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ANALYSING THE IMPACT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL SUSTAINABILITY

Burbure Pranita

ABSTRACT

The study is focused on examining the impact of organizational Commitment on Organizational Sustainability. A structured questionnaire was developed and administrated to a sample of 228 IT employees from 37 Public Limited IT-companies under Software Technology Park of India, Pune. The Regression analysis shows that there is a significant relationship between Organizational Commitment (Job Satisfaction, Job Involvement and Perceived Organizational Support) and Organizational Sustainability (Economic Sustainability, Environmental Sustainability and Social Sustainability).

Keywords: Organizational Commitment, Organizational Sustainability, Job Satisfaction, Job Involvement and Perceived Organizational Support

1. Introduction

Companies in their work environment, aspire to create a high level of performance and low levels of absenteeism and turnover. Organizational commitment is considered a key factor in achieving this objective. (Juan Herrera and Carlos De Las Heras-Rosas, 2021). "Organizational commitment includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization for the achievement of goals. The involvement of personnel in strategic planning can increase member commitment (Martinus Nahak, Lena Ellitan, 2022; Dooley et al., 2000)." Herold, et. al., 2008 suggested that, "Commitment thus goes beyond a positive attitude towards organization; it includes the willingness of employees to exert effort in implementing various processes."

As proposed by Porter and Lawer (1965) "Organizational commitment is the desire on the part of the employee to make high efforts for the good of the institution, longing to remain in it and accept its main objectives and values." Committed employees are assets to business organizations. Organizational Commitment plays a major role at all levels within the administrative organization as it contributes to creating the appropriate practices leading to better organizational culture and

organizational climate that helps to improve and develop performance in an effective manner. The importance of organizational Commitment has increased because it affects the thinking and behavior of the employees towards the job and the organization as well as their performance in the workplace. This leads any organization towards the achievement of organizational Sustainability.

Organizational Sustainability is a term that has gained crucial importance in the world today. It has impacted the businesses to a great extent. organizational Sustainability is not limited to economic development only, but goes beyond it. organizational Sustainability is the development of three dimensions; Economic, Social and Environmental. Sustainable organizations need to focus on all three dimensions. In order to achieve those, organizations need to find out the particular factors they need to focus upon. In this study the researcher is curious to find out whether organizational Commitment is one of the relevant factors? Does it help the organization in moving towards becoming a sustainable organization in any way?

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What is the impact of the organizational Commitment on achieving organizational Sustainability?

So, the main objective of this research is to test the impact of organizational Commitment on organizational Sustainability, which will help improve its performance. This aim is achieved by testing well-designed objectives which are framed by focusing upon the selected dimensions of organizational Commitment and organizational Sustainability.

2. Literature Review

Many authors have defined organizational commitment in different ways. Barnard was the foremost in bringing up the concept in 1938. Becker in 1960 stated "Commitment of the individual to the organization is the result of the small investments that he or she has made over time and that would stop his or her voluntary disengagement from the organization. Porter and Lawer (1965) defined "Organizational commitment as the desire on the part of the employee to make high efforts for the good of the institution, longing to remain in it and accept its main objectives and values." Kanter (1968) stated "Organizational commitment as Employee's willingness to invest their energy and loyalty in a given organization." Also, Blau and Boal [1987] specified that "Organizational commitment refers to an employee who identifies with an organization and wishes to maintain membership in that organization in order to facilitate its goals." It can be understood that the concept of organizational commitment is expressed in various ways by different researchers and practitioners. Taking it further, based on Becker's perspective (1960), Meyer and Allen (1991, 1997) developed first model called as "Continuity Commitment" based on social perspective which was followed by second model called "Affective Commitment" based on psychological perspective and the third one was "Normative Commitment" focused on ethical perspective. Furthermore, "organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization in order to achieve goals (Steers & Porter, 2011)." Sianipar, et. al., (2014) stated that "organizational commitment is an employee's decision to continue his membership in the organization by wholeheartedly accepting the organization's goals and making the best contribution to the progress of the organization." M., Wardahana, IA, & Jessica, KG (2021) proposed that "Organizational

