

# Study on Affective Commitment Average Affective Commitment in an Organization

Sagar Sirole<sup>1</sup> Dr. N. P. Sharma<sup>2</sup>

<sup>1</sup>Research Scholar, CMJ University, Shillong, Meghalaya

<sup>2</sup>Director, NIMBUS academy of Management, Headwali, Dehradun

**Abstract – Each of these three components of employee commitment has been measured with the help of 2-4 statements and the response to each statement has been measured on a five point scale with strongly disagree on one end and strongly agree on the other. The score ranged from 1 to 5 with 3 as the median. The score of the employee's responses to each of the statements added and then divided by the number of statements to get the average dimensional score. The sum of all these dimensional score provided the aggregate score, which divided by three gave us the aggregate average score for a particular organization. If this aggregate average was more than three, the employees of the organization have a commitment that ranged towards 'high level of commitment' while if it was less than 3 then it tended towards the 'low level' of the continuum. Thus, the continuum ranged from 'high' on one end with a score of five and 'low' on the other end with a score of one. The aggregate average score of different organizations determined their position on this continuum. The various dimensions of employee commitment, the pattern formed in relation to each other are studied next. High score on any dimension denote a positive aspect of that dimension, while low scores denote a negative aspect.**

**Key Words; Commitment, Dimensional Score, Continuum**

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## INTRODUCTION

This chapter examines the high level of commitment and low level of commitment and also examines the variations in the perception of level of employee commitment across the employee strata in the sixteen organizations. Employee commitment is the dependent variable of the present study. The term "employee" includes all the organizational members belonging to the workers, supervisors and managers strata. Employee commitment refers to the degree to which employees identified themselves with their organization and want to continue actively participating in it.

## REVIEW OF LITERATURE

Organisational theorists and corporate leaders have produced voluminous materials on Organisational culture and its offspring – symbol, language, ideology, belief, ritual, and myth (Pettigrew, 1978). As Smircich (1983) observes, the concept of culture has been liberally borrowed from anthropology, where there is no consensus on its meaning and the concept is fuzzy, if not enigmatic and elusive. Therefore, it calls for in depth study of culture

concept. Culture has become a *sine qua non* of modern thought, notwithstanding its ambiguities. In the English language, the term 'Culture' is derived from the original Latin word 'cultura'- the 'cultivation of soil'. As human beings, we are continually activating the process of culturing, that is, producing and reproducing social realities in the ways that are liberating, inhibiting, puzzling, boring or exciting (Smircich, 1983). Kroeber and Kluckhohn (1963) identified 164 different meanings of the term 'culture' that have been used in anthropology, and sociology.

## MATERIAL AND METHOD

Table 1 shows the average score on the dimension of Affective Commitment. The PTL has the highest and the IOB has the lowest score on this dimension. The SB, IDBI, ICICI, NIA, ING, MAX, HMT, JSL, Dollars, PWM have the lower average score on this dimension than the total average score on employee commitment.

Table 2 shows the average score on Affective Commitment of category-wise. Amongst the managers, the NIA has the highest and the KTM has the lowest

scores. Amongst the supervisors the Dollars managers has the highest and PWM has the lowest score and amongst the workers the BTM has the highest and the IOB has the lowest scores.

Table 3 shows that all the three categories have good score i.e. more than median (3) and tended towards the high level of employee commitment.

**Table.1. Average Score on Affective Commitment**

Sr. No.	Organizations	Average Score on AC	Average Score on Commitment
1.	Indian Overseas Bank	3.22	3.20
2.	Syndicate Bank	3.54	3.62
3.	IDBI Bank	3.40	3.70
4.	ICICI Bank	3.39	3.86
5.	Oriental Insurance Ltd.	3.48	3.45
6.	New India Ass. Ltd.	3.44	3.48
7.	ING Life Insurance	3.42	3.43
8.	Max New York	3.24	3.50
9.	Hindustan Machine Tools	3.63	3.65
10.	Punjab Tractors Ltd.	3.71	3.67
11.	Jindal Strips Ltd.	3.47	4.97
12.	Dollar Polypipe Pvt. Ltd.	3.53	3.90
13.	Kharar Textile Mills	3.48	3.40
14.	Panipat Woolen Mills	3.27	3.37
15.	Bhiwani Textile Mills	3.65	3.64
16.	Chinar Syntax Ltd.	3.59	3.50

**Table 2. Average Affective Commitment  
(Category-wise for each Organization)**

Sr. No.	Organizations	Managers	Supervisors	Workers
1.	Indian Overseas Bank	3.78	3.16	3.15
2.	Syndicate Bank	3.77	3.60	3.61
3.	IDBI Bank	3.80	3.66	3.82
4.	ICICI Bank	3.83	3.73	3.72
5.	Oriental Insurance Ltd.	3.91	3.58	3.33
6.	New India Ass. Ltd.	4.86	3.04	3.55
7.	ING Life Insurance	3.45	3.22	3.56
8.	Max New York	3.92	3.29	3.65
9.	Hindustan Machine Tools	3.50	3.65	3.63
10.	Punjab Tractors Ltd.	3.85	3.64	3.74
11.	Jindal Strips Ltd.	3.22	3.68	3.46
12.	Dollar Polypipe Pvt. Ltd.	3.60	3.98	3.49
13.	Kharar Textile Mills	3.20	3.59	3.43
14.	Panipat Woolen Mills	3.50	2.88	3.33
15.	Bhiwani Textile Mills	3.56	3.76	4.37
16.	Chinar Syntax Ltd.	3.64	3.52	3.35

**Table 3. Aggregate Average Affective**

**Commitment Category-wise**

Sr. No.	Category	Numbers	Average of Affective Commitment
1.	Total Managers	72	3.61
2.	Total Supervisors	145	3.66
3.	Total Workers	208	3.57

## CONCLUSION

It shows that all the sixteen organizations have lower average score than the total average score on employee commitment. The ICICI has the highest and the MAX NY has the lowest average score. All three categories shows the total average score category-wise. Amongst the managers, the PTL has the highest and ING has the lowest score, and amongst the supervisors the Dollars and HMT has the lowest score, amongst the supervisors the Dollars and HMT has the highest and NIA has the lowest. Whereas amongst the workers the PTL has the highest and the ICICI has the lowest average score on Continuance Commitment have good score more than median

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