

# A STUDY ON IMPACT OF BEHAVIORAL WELL BEING ON ORGANIZATION COMMITMENT OF EMPLOYEES – A STUDY WITH REFERENCE TO EMPLOYEES IN SERVICE INDUSTRY IN NCR.

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## **Abstract**

The present paper aims at bringing in light the mutual relationship between behavioral well being and organization commitment of employees. The study aims to focus on specific dimensions of behavioral well being which help in enhancing commitment in employees among employees in service industry. The sample consisted of 150 employees from various randomly chosen industries. The results from correlation, stepwise regression and Leven's test reveal that there is a significant positive impact of behavioral well being on organization commitment of employees. The findings suggest that when properly planned behavioral well being can act as an effective tool for organization effectiveness by enhancing commitment among employees.

## **Key words**

Organization commitment, behavioral well being, job satisfaction, organization effectiveness.

## **1. Introduction**

Many organizations are facing major challenges resulting in restructuring, reengineering and downsizing. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation and productivity is organizational commitment.

Organizational commitment has emerged as a promising area of research within the study of industrial/organizational psychology in recent time. (Adebayo, 2006; Meyer and Allen, 1997; Morrow, 1993).

Organizations need committed workers in order to face the worldwide economic competition. Unfortunately, there has been lack of research efforts in linking personal and psychological characteristics of workers to organizational commitment. Instead,

most research efforts had been focused on linking situational factors such as job characteristics and organizational characteristics to organizational commitment (Mowday et al., 1982). Indeed some researchers found that organizational commitment is a function of several variables such as job satisfaction, motivation, participative decision making, organizational support, financial reward, communication, promotion prospects, and leadership styles (Alarape and Akinlabi, 2000; Brown, 2003). Organizational commitment (OC) represents the attachments that individuals form to their employing organizations and has been of interest to accounting researchers for some time. Accounting researchers have focused on how OC influences important organizational consequences for accounting firms, particularly turnover intentions and employee turnover (see Gregson 1992) for a summary of these findings). Recent research in the industrial/organizational psychology and organizational behavior literatures has identified the existence of multiple and distinct dimensions of OC and demonstrated that these dimensions have different relationships with important consequences, such as job satisfaction and turnover intentions (Iverson and Buttigieg 1999; Dunham et al. 1994; Hackett et al. 1994; Meyer and Allen 1984). However, with some isolated exceptions (Ketchand and Strawser 1998; Kalbers and Fogarty 1995; Caldwell et al. 1990), accounting research has examined only one dimension of OC. If multiple dimensions of OC exist in an accounting setting and if these dimensions relate differentially to important organizational consequences such as turnover intentions (as suggested in the nonaccounting literature), then previous accounting research using unidimensional measures of OC may fail to accurately depict the process through which OC affects these consequences.

## 2. Conceptual background about organizational commitment and behavioral well being

Organizational commitment is defined as an employee's level of identification and involvement in the organization (Mullins, 1999). Meyer and SAMUEL O. SALAMI Allen (1997) defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. According to Meyer and Allen's (1997) three-component model of commitment, there are three "mind sets" which each characterizes an employee's commitment to the organization: affective, continuance and normative commitment. Affective commitment refers to employees' perception of the emotional attachment or identification with the organization. Continuance commitment refers to employees' perception of the cost of leaving the organization to another place. Normative commitment is the employees' perception of their normal obligation to the organization.

Mowday et al. (1982) saw organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Mowday et al. (1979) suggested that employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization. Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organizational commitment (Dodd- McCue and Wright, 1996; Mannheim et al., 1997; Morrow, 1993; Wiedmer, 2006).

Land (2006) found significant relationship between job tenure and organizational commitment. However, Wiedmer (2006) found that education level and age were not significant predictors of job satisfaction and organizational involvement.

Well-being is a dynamic concept that includes subjective, social, and psychological dimensions as well as health-related behaviors. The Ryff Scales of Psychological Well-Being is a theoretically grounded instrument that specifically focuses on measuring multiple facets of psychological well-being. These facets include the following:

- Self-acceptance
- The establishment of quality ties to other
- A sense of autonomy in thought and action
- The ability to manage complex environments

to suit personal needs and values

- The pursuit of meaningful goals and a sense of purpose in life
- Continued growth and development as a person

Well-being is a multifaceted concept. It is often thought of as one of the hallmarks of the liberal arts experience, resulting from educational encounters that both guide students in the search for meaning and direction in life and help them realize their true potential. Both the long and medium forms consist of a series of statements reflecting the six areas of psychological well-being: autonomy, environmental mastery, personal growth, positive relations with others, and purpose in life, and self-acceptance.

Self acceptance is defined as people who possesses a positive attitude toward the self; acknowledges and accepts multiple aspects of self, including good and bad qualities; feels positive about past life.

Positive relations with others- Includes people who has warm, satisfying, trusting relationships with others; is concerned about the welfare of others; capable of strong empathy, affection, and intimacy; understands give and take of human relationships.

Autonomy: Is self-determining and independent; able to resist social pressures to think and act in certain ways; regulates behavior from within; evaluates self by personal standards.