commitment is a measure of employee willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to make an effort to get the job done and a desire to continue working there." Organizational commitment, it is closely linked to several organizational factors including job satisfaction. (Locke 1976; Price and Mueller, 1981; Curry et. al., 1986; Meyer et. al., 2002; Morrow, 2011; Glen, 2006; Fulmer and Ployhart, 2014). Job Involvement also has a close association with Organizational commitment (Mathieu and Zajac 1990; Mowday, RT 1998; Meyer and Herscovitch 200; Steers & Porter, 2011; Kreitner, Robert & Kinicky, Angelo. 2013.) As suggested by Steers & Porter (2011) and Sianipar, et. al., (2014), Perceived Organizational Support is an organizational dimension which has influence on Organizational commitment Having different perspectives, authors suggest that job satisfaction precedes or succeeds Organizational commitment.

Relationship between Organizational Sustainability and Organizational Commitment:

Organizational Sustainability and its dimensions are intellectually discussed across the world. In the recent period, an increasing international concern has been observed towards the need to achieve organizational Sustainability in order to reach a sustainable future. The term organizational Sustainability is not limited to economic development only, but goes beyond it to refer to a wide range of multifaceted issues for managing the economy, the environment and society. Organizational Sustainability can be referred to the necessity for achieving development in a way that satisfies the developmental and environmental needs of present and future generations as well, and this concept emerged as a development philosophy. As the International Committee for Environment and Development provided a definition for organizational Sustainability as that development that achieves and meets the basic needs of all and provides opportunities for them to achieve their aspirations for a better life. The countries of the world agreed at the Earth Conference in 1992 to define organizational Sustainability in the third principle approved by the Conference on Environment and Development in Rio de Janeiro, Brazil, in 1992, on the necessity of achieving the right to development so that the development and environmental needs of present and future generations are equally fulfilled.

Organizational Sustainability is also defined as the result of a group interaction in the work of the public and private authorities in society in order to meet the basic and health needs of the human being.

As per Florescu, A.; Baraba, B (2018) "Organizational Sustainability organizes economic development for its benefit and the pursuit of social harmony in society, regardless of the cultural, linguistic and religious differences of people, without mortgaging the future of future generations to meet their needs." Economic, Social and Environmental are the three elements that form the basic pillars of organizational Sustainability. The study tries to focus on the impact organizational Commitment and its specified variables on organizational Sustainability and its three dimensions.

Along with many other factors, Organizational Commitment is one of the indicators of the success of economic and administrative institutions and organizations. In addition, variables of Organizational **Development of Theoretical Model**

Commitment and its three dimensions directly or indirectly help in business Organization's survival, thereby, influencing organization's long-term success and organizational Sustainability. To attain this aim, commitment becomes a vital factor for organizational growth and sustainability. Committed employees are satisfied and their performance speaks volumes. This satisfaction is partly due to the sense of involvement and belonging to the organization which is generally known as 'Job Involvement'. The higher the employees' involvement in the organization, the more satisfied they are. The more they perceive support from the organizational members, the more committed they become. Hence, the specified factors considered to study Organizational commitment in this study are Job satisfaction, Job Involvement and Perceived Organizational Support and their impact on Organizational Sustainability.

