise middle group, reciprocity tends to have no influence on the level of the middle aged professionals. Both these experiences have very high and significant influence in the level of commitment of the professionals of the medium experience group. Reality shock needs to be attended to with care as it has a very strong negative influence on the level of commitment.

- The table above further indicates that, for the middle aged group of professionals, commitment level is moderated by two negative aspects of socialisation only. The regression analysis for the above group did not suggest any positive experience to enhance the level of commitment of these professionals.

5.198 This is very important from the point of view of the organisation, as the finding urges the organisation to arrest the occurrence of expectation non-realisation as well as value- non congruence to maintain the level of commitment steady. If ,these two experiences increase, the likely commitment tend to decrease. Hence organisations which employ professionals

at the middle ages have to re-audit the expectations of the professionals and address them to satisfy them. Also required is a detailed value internalisation campaign to bridge the non-congruence if any. Once these steps are taken, the level of commitment will not erode from the existing level. Future research has to provide for models which can enhance the level of commitment in this case.

- Intention to stay with the organisation, positive attitude of the peer group and job challenge are the three distinct experiences in the model of commitment for professionals specifically at the middle level of the organisations.

- Commitment level of this group can be enhanced to a particular level by intensifying the occurrence of these experiences. Out of these three, positive attitude of the peer group has more significant predictive power. Therefore organisations which want an improvement in the level of commitment of professionals at this level have to place the professionals among a peer group which has positive attitude towards the organisation. It should also try and provide more challenging assignments to them to enhance their level of commitment.

5.199 This finding requires that organisations should have periodical attitude survey among the professionals to find out their attitudinal dimensions, so that the allocation of professional can be planned more professionally to help elicit more commitment.

- Similarly organisational dependability is a specific predictor to the level of commitment of the professionals with medium length of experience (11-20 years). It has a very significant influence in the level of commitment.



5.200 In general the middle level professionals also have group specific model on commitment. This indicates that the experiences one undergo need not necessarily be the same as the other group. The various aspects of socialisation that a professional at the middle level undergoes determine his/her level of commitment. This, but varies from group to group. Therefore, the difference in the levels of commitment as seen in the study can be attributed to the differences in the intensity of these experiences.

5.201 The models for each group suggest that, the level of commitment can be enhanced by intensifying the experiences specific to each group. Thus, professionals at a particular level enjoys a particular aspect of socialisation in a particular way. The way in which each aspect is enjoyed exerts an influence in their level of commitment .Commitment here appears as a function of the different aspects of socialisation enjoyed by a professional.

5.202 From the comparative analysis, it can be inferred further , that, as position and experience increases commitment depends more on experiences like reciprocity or dependability. This may be due to the felt worth of the organisation. Value system of the individual also plays a vital role, to integrate an individual with the organisation.

5.203 One important observation here is that ,during the middle ages one's commitment depends more on two negative experiences viz. reality shock and value non-congruence. If these two continues, the person will most probably detach himself from the organisation.

5.204 People who are at the middle position may be age wise seniors in many organisations. Similar is the case of people who have an experience of 11-20 years in an organisation. If they had worked previously in an organisation, they may also be seniors age wise. As professionals grow older, they tend to reciprocate the goods received from the organisation. This they do by committing themselves to the causes of the organisation. This may be the reason for reciprocity being emerged as a commitment relevant experience. But for professionals who are in age wise, position wise and experience wise middle level, their value non-congruence is to be dealt with carefully as it shows great potentials to affect their commitment level adversely.

## SENIOR GROUPS

**Table 5.29 Master table of commitment mechanisms : Senior groups**

VARIABLE	SENIORS		
	POSITION WISE	AGE WISE	EXPERIENCE WISE
OS	5	13	10
INTN	5	9 (-.35)	7 (-.31)
SIR	7	10	6
SOCINV	5 (-.89)	1	2
IS	2	10 (0.49)	7 (0.36)
EXTRB	0	0	0
COMPR	10 (.59)	3	1
RC	18	14 (1.23)	12 (1.41)
PGA	8	19 (0.57)	18 (0.62)
RS	15	4	5
JC	9 (0.74)	15 (1.54)	10 (1.57)
PIMPO	8	12	13
FF	20 (.97)	7	9
OD	24	18	14
RCPT	15	19 (1.54)	25 (1.75)
LOOP	12 (-0.97)	2	0

5.205 From the above table it can be inferred that the three groups differ in terms of their commitment relevant experiences .The table indicates that professionals at the senior level have an entirely different model of commitment than the other two groups. The professionals at higher age group and high experience interestingly have the same aspects of socialisation as their most influential commitment relevant experiences. This underlines the fact that as age increases commitment as a behaviour is moderated by age level of the professional. An increase in the level of experience also signifies nothing but an increase in the level of age .Hence the model of commitment for age wise seniors does not differ much from the model of commitment of the highly experienced professionals.

- Job challenge appears as the only common aspect of socialisation relevant to the commitment of senior groups. Thus, it can be concluded that an increase in the level of challenge in the job increases the commitment of the senior professional. It can also be seen from the commitment models for different groups that job challenge has only very limited influence in the level of commitment of the professionals at the senior position in comparison to its influence on the level of commitment of the other senior groups. Thus it can be concluded that while a person advances in age or career, or gains experience in an organisation, he/she welcomes more challenging jobs. At the senior level, if the organisation redefines its duties and provides more challenges in the job, the commitment level of the professionals (managers, consultants and scientists ) will be enhanced.

- It is also evident from the regression models that social involvement experiences, perceived outside opportunities, compliance to rewards and fear of failure are the distinct experiences relevant to the commitment of professionals at the senior positions in organisations. Whereas fear of failure and compliance to rewards influence commitment level positively, social involvements and perceived outside opportunity influence it negatively.

- Compliance to rewards can be logically related to the commitment. As perceived outside opportunity lessens their commitment, the binding force might reasonably be the payment that they get. At the senior level if they have outside opportunities and if the pay is not very much attractive within, people will not stay with their present organisation. In such situations, the senior level people are committed in a calculative way. They become more committed to their respective organisations based on the reward they get. Here, they are simply complying to the reward so obtained. This observation was supported by a previous research by Mary E. Sheldon(1971).

- A compliance of this kind helps them to balance their loss in commitment due to the negative experiences. Together with this a fear of failure in the job keeps their commitment level enhanced. If one has such a fear of failure in him, even if outside opportunities arise he may not take it up easily, as a fear of failure makes him more involved and concentrated on his work to avoid failure.

5.206 Therefore, organisations which face a problem of low commitment from the professionals at the senior level have to improve the challenge in the job, fear of failure in the job and also should give rewards

which induce a compliance from the professionals. At the same time ,the social involvements of the professionals to be carefully monitored to reduce the negative impact of the same have on the level of commitment.

5.207 Since the perception of the outside opportunity cannot be influenced by the organisation, it has to counter its effect by intensifying the experience of reward compliance. For this a sound reward system which can induce compliance is required.

- Value non -congruence has no impact on the commitment of the professional at the senior positions. Except for the position wise senior group the non congruence exerts an influence, though negative ,on the commitment level of all other groups- both senior, junior and middle. The reason for non congruence not influencing the commitment level is to be analysed and found out by future researchers.
- Intentions to stay with the organisation ,role clarity, positive attitude of the peer group, job challenge and reciprocity are the various aspects of socialisation which improves the level of commitment of the age wise and experience wise senior professionals. Value non congruence has a minimal, but negative influence in the level of commitment of these groups.

5.208 This indicates that people aged more than 50 years, and experienced more than 20 years have many socialisation experiences in common to enhance their commitment. Since a person who at an average

age of 30 if joins an organisation, normally will reach the age of 50 and above after 20 years of experience. This might be the reason for them having common commitment mechanisms.

5.209 It ,however, may not be fully correct to conclude that the age wise seniors and experience wise seniors are the same. Even when these two groups have the same mechanisms of commitment, the multiple impact of these experiences differ from group to group. But as a whole, it will not be wrong to conclude that the age wise senior and experience wise senior's commitment can be more easily approached.

### ***GENERAL***

5.210 Comparing junior, middle and senior professionals ,it became also evident that role clarity, job challenge ,reciprocity and compliance to rewards are the experiences which are exclusively related to the commitment of the seniors. As they grow and experience, if they cannot find clarity in their job or role, or, if they don't feel their rewards not worthy to comply with, commitment will not be enhanced for this group.

5.211 Reality shock emerges out as the single most specific experience relevant to the commitment of the middle aged and medium experienced professional. The reality shock is negatively related to commitment and hence is to be prevented. The sudden shock of reality and

the continued impact of it will lessen their commitment and may after some time detach them fully from the organisation.

5.212 Personal importance and reciprocity are two common mechanisms of commitment for junior professionals. Being juniors they may be exposed to the organisational experiences for the first time. Therefore, it is natural that an importance felt by them in the organisation and various self-image reinforcing experiences promote their commitment to the organisation. Together with this a positive peer group and a better treatment and benefits capable of stimulating their reciprocity, may help the organisation to extract maximum commitment from them.

5.213 But, value non-congruence appears to be the most detrimental experience. Such a non-congruence is to be immediately nipped in the initial years. This together with the other positive experiences, will help the juniors as well as other professionals to integrate themselves more closely with the fabric of the organisation.

## PROFESSION WISE

**Table 5.30 Master table of commitment mechanisms: Profession wise**

VARIABLE	professionals		
	<i>managers</i>	<i>consultants</i>	<i>scientists</i>
OS	6	18	8
INTN	21 (-.60)	19 (-.29)	11 (-.56)
SIR	3	4	14
SOCINV	5	21 (-.64)	0
IS	6	6	9
EXTRB	7	6	0
COMPR	2 (0.31)	0	1
RC	5	32 (1.25)	14
PGA	12 (0.71)	22	13
RS	6	18	5
JC	13 (0.96)	4	1
PIMPO	5	29 (1.45)	24 (1.84)
FF	6	30 (0.82)	18 (0.53)
OD	18 (0.33)	16	14
RCPT	13 (0.79)	13 (1.02)	23 (2.47)
LOOP	3	6	0

5.214 From the above table it can be inferred that value non-congruence and reciprocity are the two most common aspects of socialisation which influence the level of commitment of all categories of professionals. Reciprocity hence stands an important experience to counter the negative influence of value non-congruence. However, reciprocity being a value is related to the personal value system of the individual. If reciprocity can act as a counter force to the non-congruence experience, then the organisations which faces a lack of commitment in this respect can promote the commitment by suitably devising programmes to enhance the reciprocity of professionals.



5.215 It was suggested by previous researches (Scholl, 1981) that reciprocity can be generated by giving goods to the employees which they have not anticipated, or by giving training to them in fields where they require training badly. These steps will create a positive feeling in the minds of the employee that the organisation has done a good to them. Reciprocity calls for directing the employee to do good in return to the favours received from the organisation. The relation between these two variables are to be tested by future researchers dealing with the integration of values as mechanism of organisational commitment

5.216 From table 5.30 it can also be inferred that managers stand as a separate group with respect to their commitment mechanisms. Other than Value non-congruence and reciprocity feeling, the commitment model of managers does not have any other aspect of socialisation in common with other professionals.

5.217 It is further seen from the table that compliance to rewards, organisational dependability and job challenge are the three mechanisms to the commitment of managers. Job challenge seems to have greater influence in the level of commitment of managers.

5.218 Role clarity and social involvement are the two aspects of socialisation specific to the commitment of consultants. When compared to the models of commitment for other professionals, consultants' commitment is adversely affected by two aspects of socialisation viz. value non congruence and social involvements. Therefore, to maintain their present level of commitment among the consultants, the social involvements to which they are being subjected to are to be analysed and controlled.

5.219 The model of commitment for scientists contains only four mechanisms of commitment. Reciprocity appears as the most significant predictor to the level of commitment in this group. Personal importance also has a sound influence in the level of commitment in this group.

5.220 It therefore can be concluded that, to improve the level of commitment of the scientists, they have to be provided with experiences which can generate a reciprocity feeling in them, an environment where one's personality is recognised as important to the organisation and a job which is highly competitive to elicit an inherent fear of failure among them.

5.221 Fear of failure, personal importance, reciprocity feeling and value non congruence are four common mechanisms to the commitment of consultants and scientists. The consultants and scientists show not only a similarity in their level of commitment, but also a similarity in the process of socialisation which is instrumental in enhancing their level of commitment. Personal importance and reciprocity are the two most significant experiences as far as the commitment of consultants and scientists are concerned.

## *Discussion*

5.222 The thrust of the consultants and scientists' commitment on the rather ego- related mechanism of personal worth or importance underlines the more narrower outlook of the scientists. Whereas the managers' commitment relies on experiences like positive attitude of the peer group and job challenge, which are rather (organisationally) related to their job environment, the other two professional groups have more personality oriented mechanisms to enhance their commitment.

5.223 This suggests that the commitment in the organisation is shaped up through a very conscious process of socialisation. For a generalist like a manager, it is shaped up by the more macro- organisational experiences, whereas for the narrowly specialised one like a scientist, it is more of a personality oriented socialisation experience.

5.224 Consultants of the study have a mixture of the business and scientific professions in their job and this may be the reason of the emergence of two partly job related and personality oriented experiences (Role clarity, and social involvements) specifically as the mechanisms for their commitment. This relation between the ego-satisfying experiences and the consequent commitment moderated by the professional background is to be intensively analysed to provide fruitful solutions to the organisational commitment of professionals.

5.225 The reason why managers stand as a separate group with respect to their level of commitment and mechanisms is interesting to explore onto. One reason for the same may be the difference in the degree of professionalism that the managers have with the consultants and the scientists. Managers are more in a sort of interactive professional environment which requires a definitely different pattern of socialisation.

5.226 The scientists and consultants are highly professional and perfectionists. Managers, though now are called professionals, their outlook is more wide and realistic and hence are not that high perfectionists. The traditional professionals are specialists in the horizontal-task level. Consultants and scientists are the specialists in the traditional way. The managers, on the other hand, are specialists in the vertical level where integration and co-ordination are the essence of their job. This makes the difference in the outlook and attitude, and this might have contributed to the differences in their level of commitment and the subsequent model of commitment.

5.227 The regression models listed above indicate that commitment level of professionals belonging to different groups are affected by different sets of socialisation experiences. Therefore, it can be concluded that different professionals enjoy the socialisation differently.