Environmental mastery - Has a sense of mastery and competence in managing the environment; controls complex array of external activities; makes effective use of surrounding opportunities; able to choose or create contexts suitable to personal needs and values.

Purpose in life - Has goals in life and a sense of directedness; feels there is meaning to present and past life; holds beliefs that give life purpose; has aims and objectives for living.

Personal growth - Has a feeling of continued development; sees self as growing and expanding; is open to new experiences; has sense of realizing his or her potential; sees improvement in self and behavior over time; is changing in ways that reflect more self-knowledge and effectiveness.

This clears the significance of behavioral well being on organization commitment of employees. Thus, until and unless the behavioral well being is properly regulated commitment which is again a dependent variable keeps dwindling.

## 3. Methodology

### 3.1 Sample

The sample consists of 150 employees from different

service industry like banks, insurance and hotels on whom survey was conducted. Age of respondents varied from 35-55 years. The total number of years of experience ranged from 15-30 years.

### 3.2 Measures

#### Organization commitment (OC)

Organization commitment was measured using a 15 item organization commitment scale developed by Mowdat et.al(1979), which is a 7 point rating scale ranging from strongly disagree to (1) to strongly agree (7).The cronbach alpha reliability was 0.89

#### Behavioral well being

This variable was measured with the help of scale developed by Ryff (1989).The categories of response included in this are self acceptance, personal growth, purpose in life, environmental mastery and autonomy, along with positive relation with others.

Behavioral well being is measured with the help of 54 item scale developed by Ryff (1989)where categories range from strongly agree (1) to strongly disagree(6).it measures main six dimensions like autonomy , self acceptance , environmental mastery, positive relation with others, purpose in life and personal growth.

### 3.3 Procedure

All the participants were briefed regarding purpose of the study and were assured that their response would be kept confidential. It is proposed that the findings of present study will help in understanding the dependence and relation between behavioral well being and commitment of employees. It will also help in briefing about the factors amongst the behavioral well being variable that at utmost affect organization commitment.

### 3.4 Hypothesis

The following hypothesis are formulated –

H1= There will be significant impact of behavioral wellbeing on organization commitment of employees.

H2= There is no significant difference in organization commitment of men and women

H3= There is no significant impact of demographic variable on organization commitment of employees.

### 4. Analysis and interpretation

From table 1 the mean , standard deviation and inter correlation between organization commitment , behavioral well being can be seen (Refer table-1) it is clear from table 1 that there is a significant correlation between different dimensions of behavioral well being and organizational commitment. Except purpose in life which had comparatively low correlation in comparison to other dimensions.

Thus it can be interpreted that there is appositive

relationship between behavioral well being and organization Further in order to validate role of behavioral well being on organization commitment step wise regression analysis was conducted..(Refer Table 2)

It is clear from table that out of the different dimensions of behavioral well being self acceptance , positive relation with and autonomy were found to be strong predictors organizational commitment .It is clear from the results of table -2 that total 35% of variance in organizational commitment was explained significantly by self acceptance

( beta =0.27:p<0.01),autonomy = 0.34:p<0.01) and positive relation with others(beta =0.24 p<0.01).Though the hypothesis seems to be partially supported since the other dimensions of behavioral well being like environmental mastery , personal growth, purpose in life seem to be having no role in identifying organization commitment of employees.. Thus, the hypothesis is partially accepted.

Further in order to determine the role of gender difference in organization commitment

t-test was used. .It is thus clear from table-3 (Refer table -3) that the value of P is less than 0.01 with respect to certain dimension of organization commitment like affective commitment, continuance commitment, personal characteristic and organization variables and from overall feeling towards organization commitment thus null hypothesis is rejected and it can be concluded that there is a significant difference between male and female in feeling towards organization commitment.

Female workers are more affected by feeling of lack of satisfaction, unclarity in direction and job stress than male workers. It is due to the fact that female workers need to create a balance between a good professional as well a good homemaker so the burden is more on them to manage. Thus the null hypothesis which assumed that there would be no significant difference in organization commitment on basis of gender stands rejected.

Thus, if organization provides them with certain provisions like flexi timing, suitable arrangement of crèches and safe work environment with less stress the feeling of commitment will definitely enhance.

Further in order to determine the impact of different demographic variables like age, tenure and nature of work on organization commitment Leven's test was applied.

From table 4, 5 and 6 (Refer table 4,5 and 6) it is quite clear that demographic variable except gender in above case do not have a significant influence on

organization commitment. The significant value for age which is 0.854 reveals that all age groups exhibited similar kind of behavior with respect to quality of work life. This clears that irrespective of age each employee's looks for working with commitment if provided with suitable factors that can enhance commitment towards organization and work. The significant value of nature of work which is 0.972 and its influence on organization commitment indicates that nature of duty and work do not influence organization commitment it is something above it with factors like organizational factors, personal characteristic which have a bearing impact on organization commitment. This further indicates that whatever may be the nature of work with respect to different departments; commitment towards work is most required.

