

PERCEPTION OF ORGANIZATIONAL BEHAVIOR IN CONTEXT
OF ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES
OF PRIVATE ORGANIZATIONS IN KARACHI

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ABSTRACT

This study scans employee perception of organizational behavior with respect to organization commitment in a private organization of Karachi - Pakistan. It presents an empirical study that covers 50 participants of managerial and non-managerial positions.

The organizational commitment of the employees can be categorized into three components; i) Affective Commitment, ii) Continuous Commitment and iii) Normative Commitment. The relationship between the employee commitment and over performance is determined through these components. A practice outcome of the study is the awareness that should create among the employees to understand the basic concept of organizational behavior with respect to organization commitment.

Key Words: *Organizational Behavior, Perception of Organizational Behavior.*

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INTRODUCTION

In modern age the term Organizational Behavior is in frequent use in the business world as well as all the areas where organizations exist and function. In the developed countries, level of education is high. However, the level of literacy and education in the developing countries has yet to improve to great extent. Several of the developing nations are engaged in efforts to change their organizations to match with those of the developed countries. Change in organizations depends on the concepts leading to change. When these concepts are clear to the management as well as the workforce, changes relating to the entire organization become meaningful and convenient. If these concepts are not properly and correctly understood by the workforce, desired outcomes may be hard to attain. This study will attempt at finding out what concept about organizational behavior do employees at certain level of management have about this term. Comprehension of organizational behavior carries important because this can help both management and the workforce of an organization in understanding what the obligations of the two are for each other towards successful function of the organization. Conceptions of the term 'organizational behavior' is to be adequately perceived at individual and group levels as behavior in both individual and group forms has impact on the organization and the employees. Following definitions will help comprehend this term.

Mullins (2005) defines organizational behavior as the study and understanding of individual and group behavior and patterns of structure in order to help improve organizational performance and effectiveness. Cole (1998) is of the view that organizational behavior refers to an organized study on the behavior of individuals within work group. Moreover, within the definition of the term 'organizational behavior', also to be analyzed are the nature of groups, structures that grow within these groups and in between the groups. In addition, the organizational behavior also encompasses the course of implementing change. From the review of these definitions, it appears that the organizational behavior seeks to resolve various issues. The main of these issues are as follows:

- Individual behavior and performance at work;
- The nature and working of people in groups;
- The nature of social structures and organization design at work;
- The processes involved in adapting behavior to meet changing conditions.

From the study of the related literature it is observable that despite a linkage between various environmental factors and organizational upshots, it still remains ambiguous whether alike associations are existent in different work cultures besides the distinctive Western culture (Lopopolo, 2002; Chandler, Keller & Lyon, 2001).

The investigations carried out on well-organized and scientific lines are aimed at reaching universal facts, and for this reason, in the scientific community it is considered relevant and important to accede to similar outcomes in diverse work cultures so as to back the present day theories of management. Modern concepts of organization and management are generally founded on American oriented concepts and theories (Hofstede, 1993). The basis of these concepts is supported by experiential evidence extracted from various research studies carried out in European countries and in the United States. It is notable that the modern business world is definitely, to a certain extent, influenced by the economic and cultural physiognomies. However, it is desirable in scientific methods of study that social theories ought to be applied to the real world situations.

In this context, it is relevant to present here the socio-cultural state of Turkey for the reason that Turkey is a country landed in two continents (Asia and Europe) and hence is representative of a combination of Western and Eastern cultures. In economic terms, Turkey stays last in the queue of the European states. The authors suggest that pragmatic evidence may be defined as an effort for falsification of existing organization and management theories and this point is considered significant. While going through the relevant literature it would be supportive to scrutinize the link existing between work environments and organizational upshots in relevance to the applicability of the present day management theory in a healthcare organization.

THEORETICAL BACKGROUND

The variable mentioned above affords parameters. Several interrelated dimensions can be recognized within these parameters, for example, the individual, the group, the organization and the environment. These dimensions jointly influence behavior in work organizations. It is the individual members who constitute an organization. In organizational behavior the individual occupies the central focus being an integral segment of any behavioral situation. Individual's significance is established whether acting in isolation or as member of a group where the organization looks forward to response. Individual's importance also stays good in case the

organization comes under influence of external environment. In a sound organizational behavior, compatibility is desirable between the needs of the individual and the requirements of the organization. Missing of this compatibility may develop an air of conflict and frustration in the organization. On such occasions, a responsible management comes forward to remove the gap between the individual and the organization by providing the former a sound working environment where on one hand the individual's needs are satisfied and on the other the organization is able to acquire its goals.

