



A Study On Enhancing Organizational Commitment And Workforce Involvement

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ABSTRACT

Organizational commitment is vital in determining the long-term stability and success of any company. This study aims to evaluate the level of commitment and workforce involvement in a private finance company. The results reveal significant relationships between motivation and employee performance, with specific areas identified for improvement. Various factors such as motivation, job satisfaction, leadership, and performance were studied using both primary and secondary data. Statistical tools like Chi-Square Test, Mann-Whitney U, Kruskal-Wallis H Test, Spearman Correlation were used for analysis. The findings show that performance and motivation are strongly correlated, as well as areas that need work.

Keywords: Motivation, Job Satisfaction, Employee Performance, Workforce involvement

1. INTRODUCTION

The psychological bond that employees have with their company is reflected in company commitment. High levels of commitment lead to improved employee retention, better performance, and a healthy work environment. Workforce involvement and motivation are key contributors to building this commitment. By strengthening commitment and engagement, organizations can create a resilient workforce capable of adapting to change and driving sustained growth.

2. OBJECTIVES OF THE STUDY

To evaluate the role of motivation in employee behavior.

To analyze the factors influencing work satisfaction.

To investigate the importance of organizational commitment at work.

To assess the impact that employee performance has on the company's success.

3. SCOPE OF THE STUDY

The purpose of this study is to investigate how employee engagement strengthens the bond between workers and the company, which in turn improves output and job happiness. It focuses on comprehending the present degree of employee involvement, particularly in teamwork and decision-making, and how these factors affect their commitment and sense of belonging.

4. REVIEW OF LITERATURE

Kumar and Sharma (2023) Workforce Involvement and Its Impact on Organizational Commitment in Indian Manufacturing Firms examined the influence of workforce involvement on organizational commitment within Indian manufacturing firms. Their findings indicated that when employees are actively involved in decision-making and operational processes, their sense of belonging and loyalty to the organization increases. The study highlighted that inclusive practices lead to stronger emotional and normative commitment, ultimately contributing to better retention and performance outcomes.

Mehta and Rao (2022) Strategies to Enhance Organizational Commitment through Employee Participation focused on strategies that enhance organizational commitment through employee participation. They found that initiatives such as open communication, regular feedback, and involvement in goal-setting significantly improved employees' attachment to their organizations. The authors emphasized that fostering a participative work environment encourages trust and mutual respect, which are essential for sustaining long-term commitment.

5. RESEARCH METHODOLOGY

The study used a convenience sampling technique to choose a sample of 205 respondents as part of its descriptive research design. Data were collected through a structured questionnaire incorporating a Likert scale to capture participants' responses effectively.

Tools Used

Chi-Square Test

Mann-Whitney U Test

Kruskal-Wallis H Test

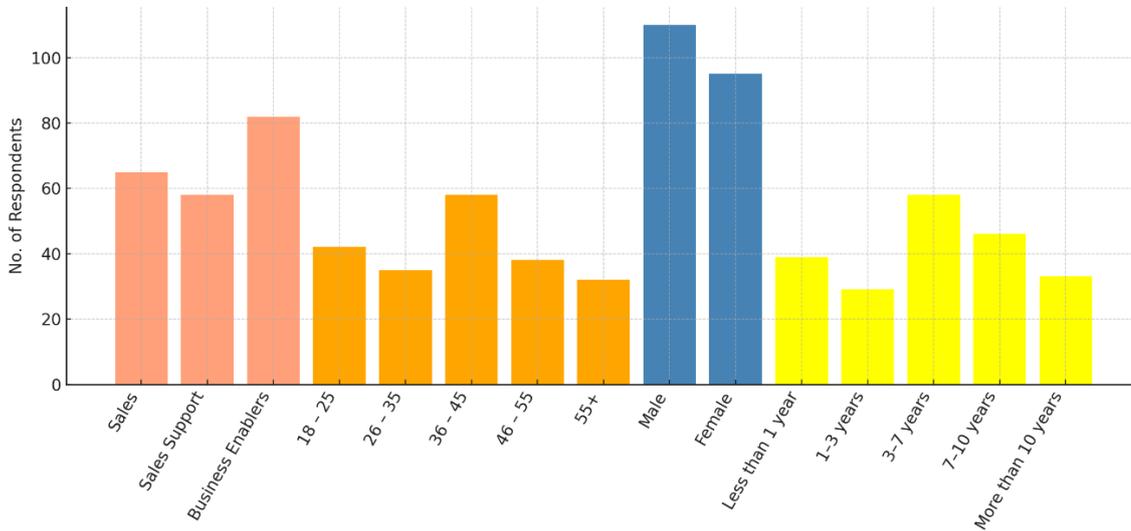
Spearman Correlation

6. DATA ANALYSIS AND INTERPRETATION

Category	Subcategory	No. of Respondents	Percentage (%)
Department	Sales	65	32
	Sales Support	58	28
	Business Enablers	82	40
Age	18 – 25	42	20
	26 – 35	35	17
	36 – 45	58	28
	46 – 55	38	19
	55+	32	16
Gender	Male	110	54
	Female	95	46
Experience	Less than 1 year	39	19
	1–3 years	29	14
	3–7 years	58	28
	7–10 years	46	23
	More than 10 years	33	16
Total	All Categories	205	100

FINDINGS

The majority of respondents (40%) belong to the Business Enablers department, followed by Sales (32%) and Sales Support (28%). In terms of age, 28% are aged 36–45, 20% are 18–25, 19% are 46–55, and 16% are 55 and above. The gender distribution shows a male majority (54%) compared to 46% female. Regarding experience, 28% have 3–7 years, 23% have 7–10 years, 19% have less than 1 year, 16% have more than 10 years, and 14% have 1–3 years.



