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## ORGANIZATIONAL COMMITMENT OF TEACHERS IN HIGHER EDUCATION WITH SPECIAL REFERENCE TO KUMAUN UNIVERSITY

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### ABSTRACT

*Organizational commitment is defined as "strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership" (Porter et al, 1974). The present study is based on measuring the overall commitment of teachers in Kumaun University, Nainital. The result of the study which is a summary indicator of employee commitment is found to be moderately high commitment.*

### KEYWORDS

organizational commitment, Kumaun University.

### 1. INTRODUCTION

Among the many organizational behaviour studies, the variables that have received most attention are organizational commitment, job satisfaction (Bodla & Danish, 2009; Parker et al, 2005; Allen & Meyer, 1990), organizational justice, and organizational citizenship behaviour. The quality of human resources is believed to be a major factor adding to the success of organizations (Pohlman & Gardiner, 2000). The level of commitment of teachers is a crucial factor affecting the performance of higher education institutions. Thus understanding their behaviours and attitudes needs more attention in organizations (Tsui & Cheng, 1999). In today's dynamic environment to remain productive and responsive to the needs of its stakeholders the organizations' knowledge capital must be retained (Bloch, 2001). The plausible reasons suggested by literature for organizational commitment include: an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997). Education sector has not remained aloof in measuring organizational commitment. (Hart and Willower, 1994) study focussed on organizational commitment and school environmental robustness. However the current study is aimed at determining to what extent higher education teachers (specifically Kumaun University) are committed to their institutions. Kumaun University (established in 1973 under the UP State Act) consists of three campuses at Nainital (headquartered), Almora and Bhimtal. There are about 290 teachers working in the three campuses. The University was granted permanent membership of the Association of Indian Universities and was awarded the special rank of Four Star by National Assessment and Accreditation Council (NAAC) in 2000.

### 2. LITERATURE REVIEW

#### 2.1 DEFINITION

A snippet of the meaning of Organizational Commitment as comprehended by different researchers' is presented below:

Porter et al., (1974) defined it as "strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership".

Reichers (1985, p 468) is of the opinion that "organisational commitment as behaviour is visible when organisational members are committed to existing groups within the organisation".

Jans (1989) has defined it as the extent that an employee acquires, embodies, and perceives one's role based on organizational values and goals.

O'Reilly (1989, p 17) defined it as, "an individual's psychological bond to the organisation, including a sense of job involvement, loyalty and belief in the values of the organisation"

Meyer, Allen and Gellatly (1990, p 711) suggested organisational commitment as an attitude "characterised by a favourable positive cognitive and affective components about the organisation"

Meyer and Allen (1991, p 67) defined organisational commitment as "a psychological state that characterises the employee's relationship with the organisation, and has implications for the decision to continue membership in the organisation".

Cohen (2003, p xi) stated that "commitment is a force that binds an individual to a course of action of relevance to one or more targets".

Miller (2003, p 73) also stated that organisational commitment is "a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation"

#### 2.2 APPROACHES TO ORGANIZATIONAL COMMITMENT

In their paper (Ghosh and Swamy, 2014) have outlined three approaches to understand the concept of organizational commitment:

**2.2.1 The Side Bet Approach:** This is based on Becker's theory which said that the relationship between an employee and the organization is founded on behaviours bounded by a "contract" of economic gains. Employees are committed to the organization because they have some hidden vested investments or side-bets.

**2.2.2 The Psychological Attachment Approach:** This school of thought attempted to describe commitment as a combination of attitude and interest in economic gains from associating with the company. Employee retention was attributed not only to economic gains, but more so to affective influence.

**2.2.3 The Multidimensional Approach:** This approach deemed organizational commitment as a three dimensional construct comprising of affective commitment, continuance commitment and normative commitment.

#### 2.3 DIMENSIONS OF ORGANIZATIONAL COMMITMENT

Organizational Commitment is thought to be a multidimensional construct: Affective Commitment (AC), Continuance Commitment(CC), Normative Commitment(CC).

**2.3.1 Affective commitment** refers to one's psychological attachment to the organization. (Meyer & Allen, 1991) stated that organisational members, who are committed to an organisation on an affective basis, continue working for the organisation because they want to. Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation (Beck & Wilson, 2000). Affective commitment is a work related attitude with positive feelings towards the organisation (Morrow, 1993).

#### 2.3.2 Continuance Commitment (CC)

Meyer and Allen (1997,) defined continuance commitment as "awareness of the costs associated with leaving the organisation", and those employees whose attachment to the organization is based on continuance commitment remain in the organization because they need to do so. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Continuance commitment is "a tendency to 'engage in consistent lines of activity' (Becker, 1960) based on the individual's recognition of the 'costs' (or lost side bets) associated with discontinuing the activity" (Allen & Meyer, 1990)



**2.3.3 Normative Commitment (NC)**

Normative Commitment is defined as the individual's bond with the organization due to an obligation on the part of the individual and this moral obligation arises because "either through the process of socialisation within the society or the organisation" Meyer and Allen (1991). This obligation is supposed to be based on social exchange theory which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000).

**2.4 ANTECEDENTS OF ORGANIZATIONAL COMMITMENT**

Reviewing the literature a number of studies have been conducted in identifying the antecedents and consequences of organizational commitment. The crucial variables that are found to be antecedents of organizational commitment are task autonomy (Dunham, Grube, & Castaneda, 1999), job security (Yousef, 1998), organizational tenure (Masao Tao and et al) and promotion opportunities (Gaertner & Nollen, 1989).

