

A Study measuring employee perceptions towards organizational commitment**Dr.Mahesh Bhalakrishnan¹****Dr.E.Kamatchi Muthulakshmi²****Dr.V.Sridhar³****Dr.Mahesh Bhalakrishnan , Assistant Professor and Head - Department of Management, Rathinam Institute of Management, Eachnari, Coimbatore.****Orchid No: 0000-0002-2217-7937****Dr.E.Kamatchi Muthulakshmi², Assistant Professor, Department of Management, Rathinam Institute of Management, Eachnari, Coimbatore.****Orchid No: 0000-0002-8604-6864****Dr.V.Sridhar³, Assistant Professor, Department of Management, Rathinam Institute of Management, Eachnari,Coimbatore.****Abstract**

Companies of all sizes benefit from having employees with a wide range of experiences and perspectives working together. Each member of the group agrees to do their part to help the organisation succeed. Researchers have looked into how morale affects employees' propensity to go above and beyond the call of duty in pursuit of goals without deviating from established practises. The fundamental goal of these studies is to ascertain the factors, such as employees' opinions and commitment levels, that influence the loyalty that they show toward their respective employers. These assessments also try to determine if and how a person's worldview influences their level of happiness on the job and, by implication, their dedication to the firm they work for. Employees' positive outlooks on their work have been found to be the most important element in determining their loyalty to an organisation. Workers who are content in their jobs are more likely to give their all to their jobs, even if they are subjected to less favourable conditions (lower income, for example) or more difficult tasks. We questioned 160 workers at MSMEs in Bombay to identify the factors beyond gender that contribute to workers' satisfaction and commitment to their companies. The information was analysed using the T-Test and the Chi-square test. Workers' happiness in MSMEs is substantially impacted by gender.

Keywords: employee satisfaction, organizational commitment, job satisfaction

Introduction

Despite widespread efforts to hire the most skilled people feasible to fulfil rising demand, it can be challenging to measure some attributes, such as loyalty to the firm and a positive attitude on working there. Researchers and organisational modellers have developed numerous frameworks that outline optimal responses to various scenarios and from which conclusions can be drawn. Human resource management and the study of organisational behaviour rely heavily on workers' perceptions about their workplaces and employers. Workplace satisfaction and loyalty to one's company go hand in hand. Though most would agree that commitment and fulfilment go hand in hand, some academics have questioned this connection, arguing that further proof is needed. Although employee satisfaction has received the lion's share of attention in all the work addressing attitudes, researchers in the field of organisational behaviour have increasingly emphasised on the relevance of employee commitment. This being the case, it is postulated that certain behaviours may be indicative of employees' satisfaction at work (Balamurugan and Dhivya, 2020).

A change can't take hold unless one's worldview transforms. Because of the necessity of change, the transition is challenging. The majority of businesses now consider it an integral element of daily operations. There's nothing we can do to halt the march of time because we have no control over the forces of nature. This is what takes place whenever there are shifts in the environment, the economy, or both. In order to carry out a thorough and methodical approach for adapting to new circumstances, change management in organisations requires a fundamental concept concerning the start and implementation of effective alterations. An organization's ability to move from one competitive level to the next is often attributed to a number of factors, the most important of which is the development of its leaders. An employee's view of a policy or procedure change in the workplace can be summed up as an assessment of the change's net positive or negative effect. The state of mind of the person plays a role in their choice making. It's how a person is predisposed to think, feel, and behave in relation to a specific element of their employment (Kumari, 2016).

Literature Review

One factor often regarded as crucial to the flourishing of businesses and other organisations is employees' dedication to the cause. According to these theorists, the degree to which an employee is dedicated to his employer is a measure of how passionately he feels about his work. A person's commitment to a group and their excitement for the group's goals are what

keep them involved in order to assist the group succeed. Belief in the organization's principles and goals, willingness to put in considerable effort for the organisation, and a desire to stay a member are the three basic factors that determine a person's level of commitment to an organisation (Bashir and Long, 2015).