5.228 Though, the overall level of socialisation as observed by the study does not differ among various groups, the various models that emerge on the commitment of various professionals suggest that the commitment is varied due to the differences in the socialisation experienced by these professionals. Even though their level of socialisation is the same, the type of

experiences that moderate their commitment is the one that matter more to an organisation in enhancing the level of commitment.

5.229 The models posit that the low level of commitment can be enhanced by suitably fashioning the socialisation package of an individual or a professional of any type or any class. Therefore, the organisations; especially the organisations which look out to improve the level of commitment of professionals(consultant, manager or scientist ) have to redesign the organisational systems to which the different types of professionals are subjected to.

5.230 The rewards, values and other job related recognition and socialisation processes have a tremendous influence in enhancing organisational commitment. Once when the socialisation process through which a professional has to proceed in an organisation is decided efficiently, the problem of commitment is almost solved for ever. Process models of commitment developed in this study can be used as the guidelines for providing a commitment enhancing climate in professional organisations.

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## CHAPTER 6

### SUMMARY OF FINDINGS AND CONCLUSION

This chapter summarises the major findings of the study with respect to various objectives and hypotheses. The major findings of the study are as follows:

#### **Dimensions of Organisational Commitment:**

##### ***ORGANISATION WISE***

The ANOVA results indicate that the difference in the levels of commitment as indicated by the mean scores is significant. That is, **there is significant variance in the levels of organisational commitment among professionals belonging to different organisational settings.** [ Here the alternate hypothesis proposing a difference in the levels of commitment has been accepted ,  $F = 5.572$  , Signif. level = 0.000].

##### ***PROFESSION WISE***

The ANOVA result shows that the **commitment level of professionals in three types of professions-managerial, consultancy ,scientific- differs significantly from one another.** [The alternate hypothesis signifying the difference in the levels of commitment is accepted.(F-value =7.369, at.001 level of significance.)]

#### **a) Managers and Consultants**

From the t-test results it can be concluded that the **managers and the consultants differ significantly with respect to their level of commitment** to their organisations and that the difference is significant. [ Here, the null hypothesis is rejected and alternate hypothesis is accepted (t-value= 2.23, significant at 2-tail probability 0 .027)]. Combining the mean scores , it can be interpreted that the **managers have higher level of organisational commitment than the consultants.**

#### **b)Managers and Scientists**

FINDING Managers and scientists differ in terms of their level of commitment

The t-test results enable the researcher to conclude that the level of commitment, expressed by the managers and the scientists to their respective organisations, is different (t-value = 3.65,at a 2-tail prob. of .000). The mean scores indicate that the **Managers have a higher level of organisational commitment than the scientists.**

#### **c) Consultants and Scientists**

The t- test results detailed in table 4.8 indicates that though apparently different in terms of the level of commitment, the difference in the levels of organisational commitment of the consultants and the scientists is not significant. Here ,the null hypothesis is accepted as the computed t-value is not

significant (t-value=1.15, 2- tail prob. of 0.253) i.e., **Consultants and scientists have the same or similar level of 'commitment to the organisation'**

### **Conclusion 1**

Combining the findings of the Anova and t-tests detailed above, it can be concluded that **managers as a group of professionals differ from consultants and scientists with respect to their level of organisational commitment**. The mean scores indicate that **the level of commitment is higher for the managers than the other two categories of professionals**.

### ***POSITION WISE***

Here, the results of the ANOVA suggest that there is a significant difference in the level of commitment of professionals in the three position based groups (level of significance = .011). Thus, it can be concluded that **professionals at different positions in an organisation have different levels of commitment to the organisation** (F value 4.565, Sig. level = 0.011). Besides this, from the average level of commitment it can be interpreted that **commitment level is higher among the senior level professionals**.

#### **a) Junior and Middle Level**

Based on the results of the t-test, the null hypothesis is rejected and the alternate hypothesis-i.e. The level of commitment of junior and middle level professionals differ significantly from each other- is accepted (t-value = 2.09, 2-tail prob.=0.038)



Therefore, it can be concluded that the level of commitment to the organisation of position-wise junior and position - wise middle professionals differs significantly. The mean values assert that the **juniors have higher level of organisational commitment (32.59) than the middle level professionals (30.98).**

### **b)Junior and Senior**

#### Hypotheses

H0: Level of commitment of junior and senior level professionals does not differ significantly.

H1. Junior and senior level professionals differ significantly in terms of their level of commitment

Based on the results detailed in table 4.11, the null hypothesis is accepted and the alternate hypothesis stating a difference in the commitment is rejected (t-value = -0.92, 2 tail prob.=0.358)

Therefore, it can be concluded that **the professionals in the junior levels of the organisation and the senior levels of the organisation exhibit the same level of commitment to the organisation.** That is, being in the senior level does not make any difference to the level of commitment than being in the junior level.

### **c)Middle and Senior level**

#### Hypotheses

H0: Professionals in the middle and senior levels of the organisation do not differ in terms of their levels of commitment

H1. Professionals in the middle and senior levels of the organisation differ in terms of their level of organisational commitment.

The results of the above analysis recommend the acceptance of the alternate hypothesis, at a 2-tail probability of 0.010.

Therefore, based on the t-test results it can be concluded that **Commitment to the organisation of middle level professionals is significantly different from the commitment level of senior professionals** (t-value = -2.60, 2-tail prob. = 0.010). The mean scores further assert that the **seniors have a higher level of commitment than the middle level professionals.**

#### **$\chi^2$ -Test of association.**

##### Hypotheses

H0: The level of commitment and the positional levels are not associated .(i.e. The level of commitment is independent of the positional levels)

H1: The level of commitment is associated with the positional levels.

From the chi-square analysis results ( given in table 4.20)the null hypothesis is accepted , as the computed chi-square value is not significant. Thus, it can be stated that **the level of commitment is not associated with the positional levels.** Therefore, it can be concluded that the differences in the levels of commitment found among the professionals belonging to different positions is not moderated by the status of their position.

## **Conclusion 2**

From the Anova results t-test and  $\chi^2$ -tests it can be concluded that positional level has a curvilinear relation with the level of commitment.. The t-test results indicate that **the middle level professionals as a group differ**

**from the junior level and the senior level professionals with respect to their level of organisational commitment.** With the help of mean scores it can be concluded that **the middle level professionals have the lowest level of commitment to the organisation in comparison to the other levels.** In general, position does not moderate the level of commitment.

### ***AGE WISE***

#### Hypotheses

H0: Commitment level of professionals belonging to different age levels does not differ from one group to another

H1. Level of commitment of professionals belonging to different age levels vary across different groups.

The results of ANOVA analysis indicate that **the level of commitment of professionals vary with respect to the age of the professional.** It can thus be interpreted that **professionals at different age levels express different levels of commitment.** (F-value = 7.952, alternate hypothesis is accepted at 0.000 level of significance).

#### **a) Young and Middle aged**

##### Hypotheses

Ho: Young and middle aged professionals have the same level of commitment to the organisation.

H1. Commitment level of the young and the middle aged professionals is not the same.

Here, the null hypothesis is accepted. (t-value = -0.69, 2-tail prob.=0.490)

The above result concludes that **age does not cause any difference in the level of organisational commitment of the young and middle aged professionals**. That is the commitment levels of professionals below 35 years and professionals of age above 35 and below 50 do not differ

### **b) Young and Old professionals**

#### Hypotheses

H0: Commitment level of young and the old professionals are the same.

H1: Commitment level of young and old professionals differ significantly.

The results of the t-tests recommend for accepting the alternate hypothesis at 0.000 level of significance (t-value = -3.73) Therefore, it can be stated that **the commitment levels of the professionals below 35 years and the professionals above 50 years are not the same**. The mean scores further indicate that **the 'old' professionals have a higher level of commitment than the 'young' ones**.

### **c) Middle aged and Old**

#### Hypotheses

H0: Commitment level of middle aged and old professionals does not differ

H1: Commitment level of middle aged and old professionals differ significantly

(H1 is accepted at a 2 tail prob. of 0.013, t-value = -2.50)

The t- test results suggest that **the professionals above 50 years and the professionals below 50 but above 35 years** have significant difference in their levels of commitment.

### $\chi^2$ -Test of association.

#### Hypotheses

H0: Commitment level is independent of the age level(i.e. There is no association between the level of commitment and the age level of a professional)

H1: The level of commitment is dependent on the age level.

Here, since the computed value of chi-is significant the alternate hypothesis is accepted at .015 level of significance(chi-square value =12.37)

From the result of chi-square analysis it can be interpreted that **the level of commitment is associated with the age level** of the professional. This means that **professionals belonging to different age groups have different levels of commitment and that, these differences are moderated by the differences in their age level.**

### **Conclusion 3**

The results produced above conclude that the levels of commitment of juniors and middle aged do not differ significantly (2-tail prob. = 0.490), where as juniors and seniors differ significantly from each other with respect to their level of commitment (2-tail prob. = 0.000). Middle aged and seniors also have significant difference in their level of commitment.(2-tail prob. =0.013).That is, **seniors with respect to their age have a significantly**

**different level of organisational commitment than that of the young or the middle aged professionals. The mean scores indicate that seniors have the highest degree of commitment ,followed by the middle aged and then the young ones. The conclusion derived is that age has a linear relation with the level of commitment. As age increases ,commitment level tend to increase.**

### ***EXPERIENCE WISE***

#### Hypotheses

H0: The groups of professionals with different levels of experience do not differ with respect to their level of commitment

H1 Professionals belonging to various experience categories differ with each other in terms of their level of commitment.

Here, the F-value(13.74) is found highly significant at 0.000 level of significance. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted. A conclusion can be derived from the ANOVA results that the **difference in the levels commitment of professionals belonging to three different levels of experience is significant.** This means that **the no. of years of experience( gained ) in an organisation is an important factor in causing a difference in the level of commitment of a professional.**

#### **a)Low and Medium Experience Group**

##### Hypotheses

H0: The professionals of low experience and medium experience group have the same level of commitment.

H1. The professionals of the low experience and the medium experience group differ with each other with respect to their level of commitment.

The results of t- test indicate that **the low and medium experience group have different levels of commitment.**( The commitment levels differ at a significant 2 -tail probability of 0.001,t-value = -3.49).The null hypothesis is rejected.

Based on the mean scores and the t- test results it can be concluded that **professionals with medium experience (11-20 years ) have higher level of organisational commitment than that of professionals with low experience (0-10 years).**

#### **b)Low experience and High experience group**

The t- test results indicate that **highly experienced professionals and professionals with low experience differ significantly** with each other in terms of their level of commitment (2 tail prob. = 0.000,t- value = -4.80, Null hypothesis is rejected ).

Based on the mean scores it can be further concluded that **professionals with more than 20 years of experience in the organisation express a higher level of commitment than the professionals with less than 10 years of experience.**

### **c)Medium and High experience groups**

The results of t- test indicate that the medium and high experience groups' level of commitment is the same. (The computed t- value = -1.03 is not significant,2-tail sig.=0.303) The conclusion derived here is that **professionals with 11 -20years of experience and more than 20 years of experience do not differ significantly with respect to their level of commitment.**

### **$\chi^2$ -Test of association.**

#### Hypotheses

H0: The level of commitment and the level of experience are independent of each other

H1 The level commitment of professionals is associated with the level of experience of a professional

The results of chi-square test indicates that the computed chi-value is significant 0.005 level. This calls for accepting the alternate hypothesis as against the null hypothesis. Therefore, it can **be concluded firmly that the differences in the level of commitment of professionals of different levels of experience are caused by the differences in the level of experience .**

### **Conclusion 4**

From the above analyses, it can be inferred that **professionals with less than 10 years of experience in the organisation have a significantly different level of commitment than others with higher level of experience.** The



mean scores further assert that, **the level of commitment is the lowest among the low experience group.** The preceding analyses and findings enable the researcher to conclude that the level of experience has a significant moderating effect in the level of commitment. **Experience level tend to have a linear relationship with the level of commitment.** Therefore it can be concluded that as experience increases , the level of organisational commitment increases.

## **Conclusion 5**

### ***(SUMMARY)***

Combining the above findings, it can be concluded *that age and years of experience cause a difference in the level of organisational commitment of a professional, whereas position does not. Age and experience are two investments and therefore , commitment takes the form of a calculated attachment in the case of professionals.*

## **OVERALL SOCIALISATION**

### ***Organisation wise***

ANOVA results indicate that overall socialisation experienced by professionals of different organisations is different and that this difference is significant. ( $F = 2.238$ , significance level = 0.040).

### ***Profession wise***

#### Hypotheses

H0:Managers, consultants and scientists do not differ with respect to their level of socialisation

H1. Socialisation level enjoyed by the managers, consultants and scientists differ with each other

This result ,however did not approve the hypothesis that there is a significant difference in the levels of socialisation of professionals( Resulting F value is very small, level of significance 0.642).Hence, it can be stated that the apparent difference in the levels of socialisation of professionals as found by the first Anova result might have occurred due to chance.

## Conclusion 6

From the ANOVA results it can be concluded that **the level of overall socialisation is moderated by the organisational differences, but not by the professional differences.** Thus, **socialisation is a process more related to or moderated by the organisational specialities than the professional distinctions.**

### a) Socialisation and positional status

Chi - Square	DF	Significance
3.3139	4	.5058

The result shows that both the variables are independent of each other. That is, **the levels of socialisation experienced by the professionals of different positional levels are not are not different.**

**b)Socialisation and age**

Chi - Square	DF	Significance
3.954	4	0.4121

Here the computed chi-square value is not significant. ( $\chi^2 = 3.95$ , level of sig.=0.41, result not significant)

Hence it can be concluded that **the level of socialisation (which is the sum total of all the socialisation experiences) experienced by one in an organisation is the same for professionals of all age groups.**

These results indicate that overall **socialisation level is not moderated by the age level of the professionals.** That is, **the levels of overall socialisation experienced by the professionals do not differ with respect to the age levels of the professional.**

**c)Socialisation and experience**

Chi - Square	DF	Significance
2.4186	4	0.6593

The result indicates that **level of socialisation is not moderated by the years of experience of the professionals.** (chi-square value = 2.4186, significance =0.65).

## Conclusion 7

The above results conclude that *the level of overall socialisation is not moderated by the variations in the levels of age, position, or the years of experience of a professional.*

## ORGANISATIONAL COMMITMENT AND OVERALL SOCIALISATION

### Hypotheses

H0: Level of commitment is not associated with the level of socialisation

H1: Level of commitment is associated with the level of socialisation

Here, the alternate hypothesis stating the association between the variables is accepted (chi-value computed = 42.71, level of significance = 0.000). (This result has been re-checked after pooling the classes together. The resulting value of chi = 52.14, was well above the critical value at .01 level of significance, 6.635.)

