

ORGANIZATIONAL COMMITMENT

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ABSTRACT

The paper describes the importance of organizational commitment. The characteristics of organizational commitment and its output are mentioned. Reasons for poor organizational commitment are identified on the basis of experiences and discussion with various managers working in the field. Various broad based strategies are described out of which a strategy mix can be selected for enhancing organizational commitment in specific situation.

1. INTRODUCTION :

It is being observed and pointed out by many managers and leaders that organizational commitment of employees is declining day-by-day. Most of the managers and administrators remark as "people were committed in our time", "Employees are careless about their duties", "No body is willing to take responsibility". At the same time employees remark as "when leaders and managers are not serious about their duties why we should be", Administrators have no concern for our welfare", "Why we should have concern for our work", "I will leave the organization as soon as I get an opportunity", "I work as much as I am rewarded". Similar other remarks are made by both managers and

employees.

On analysis of the concept of organizational commitment we can see following characteristics associated with it :

- A strong desire to remain a member of a particular organization.
- A willingness to exert high level of effort on behalf of the organization.
- Devotion to work.
- Faithfulness to the organization.
- Care and concern for the organization.
- Moral responsibility to the organization.
- A defined belief in, and acceptance of the values and the goals of an organization.
- Perfect match between organiza-

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tional value system and individual value system.

2. BENEFITS OF HIGH ORGANIZATIONAL COMMITMENT :

- Less turn over rate of employees.
- Less absenteeism of employees.
- More satisfied and productive employee.
- Acceptance of challenges.
- Proactiveness to changes.
- More competitiveness among the employees.
- More personal pride.
- Conflicts for the development of the organization.
- Effective decisions.
- Less interpersonal problems.
- Enhanced clarity of objectives.
- Enhancement of team spirit etc.

3. REASONS FOR POOR COMMITMENT :

The level of commitment varies from low to high. There is nothing like no commitment or absolute commitment. The reasons for poor commitment may be :

- Low encouragement for good performance.
- Less rewards as compared to efforts
- Lack of promotional opportunities
- Low corporate value
- Large number of litigations pending
- Lack of guidance and counselling
- Lack of training
- Mismatch between individual goals and organizational goals

- Lack of challenging work
- Lack of proper utilization of power
- Biased behaviour
- Lack of social recognition
- Lack of accountability
- Poor communication
- No punishment for poor performance
- Lengthy official procedure
- Lack of supervision
- Lack of vision
- Lack of autonomy
- Poor interpersonal relations
- Corrupt behaviour of staff
- Unequal work distribution
- Inferiority complex
- Incompetent leadership
- Lack of resources
- Lack of basic facilities
- Lack of intrinsic motivation
- Lack of participation in decision making
- Frequent transfer
- Unhealthy politics.

4. STRATEGIES TO ENHANCE COMMITMENT :

To enhance the commitment level of employees there is a need to design strategy mix. The strategy design differ from organization to organization. The basis of strategy design would be the results of diagnosis of commitment level of employees and the commitment level desired in the future. Some strategies are described in following paragraphs which may be adopted to design strategy mix for enhancing commitment level. Refer figure 1.

