

ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON THE TURN OVER INTENTIONS AMONG EMPLOYEES

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ABSTRACT

OBJECTIVE

To find out Employee's organizational commitment and its impact on the turn over intentions among employees of the organization.

STUDY DESIGN

Exploratory

PLACE AND DURATION OF THE STUDY

Data collected from March 2019 to May 2019 from doctors and university Teachers of Peshawar.

SUBJECTS AND METHODS

Sample consists of 104 substance users, recruited through purposive sampling technique. Three scales were administered. Drug addiction scale was used to assess addiction and intensity of the drugs, Buss-perry aggression questionnaire to assess aggression level and difficulties in emotion regulation scale to assess emotional dysregulation of the participants. Data was entered and analyzed by SPSS 23.

RESULTS

This study found that commitment had effect ($R=0.624$) on turnover. Results showed that all types of commitment including Affective commitment, Continuous Commitment and Normative commitment had effect on the turnover of doctors and University teachers. Affective Commitment however was found to be a stronger predictor of turnover among selected hospitals and university employees.

CONCLUSION

To increase the level of commitment among employees, organization should take serious steps to motivate employees by giving them incentives, as well as provide clear job plan, conducive work culture, organizational support, better work environment and supportive supervision.

KEY WORDS

Affective Commitment, Continuance Commitment, Normative Commitment.

INTRODUCTION

In today's world of high competition, organizations try to survive and sustain its position in the market. No organization can reach to the higher level unless its employees are committed to the organization objectives.^{1,2} Employees are the real assets of the organization and in order to prove their worth in the organization, they need to be committed to their work as well as to think like an entrepreneur.³ Employee's commitment is one of the most important factors related to their organization performance and retention in job.³⁻⁵

Commitment refers to psychological state that links an individual to the organization² whereas turnover intention means intention of an employee to quit the organization. All organizations should attend to employee turnover intention⁶ due to its importance and potential to create problems for most of the organisations.⁷

The concept of organization commitment is traced by Howard Becker in his theory called side-bet theory.^{8,9} He stated that commitment to organization occurs through placing side bets. Side bets are all the benefits which an employee gets or at least expects to be given to him like pension, funds, seniority pay which is contingent to the length of service. However, side bets are originally not related to employee's current activity or nature of job.⁹ Since individual links number of costs with quitting an entity, therefore greater side bets would result in greater commitment of the individual to the organization.⁹

Later on, Allen & Meyer gave the name to this concept as continuous commitment. According to their empirical study, organizational commitment showed a psychological attachment of an employee to the organization.² Allen & Meyer identified and differentiated three components of organizational commitment that includes Affective, Continuous and Normative commitment. Affective commitment refers to employee feelings towards organization, continuous commitment means perceived cost link with quitting organization and normative commitment refers to an obligation to remain in the organization. They also proposed these three approaches as components rather than types, because they are independent and it can be possible that employee at the same time experience these situations at different levels. For example, in order to remain in the organization, one employee might feel strong desire, need and obligation to remain in the organization while the other might feel a strong desire, moderate need and weak or no obligation to stay with the organization. The integration of three components represents relationship of employee with the organization and ultimately can affect the behavior of the employees.^{2,3}

Organizational commitment is a mental state that serves employee relationship with the organization hence relationship is strongly based on

individual's both internal and external factors. According to Angle and Perry, organization commitment has importance in studying organization behavior to find out the relationship between Organization Commitment and work place attitudes and behavior.^{4,9}

It is suggested that the turnover makes cost related to recruitment and work troubles and it leads to organic talent loss and ends in more training cost.^{10,11} While act of leaving as an action, which is not separate event but a multi set process⁹ and it starts when employee's perceived expectations are not met. Employees having strong commitment are less likely to leave the organization and those have a high level of commitment perform well, satisfied by their job, put their energy, perform well for the advantage of organization.^{10,11}

All organizations should attend employees needs and concerns because leaving an organization by an employee is a serious matter, for human resource in particular¹² because attracting and hold on to talented staff is one of the major investments for organization.¹³