From the chi-square result, it is derived that both the variables are associated.

## Conclusion 8

Therefore, it is concluded that **the difference in the levels of organisational commitment among the professionals is brought by the differences in the levels of overall socialisation experienced by them.**

*Organisational commitment of the professionals is seen as moderated and influenced by the organisational and professional specialities, the age levels, experience levels and the overall socialisation levels. Positional levels have no moderating effect on the level of commitment of a professional. Among all these variables, socialisation level is the only one that can be directly influenced by the organisation as it is a purely organisational variable. It therefore can be concluded that the levels of socialisation and the factors or the variables that can make a difference in the socialisation levels have a significant influence in shaping up the level of commitment of a professional. Such levels of commitment are also influenced by the varying degrees of age, position and experience as also by the professional and organisational distinctions.*

#### **AN OVERVIEW OF COMMITMENT MECHANISMS FOR DIFFERENT GROUPS**

The following are results of a comparative analysis of commitment mechanisms.

##### **a) Junior levels**

The junior group's commitment relevant experiences are compared from one group to another.

- **Reciprocity feeling, Personal importance and Value non-congruence are the common mechanisms to the commitment**

professionals belonging to age wise, position wise and experience wise junior groups.

- Reciprocity and personal importance have very high, positive influence in the level of commitment.
- Value non-congruence has a negative relationship with the level of commitment. It can be deducted from the comparative analysis that value non congruence has greater influence in those groups where reciprocity has less influence.
- Peer group's positive attitude seems to be a common mechanism to the commitment of position wise and age wise juniors.
- Intention to stay with the organisation and the extra role requirements are the two specific mechanisms to predict the level of commitment of young professionals
- Fear of failure is a distinct predictor of the commitment of low experience group.
- Reciprocity exerts very high influence to the commitment of the young professionals where as personal importance exerts high influence to the commitment of the position wise junior professionals

## Conclusion 9

Thus in general, it can be concluded that **even though juniors in all respects, the three junior groups have distinct sets of predictors to the commitment of their professionals.** More specifically, **the young professionals have intention to stay and extra role requirement as distinct predictors and the low experience group has fear of failure as a distinct experience to predict the level of commitment of professionals among them.**

### b) Middle- level groups

- **Value non congruence is the most common predictor to the level of commitment of professionals at the middle level.** Value non congruence affects the level of commitment moderately, but adversely.

- **Reality shock and reciprocity are the next two significant aspects of socialisation that determine the level of commitment of the middle level groups.** Both these experiences have very high and significant influence in the level of commitment of the professionals of the medium experience group. **Whereas reality shock doesn't affect position wise middle group, reciprocity tends to have no influence on the level of the middle aged professionals.**

- **Commitment level of the middle- aged professionals is affected and predicted by two negative aspects of socialisation.**

The regression analysis for the above group did not suggest any positive experience to enhance the level of commitment of these professionals.

- Intention to stay with the organisation ,positive attitude of the peer group and job challenge are the three distinct experiences in the model of commitment for professionals at the position wise-middle levels of the organisations.

- Similarly **organisational dependability** is a specific predictor to the level of commitment of the professionals with medium length of experience (11-20 years).

## **Conclusion 10**

In general, **the middle level professionals also have group specific models of commitment. This indicates that the experiences that a specific group of professionals undergo need not necessarily be the same as those of the other group. The various aspects of socialisation that a professional at the middle level undergo which determine his/her level of commitment varies from group to group.**



*The models of commitment for each group conclude that the level of commitment can be enhanced by intensifying the commitment mechanisms specific to each group. The way in which each aspect is enjoyed exerts an influence in their level of commitment. Commitment here appears as a function of the different aspects of socialisation (commitment- mechanisms) enjoyed by a professional.*

#### **c) SENIOR GROUPS**

- **The three senior groups differ in terms of their commitment mechanisms.**
- **Professionals at the senior position have an entirely different model of commitment than the other two groups.**
- **Professionals at the higher -age group and high-experience interestingly have the same aspects of socialisation as their commitment mechanisms .**
- **Job challenge appears as the only common aspect of socialisation relevant to the commitment of senior groups.**

#### **Conclusion 11**

**Professionals aged more than 50 years, and experienced more than 20 years have many socialisation experiences in common to enhance their commitment.**

As age increases, commitment mechanisms which enhance the level of commitment get moderated by the age level of the professional. An increase in the level of experience signifies nothing but an increase in the level of age. Hence the model of commitment for age-wise seniors resembles much the model of commitment of the highly experienced professionals.

### Conclusion 12

- An increase in the level of challenge in the job increases the commitment of the senior professional. It can also be seen from the commitment models for different groups that job challenge has very limited influence only, in the level of commitment of the professionals at the senior position, in comparison to its influence on the level of commitment of the other senior groups. Thus it can be concluded that while a person advances in age or career, or gains experience in an organisation, he/she welcomes more challenging jobs.

- It is also evident from the regression models that social involvement experiences, perceived outside opportunities, compliance to rewards and fear of failure are the distinct experiences relevant to the commitment of professionals at the senior positions in organisations. Whereas fear of failure and compliance to rewards influence commitment level positively, social involvements and perceived outside opportunity influence it negatively.

- At senior level professionals become more committed to their respective organisations based on the reward they get. Here, they are simply complying to the reward so obtained.
- Value non-congruence has no impact on the commitment of the professional at the senior levels positions.
- Intentions to stay with the organisation, role clarity, positive attitude of the peer group, job challenge and reciprocity are the various aspects of socialisation which improves the level of commitment of the age wise and experience wise senior professionals. Value non congruence has a minimal, but negative influence in the level of commitment of these groups.

*But as a whole, it can be concluded that the age wise and experience wise senior's commitment can be approached more easily.*

### **Conclusion 13**

- Comparing junior, middle and senior professionals, it becomes evident that role clarity, job challenge, reciprocity and compliance to rewards are the experiences which are exclusively related to the commitment of seniors. As they grow and experience, if the seniors cannot find clarity in their job or role, or, if they don't feel that their rewards are not worthy to comply with, commitment will not be enhanced for this group.

- Personal importance and reciprocity are two common mechanisms of commitment for junior professionals. Together with this a positive peer group and a better treatment and benefits capable of stimulating their reciprocity, may help the organisation to extract maximum commitment from them.
- Value non-congruence appears to be the most detrimental experience as far as the commitment of middle level professionals is concerned.

### *PROFESSION WISE*

#### **Conclusion 14**

**•Value non- congruence and reciprocity are the two most common mechanisms of commitment for all categories of professionals.** Reciprocity, hence stands an important experience to counter the negative influence of value non-congruence.

**•Fear of failure, personal importance, reciprocity feeling and value non congruence are the four common mechanisms to the commitment of consultants and scientists.**

- **Managers stand as a separate group with respect to their commitment mechanisms.** Other than Value non- congruence and reciprocity feeling, the commitment model of managers does not have any other aspect of socialisation in common with the models of commitment of other professionals.

- **Compliance to rewards , organisational dependability and job challenge are the three specific mechanisms to the commitment of managers.** Job challenge seems to have greater influence in the level of commitment of managers.
- **Role clarity and social involvement are the two aspects of socialisation specific to the commitment of consultants.** When compared to the models of commitment for other professionals, consultants' commitment is adversely affected by two aspects of socialisation viz. value non congruence and social involvements.
- **Reciprocity appears as the most significant predictor to the level of commitment of scientists.** Personal importance also has a sound influence to the level of commitment in this group.
- To improve the level of commitment of the scientists, they have to be provided with experiences which can generate a reciprocity feeling in them ;an environment where one's personality is recognised as important to the organisation ;and a job which is highly competitive to elicit an inherent fear of failure among them.

### **Conclusion 15**

The consultants and scientists show not only a similarity in their level of commitment , but also a similarity in the process of socialisation which is instrumental in enhancing their level of commitment. Personal

importance and reciprocity are the two most significant experiences as far as the commitment of consultants and scientists are concerned.

## SUMMARY

*Organisational commitment of various groups of professionals seems to be moderated by the differences of the groups as well as of the socialisation experiences. Demographic variable 'age' and the semi-structural variable 'experience' cause a difference in the level of commitment. Similarly, the professional and organisational differences moderate the level of commitment. From the point of view of the organisations, the socialisation experiences if differ can be used as tool to process and enhance the level of commitment of professionals of various groups.*

*The 'Socialisation effect' does not depend on the professional or demographic differences. Socialisation level is moderated only by the organisational specialities. It is purely an organisational variable. However, the difference in the socialisation levels as found among the professionals can cause a significant difference in the levels of organisational commitment of professionals.*

*The various models of commitment emerged clearly conclude that the different groups of professionals have different models of socialisation to process their commitment. Commitment level of the*

*professionals at varying levels of age, experience ,positional level, professions etc. have different socialisation experiences to predict the commitment of professionals of those groups.*

*The intensity with which each of these experiences predict the consequent commitment also differs in various groups. Various models explain commitment in varying percentages. The mere fact that the various groups have different types of organisational experiences to predict their level of commitment conclude that the socialisation experiences (commitment mechanisms) can take different shapes to boost up the level of commitment.*

*It therefore can be concluded that the various 'commitment mechanisms' help to process the commitment of a professional to an organisation. The mechanisms of commitment are purely organisational and they differ depending upon the characteristics of the groups. This conclude that different groups of professional tend to enjoy different socialisation experiences at various points of their career. Hence in order to improve the level of commitment of these professionals the organisations have to identify these mechanisms (experiences) that they enjoy and plan for the same in the organisational context. As these mechanisms have a processing power , the consequent level of commitment will be enhanced. These mechanisms therefore stand as an integration tool to integrate an individualistic-professional citizen to the organisational context.*

## **THEORETICAL SIGNIFICANCE AND PRACTICAL IMPLICATIONS OF THE STUDY AND SUGGESTIONS FOR FURTHER RESEARCH**

### **A)THEORETICAL SIGNIFICANCE**

The results of the study project the moderating effects of professional background, age, experience and position etc.on the level of organisational commitment. As the relationship of professional background ( as defined in the present study) with the level of commitment has not been tested earlier, it limits the comparison of this finding with previous findings. However, the findings of the present study it appear to be very significant finding and hence may contribute to theory building for a better understanding of organisational commitment (oc) phenomenon.

Similarly the moderating effects of the various personal -cum professional variables which are found out by the present study underline the impact of investments(side- bets) enhancing the consequent commitment to an organisation. This finding goes in tune with the results of various studies done(Sheldon,1972,Brown,1964) abroad, but stands as a unique theoretical contribution in the Indian context due to the absence of studies on these lines.

Though the literature indicates the availability of process models on commitment the models developed on the various aspects of socialisation experiences are new. Models relevant to each and every category of professionals add to the theoretical significance of the assumption that organisational commitment is a process. This also



validates the 'commitment proposition' suggested by Scholl(1981) which argued that organisational commitment can act as a stabilising force. Availability of regression models increases the predictability of the commitment phenomenon.

But of the different new organisational experiences (other than organisational socialisation) analysed in the study, organisational satisfaction ( $F = 2.35$ , Signif.  $F = 0.072$ ) Value internalisation ( $F = 3.45$ , Signif.  $F = 0.017$ ) and Social involvement opportunities( $F=4.291$ , Signif.  $F = 0.006$ ) only have been found differing significantly from profession to profession. Even here, the F- Value for organisational satisfaction shows that the difference is not strong. Hence these can be taken in future as broad indices of commitment if they have a strong correlation with commitment.

The study, by way of its analyses, has contributed to the betterment of commitment's componentisation. New variables like value non-congruence has emerged as a powerful predictor of organisational commitment. This particular finding supports and testifies the argument put forward by O' Reilly that value congruence or non-congruence can be a significant component of commitment.

Besides all these the study, by its pilot investigation and scale validation has in effect given rise to a fairly effective commitment scale. It's validity/reliability was compared against an accepted tool in the Indian context. The investigator recommends the future researchers to make use of the commitment and socialisation scales developed by the present investigator, which are rather more suitable to the Indian context.

The low level of commitment and greater dispersion in the level of commitment found among the position wise middle professionals is a finding keeping in tune with that of the earlier findings. Here also the seniors are more committed than the juniors and middle level professionals

Technically, the study would have been more perfect if the moderating effects of profession, age, experience, position etc. were found out by keeping the effect of all other variables constant. This was not considered when the sampling frame was decided. For example, the conclusion that the professional back-ground has a moderating effect on the level of commitment would have had more conclusive effect, had the same been done on a group of professionals with controlled age, experience and position. That is, if the study on the variation of the level of commitment of three professionals was done among professionals of young age, with low experience and junior position alone the finding regarding the variation would have got more acceptance and validity. Though possible, this is not very much feasible as the sample selection becomes more a complex procedure. As position, age and experience usually overlap, selecting a group with these three characteristics as mutually exclusive properties becomes a complicated procedure. Besides this, this will not help operationalising the moderating variable levels properly. This perhaps is another structural limitation of the study which was not compensated for due to time limitation and methodological complexities.

However, it is felt during the analysis of the study, that this would be capable of giving more accuracy to the findings, especially with respect

to the variations in the levels of commitment across different groups. Hence, future studies dealing with the process of commitment may take an experimental design for the study, so as to control the effects of certain moderating variables while describing others.

As the relationship of professional background with the level of commitment has never been tested earlier it limits the comparison of this finding with previous findings. However, the observed relationship appears to be very significant. Further, from the mean scores and the standard deviations, it can be firmly concluded that managers are a homogeneous group with respect to level of commitment; followed by consultancy professionals, and then the scientific professionals. The mean and standard deviation, as well as the t-test results help the researcher in asserting that commitment level appears to be the highest among managers. The low magnitude of organisational commitment of the scientists causes our concern as, this leads to their leaving their organisations.

## **B) PRACTICAL IMPLICATIONS**

Being a study dealing with the process models of commitment, the study has much of a practical relevance.

The study has doubtlessly proved that the professional differences have a significant impact on the commitment of a professional. In another way, the findings indicate that the professionalism if not compensated

by due socialisation process can take away the organisational commitment of the professional.

The study has also proved that the level of commitment of a professional is likely to increase if he has made certain investments in the organisation. This calls for promoting further continuance in an organisation as a way of inducing commitment from a professional.

