

How to increase Organizational Commitment through Employees Participation

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Abstract: “Unless commitment is made, there are only promises and hopes--- but no plans”- Peter Drucker. Employees are very important person in all the Organizations. Employees with higher commitment are more constructive and proactive with their work. A highly committed employee only gives maximum production. In order to increase the organizations productivity and benefits, the other effect is organizational commitment. This research will focus on the question; How to improve Organizational Commitment? In our country many types of practices are available to increase the Organizational Commitment. 1. Participatory decision making 2. Training and Development 3. Job Security 4. Teamwork 5.Reward 6. Communication 7. Information Sharing. In this study we examined how to increase Organizational commitment through various research studies

Keywords: Participative Decision making, Organizational Commitment, Productivity, Motivation.

INTRODUCTION

Highly committed employees will tend to work efficiently with more job satisfaction than less committed employees. Commitment of employees is a better indicator of effectiveness of an Organisation. Managers and Consultants across the globe believe that a company achieve its aims and objectives without enduring commitment from all staff of the Organization. Organisation has to improve commitment level of all the employees. Employees participation is essential one to improve organisational commitment. It will increase Organizations commitment level in high manner.

DEFINITION AND TYPES OF ORGANIZATIONAL COMMITMENT

Organizational commitment is the employees’ state of being committed to assist in the achievement of the organization’s goals and involves the employees’ levels of identification, involvement, and loyalty (Caught & Shadur 2000). It is an emotional response that can be measured through people’s behaviours, beliefs, and attitudes and can range anywhere from very low to very high. John Meyer and Nancy Allen (1997) have identified three types of organizational commitment: Affective, Continuance, and Normative.

AFFECTIVE OR MORAL COMMITMENT

It occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization’s level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.

CONTINUANCE OR CALCULATIVE COMMITMENT

It occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., Pay, Benefits, Associations). These individuals put forth their best effort only when the rewards match their expectations.

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NORMATIVE COMMITMENT

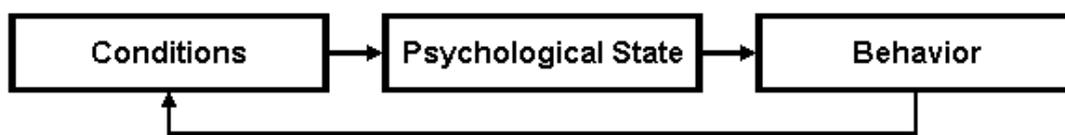
It occurs when individuals remain with an organization based on expected standards of behaviour or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviours as those who have affective commitment.

ALIENATIVE COMMITMENT

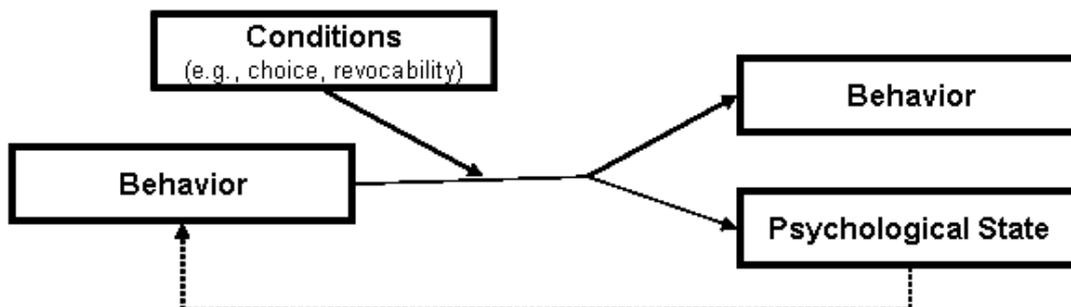
Zangaro (2001) suggests that an additional type, alienative commitment, may also exist. He writes that this occurs when individuals feel they have little or no control or impact, and would like to leave their jobs. These employees usually demonstrate low levels of performance.

In 1991, Meyer and Allen recommended that employee commitment be studied from both the attitudinal and behavioural perspectives. The attitudinal perspective focuses on identifying the events that contribute to the development of commitment. The behavioural perspective focuses on identifying the conditions where behaviour, once exhibited, tends to be repeated, along with its effects on changes in attitudes. Figure 1 highlights the differences between these two perspectives.

Attitudinal Perspective



Behavioral Perspective



————> Causal relationships

- - - - -> Secondary relationships (complementary processes)

Source: Meyer & Allen (1991, p. 82)

Figure 1

EMPLOYEE INVOLVEMENT AND PARTICIPATION

Employee involvement and workers participation can be considered two sides of a coin and have been used by different authors interchangeably. Both are complementary to each other and existence of one depends on the other. There is not much difference between the two terms. The meaning of involvement is the day-to-day activity of the organization and participation is an act of sharing information and decision making. Many writers have advocated for the development of this thought of employee involvement or participation. Delaney (1996) did make use of the term participation as a mouth piece of the workers in the decision making practice and to portray different types of participation of workers in the organization's matter. But only limited authors worked to find the variation between the two thoughts.

DEFINITION OF EMPLOYEES PARTICIPATION

As per De Bellecombe, L. G. (1978) in International Institute of Labour Studies, Employee Participation in Management (EPM) is the participation resulting from the practices which increase the scope for

employees' share of influence in decision making at different tiers of organizational hierarchy with the concomitant assumption of responsibility.

