



**ORIGINAL RESEARCH PAPER**

**Management**

**A STUDY ON THE RELATIONSHIP BETWEEN SELF-MONITORING AND ORGANIZATIONAL COMMITMENT AMONG COLLEGE TEACHERS, WITH SPECIAL REFERENCE TO MADURAI CITY**

**KEY WORDS:** Organizational Commitment, Self-Monitoring

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**ABSTRACT**  
Organizational commitment is an individual person's psychological attachment towards the organization. Organizational commitment plays a crucial part in determining holding back the employees in the organization. When an employee stays with the organization for a longer period of time and works passionately towards achieving the overall organizational objectives, it is said to be his/her organizational commitment. An employee's level of commitment towards his/her work is considered as a vital factor to assess one's dedication to the tasks assigned. There are several personal traits for organizational commitment, such as employee satisfaction, employee engagement, self-monitoring, leadership, job performance, etc. However, it is very essential for every organization to understand that how self-monitoring influences work-related behaviors like organizational commitment. Self-monitoring is an idea that shows how much people monitor their self-presentations, expressive conduct, and non-verbal displays. People in general, differ in various substantial ways in their capabilities and requirements to engage in expressive controls. This empirical paper tries to bring out the relationship between self-monitoring and organizational commitment among college teachers, with special reference to Madurai city. The researchers have conducted a survey and collected responses from various college teachers in Madurai city.

**1. INTRODUCTION**

Organizations in the current scenario are facing a lot many challenges all over the world. Of late, organizational commitment is playing an imperative part in organizational success. The most investigated construct in this study is organizational commitment which arises among the college teachers due to their personal characteristic of monitoring themselves. This characteristic actually in a great way influence on their performance, turnover, motivational level, absenteeism, and various job behaviors. A good management always tries to develop the commitment in the college teachers so that their performance can improve. This however leads to the overall organizational success.

**2. Review of Literature**

**2.1. Organizational Commitment**

Organizational commitment is the grade to which employees are recognized with a specific organization and its objective and aspire to hold such a membership in the same organization (Robbin and Judge, 2012). It is "a psychological state the binds the individual to the organization" (Allen and Meyer 1990, p.14). This concept is largely studied by researchers from last many decades. Because always highly committed employees always perform their duties with positive attitude and great effort that ultimately improve the performance of a specific organization (Danish et al., 2013). Green et al., (2000) mentioned that there is less possibility the committed employees leave their jobs.

The valuable characteristics of highly committed employees are stability, efficiency, involve in organizational citizenship behavior and achieve the organizational objective and goals with better performance (Larkey and Morrill, 1995). Allen and Meyer (1990) presented the three-component model of organizational commitment. This model has great importance and used in different studies from many years. First component is affective commitment; in it employees are emotionally attached with the organization. Employees who have high affective commitment with organization are considered more efficient, productive and probably have fewer chances to quit from organization (Klein, Cooper, Molloy and Swanson, 2014). Second is continuance commitment, it means employees are associated with organization due to cost of leaving. Employees work in a particular organization because they invested in form of time

and energy which they spent. That's why continuance commitment is positively associated with organizational tenure and with age (Spell, Eby and Vandenberg, 2014). Whereas, in normative commitment employees considered the obligation to remains the part of organization.

**2.2. Self-monitoring**

Working in organizations personalities always play an important role and Snyder (1974) consider the self-monitoring a as part of personality. As Snyder (1974) suggested that self-monitoring is about control in expressive behaviors. Self-monitoring has the relevance with the workplace as Kilduff and Day (1994), and Snyder and Copeland (1987) hypothesized that it should be related to every job. Self-monitoring expresses the individual's behavior are social chameleons- the degree to which individuals monitor and adjust their behaviour according to the situation (Leduc, Pattie, Pargas and Eliason, 2014). In fact, self-monitoring helps to enhance the job performance (Day et al., 2002).

