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Commerce

FACTORS INFLUENCING ORGANIZATIONAL COMMITMENT OF POLICE PERSONNEL IN GUNTUR DISTRICT OF ANDHRA PRADESH

KEY WORDS: Organizational Commitment, Empowerment, Career Goal and Work Environment.

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ABSTRACT

Employee organizational commitment provides positive outcomes for any organization, including law enforcement agencies. Although organizational characteristics such as supervisor feedback and organizational support have a strong influence on increasing organizational commitment in other sorts of organizations, the police organizational environment is unique and can hamper the facilitation of these characteristics. In the field of organizational behaviour, studies related to the ties or connections of the employees with their organizations, particularly with reference to Commitment, have been given special importance because of their role in enabling a broader understanding of the relationships established between workers and their organizations. From the point of view of these organizational factors. Commitment is expected due to its impact on desirable variables, such as performance and organizational citizenship behaviour, among others. Beginning with this idea, several studies have been organised in recent decades to assess the variables that contribute to the improvement of this bond, and the consequences expected with its establishment. The present study is accomplished with the main objective to analyse the factors that influence the organizational commitment of police personnel in Guntur District of Andhra Pradesh.

INTRODUCTION

Commitment, in general, is a promise or an agreement to do something. Commitment can also be understood as a state or a quality being dedicated to a cause. A person's commitment provides positive outcomes for any organization. The police organizational environment is unique. The commitment of a police officer is commitment to the well-being of society and conforms to the legislature. Police departments play an important role in protecting the interest of the society. A committed policeman can be a great asset to the department and the society. The National Police Commission suggested that the police staff should be more concerned with protecting the interests of the people in the society. The commitment of police is strongly affected by various factors.

Organizational Commitment is usually measured by aspects such as employees' interest to work hard to develop their organization, the match or correlation between the values of organizations and those of the employees, how reluctant they are to leave the organization and their faithfulness towards their organization or how proudly people work for their employers. In recent days, the aspect of organizational commitment has gained considerable momentum.

Many organizations say that their employees are the greatest agent and asset of their success. While discussing the functioning of the police organization function, one can find that it is a very hard working organization, The police organisation encounters notions such as organizational effectiveness, organizational efficiency, job performance, payment, working hours etc. However, the notion of an organizational commitment is overlooked, although it is of much importance to organizational functioning. It is a fact that police employees usually work in unpredictable and risky situations like group violence, communal violence, murder etc., where they experience stress and frustrations, poor interpersonal relation between officers and followers, excess working hours and poor working places which may drag down the level of commitment, adjustment and so on. Organizational commitment is the degree of an individual's relations and experiences with a sense of loyalty towards one's organization. In addition to loyalty, organizational commitment encompasses an individual's willingness to extend effort in order to further an organizations goal and the degree of alignment the organization has with the goals and values of the individual. The major influencing factors of organizational commitment are explained hereunder.

1. Empowerment

Empowerment is an authority given to person to do some action. In our society, police is empowered to investigate crimes, enforce law and maintain law and order. The empowerment varies with the grade of the police personnel. The higher authorities can have greater empowerment compared to lowest authorities. Police is the first body who people approach when something injustice happens to them in the society. Police can have full authority to investigate anyone relating to the case. Empowerment is one of the most important factors that determine level of commitment at the work.

2. Career Goal

Career Goal is a statement explaining that profession that individual intend to pursue throughout his or her career. It is very important for every job holder to define career goals. Police people also have career goals. The career goals can be achieving a promotion, receiving a medal or reaching a higher position in the career. A police officer who has a clear career goal will tend to be more committed in the job.

3. Empathy

Empathy is an ability to see from others' shoe. It is all about sensing the emotions of the other person from the person's stand point. Empathy is one of the essential qualities of police officers. Since, police job involves dealing with the people. The job requires lot of interaction and interrogation with the public. To do the job more effectively, a person should have the quality of empathizing others. In general perspective, empathy is the basic characteristics of an ideal police officer. This is also understood that the role of empathy in police-community reveals that when officers listened and expressed understanding during their interactions with citizens, they were more likely to be trusted and deemed effective in protecting the society.

