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Organizational Commitment in Indian Higher Education Institutions: Factors Affecting Faculty Members

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Abstract:

The most difficult part of managing human resources is figuring out how to improve the performance of workers and keep them engaged in the company for a long period. In order for a company to develop and succeed, it needs its staff. Commitment from employees is essential to the success and growth of a firm. To get the most out of their employees, companies must keep them happy and engaged in their job. The major objective of this research is to investigate the many factors that impact faculty members' organisational commitment in Indian higher education institutions. Job satisfaction, salary and incentives, employee engagement, and years of teaching experience are among the factors that will be examined in this research. Experiential faculty members may provide better results, and those who the organization keeps most involved show a greater level of dedication to it.

Keywords: *Job satisfaction, Organizational commitment, compensation and incentives and years of teaching experience, employee engagement*

INTRODUCTION

The most important determinant of an organization's success is its level of dedication to its mission. It has a significant impact on the quality and productivity of a company. Those workers who have a strong desire to remain a member of a certain institution are more likely to do so. Commitment to the organization and academic institutions has long been recognized as an important human factor and a primary determinant of organizational effectiveness (as well as a factor in motivating university faculty for performing actions to achieve desired outcomes. When resources are few, it's the hot subject of conversation. Organizations have been obliged to focus on keeping and hiring high-quality personnel and maintaining the morale of their staff due to a lack of resources. One of the most important factors affecting the output and motivation of employees is the level of commitment inside the firm [1]. A school's commitment to its workers is measured by their willingness to put in more time and effort, as well as their own performance, student achievement and learning the organization's achievement of its goals and the institution's

overall success. In a study, they found a negative correlation between organizational commitment and turnover intentions. Situational features and situational occurrences are the theory's two primary components. Pay, advancement possibilities, working conditions, business regulations, and supervision are all examples of situational features. Before accepting a job, people prefer to assess the situational qualities. After taking a job, situational events are usually reviewed. Situational events can be both beneficial and bad. Giving employees time off for excellent performance or installing a microwave in the workplace are examples of positive events. Perplexing emails, nasty remarks from colleagues, and copiers that appear to break down frequently are all examples of negative events. Institutions in the education area throughout the world are now competing like corporations, and this has a direct impact on the viewpoint of faculty and the general character of the workplace. It is because of this that academics face a lot of pressure to remain and succeed. A teacher's job is regarded as a high calling. It is impossible for a faculty member to do their teaching profession justice unless they are satisfied with their work and have a positive outlook on their students and institutions. There is a 21.1 percent enrollment rate in Indian higher education institutions, which is lower than the worldwide average of 26%, the Chinese average of 26%, and the Brazilian average of 26%. (36 percent). As a result, there is a pressing need for more students to enroll in higher education programmed, which has not yet been met [2]. For India to meet its goal of a 30% increase in gross enrollment by 2030, it would require a massive increase in the number of higher education institutions and high-quality faculty.

LITERATURE REVIEW

This study aims to examine the elements that influence faculty members' organizational commitment in higher education institutions, with a focus on India. Job satisfaction, salary and incentives, staff engagement, and years of teaching experience have all been taken into account when assessing organizational commitment.

Job satisfaction

Employee and organizational effectiveness and performance are strongly linked to job satisfaction in both organizational and industrial contexts. Committed employees have a positive outlook on their work, greater productivity or job performance, less turnover and absenteeism, and so on if they are content. It has been reported that faculty resign their jobs if there are difficulties between family and work, according to Ahmad et al 2015. In other words, job satisfaction clearly aids in assessing how well a person performs at their position inside the organization. Working conditions, the nature of the job, career advancement prospects, salary and assessment-related raises in compensation are all factors that contribute to job satisfaction [3]. In order to meet the requirements of their students, schools must meet the needs of their employees, who are their most valuable assets. Students' well-being and the institution's overall success are directly linked to staff happiness. There is a direct correlation between whether or not a teacher stays in the profession and their level of dedication. Individual variables like

marital status and education, as well as elements related to the workplace like job satisfaction and relationships with colleagues all play a role in teachers' dedication to their profession [4].

