Influence Of Job Characteristics Construct On Organisational Commitment Among Employees Of Restaurants

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Abstract: The primary purpose of the current paper was to identify the extent of influence over Organisational commitment by the constructs of job characteristics. Data was collected from the restaurants of Chidambaram through Simple random sampling. 100 samples were collected. The influence of the constructs of job characteristics over Organisational commitment was identified through regression. It was found from the study that than autonomy, all other dimensions of job characteristics predicted Organisational Commitment.

Keyword: Job Characteristics, Organisational Commitment

1 INTRODUCTION
The phrases job characteristics (Hackman and Lawler, 1971) also known as task characteristics or even as task attributes (Turner and Lawrence, 1965) have been measured as an antecedent of many organizational results. As per the unique feature of a job, an employee performs or changes his work or performance. There exist differences in every job, its execution flexibility, and level of responsibility and its nature of simplicity or complexity. The popularly established taxonomy concerning job characteristics is the model of job characteristics proposed by Hackman and Oldham, 1975. As per the Job characteristics model devised by Hackman and Oldham in 1975, five major job characteristics had been recognized. Those included task identity, task significance, skill variety, feedback and autonomy. The first three elements were concerned with the meaningfulness of the job. The fourth element is related to liability for outcomes, and the fifth element deals with the facts regarding the outcomes of job or work. To motivate the workers, these five elements are taken together to analyze the potential score. The possible score is analyzed by finding the average of task identity, task significance and job variety and then multiplying the same with autonomy and feedback. (Hackman and Oldham, 1975).

Job characteristics as the determinant of organizational commitment The extent to which a job is structured to give an appropriate measure and feedback of employee’s performance and their job completion is commonly referred to as job characteristics. Job characteristics also suggest ways to improve and control the work behaviour and actions of employees (Greenberger and Strasser, 1986). The name given to this is personal control. It is the belief of employee himself that he can bring about change in his work as per the requirements of the job. As per the words of Lawler (1992), an increase in the level of personal control enhances the positive emotional relationship as with organization. Alternatively speaking, it can be said that if the employee has the feeling of freedom in work will increase the positive attitude of employees and enhanced activities in work. As per the words of Chiu and Chen (2005), job characteristics refer to those elements related to work that will inspire the employees towards enhanced performance. Organizational commitment among private employees According to Salami, 2008, worker’s organizational commitment is viewed by different scholars in various ways, particularly in private sectors. Olugbila, 1996 says that, in the private sectors of Nigeria, there is no organizational commitment among the employees. on the contrary researchers like Alarape and Akinlabi, 2008 say that even in some of those concerns, the employees have an organizational commitment towards concern they are working in, but concern does not show commitment towards the upliftment of the employees. there is a common view that the relationship between employer and the employee is better exhibited through the organizational commitment.

2 REVIEW OF LITERATURE
The capability approach of Nicolai Suppa (2012) is executed in the study as a conceptual framework. An empirical examination of the influence of job characteristics on subjective well-being is being done in the current study. With the help of confirmatory factor analysis, the measurement model for assessing the latent constructs of job characteristics was suggested. Later, using the Australian panel data, the influence of job characteristics constructs on satisfaction in life and job was measured. Four results were identified from the research. Those include,

1. The four latent constructs of job characteristics are valid.
2. Satisfaction in job and life are increased through positive and favourable situations of job characteristics.
3. The dissatisfaction of some unemployed persons is accounted for by these constructs.
4. Controlling for overlooked heterogeneity is critical in such exercises.

A research was carried out by Michael Oyelere et al., (2015), on the level of organizational commitment amidst the employees of the Nigerian public sector. This research was don’t to examine the influence of such commitment(s) on the productivity level of employees. Also, this paper aims to spotlight the impact of the ‘government’s involvement’ in addressing the gaps recognized in the public sector as the major contributor the commitment(s) among employees in the public sector organizations. This research was done as
a nationwide survey of the National Civil Service Union (NCSU) members for exploring the attitude of employees towards their organization. Group interviews were done with several employees in the Nigerian public sectors numbering about 20 employees from five (5) different public sectors organizations. A systematic non-probability sampling technique was executed in selecting both the organization and the respondents for the research. A critical examination of the employee’s past and current trends regarding their commitment was done in order to better understand the commitment level of employees in the public sectors of Nigeria. This research also provided the views regarding how the management of such commitments has their influence on the organization, either it is military or civilian. This study will provide in-depth knowledge and understanding in this area and provide additional theoretical and empirical data that intend to sustain future investigation. Bhupinder Singh et al., (2008) have made a study on Organizational Commitment, taking into consideration a wide variety of dimensions and perspectives. The current paper aims to examine the studies done in the past years for understanding the way in which the organizational commitment should be handled for making the employees feel committed in the organization they work. For formulating the definitions, constructs and interpretations in the industrial sectors, motivation, job involvements, etc. were used in the social systems. Earlier studies viewed OC as the individual’s or organization’s identification of goals or values. Furthermore, it was seen as the authoritative involvement of employees by the employer in the job. The current paper aimed to examine all the views of researches done earlier regarding OC and put forth a comprehensive result regarding OC, which would help furthermore for future researches.