The practical relevance lies on the realisation of the commitment models that emerged as a result of the study. This study has identified a number of process variables to enhance the level of commitment of professionals belonging to various groups. Organisations which face the problem of lack of commitment from the professionals can make use of the various process models to enhance the present level of commitment of their employees.

The regression models detail the various experiences to be nurtured in the organisation to promote the commitment of a professional. Once when these experiences are provided the professionals' level of commitment will increase, which in turn will boost up the continued stay and the same will again add on to the commitment of the professional. The various models help the organisation to plan for the various experiences in the organisational setting which can help the enhancement of organisational commitment. The study deals in detail with such experiences.

Process models of commitment identified for each group will help the organisation to attack the problem of lack of commitment or low

commitment in a far more practical way. The models therefore look at the low commitment or lack of commitment as a problem which can be solved from the end of the organisation.

Further, from the results it can be firmly concluded that managers are a homogeneous group with respect to level of commitment. i.e. commitment level appears to be the highest among managers. The low magnitude of organisational commitment of scientists causes our concern as, this may lead them to leave their organisation. Such models can be effectively utilised by the scientific settings which face the problem of lack of involvement, or lack of commitment.

Though not tested, this finding underlines the notion that the inherent professionalism adversely affects the organisational commitment of a professional. In other words, the 'professional-individual-citizenship' succeeds over the 'organisational citizenship' in the case of professionals. But, this can be levelled off by suitably shaping up the 'overall organisational socialisation' of the individual. Hence the present study gives an answer to the much thought out problem of the integration of a professional with an organisation.

Age and years of experience seem to be two significant investments or side-bets. They have a strong, linear relationship with the level of commitment. With respect to the magnitude or intensity of commitment, seniors of both these groups have higher commitment. However with respect to the distribution of the commitment score, the middle aged and the medium experienced groups are more homogeneous. But, they seem to be less committed than the seniors. The homogeneity of the commitment scores indicates that their

commitment levels are rather specific and do not vary much from individual to individual

The homogeneity of their nature of commitment may be due to the intensity of their frustration. Identical findings are available in the literature (Sheldon, 1972). This finding urges the organisation which employ professionals at this level to tackle this issue carefully.

The level of socialisation, which has emerged as a purely organisational variable, is not affected by the professional distinctions and demographic classifications. Individuals experience these in different intensities and that makes a difference in their level of commitment. Therefore, the socialisation package identified for each group can be utilised to promote the level of commitment of the professional in that particular setting.

### **C) SUGGESTIONS**

Technically, the study would have been more perfect if the moderating effects of profession, age, experience, position etc. were found out by controlling the effect of all other variables. This was not considered when the sampling frame was decided.

For example, the conclusion that the professional background has a moderating effect on the level of commitment would have had more conclusive effect, had the same been done on a group of professionals with controlled age, experience and position. That is, if the study on the

variation of the level of commitment of three professionals was done among professionals of young age, with low experience and junior position alone, the finding regarding the variation would have got more acceptance and validity. Though possible, this is not feasible as the sample selection becomes more complex. As position, age and experience usually overlap, selecting a group with these three as mutually exclusive properties becomes a complicated procedure.

However, it is felt during the analysis of the study that this would be capable of giving more accuracy to the findings, especially with respect to the variations in the levels of commitment across different groups. Hence, future studies dealing with the process of commitment may take an experimental design for the study, so as to control the effects of certain moderating variables while describing others.

In most of the models commitment level has explained only up to less than 70 % of variations in the level of commitment. Hence more variables that can enhance the level of commitment are to be brought and tested to answer the problem of lack of commitment fully. A low percentage of explanation provided by these models limits the generalizability of these models and a greater percentage of variation remains unexplained. This calls for testing more variables to explain and enhance the commitment fully.

Since commitment is found associated with and moderated by the socialisation experiences and other variables, it makes itself a complex variable. At the same time the study reveals that the levels of socialisation is moderated only by the organisational specialities. Therefore, further research is required to fully unveil the relationship

that the various organisational characteristics have on the overall socialisation.

It is evident that organisational socialisation is an organisational variable. If so, by identifying the antecedents of its variations commitment levels can be easily altered. However, for this, concrete findings on the relation of socialisation with other organisational variables are to be established. Future researchers, who are interested in the dynamics of organisational commitment, may give more attention to these details

The difference in the climate of the organisation, the degree of professionalism etc. are not capable of causing a difference in the level of the experience of these. The study however could not answer, what can really make a difference in the level of socialisation.

From the results it appears that, when tested for the moderating effect of either of these variables, socialisation emerges out as an independent variable. This however raises the possibility that irrespective of the age, position, level of experience or profession, anybody can enjoy the socialisation and the level may not vary. But, what socialisation experiences, is peculiar to one profession, one age group, one experience group or position in the context of organisational commitment is more important. Perhaps, it can be concluded that neither of these variables alone is capable of causing a significant difference in the level of socialisation experienced by one.

The difference, if any, may be due to the combined effect of all these moderating variables. It can also be argued here that, if the socialisation experiences that are enjoyed as part of the overall socialisation for one



group is different from another group, those individual experiences are the ones which are causing the moderation effect.

However ,to understand the dynamics of the organisational commitment of professionals, these models pave a way. Future researchers may therefore try out more organisational variables whereby more percentage of variations can be explained and predicted. These results cannot be compared with any other due to the unavailability of studies in this direction.

An initial attempt is made in this study by way of regression models. The organisational and other peculiarities which had given different predictive powers to the various commitment mechanisms are to be analysed in detail. From the results of this study , it is seen that even when the levels of socialisation is maintained the same, commitment mechanisms differed. A clear understanding is therefore required on the various reasons by which the socialisation level is maintained the same among various groups.

Future researchers dealing with the socialisation process in an organisation, should define their concept more clearly, so that more variation can be seen in the level of overall socialisation. Or else, the idea of defining the sum total of socialisation experiences to be done with more care and after incorporating more variables of socialisation. To define the overall socialisation, the actual variables that constitute the socialisation in an organisation are to be found out. This would help to alleviate any anomalies in defining the concept of overall

socialisation. Therefore, a thorough look on the process of socialisation and the various stages of the socialisation in an organisation etc. are to be carried out. This would help to broaden the understanding of the concept of socialisation process in an organisation. This would benefit the organisation to develop commitment mechanisms to integrate it's professionals to it.

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# **APPENDICES**

**1- TOOLS OF DATA COLLECTION**

**2- GRAPHS SHOWING THE DISTRIBUTION OF  
VARIOUS VARIABLES AND CONSOLIDATED  
RESULTS**

**3-PILOT STUDY DETAILS AND MASTER CHARTS**

## **APPENDIX-I**

## APPENDIX-I

RAJAGIRI COLLEGE OF SOCIAL SCIENCES  
P.O. RAJAGIRI,  
KALAMASSERY, COCHIN - 683 104.  
Phone No.85-5564

Dear Sir,

I am a Lecturer in the Department of Personnel Management of Rajagiri College of Social Sciences, Kalamassery. In connection with my Doctoral level study, I intend to collect data from the Managers/Scientists/Professionals regarding their various experiences in the organisational life.

The following is a comprehensive questionnaire meant for that. The questionnaire has two parts. Part-1 - Face Sheet-deals with the personal data. Part-2 has 54 questions dealing with various organisational experiences. Every question in Part-2 has five choices - viz. Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. You are to tick only one of these choices as your answer, which best suits your corresponding experience. In question 54 you are given a set of 10 factors. You are to rank these factors according to their intensity with which they cause an organisational behaviour.


I assure you that the data collected will be used only for academic purposes. For to ensure further confidentiality, you are requested to not write your name on the questionnaire.

I request you to respond to this questionnaire most sincerely. I will be much obliged if you return it to me at the earliest.

Thanking you in advance, remain,

Rajagiri,  
18-09-1996.

Yours faithfully,

  
BINU M.A.  
Faculty Member

**FACE SHEET**

1. Name of the respondent :  
(Write your name in Block Letters)

2. Name of the Organisation :

3. Name of the Department :

4. Designation

5. Level/Position : Junior  Middle  Senior

6. Age

20-25	<input type="checkbox"/>
25-30	<input type="checkbox"/>

30-35	<input type="checkbox"/>
35-40	<input type="checkbox"/>

40-45	<input type="checkbox"/>
45-50	<input type="checkbox"/>

50 and above

7. Experience in the present organisation :

0-2 years	<input type="checkbox"/>
2-5 years	<input type="checkbox"/>

5-10 years	<input type="checkbox"/>
10-15 years	<input type="checkbox"/>

15 years and above

8. Total experience in the profession :

0-5	<input type="checkbox"/>
5-10	<input type="checkbox"/>

10-15	<input type="checkbox"/>
15-20	<input type="checkbox"/>

20-25	<input type="checkbox"/>
Above 25	<input type="checkbox"/>

9. Before joining this organisation in how many organisations you have worked

None	<input type="checkbox"/>
One	<input type="checkbox"/>

Two	<input type="checkbox"/>
More than two	<input type="checkbox"/>

10. You joined the present organisation because of :

: 1.	The organisation reputation	<input type="checkbox"/>
: 2.	Your career related personal growth reason	<input type="checkbox"/>

11. In the present organisation, how many formal trainings you have attended

Give number in actual

12. By your own personal choice what kind of training would (tick only one)

: a.	The one which aims at the organisation's growth	<input type="checkbox"/>
: b.	The one which aims at your Personal/Professional development	<input type="checkbox"/>

Instructions:

The following statements correspond to various facets of your organisational life. There are five choices against each question. Put down an 'X' mark against the Choice which is the most near to your true experience.

		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1	In this organisation there is enough clarity for my job and role					
2	The people with whom I work share a feeling of solidarity and closeness					
3	The people I work with express mostly positive attitudes towards the organisation.					
4	The difference between my expectations and the reality in the organisation was really shocking to me.					
5	The work I was given to do during my first year was challenging and interesting.					
6	In this organisation there is often pressure to behave in ways that do not represent one's true feelings or attitudes.					
7	In this organisation, you can be yourself, it is not necessary to try to act like something or someone you are not.					
8	I feel certain that the work I do contributes in important ways to the goals of this organisation.					
9	Often I am reminded that my job and chances of promotion depend on how well I perform					
10	In this organisation the employees have nothing to loose if they do mediocre work.					
11	I feel that I can trust this organisation to do what it says it will do.					
12	On balance the organisation has always treated me fairly and done what it said it would do.					
13	I had sufficient information about this organisation before I joined it.					
14	I feel that I should do something in return to the benefits I received from this organisation.					
15	Lack of alternate job opportunities outside makes me committed to this organisation.					

		Strongly agree	Agree	Undecided	Disagree	Strongly disagree
16	I was much disappointed because I found a difference between what I expected and what this organisation provides.					
17	This organisation has a fine tradition of public service.					
18	I really feel as if this organisation's problems are my problems.					
19	The record of this organisation is an example of what dedicated people can achieve.					
20	I would advise a young college graduate to choose a management career in this organisation.					
21	The major satisfaction in my life comes from my job.					
22	The most important things that happen to me involve my work.					
23	I live eat and breath my job.					
24	As long as I am doing the kind of work I enjoy, it doesn't matter what particular organisation I work for.					
25	My loyalty is to my work, not to any particular organisation.					
26	Based on what I know now and what I believe I can expect, I would be quite willing to spend the rest of my career with this organisation.					
27	I feel that I am responsible for whatever happens to my organisation-good-or-bad.					
28	I am emotionally attached to my organisation.					
29	I feel that I am an integral part of the organisation.					
30	I feel a great sense of loyalty towards this organisation.					
31	I really care about the fate of this organisation.					
32	I am proud of this organisation.					
33	Generally speaking, my career in this organisation has been satisfactory.					



		Strong agree	Agree	Undecided	Disagree	Strongly disagree
34	I am very satisfied with this organisation in general.					
35	I could just as well be working for a different organisation as long as the type of work was similar.					
36	It would take very little change in my present circumstances to cause me leave this organisation.					
37	For me this is the best of all possible organisations to work for.					
38	Since joining this organisation, my personal values and those of the organisation have become more similar.					
39	If the values of the organisation were different, I would not be as attached to this organisation.					
40	The reason why I prefer this organisation to others is because of what it stands for its values.					
41	My attachment to this organisation is primarily based on the similarity of my values and those represented by the organisation.					
42	I participate in planning and organising social events at work.					
43	I make suggestions to improve the organisation.					
44	I attend the functions that are not useful for me, but that help the organisation's image.					
45	I volunteer for tasks that are not required.					
46	I have frequent off-the job contacts with my colleagues.					
47	I have a lot of chances, here to establish informal contacts with everyone.					
48	We have a lot of social gatherings in this organisation.					
49	How hard I work for this organisation is directly linked to how much I am rewarded					
50	My private views about the organisation are different than those I express publicly.					
51	In order for me to get rewarded around here, it is necessary to express the right attitude.					
52	Unless I am rewarded for it in some way, I see no reason to expend extra effort on behalf of the organisation.					

53 Do you feel a sense of commitment towards your organisation?

YES	
-----	--

NO	
----	--

If yes, how do you rate your degree of commitment in the following seven point scale (Encircle the number)

0 - 1 - 2 - 3 - 4 - 5 - 6 - 7

54 Suppose you have two colleagues of them one is committed to the organisation and other one is not-committed. The following are some factors related to one's organisational life. Each factor by its presence is capable of leading one to commitment. If the same is absent it may lead one to non-commitment too. You are required to rank the factors 1,2,3 etc. according to their intensity in causing a commitment in one and a non commitment in another (Give Rank 1 to the most relevant factor)

(\*Clue): If favourable experiences are the most essential in causing commitment give it Rank 1 in 1st column. If absence of a 'position' is the factor that is superior in causing a non-cimmitment, give it rank 1 in the second column.

S1 No	FACTORS	Your ranking according to the priority in which they Cause Commitment by their presence	Your ranking according to the priority in which they Cause Non - Commitment by their absence
1	A similarity between one's values and the organisations values.		
2	Pleasant experiences in the organisation.		
3	Overall satisfaction towards the job and the organisation		
4	Lack of better opportunities outside		
5	Opportunities for informal social contacts in the organisation.		
6	Reward system in the organisation.		
7	Position or status		
8	Benefits received from the organisation.		
9	The pride in working for this organisation.		
10	Career advancement		

PART I FACE SHEET

Name of the Organisation

1. Name of the Respondent

2. Designation

3. Level

or

Position (a) Junior  b) Middle  c) Senior

4. Department Line

a)  (b)

5. Name of Department :

6. Age (Tick the correct column)

20-25    25-30    30-35    35-40    40-45    45-50    50 and above

7. Experience in the present organisation

0-2 Years                      2-5 Years                      5-10 Years                      10-15 Years

15 years & above

8. Total Experience in the profession (in years)

0-5    3-10                      10-15                      15-20                      20-25

9. Before joining this organisation in how many organisation you have worked.

none                              one                              two                              More than two

10. You joined the present organisation because of -

1. The organisations Reputation                      2. Your career related personal growth reason.

11. a) In the present organisation, how many trainings you have received.