**2.5 OUTCOMES OR CONSEQUENCES OF ORGANIZATIONAL COMMITMENT**

Organizational Commitment is a strong indicator of employees' turnover behavior, withdrawal tendency and organizational citizenship behavior (Mathieu and Zajac, 1990; Morrow, 1993; LePine, Jeffrey A.; Erez, Amir; Johnson, Diane E., (2002); Sinclair and Wright, (2005). Additionally, committed employees may be more likely to engage in "extra-role" behaviors, such as creativeness or innovativeness, which are often what keeps an organization competitive (Katz & Kahn, 1978).

**3. RESEARCH METHODOLOGY**

**3.1 Objective:** To measure the overall organizational commitment of the teachers in Kumaun University.

**3.2 Study Population:** The study population included all the teachers working (about 290) in the three campuses of the University.

**3.3 Instrument:** A standard questionnaire [Organizational Commitment Questionnaire (OCQ)] developed by Richard T. Mowday, R M Steers, and I. W Porter (Annexure 1) is used.

**3.4 Data Collection:** The questionnaire was sent to 289 faculty members (Teaching Personnel, Assistant Professors, Associate Professors and Professors) working in Kumaun University through electronic mail. Of 289 distributed questionnaires, overall usable response rate was about 61 per cent (177).

**3.5 Analyses:** The questionnaire contains 15 items that evaluate two dimensions (affective and continuance) of organizational commitment. Of the 15-item OCQ, 9 items (1,2,4,5,6,8,10,13, and 14) focused on commitment-related attitude and measured affective commitment. The remaining 6 items (3,7,9,11,12, and 15) focussed on commitment-related behaviour and measured continuance commitment. A 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree) was employed.

SPSS was used to code and analyse the responses. The scores on each item were totalled to get a composite score which was then divided by 9 in case of affective scale and 6 in case of continuance scale to get the average score. The mean of such scores thus obtained represented the overall organizational commitment of the teachers in the University.

**4. RESULTS**

The result of the study is a summary indicator of employee commitment. The result indicated an affective commitment of 5.85 [Table 1.0] which is moderately high commitment, and continuance commitment of 2.5 [Table 2.0] inferring that the employees have low probability of leaving the organization.

**5. CONCLUSION**

Commitment among faculty members has important consequences and implications for educational institutions. The results of previous studies revealed that highly committed faculty members are likely to continue their association with their current institutions, and at the same time, they are likely to put more effort on behalf of their respective institutions and thereby perform at higher levels than their uncommitted counterparts (Aamir Ali Chughtai & Sohail Zafar). Additionally previous research has indicated that absenteeism is negatively related with commitment (Somers, 1995) and organizational citizenship behaviour is positively related (Morrison, 1994).

Although the present study is based on a specific University and no new variables were studied but still the outcomes of organizational commitment are a source of strength/weakness and competitiveness for any institution. Thus it may be concluded that the University has a low turnover rate, low absenteeism and positive organizational citizenship behaviour.

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**TABLES**

**TABLE 1.0: STATISTICS (AVGSCOREAFFECT)**

N	Valid	177
	Missing	1
Mean		5.8544
Std. Deviation		.36602
Variance		.134
Skewness		-.383
Std. Error of Skewness		.183
Kurtosis		.113
Std. Error of Kurtosis		.363

**TABLE 2.0: STATISTICS (AVGSCORECON)**

N	Valid	177
	Missing	1
Mean		2.5443
Median		2.5000
Std. Deviation		.45928
Variance		.211
Skewness		-.140
Std. Error of Skewness		.183
Kurtosis		-.322
Std. Error of Kurtosis		.363

**ANNEXURE**

**ANNEXURE 1: ORGANIZATIONAL COMMITMENT QUESTIONNAIRE (OCQ)**

**INSTRUCTIONS**

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (Kumaun University) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

Note. Responses to each item are measured on a 7 point scale. An "R" denotes a negatively phrased and reverse scored item.

1. I am willing to put in a great deal effort beyond that normally expected in order to help this organization be successful.
  - Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
  
2. I talk up this organization to my friends as a great organization to work for.
  - Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree

3. I feel very little loyalty to this organization. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
4. I would accept almost any type of job assignment in order to keep working for this organization.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
5. I find that my values and the organization's values are very similar.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
6. I am proud to tell others that I am part of this organization.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
7. I could just as well be working for a different organization as long as the type of work was similar. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
8. This organization really inspires the very best in me in the way of job performance.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
10. I am extremely glad that I chose this organization to work for, over others I was considering at the time I joined.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree

11. There's not too much to be gained by sticking with this organization indefinitely. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
13. I really care about the fate of this organization.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
14. For me this is the best of all possible organizations for which to work.
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
15. Deciding to work for this organization was a definite mistake on my Part. (R)
- Strongly disagree
  - Moderately disagree
  - Slightly disagree
  - Neither agree nor disagree
  - Slightly agree
  - Moderately agree
  - Strongly agree
- (Adopted from a study on "THE MEASUREMENT OF ORGANIZATIONAL COMMITMENT" by RICHARD T. MOWDAY, R M STEERS, I. W PORTER, 1979)

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