

# Employee's Commitment towards Work - A Case Study of MSN Laboratories Hyderabad

D. M. Sheaba Rani<sup>1</sup>, G. Sri Ranjitha<sup>2</sup>, K. Venkatarattaiah<sup>3</sup>

<sup>1</sup>Professor, Department of Commerce and Management Studies, Andhra University, Visakhapatnam-530003, India E-mail

<sup>2,3</sup>Full Time Research Scholars, Department of Commerce and Management Studies, Andhra University, Visakhapatnam-530003, India

**Abstract:** *The present study aims to find out the commitment of employees towards employer and work. Primary data were collected by conducting interview using questionnaire. The necessary data is collected from 380 sample respondents. The data so collected is analyzed using the simple statistical tools such as percentages and ranking method. The secondary data was collected from various books, journals, bulletins, Internet etc. For this study the samples were drawn using stratified sampling, proportionate sampling and random sampling methods. The data collected through questionnaire have been tabulated and analyzed. Result proves that the respondents have high commitment towards work.*

**Keywords:** Commitment, Employer, Employee, Work, Quit

## 1. Introduction

In today's competitive world every organization is facing new challenges regarding sustained productivity and creating committed workforce. Now a day's no organization can perform at peak levels unless each employee is committed to the organizations objectives. Hence, it is important to understand the concept of commitment and its feasible outcome. In recent years commitment has garnered a lot of attention in HR literature. Information about employee commitment is seen as an important predictor of employee loyalty and the performance of an organisation. According to the SHRM Foundation, employee commitment involves the organization energizing employees by engaging with them and ensuring that the employees believe in the organization's goals and know that they are a key part of accomplishing these goals.

Employee commitment is highly influenced by the level of motivation, which is essential in evoking a positive employee attitude towards the job. Without motivation, the workers feel short-changed; they feel as if they have nothing much to work for (Morrison & Robinson<sup>1</sup>). To define the motivation problem more specifically, Schermerhorn, Hunt, and Osborn<sup>2</sup>, among a range of issues, focus on questions concerning ethics, leadership, and the work commitment of employees in the tourism industry. They assert that part-time work is becoming more popular, despite its controversial work arrangements.

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long-term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens

the organization is an imminent danger to them as well. Such employees become creatively involved in the organisations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them<sup>3</sup>.

## 2. Review of Literature

**Meyer and Allen 1991<sup>4</sup>** observed that individuals with higher levels of organizational commitment have a sense of belonging and identification with the organization that increases their desire to pursue the organization's goals and activities, and their willingness to remain a part of the organization

**Klaus, Le Rouge & Blanton 2003<sup>5</sup>** expressed that, through better job assignment or work design, employees may display greater commitment, leading to better job performance.

**Edgar and Greare 2005<sup>6</sup>** identified that HRM practices had a significant impact on employee attitudes such as job satisfaction, organizational commitment and organizational fairness.

**Mondy and Noe 2005<sup>7</sup>** suggested that HRM is the prominent success factor of an organization. The five functional areas are associated with effective HRM: staffing, human resource development, compensation and benefits, safety and health, and employee and labor relations. Which lead to organizational commitment.

**Dessler 2007<sup>8</sup>** HRM refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, commitment and labor relations.

### 3. Objective of the Study

To enquiry about the employee's commitment towards the job.

### 4. Materials and Methods

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates the methods of research i.e the method of gathering information and the method of sampling. Primary data were collected by conducting direct structured interview using questionnaire. All the respondents were asked the same questions in the same fashion and they are informed the purpose of the study. The secondary data was collected from various published books, journals, bulletins, internet etc

### 5. Sampling Method

Sampling method means selecting the population who has been chosen for analysis. In practice, appropriate sample size depends on various factors, relating time to the subject under infestation like time aspect, the cost aspect, and the degree of accuracy desired. It is generally said that if greater degree of accuracy is decided their larger should be the sample size. In MSN Laboratories the total employees are 3281. The researcher has used the following procedure to determine the sample size. The researchers used stratified sampling, proportionate sampling and simple random techniques respectively for the study.

MSN Laboratories consists of different departments which are categorized into seven departments and the researchers visited all the seven departments and drawn sample from each department proportionate to the population, approximately 11 per cent was taken as per convenience. Further the researchers used random sampling technique to select the employees in each department. The primary data have been interpreted with the help of simple statistical tools such as simple percentages and ranking method.

### 6. Research Instruments

The questionnaires were used as the research instrument to conduct the research and interviewing method also used as part of the research study. Contract Method, Personal Contract Method was used for conducting the survey where respondents, were interacted directly in order to avoid many biased answer in collection of the data.

The questions are frame in way that could be answered on a likert rating scale, open-ended questions have also been included in order to elicit every employees opinion. The questions are prepared on the different aspects like employees feel proud of working with this employer acceptance of doing anything to the employer, quitting the job, reasons for leaving the job and level of commitment.

### 7. Analysis and Interpretation

#### Commitment

Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. Therefore it is pertinent to examine this aspect at this moment.

#### 1. Employee feel proud of working with this employer

Employees feel proud to work with this employer when there are good relations, friendly and good treatment by the employer. Work relations between employer and employees are very important for the development of the enterprise. If the relations are cordial and smooth, the worker put in their head and heart to increase productivity of the organization in which they are working.

