

DO WORK VALUES INFLUENCE ORGANIZATION COMMITMENT?

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Abstract: Work Values symbolize the worth and significance of what happens at work. These capture the measures of intrinsic and extrinsic well-being at a workplace. Work Values influence the environment at work; creating a feeling of responsibility which is intrinsically satisfying and motivating. Organization commitment relates to an individual's overall affinity with the organization and its success. Researches show its positive relation to employee motivation and satisfaction. More committed employees strive more to fulfill the organizational objectives and goals. This study examines the relationship of work values and organization commitment and its impact in selected Information Technology (IT) companies operating in India. Taking a sample of from leading organizations in India, it also establishes trends of the organization commitment across demographic variables of gender, age, educational qualifications and marital status. For better understanding, sub-dimensions of each construct were studied. Implications for research and practice have also been discussed.

Keywords: Work Values, Organization Commitment, Information Technology

INTRODUCTION

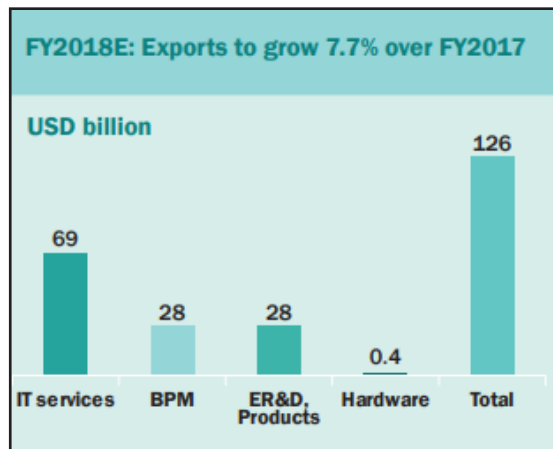
A recent focus of the organizations today has been harnessing the power of work values. Work values represent the factors that are desirable with respect to the activities at work, and point to the aspects that workers find most significant in their jobs (Marsden et. al., 2012). Work values may be seen as the environments that the organization or individuals desire and are associated with organizational commitment, job satisfaction and academic engagement (Winter 2009, Borg et al. 2011). Work values are generally seen as a personality variable (Huang, 1986; Mathieu & Zajac, 1990; Mowday et al. 1982) and a robust foundation of all three work attitudes i.e. organizational commitment, career salience and job involvement (Shore et. al, 1990). The greater the congruence between the organization and the individual, greater the desire to be and continue as an employee (Carless 2005, Erdogan & Bauer 2005).

Another concept that has been popular for a long time is organization commitment. Abbott et al. (2005) deliberated that congruence between organizational and individual values can lead to increase in affective and normative commitment. These develop into three components of commitment namely affective, normative and continuance; which result in retention and productive behaviour (Meyer & Allen 1997, Klein et al. 2009) and physiological and

psychological well-being (Meyer 2009) amongst other factors. Affective commitment is demonstrated by the employees who are a part of the organization by their own choice leading to decreased absenteeism, turnover and improved productivity (Mowday et al. 1982, Meyer & Allen 1997, Klein et al. 2009). Normative commitment is the component which is exhibited by employees which remain a part of the organization due to a sense of obligation while Continuance commitment is displayed when employees do not leave due to the high costs associated with it. (Meyer & Allen 1997).

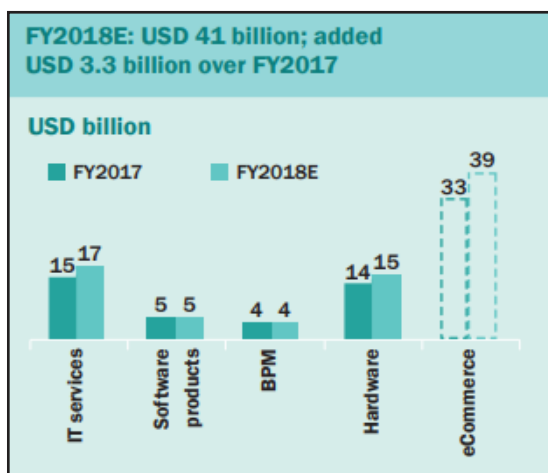
The advent of Information Technology (IT) in India with the launch of Tata Group opened bright prospects for players in India and abroad. Being a completely unexplored sector, it lead to high yielding business and markets. NASSCOM Strategic Review 2015 articulates that the exports for IT-BPO sector was over USD 98 providing a direct employment of 3.5 million, being regarded as the largest employer in the private sector. This number has reached 4 million as per NASSCOM Strategic Review 2018 with more than 1, 00,000 additions in the year 2018 itself. Continuing to be the leader in global sourcing market (having a share of 55 percent), India accounts for 75 percent of the global digital talent. In FY2018, growth in this area exceeded the expenditure with India becoming the preferred choice for the sourcing destination. In the year 2017 itself, US headquartered firms

had set up 271 new global delivery centers worldwide (NASSCOM Strategic Review 2018).



