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LEADER SUB-ORDINATE COMPARISON OF ORGANIZATIONAL COMMITMENT OF LOWER LEVEL POLICE PERSONNEL IN GUNTUR DISTRICT OF ANDHRA PRADESH

A.Lavanya

Assistant Professor, Dept. of Commerce,
Visvodaya Govt. Degree College, Venkatagiri

Prof. M. Venkateswarlu

Professor, Dept. of Commerce,
S.V. University, Tirupati

Abstract

Employees are bound to their organization due to organizational commitment. The extent of commitment is an important factor that contributes to the effectiveness of an organization. Many research studies brought out that the employees who are highly committed usually tend to work more efficiently than the less committed employees. Highly committed employees have good self-confidence, strong self-esteem. They can balance between what they want and what they are capable of. The present study aims at assessing the difference in the organizational commitment of leaders and subordinates at lower level of police personnel in Guntur district of Andhra Pradesh. The findings revealed that the leaders have more affection towards the department than the subordinates at lower level of police personnel.

Keywords: *cadre, Organisational commitment and police personnel*

Introduction

Organizational Commitment is usually measured by aspects such as employees “willingness to work hard to develop their organization, the match or correlation between the organization’s and the employee’s values, how reluctant they are to leave the organization, and their faithfulness towards their organization or how proudly people work for their

employers”. In recent days, the aspect of organizational commitment has gained considerable momentum. Much research is done to understand and analyse the extent of intensity and stability of an employee’s commitment towards the organization.

Organizational commitment is defined as the extent to which an employee relates himself or herself to a specific organization and its objectives, and desires

to maintain relation with the organization. According to the **Meyer & Allen (1997)**¹ organizational commitment “is a psychological condition by which the employee relationship is characterized with the organization and has considerable extent of influence for the choice to prolong organizational membership.” From the above definition it can be understood that commitment is completely different from motivation or general attitude. Commitment can drive employees to behave in a specific way. From the point of view of neutral observer it may appear distinctly to their own self-interest. The researchers have the opinion the definition given by Allen and Meyer for the study Employee commitment is important because high levels of determination lead to several favourable organizational results. It clearly indicates to what level the employees identify with the organization and how committed are they to organizational goals.

In the area of organizational behaviour, studies of relationship with the organization, particularly those of Organizational Commitment, are given special emphasis due to their role in enabling a wider knowledge of the relationships established between employees and their organizations. From these organizational factors' points of view, commitment is anticipated due to its influence on required variables, such as performance and organizational citizenship behaviour, among others. Ranging from this premise, several studies have been conducted in recent times so as to ascertain the variables that contribute to the development of this relationship or association, and also the consequences anticipated with its establishment.

Review of literature on job commitment

The thought of organizational commitment has gained much attention in the literature on industrial and organizational psychology. Earlier research on organizational commitment considered the ideas as one aspect,

based on attitude point of view, bringing out identification, loyalty and involvement. As far as **Porter et al (1974)**² is concerned the attitudinal aspect relates to the psychological attachment or affective commitment formed by an employee is in relation to identification and involvement with the respective organization. He further explains that organizational commitment is “how employees relate themselves to the organization, how they characterise intentionally to be attached to it; how they identify with the values and goals of the organization; and how willing are they to put in extra efforts on its behalf”. Employees usually consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment, therefore it is considered to be the main link between an individual employee and the organization.

Yet another aspect on organizational commitment is the “exchanged-based definition” or “side-bet” theory by **Alluto, Hrebimak & Alonso, (1973)**³. This theory holds that people get committed to the organization as long as the individuals hold their portfolios, no matter how stressful situations they undergo. In spite of these things, if they get alternative advantages, they will voluntarily resign and leave the organization.

Mowday, Porter and Steers (1979)⁴ added to the the “side-bet” theory by explaining organizational commitment as organizational behaviour “relating to the method how individuals become attached within a specific organization and the way how they tackle with this issue”. This behavioural point of view related to organizational commitment is better through calculative and normative commitments.

Wiener and Vardi (1980)⁵ explained organizational commitment as “someone’s intention of behaviour or how an employee reacts to influenced as per

the person's perception of the normative pressure”.

Meyer and Allen (1984)⁶ at first viewed commitment towards organization as two-dimensional specifically, affectionate and continuance. They outlined the first aspect, namely affectionate commitment as “positive feeling of identification and how one gets attached to. and also self involvement in the work”. The second aspect, specifically continuance commitment as “to what level employees feel committed by virtue of the costs that they feel are associated with leaving the organization”. After further research, they also included a third aspect, normative commitment and mentioned it as “the employee’s feeling of obligation to be with the organization”. As a result, the aspect of organizational commitment is described as a tri-dimensional one.

