Impact of Organizational Commitment and Performance of IT Professionals: An Empirical Study

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I. INTRODUCTION

Organisational Commitment is an important issue from both the conceptual and organisational aspect since it may be used to predict employee's absenteeism, performance, turnover, and other behaviour. There is little consensus concerning the definition of the concept or its measurement. Most researchers conceive commitment as involving some form of psychological bond between people and organisations, although there is little consensus as to a useful operational index of the concept. Allen and Meyer (1990) conceptualised a multidimensional OC measure that drew on the early works of Porter et al., (1974); Becker (1960); and Weiner and Vardi (1980). McGee and Ford (1987), and Meyer et al., (1990) offered evidence for the presence of other sub-dimensions of commitment, namely personal sacrifice and lack of alternatives. It is contended that the OC of managers and other employees is essential for the survival and effectiveness of large work organisations because the fundamental responsibility of management is to maintain the organisation in a state of health necessary to carry on its work. Effective management thus presupposes a proprietary concern, a sense of responsibility for and dedication to sustaining the well-being of the organisation. In the absence of ownership as a motive for such concern, modern organisations have of necessity turned to the deliberate creation and protection of committed elites (Selznick, 1957; Perrow, 1972).

The issue of Organisational commitment within the private sector, has, generally, received significant research focus over the past 25 years. There are two dominant conceptualisations of Organisational commitment in sociological literature. These are an employee's loyalty towards the organisation and an employee's intention to stay with the organisation. Loyalty is an affective response to, and identification with, an organisation, based on a sense of duty and responsibility.

Herscovitch and Meyer's define the degree to which an employee identifies with the goals and values of the organisation and is willing to exert effort to help it succeed. Loyalty is argued to be an important intervening variable between the structural conditions of work, and the values, and expectations, of employees and their decision to stay or leave.

Meyer and Allen (1997) use the tri-dimensional model to conceptualise Organisational commitment in three dimensions namely, Affective, Continuance and Normative commitments. These dimensions describe the different ways of Organisational commitment development and the implications for employees' behaviour.

REVIEW OF LITERATURE

Meyer and Allen (1997), Affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organisation". 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 and Wilson, 2000). Affective commitment is a work related attitude with positive feelings towards the organisation (Morrow, 1993). Sheldon (1971) also maintains that this type of attitude is "an orientation towards the organisation, which links or attaches the identity of the person to the organisation". Affective commitment is the relative strength of an individual's identification with and involvement in a particular organisation (Mowday et al., 1982). Wiener and Vardi (1980) describe normative commitment as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organisation". Organisational members are committed to an organisation based on moral reasons (Iverson and Buttigieg, 1999). The normatively committed employee considers it morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years.

METHODOLOGY

The methodology was formulated according to the objective of the study with the help of comprehensive reviews of previous studies. The secondary data of IT professionals on the various websites were collected from the offices of the IT parks and primary data were collected from the IT professionals of the IT parks. The collected data were analyzed with the help of appropriate statistical tools.
RESULT AND DISCUSSION

Multiple regression analysis between Organizational commitment factors and overall level of performance

The multiple regressions are applied to analyze the different dimensions of Organizational commitment factors as independent variables against a separate measure of Overall performance as the dependent variable.

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>5720.809</td>
<td>3</td>
<td>1906.936</td>
<td>130.518</td>
<td>0.000**</td>
</tr>
<tr>
<td>Residual</td>
<td>12126.694</td>
<td>830</td>
<td>14.610</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17847.502</td>
<td>833</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Overall performance, b. Predictors: (Constant), Normative, Continuance and Affective

**Significant at 1 per cent level

The above table shows tests related to the acceptability of model from a statistical perspective. The ANOVA table shows F-Ratio for the regression model which indicates statistical significance of the Overall regression model. The F-ratio is the result of comparing the amount of explained variance to unexplained variance. The F-value is the mean square regression divided by the Mean Square Residual, yielding F=130.518. The p-value associated with this F value is very small. The significance value of the F-Statistic is less than 0.01. In this table the significance variable is less than 0.01 so that the group of variables Organizational commitment factors can be used to reliably predict Overall performance (the dependent variable).