Source: NASSCOM Strategic Report 2018

Fig. 1: Indian IT Exports Market



Source: NASSCOM Strategic Report 2018

Fig. 2: Indian IT Domestic market

Exports from this sector are expected to reach USD 126 million which represent a 7.7 percent growth over the last year as shown in Fig. 1. Figure 2 clearly indicates that the domestic IT industry is also witnessing a steady growth estimating a revenue of USD 41 million in FY2018 which is an increase of 3.3 million from the previous year.

It can be seen that the IT sector plays a significant role in the economic standing as well as visibility of India on the global map. Whether it is in terms of revenue sources and returns, talent pooling, new business models, or organization structures, the IT industry has displayed a paradigm shift moving from the traditional to the contemporary. In light of this, it is of paramount importance that the huge working

population of this sector continues to contribute steadily; feeling valued and committed. With great opportunities come great threats and hence it is vital for the organizations to introduce apt talent management mechanisms promoting positive work values and organization commitment within their employees to ensure greater organizational performance and continued revenue. The current study focuses on these two important aspects i.e. Work Values and Organization Commitment; and their underlying dimensions evaluating how work values impact commitment in IT industry.

CONCEPTUAL FRAMEWORK

Work Values

Work Values are beliefs which suggest the best way to run and manage an organization (Ali & Schaupp, 1992). They influence the work attitude and behaviour of employees (Kirkman et. al, 2000). Work values also determine the supplementary fit between the individual and the organization where both share common characteristics (van Vauuren et al. 2007). Bownie (1982) brings out that changing work values are the reason for decline in employee productivity. Values are the core of our attitudes, beliefs, and at the most observable aspect of human beings (Posner et al., 1987). Hofstede (1980) presented that changes in work values influenced the applicability of American leadership, organizational, and motivational theories elsewhere. Appreciation of the values of managers and/or employees affects the efficiency, morale and effectiveness of the organization (Viola, 1977). Researchers have established links between demonstrated value systems and managerial success (Ali, 1985; England et al., 1974) and decision-making styles (Rowe & Bolugarides, 1983). Similarly, Ralston et al. (1993) mentioned that managers' relationships with, groups other individuals and their organizations are affected by values. They impact how managers express failure or success, determine the confines of ethical behavior; and help them perceive and analyze circumstances.

In addition to this, understanding employee work values aids negotiation (Connor & Becker, 1975; Graham et al., 1994), assist in designing efficient reward systems (Kim et al. 1990); influence leadership and management style and organizational performance (Connor & Becker, 1975) and to facilitate communication (Varner & Beamer, 1995). Employees who are unable to meet their work values through their job may experience dissatisfaction (Mitra et al., 1992) and ultimately quite their job (Locke, 1976) or become jealous of their colleagues (Salovey & Rodin, 1991).

Organization Commitment

Organizational commitment denotes an individual's affective reactions to the characteristics of the employing organization (Cook & Wall, 1980). It is an identification with and involvement in the overall success and effectiveness of the organization. Since the seventies, organization commitment has become a very prevalent topic of investigation (Brown, 1996). Porter et. al. (1974) characterize organization commitment by strong acknowledgement of the organization's goals and values, exerting effort on the behalf of the organization and strong wish to sustain membership in the organization. The conventional view of commitment is that employee attachment comprises of the relative intensity of an individual's identification with and involvement in an organization (Mowday et al., 1982).

Meyer & Allen's (1991) bring out a three-component model of commitment which are: Affective Commitment: which is an employee's positive emotional attachment to the organization, Continuance Commitment which says an individual commits to the organization because he/she recognizes high costs of losing membership of the organizational including social and economic costs, and Normative Commitment in which an individual commits to and remains with an institution as he/she feels obligated. More recent studies bring out the positive correlation between Organizational Citizenship Behaviour and Organization Commitment (Meyer et al. 2002), readiness to share engagement and knowledge in extra-role behaviour (Storey & Quintas, 2001; McKenzie et. al., 2001). According to DeCoutis & Summers (1987), commitment is viewed as a global entity, acting as a grounding force that acts to maintain behavioural direction when expectations are not met.