THE GROUP

In all sorts of organizations groups are existent. These groups bear their significance for their specific nature of work and performance. Groups of people form an organization. Each of the members of these groups may be a member of one or more groups. Social needs of people in an organization may result in formation of informal groups within organization. Interaction in diverse ways of the members of a group influences one another. There is all possibilities that these groups would formulate their own hierarchies and raise among themselves some individuals as leaders. Importantly, the pressures of groups can place a substantial impact on the performance as well as behavior of the individual members in the organization. From the structure and behavior of a group it is possible to learn about behavior of an individual and this also is indicative of organizational behavior.

THE ORGANIZATION

In a formal organization it is observed that there an interaction between the individuals and the groups. It is the management who provides a structure for formal organization and this structure is aimed at establishing a relationship between the two. This relationships serves as a means of a system and order and a source of turning the strife of the organization into activities that enable achievement of organizational goals and objectives.

Formal structure of an organization enables its people perform their respective organizational accomplishments in pursuit of targets and objectives of the organization. In an organization various factors influence the pattern of an organization. These include modes of leadership, organizational structure and technology as well as management systems which support the organization processes via plans, setting direction and application of controls. In this scenario,

the structure and design of the organization and its management styles acquire increased importance in terms of their influence on the behavior of the people working in the organization. For example, McPhee (1996) draws attention to natural process of development and significance of organization designs and their core value and additionally terms the business to business details or group-interviewing as a matter of sharing a detailed study of business and organizational behavior.

ENVIRONMENT

An organization is a part of the external environment and its operations in this capacity. In the form of technological advancement, scientific progress, economic activity, social and cultural stimuli and governmental actions the organization comes under influence of the external environmental dynamics. Moreover, consequences of the functions of the organization in relation to its environment appear in case of activities linked with opportunities management, risk management and attainment of its objectives and aims. The rapidly elevating trend of change in environmental factors is reflective of the need to study the organization and its processes in detail so as to find out as to what extent the organization responds to external demands. The fast penetrating process of globalization refers that organizations should be positive in responding to the present day market and local demands. There is no doubt that globalization is placing a substantial influence on organizational behavior (especially those organizations that are engaged in international trade and transactions). At the same time globalization insists on processes instead of functions with an organization.

ORGANIZATIONAL COMMITMENT

Employees in an organization are supposed to possess the quality of commitment for their organization. Different factors including commitment of employees to their supervisor or manager, impact this commitment, career or profession (Meyer & Allen, 1997). The term organizational commitment concentrates on commitment of the employees that they observe for their organization. Describing the aspects of organizational commitment, Meyer & Allen (1997) offer view forwarded by Morrow & McElroy's (1993) which suggests that organization commitment is no simple aspect, rather among all sorts of the commitments, organizational commitment is most advanced one.

Meyer & Allen (1991) in the course of their research on organizational commitment, designed an outline which was could measure the following kinds of organizational commitment:

(a) Affective commitment means that employees possess emotional relationship with the organization; they feel proud to be identified by this organization and of their involvement. Those employees who are firmly committed in terms of affective commitment, prefer to remain with their organization out of their free will.

(b) Continuance commitment relates to evaluation of the expense on the organization in cases of quitting the organization or their retention in the organization. Those of the employee who view that in financial terms their quitting the organization will put them in more difficulties, they decide to stay in the organization.

(c) Normative commitment means how the employees consider their responsibility towards their organization. Those human resources who observe higher degree of normative commitment, prefer to keep their affiliation with their organization. They do so as they realize that they are obliged to do so.

Meyer & Allen (1991) in support of their framework offer the standpoint that affective, continuance, and normative commitment are not types but components. For this standpoint they argue that the employees could have different levels of the above-cited three. For instance, one employee might have firm attachment to the organization, and the determination to retain this attachment in future as well. Another employee might be working with interest but that employee could be finding it hard to quit the organizations for economic dependence on the organization. A third employee may have a combination of feelings of willingness, need and sense of duty to continue working with the present employer (Meyer & Allen, 1997, p. 13). Although the authors have put forth this argument, yet they propose no justification for measuring and setting all the scales to work out an overall calculation of organizational commitment. For this reason, as per requirement of this research study, scales mentioned herein will be termed as types rather than components.

Studies carried out on this pertinent research are indicative of a link between organizational commitment and the measures of effectiveness. These affiliations are similar to the relationship between the results of relations-oriented and task-oriented governance behavior. For example, Loui (1995) established that in the matter of commitment, there was contribution of a substantial element of trust, satisfaction and involvement relating to job. In their research, Angle & Perry

(1981) reveal an association between commitment and turnover. According to another study, a definite correlation exists between commitment and job performance (Wiener & Vardi, 1980).