3 RESEARCH METHODOLOGY

3.1 Sampling Method

The population of the study was defined as respondents. Therefore data was collected through simple random sampling (probability sampling).

3.2 Population

The employees of the restaurant in Chidambaram were selected as the respondents for this study. Owing to the accessibility and Chidambaram is one of the major floating populations in Tamilnadu, it was taken as the area of research for this study.

3.3 Operationalization of Variables

A short picture of the variables employed in this study is given in the subsequent paragraphs.

1. Hackman and Lawler (1971) developed the job characteristics scale. The items in the scale are assessed using five-point Likert scale and the first 15 items range from "Very little" to "very much high" and the subsequent 15 items range from "Minimum Amount" to "Maximum Amount".

2. Allen and Meyer, 1990 developed the Organisational Commitment scale. The original scale contains 24 items. This Scale was calculated using five-point scale ranging from "Strongly Disagree" to "Strongly Agree".

Chronbach Alpha Coefficient for Research Variables

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Variables</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha Coefficient Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Job performance</td>
<td>30</td>
<td>0.87</td>
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<tr>
<td>2.</td>
<td>Organizational commitment</td>
<td>24</td>
<td>0.74</td>
</tr>
</tbody>
</table>

4 ANALYSIS AND INTERPRETATION

4.1 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.756</td>
<td>.572</td>
<td>.567</td>
<td>113.242</td>
<td>.000(a)</td>
</tr>
</tbody>
</table>

4.2 Coefficients

Let’s give attention to the six antecedents of organizational commitment. The job variety (b=0.654) is significant (p=0.000), and the coefficient is positive, which indicates that job variety shows a higher organizational commitment. The effect of autonomy (b=-0.054, p=0.339) is not significant, and its coefficient is negative, which indicates autonomy is lower and lower organizational commitment. The consequence of feedback (b=0.909) is significant (p=0.000), and the coefficient is positive, which indicates that feedback shows enhanced organizational commitment. And, the result of dealing with others (b=-0.172, p=0.002) is significant, and its coefficient is negative, which indicates that the employees lowered dealing with others leads to lesser organisational commitment. Hence it was seen that higher levels of employees are connected with lesser organisational commitment. The task identity is significant,
and beta value (b= -0.577, p= 0.000) shows a negative coefficient, which indicates lesser organizational commitment. Finally, the friendship (b=0.109, p=.804) seems to be not related to organisational commitment. Finally, the friendship (b=0.109, p=.804) seems to be not related to organisational commitment. The overall job characteristic is an essential factor in forecasting organizational commitment. Summary table provides the Multiple Correlation (R = .756), the Multiple Correlation squared (R² = .572), the adjusted Multiple Correlation squared (adj.R² = .567), and the Standard Error of the Estimate. The multiple correlations refer to the combined correlation of each predictor with the outcome. The multiple correlations squared symbolize the amount of variance in the result which is accounted for by the predictors; here, 57.2% of the variance in organizational commitment is accounted for by statements of job characteristics. However, the multiple correlations squared is a bit optimistic, and therefore, the adjusted R² is appropriate. The summary table indicates that our model's R² is significantly different from zero, F =131.242, p < 0.000, which shows that there is significant relationship existing between job characteristics and organisational commitment.

5 CONCLUSION
The results of the study indicated that only four of the constructs of job characteristics seem to predict Organizational commitment. Those constructs included job variety, feedback, dealing with others and task identity. On the other hand, the organizational commitment was not predicted by autonomy. Furthermore, this research also predicts 57 % strong influence of job characteristics on Organizational commitment. The limitations of the current research can be forfeited in future studies. This study was carried out among employees of restaurants. Future studies can be done regarding guest satisfaction in hotels.

REFERENCE