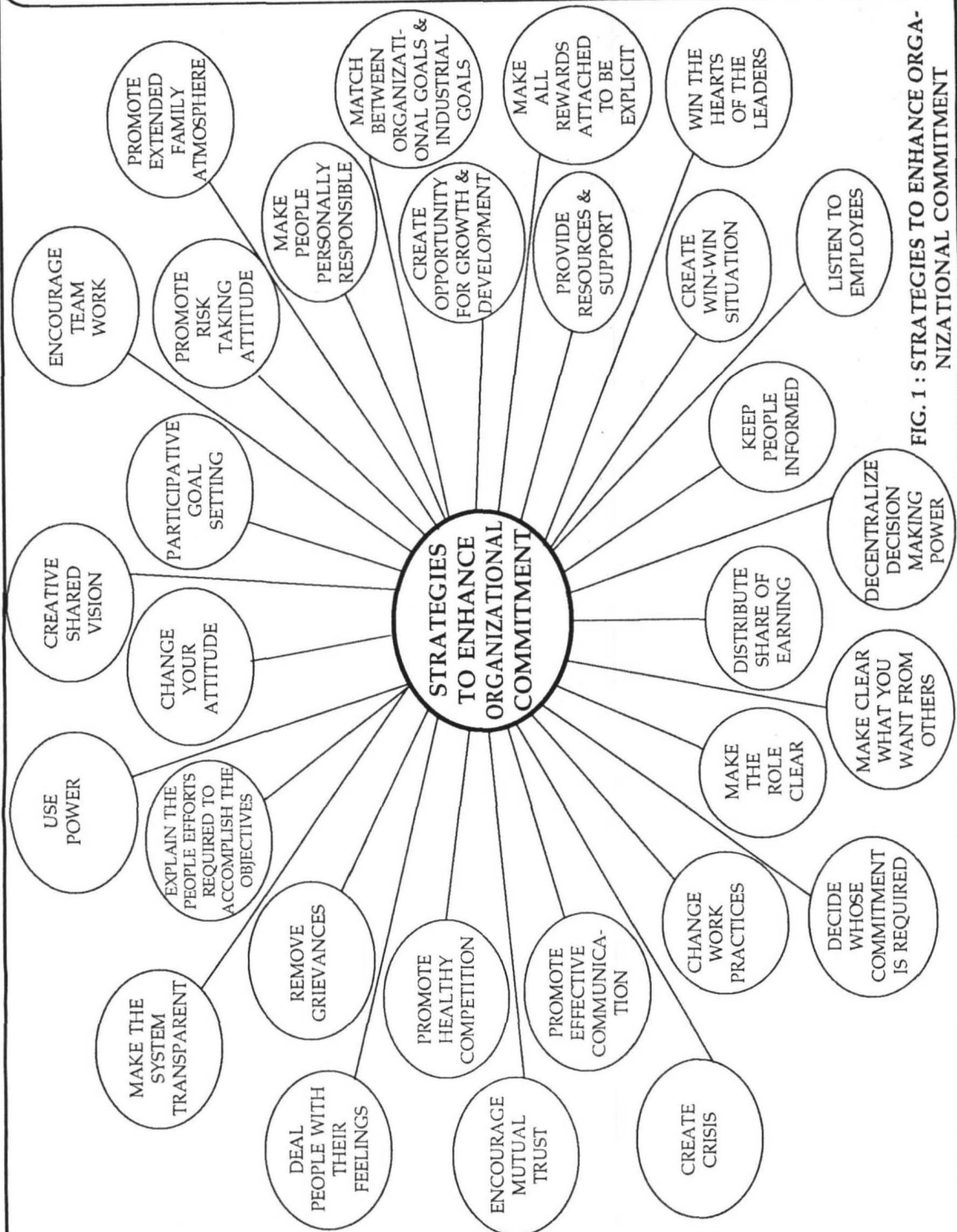


FIG. 1 : STRATEGIES TO ENHANCE ORGANIZATIONAL COMMITMENT

4.1. Create shared Vision :

Creation of positive shared vision of the organization leads to better understanding of the organization and its policy for the future. During this process, people come with their ideas and feelings. This helps the managers to understand employees attitude towards organization.

4.2. Participating Goal Setting :

Participative goal setting at all levels enhances the commitment level of employees. The goals should be challenging but attainable.

4.3. Encourage Team Work :

Team building approach contributes significantly towards enhancing commitment. Teams should be built from inter departmental members and members representing different levels in hierarchy.

4.4. Promote Risk Taking Attitude :

Risk taking attitude leads to confidence building and enhancing competency level of the employees.