4. Positive Thinking

Positive thinking is also called optimistic thinking. This is focusing on positive outcomes in any situation. Police people must be very optimistic in their job. There are great police officers in our society who had very positive thinking towards even criminals and brought a behavioural shift in them through counselling. When the police people are positive that will do maximum good to the society. Positive police people stories influence not only criminal but also the young police officers. They act as source of inspiration to the younger

generation police people. Highly positive thinking police officers may tend to engage better at their work.

5. Work Environment

A police officers first job is to keep the community safe. Working conditions encountered by officers vary based on factors such as location they work, staffing levels and the number of incident reports that take place in the region. Police work often proves to be both physically and mentally demanding compared to most other jobs. Police people typically work on round the clock. Accidents and crimes can happen at any point of time. Police officers must be vigilant always. The working conditions for police officers are not smooth as many other jobs. Any injury or illness can happen to police people at any time. Officer cadre people also exposed to diseases and viruses when responding to accidents and medical emergencies. It is noticed that many police staff tested covid19 positive while they are maintaining the red zones and other patrolling tasks. Additionally, some officers develop mental health issues as a result of working long hours in stressful conditions. It is essential to minimize the uncertainty at the workplace, so that the police staff will be more committed.

6. Affection towards Organization

Affection towards Organization is another factor that determines employee commitment at workplace. More affection towards the Organization better the commitment people have. Affection towards Organization for a police person is Affection towards the police department. This is all about the level of love a person is having towards the department and the job that he performs. People who have better Affection towards the department will have better commitment and relationship with others at the workplace.

7. Contentment

Contentment is a state of happiness and satisfaction in life. Police people are having greater opportunity to achieve the contentment in their career. When police saves innocent people and punish criminals they naturally feel greater contentment in life. Hence, the contentment is an intrinsic factor for police people. In many ways, contentment can be closely associated not only with the commitment but also with the concept of happiness and satisfaction.

8. Goal fulfilment

Goal fulfilment is an ongoing journey for human beings. It happens when a person starts exploring 'what he is capable of doing?' Goal fulfilment for a police person can be closing a case or finding a culprit or serving society in an unbiased way. The goal fulfilment can cause a police officer a greater level of commitment.

Review of Literature

Schreurs (2013) in his article on "Organizational commitment and its determinants", proved that increase in pay-level satisfaction strengthens job satisfaction and affective commitment reduces turnover intention. The study also revealed that the employee-involvement climate had differential effect on the relationship between pay level satisfaction and employee outcomes. A multi-level analysis revealed that the decision making climate buffered the negative effects of low pay level satisfaction and that an information sharing climate exacerbated the negative effects of low pay level satisfaction².

Chinomona R. &Dhurup M. (2014) in their study on "The influence of the quality of working life on employee job satisfaction, job commitment and tenure intention in the SME sector in Zimbabwe", proved that a higher level of employee

satisfaction was associated with a high employee commitment³.

Ali ShaemiBarzoki&VahidFattahiSarand (2015) in their study on "Investigating the Relationship between Organizational Justice, Organizational Commitment and Staff's Quality of Work Life", observed that there was a significant and direct relationship with a high correlation between organizational justice, organizational commitment and quality of work life⁴.

Objective of the Study

- To analyze the factors influencing the organizational commitment of police personnel in Guntur District of Andhra Pradesh.

Hypothesis

The following hypothesis has been formulated and tested There is no significant correlation among the factors of organizational commitment in police personnel in Guntur District of Andhra Pradesh.

METHODOLOGY

The study was conducted at Guntur district. In the present research study about 12 per cent of the population have been randomly taken as samples for the study. Here the researcher adopted simple random sampling without replacement method by drawing a random sample of 360 respondents. The table-1 shows the details of respondents participated in the study as per their designation irrespective of their place of work and gender. The respondents included CI, SI, ASI, Head Constable and Constable Levels. Further, the respondents have been classified into two categories such as Superiors and Subordinates. Superiors constitute CI and SI while others positions are categorized as subordinates. The classification is done depending upon the nature of their job. Officers i.e., CI and SI are empowered to make decisions at their jurisdiction, while non-officers or subordinates are not empowered to make decisions regarding their operations.

