

## Impact Of Employee Development And Quality Of Work Life On Organisational Commitment

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### Abstract

Human resource is the most important asset of any organisation and to retain them by providing better development opportunities is a tough task today. It is critical to boost up the morale and foster motivation that helps in creation of quality work-life and enhance satisfaction which ultimately result in increased commitment and productivity. better development opportunities inbuilt a feeling of a trustworthy relationship between the employer and the employee to overcome the operational hurdles and reduce work pressure and stress. The needs and expectations of the employees should be fulfilled to obtain a minimum level of expected commitment. The development should be action oriented and it ensures inclusion of various programs for overall enhancement of employee quality of work life. The research is conducted to study the impact of development and quality of work life on organisational commitment of male and female employees in manufacturing sector.

**Keywords:-** Organisational Commitment, Development, Job Satisfaction, Quality of Work-life.

### Introduction

Quality of work life is a very important concept that focuses on employees as people, as humans not as machines for just the work they do. QWL has recently become a universal term referring to methods that organizations can use to ensure the overall well-being of their employees, rather than focusing solely on work-related aspects. Competition in the business world compels companies to attract and retain qualified personnel in order to stay ahead of the competition and gain an advantage in the market. At this point, quality of work life (QWL) has emerged as one of the most important aspects of the workplace to ensure long-term loyalty of employees to the organization and the most valid reason to enhance commitment level of individuals towards their workplace. Quality of work life refers to the overall relationship between employees and their working environment. Components of work life quality include working conditions, relationships with supervisors and colleagues, salary and benefits, benefits and benefits, flexitime options and work-life balance. A quality of work life approach considers people as the most important "asset" to an organization, not as a "liability". It is believed that people perform better when they are allowed to participate in the management of their work and make decisions. Employee development and proper initiative to balance work life is a positive approach that motivates people not only by meeting their economic needs, but also by meeting their social and psychological needs. To meet the needs of a new generation of workers, companies must focus on redesigning workplaces and organizing work. Today's workers recognize the importance of relationships and seek to balance their work and personal lives. The quality of work and organizational commitment are closely associated and organizations need to provide some facilities to maintain and retain their employees, resulting in high organizational productivity. Therefore, management needs to look at the facilities that are not available and the frustration that employees are having due to the lack of access to facilities.

The American Society of Training and Development defines the concept as “Quality of work life is a procedure of work organizations which allow its people at all levels to passionately participate in framing the organization’s environment, techniques and end results. This value based process is aimed towards meeting the twin goals of improved effectiveness of organizations and enhanced quality of life at work for employees.”

Richard E. Walton explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life (QWL). He proposed the criteria for measuring QWL as criteria including:

1. Adequate and fair compensation
2. Safe and healthy working condition
3. Opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work force
6. Constitutionalism in the work organization
7. Work and total life space 8. Social relevance of work life

Organizational commitment is a person's psychological attachment to the organization to which they belong. It is the strength of an individual's identity within an organization and the most important factor in the employee-employer relationship.

The main reason for studying organizational commitment is to find ways to improve workers' attitudes towards work, making them more involved and motivated towards their organization.

OC is measured by degree to which an employee is ready to Adopt organizational goals and values and integrating individual goals with them to fulfil his job responsibilities. Their behaviour at the work place and development opportunities improves worker’s feelings about their jobs so that they feel elated to perform and this can be achieved through proper development practices. This has to be imbibed in the employee’s behaviour so that they become more committed towards their organizations.

Organizational commitment has also been shown to focus on various work-related variables such as workforce turnover, job performance, stress management, employee empowerment, employment Insecurity, the ability to recruit and allocate leadership enhances employee engagement and a sense of commitment to the organization. It took business leaders some time to understand the psychology of employees, their feelings, expectations, desires to create a win-win situation for the organization and the employees. The win-win situation ensures employee engagement and also helps the organization achieve its goals.

Many researchers and HR professionals have offered different definitions of organizational commitment:

Armstrong M. (1977) defines organizational commitment as A strong desire to remain a member of a particular organization and willingness to give their best for the good of the organization with a firm belief in and acceptance of the organization's values and goals. Meyer, Allen and Gellantly (1990) define

organizational commitment as an attitude "characterized by positive cognitive and affective components beneficial to the organization".