4.5. Promote Extended Family Atmosphere :

Organization is like a family. It works in the same way as family. So managers can create family atmosphere in the organization.

4.6. Make People Personally Responsible :

Personal responsibility leads to completing the task timely. People can not blame others for their own responsibility.

4.7. Match Between Organizational Goals and Individual Goals :

Managers can relate the organiza-

tional goals with individual goals. To know individual goals, they must know expectation of individuals.

4.8. Create Opportunity for Growth and Development :

There should exist a clear policy for growth and development of employees. This policy must be known to them. The managers must adhere to this policy.

4.9. Make All Rewards Attached to Job Explicit :

All the positive as well as negative rewards should be attached to performance only and they should be known to every employee. Provide variety of incentives for long run commitment. One should not use punitive approaches frequently.

4.10. Provide Resources and Support :

Provide all genuine resources and support at right time.

4.11. Win the Hearts of the Leaders :

Win the hearts of leaders and key persons which will automatically assure winning the hearts of their influence.

4.12. Create Win-Win Situation :

Win-Win situation always boost the enthusiasm of the employee.

4.13. Listen Employees :

Making personally available and listening employees lead to sense of personal touch. Many conflict and wrong perceptions can be removed through face to face communication.

4.14. Keep People Informed :

Timely provide the right information to all related before they get distorted information from other sources.

4.15. Decentralize Decision Making Powers :

People want to make their own decisions. They want to enjoy powers. If it is given to them, they stick to their decisions.

4.16. Distribute Share of Earning :

Share whatever you earn through the efforts of people, whether it is knowledge, experience credit or money.

4.17. Make Clear What You Want From Others :

Make your instructions clear and complete with expected outputs.

4.18. Make the Role Clear :

Make the role of the organization and individuals clear. Always try to avoid role conflicting situations.

4.19. Decide Whose Commitment is Required :

It is necessary to decide whose commitment is required for a specific job. This decision leads to specific strategy design for obtaining commitment.

4.20. Change Work Practices :

Sometimes work practices demotivate employees. Bring suitable improvement in work practices. Latest technology and techniques may be useful in this regard.

4.21. Create Crisis :

Sometimes creating crisis is good for obtaining commitment of employees. In crisis, people work to their fullest capacity.

4.22. Promote Effective Communication:

Effective communication is that which assures you that the message has

been communicated and receiver has acted according to message. The check for effective communication is to receive feedback continuously.

4.23. Encourage Mutual Trust :

Mutual trust can be developed through promoting healthy relationship and providing more degree of autonomy.

4.24. Promote Healthy Competition :

Competition among individuals and inter group promotes commitment to high degree.

4.25. Deal People with their Feelings :

Commitment is an attitude. It falls in the affective domain. So dealing with feelings of people is a good way to obtain commitment.

4.26. Remove Grievances :

Grievances removal is necessary. It is like preparing the field for sowing.

4.27. Make the System Transparent :

Transparent system always attracts people to render services. People know that the work is for the organization and no game is being played in this.

4.28. Explain the People Efforts Required to Accomplish the Objectives :

People respond to the challenges. They like honesty and get attracted where they can show their capability and talent.

4.29. Use Power :

Power works in many situations : Use all types of powers you possess to get commitment.

4.30. Change Your Attitude :

Generally managers and leaders act as a source of inspiration and motiva-

tion. They are seen as a role model. So managers and leaders should exhibit high organizational commitment.

CONCLUSIONS :

Developing organizational commitment is like winning the heart of the people. It is like give and take. First the organization must be committed for the employees then the organization may ask for employees commitment. The organizational climate and culture play an

important role in developing the feeling of organizational commitment. The cause for low organizational commitment vary from organizations to organization, time to time, and situation to situation. Analysis of these causes provides direction for strategy design. The various strategies mentioned in this paper can be kept in mind while designing the strategy mix for obtaining organizational commitment.

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