STATISTICAL ANALYSIS RESULTS

CHI-SQUARE TEST

H₀ (Null Hypothesis) Emotional attachment to the company and career progression prospects do not significantly correlate.

H₁ (Alternative Hypothesis) Career advancement opportunities are significantly correlated with

		Organizational Attachment					Total
		1	2	3	4	5	
Careergrowth 1	Count	6	7	1	0	0	14
	Expected Count	.8	.8	1.3	5.6	5.6	14.0
2	Count	4	2	0	1	0	7
	Expected Count	.4	.4	.6	2.8	2.8	7.0
3	Count	1	0	7	14	8	30
	Expected Count	1.6	1.6	2.8	12.0	12.0	30.0
4	Count	0	2	9	32	48	91
	Expected Count	4.9	4.9	8.4	36.4	36.4	91.0
5	Count	0	0	2	35	26	63
	Expected Count	3.4	3.4	5.8	25.2	25.2	63.0
Total	Count	11	11	19	82	82	205
	Expected Count	11.0	11.0	19.0	82.0	82.0	205.0

Inference

There is no statistically significant correlation between intention to change firms and work happiness.

MANN-WHITNEY U TEST

H₀ (Null Hypothesis) The intention to change occupations and job satisfaction do not significantly correlate.

H₁ (Alternative Hypothesis) The intention to change employment is significantly correlated with work satisfaction.

Findings

	SATISFACTION
Mann-Whitney U	3.000
Wilcoxon W	9.000
Z	.000
Asymp. Sig. (2-tailed)	1.000
Exact Sig. [2*(1-tailed Sig.)]	1.000 ^a

Findings

The satisfaction scores of the two groups do not significantly differ, according to the p-value (Exact Sig = 1.000). According to a p-value larger than 0.05, any observed variation in the median satisfaction scores is probably the result of chance rather than a real difference between the groups.

Inference

Workload perception significantly affects the decision to stay or switch jobs.

Kruskal-Wallis H Test

Null Hypothesis (H₀): Employee satisfaction does not significantly differ among age groups.

Alternative hypothesis (H₁) states that employee satisfaction varies significantly by age group.

	AGE	N	Mean Rank
SATISFACTION	1	42	79.82
	2	35	99.07
	3	58	108.65
	4	38	115.01
	5	32	113.22
	Total	205	

Findings

	SATISFACTION
Chi-Square	10.646
df	4
Asymp. Sig.	.031

Findings:

Age-group satisfaction varied significantly, according to the Kruskal-Wallis H test ($\chi^2(4) = 10.646$, $p = .031$). Older age groups (Groups 4 and 5) had higher mean satisfaction ranks.

Inference:

The test result shows that the p-value = 0.031, which is less than 0.05 (i.e., $P < 0.05$). Thus, the null hypothesis (H₀), according to which the mean ranks of satisfaction for the various age groups do not differ significantly, is rejected.

Spearman Correlation

			V8	V15
Spearman's rho	V8	Correlation Coefficient	1.000	.215**
		Sig. (2-tailed)	.	.002
		N	205	205
	V15	Correlation Coefficient	.215**	1.000
		Sig. (2-tailed)	.002	.
		N	205	205

Correlation is significant at the 0.01 level (2-tailed).

Findings

A significant positive association between V8 and V15 is demonstrated by Spearman's rho ($\rho = .215$, $p = .002$). This indicates that as values of V8 increase, V15 tends to increase as well.

Inference

The correlation coefficients for job satisfaction (V15) and motivation (V8) are 0.002 and 0.215, respectively. Job happiness and motivation have a favorable impact on employee performance.

7. SUMMARY OF FINDINGS

It was found that most respondents are male (54%).

It was found that most respondents work in the Business Enablers department, followed by Sales and Sales Support.

It was found that the dominant age group among respondents is 36–45 years, representing 28% of the sample.

It was found that a significant portion of respondents (28%) have 3–7 years of work experience.

The Kruskal-Wallis H test showed that there was a significant difference in satisfaction between age groups ($\chi^2(4) = 10.646$, $p = .031$); mean satisfaction ratings were higher for older age groups (Groups 4 and 5).

The results show significant differences in satisfaction across age groups ($p = 0.031$) and motivation levels across departments, indicating demographic and departmental influences on satisfaction.

The Chi-square test indicates a significant association between career growth and satisfaction levels ($\chi^2 = 100.76$, $df = 16$, $p < 0.001$); 94% of respondents rating career growth as 4 or 5 reported high satisfaction (ratings 4–5).

The exact p-value of 1.000 indicates no statistically significant difference in satisfaction between the two groups, suggesting any variation is due to chance.

At the 0.01 level, Spearman's rho indicates a statistically significant association between V8 and V15, with $\rho = .215$, $p = .002$ showing a strong positive correlation.

8. SUGGESTIONS

Conducting regular employee feedback surveys can help understand employee concerns and improve organizational practices.

A structured recognition and reward system can boost employee morale and strengthen emotional commitment.

Participative decision-making may promote a sense of ownership and alignment with organizational goals.

Continuous learning and development opportunities can enhance employee skills and support career growth.

9. CONCLUSION

This study emphasizes how important leadership techniques, staff involvement, and motivation are to raising organizational commitment and general job satisfaction. The findings indicate that both departmental and individual factors affect workers' performance and level of satisfaction. Significant variations were noted between age groups and perceptions of career advancement, suggesting that career-related and demographic factors can influence how workers interact with their companies. All things considered, creating a positive work atmosphere via inspiration and strong leadership can greatly increase organizational commitment and have a favorable effect on employee outcomes.

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