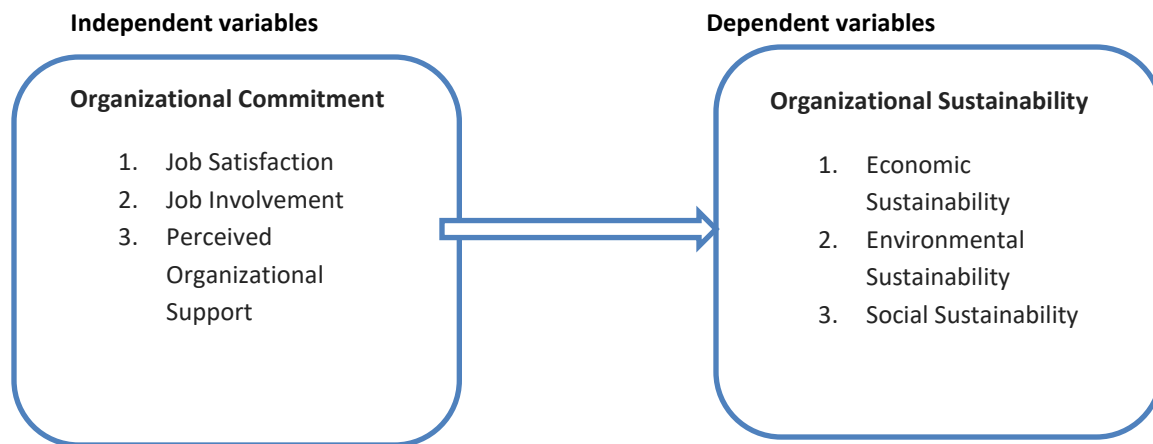


Fig 1. Theoretical Model: Relationship between Independent variables and Dependent variables.

3. Research Methodology

The main purpose of this study is to measure the impact of the organizational Commitment (Job Satisfaction, Job Involvement and Perceived Organizational Support) on organizational Sustainability (Economic Sustainability, Environmental Sustainability and Social Sustainability).

To meet the objectives, primary data has been collected by distributing structured questionnaire to the relevant sample of 228 IT employees from 37

Public Limited IT-companies under Software Technology Park of India, Pune. IT companies located in geographical area of Pune.

Dependent Variable

Organizational Sustainability (Economic Sustainability, Environmental Sustainability and Social Sustainability).

Independent Variable

Organizational Commitment (Job Satisfaction, Job Involvement and Perceived Organizational Support)

Hypothesis Formulation

From the relevant literature, the following three hypothesis are developed to reach the objective of the current study stated as under:

H01: There is no statistically significant relationship between organizational Commitment and Economic sustainability”

H02: “There is no statistically significant relationship between organizational Commitment and Environmental sustainability”

H03: “There is no statistically significant relationship between organizational Commitment and Social sustainability”

4. Data Analysis and Findings

Relevant Statistical methods have been applied to analyze the variables based on the data collected using the structured questionnaire to get the results. Descriptive statistical analysis is presented to meet the hypothesis. Researcher also applied statistical methods such as Regression analysis to examine the impact of Organizational Commitment and organizational Sustainability and realize the specified objectives. Structural validity test was performed on the sample to find that all the values of the average interpreted variance were greater than 50%. The values of the load coefficients were greater than 0.4, and that the Cronbach alpha coefficients were greater than 0.7, which are all acceptable values for testing the measurement stability of each of the study variables.

Descriptive Analysis

The descriptive analysis for the research variables using the Mean and Standard Deviation are demonstrated in Table (1).

The mean value of Job Satisfaction is found to be 3.51 with a standard deviation of 0.54, the mean value of

Job Involvement is found to be 3.55 with a standard deviation of 0.49 and the mean value of Perceived Organizational Support is found to be 3.76 with a standard deviation of 0.55. Additionally, the mean value of Economic Sustainability is found to be 3.89 with a standard deviation of 0.70, the mean value of Social Sustainability is found to be 3.99 with a standard deviation of 0.45 and the mean value of Environmental Sustainability is found to be 4.25 with a standard deviation of 0.59.

Hypothesis Testing:

Multiple Regression has been used to find the impact of independent variable on the dependent variable.