Self-monitoring also contributes to explain about changes which occur in organizational commitment, performance of an organization, pay, and leadership etc. (Miller and Cardy, 2000; Jawahar and Mattson, 2005). It is also argued that individual with high self-monitoring is more competent, performed well and attracts towards promotional opportunities but less committed with the organizations. They show very little affection commitment with the organization (Leone and Hawkin, 2006). But another fact is that no employee can perform well without having any association with organization. So, it is necessary to understand that how much self-monitoring is importance for the maintenance of relationship with organizations.

**3. Research Methodology**

The researcher has used a descriptive research design for conducting the study. The researcher followed a convenient sampling method and a non-probability sampling technique. The college teachers of Madurai city were considered to be the population. Based on the approachability, the researcher circulated the questionnaire to 70 college teachers. This Google forms were sent through electronic mail and whatsapp due to the current pandemic lock down situation. However, a few of them were incomplete, a few were not

appropriate and a few were not returned on time. Thus, the sample size was 31 college teachers in Madurai city.

The questionnaire consisted of three parts, wherein, Part A demonstrated the demographic profile of the respondents, Part B consisted questions relating to organizational commitment and Part C consisted questions relating to self-monitoring. The five-point Likert scale technique was used to frame the multiple-choice questions. It helped the researchers to collect the demographic profile of the respondents and to solicit a study on the relationship between self-monitoring and organizational commitment among college teachers working in Madurai city.

**For the purpose of this study, the following research objectives were framed:**

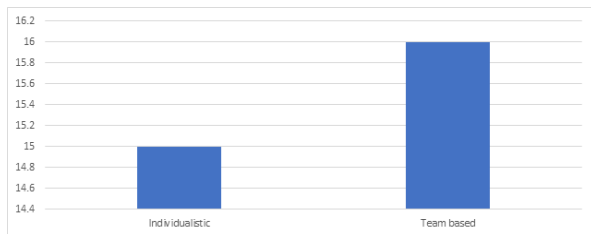
- To identify the existence of self-monitoring among the college teachers in Madurai city.
- To identify the existence of organizational commitment among the college teachers in Madurai city.
- To study the relationship between self-monitoring and organizational commitment among college teachers working in Madurai city.
- To identify the association between age and loyalty of the respondents towards the organization.
- To identify the association between marital status of the respondents and their behaviour in various situations.

**From the above objectives the following hypotheses were formulated:**

- H<sub>01</sub>:** There is no relationship between self-monitoring and organizational commitment among college teachers working in Madurai city.
- H<sub>02</sub>:** There is no association between age and loyalty of the respondents towards the organization.
- H<sub>03</sub>:** There is no association between marital status of the respondents and their behaviour in various situations.

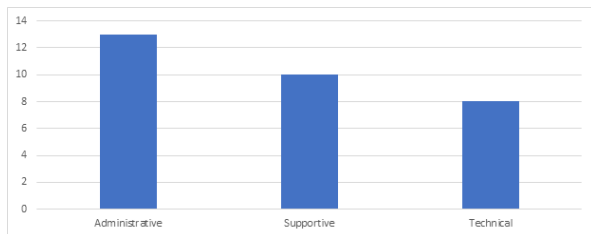
**4. Data Analysis and Interpretation**

Simple percentage analysis and Chi-square test was used to analyse the data for this study. Google forms had automatically calculated the simple percentage analysis for the data. Statistical Tool for Social Service (SPSS) was used to perform Chi-square test.



**Fig. 4.1: Showing the job orientation of the respondents**

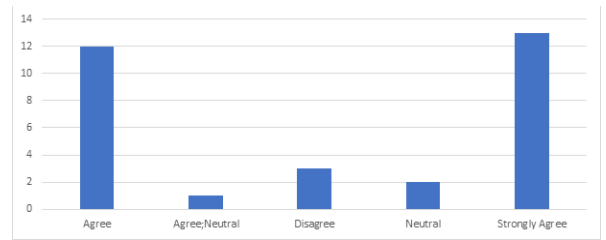
**Interpretation:** From the above chart, it can be inferred that maximum of the respondents are into team-based job.