Compensation and Incentives

Compensation, whether financial or non-financial, is used as a reward for employees' loyalty and commitment to the company. Employees would feel more a part of the organisation if they were compensated fairly, and this in turn would encourage them to stick around. Employees who are content stay in the company, whereas those who are dissatisfied are more likely to leave. An increase in employee contentment with their pay and benefits would increase loyalty to the company and reduce the likelihood of staff leaving. The outcomes of the study show that there is a correlation between remuneration and employee dedication. Additionally, it was shown that workers' devotion to their jobs is influenced by their salary. However, remuneration and incentives have a small influence on organizational commitment, and argued that companies may make their employees dedicated towards institutions if they concentrate on aspects that are important to the workers. Workers would stay in the company if they were compensated appropriately and sufficiently, he said. Workers are often aware of remuneration packages like these since they are tied to institutional initiatives [5]. He looked at how faculty members at the universities were compensated, and he found that a performance-based pay model was widely approved. A positive and substantial association between organisational commitment and all components of performance-oriented incentive systems, compensation policies, communication of penalties/rewards, and compensation policy was also found [6]. Nasalization, reorganisation, and downsizing have destroyed the psychological compact of employment while employees expect management to contribute their commitment, namely pleasant working conditions and an equal, fair, and reasonable remuneration and incentive system. Workers may see this as a way to show their efforts and devotion are recognised and given importance in the same way they would regard their work and job toward completing the objectives they were set. There is a favourable and substantial association between a company's dedication to its employees and their performance [7].

Employee Engagement

Author found that the voice of the employee moderates the association between employee engagement and emotional attachment to the company. He found that there is a correlation between employee engagement and organizational commitment. It is also possible to say that employee engagement is a statistically significant predictor of organizational commitment. Affective commitment, according to positively associated to strong work and organizational dedication [8-9]. There is a clear correlation between increased employee engagement and increased employee commitment to their institutions, resulting in a motivated and sustainable staff that works together to achieve the overall objectives of the employees and organizations. The success of the student's organization and personal life depends heavily on the contributions

of the faculty. The most important organizational demands are employee engagement and employee-organizational commitments. Commitment to the company was shown to have a substantial impact on employee happiness and engagement [10-12]. also found that administrative staff at the institutions were more happy with their jobs than non-administrative workers. In part, this is due to the fact that they are provided more chances for work, constructive criticism, and a learning atmosphere than their counterparts It increases their loyalty to the company and makes them more content and engaged at work since institutions meet their needs and expectations. As a result, employees are motivated to do their best to help the company succeed. Job satisfaction is connected to organizational dedication, which aids in maximum development. Success in professional and mentorship groups, both outside and internally, has a bearing on job satisfaction. Commitment to institutions grows as a result of increased work satisfaction and staff engagement [13-15]. Engaged teachers are clearly focused on their students' learning and outcomes, as evidenced by this study.

Teaching Experience (in years)

Professional experience, teaching skill, trustworthiness, and organizational commitment are all linked to adjunct faculty responsibilities. From the perspective of a full-time instructor, adjunct faculty's main selling point is that they have relevant work experience and credentials. At the same time, others have noted that adjunct professors are seen as lacking in teaching abilities and classroom confidence. He found that instructors with greater experience had a lower degree of commitment, which is consistent with findings [16]. According to, teachers' organizational commitment is closely linked to key teaching ideas, such as teacher development, effectiveness, and more. A strained connection with the organization may result if veteran instructors were dissatisfied with their jobs. low levels of staff satisfaction are a result of a principal's management style, a lack of options for personal development, a lack of options for teachers to make decisions, and a bad connection between instructors and parents and principals [17]. Years of experience in the teaching profession are positively correlated with the sorts of commitment employees have to their organizations, according to this study's results. There is a strong correlation between previous teaching experience and the ability to maintain a positive outlook in the face of setbacks [18]. There is a strong correlation between emotional commitment and previous teaching experience. The participation of headmasters or principals is important for professional standards in order to encourage collegial relationship and avoid antagonistic interactions among faculties. Faculty should be rewarded for keeping and promoting the most qualified and experienced members of their ranks. Associations with faculties are encouraged to play a role in enhancing teacher development and dedication. Teaching and learning issues are encouraged rather than non-school problems or politics to be discussed at educational institutions via faculty concerns.