### Model of Organizational Commitment

In 1984, the famous researchers Allen and Meyer presented two dimensional model of organizational commitment named as Affective Commitment and Continuance Commitment. They refined the model and in 1990 added the third dimension Normative Commitment to enrich the concept of organizational commitment which is now known as tri-dimensional concept which is well defined and explained on the dimensions of affective, continuance and normative dimension as explained below in the diagram

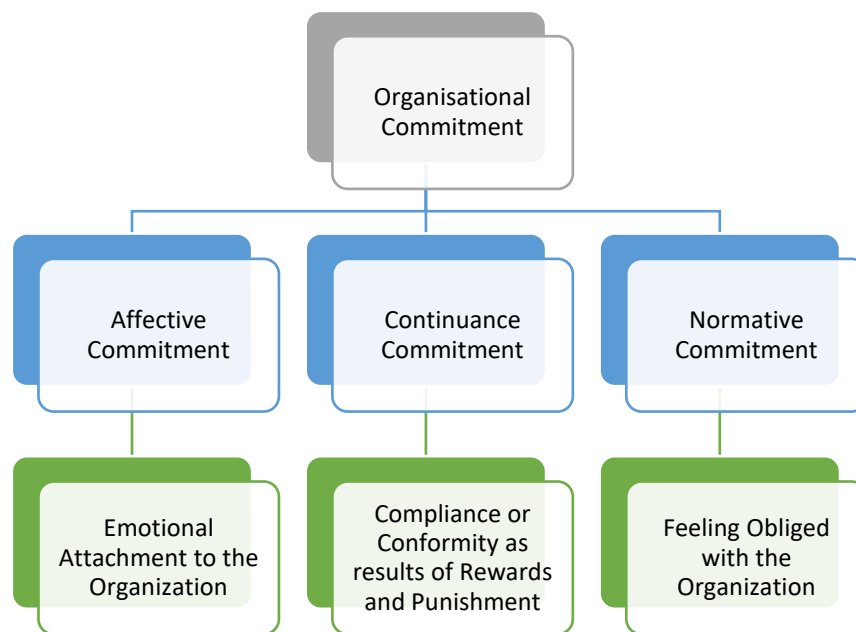


Fig.1: OC Model (Source: Adopted by Allen and Meyer {1991})

### Review of literature

Kim (2022) analyzes the impact of each of the three dimensions of job quality on organizational commitment and job satisfaction. The interaction between job quality and socioeconomic status was also examined to understand the relationship between job quality and organizational commitment and job satisfaction. This study shows that all three dimensions of job quality—income quality, job security, and work environment—have a linear impact on organizational commitment and job satisfaction. Furthermore, the relationship between overall job quality, organizational commitment and job satisfaction varies with socioeconomic status. It reveals a dual role of socioeconomic status in which the relationship between employee development and organizational commitment is evidently promoted more rapidly for workers with high socioeconomic status. Kodikal, Rahman (2016) works on improving the quality of employees' work and retaining them in the organization which is always a difficult task for managers. QWL and organizational commitment are two issues that behavioural scientists take seriously. A sample of 115 employees was used for the survey and data collection is done through questionnaires distributed among employees in different manufacturing sectors. The results obtained through Mann whitney test, correlation and linear regression show that there is a weak relationship between quality of life at work and commitment to the organization. This study contributes to the

existing literature and recommends human resource development strategies to improve the quality of workplace life, so that employee engagement can be improved.

Zeifiti et. al(2017) conducted their study in an Omani government organization to determine the impact of job performance on organizational commitment based on commitment emotional attachment, norms and continuity of employees. A quantitative study was conducted on a sample size of 335 employees, working in the middle level of hierarchy. It was found that all three types of organizational commitment had a marked impact on task performance. They also concluded that employees can only be motivated if they strongly believe in the goals and values of the organization and have a strong desire to continue being a member of the organization. It was also a matter of concern how to develop the employees and gain best results for the organisational benefits. It was proved that if employees are properly aligned they are highly engaged, psychologically satisfied and attached to the organization.

Farid et. al. (2015) revealed that there is a significant relationship between quality of work life and organizational commitment among academics. It supported the previous research and highly recommended to develop and engage employees in all sectors so that focus is mainly on human resource development strategies and how to induce the idea of wellbeing by well-connected employee knit.