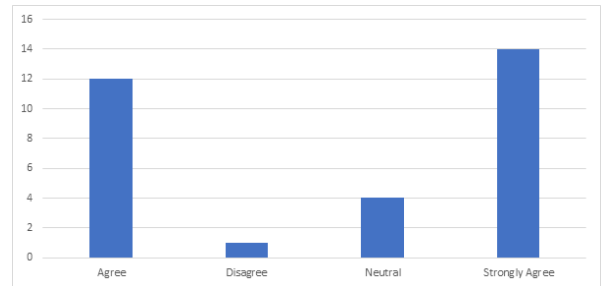
**Fig. 4.2: Showing the nature of job of the respondents**

**Interpretation:** From the above chart, it can be inferred that maximum of the respondents are into administrative works apart from teaching.

**Fig. 4.3: Showing how happy the respondents are to spend the rest of their career with the current organization**

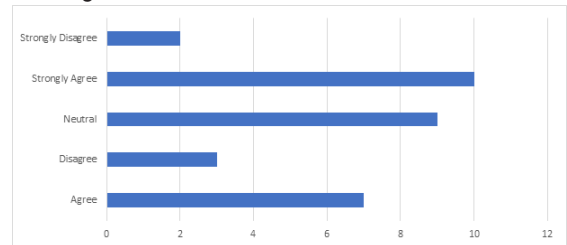


**Interpretation:** From the above chart, it can be inferred that the respondents are mostly happy to spend the rest of their career with the current organization



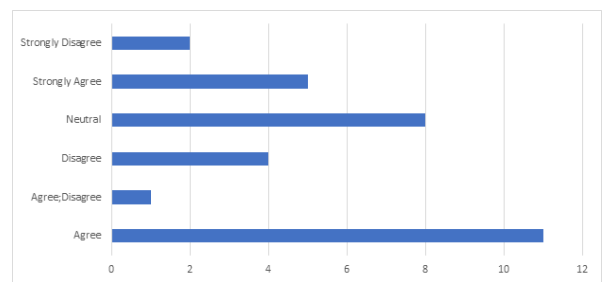
**Fig. 4.4: Showing the loyalty of the respondents towards their organization**

**Interpretation:** From the above chart, it can be inferred that most of the respondents are being loyal and committed to their organization.



**Fig. 4.5: Showing that the respondents doesn't appear to be as they are actually**

**Interpretation:** From the above chart, it can be inferred that most of the respondents do not appear to be the same as they are actually from within.



**Fig. 4.6: Showing the behavior of the respondents in different situations**

**Interpretation:** From the above chart, it can be inferred that the respondents do behave differently in different situations.

**Table 4.1: Showing the association between age and loyalty of the respondents towards the organization**

Chi-Square Tests		
	Value	df
Pearson Chi-Square	5.434 <sup>a</sup>	6
		Asymptotic Significance (2-sided)
		.489

Likelihood Ratio	6.813	6	.339
N of Valid Cases	31		
a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .10.			

Interpretation: Since the p value is greater than 0.05, the null hypothesis H02, "There is no association between age and loyalty of the respondents towards the organization", is accepted. Thus, from Table 4.1, it can be inferred that there is no association between age and loyalty of the respondents towards the organization.

**Table 4.2: Showing the association between marital status of the respondents and their behaviour in various situations**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.828 <sup>a</sup>	5	.025
Likelihood Ratio	13.301	5	.021
N of Valid Cases	31		
a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .10.			

Interpretation: Since the p value is lesser than 0.05, the null hypothesis H03, "There is an association between marital status of the respondents and their behaviour in various situations.", is rejected. Thus, from Table 4.2, it can be inferred that there is an association between marital status of the respondents and their behaviour in various situations.

### 5. CONCLUSION

There are various individualities that a person may possess for organizational commitment, such as employee satisfaction, employee engagement, self-monitoring, leadership, job performance, etc. However, it is very essential for every organization to understand that how self-monitoring influences work-related behaviors like organizational commitment. Self-monitoring is an idea that shows how much people monitor their self-presentations, expressive conduct, and non-verbal displays. People in general, differ in various substantial ways in their capabilities and requirements to engage in expressive controls.

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