# ANALYSIS OF POSITIVE WORKPLACE BEHAVIOR-A STUDY ON ORGANIZATION COMMITMENT, JOB SATISFACTION AND PSYCHOLOGICAL EMPOWERMENT AT TVS TRICHY

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## ABSTRACT

Conventional wisdom over the years and recent research findings have supported the importance of positivity in the workplace. Every employer's dream would most likely be to have employees with glowing behaviors, making management of employees an easy task. With so many issues in the workplace, employers breathe a sigh of relief when they receive the gift of an employee not laden with issues. However, to date, empirical analysis has not demonstrated potential added value of recently emerging positive constructs such as psychological empowerment over the more established positive traits in work attitudes and behaviors. The primary purpose of the study was to identify the status of organization commitment, job satisfaction, psychological empowerment in the study unit, and confirm the nature of relationships between these variables. The study was done during the period of March to April 2016, in TV Sundram Iyengar Son's Private Limited. Trichy. The sample for the study included 47 supervisors and 60 workers from a universe of 107 supervisors and workers at TV Sundram Iyengar Sons Private Limited,Trichy. Percentage analysis, chi square and regression correlation co efficient were used to analyze the data obtained. The findings confirm the nature of relationships between organization commitment, job satisfaction, and psychological empowerment. The influence of demographic factor on these variables was also studied. Implications for practicing human resource professionals have also been suggested.

**Keywords:** Positive workplace behavior, Organization Commitment, job satisfaction, and psychological empowerment

## 1.    INTRODUCTION:

This study describe about the analysis of positive workplace behavior at TVS. Positive behavior can help create a working environment goal of promoting positive affect in its employees.

It is important to examine the role of helping behaviors, team building exercises, job resources, job security and work support. The new emerging field of Positive behavior also helps to creatively manage organizational behaviors and to increase productivity in the workplace through applying positive organizational forces. Positive behavior in the workplace is about shifting attention away from negative aspects such as work violence, stress, burnout, and job insecurity. Factors are involving in workplace behavior like job satisfaction, organization commitment, and psychological empowerment.

Job satisfaction can affect a person's level of commitment to the organization, absenteeism, and job turnover rate. It can also affect performance levels, employee willingness to participate in problem-solving activities, and the amount of effort employees put in to perform activities outside their job description. When people are satisfied with the work they are doing, then their job feels less like work and is a more enjoyable experience. Those who are satisfied in their jobs usually do not find it difficult to get up and go to work.

Organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies is to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Organizational commitment is a force that can stabilize the behavior of the organization employee from the gap between expectations and reality. This definition is based on the argument that many employees are not satisfied with the work, but they retain their job and did not move to another organization. This view is also criticized the limitations of transactional perspective based motivation theory in explaining the consistency and stability of behavior direction because of the perspective of transactional behavior, individuals will find other alternatives, as is expected of the organization are not met Based on the diversity of organizational conceptions commitment, the organizational commitment construct called multi dimensional. Empowerment refers to measures designed to increase the degree of autonomy and self-determination in people and in communities in order to enable them to represent their interests in a responsible and self-determined way, acting on their own authority. Empowerment refers both

to the process of self-empowerment and to professional support of people, which enables them to overcome their sense of powerlessness and lack of influence, and to recognize and eventually to use their resources and chances. The term empowerment is also used for an accomplished state of self-responsibility and self-determination

## 2. LITERATURE REVIEW

**Meehan, John. ( 2010)** Employee discipline and punishment is a pervasive reality in every organization. When discipline is administered fairly, This paper considers the purpose of discipline in the workplace. I will examine the historical development of Positive and Progressive Discipline and their success in correcting unacceptable behavior. This paper will also include a discussion of the variables that impact on the effectiveness of a workplace discipline policy.

**Hofman, Robert E (2007)** This is a comparative study of two groups of companies. Group I companies are led by CEOs who use a conscious-authentic leadership approach. Group II companies are led by CEOs who do not use a conscious-authentic leadership approach. . The contention is that Group I CEOs purposefully infuse their conscious-authentic leadership behavior, personal values and belief system within the daily business practices, policies and employee programs of their respective organizations.