Besides other factors mentioned above, the research study suggests that leadership behaviors are also allied with organizational commitment. Such behaviors refer to relations-oriented and task-oriented ones. Jermier & Berkes (1979) find higher degrees of commitment among those employees who are permitted to share the process of decision-making in the organization. Findings of DeCotiis & Summers (1987) show that higher levels of commitment from employees were demonstrated when they were given a considerate behavior. According to Bycio, Hackett, & Allen (1995) definite links are existent between the leadership behaviors of charisma, intellectual stimulation, personalized consideration, and conditional incentive and the three types of commitments i.e. affective, continuance, and normative commitment.

Effectiveness of leadership behaviors plays a prominent role in development of organizational behavior. From this aspect it is possible to find out other benefits of leadership. A dynamic and effective leader is one who is successful in developing a strong sense of organizational commitment among the employees. This requires expertise not only in management skills but also in understanding human psychology. A good mind-reader of the employees will be able to motivate them to organizational commitment as well as loyalty and ownership of the organization.

Limitation of the study:

The research on examined employee perception related to organization behavior with respect to organization commitment has thrown in the current conjecture of organization behavior. The results are very revealing and elucidate the relationship of different aspect of organization commitment among employees. Moreover, it is suggested that organizations should integrate some mind-set development programs for employees in order to improve their relationship and commitment with their employment and employer. These findings would also facilitate other organization to devise their policies for progressing organizational commitment.

THE SURVEY

Data collection

The survey conducted with the help of questionnaire consists of two parts. In the first part demographic data was collected as well as some questions related to the organizational data, while in the second part, three different responses were collected related to organization commitment. These responses were also categorized into three components, affective commitment, continuance commitment and normative commitment. Six responses were measured for each of these components. The 50 numbers of respondents were examined through this survey from different private companies in Karachi – Pakistan. These respondents belonged to both managerial and non-managerial position.

Results

Most of the respondents (58%) of the total population were from the age group of 25 to 35, 20% were from 36 to 45 years of age while remaining 16 % and 6 % were from 45 years and above and below 25 years of age respectively.

90 % of total respondents were male and 10% were female.

Among all 62 % were married and 38% were unmarried employees.

Similarly 76 % are managerial employees and 24 % were from non-managerial positions.

Majority of the respondents held master degree i.e. 46 %, 36 % had only bachelors degrees, 10 % were diploma holders and the remaining 8 % had other degrees.

The year of experience in the employment helps employees to understand the aspect of organizational commitment, so most of the employees in our population were more than 7 years or above experience in their employment, the percentage was about 36 %. 28% respondents had 1 to 3 years of experience, 24 % was not having long service (below 1 year) and remaining 12 % had 4 to 6 years tenure with their employment.

32% of the respondent's income was ranging from 50, 000/- to 75, 000/-, 28% has 25, 000/- to 50, 000/-, 24% had above 75, 000/- and remaining 16% had income below Rs. 25,000.

This position has been further elaborated in tables 1.1 to 1.7 as follows:

Table: 1.1 AGE

AGE (Years)	FREQUENCY (Numbers)	PERCENTAGE (%)
Below 25	3	6.00
25 to 35	29	58.0
36 to 45	10	20.0
45 to onward	8	16.0
Total	50	100

Table: 1.2 GENDER

GENDER	FREQUENCY (Numbers)	PERCENTAGE (%)
Male	45	90.0
Female	05	10.0
Total	50	100

Table: 1.3 MARITAL STATUS

MARITAL STATUS	FREQUENCY (Numbers)	PERCENTAGE (%)
Single	19	38.0
Married	31	62.0
Total	50	100

Table 1.4 LEVEL OF EDUCATION

EDUCATION	FREQUENCY (Numbers)	PERCENTAGE (%)
Masters	23	46.0
Bachelors	18	36.0
Diploma	5	10.0
Others	4	8.0
Total	50	100

Table 1.5 NATURE OF JOB

MARITAL STATUS	FREQUENCY (Numbers)	PERCENTAGE (%)
Managerial	38	76.0
Non-Managerial	12	24.0
Total	50	100

Table 1.6 YEAR OF EXPERIENCE

EXPERIENCE (Years)	FREQUENCY (Numbers)	PERCENTAGE (%)
Less than 1	12	24.0
1 to 3	14	28.0
4 to 6	6	12.0
7 & Above	18	36.0
Total	50	100

Table 1.7 LEVEL OF MONTHLY INCOME

INCOME LEVEL (PKR)	FREQUENCY (Numbers)	PERCENTAGE (%)
Less than 25, 000	8	16.0
25, 000 to 50, 000	14	28.0
50, 000 to 75, 000	16	32.0
Above 75, 000	12	24.0
Total	50	100

Affective Commitment

Six items were evaluated with respect to affective commitment to judge the perception of organizational behavior from employees, the results showed that high degree of discomfort with the organization as most of the employees do not feel strong sense of belongings to their organization (mean: 4.0), but on the other hand they are much happy to spend the rest of the carrier with their organization (mean: 3.76). They do not feel emotionally attached to their organization (mean: 3.76). Two facet of perception have come forward, one is the opinion about the personal attachment with the organization and other was on the fact that employees get pays

for their services. They never intend to perceive their organization as a part of family (mean: 2.66), never feel that organization's issues were their own (mean: 2.68) and by no means their organizations have a great deal of personal meaning for them (mean: 2.76).