Chinomona et. al. (2015) was a study which focused on employees of lower level in the hierarchy. The study insisted on satisfaction of employees because it is the way to probe them towards productive organizational activities. They tried to statistically prove that committed employees facilitate the provision of best service quality. The researcher also examined the influence of workplace conditions and employee satisfaction on employee commitment. It was found that strong employer –employee relationship can be developed to ensure a trust worthy affiliation to get loyal employees who stay for long and help in gaining competitive advantage

Aranganathan and Sivaretinamohan (2012) concluded that it is must to improve the quality of workplace life to ensure high commitment and management must motivate their employees through recognition, appreciation and reward. An appropriate development and training program should be designed so that the organization can provide a clear picture of the policies, procedures, culture and performance standards expected by employees. It will definitely assist the employees to understand the insight of the organization

### **Research Methodology**

The descriptive research is conducted on the employees working in the manufacturing sector and 200 employees working in different departments were selected to study the impact of employee development initiatives on overall quality of work life and commitment of the employees towards organisation. The main objective is to study the relationship between the variables under study i. quality of work life as independent variable and organisational commitment as dependent variable and how it is significantly differing with the gender of employees because quality of work life is parameter which is definitely has an impact of gender and male and female employees may differ in their commitment towards the organisation

### **Demographic Profile of Respondents**

**Table 1:** Respondents profile

Gender	Nos.	%age
Male	100	50
Female	100	50
Total	200	100%

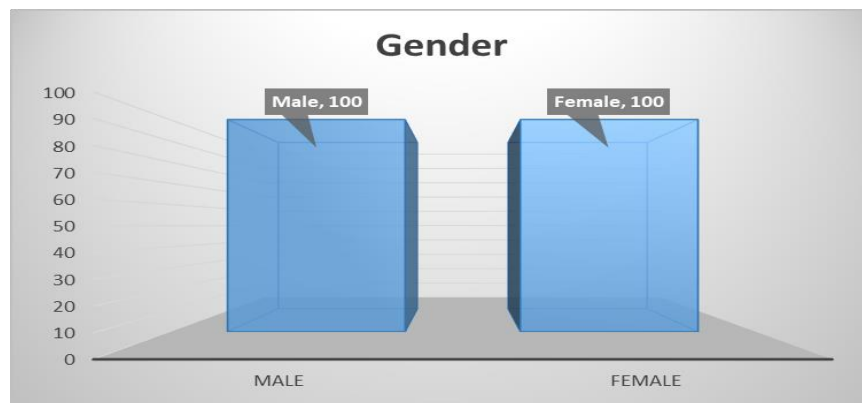


Fig.2: Gender of Respondents

Age Group	Nos	%age
Below 25	34	17%
25-35	89	45%
35-45	65	33%
Above 45	12	6%
Total	200	100%

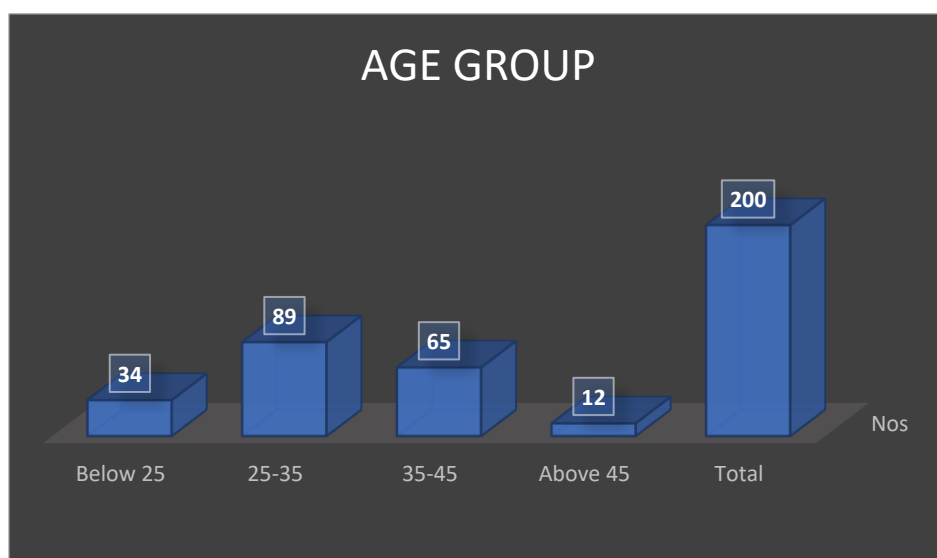


Fig.3: Age of Respondents

The above table and graphs shows distribution of respondents according to age, gender and level of hierarchy. Maximum respondents in both the gender are youngsters. 44.50% in the age group 25-35 and only 6 % above 45 years. The male and female were equal in number and maximum were working in the organisational middle managerial level respectively.