Give number in actual

b) Did you benefit any thing from it                      Yes                      No

c) If yes, to what direction

\_\_\_\_\_  
Your organisational  
efficiency.  
\_\_\_\_\_  
Your personal develop-  
ment.  
\_\_\_\_\_

12. If you are offered a training opportunity, Which one will you select.

- a) The one which aims at the overall organisation Development \_\_\_\_\_
- b) The one which aims at individual development \_\_\_\_\_

13. If you want any feedback with respect to your overall organisational role.

Kindly write down your Address.

Phone No.

\_\_\_\_\_  
N.B. It may take another 3 to 4 months to give you a proper feedback.

PART II

1. During the first year with this organization, they make clear what they expected of you right away.
  2. During my first year of work here, I had difficulty discovering exactly what this organization expected of me.
  3. During my first year, it was not made clear to me what I was supposed to do on my job.
3. Attitudes of Others
4. The group of people with whom I work most closely tends to be personally very friendly and close-knit.
  5. Among the people with whom I work there are few close friendships.
  6. The people I work with share a feeling of solidarity and closeness.
  7. Among the people I work with most closely there is a warm and friendly spirit.
4. Attitudes of Myself
8. The people with whom I work most closely tend to have very favourable attitudes toward the organization.
  9. Many of my closest colleagues tend to have quite negative feelings toward this organization.
  10. The attitudes of my closest colleagues toward this organization can only be described as unfavourable.
  11. In my work group we worry mostly about our own projects and let the organization take care of itself.
5. Expectations
12. When I compare what I expected of life and work in this organization before I joined it with what I found during my first year after starting work here, I can see that none of my expectations came true.
  13. There was very little relationship between what I expected of life and work in this organization and what I found during my first year after starting work here.
  14. When I compare what I expected of life and work in this organization before I joined it with what I found during my first year after starting work here, I can see that all of my expectations came true.
6. Satisfaction
15. In general, life and work during my first year with this organization was much better than I expected it to be before I came to work here.
  16. The difference between what I expected of this organization and what I found here during my first year was very disappointing to me.
  17. When I compare what I expected of life and work in this organization before I joined it with what I found during my first

year after starting work here, I was not at all disappointed.

18. When I compare what I expected of life and work in this organization before I joined it with what I found during my first year after starting work here, I am very disappointed.

19. In general, the work I was given to do during my first year after joining this organization was challenging and exciting.

20. Much of the work I was given to do during my first year after joining this organization was routine and uninteresting.

21. I found my work during my first year with this organization challenging and I enjoyed it.

22. I was sometimes angered by attempts made by this organization to influence my attitudes and beliefs during my first year.

23. Some of the beliefs and attitudes prevailing in this organization during my first year here were personally repugnant to me.

24. Every once in a while during my first year I felt as if people in this organization were trying to brainwash me.

25. In this organization you are encouraged to feel that the work you do makes important contributions to the larger aims of the organization.

26. I feel certain that the work I do contributes in important ways to the mission and aims of this organization.

27. It is often hard for me to feel that the work I do makes any real contribution to the larger goals of this organization.

28. They make a point around here of helping people to see how their work relates to and is important to the larger goals of this organization.

29. In an organization of this size it is hard to feel that one's work has any real significance.

30. In this organization you are encouraged to act as an individual rather than as a cog in a machine.

31. In this organization there is often pressure to behave in ways that do not represent one's true feelings or attitudes.

32. In this organization you can be yourself; it is not necessary to try to act like something or someone you are not.

33. People are valued and respected for what they are around here; there is no pressure to assume a false identity.
34. In this organization there is real pressure to conform to an organizational stereotype of what a manager should be.
35. They stress performance so much here that you are constantly faced with the possibility of failure.
36. There is so much emphasis around here on producing or facing the consequences that it sometimes discourages me and interferes with my work.
37. One reason there is so much apathy here is that people have nothing to lose if they do mediocre work.
38. In this organization, you are frequently reminded that your job and your chance for promotion depend upon how well you perform.
39. You are reminded so often that you must produce to succeed in this organization that even small setbacks can be a source of discouragement.
40. Managers in this organization are expected to have a strong personal commitment to the organization itself.
41. There is a feeling here that managers should develop personal commitment to this organization.
42. In this organization it is not considered important that managers develop personal commitment to the organization itself.
43. Managers in this organization are expected to have strong personal commitment to the work they do.
44. In this organization commitment to one's work is of primary importance.
45. There are no clear expectations in this organization regarding how committed managers should be to their work.
46. In my dealings with this organization over the years, it has not always done what it said it would do.
47. On balance, this organization has always treated me fairly and done what it said it would do.
48. It is difficult to get too involved in job-related plans or projects because they may be disrupted at any time by sudden changes in organizational policy or personnel.

49. This organization has often been very unpredictable in its dealings with me.
50. I feel that I can trust this organization to do what it says it will do.
51. This organization has a fine tradition of public service.
52. If I had my life to live over again, I would still choose to work for this organization.
53. I really feel as if this organization's problems are my problems.
54. I feel a sense of pride in working for this organization.
55. The record of this organization is an example of what dedicated people can achieve.
56. I would advise a young college graduate to choose a management career in this organization.
57. The major satisfaction in my life comes from my job.
58. I do what my job description requires; this organization does not have the right to expect more.
59. I don't mind spending a half-hour past quitting time if I can finish a task.
60. The most important things that happen to me involve my work.
61. I live, eat and breath my job.
62. Most things in life are more important than my work.
63. As long as I am doing the kind of work I enjoy, it doesn't matter what particular organization I work for.
64. I feel a strong sense of loyalty toward this organization.
65. If another organization offered me more money for the same kind of work, I would almost certainly accept.
66. I have always felt that this organization was a cold, friendly place to work.
67. Over the years I have grown fond of this organization as a place to live the work.
68. Generally speaking, my career in this organization has been satisfactory.
69. I have warm feelings toward this organization as a place to live and work.
70. I have no particular feelings or sentiments toward this organization at all.
71. My loyalty is to my work, not to any particular organization.
72. Few organization can match this one as a good place to live and work.
73. Based on what I know now and what I believe I can expect, I would be quite willing to spend the rest of my career with this organization.



- B. Please read the statements and put a tick mark against your choice).
74. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
  75. I talk about this organization to my friends as a great place to work for.
  76. I feel very little loyalty to this organization.
  77. I would accept almost any type of job assignment in order to keep working for this organization.
  78. I found that my value and the organizations values are very similar.
  79. I am proud to tell others that I am a part of this organization.
  80. I could just as well be working for a different organization as long as the type of work was similar.
  81. This organization really inspires the very best in me in the way of job performance.
  82. It would take very little change in my present circumstances to cause me leave this organization.
  83. I am extremely glad that I choose this organization to work for over others I was considering at the time I joined.
  84. There's not too much to be gained by sticking with this organization indefinitely.
  85. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.
  86. I really care about the fate of this organization.
  87. For me this is the best of all possible organizations for which to work.
  88. Deciding to work for this organization was a definite mistake on my part.
  89. I am proud of my organization.
  90. I feel that I am responsible for whatever happens to my organization - good or bad.
  91. I feel very little loyalty to my organization.
  92. I really care about the fate of my organization.
  93. I am emotionally attached to my organization.
  94. I feel that I am an integral part of my organization.
  95. How frequently do you have off the job contacts with your work colleagues.

(frequently ( ) Occasionally ( ) Rare ( ) Never ( )

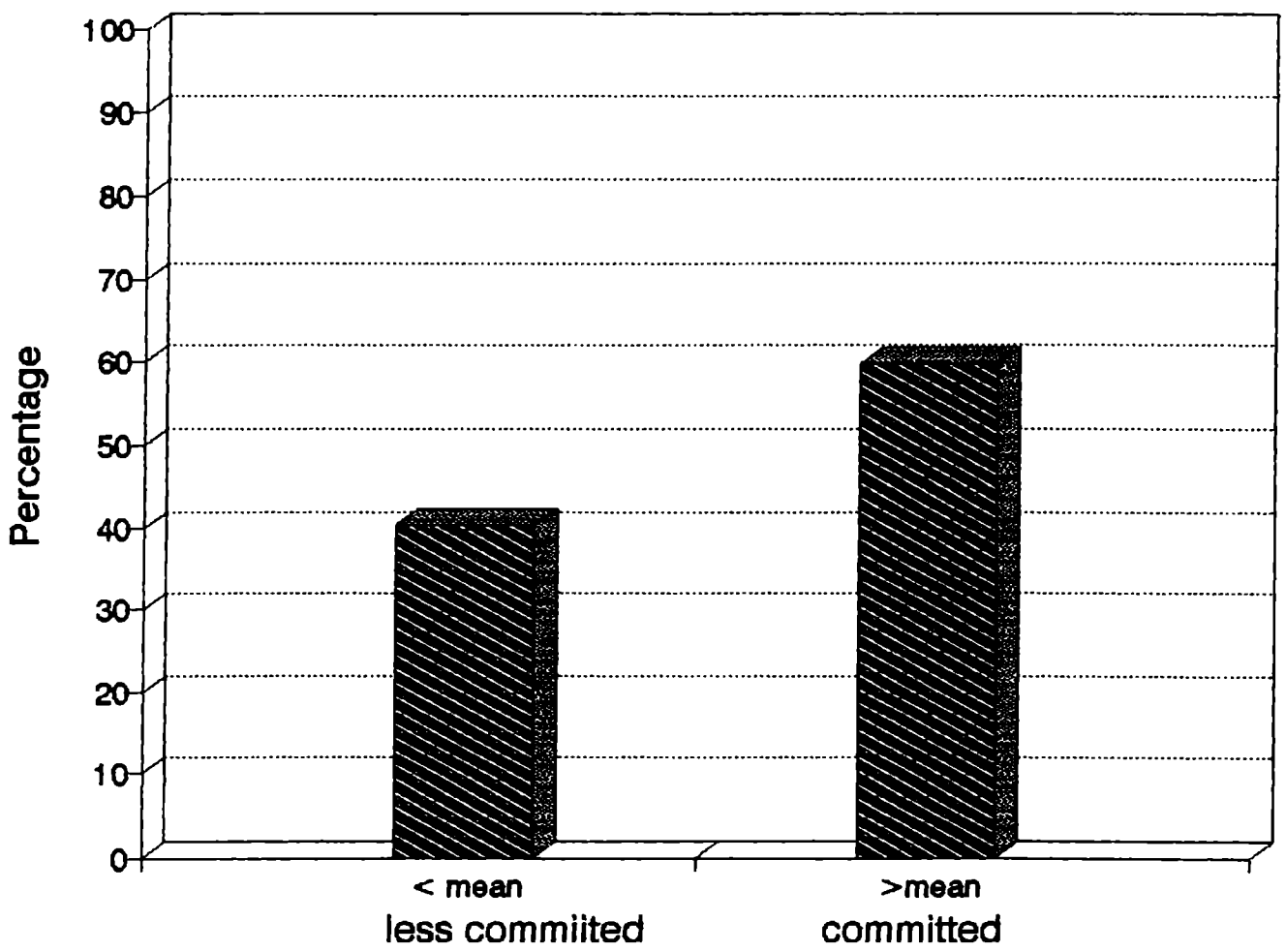
96. I feel very much a part of my work group strongly agree ( )  
Strongly Agree ( ) agree ( ) disagree ( ) Strongly  
disagree ( )
97. I feel very much a part of my department.  
strongly agree ( ) Agree ( ) disagree ( ) strongly  
disagree ( )
98. I participate in planning and organizing social events at work.
99. I make suggestions to improve the organization.
100. I attend the functions that are not required but that help the  
organizations image.
101. I volunteer for tasks that are not required.
102. How hard I work for this organizations is directly linked to  
how much I am rewarded.
103. Unless I am rewarded for it in some way I see no reason to expend  
extra effort on behalf of the organization.
104. My private views about the organization are different than those  
I express publicly.
105. In order for me to get rewarded around here it is necessary to  
express the right attitude.
106. Assume me you were offered a position as a manager but  
with a different employing organization. Would you leave your  
present organisation under any of the following conditions?  
(Please indicate what you would do by placing a check mark in  
the appropriate space).