**Mauseth, Kira B ( 2008)** The impact of perceived organizational support on positive workplace outcomes for teachers is an important consideration during a time when educational systems are under scrutiny from national and state governments as well as the media. study investigated the relationship between perceived organizational support (POS), culture type, and practical, affective and behavioral outcomes for teachers.

**Liu, Hui-O( 2008 )** Providing theoretical underpinnings of spirituality in the workplace as a new dispositional antecedent to organizational citizenship behavior and empirically testing the relationship; and (3) suggesting that transcendental leadership is both directly related to organizational citizenship behavior and indirectly through the mediator of spirituality in the workplace, an underlying mechanism through which a leader motivates followers.

**LaMontagne, Ramona Marie (2012)** This qualitative study examined the perceptions of human resource managers who had faced ethical dilemmas in the workplace, to gain an understanding of how they felt their life experiences shaped their values in making ethical decisions. The perception

by the individual as well as by the employees of the organization of the human resources manager's responsibility to make things right. and act as caretaker; and the process of decision-making itself.

## 3. OBJECTIVES OF THE STUDY:

- To ascertain the level of job satisfaction in the unit of study

- To determine the status of organization commitment in the workplace

- To determine the influence of demographic variable of the respondents on the variables under study, namely, job satisfaction, organization commitment and psychology empowerment.

- To determine the interrelationship analyzing the select workplace behaviors.

## 4. SCOPE OF THE STUDY:

The study pertains to the analysis of job satisfaction and organization commitment at the worker at the supervisory levels in the study unit. The study was done during the period of March to April 2016, in TVS.

## 5. DATA ANALYSIS & INTERPRETATION

The researcher has proceeded to determine the factors of the identified workplace behaviors namely organization commitment, job satisfaction and psychological empowerment. The obtained data has been analyzed as presented below:

## 5.1 ANALYSIS OF DEMOGRAPHIC PROFILE OF RESPONDENTS

**Table No: 5.1**

**Demographic profile of the respondents**

| S. No. | Demographics Factors | | Frequency | Percentage |
|--------|----------------------|--------------|-----------|------------|
| 1. | Gender | Male | 82 | 82.12 |
| | | Female | 18 | 18.0 |
| 2. | Age | 21-30 | 19 | 19.0 |
| | | 31-40 | 45 | 45.0 |
| | | 41-50 | 33 | 33.0 |
| | | 51-55 | 3 | 3.0 |
| 3. | Educational Qualification | ITI Degree | 1 | 1.0 |
| | | Diploma | 27 | 27.0 |
| | | UG | 42 | 42.0 |
| | | PG | 30 | 30.0 |
| 4. | Income | 5000-10000 | 14 | 14.0 |

| | | 10001-15000 | 62 | 62.0 |
|---|---|---|---|---|
| | | 15001-20000 | 24 | 24.0 |
| 5. | Designation | Executives | 40 | 40.0 |
| | | Workers | 43 | 43.0 |
| | | Sales person | 17 | 17.0 |
| 6. | Marital Status | Married | 78 | 78.0 |
| | | Unmarried | 22 | 22.0 |
| 7. | Experience | 1-5years | 23 | 23.0 |
| | | 6-10 years | 37 | 37.0 |
| | | 11-15years | 36 | 36.0 |
| | | 16-20years | 1 | 1.0 |
| | | Above 20years | 3 | 3.0 |

**Source: Primary Data**

The above table depicts that majority of 82.12% of respondents are male and 45% of respondents were in the age group of 31-40years, 19% of respondents were in between 21-30 years Table.5.1 also depicts that 30% of respondents were post graduate and 42% of respondents are under graduate.62% of respondents were in the monthly income group of Rs.10001-15000. 24% and 14% were in between 15001-20000 and 5000-10000 respectively. The table depicts that majority of 43% of respondents are worker position and 40% Executives. The marital status of respondents were majority of 78% are married and rest 22% are unmarried. The table clearly depicts that majority of 36% of respondents are having11-15 years and 37% of respondents having 6-10years of experience.