EMPLOYEES PARTICIPATION INCREASES ORGANIZATIONAL COMMITMENT

Komalkhalid Bhatti (2013) explores the impact of direct participation on Organizational commitment in banking sector of USA (Developed) and Pakistan (Developing). The study found that the employees participation increased the level of Organizational commitment. Simon Wainaina kamau (2016) investigate employees participation in decision making influences Organizational commitment of Savannah Cement Limited. The Study population consisted of 302 employees. This Study concludes that Consultative management, Group discussions, Suggestive Programs and Briefing groups have a positive effect on Organizational Commitment. Peter Butali (2016) find out the impact of employee participation on Organizational performance and Organizational Commitment. The Study found that employees participation had a significant effect on Organizational performance. The Study further showed that affective commitment, Continuance commitment and Normative commitment moderated the relationship between employees participation and Organizational Performance. Ayman Adham (2011) explores the impact of different types of employee involvement on Job Satisfaction and Organizational Commitment. These study datas were taken from 21,981 employees in 2680 work places. The findings of the study show a strong correlation between both kinds of direct employee involvement (EI-autonomy and EI-decision) with Job satisfaction and Organizational commitment. Achyut Gyuwali (2011) investigated with the fundamental issues associated with the impact of employee participation on Job satisfaction, Employee fairness perception and Organizational commitment of Commercial banks of Nepal. The study found that the employees participation increased the Organization's Job satisfaction, Organizational commitment. Steven H.Appelbaum (2013) investigates the relations between employee trust in management in a Quebec manufacturing company and their job satisfaction, intention to quit, level of employee participation in decision making and their commitment. The study found that employee trust in management is an important determinant of their willingness to participate in decision making. Insufficient employee participation in decision making in turn leads to low level of employees Job Satisfaction and Employee Commitment. Lack of employee commitment and engagement affects the employees intention to quit. Linnlien lomo (2011) investigate the effect of organizational commitment and employee participation on employee's perception of knowledge sharing and cooperation among Work groups and Departments within health care Organizations in Norway. The results indicate that Organizational Commitment positively predicts sharing and cooperation both among Work groups (internal) and Departments (external). Employee participation has in turn a strong positive directive effect on Organizational commitment and by extension an indirect effect on both internal & external sharing and cooperation.

Dharmasri Wickramasinghe (2012) examines the relationship between participative decision making, Perceived Organizational Support and Organizational Commitment in Lean Production in Srilanka. The Study found that Perceived Organizational Support moderates the relationship between PDM and affective commitment. Thanawut Limpanitgul (2017) examines the relationship between Empowerment and the three dimensions of Organizational Commitment among flight attendants working in a collective Organization and an individualistic Organization. The Study found that empowerment is positively related with Organizational Commitment. Tzu-Shian Han (2010) investigates the effect of employees participation in decision making and Organizational Commitment. This Study found that Participation in decision making is positively related with Organizational Commitment.

EMPLOYEES PARTICIPATION INCREASES TRUST AND LOYALTY

Soonheekim (2011) analyzes the impact of the E-Participation process on E-Participants trust in government. The 2009 E-Participation Survey data in Seoul Metropolitan government are used in the study. The study found that there is a positive association between E-Participants assessment of government transparency and their trust in the local government that provides the e- participation program. Wing Keung Jason lau(2010) investigates the relationship between the levels of empowerment & perceived Organizational Support for innovations and Organizational trust among non academic professional employees within a public comprehensive university in a Midwestern State . The Study found that empowerment is positively associated with Organizational Trust. Sarra Berraies (2014) examine the effect of employee empowerment on both innovation, Organizational Performance and Trust The Study was conducted with a sample of 248 firms. The Study found that employee empowerment has a positive effect on Trust, Innovation and Organizational Performance.

EMPLOYEES PARTICIPATION INCREASES MOTIVATION

Anwar (2010) conducted to assess the present situation, nature and types of workers participation and motivation system in readymade garments (RMG) sector of Bangladesh. The study found that there is significant positive correlation between decision making, motivation and performance. Ovidiu (2013) aims to analyze the drivers of employee motivation to high levels of Organizational performance. The study found that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees are increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Katarzyna (2013) examines the range of distribution of direct employee participation, its subject, scope and its effects in polish enterprises. The study found that the main motives for introducing forms of this participation in enterprises were economic reasons (productivity) and primary benefit of its use was the improvement in quality of products and services. And employees participation improves Motivation and Job satisfaction, Improves skills, Qualifications and Atmosphere in the company.

CONCLUSION

“How do leaders serve their People? They may pay good wages and treat employees with respect.” – John Maxwell. Employees are the life blood of every business. Every Successful Organization has highly committed and Loyalty employees. Without committed employees no organization will get esteemed success. In this study proved employees participation increases Organizational Commitment in high manner. So we request our Indian govt to make Ordinance to implement employees participation in every firm in genuine manner. This process will increase the highly committed employees in all the Organization. If all the Organizations Commitment is increased, this will develop our Society. It will create Transparency, Trust, and Justice in every Organization which automatically develop our Society.

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