Table-1 Sample frame for the study

CADRE	POPULATION	SAMPLE	CLASSIFICATION	
Inspector(CI)	65	6	Superiors	18
Sub-Inspector(SI)	189	12		
Asst. Sub-Inspector(ASI)	224	16	Subordinates	342
Head Constable(HC)	503	65		
Police Constable(PC)	2023	261		
TOTAL	3004	360		360

Source: Primary data, Records of SP Offices, Guntur (Urban & Rural).

Data collection measures for organizational commitment

Primary data have been collected through a structured questionnaire developed by Paul E. Spector, Department of Psychology, University of South Florida to study about job satisfaction. The questionnaire was framed in both the languages (English and Telugu). All the questions have 5 point Likert scale (1. Strongly Disagree, 2. Disagree 3. Neutral 4. Agree and 5. Strongly Agree). The said 8 factors of organizational commitment have been studied. Correlation Matrix relating to the factors of organizational commitment is presented in table-2.

Table-2 Correlation Matrix relates to the factors of Organizational Commitment

	1. Empowerment	2. Career Goal	3. Empathy	4. Positive Thinking	5. Work Environment	6. Affection towards Organization	7. Contentment	8. Goal fulfilment
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1. Empowerment	1	-0.018 ^{NS} (0.727)	0.287 ^{**} (0.000)	0.374 ^{**} (0.000)	0.379 ^{**} (0.000)	0.404 ^{**} (0.000)	0.543 ^{**} (0.000)	0.414 ^{**} (0.000)
2. Career Goal		1	0.288 ^{**} (0.000)	0.068 ^{NS} (0.198)	0.575 ^{**} (0.000)	0.398 ^{**} (0.000)	0.251 ^{**} (0.000)	0.164 ^{**} (0.002)
3. Empathy			1	0.475 ^{**} (0.000)	0.654 ^{**} (0.000)	0.668 ^{**} (0.000)	0.734 ^{**} (0.000)	0.196 ^{**} (0.000)
4. Positive Thinking				1	0.527 ^{**} (0.000)	0.594 ^{**} (0.000)	0.538 ^{**} (0.000)	0.503 ^{**} (0.000)
5. Work Environment					1	0.795 ^{**} (0.000)	0.746 ^{**} (0.000)	0.375 ^{**} (0.000)
6. Affection towards Organization						1	0.711 ^{**} (0.000)	0.392 ^{**} (0.000)
7. Contentment							1	0.403 ^{**} (0.000)
8. Goal fulfilment								1

Note: Values in the Parenthesis indicate p-values,
^{**} Significant at 0.01 level, ^{NS} Not significant at 0.05 level.

Correlation among the Factors of Organizational Commitment

The Karl Pearson's coefficients of correlation among the eight factors of organizational commitment have been calculated and presented in the form of correlation matrix in Table 2. It can be observed from the results of correlation analysis that there exists significant positive correlation among almost all eight factors of organizational commitment except low degree of insignificant negative correlation between empowerment and career goal; and low degree of insignificant positive correlation between career goal and positive thinking. Further, it has been seen that except low degree of insignificant positive correlation between career goal and positive thinking all other positive correlation coefficients are highly significant at 0.01 Level.

CONCLUSION

Organizational commitment varies significantly in various groups of police employees. Affective commitment was found greater in superiors and subordinates. Whereas, normative commitment was found greater in superiors as compared to their subordinates. A very long tenure of services reported a high level of normative commitment as compared to those with a group of with limited range of service. Overall organizational commitment was found maximum in superiors as compared to the subordinates. It may be concluded that the Organizational commitment among police staff in Andhra Pradesh as expressed by most of the respondents, is satisfactory and the police personnel feel happy in the police department. The male police personnel are relatively happier than the female respondents. The superiors are happier than the subordinate staff in the department and most of the police staff is very much committed to their jobs at their respective workplace, the respondents in the study exhibit greater level of commitment to the department in which they work.

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