WORK VALUES AND ORGANIZATION COMMITMENT

Elizur & Koslowsky (2001) found that work values were related to organization commitment. Hence, organizations wishing to enrich the commitment of their employees should synchronize the work values with organizational rewards. Organizational commitment is the depth of an individual's identification and involvement in a specific organization as displayed by a deep belief in and recognition of the organization's values and goals (value commitment) along with a willingness to exert substantial effort on behalf of the organization and to continue as a member (Mowday et al., 1979; Angle & Perry, 1981). According to Mathews & Shepherd (2002) committed employees have a firm belief

in and compliance with the organization's values and goals, exhibiting a readiness to exert significant effort on behalf of the organization, and have a intense aspiration to uphold membership with the organization. Oliver (1990) stated that organization commitment was related to work values and organization rewards. High commitment was exhibited by employees with strong participatory values (participation in decision making, good relations with co-workers and management, etc.) while low commitment was shown by employees with strong instrumental values (job security, working conditions, size and fairness of income, etc.).

A few gaps can be observed in the above literature. It was seen that not many contemporary studies were available which covered both the constructs under the current study namely work values and organization commitment together. Another thing to be noted was majority of these studies did not investigate the Information Technology sector.

METHODOLOGY

Scope of the Study

The scope of this study is restricted to cover work values and their relationship with organization commitment in selected IT companies operating in India. The companies have been chosen on the basis of market value in The World's Biggest Companies listing by Forbes Global survey 2016. Forbes is a renowned American publishing and media company launched in 1917 which has the *Forbes* business magazine as its flagship publication. This segmentation also helps studying the variation across a product and service firm in IT sector as each of the firm selected conform to one category respectively. The study was conducted at all levels of management to present comprehensive account of work values in the selected organizations. On the basis of the market share, leader in the world and leader in the India have been taken.

Objectives

The objective of the study is to investigate the impact of Work Values on organization commitment in selected IT organizations.

Hypotheses

On the basis of literature review, the following hypotheses have been formulated (depicted in Fig. 3):

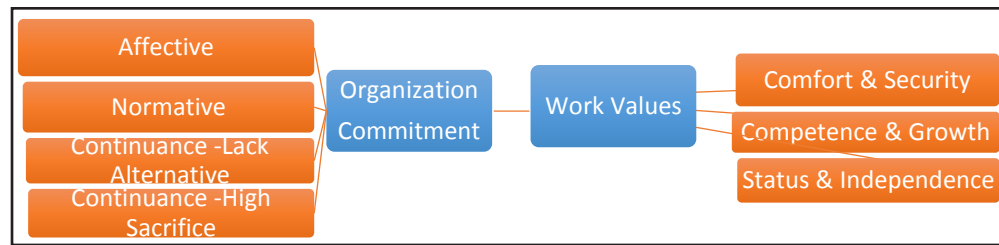


Fig. 3: Depiction of the Hypotheses Formulated

H1: There exists a significant relationship between overall Work Values and overall Organization Commitment in the selected IT organizations under study.

H2: There exists a significant relationship between Work Values (Comfort and Security, Competence and Growth, Status and Independence) and Overall Organization Commitment in the selected IT organizations under study.

H3: There exists a significant relationship between Work Values (Comfort and Security, Competence and Growth, Status and Independence) and Organization Commitment (Affective Commitment, Normative Commitment, Continuous Commitment – Lack of Alternative, Continuous Commitment – High Sacrifice) in the selected IT organizations under study.

H4: There exists a significant impact of Work Values (Comfort and Security, Competence and Growth, Status and Independence) on Overall Organization Commitment in the selected IT organizations under study.

H5: There exists a significant impact of Overall Work Values on Affective Commitment dimension of Organization Commitment in the selected IT organizations under study.

H6: There exists a significant impact of Overall Work Values on Normative Commitment dimension of Organization Commitment in the selected IT organizations under study.

H7: There exists a significant impact of Overall Work Values on Continuous Commitment – Lack of Alternative dimension of Organization Commitment in the selected IT organizations under study.

H8: There exists a significant impact of Overall Work Values on Continuous Commitment – Sacrifice dimension of Organization Commitment in the selected IT organizations under study.