DISCUSSION

Table 1. Factors influencing organizational commitment of faculties of higher

Ref. No	Relationship between constructs	Findings
1	Job satisfaction	Employee and organisational effectiveness and performance are strongly linked to job satisfaction in both organisational and industrial contexts.
2	Job satisfaction	In educational institutions, a high degree of work satisfaction is a strong predictor of employee loyalty.
3	Job satisfaction	Employee happiness is linked to their attitudes regarding their work and the degree to which these attitudes include the working environment, the nature of the job, prospects for advancement in their careers, and raises in remuneration and evaluation.
4	Compensation and incentives	Employees would feel more a part of the organisation if they were compensated fairly, and this in turn would encourage them to stick around.
5	Compensation and incentives	Employees that are more satisfied with their pay or remuneration will be more likely to stay with the company and less likely to want to leave.
6	Compensation and incentives	Satisfaction with commitment and salary, as well as pay model factors, impact employee commitment to their employment.
7	Compensation and incentives	Organizational commitment is largely unaffected by pay and benefits.
8	Compensation and incentives	Faculty members overwhelmingly supported pay models based on performance and execution that paid for results.

9	Employee engagement	As a moderator in the link between employee engagement and organisational emotional commitment, an organization's voice of the employees is critical
10	Employee engagement	Employees with high levels of engagement are more committed to their companies, which results in a more long-term and motivated workforce that works together to achieve the overall objectives of both employees and businesses.
11	Employee engagement	Commitment to institutions grows as a result of increased work satisfaction and staff engagement.
12	Employee engagement	There is a link between employee commitment and the organization's commitment. Also, it may be said that employee engagement is a statistically significant predictor of organisational commitment.
13	Years of teaching experience	These notions, which are inherent to teaching, are often related with instructors' organisational commitment. development, efficacy of teacher and more.
14	Years of teaching experience	Teachers with more years of experience have a lower degree of dedication to their profession.
15	Years of teaching experience	Adjunct professor responsibilities are linked to one's professional expertise, ability to educate, credibility, and devotion to the organisation.
16	Years of teaching experience	Continuance commitment and emotional commitment are strongly correlated with teaching experience. Teaching experience has a tremendous impact on one's level of emotional commitment.
17	Years of teaching experience	Faculty should be rewarded for keeping and promoting the most qualified and experienced members of their ranks.

Table 1 displays numerous characteristics that contribute to faculty members' organizational commitment to their institutions of higher learning. There is a strong correlation between academics' work happiness and their dedication to their institutions, according to the literature review. Teaching experience, employee engagement, salary, and incentives are all aspects that influence faculty loyalty to the business. Organizational commitment is strongly linked to the level of engagement, satisfaction, and motivation of the instructors. It was also

shown that employee turnovers are decreased when workers or faculty members are devoted to the organizations they work for. It was also clear from the data that instructors who are more devoted to the aims and purpose of the organization are more interested in accomplishing them. Improved test scores might be the consequence of instructors' dedication to productivity, efficacy, and efficiency in the classroom.



Figure 1. Organizational commitment among faculty in Indian higher education institutions: a conceptual model

The following propositions could be arrived at from the conceptual framework

P1: The link between employee engagement and organisational commitment.

Job satisfaction and engagement are linked in P2.

P3: This section examines the link between compensation and involvement.

P4: Predictors of employee engagement are correlated with the number of years of teaching experience.

CONCLUSION

In the realm of higher education, organizational commitment is of critical importance. Faculty members that have a higher level of organizational dedication or conduct are more likely to provide a better education and better pupils to the country as a whole. Faculty members' organizational commitment to higher education institutions in India has been examined in this research. Job satisfaction, remuneration and incentives, employee engagement, and years of teaching experience were found to be the most important elements after a thorough examination. Employees are critical to the success of the company. As a result, it is critical for businesses to ensure that their workers are happy in order to foster a culture of loyalty. When employees are rewarded and given incentives, they are more likely to be pleased, dedicated, and loyal to the businesses they work for. But it has also been found out that when workers are motivated, this results in them working towards making their workplace more successful. Experienced faculty members are able to provide better results and have a greater dedication to the business. Academicians, practitioners, and researchers will get a better understanding of the different elements that impact faculty members' organizational commitment to higher education

institutions via this study. Statistical analysis of the data collected and the hypotheses tested in this study on the variables affecting faculty members' organisational commitment to any particular university or educational organisation may be used to further this research.

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