	Yes	Uncertain	No
	definitely		definitely not

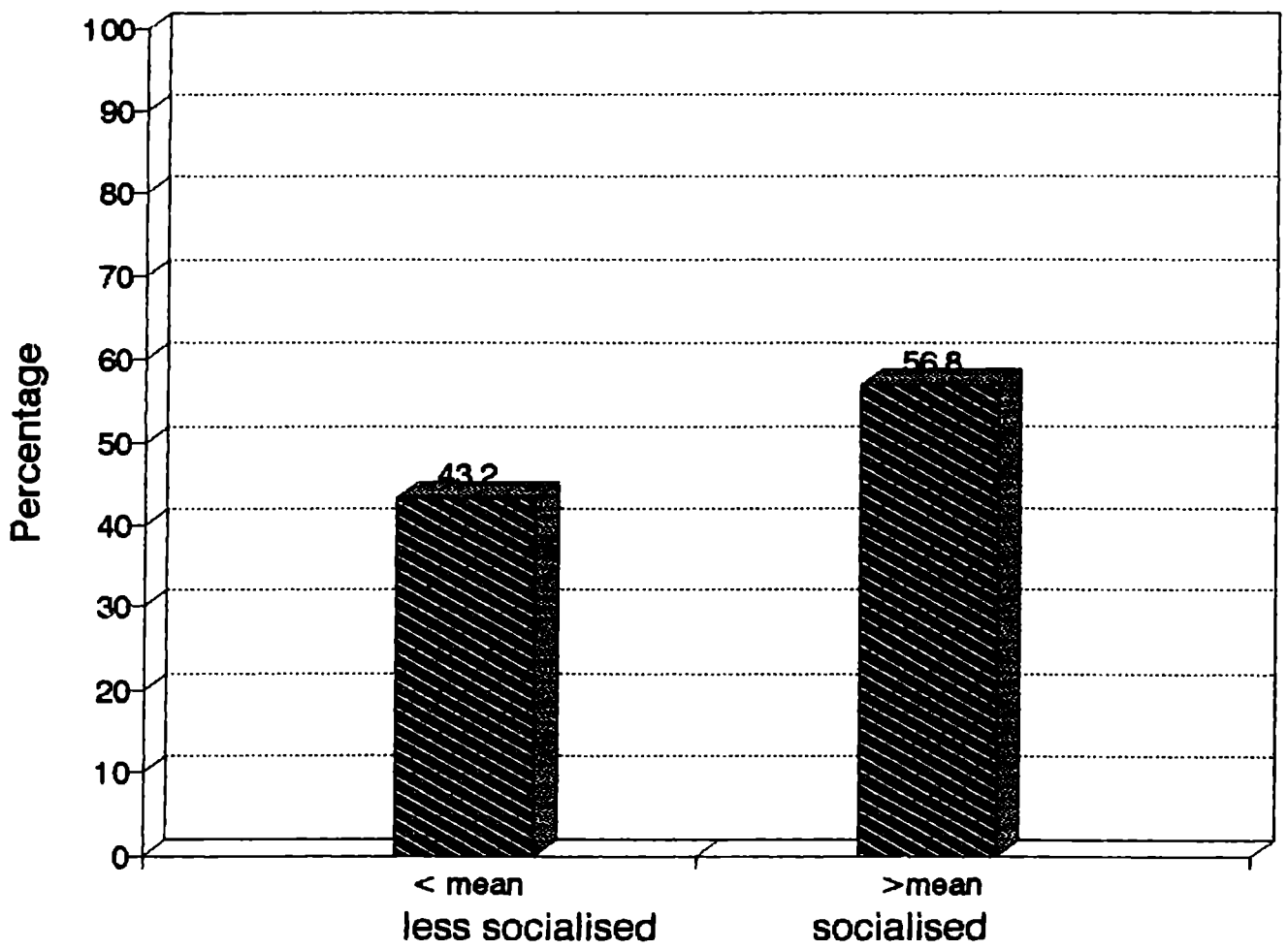
1. With a slight increase in  
pay
2. With slightly more freedom  
to be professionally  
creative.
3. With slightly more status
4. With a slight increase on  
the friendliness of the  
co-workers.

## **APPENDIX-II**

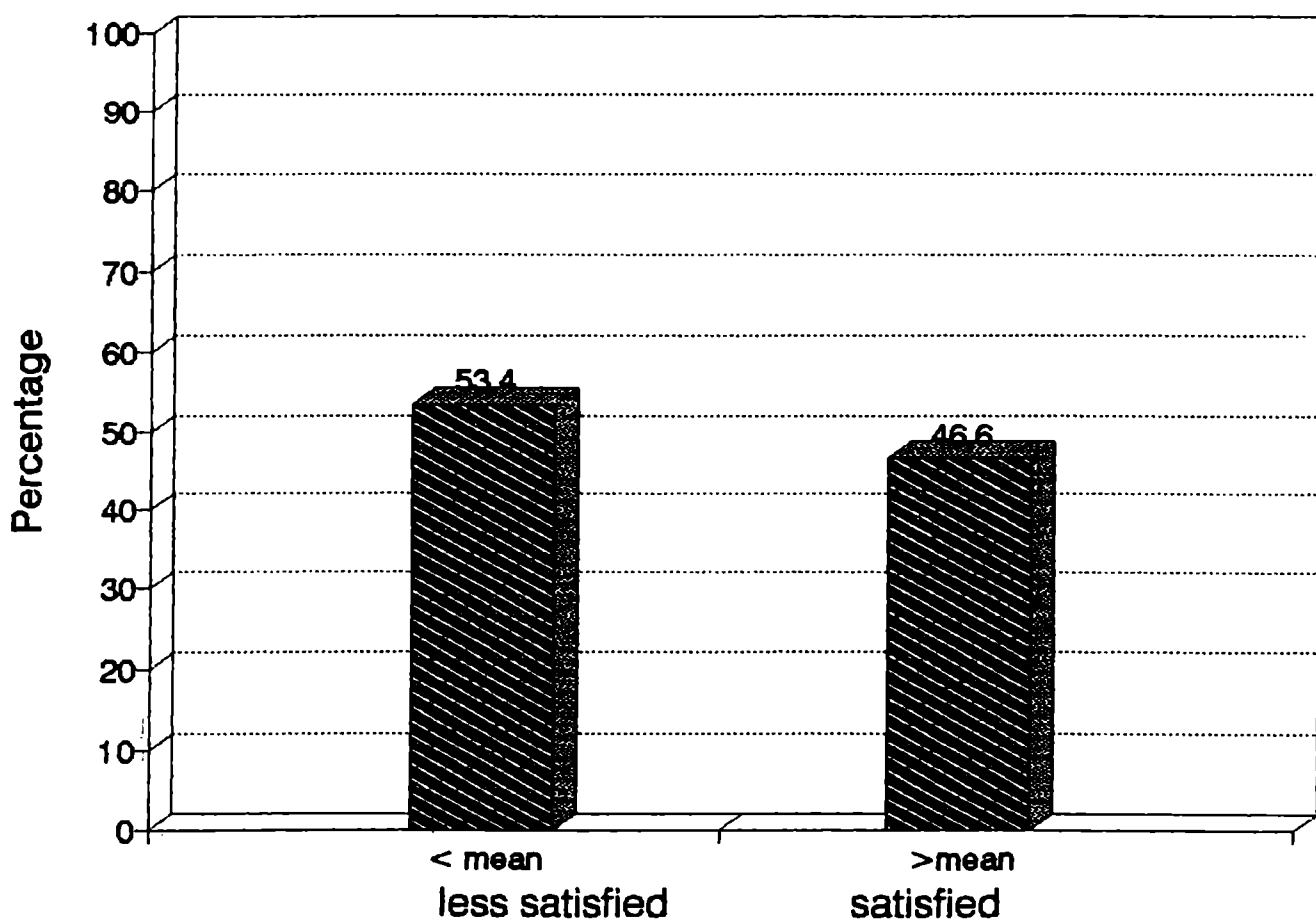
Graph showing committed-less committed



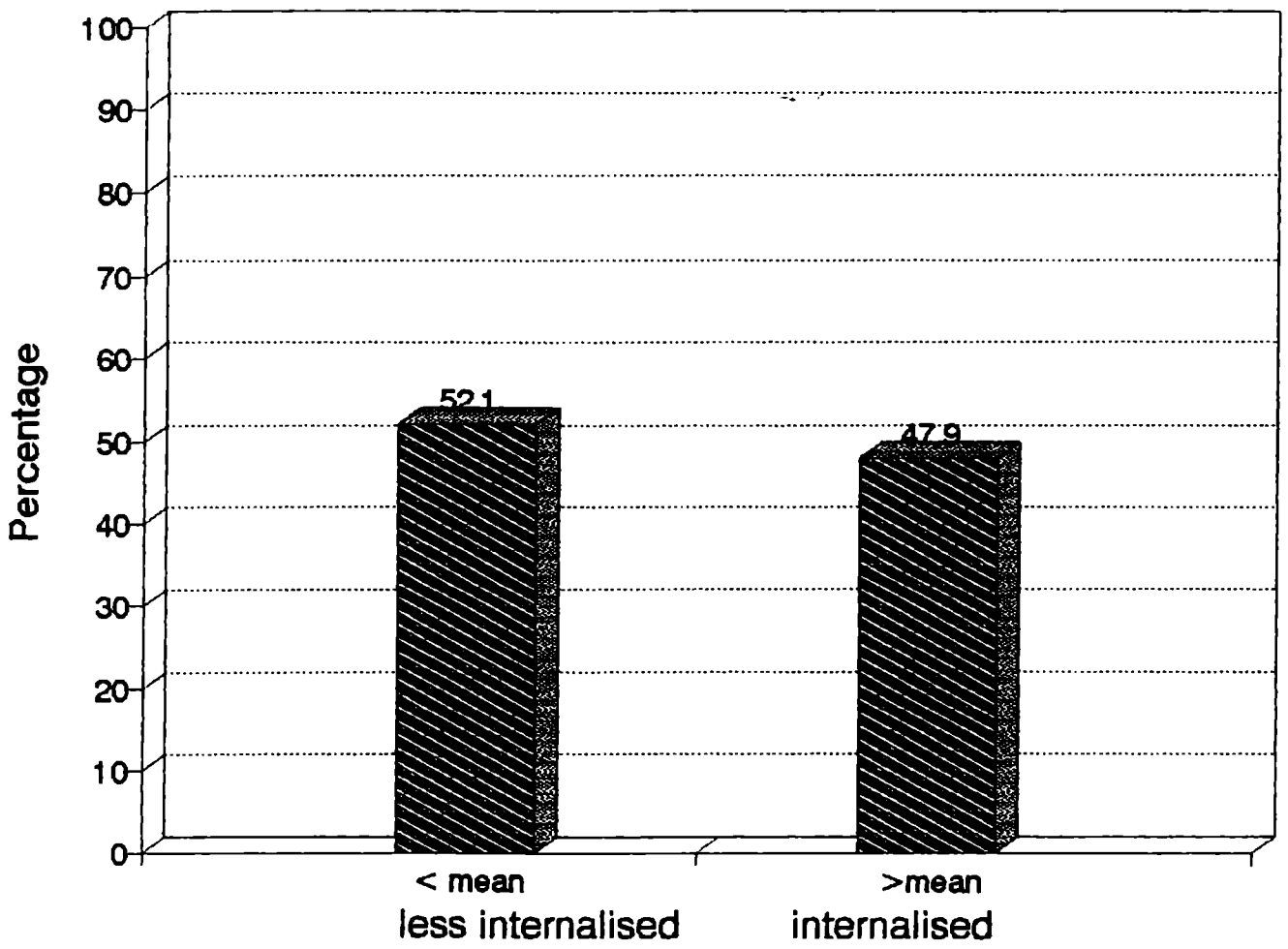
Graph showing Socialisation



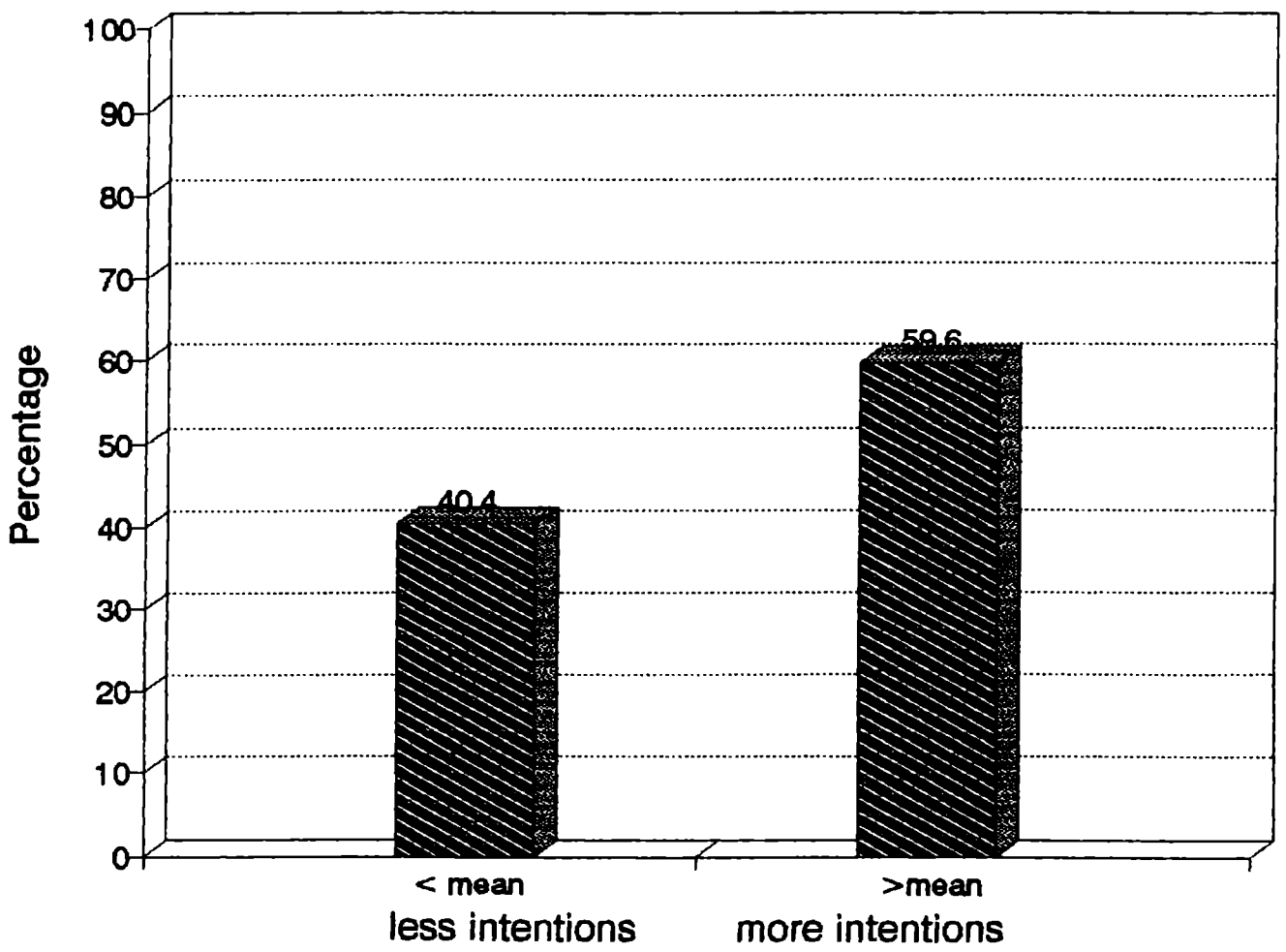
Graph showing Organisational Satisfaction