Table 1.8 Affective Commitments of Employees

S. NO.	AFFECTIVE COMMITMENT	SA	A	UD	DA	SD	Total	Total Agree		Total Disagree		Mean
								N	%	N	%	
1	It will be a pleasure to pass the rest of my career with my organization	14	25	0	7	4	50	39	78	11	22	3.76
2	I realize issues of this organization as those of my own.	5	16	0	16	13	50	21	42	29	58	2.68
3	I bear only a superficial feeling of belonging to my organization	22	18	0	8	2	50	40	80	10	20	4
4	I feel no emotional link with my organization	26	8	0	10	6	50	34	68	16	32	3.76
5	Being at organization I feel myself as no part of the family	6	11	0	26	7	50	17	34	33	66	2.66
6	I view my organization of great value in terms of my person.	2	18	0	26	4	50	20	40	30	60	2.76

Continuance commitment

With respect to the continuance commitment of employees, 6 items were examined to determine the perception of organization behavior, most of the employees could not leave their organization for the reason of unavailability of alternative employment (mean: 4.24). If there will be an opportunity for these employees, they might thinking to change their current employment. The employees staying in their organization is just because of their necessity as well as their desire (mean: 4.04). It would be very tough for employees to leave their organization even if they wanted to (mean: 3.44). Regardless of discontinuing commitment with the organization as their opinions showed, employees also have very little options to consider leaving their organization (mean: 3.0), they may believe that their lives would be disrupted if they decided to leave their current employment (mean: 3.12), they also judged if they involved themselves extraordinary in their organization, they might thinking to work in another place (mean: 3.3).

Table 1.9 Continuance Commitments of Employees

CONTINUANCE COMMITMENT												
1	At the moment, I need and desire to stay with my organization	26	14	0	6	4	50	40	80	10	20	4.04
2	Leaving my organization right now will be difficult for me even if I wanted to.	20	8	0	18	4	50	28	56	22	44	3.44
3	Too much of my life would be disrupted if I decided I wanted to leave my organization now	8	16	0	26	0	50	24	48	26	52	3.12
4	I feel that I have too few options to consider leaving this organization.	6	19	0	19	6	50	25	50	25	50	3
5	If I had not already put so much of myself into this organization, I might consider working elsewhere.	18	6	0	25	1	50	24	48	26	52	3.3
6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	29	13	0	7	1	50	42	84	8	16	4.24

Normative commitment

According to the responses related to normative commitment in perceiving organization behavior by employees, the loyalty with their organization has greatly accentuated. The organization deserves their trustworthiness (mean: 3.96), they have to great deal to their organization (mean: 3.42), employees feel guilty if they left organization (mean: 3.06). The employees have cares to their work so that they would not prefer to leave their organization because they have a sense of obligation to the people in it (mean: 2.1). Even if they have seen too many advantages, they do not feel that it would be right to leave their organization at the current stage.

Table 1.10 Normative Commitments of Employees

NORMATIVE COMMITMENT												
1	I do not feel any obligation to remain with my current employer. ®	6	12	0	22	10	50	18	36	32	64	2.64
2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	16	8	0	13	13	50	24	48	26	52	3.02
3	I would feel guilty if I left my organization now.	3	24	0	19	4	50	27	54	23	46	3.06
4	This organization deserves my loyalty.	26	10	0	14	0	50	36	72	14	28	3.96

5	I would not leave my organization right now because I have a sense of obligation to the people in it.	2	7	0	26	15	50	9	18	41	82	2.1
6	I owe a great deal to my organization.	16	14	0	15	5	50	30	60	20	40	3.42

CONCLUSION

The results obtained from the responses through survey questionnaire from employees of different private organization, elucidating the different aspect of organizational commitment such as affective commitment, continuance commitment and normative commitment. According to the results following conclusions have drawn.

- There will be need to identify the employee perceptions of organization behavior with respect to organization commitment in every organization.
- The understanding of organization behavior is very significant in achieving organization commitments and goals.
- Every organization should work on such type of workplace environment where employees perceived their organization as part of the family.
- There will also need to explore the aspects of employee's loyalty with their organization.
- Organizational commitment are related to the employees attitude towards work and employment, so employers should work on proper mechanism related to the organization, group and individual that ultimately headed for better job performance and organizational commitment.

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