

ORGANISATIONAL COMMITMENT OF EMPLOYEES OF CERAMIC INDUSTRIES IN RELATION TO OCCUPATIONAL STATUS AND EXPERIENCE

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1. Introduction

Ceramics also known as fire clay is an inorganic, non-metallic solid article, which is produced by the art or technique of heat and subsequent cooling¹. Ceramics is a diverse industry and contains several categories of products, including sanitary ware, refractories², cement, advanced ceramics and ceramic tiles³. Ceramic products like crockery, sanitary ware, tiles etc play a very important role in our daily life. This is because, apart from their decorative look, ceramic products are primarily hygiene products. This is also one of the chief reasons for their wide usage in bathrooms and kitchens in modern households to medical centres, laboratories, milk booths, schools, public conveniences etc. The ceramic industry has a long history, with the first instance of functional pottery vessels being used for storing water and food, being thought to be around since 9,000 or 10,000 BC. Clay bricks were also made around the same time. The ceramic industry has been modernising continuously, by newer innovations in product design, quality etc.

Organizational commitment takes an important role in retention and staff turnover in the organizations. Such factors as work engagement, psychological capital and subjective hope are not described fully in previous researches and we hope that this investigation can shed light on relationships between them. The understanding of it and connections between organizational commitment and factors which influence it can help us to make organizations stable and decrease staff turnover.

Organizational commitment is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization's goal.

If an organizational commitment is determined it helps predict employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes. An employee's level of commitment towards his/her work is important to know from a management's point of view to be able to know their dedication to the tasks assigned to them on a daily basis.

Singh & Pandey (2004) are convinced that organizational commitment is determined by a number of individual and organizational variables. These include: age of the individual, his tenure in the organization, his nature of job, organizational values and the leadership style of the individual's supervisor

Loui (1995) conducted a study on 109 workers, in which he explored how organizational commitment was associated with factors like supervisory trust, job involvement, and job satisfaction. The author was able to establish a positive relationship of these three parameters with organizational commitment. The author came to the definite conclusion that perceived trust in the supervisor, an ability to be involved with the job, and feelings of job satisfaction were very powerful drivers of organizational commitment.

Samad (2011) examined the relationships between organizational commitment and job performance. A questionnaire was administered to senior and middle management staff of some electrical and electronic companies in Malaysia. In this case too, the researcher obtained affirmative results.

Christian Vandenberghe et al. (2015) their study represents that normative commitment escorts to lesser wellbeing and abridged performance of employees. Employees' loyalty is the sense of commitment to the organization. The implication for the study was employees' normative commitment functioning are highlighted in the organization.

Abdurrahim Emhan et al. (2014) have studied the effect of learning capacity arising out of turnover intention and organizational commitment in Turkey. There is a significant relationship among turnover intention, organization commitment and learning capacity. Learning capacity is a mediating effect in the turnover intention and organizational commitment.

Anis, et al. (2011) Many factors influence employees to change their jobs and there is a need to understand what factors are that motivate the retention of the skilled workers. Previous researches indicated that employees' intention quit was associated with lack of commitment.

2. Statement of Problem:

In present research researcher has studied the “organizational commitment of employees of ceramic industries in relation to occupational status and experience.”

3. Objectives:

1. To study the organizational commitment among executives, supervisor and Clerks working in ceramic industries.
2. To study the organizational commitment between the employees having up to 5 years work experience and 10 to 15 years working experience of ceramic industries.
3. To study the interaction effect between occupational status and experience of employees who are working in ceramic industries in relation to organizational commitment.

4. Hypothesis:

1. There is no significant difference among executives, supervisor and Clerks who are working in ceramic industries in relation to organizational commitment.
2. There is no significant difference between employees having up to 5 years work experience and 10 to 15 years working experience of ceramic industries in relation to organizational commitment.
3. There is no significant interaction effect between occupational status and experience of employees who are working in ceramic industries in relation to organizational commitment.

5. Sample:

In present research total 180 employees were randomly selected from different ceramic industries of Himmatnagar in relation to their occupational status and experience. Total sample was categorized as under

Experience	Occupational status			Total
	Executives	Supervisor	Clerks	
Up to 5 years	30	30	30	90
10 to 15 years	30	30	30	90
Total	60	60	60	180

6. Variables:

In present research Occupational status like Executives, supervisor and Clerks working in ceramic industries and up to 5 years of experience and 10 to 15 years experience of employees of ceramic industries were taken as independent variables. Scores of organizational commitment of employees of ceramic industries was taken as dependent variable.

7. Research design:

In present research independent variable such as Occupational status has three level and two level of experience of employees of ceramic industries. So in this research 3x2 factorial research design was used.

8. Tool:

In present research organizational commitment scale by Upinder Dhar, Prashant Mishra and D. K. Srivastava was used for data collection.

Reliability :

The reliability of the scale was determined by split-half reliability co-efficient, corrected for full length, on a sample of 500 subjects (22-55 years). The scale was first divided into two equivalent halves on the basis of odd and even items and simple correlation was calculated. From the reliability of the half test, the reliability of the whole test was then estimated by Spearman Brown Prophecy formula. The reliability co-efficient of the while scale was found to be 0.6078.