Graph showing Value Internalisation

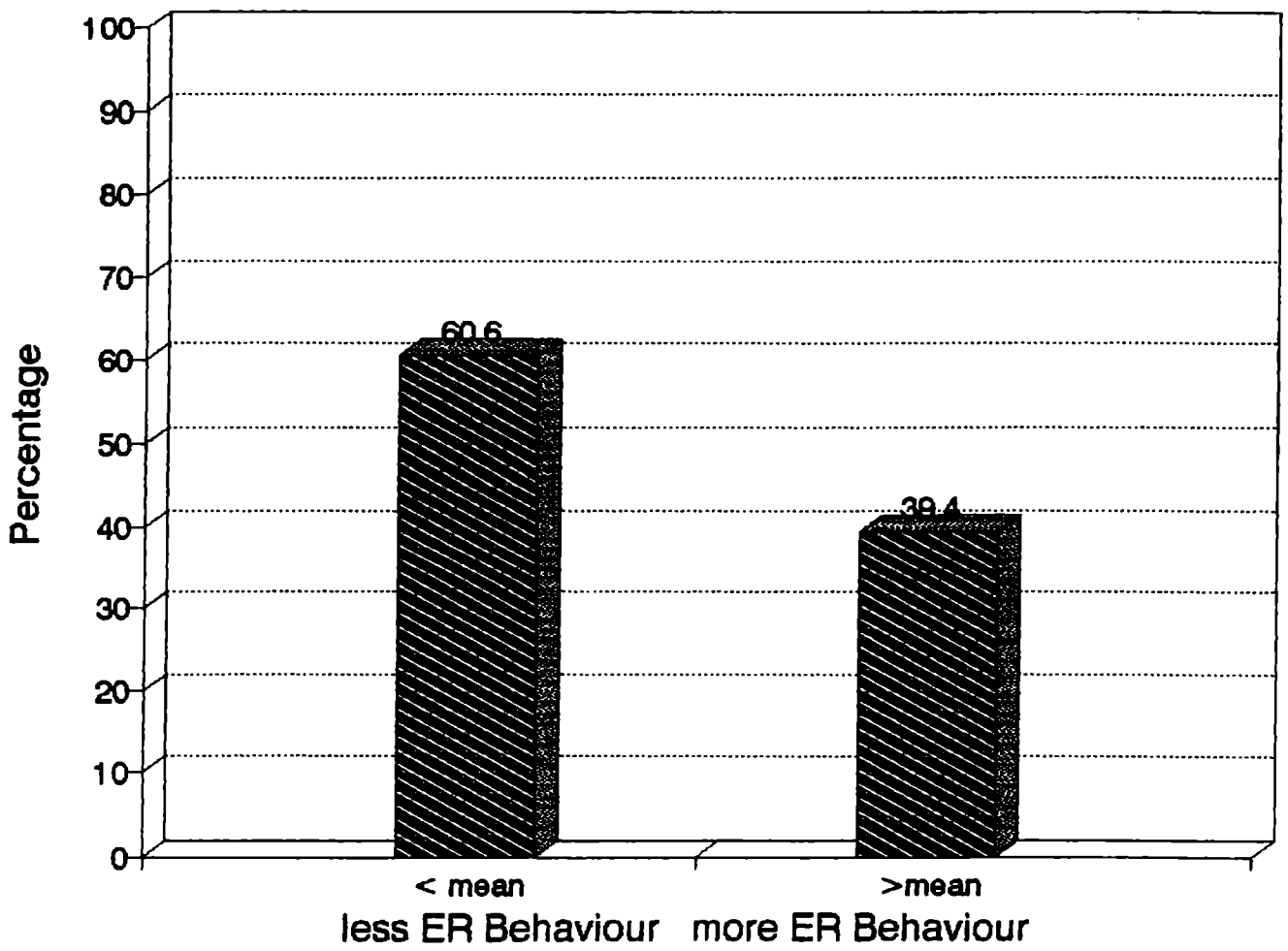


Graph showing Intention to Stay

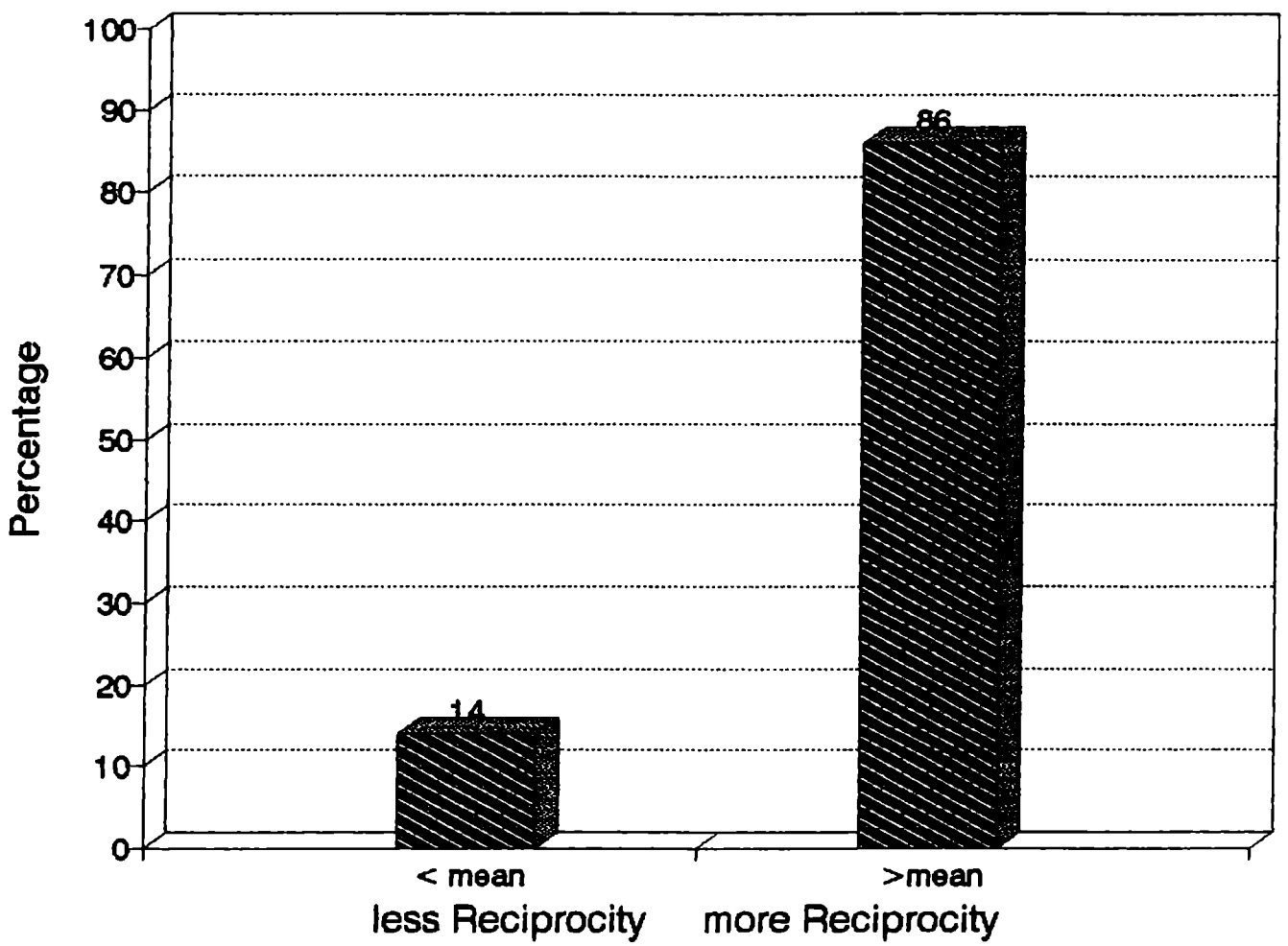




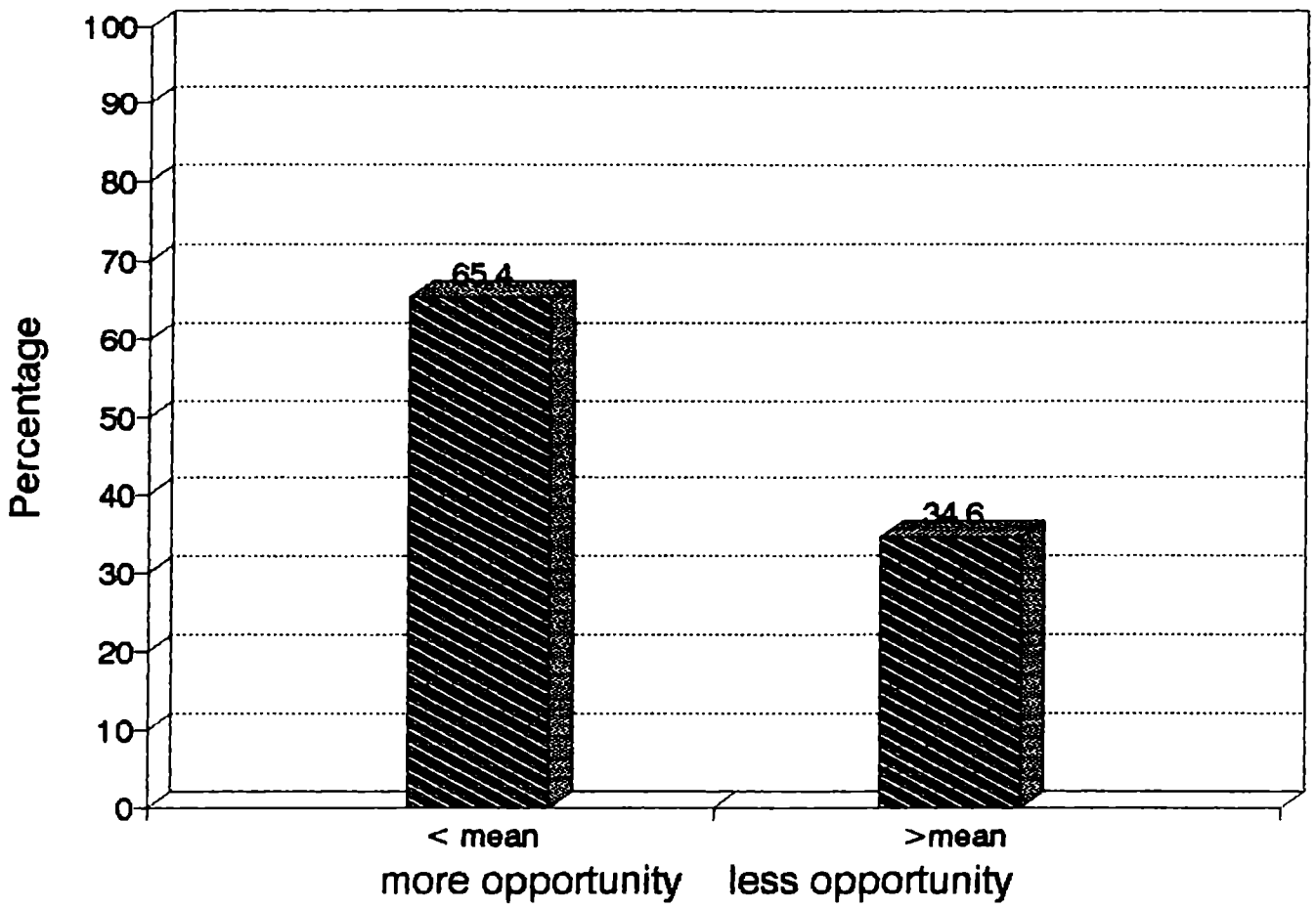
Graph showing Extra Role Behaviour



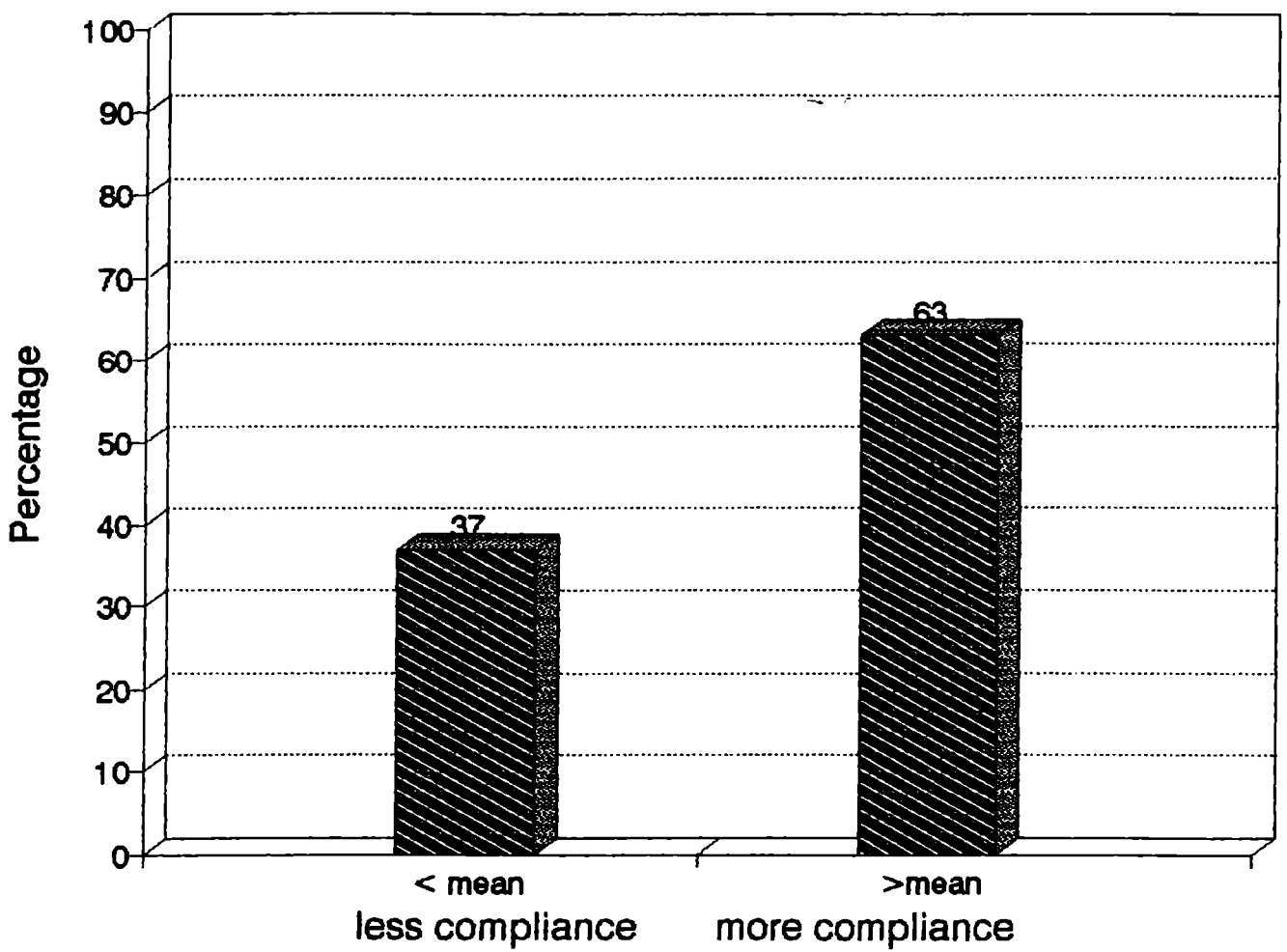
Graph showing Reciprocity feeling



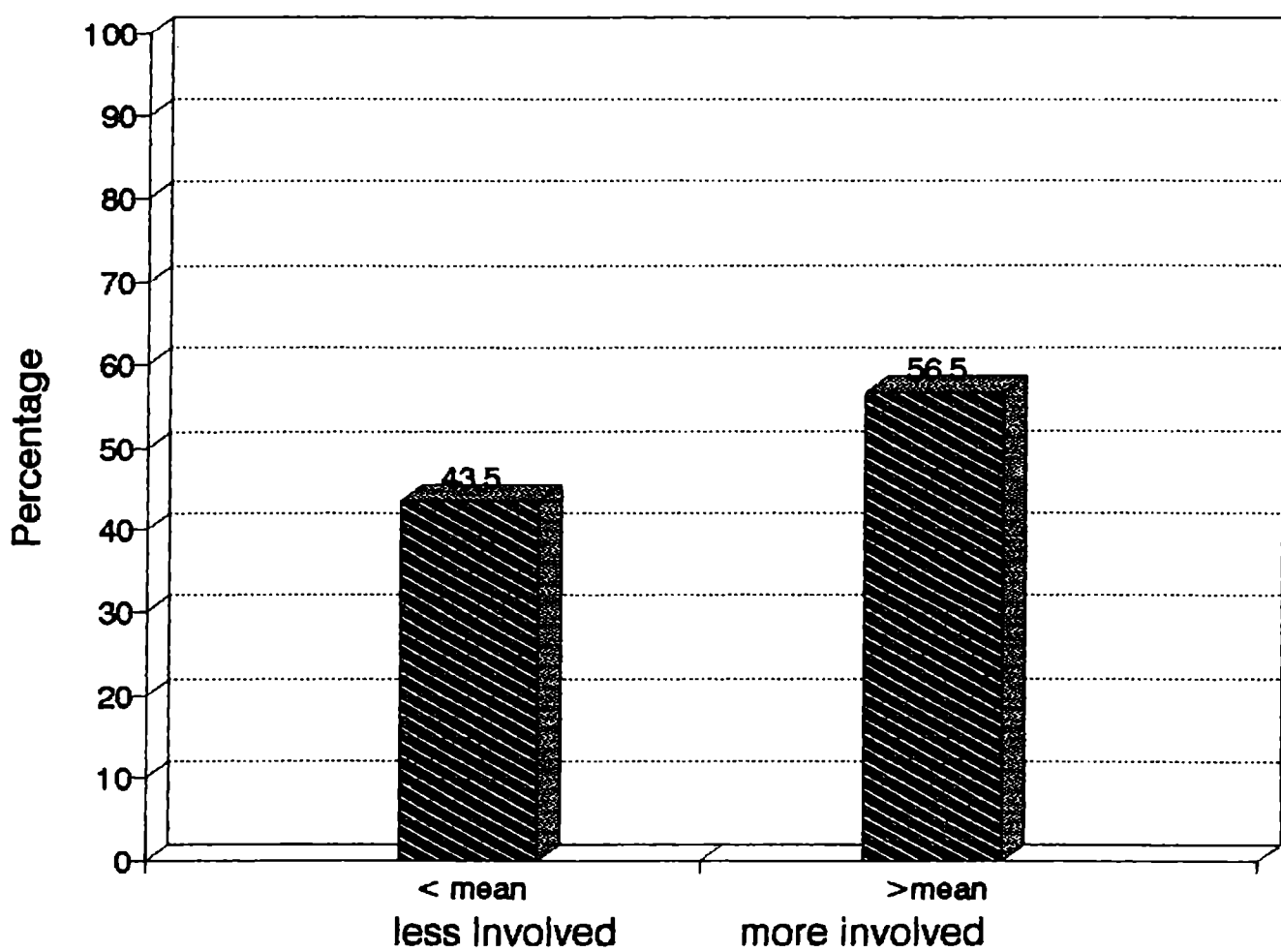
Graph showing Percieved lack of outside opportunity



Graph showing Compliance to Rewards



Graph showing Social Involvement



t- results - consolidated

No	Groups	t value	d.f	Sig. 2 tail	Group 1			Group 2			Remarks
					Mean	SD	NO	Mean	SD	NO	
1	Type (1,2)	2.23	220	0.027	38.00	5.07	160	31.29	5.29	62	Sig
2	Type (1,3)	3.65	228	0.000	38.00	5.07	160	30.08	6.58	70	Sig
3	Type (2,3)	1.15	130	0.253	30.08	6.58	70	31.29	5.29	62	not
4	Q3 (1,2)	2.09	235	0.038	32.59	5.09	92	30.98	6.19	145	Sig
5	Q3 (1,3)	2.92	145	0.358	32.59	5.09	92	33.36	4.46	55	not
6	Q3 (2,3)	2.60	198	0.010	30.98	6.19	145	33.36	4.46	55	Sig
7	Q4 (1,2)	2.69	162	0.0490	30.69	5.25	104	31.26	4.93	60	not
8	Q4 (1,3)	3.73	230	0.000	30.69	5.25	104	33.41	5.74	128	Sig
9	Q4 (2,3)	2.50	186	0.013	31.26	4.93	60	33.41	5.74	128	Sig
10	Q5 (1,2)	-3.49	167	0.001	29.79	5.418	110	32.61	4.59	66	Sig
11	Q5 (1,3)	-4.80	213	0.000	29.79	5.418	110	33.46	5.76	112	Sig
12	Q5 (2,3)	-7.03	176	0.003	32.61	4.59	66	33.46	5.76	112	not

(Sig) value can be seen from 1.71084114 - 11.15.024.

## **APPENDIX-III**









1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80																					
80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180













241	1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
	1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80



1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80																																																																																																																																																												
235	234	233	232	231	230	229	228	227	226	225	224	223	222	221	220	219	218	217	216	215	214	213	212	211	210	209	208	207	206	205	204	203	202	201	200	199	198	197	196	195	194	193	192	191	190	189	188	187	186	185	184	183	182	181	180	179	178	177	176	175	174	173	172	171	170	169	168	167	166	165	164	163	162	161	160	159	158	157	156	155	154	153	152	151	150	149	148	147	146	145	144	143	142	141	140	139	138	137	136	135	134	133	132	131	130	129	128	127	126	125	124	123	122	121	120	119	118	117	116	115	114	113	112	111	110	109	108	107	106	105	104	103	102	101	100	99	98	97	96	95	94	93	92	91	90	89	88	87	86	85	84	83	82	81	80	79	78	77	76	75	74	73	72	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0
235	234	233	232	231	230	229	228	227	226	225	224	223	222	221	220	219	218	217	216	215	214	213	212	211	210	209	208	207	206	205	204	203	202	201	200	199	198	197	196	195	194	193	192	191	190	189	188	187	186	185	184	183	182	181	180	179	178	177	176	175	174	173	172	171	170	169	168	167	166	165	164	163	162	161	160	159	158	157	156	155	154	153	152	151	150	149	148	147	146	145	144	143	142	141	140	139	138	137	136	135	134	133	132	131	130	129	128	127	126	125	124	123	122	121	120	119	118	117	116	115	114	113	112	111	110	109	108	107	106	105	104	103	102	101	100	99	98	97	96	95	94	93	92	91	90	89	88	87	86	85	84	83	82	81	80	79	78	77	76	75	74	73	72	71	70	69	68	67	66	65	64	63	62	61	60	59	58	57	56	55	54	53	52	51	50	49	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0

PERSONNEL / PROFESSIONAL DATA	SOCIALIZATION EXPERIENCES										ACQUISITION OF SKILLS IDENTIFICATION																																
	13	14	15	16	17	18	19	20	21	22	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22											
R1	J	A	E	A	L	(11)	15	0			4	2	2	1	3	3	5	4	5	3	2	2	4	4	3	2	2	2	2	2	2	2	2	2	2	2							
R2	J	A	E	M	O	(10)	4	5			3	5	5	3	3	2	2	3	3	4	2	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4					
R3	J	A	E	A	O	(11)	2	5			5	5	5	4	5	4	5	5	2	2	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5				
R4	M	A	f	A	O	(12)	8	5			4	4	4	2	5	2	2	4	2	2	5	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4		
R5	J	A	g	A	O	(11)	5	5			4	4	4	3	4	2	2	2	2	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
R6	M	O	g	B	O	(10)	10	10			3	4	4	4	4	2	4	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
R7	S	O	f	A	L	(10)	10	5			4	5	5	2	4	4	5	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
R8	M	O	i	C	O	(10)	2	2			4	4	4	4	5	2	4	2	1	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R9	M	O	f	g	O	(11)	6	5			4	5	4	4	5	1	3	1	2	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R10	M	O	E	A	O	(10)	5	5			1	2	2	2	2	4	1	1	1	1	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R11	M	O	f	B	O	(10)	25	5			5	5	5	5	5	1	2	5	5	4	4	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
R12	M	O	E	O	O	(10)	20	5			1	1	1	1	1	2	1	2	2	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R13	M	A	f	B	O	(10)	4	4			1	4	4	4	3	4	1	1	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R14	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R15	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R16	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R17	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R18	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R19	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R20	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R21	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R22	M	O	f	B	O	(10)	4	5			4	5	5	4	4	4	3	3	1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

2  
A

R1  
R23

	involvement					loyalty					intend to stay					OCI					information								
	23	24	25	26		27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	