Measures and Samples

For examining Work Values, Work Values Inventory by Manhardt (1972) was used. This scale has 21 job

characteristics classified into three dimensions. The dimensions are Comfort & Security, Competence and Growth and Status and Independence. The scale given by Meyer and Allen (1997) describing three types of commitment through 22 items was used to study Organization Commitment. These are Affective, Normative and Continuance Commitment. For the sake of simplicity, the two subscales of Continuance commitment these have been considered as two independent dimensions of Organization Commitment namely Continuance commitment – High Sacrifice and Continuance commitment – Lack of Alternative. For sample collection, simple random sampling was used to collect data from employees across all levels of the selected IT organizations. The sample size is 200 with an equal number of respondents from each of the two organizations. To analyze the data collected, statistical techniques of Correlation and Regression were used.

FINDINGS OF THE STUDY

The relationship between Work Values and Organization Commitment was explored considering the three dimensions of the independent variable Work Values as three independent variables in this study. The dependent variable Organization Commitment has three dimensions with the third having two categories further, and hence, four dimensions of Organization Commitment were included in this study. The research model for the above relationship can be represented mathematical as:

$$\gamma = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \text{error term}$$

Where γ = Organizational Citizenship Behaviour.

x_1, x_2, x_3 = Dimensions of Work Values namely Comfort and Security, Competence and Growth, Status and Independence.

$\beta_1, \beta_2, \beta_3$ = Coefficients of the dimensions of Work Values.

Karl Pearson correlation was used initially to study the relationship between Work Value dimensions and Organizational Citizenship Behaviour dimensions. For analysis, sample size of 100 from each organization under study was taken. Preliminary investigations supported

Dependent Variables	Independent Variables	Standardized Regression Coefficient (β)	t-Value	Sig.	Tolerance Value	Variation Inflation Factor (VIF)
Normative Commitment	Constant		3.805	0.000*		
	Overall Work Values	0.534	10.912	0.000*	1.000	1.000
Multiple R = 0.534, $R^2 = 0.286$, Adjusted $R^2 = 0.283$, F = 119.081, Significance = 0.000*						
Continuance Commitment- Sacrifice	Multiple R = 0.168, $R^2 = 0.028$, Adjusted $R^2 = 0.015$, F = 2.145, Significance = 0.075					
Continuance commitment – Lack Alternative	Multiple R = 0.097, $R^2 = 0.009$, Adjusted $R^2 = -0.004$, F = 0.703, Significance = 0.590					

1) Independent Variables: Dimensions of Work Values

2) Dependent Variables: Dimensions of Organization Commitment

3) R^2 is to the coefficient of determination which measures the proportion of the variance in the dependent variable that is explained by the independent variables.

4) Beta coefficient is the standardised regression coefficient which allows comparison of the relatives on the dependent variable of each independent variable.

5) t-statistics help to determine the relative importance of each variable in the model.

6) Sample Size taken was 300

7) *Significant at 0.05 level

As shown in Table 2, the relationship between the three dimensions of Work Values the overall Organization Commitment has been found statistically significant ($p \leq 0.05$). The adjusted $R^2 = 0.531$ suggested that Work Values explains 53% of variance in overall Organization Commitment. In addition to this, Competence and Growth Dimension of Work Values has the greatest effect and influence on Overall Organization Commitment ($\beta = 6.571$) followed by Status and Independence ($\beta = 4.804$) and Comfort and Security ($\beta = 2.844$). In addition to this, two dimensions of Organization Commitment - Affective Commitment and Normative Commitment - have a significant ($p \leq 0.05$) relationship with overall Work Values. Their relationships strength is indicated by adjusted $R^2 = 0.328$ and 0.283 respectively. The influence of overall Work Values on both the Organization Commitment dimensions is high with $\beta = 0.575$ and 0.534 .

For Continuance Commitment - Sacrifice and Continuance Commitment - Lack of Alternative dimensions of Organization Commitment, the significance value of the F statistic < 0.05 , which means that the variation explained by the model is due to chance. The model doesn't fit for this dependent variable and hence it can be said that there is no statistical significant relationship between Continuance Commitment - Lack of Alternative and the dimensions of independent variable Work Value. The values of Tolerance Value (TV) and Variance Inflation Factor (VIF) and for the linear stepwise regression model is also presented in the table. As indicated, the VIF values, which serve as an indicator of multicollinearity, range from 1.317 to 1.669.

These values are much lesser than the cut-off value of 10. In addition to this, it can be seen that the TV for each independent variable is closer to one that indicates there is no evidence of multicollinearity. Hence, there is no significant evidence of multicollinearity problems in the regression model presented.

HYPOTHESES TESTING

Examining the relationship between the constructs it can be seen from the above, that hypothesis H1, H2 are accepted while H3 is rejected. While studying the impact, it was found that the Hypothesis H4, H5 and H6 were accepted although H7 and H8 were rejected. It was seen that as the two dimensions of Continuous Commitment – Sacrifice and Lack of Alternative neither have a significant relationship nor impact with the Work Value dimensions.

