

# **MEASURING ORGANISATIONAL COMMITMENT, IS PUNCTUALITY A PARAMETER: A STUDY ON PHARMACEUTICAL SALES PERSONNEL**

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## **ABSTRACT**

*A committed workforce is indeed a competitive advantage to the organisation in a highly dynamic business environment. Organisational commitment is a field of study which deals with the emotional bonding of an employee with the organisation. In the recent past much light has been thrown on organisational commitment by various researchers all around the world. Research on organisational commitment in India is also picking up. The present research paper focuses on measuring the organisational commitment of an employee using punctuality as a parameter. The sample consists of sales personnel from the pharmaceutical industry and the sample is so selected because the rate of attrition in the pharmaceutical sales personnel is usually very high. The study resulted in a positive relation between punctuality and organisational commitment.*

## **I. INTRODUCTION**

Work force in any organisation is a combination of various kinds of personality types. Every employee differs in competencies, skill sets, motivational levels and commitment to the organisation as well. These differences can be attributed to the internal and external environment of the organisation, socio-cultural environment surrounding the employee. These factors also play a vital role in determining the employees' attitude. One such important attitude with variances in employees is punctuality. Punctuality reflects the individual's interest and commitment towards people, relationships, job and organisation. Punctuality as studied by researches is a cultural trait which is more than just being on time. It is an interesting attitude of an employee which drives the employee behaviour towards the job and organisation. The beauty of this virtual attitude is that it not only reflects the employee's interest but also a great motivator for others to do the same.

India is currently the most sought after country for international business. Many MNCs have their operations in the country because of various reasons like potential market, economic policies and very important is the availability of skilled labour at reasonable or rather cheaper rates. When the organisations are investing to sustain in the global market, a committed workforce is indeed a competitive advantage. This research paper helps in identifying the virtue of organisational commitment in an employee.

The study aims at finding if punctuality reflects organisational commitment of an employee. The study focuses on the pharmaceutical sales force industry in India. The reasons for selecting the pharma industry can be attributed to the following brief profile of the industry in India.

The Indian pharma industry is worth \$ 4.5 bn with a growth rate of 8-9% annually approximate value. The industry meets 70% of the country's chemical and medical requirements. India is ranked the third largest in the world with respect to the volume of production and fourteenth with respect to the value of the products. According to the department of pharmaceuticals the market has potential to reach us \$ 20000 registered units in the country which indicate the vast employment opportunities created by the industry. According to price water coopers, leading pharmaceutical companies have increased their sales force by 50%.

## II. REVIEW OF LITERATURE ON ORGANISATIONAL COMMITMENT

Organisational commitment has been one of the most interesting and exciting issues for both management and researchers. Researchers have given their own definitions but in general an agreed upon definition by most researchers is as follows "organisational commitment is psychological state of an employee that determines the relationship with the organisation and the decision to stay with the organisation. Allen and Meyer (1991) have identified three forms of organisational commitment; they are effective commitment, continuance commitment and normative commitment.

Organisational Commitment as defined by Mowday(1992) has three imp components. They are acceptance of values and goals of the organisation, a sense of belonging to the organisation, positive inclination to put personal effort for the benefit of the organisation. O Reilly talks about organisational commitment as a psychological bond with three forms compliance identification internalisation. Allen and Meyer(1991) describe 3 types of commitment.

**Affective commitment:** -It is defined as the emotional bonding with the organisation. The employee identifies himself or herself with the organisation whole heartedly, involves completely, shows hundred percent involvement for the attainment of organisational goals. In this situation the values and goals of the individual and organisation are perfectly in line. The employees with affective commitment experience a zero percent role-conflict. Steers (1977) and Motlax (1988) have surfaced some factors crucial for employees to have organisational commitment. They are job performance and characteristics, perceived organisational support level of employee participation in goal setting and decision making process.

**Continuance commitment:**-It can be defined as the readiness to stay with the organisation because of the perceived cost of leaving the organisation. The employee has a feeling of fears the loss of investment in relationships developed within the organisation, skills acquired, career opportunities and community interests.

**Normative commitment :-**This commitment is characterised by the obligation of an employee to stay with an organisation. Such behaviour is triggered by the socio cultural environment surrounding the employee. The statement is strongly supported by Schwartz and Tessler (1972).