With regard to tenure of employees it is again seen that the significant value is 0.842 whether the tenure is long or a candidate is a newcomer. Thus demographic factors (age, tenure, nature of work) do not influence organization commitment particularly with any higher age, long tenure or with stressful work.

## 5 .Conclusion

Thus, it can be concluded that there is a significant relation between behavioral well being of individuals and organization commitment. It is also seen that if an individual feels that behaviorally he is balance and is satisfied with behavioral dimensions like autonomy, self acceptance, environmental mastery or positive relation with others then the positive impact of this is clearly seen in other professional life also in form of. With high level of self acceptance better retention, high productivity, high morals, better team work, high trust and alike.

From the result of regression analysis it is clear that there is a significant impact of autonomy, self acceptance and positive relation with others on organization commitment of employees.

It is clear that with feeling of self acceptance an individual holds positive attitude towards self and others. With feelings like this and controlled well being the employee holds the same feeling workplace also which helps in building organization commitment.

Similarly with high feelings of autonomy certain attributes like self determination self control, achievement motivation, and regulated behavior are also accompanied which result into high commitment towards work and organization both.

Similarly positive relation with others was also found to be a strong predictor of organization commitment

.It means that when individual feels having warm, satisfying and motivating feeling from others the better understanding of affection, empathy and co-cooperation towards each other also gets enhanced. This leads to better result, satisfaction and higher accomplishment in work life thus enhancing increased commitment towards organization.

Demographic factors also do not affect organization commitment which states that apart from demographic factors related to individual wellbeing is far more important. The organization should design such policies and procedure which could help in stabilizing their self control generate feelings like positive relation with others and can generate autonomy in work. This will lead to higher satisfaction, retention and productivity.

Similarly Judge et.al(1979) also found that those people who think themselves to be less competent have a low feeling of well being it leads to failure, demotion and disgrace. Conversely people with higher level of behavioral well being individuals experience high level of satisfaction and lead to inducement of positive feelings. Thus those employees who have confidence and independence to resist social pressure can preserve social identity along with psychological distress.

Thus it can be concluded that when behavioral well being is aligned with professional well being it will lead to enhanced commitment towards organization as well as towards work. The finding also support that when such individual factors are been considered better goal management, team work, effective leadership and above all organizational effectiveness can be implemented.

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**Table-1 showing mean, standard deviation correlation between behavioral well being and organization commitment**

Variable	Mean	SD	2	3	4	5	6	7
1 Organization commitment	30.78	14.05	0.05	0.55**	0.52**	0.35**	0.32**	0.41**
2 Autonomy	39.05	8.56	-	0.31*	0.16	0.36**	0.41**	0.11
3 Environmental mastery	44.45	8.12	-	-	0.41**	0.36**	0.39**	0.49**
4 Personal growth	41.76	8.45	-	-	-	0.46**	0.45**	0.21.
5 Positive relation with others	41.12	6.12	-	-	-	-	0.43**	0.34**
6 Purpose in life	38.76	9.76	-	-	-	-	-	0.24*
7 Self acceptance	41.48	6.76	-	-	-	-	-	-

\*\* Significant at 0.01 level of significance, \* significant at 0.05 level.

**Table -2 Step wise regression analysis showing prediction between organization commitments of employees**

Variable	R	R square	F-value	Beta
Self acceptance	0.48	0.31	28.33**	0.47**
Self acceptance Autonomy	0.59	0.35	25.32**	0.35** 0.32**
Self acceptance Autonomy Positive relation with others	0.62	0.38	18.05**	0.27** 0.35** 0.26**

\*\* significant at 0.01 level

**Table -3 t test showing significant difference between male and female towards feeling of organization commitment**

Organization commitment dimension	Male		Female		t- value	P value
	Mean	S.D	Mean	S.D		
Feedback on affective commitment	31.25	3.65	29.34	4.23	2.04	0.035*
Feedback on continuance commitment	44.65	5.84	42.45	5.35	2.76	0.002**
Personal characteristics	20.45	2.98	18.67	2.65	2.68	0.004**
Overall feeling towards organization commitment	96.53	10.87	91.46	11.12	3.24	0.001**

**Table-4 Independent sample test for determination influence of age on organization commitment**

	Leven's test for equality of variance		t- value	Sig(2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
Organization commitment						
Equal variance not assumed	.002	.956	-.180	.854	-.0302	.15076
Equal variance assumed			-.180	.854	-.0302	.15071

**Table -5 Independent sample tests for determination influence of nature of work on organization commitment**

	Leven's test for equality of variance		t- value	Sig. (2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
Organization commitment						
Equal variance not assumed	.113	.735	.032	.972	.0047	.15792
Equal variance assumed			.032	.972	.0047	.15765

**Table -6 Independent sample test for determination influence of nature of work on organization commitment**

	Leven's test for equality of variance		t- value	Sig. (2-tailed)	Mean difference	Standard error of difference
	F	Sig.				
Organization commitment						
Equal variance not assumed	.206	.638	.178	.842	.0220	.11701
Equal variance assumed			.175	.844	.0220	.11746