DISCUSSION

Work values can be defined as a person's attitudes toward work in general and not his feelings about a particular job (Wollack et al. 1971). Kalliath et al. (1999) and Ostroff et al. (2005) examined that a good fit between the personal values of an employee and his/her opinions of the values of the organization leads to greater commitment, and that a mismatch in either decreases the commitment. In line with the studies conducted earlier, the current study establishes a positive relationship between Work values and Organization Commitment.

Using Karl Pearson correlation it was found that associations of all Work Values dimensions and overall Work Values were found to be statistically significant ($p \leq 0.05$) with Organization Commitment dimensions of Affective Commitment and Normative Commitment, along with Overall Organization Commitment. However, none of the Work Values dimensions had a significant relation with Continuance commitment – High Sacrifice and Continuance commitment – Lack of Alternative dimension of Organizational Citizenship Behaviour. The results for Organization Commitment dimensions of Affective Commitment, Normative Commitment, and Overall Organization Commitment match with the study of Cohen and Keren (2008) who bring out that individual values are related to Affective and Normative commitment.

The strongest association were found between overall Work Values and Affective Commitment of Organization Commitment ($r = 0.575$, $p \leq 0.05$) followed by Competence and Growth dimension of Work Values with Affective Commitment dimension of Organization Commitment ($r = 0.551$, $p \leq 0.05$). The highest strength of Work Values and Affective commitment relationship is supported by the study of Meyer et. al. (1998) which mentions that Work values and experiences have the strongest influence on affective commitment, and is stronger among those who have positive early work experiences.

The relationship between Organization Commitment dimension of Continuance commitment – Lack Alternative was found to be inverse with the Work Values dimensions - Comfort and Security, Competence and Growth and overall Work Values. This result matches with the study of Mottaz (1988) who established that work values have a weaker negative effect on commitment.

For stepwise regression analysis, the relationship between the three dimensions of Work Values the overall Organization Commitment has been found statistically significant ($p < 0.05$) with adjusted $R^2 = 0.531$ suggesting that Work Values explains 53% of variance in overall Organization Commitment. In addition to this, Competence and Growth Dimension of Work Values has the greatest effect and influence on Overall Organization Commitment ($\beta = 6.571$) followed by Status and Independence ($\beta = 4.804$) and Comfort and Security ($\beta = 2.844$). This result is in line with the study of Subramaniam and Mia (2003) which brings out high work-related values for innovation of managers and adoption of low budget emphasis lead to high organizational commitment.

However, two dimensions of Organization Commitment - Affective Commitment and Normative Commitment -

have a significant relationship ($p \leq 0.05$) only with overall Work Values. Their relationships strength is indicated by adjusted $R^2 = 0.328$ and 0.283 respectively. The influence of overall Work Values on both the Organization Commitment dimensions is high with $\beta = 0.575$ and 0.534 . The findings for Affective Commitment, Normative Commitment and overall Organization Commitment match with the research of Cohen (2009) which establishes persistent positive relationships between the commitment forms and achievement and benevolence. It can be also established that Competence and Growth which is the second dimension of Work Values was the best predictor of Overall Organization Commitment and Continuance Commitment – Sacrifice. The Organization Commitment dimension of Continuance Commitment – Lack of Alternative was found to have no statistically significant relationship with any dimension of Work Value.

CONCLUSION

The findings of the present study can make an important contribution to the body of knowledge for identifying the impact of Work Values on Organization Commitment in the information technology (IT) industry. This sector has seen a surge in employment as per the NASSCOM Strategic Review 2018 to reach around 4 million direct and 10 million indirect jobs. Being extensively populated, organizations in this sector are trying to carve out a niche and gain competitive advantage to be the leader in the industry. On the basis of the current study, we suggest the following model as shown below:

Efficient Talent Management -> Improves Work Values -> Enhance Organization Commitment -> Boost Organization Performance -> Attain Organization Goals

The organizations should strive to implement efficient strategies for hiring and retaining the best manpower. This will ensuring inducting employees whose values and thoughts are synchronized with the values of the organization so that they are satisfied and continue longer in the organization as committed assets. With the contribution of such zealous employees, the organization performance will witness a boost, ensuring that the organization goals are attained.

Limitations of this study included the dearth of active participation from senior management, reluctance to respond by the employees of the organization due to the fear of disclosure and coverage of a single sector i.e. Information Technology. Recommendations for future studies are investigating the constructs in various industries and organizations.

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