H01: There is no statistically significant relationship between organizational Commitment and Economic sustainability”

Ha1: There is a statistically significant relationship between organizational Commitment and Economic sustainability”

The multiple regression model shows the organizational Commitment, including (Job Satisfaction, Job Involvement, Perceived Organizational Support) and their impact on the dependent variable economic sustainability. The researcher found that there is a positive significant impact for each of the Job Satisfaction, Job Involvement, and Perceived Organizational Support on Economic sustainability, as the significance level values are less than 0.05 and the regression coefficient values are 0.141, 0.291, and 0.192. Moreover, its R Square value is 0.313, which means economic sustainability can be influenced by organizational Commitment.

| | N | Mean | Std. Deviation |
|----------------------------------|-----|------|----------------|
| Job Satisfaction | 228 | 3.51 | 0.54 |
| Job Involvement | 228 | 3.55 | 0.49 |
| Perceived Organizational Support | 228 | 3.76 | 0.55 |
| Economic Sustainability | 228 | 3.89 | 0.70 |
| Social Sustainability | 228 | 3.99 | 0.45 |
| Environmental Sustainability | 228 | 4.25 | 0.59 |

Table (1) Descriptive Statistical analysis

Based on the data in Table (2), the independent variables are gradient in importance to the dependent variable, where “Job Involvement” is the

most important variable for economic sustainability, as the corresponding Standardized Beta is 0.277. It is followed by Perceived Organizational Support, where

the corresponding Beta value is 0.185. and in the last place collective action comes as the least important variable for economic sustainability, as the corresponding Standardized Beta is equal to 0.155. Based on the previous results, it can be seen that the first hypothesis “There is a statistically significant relationship between organizational Commitment and economic sustainability” is fully acceptable.

H02: “There is no statistically significant relationship between organizational Commitment and Environmental sustainability”

Ha2: “There is a statistically significant relationship between organizational Commitment and Environmental sustainability”

The multiple regression model shows the organizational Commitment, including (Job Satisfaction, Job Involvement, Perceived Organizational Support) and their impact on the dependent variable, environmental sustainability.

The researcher found that there is a positive significant impact for each of the Job Satisfaction, Job Involvement, and Perceived Organizational Support on Environmental sustainability where the significance level values are less than 0.05 and the regression coefficient values are 0.151, 0.255, and 0.118. Moreover, its R square value is 0.231, which means that environmental sustainability can be explained by organizational Commitment.

Based on the data in Table (3), the independent variables are of significance relative to the dependent variable, as we find that Job Involvement is the most important variable for environmental sustainability, as the corresponding Standardized Beta value is 0.233. Job Satisfaction comes next in importance, as the corresponding Standardized Beta value is 0.181, then Perceived Organizational Support comes in third place in importance, as the corresponding Standardized Beta is 0.131.

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | R Square |
|----------------------------------|-----------------------------|------------|---------------------------|-------|-------|----------|
| | B | Std. Error | Beta | | | |
| (Constant) | 1.079 | 0.221 | | 4.882 | 0.000 | |
| Job Satisfaction | 0.141 | 0.041 | 0.155 | 3.439 | 0.003 | |
| Job Involvement | 0.291 | 0.046 | 0.277 | 6.326 | 0.000 | 0.313 |
| Perceived Organizational Support | 0.192 | 0.049 | 0.185 | 3.918 | 0.000 | |

Table (2). Regression analysis of the impact of organizational Commitment on economic sustainability.

Dependent Variable: Economic sustainability. So the regression equation can be written as follows:

Economic Sustainability = 1.079 + 0.141 Job Satisfaction + 0.291 Job Involvement + 0.192 Perceived Organizational Support .

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | R Square |
|----------------------------------|-----------------------------|------------|---------------------------|-------|-------|----------|
| | B | Std. Error | Beta | | | |
| (Constant) | 1.912 | 0.222 | | 8.612 | 0.000 | |
| Job Satisfaction | 0.151 | 0.042 | 0.181 | 3.595 | 0.000 | |
| Job Involvement | 0.255 | 0.051 | 0.233 | 5.000 | 0.000 | 0.231 |
| Perceived Organizational Support | 0.118 | 0.044 | 0.131 | 2.681 | 0.018 | |

Table (3). Regression analysis of the impact of organizational Commitment on environmental sustainability.

a. Dependent Variable: Environmental sustainability. So the regression equation can be written as follows: Environmental Sustainability = 1.912 + 0.151 Job Satisfaction + 0.255 Job Involvement + 0.118 Perceived Organizational Support.