Validity :

Checking the validity of an attitude scale is often very difficult largely due to the lack of a proper criterion whose relation with the attitude in question is fully known in all aspects. This is why Vermon (1952) asserted that one may claim that when reasonable precautions are taken in constructing the test and in obtaining co-operation from the testees, the validity should be good. And there is a large measure of scattered evidence supporting this conclusion. The two important factors that affect validity of a test are : (i) the internal consistency of the test and (ii) the scoring of responses and the certainty that a given response represents either favourable of unfavourable attitude towards the issue involved (Murphy et al, 1937).

There are two factors in this scale. These are (1) Concern for the Organisation and (2) Identification with the

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Organisation. Factor 1 is measured by items 1,2,3,5 and 7, whereas factor 2 is measured by items 4,6 and 8.

Scoring

Each item or statement should be awarded as 5, 4, 3, 2, 1 for positive items. In the case of items 6 and 8 the rated scores should be reversed i.e. 1, 2, 3, 4 and 5 as they are negative items respectively. The sum of scores of all the items is the O.C. Score.

9. Procedure:

After getting the permission from the authorities of selected ceramic industries organizational commitment scale was administered in small manageable group of employees of ceramic industries in relation to occupational status and their experience. After establishing the rapport instruction regarding scale and responses were given to them. After completion of the work of data collection the responses on organizational commitment scale was scored as per the manual of the organizational commitment scale and data was arranged in appropriate form for statistical analysis.

10. Statistical analysis:

To know the main and interaction effect of independent variables on dependent variables two way analysis of variance was used.

11. Results and Discussion:

Table :1 Showing results of analysis of variance of organizational commitment of various groups of employees of ceramic industries

Source of Variation	Sum of Square	df	Mean sum of Square	F	Level of Significant
A _{SS}	2551.81	2	1275.91	144.14	0.01
B _{SS}	736.09	1	736.09	83.15	0.01
A x B _{SS}	3.81	2	1.91	0.22	NS
Error	1540.27	174	8.85		
T _{SS}	4831.98	179			

Table : 2 Showing means scores of organizational commitment of variable A (occupational status)

	A ₁	A ₂	A ₃
Mean	27.08	20.78	18.10
N	60	60	60

The results of analysis of variance of organizational commitment in table no.1 it is found that F ratio of variable A (occupational status) is 144.14 which is significant at 0.01 level. It means executives significantly differ on organizational commitment as compared to supervisors and Clerks. Table no.2 shows the means score of executives on organizational commitment is 27.08, means score of supervisors on organizational commitment is 20.78 and means score of Clerks on organizational commitment is 18.10 it indicates that significant difference exists among executives supervisors and Clerks on organizational commitment. Here executives have more organizational commitment than supervisors and Clerks of ceramic industries.

Table :.3 Showing means scores of organizational commitment of variable B (Experience)

	B ₁	B ₂
Mean	24.01	19.97
N	90	90

F ratio of variable B (experience) of employees of ceramic industries is 83.15 which is significant at 0.01 level. It means employees having up to 5 years of experience of ceramic industries significantly differ on organizational commitment as compared to employees having 10 to 15 years experience of ceramic industries. Table no.3 shows the means score of employees having up to 5 years of experience on organizational commitment is 24.01 and means score of employees having 10 to 15 years experience on organizational commitment is 19.97. It indicates that significant difference exists between employees having up to 5 years of experience and employees having 10 to 15 years experience on organizational commitment. Here employees having up to 5 years experience have more organizational commitment than employees having 10 to 15 years of experience of ceramic industries.

Table : 4 Showing means scores of organizational commitment of variable AxB (occupational status and Experience)

	A ₁		A ₂		A ₃	
	B ₁	B ₂	B ₁	B ₂	B ₁	B ₂
Mean	29.30	24.87	22.77	18.80	19.97	16.23
N	30	30	30	30	30	30

F ratio of variable AxB (occupational status x experience) of employees of ceramic industries on organizational commitment is 0.22 which is not significant it means occupational status and experience of ceramic industries do not significantly interact on organizational commitment. table no 4 shows the mean score of executives having up to 5 years experience on organizational commitment is 29.30 and executives having 10 to 15 years experience on organizational commitment is 24.87, the mean score of supervisor having up to 5 years experience on organizational commitment is 22.77 and supervisor having 10 to 15 years experience on organizational commitment is 18.80 the mean score of Clerks having up to 5 years experience on organizational commitment is 19.97 and Clerks having 10 to 15 years experience on organizational commitment is 16.23. It indicates that significant interaction effect does not exists between occupational status and experience of employees of ceramic industries on organizational commitment.

Conclusion:

1. Significant difference exists among executives, supervisors and Clerks of ceramic industries on organizational commitment. Executives have more organizational commitment than supervisors and Clerks of ceramic industries.
2. Significant difference exists between employees having up to 5 years of experience and employees having 10 to 15 years experience of ceramic industries on organizational commitment. Employees having up to 5 years experience have more organizational commitment than employees having 10 to 15 years of experience of ceramic industries.
3. Significant interaction effect does not exists between occupational status and experience of employees of ceramic industries on organizational commitment.

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