R1	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	2	2	2	2	4
R2	4	4	4	4		1	3	3	2	3	1	2	2	4	2	1	2	2	2	4	2	3	4	4	2	2	2	2	2
R3	5	4	5	4		2	5	4	5	5	1	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R4	4	4	5	4		3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R5	4	4	4	4		2	4	4	4	4	2	3	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R6	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R7	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R8	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R9	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R10	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R11	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R12	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R13	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R14	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R15	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R16	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R17	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R18	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R19	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R20	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R21	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R22	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R23	4	4	4	4		2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4



	extra-role involvement				compliance to rewards				social involvements			IR 25MAY				REASONS FOR				
	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	
R1	2	4	4	2	2	3	4	2	4	4	4	2	3	2	3	18	2	3	2	3
R2	4	4	4	4	5	5	3	2	4	5	5	3	3	4	4	11	2	1	3	2
R3	2	4	3	4	4	4	4	2	5	5	2	3	5	4	5	14	3	-	-	-
R4	4	5	4	2	4	2	2	2	4	4	4	2	4	4	4	14	1	3	2	2
R5	4	4	3	3	4	3	3	4	4	4	4	4	1	1	1	3	3	3	3	2
R6	4	4	4	4	3	2	2	2	5	5	4	2	4	3	3	10	1	2	3	1
R7	4	4	4	4	2	5	4	2	4	4	3	1	4	4	1	9	1	2	1	2
R8	2	4	3	3	3	-	4	2	5	5	4	2	3	3	3	9	1	2	2	1
R9	4	4	3	2	4	2	4	3	4	4	3	2	4	3	4	11	1	3	3	2
R10	1	1	1	1	1	1	1	1	1	1	1	3	2	2	2	3	3	3	3	3
R11	4	4	4	2	2	2	2	2	4	4	2	2	5	4	3	3	1	1	1	1
R12	4	4	4	2	2	2	4	2	4	4	2	2	3	3	3	3	1	3	1	1
R13	2	4	4	4	3	2	4	3	4	4	4	3	2	2	3	3	-	-	-	-
R14	3	4	2	2	2	2	2	4	4	4	2	2	4	3	2	3	1	2	2	1
R15	5	5	4	1	1	1	-	-	4	4	-	1	5	4	5	3	1	1	1	1
R16	4	4	4	4	2	2	4	2	4	4	4	2	4	4	4	3	1	1	1	1
R17	2	4	4	4	2	2	4	2	4	4	4	1	5	1	4	3	1	2	3	1
R18	2	4	4	2	2	4	-	2	4	4	2	3	3	-	2	3	1	1	1	1
R19	2	4	3	3	1	2	2	2	3	3	4	4	1	2	2	3	1	3	3	1
R20	2	4	4	2	2	2	2	2	4	4	3	2	4	4	4	3	1	2	3	2
R21	4	3	2	2	2	2	2	2	4	4	4	2	4	4	4	3	1	1	1	1
R22	2	4	4	4	2	3	4	3	4	4	4	2	2	3	4	3	1	2	2	2





05 24 25 21

20

Availability

Interval in days

OCI

calendar duration

49

Investment																								
R08	4	4	5	4	17	2	3	3	3	3	2	3	2	3	2	3	4	4	4	4	3	3	3	3
R09	4	4	5	2	15	3	5	5	4	4	4	5	4	4	4	5	4	4	4	4	4	4	4	4
R05	4	4	4	4	16	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R01	5	2	4	2	15	2	3	2	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R01	4	4	4	4	16	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R02	4	4	4	5	17	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R02	4	4	4	4	14	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R03	5	5	5	4	14/15	4	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R01	4	4	4	4	16	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R01	4	4	4	4	16	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R03	2	2	3	2	9	2	3	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R04	4	2	5	5	16	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R03	4	4	4	4	16	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R04	4	2	2	2	19	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R04	4	2	2	2	11	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R04	4	4	4	4	10/15	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
R09	4	2	4	2	10	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4

R09  
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Room	Ed. Hours	Work	Coll. Hours	Comp	Rel.	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub	Sub
R29	4	4	4	3	3	5	4	8	3	5	1	3	1	5	3	1	3
R28	4	4	4	3	3	4	4	4	3	4	1	3	1	4	2	1	2
R27	4	4	4	1	1	4	4	4	1	4	1	3	1	4	1	1	1
R26	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R25	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R24	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R23	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R22	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R21	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R20	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R19	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R18	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R17	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R16	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R15	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R14	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R13	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R12	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R11	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R10	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R9	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R8	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R7	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R6	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R5	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R4	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R3	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R2	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1
R1	4	4	4	2	3	4	4	4	1	4	1	3	1	4	1	1	1