Based on the previous results, it can be seen that the second hypothesis “There is a statistically significant relationship between organizational Commitment and environmental sustainability” is fully acceptable.

H03: “There is no statistically significant relationship between organizational Commitment and Social sustainability”

Ha3: “There is a statistically significant relationship between organizational Commitment and Social sustainability”

The multiple regression model shows the organizational Commitment including (Job Satisfaction, Job Involvement, Perceived Organizational Support) and their impact on the dependent variable, which is social sustainability. Social where the significance level values are less than

0.05 and the regression coefficient values are 0.199, 0.135, 0.111. Moreover, its R Square value is 0.181, which means that social sustainability can be explained by organizational Commitment.

Based on the data in Table (4), the independent variables are ranked in importance relative to the dependent variable, as Job Satisfaction is the most important variable for social sustainability, as the corresponding Standardized Beta value is equal to 0.233. then comes the Perceived Organizational Support, as the corresponding Standardized Beta is 0.115, and in the last place Job Involvement comes as the least important variable for social sustainability, as the corresponding Standardized Beta is 0.114.

Based on the previous results, it can be seen that the third hypothesis “There is a statistically significant relationship between organizational Commitment and social sustainability” is fully acceptable.

Based on these results, the first hypothesis “there is a statistically significant relationship between organizational Commitment and organizational Sustainability” is fully acceptable.

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | R Square |
|----------------------------------|-----------------------------|------------|---------------------------|--------|-------|----------|
| | B | Std. Error | Beta | | | |
| (Constant) | 2.350 | 0.231 | | 10.173 | 0.000 | |
| Job Satisfaction | 0.199 | 0.041 | 0.233 | 4.853 | 0.000 | |
| Job Involvement | 0.135 | 0.051 | 0.114 | 2.647 | 0.016 | 0.181 |
| Perceived Organizational Support | 0.111 | 0.049 | 0.115 | 2.707 | 0.037 | |

Table (4) Regression analysis of the impact of organizational Commitment on social sustainability.

a. Dependent Variable: Social Sustainability. So the regression equation can be written as follows: Social Sustainability = 2.350 + 0.199 Job Satisfaction + 0.135 Job Involvement + 0.111 Perceived Organizational Support

Satisfaction, Job Involvement and Perceived organizational Support on organizational Sustainability.

By looking at the test of the correlation coefficient between the organizational Commitment, which includes (Job Satisfaction, Job Involvement, Perceived Organizational Support). Economic sustainability, it was found that there is a positive statistically significant correlation between organizational Commitment and economic sustainability. It was also

5. Conclusion

On the basis of descriptive and statistical analysis, it can be concluded that there is a significant impact of organizational Commitment in terms of Job

found that there is a positive statistically significant correlation between organizational Commitment and environmental sustainability. Also, It was found that there is a positive statistically significant correlation between organizational Commitment and Social sustainability.

6. Implications and Future Scope of Research:

There is a high relevance of Organizational Commitment to Sustainability of the organization. Hence, organizations and business units must try to focus on increasing the commitment of the employees by implementing relevant practices inside the organizations. This can help to reduce boredom, absenteeism and turnover and increase employee performance, job satisfaction and involvement. This in turn can have a positive effect on organizational performance and achievement of future goals leading to achievement of organizational sustainability. These practices can multiply the growth of any organization making it a sustainable one.

There is a huge scope for further research as the variables studied in this research were limited and there can be many more organizational factors that may influence the organizational commitment of the employees. Also, Longitudinal studies can be conducted to find out the long-term effects of commitment on sustainability. These studies can be of great relevance and benefit to businesses having long-term vision and management who is striving for sustainable growth. These studies can be of great benefit for the economic, societal, environmental, national and international sustainability initiatives and development.

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