It is mentioned in number of researches that least consideration to employee's turnover results in high rate of turnover by putting an organization in an enfeebled state.¹⁴⁻¹⁷ Therefore, it is crucial to decrease the rate of turnover intention especially of experienced employees^{18,19}, since their quitting can greatly affect the overall performance of an organization.¹⁹⁻²²

Most of the research on job commitment and employee's turnover is conducted in the west and to our knowledge, no research on employees commitment has been conducted in Khyber pakhtunkhwa. Our research would therefore add to current knowledge and understanding of job commitment and employee's turn over in the local population. Objectives of this study were to know; the relationship between employee's commitment and turnover intention, association of Affective, Normative and Continuous Commitment with turnover intention and individual differences on the basis of occupation on commitment with turnover intention. Hypotheses of the study were as follows:

- H₁: Overall Commitment and its components will be negatively associated with Turnover Intention among Doctors and university teachers of Peshawar.
- H₂: There will be a difference between Doctors and university teachers on scores on commitment.
- H₃: Employee's Commitment will have great impact on turn over intention.

SUBJECTS AND METHODS

Participants

A sample of 300 participants including 150 Doctors and 150 University teachers of Peshawar (N=300) were recruited through Convenient sampling. Data of doctors was collected from two public and two private sector hospitals. Similarly, two government and private universities were approached for data collection from teachers. Total of 380 self-reporting questionnaires were distributed among these hospitals and universities out of which only 300 were found to be completely filled and found appropriate for desired statistical analysis. Data of demographic variables were recorded separately on demographics sheet

Instruments

Allen & Meyer questionnaire for organizational commitment was administered on subjects in order to assess their commitment to their current organization. This scale consists of total 18 items. Responses were measured on a Likert scale of 7 points ranging from strongly disagree to strongly agree. Item 1 to 8 of the scale measures the affective commitment of an employee, item 9 to 14 measures the normative commitment and item 15 to 18 measures the continuous commitment. This scale measured the overall degree to which employees are committed to their organization.

The three-item turnover intention measure was taken from the Michigan Organizational Assessment Questionnaire. Responses were measured on a Likert scale of 7 points ranging from strongly disagree to strongly agree.

Procedure

Participants (N=300) from different hospitals and Universities of Peshawar were approached and informed consent was obtained. Allen and Meyer Commitment scale along with Michigan Organizational Assessment Questionnaire for assessing turn over intention were administered on each subject.

Prior to administration of questionnaires, instructions mentioned on scales were also explained verbally. Subjects were told that they can ask any question in case of confusion or uncertainty. They were asked to answer each and every question and their confidentiality was ensured. Data collected was analyzed statistically by SPSS version 21.

RESULTS

Results showed that more than 75 % sample was male while females represented only one fourth of the sample (table1). Table 2 indicates alpha reliability coefficient of Commitment Scale. The value turned out to be highly satisfactory indicating the tool to be both internally consistent and reliable for the current study. Alpha coefficient of turn over scale showed that tool to be both internally consistent and reliable for the current study.

Table 1
Descriptive Statistics of genders in the sample

Gender	N	Percentage
Male	226	75.3
Female	74	24.7

Table 2
Alpha coefficient reliability of Allen & Myer Commitment scale & Michigan Organization Assessment Questionnaire Turn Over scale (N=300)

Scale	No. of Items	Alpha coefficients
Commitment Scale	18	0.789*
Turn over Scale	3	0.604*

Table 3
Correlation between Commitment and its types with turnover intention among doctors and universities teachers (N=300)

Commitment	Turnover Intention
Total commitment	-.62
Affective	-.56
Normative	-.55
Continuous	-.24

** $p < 0.01$, * $p < 0.1$

Table 3 showed the magnitude, direction and association of Commitment with Turnover Intentions (TOI). There is significant correlation between all variables. Over all commitment as well as all the types of commitment separately are negatively correlated with turnover intention which suggests that increase in Commitment will decrease the occurrence of turnover Intention.