The intensity of an individual's commitment to a group is directly correlated with the intensity of the individual's sense of belonging and involvement in the group. It's a deeper, more personal connection than just loyalty to the brand. The quality of an employee's outlook is indicative of the depth of his commitment to his company. Individuals who are members of an organisation are committed to the group's mission and see themselves as part of that group. It encompasses a wide range of feelings, such as loyalty to the company, interest in its work, agreement with its ideals, and confidence in one's own future with the organisation. Basically, it signifies that a worker is prepared to go above and beyond in their work for the organisation. Staff loyalty is the outcome of an employee's genuine interest, commitment, and commitment to the organisation for which they work (Jordan et.al. 2017).

When someone is committed to an organisation, they care deeply about its success and are willing to sacrifice for it. It's a complex concept that elucidates the interplay between employees and their behaviours in the workplace. Something like this can help an employee feel more invested in their work. Aladwan, Bhanugopan, and D'Netto (2015) found that employees who care deeply about the success of both the firm as a whole and their specific positions within it are more inclined to go above and beyond.

One's devotion and determination to stay with the firm for reasons other than money are on display when an employee shows a deep connection to his or her organisation. The level of dedication displayed by workers to their employer. The level of dedication that workers have to their firm can shed light on why they act the way they do on the job. Absenteeism and staff turnover can be reduced, which is wonderful for businesses. Employees who are truly invested in the success of their employer can make a difference. In addition, it serves as a barometer of employees' opinions about their company (Calvin and Mabaso,2018).

Important not only because it influences productivity, turnover, and absenteeism but also because it shows how employees feel about themselves in regard to the organisation. It's the willingness to put oneself second in order to help another person or organisation. It is the hub of the system that links consumers and companies together (Wang, 2015).

The concept of organisational commitment consists of three key aspects. The first type of commitment is called "affective commitment," and it occurs when a person develops warm feelings toward and identification with a particular organisation. It's often tied to elements like work history, personality, and company structure. The second notion is that of perseverance dedication, which mainly refers to the understanding of costs associated to the activity or the firm. Workers who are highly dedicated and resilient are less likely to quit their professions because they understand the difficulties of the position, the sacrifices that must be made, and the scarcity of other options. When people talk about "normative commitment," they often indicate a dedication to the standards necessary to keep one's job. Workers who feel a strong sense of normative commitment to their organisation or job are more likely to stay for a longer amount of time. The word "normative commitment" describes how much of an individual's values, beliefs, mission, and goals align with those of the organisation. Every member of staff demonstrates all three forms of commitment. One's state of mind mirrors the three sides of loyalty to one's organisation as that commitment deepens for various reasons. The way people act at work is also affected. Most managers recognise how difficult it is to locate job candidates who are dedicated to their organisations and excel in their specific jobs (Haque and Aston, 2016).

Changing is all about learning from the past so you can better navigate the present. The components of transformation can be understood as a set. Adaptability to organisational change is highly valued in both managerial and academic contexts. It demonstrates the complex nature of the organization's surroundings and the interconnected nature of its human and technology activities (Srivastava and Dhar, 2016).

The difficulty of responding to internal structural changes is a persistent problem for many companies. Most of the organisations have distinct missions and attempt to achieve them. Their efficiency also originates from their persistent pursuit of ways to enhance their well-being and extend their lifespans. If people found out about these rapid changes, many of them would

become cynics since they didn't agree with the decision and they felt insulted. Leaders should be aware that respect is something that cannot be faked and must be shown at all times. Therefore, the management should think about organising a meeting with the workforce to address the future adjustments (Anitha and Begum, 2016). (Anitha and Begum, 2016).

The centrality of one's outlook to the explanation of psychological events was officially recognised early on in the history of social psychology. Since the term "mindset" was initially included into the lexicon of psychology, it has attracted a steadily expanding and enthusiastic audience. However, in recent years, the attitude has been explored utilising many methodologies and foci. Multiple papers have defined this mindset; therefore, it is essential that we agree on a clear definition. Several articles provide functional and conceptual definitions of attitude. Numerous definitions of "Attitude" have been presented, and various points of view on the notion as a whole have been advanced. The term "attitude" refers to a person's mental and brain state as they prepare for a given event or item; this state is organised largely through prior experience and works as directions or a dynamic effect on the individual's behaviour (Affum-Oseil, Acquaah, and Acheampong, 2015).