### Organisational Commitment

This variable is calculated by three sections with the help of statements showing affective, continuance and normative assessment. The data below reveals the gender wise overall commitment on a scale of 5, namely very low, low, moderate, high and very high.

### Affective Commitment Scale

Affective commitment is the willingness of an employee or the extent to which one wants to stay in the organization. The higher the affective commitment, the longer is the employee wants to stay in the organization, which means he is satisfied with the various aspects of job and feels that it is meant for him. The employee feels honoured to be the part of the organisation and is satisfied with the mind-set to continue in the job. Employees feel valued and are always ready to act as representative of the organization.

**Table 2:** Overall Affective Commitment

Affective Commitment	Male Employees		Female Employees	
	N	%	N	%
Very Low	2	2%	13	13%
Low	08	8%	24	24%
Moderate	13	13%	6	6%
High	68	68%	45	45%
Very High	09	9%	12	12%
Total	100	100%	100	100%



Fig.4: Overall Affective Commitment

The above table shows that out of 100 males 09 have very high score and only 02 have very low score. The maximum respondents 68 in male category fall in high score. In case of female respondents out of 100 12 have very high score and 13 have very low score. The maximum respondents 45 in female category fall in high score

### Continuance Commitment Scale-

This type of commitment is due to the need of employee and so the stay is assured in the organisation. If the employee is continually committed it reflects that all the aspirations of the employee is fulfilled by the job and till the needs are met, he won't search any alternative to change the job or in other words respondent willingly stay in the organization as the level of need is satisfied. The need may be different for different employee it may be the need of remuneration or job role or time and location and it is felt that these needs will not be completed if job is changed. This commitment says that though employee may be dissatisfied, but due to other reasons or need accomplishment the choice is made to be with the organization.

Table 3: Overall Continuance Commitment

Continuance Commitment	Male Employees		Female Employees	
	N	%	N	%
Very Low	05	5%	06	6%
Low	46	46%	12	12%
Moderate	13	13%	6	6%
High	34	34%	14	14%
Very High	02	2%	62	62%
Total	100	100%	100	100%

The above table shows that out of 100 males 02 have very high score and only 05 have very low score. The maximum respondents 46 in male category fall in low score. In case of female respondents out of 100, maximum 62 have very high score and 06 have very low score.