It is found out by many researchers that the level of commitment of employee has a direct impact on absenteeism (Allen and Meyer, 1997) a positive effect on motivation, performance and organisational citizenship (Meyer et al 2002). A committed employee as put forth by Meyer and Allen (1997) is the one who remains in the organisation regularly attends the work, puts in extra personal effort to realise the organisational goals. A committed workforce or employee provides the organisation with competitive advantages like reduced turnover (Mathieu, JE & Zajac, d 1990), readiness to accept change (Iverson, R.D. and Buttigieg, D.M. (1999); Iverson RD, McLeod CS (1996), ethics in workplace (Wahn 1993), increased organisation citizenship behaviours ( Meyer et al 2002), controllable absenteeism (Meyer and Allen 1997).

### III. PUNCTUALITY

Punctuality is a virtue of responsible employees. It is more than just being on time. It is an attitude of an individual which shows the emotional attachment towards what one is doing. Theoretically punctuality can be defined as strict observance in keeping engagements and promptness. Important behavioural traits of punctuality can be listed as follows

Being on time

- Completing the stipulated work on time.
- Planning the work to be done.
- Informing the concerned authorities about possible delay.
- Attaches high importance to finish on time.
- Does not take anything lightly
- No blame game in case of delay
- Realistic approach towards work.

According to Zerubavel (1982, P.2), "Time is one of the major parameter of social life. Social interactions would not be possible if the individuals dint have the ability to relate the interactions with time. This is strongly supported by (Durkheim, Clayman 1989, P.60) who say that social life demands that human activities be coordinated in time. Dudycha's (1938) study on punctuality shows that punctuality is an attitudinal trait and is a true reflection of the individual's early training at school and home. A study conducted by Richard and Slane (1990, P.397) highlights that punctuality is a persistent personality characteristic which has a correlation with the individual's anxiety level. Not only punctuality is an individual trait but also a characteristic which has variations across many groups. This is proved by studies conducted by Lockwood (1930), Dudycha(1937), Kanekar and Naz(1993). One interesting aspect of punctuality is that it does not depend solely on the individual but also on the one with whom the individual interacts. Therefore punctuality is an important attitudinal trait which reflects the individual's interest towards the interaction.

### IV. PUNCTUALITY AND ORGANISATIONAL COMMITMENT

Punctuality and organisational commitment are the traits which reflect the attitude of an employee towards the job. Punctuality helps in prioritising the jobs so as to be prompt. This truly is in the direction of developing organisational commitment. Many organisations are taking measures to ensure that their employees are on time and also complete their work in time. Thus imbibing the virtue of punctuality may also help creating some form of organisational commitment in the employee. Hence the study aims at finding if the virtue of punctuality can be a determinant of organisational commitment of an employee.

### V. OBJECTIVE OF THE STUDY

The objective of this paper is to study and expedite if punctuality can be considered as an antecedent to measure organisational commitment in the pharmaceutical industry. The study aims at finding the relationship between the three elements of punctuality (meaning, impact, personal effort) and organisational commitment.

**VI. HYPOTHESIS:** \_The hypothesis for the study is stated as follows

**H<sub>0</sub>:** There is a positive relationship between punctuality and organisational commitment.

**H<sub>1</sub>:** There is no positive relationship between punctuality and organisational commitment.

## VII. RESEARCH METHODOLOGY

**7.1 Sample :**The Indian pharma industry is selected for various reasons like its fast growth globally, contribution to the national economy and vast sales force in the industry. The brief industry profile has already been discussed in the introduction part.

**7.2 Data Collection:** Data was collected by distributing questionnaires personally and through electronic media as well. The participant's confidentiality was maintained and only information like designation, experience was collected. A total of 120 questionnaires were distributed, of which 85 were complete and used for data analysis. The responses from the questionnaires constituted the primary data and information from journals, electronic media, and personal discussions constituted the secondary data.

## VIII. MEASURING ORGANISATIONAL COMMITMENT

The organisational commitment was measured using some items from the OCQ developed by Allen and Meyer and was measured using a 5 point Likert scale.