Attitude, according to these academicians, is an appraisal of events, people, and objects that could be good or negative. as a result, they are indicative of an individual's inner state with regards to a given topic. While some nice comments can have a constructive effect on the things, events, or people they are directed at, others might have the opposite result. Attitudes, which can be favourable or bad, greatly affect how a person reacts to other people, situations, and inanimate objects. There are a few management-related repercussions to the phrase as well. One must first train oneself to think in this way. And so, one's attitudes toward the unchanging characteristics of the world are reflected in one's attitude. Third, an individual's attitude serves as an emotional foundation for his or her interpersonal relationships and identification with group members. Last but not least, a person's outlook is well-ordered and deeply connected to their own identity. There are a variety of psychological elements at play that determine which attitudes are long-lasting and stable and which are more open to change. "an individual's level of contentment with his or her existing position in the organisation," as some academics describe it, is one definition of job satisfaction (Haque, Fernando, and Caputi, 2019).

Despite the fact that job satisfaction is unrelated to motivation, empirical research shows that it has a positive effect on the productivity of IT workers. Although employee engagement does not have a direct impact on productivity, it can have a considerable impact via indirect channels

like motivation and job satisfaction. In light of the results of the study, managers should work to increase employee motivation so that workers are more likely to take initiative, think creatively, and contribute to the attainment of set goals Riyanto, S., Endri, E., & Herlisha, N. (2021).

Research aims to build and test a model of the factors that contribute to and sustain high levels of employee engagement among IT workers. The findings suggest that workers' perceptions of procedural fairness, distributive justice, and organisational support all play a role in this phenomenon. Employee engagement was found to have a favourable impact on organisational commitment (OC) and a negative impact on turnover intentions Aggarwal, A., Jaisinghani, D., & Nobli, K. (2022).

Objectives of the Study:

1. To find the reasons for measurement of employee attitude towards organizational commitment
2. To ascertain the significance of the reasons for measurement of employee attitude towards organizational commitment
3. To know effect of gender on employees job satisfaction in MSMEs of Chennai.

Hypothesis of the study:

H₀₁: There is no effect of gender on employee job satisfaction in MSMEs

H_{a1}: There is a significant effect of gender on employee satisfaction in MSMEs

Research Methodology:

The present study is descriptive in which the reasons for measurement of employee attitude towards organizational commitment have been studied. The sample size of the study is 160 from Chennai region. The data were collected with the help of a structured questionnaire on a five-point scale and analysed with the help of the mean values and t-test.

Table1 Demographic profile of the respondents

Variables	Number of respondents	%
Gender		
Male	84	53%
Female	76	47%
Total	160	100%
Employees attitude plays an important role in the success of the organization		
Yes	106	66%
No	54	34%
Total	160	100%
Employee satisfaction depends on		
Salary	55	34%
Work environment	41	26%
Incentives	33	21%
Work timings	31	19%
Total	160	100%
How do satisfied employees contribute to their organization?		
Perform well	69	43%
Help colleagues with their work	42	26%
Voluntarily take up additional responsibilities	49	31%
Total	160	100%

Table 1 presents the demographic profile of the respondents on the measurement of employee attitude towards organizational commitment. There are 53% males and 47% females in the study. Among the respondents, 66% believe that an employee's attitude plays an important role in the success of the organization and 34% believe that it does not. 34% of the respondents think that employee satisfaction depends on salary, 26% think that it depends on the work environment, 21% think that it depends on incentives and 19% think that it depends on work timings. 43% of the respondents think that satisfied employees contribute towards their organization by performing well, 26% think that they contribute by helping colleagues with their work, and 31% think that they contribute by voluntarily taking up additional responsibilities.