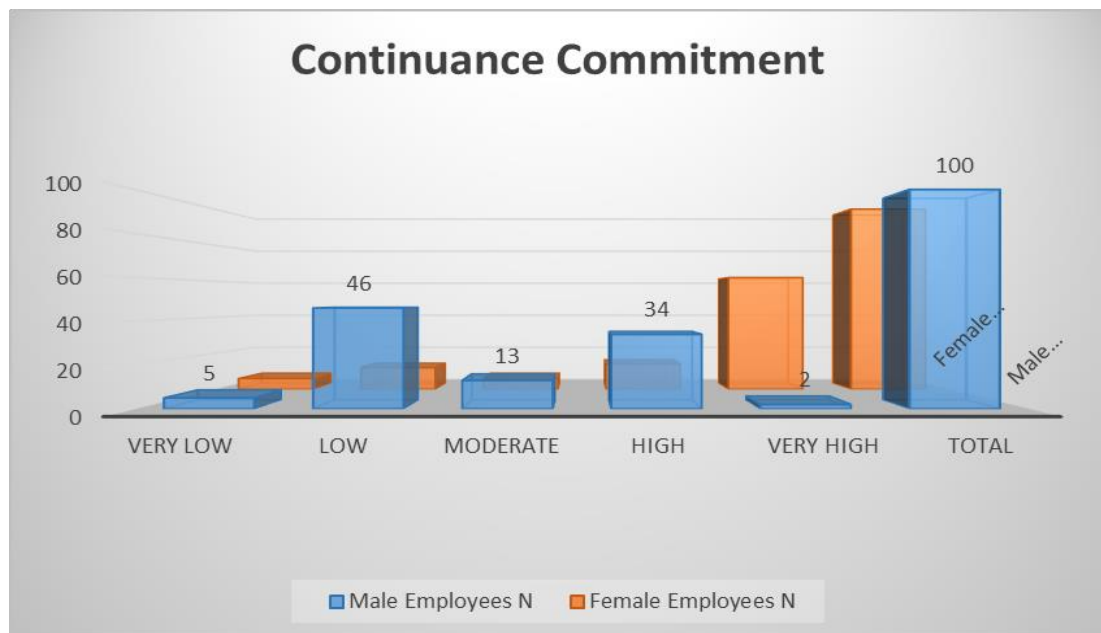


Fig.5: Overall Continuance Commitment

### Normative Commitment

Employees those who are normatively committed feels that should stay in the organization otherwise some disastrous could happen if they leave the organization. These types of committed employees feel guilty about leaving the organization

**Table 4:** Overall Normative Commitment

Affective Commitment	Male Employees		Female Employees	
	N	%	N	%
Very Low	15	15%	21	21%
Low	12	12%	19	19%
Moderate	8	8%	10	10%
High	47	47%	32	32%
Very High	18	18%	18	18%
Total	100	100%	100	100%

The above table shows that out of 100 males 18 have very high score and only 15 have very low score. The maximum respondents 47 in male category fall in high score. In case of female respondents out of



100, 18 have very high score and 21 have very low score. The maximum respondents 32 in female category fall in high score



Fig 6: Overall Normative Commitment

### Hypothesis Testing: -

Employee development H<sub>0</sub>: There is no significant difference in the satisfaction level of male and female employees regarding employee development.

Employees	N	Mean	SD	T	Df	Result
Male	100	3.45	0.64	4.34	198	***
Female	100	3.67	0.69			

To test the difference in the satisfaction level of male and female employees regarding employee development, test for difference on means was applied. Test results given in the table above shows highly significant difference ( $t = 4.34, p < 0.05$ ) in the satisfaction level of male and female employees with regard to various aspects of employee development. Thus, null hypothesis is rejected

Quality of Work Life H<sub>0</sub>: There is no significant difference in the quality of work life of male and female employees.

Employees	N	Mean	SD	T	Df	Result
Male	100	4.06	0.56	7.67	198	***
Female	100	4.13	0.43			

To test the difference in the quality of work life of male and female employees, test for difference on means was applied. Test results given in the table above shows that there is highly significant difference ( $t = 7.67$ ,  $p < 0.05$ ) in the quality of work life of male and female employees with regard to various aspects of work life issues. Thus, null hypothesis is rejected and it can be statistically stated that there is a significant difference in the quality of work life of male and female employees.

Organisational commitment H0: There is no significant difference in the organisational commitment of male and female employees

Employees	N	Mean	SD	T	Df	Result
Male	100	3.45	0.49	5.687	198	***
Female	100	4.56	0.40			

To test the difference in the organisational commitment of male and female employees, test for difference on means was applied. Test results given in the table above shows that there is highly significant difference ( $t = 5.687$ ,  $p < 0.05$ ) in the organisational commitment of male and female employees with regard to various aspects of work life issues. Thus, null hypothesis is rejected and it can be statistically stated that there is a significant difference in the organisational commitment of male and female employees.

## Conclusion

In the ancient era, the employees were treated as commodities and no one was concerned with the quality of work or welfare and development of employees. With the emergence of humanitarian and behavioural aspects of job in this era concepts like quality of work life got popularity. It is an invincible fact that employees are not machines and they have their own needs, aspirations and ability to work. So first things come their proper training and development so that the different aspects of organisational commitment can be imbibed in them. It was known that, job or work is one of the basic needs of human being and it will satisfy all the other needs of employees. If the organisation help in uplifting the workman's quality of life, they will be satisfied with their jobs and ultimately will have more commitment such as continuance because they won't feel like changing the job. The data shows that statistically we can conclude that gender has a significant role in quality of work life and it can be deduced from this study that gender significantly has an impact on organisational commitment and work satisfaction.

At the same time, continuance commitment has more influence in comparison to other two variants viz. Affective and Normative commitment. The researcher can conclude that if employees work in an organisation to accomplish the needs and it is only the personal drive that makes them continue working in the organization.

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