Hashim (2010)⁷ focussed on Human resource management practices on organizational commitment mentioned that employee’s level of commitment is impacted by many factors together with the styles of management inside an organization. He observed the management of human resources from the Islamic view point and its impact on organizational commitment among the chosen staff in Islam organizations in the country of Malaysia. The final outcomes show that this method in HRM was extremely and considerably correlated to organizational commitment.

Objective of the Study

The main objective of the present study is to assess the Commitment of the leaders and their subordinates towards Organization at lower level of police hierarchy.

Hypothesis Formulated

The following hypothesis has been formulated and tested:

There is no significant difference between the Cadres in Organizational Commitment of police personnel.

Methodology

The study was conducted in Guntur district. In the present research study about 12 per cent of the population has been randomly taken as sample for the study. Here the researcher adopted simple random sampling without replacing, by drawing a random sample of 360 respondents. The table.1 shows the details of respondents participated in the study as per their designation irrespective of their place of work and gender. The respondents for the study constitute CI, SI, ASI, Head Constable and Constable Positions. Further, the respondents have been classified into two categories such as Leaders and Subordinates. Leaders constitute CI and SI while others positions are categorized as subordinates. The classification is done by using the nature of their job. Officers i.e., CI and SI are empowered to make a decision at their jurisdiction, while non officers or subordinates are not empowered to make a decision regarding their operations.

Table. 1
Sample frame for the study

CADRE	POPULATION	SAMPLE	CLASSIFICATION	
Inspector(CI)	65	6	Leaders	18
Sub-Inspector(SI)	189	12		
Asst. Sub-Inspector(ASI)	224	16	Subordinates	342
Head Constable(HC)	503	65		
Police Constable(PC)	2023	261		
Total	3004	360		360

Source: Field data

Data collection Measures for organizational commitment:

A Likert type five-point scale which was developed by Hyde and Roy (2006) has been used to assess the commitment of police personnel in the present study. The questionnaire contains 30 questions which have been framed in both the languages (English and Telugu). The following 8 factors of organizational commitment have been studied.

Factors

1. Empowerment
2. Career Goal
3. Empathy
4. Positive thinking
5. Work Environment
6. Affection towards organization
7. Contentment and
8. Goal fulfilment

Table. 2
Results of One-way ANOVA for cadre and commitment

Factors of organizational commitment		Df	Mean Square	F-value	p-value
Empowerment	Between Groups	1	3.032	4.455	0.035*
	Within Groups	358	0.68		
	Total	359			
Career Goal	Between Groups	1	0.599	0.507	0.477 NS
	Within Groups	358	1.181		
	Total	359			
Empathy	Between Groups	1	0.599	0.921	0.338 NS
	Within Groups	358	0.65		
	Total	359			
Positive Thinking	Between Groups	1	0.458	1	0.318 NS
	Within Groups	358	0.459		
	Total	359			

Work Environment	Between Groups	1	0.347	1.376	0.242 NS
	Within Groups	358	0.252		
	Total	359			
Affection towards Organization	Between Groups	1	1.543	4.93	0.027*
	Within Groups	358	0.313		
	Total	359			
Contentment	Between Groups	1	2.744	8.091	0.005*
	Within Groups	358	0.339		
	Total	359			
Goal fulfilment	Between Groups	1	0.099	0.619	0.432 NS
	Within Groups	358	0.16		
	Total	359			

Source: Primary Data

Note: * Significant at 0.05 level, NS: Not Significant at 0.05 level

Results and Discussion

Table. 2 represents the results of one-way ANOVA for job commitment and cadre in police department. The results show that some of the dimensions of commitment are significantly related with cadre such as empowerment (F=4.455, p=0.035 which is less than 0.05). It is obvious that officers feel better empowered than the lower level police staff in the department. Affection towards the department (F=4.930, p=0.027 which is less than 0.05) is also significant with cadre. It is observed that Leaders are more affectionate towards the department than the lower level police staff. Finally, contentment (F=8.091, p=0.005, which is less than 0.05) is also found to be very significant with the cadre. This is also obvious that leaders are more content with their job than subordinates in the police organization. Other dimensions of commitment such as career goal, empathy, positive thinking, work environment and

goal fulfilment are found to be insignificant with the cadre.

Conclusion

Leaders showed higher level of commitment than subordinates in general. However, the difference is not very significant. Since the commitment has been measured with several dimensions, dimension wise analysis gives better understanding of the commitment between leaders and subordinates. One-way ANOVA reveals that Leaders are more affectionate towards the department than the lower level police staff. Finally, contentment is also found to be very significant with the cadre. This is also obvious that leaders are more content with their job than subordinates in the police organization. Other dimensions of commitment such as career goal, empathy, positive thinking, work environment and goal fulfilment are found to be insignificant with the cadre.

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