Table 2 Mean Value of the measurement of employee attitude towards organizational commitment

Sr. No.	Factors for measurement of employee attitude towards organizational commitment	Mean Score
1.	It is important for the employees to be satisfied for making the organization successful	4.19
2.	Satisfied employees often overlook the shortcomings such as difficult work environment	4.09
3.	Commitment is the force that drives the employees to be loyal to their organization	4.11
4.	Employees who have a high organizational commitment are difficult to find	4.05
5.	Change is something that every organization experiences regularly	4.08
6.	Salary is not the only thing on which the satisfaction of employees depends	4.15
7.	Employees need constant motivation to perform well	4.12
8.	Appreciation is one of the biggest motivational factors which impacts employee performance	4.02
9.	Organizational commitment is beneficial for the employee as well as his organization	4.13
10.	Satisfied employees are an asset to an organization	4.07

Table 2 shows the opinions of the respondents. It is observed that it is important for the employees to be satisfied for making the organization successful with the mean value of 4.19. It is followed by Salary is not the only thing on which the satisfaction of employees depends (4.15), Organizational commitment is beneficial for the employee as well as his organization (4.13), Employees need constant motivation to perform well (4.12). Further Commitment is the force that drives the employees to be loyal to their organization (4.11), Satisfied employees often overlook the shortcomings such as difficult work environment (4.09), Change is something that every organization experiences regularly (4.08), Satisfied employees are the asset for an organization (4.07) and Employees who have a high organizational commitment are difficult to find (4.05) were also considered important. Reasons like Appreciation is one of the biggest motivational factors which impacts employee performance (4.02) were also viewed as important.

Table 3

Sr. No.	Factors for measurement of employee attitude towards organizational commitment	Mean Score	t-Value	Sig
1.	It is important for the employees to be satisfied for making the organization successful	4.19	8.542	0.000
2.	Satisfied employees often overlook the shortcomings such as difficult work environment	4.09	6.869	0.000
3.	Commitment is the force that drives the employees to be loyal to their organization	4.11	6.926	0.000
4.	Employees who have a high organizational commitment are difficult to find	4.05	5.334	0.000
5.	Change is something that every organization experiences regularly	4.08	5.903	0.000
6.	Salary is not the only thing on which the satisfaction of employees depend	4.15	7.461	0.000
7.	Employees need constant motivation to perform well	4.12	7.394	0.000
8.	Appreciation is one of the biggest motivational factors which impacts employee performance	4.02	6.859	0.000
9.	Organizational commitment is beneficial for the employee as well as his organization	4.13	7.552	0.000

10.	Satisfied employees are an asset for an organization	4.07	6.877	0.000
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Table 3 shows the results of the t-test. It is found from the table that the significance value for all the statements is below 0.05, hence all the statements regarding the measurement of employee attitude towards organizational commitment are significant.

Table 4: Effect of gender on employee's satisfaction level

Gender	Satisfaction level			Total
	Low	Moderate	High	
Male	11	26	47	84
Female	39	21	16	76
Total	50	47	63	160
Value of Chi-square				31.1437
Degree of freedom				2
p value				0.00

Table 4 shows the effect of gender on employee satisfaction level in MSMES in Bombay. It is found from the table that the p-value is below 0.05 (.000) which is the significant value, hence null hypothesis was rejected and alternate hypothesis was accepted.

Data Analysis and Findings

Suggestions

The findings of the survey can assist firms determine how to address the issues their employees are experiencing. It is advised that they provide organisational support to employees during the introduction and execution of any workplace change. Maintaining employee satisfaction is essential for building an environment in which employees feel committed to the success of the organisation. The report also suggests that the corporation may raise employee morale by ensuring their positions, providing promotion possibilities, and providing a nice work environment. The aforementioned tactics, when applied, will ensure the organization's

success and promote a culture where employees feel excited about their commitment to the firm as a whole.

Conclusion

To better execute organisational changes, managers may need to adopt a range of tactics. It is possible that the weak culture or subculture of the organisation is more subtle and complex than the dominant culture. As a result of the contemporary business environment's rapid expansion, managers face the most difficulties in implementing necessary adjustments. People are a part of any change, therefore how you engage with them has a huge impact on your ability to adapt to organisational developments. Long-term employment could serve as a tremendous incentive for workers. According to research, many employees feel negatively about it. Management may attempt to instil in employees the belief that they are essential to the company's success and that their work has a positive impact on the business. Few employees are satisfied with their jobs and their employer.

Employee happiness, dedication, loyalty, organisational changes, remuneration, reward, and appreciation, as well as the employees' own opinions, were proven to have a significant impact on organisational commitment. In addition, it is revealed that in MSMEs, male and female employees' ratings of job satisfaction differ significantly.