Table 4 indicated mean, standard deviation and t value of doctors and teachers on commitment scale. Result showed that mean differences among doctors and teachers on commitment scale is statistically non significant. ($t = 1.06$, $p < 0.289$).

Table 5 indicated that commitment has significant effect ($R = 0.624$) on turnover intention among employees of both education and health sector of Peshawar and results are statistically significant.

Table 4
Mean, Standard deviation and t value of doctors and teachers on Allen and Meyer commitment scale (N=300).

Scale	Doctors		Teachers			
	M	SD	M	SD	t	p
Commitment scale	84.90	13.34	86.60	14.24	1.06	0.289

$df = 298$, $p > 0.05$

Table 5
Effect of Overall Commitment and Turnover Intention of doctors and universities teachers (N=300)

Variable	B	SE	t	R	p
Commitment	27.38	3.46	21.73	0.624	0.00***

*** $p < 0.000$, ** $p < 0.001$, * $p < 0.01$

DISCUSSION

Study was aimed to find out association of overall commitments and its three types (affective, Normative, Continuous) with turnover intention. Moreover, based on correlation of such variables, the impact of commitment on turn over intention was also measured among doctors and university teachers of Peshawar.

Alpha coefficient reliability of commitment scale was 0.789 and of turn over scale was 0.604 which indicated that both the scales were internally consistent and reliable for the study. Study sample comprised more of male participants than females representing heterogeneity. However, equal portion of doctors and teachers was selected.

A statistically significant correlation was found between

commitment and turnover intention ($r = -.62$). Overall commitment as well as all its components showed negative relationship with turnover which suggests increase in commitment will decrease employee's turnover intention.

Previous literature proposed that organization commitment has importance in studying organization behavior to find out the relationship between Organization Commitment and work place attitudes and behavior.^{4,9} Employees having strong commitment are less likely to leave the organization and those have a high level of commitment perform well, satisfied by their job, put their energy, perform well for the advantage of organization.^{10,11}

Although mean value of teachers indicated greater commitment than doctors, mean difference ($t = 1.06$, $p < 0.28$) among them were statistically non-significant. Hence, one of our hypotheses which stated difference between doctors and teachers on commitment scales is not supported. Finally, study also indicated that commitment had statistically significant effect ($R = 0.624$, $p < 0.001$) on turnover intention among employees of education and health sector of Peshawar. Three types of Commitment had strong effect on turn over intention; however Affective Commitment seems to be the stronger predictor of turn over intention among doctors and universities teachers. Previous research has suggested that the turnover makes cost related to recruitment and work troubles and it leads to organic talent loss and ends in more training cost.^{10,11} Hence in order to increase the level of commitment among employees, organization should take serious steps to motivate employees by giving them incentives, as well as provide clear job plan, conducive work culture, organizational support, better work environment and supportive supervision so that turn over intentions may be controlled to save organizational resources.

CONCLUSION

All of the three types of Commitments were found strong predictors of turn over intentions however Affective Commitment had a stronger effect amongst all on the turn over intentions. This means greater the Affective Commitment, lesser will be turn over intentions. It has been found that overall commitment is significantly and negatively associated with turnover intentions. Our results about doctors and university teachers' overall commitment also showed negative association with turnover intentions. As all types of commitments including Affective, Normative and Continuous commitment are negatively correlated with turnover intentions, current research seems consistent to number of previously conducted studies on various population.

LIMITATIONS

Since there was response bias, low sample size and few educational and health sectors been targeted, therefore results of current study couldn't be generalized across organizations.

RECOMMENDATIONS

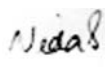
Minimizing response bias increasing sample and incorporating other organizations along with educational and health organization can provide more generalizable results

Moreover, to increase the level of commitment among employees, organization should take serious steps to motivate employees by giving them incentives, as well as provide clear job plan, conducive work culture, organizational support, better work environment and supportive supervision. When the employees' expectations and needs are adequately met, it will increase their level of job satisfaction and their commitment to the organization resulting in better productivity.

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