## IX. MEASURING PUNCTUALITY

Punctuality was measured using a 10 item questionnaire and rated using a 5 point Likert scale. Punctuality has been divided into three elements as follows:

Personal meaning– the perception of individuals toward punctuality

Impact – the impact of punctuality on work

Personal effort – personal effort of the individual to improve punctuality

## X. DESCRIPTIVE STATISTICS

The data has been analysed using SPSS statistical software (version 17.0).

The responses from the questionnaire represented 71% response rate. All the respondents are male, belong to the pharmaceutical industry with tenure ranging between 2 – 4 years.

Descriptive statistics mean and standard deviation of all the variables mentioned above are listed in table.

Table 1 about here.

From the above statistics, the mean of the elements of punctuality, i.e., meaning, impact have a mean of 12.32, 12.3 respectively indicating that they are on the higher side. It is clear that employees understand the personal meaning and the effect of punctuality on work. Though the mean of personal effort is on the higher side, in comparison to personal meaning and impact, it is little less. This indicates that though employees understand the importance of punctuality, the personal effort to improve the same is little less than it should be. The mean of organisational commitment is on the much lower side with a value of 35.13. This can be attributed to various

reasons like increasing pressure, organisational culture, luring incentive structure from competitors, better opportunities and so on.

Table 2 about here

The table shows the correlation values between the elements of punctuality (meaning, impact, personal effort) and organisational commitment. The resultant values show that there is a positive relation between personal meaning ( $r=0.385$ ), impact ( $r=0.526$ ), personal effort ( $r=0.539$ ) and organisational commitment.

The table shows multiple regression between the elements of punctuality and organisational commitment.

Table 3 about here.

Significant positive relationship between personal meaning and organisational commitment has been identified ( $\beta = 0.106$ ,  $p = 0.325$ )

Significant positive relationship between impact and organisational commitment has been identified ( $\beta = 0.259$ ,  $p = 0.044$ )

Significant positive relationship between personal effort and organisational commitment has been identified ( $\beta = 0.321$ ,  $p = 0.009$ )

## XI. DISCUSSION

The results demonstrate a strong support to the proposed hypothesis indicating that punctuality reflects organisational commitment of an employee. Also significant positive relation has been observed between the elements of punctuality and organisational commitment. In both correlation and regression values, those of personal effort are higher than personal meaning and impact. These high values indicate that the personal effort to improve punctuality towards the work has a stronger relation with organisational commitment in comparison to personal meaning and impact.

## XII. CONCLUSION

The sales force in the selected industry has to operate their work without a physical and formal office in most cases. This work culture which has a minimum employee monitoring calls for more organisational commitment from the employee than any other industry. So the virtue of punctuality can definitely be used to measure the organisational commitment of an employee. The organisations must train the employees on the need and importance of punctuality as an essential virtue and motivate them to increase their personal efforts for the same. This personal effort by the organisation would definitely be an instrument in developing a committed workforce.

**Table 1: Mean and standard deviation of elements of punctuality and organisational commitment**

	N	Minimum	Maximum	Mean	Std. Deviation
Personal Meaning	85	3.00	15.00	12.3176	2.66910
Impact	85	3.00	15.00	12.3059	2.80316
Personal effort	85	5.00	20.00	15.3294	3.02918
Organisational commitment	85	20.00	49.00	35.1294	6.86223
Valid N (list wise)	85				

**Table 2: Correlation of elements of punctuality and organisational commitment**

		Meaning	Impact	Personal effort	Organisational commitment
Personal Meaning	Pearson Correlation	1	.526**	.446**	.385**
	Sig. (2-tailed)		.000	.000	.000
	N	85	85	85	85
Impact	Pearson Correlation	.526**	1	.658**	.526**
	Sig. (2-tailed)	.000		.000	.000
	N	85	85	85	85
Personal effort	Pearson Correlation	.446**	.658**	1	.539**
	Sig. (2-tailed)	.000	.000		.000
	N	85	85	85	85

Organisational commitment	Pearson Correlation	.385**	.526**	.539**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	85	85	85	85

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Table 3: Multiple regression between the elements of punctuality and organisational commitment.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.837	3.575		3.590	.001
	Personal Meaning Impact	.271	.274	.106	.989	.325
	Personal effort	.634	.310	.259	2.043	.044
		.727	.273	.321	2.664	.009

a. Dependent Variable: Organisational commitment (F = 14.520, R<sup>2</sup> = 0.326)

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