**Table 1:** Respondents are proud of working with this employer

Opinion	Frequency	Per cent
Yes	305	80.3
No	75	19.7
Total	380	100.0

Respondents are proud of working with this employer is shown in table no.1. It is observed from the table that 80.3 per cent of the total sample respondents felt proud of working with the present employer and the balance 19.7 per cent of them are not proud of working with this employer.

The table concludes that cordial relations between employer and employee are influenced in the selected respondents. This shows that the employees are happy to work with the present employer.

#### 2. Acceptance in doing anything to the employer

**Table 2:** Respondent acceptance in doing anything to the employer

Opinion	Frequency	Per cent
Yes	277	72.9
No	103	27.1
Total	380	100.0

Cordial relations between employer and employee can also influence on the employees commitment to do anything to the employer. It is computed from the above data that 277 equalling 72.9 per cent of the respondents accepted to do anything to the employer and the balance 103 respondents equalling to 27.1 per cent do not want to do anything to their employer. (Table no.2)

The table concludes that a highest majority of 72.9 per cent of the respondents are accepting to do anything to their employer. This attitude shows their belongingness towards their employer. The employees build up some sort of love, affection and belongingness towards their employer.

### 3. Opinion on quitting the job

**Table 3:** Respondents' opinion on quitting the job

Opinion	Frequency	Per cent
Yes	73	19.2
No	307	80.8
Total	380	100.0

Respondents' perception on leaving the present job is furnished in table no.3. A vast majority of 80.8 per cent of the respondents are not willing to leave the present job. The remaining 19.2 per cent of the total sample respondents want to quit the job. On the part of the employer it is a healthy sign to retain the highest majority of the employees in the organization.

### 4. Reasons for leaving the present job

**Table 4:** Reasons for leaving this job

Reasons	1	2	3	4	5	6	Weighted Rank
Low wages	1(6)	54(270)	8(32)	1(3)	8(16)	1(1)	328(2)
Low working conditions	3(18)	6(30)	16(64)	16(48)	1(2)	31(31)	193(5)
No cordial relationship with employer	1(6)	2(10)	27(108)	7(21)	23(46)	13(13)	204(4)
No cordial relationship with employees	(0)	3(15)	5(20)	42(126)	3(6)	20(20)	187(6)
Other employment	66(396)	5(25)	1(4)	(0)	1(2)	(0)	427(1)
Any other	5(30)	3(15)	23(92)	7(21)	30(60)	5(5)	223(3)

Respondents' opinion on reasons for leaving the present job is illustrated in the table no.4. The reasons basing on 73 respondents are ranked with the help of given score. It is revealed that opportunities for other employment are the main cause to leave the present job which ranked first. Low wages is ranked second, third and fourth ranks are obtained to the causes of any other reasons and no cordial relationship with the employer. Fifth rank is given to low working conditions.

It is concluded that respondents leaving the present job is not good for the organization. They cannot succeed with the new employees and it also affects the goodwill and name of the firm. Thus, the management should identify the reasons behind it and try to rectify them. Effective working conditions, sufficient wages and cordial relations with management can stop the exit of the employees.

### 5. Level of Commitment

**Table 5:** Respondents level of commitment

Opinion	Frequency	Per cent
High	279	73.4
Average	52	13.7
Low	25	6.6
No opinion	24	6.3
Total	380	100.0

Respondents' perception on the commitment of the job is described in table no.5. The commitment level of the respondents is divided into high, average, low and no opinion. Around 73.4 per cent of the total sample respondents had high level of commitment towards the job. About 13.7 per cent of them expressed average commitment, 6.6 per cent of them told low commitment and 6.3 per cent of the respondents revealed no opinion. At the outset the table concludes that majority of the respondents have high commitment towards the job. This attitude of the employee may improve the productivity of the organization.

### References

[1] E. W. Morrison and S. L. Robinson, "When Employees Feel Betrayed: A Model of How Psychological Contract

Violation Develops," *Academy of Management Review*, Vol. 22, No. 1, 1997, pp. 226-256. doi:10.5465/AMR.1997.9707180265

[2] J. R. Schermerhorn, J. G. Hunt and R. N. Osborn, "Organizational Behavior," 8th Edition, John Wiley & Sons, Hoboken, 2003.

[3] Peace Ireferin, and Mohammed Ali Mechanic "Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri, Borno State IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Volume 19, Issue 3, Ver. I (Mar. 2014), PP 33-41 e-ISSN: 2279-0837, p-ISSN: 2279-0845. www.iosrjournals.org.

[4] Meyer JP, Allen NJ (1991). A three component conceptualization of organizational commitment. *Hum. Resour. Manage. Rev.*, 1: 61-89

[5] Klaus, T. LeRouge, C. and Blanton, J. E. (2003). An examination of the relationships between select nature of work characteristics and organizational commitment of IT professionals, Special Interest Group on Computer Personnel Research Annual Conference, Session 3.2, 147-149.

[6] Edgar, F. and Greare, A. (2005). HRM practice and employee attitudes: Different measures- different results. *Personnel Review*, Vol.34, No.5, pp. 534-549.

[7] Mondy, R. W., and Noe, R. M. (2005). *Human Resource Management*, 9th Ed, Pearson Education, Inc.

[8] Dessler, G. (2007). *Human Resource Management*, Prentice Hall of India Private Limited, New Delhi.