Summary of the regression model

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.566a</td>
<td>0.321</td>
<td>0.318</td>
<td>3.82237</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Normative, Continuance, Affective

The above table shows the reports of relationship between the dependent variable (Overall performance) and different dimensions of Organizational commitment factors as independent variables. Multiple R is the correlation coefficient (at this step) for the simple regression of Normative (X₁), Continuance (X₂), Affective (X₃), the dependent variable of overall performance (Y). R - R is the square root of R-Squared and is the correlation between the observed and predicted values of the dependent variable. The strength of correlation coefficient is 0.566. There is a strong positive strength of correlation between the observed variable X₁, X₂, X₃ and predicted values of the dependent variable (Y). The R-square shows the percentage of variation in one variable that is accounted by another variable. In this case different level of Organizational commitment factors accounts 32% on overall level of performance. R square (R²) is the correlation coefficient squared; also it is referred as the coefficient of determination. The adjusted R-square attempts to yield an honest value to estimate the R-squared for the population. The value of the adjusted R-square is 0.318.

The regression coefficient for independent variables of the IT professionals’ performance. These are the values for the regression equation for predicting dependent variable. Different levels of performance (Y) from the independent variable(s) of different levels of Organizational commitment factors. The t-test examines the question whether the regression coefficient is different from zero to be statically significant or not. In this step, five independent variables are used to calculate the regression equation for the dependent variable. The coefficient table shows result for constant component in the regression equation. The column labeled significance shows statistical significance of the regression co-efficient for independent variable as measured by t-test.

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>36.588</td>
<td>1.050</td>
<td></td>
<td>34.834</td>
</tr>
<tr>
<td>Affective</td>
<td>-0.478</td>
<td>0.047</td>
<td>-0.352</td>
<td>-10.262</td>
</tr>
<tr>
<td>Continuance</td>
<td>0.485</td>
<td>0.039</td>
<td>0.407</td>
<td>12.573</td>
</tr>
<tr>
<td>Normative</td>
<td>-0.390</td>
<td>0.034</td>
<td>-0.372</td>
<td>-11.558</td>
</tr>
</tbody>
</table>

**Significant at 1 per cent level
The coefficient table shows three predictors in the model of IT professional’s performance. The three significant coefficients are Affective, Continuance and Normative Organizational commitment factors. Affective, Continuance and Normative Organizational commitment factors has the highest standardized coefficient with the lowest significance (p=0.05) which means that “Conscientiousness and Neuroticism Organizational commitment factors” is the main predictor of different levels of performance.

CONCLUSION

Organizational performance has always been a major concern for organizational behavior researchers and human resource practitioners. The purpose of this research is to examine the impact of organizational commitment and performance of IT professionals. This research studied the 5 factor personality model in IT professionals.

The results show that IT professionals exhibit mostly agreeableness personality. Agreeable defines the features such as self-sacrifice, helpful, nurturance, gentle, and emotional (Digman, 1990). Agreeable consists of traits such as polite, flexible, naive, helpful, supportive, merciful, kind, and open-minded (Barrick & Mount, 1991) and tend to be generous, calm, trusting, truthful, and sincere (Judge & Bono 2000). Fourth, the research on organisational commitment in IT professionals exhibits Affective and Normative commitment as prime factors. When analyzed with demography, work experience and the pay slab, the results demonstrate that the higher the work experience and pay slabs, higher the normative commitment levels. Subsequent to the analysis on demography, 5 factor personality model, organisational commitment and organisation citizenship behavior in IT professionals in Chennai, further analysis were carried out to exhibit the relation between overall personality, overall commitment, overall OCB which results in overall performance.

REFERENCES