## 5.2 POSITIVE WORKPLACE BEHAVIOR-ORGANIZATION COMMITMENT

## 5.2.1. DESCRIPTIVE STATISTICS-ORGANIZATION COMMITMENT

### Table No.5.2.1

### Descriptive statistics of organization commitment

| S.No | Variables | Mean | SD |
|---|---|---|---|
| 1. | Feel part of the family | 3.98 | 0.82 |
| 2. | Feel emotionally attached | 2.16 | 1.23 |
| 3. | Ownership of work related problems | 3.64 | 0.81 |
| 4. | Organization means a lot personally | 3.93 | 0.83 |
| 5. | Organization deserves loyalty | 3.59 | 0.71 |
| 6. | Obligation to the organization-would not leave the organization | 3.87 | 0.79 |
| 7. | **overall organization commitment** | 3.53 | 0.86 |

**INFERENCE**

- The overall organization commitment score (Mean=3.53).Is well above the mid-point of 2.5(on a five-point likent scale).indicating a positive status of organization commitment in the study unit. Personal identification of oneners with the organization-(Feeling like a part of the family) has received the higher score (Mean-3.98),and item indicating emotional attachment has received the minimum score.

- Since the emotional attachment with the organization seemed to be relatively low, the organization can develop practices that might create an attachment with the organization. For example practices that show individual concern of the employee, can procedures that enables slight deviations in order to accommodate the employees individual   problem can be adopted.

## 5.2.2. FACTORS INFLUENCING ORGANISATION COMMITMENT

## HYPOTHEIS AND RESULTS

**Ho-** There is no significant association between age, gender, education, designation and income of the respondent and organization commitment.

**Table No.5.2.2**

**Chi-square analysis of organization commitment**

| Sl.NO | Demographic factors significance and results | | Overall organization commitment |
|---|---|---|---|
| 1 | Age | Sig | 0.950 |
|  |  | Result | Accepted |
| 2 | Gender | Sig | 0.037 |
|  |  | Result | Rejected |
| 3 | Education | Sig | 0.342 |
|  |  | Result | Accepted |
| 4 | Designation | Sig | 0.428 |
|  |  | Result | Accepted |
| 5 | Monthly income | Sig | 0.841 |
|  |  | Result | Accepted |

**INFERENCE**

- To conclude the chi-square applications confirm that gender has a considerable influence on the organization commitment of the employees. A further correlation technique was

applied to determine the extent to which gender influence the commitment behavior chi-square also confirms that demographic factors of Age, education, designation and income do not wield any influence on the organization commitment behavior of the employees.

## 5.2.3 CORRELATION-ORGANIZATION COMMITMENT

**Correlation- Gender and overall organization commitment**

Ho: There is no significant relationship between Gender and organization commitment

H1: There is significant relationship between Gender and organization commitment

1. $(p>0.01)$-Accepted 2. $(p<0.01)$-Rejected

**Table No.5.2.3**

**Correlation of organization commitment**

| DEMO GRAPHIC FACTOR | PEARSON CORRELATION | SIG VALUE |
|---|---|---|
| GENDER | -0.137 | 0.174 |

**INFERENCE**

Table no.5.2.3 shows that the correlation value of-0.317 indicates a inverse relation between the two factors of Gender and overall organization commitment.

## 453 POSITIVE WORKPLACE BEHAVIOR-JOB SATISFACTION

## 5.3.1. DESCRIPTIVE STATISTICS-JOB SATISFACTION

**Table No.5.3.1**

**Descriptive statistics of job satisfaction**

| Sl.No | VARIABLES | MEAN | STANDARD DEVIATION |
|---|---|---|---|
| 1 | Job keeps me busy all the time | 4.1 | 0.85 |
| 2 | Satisfied with  work relationship of boss | 3.93 | 0.83 |
| 3 | Job provides  steady employment | 4.13 | 0.72 |
| 4 | Chances for advancement on this job | 4.36 | 0.59 |

| 5 | Freedom to use own judgment | 4.18 | 0.59 |
|---|---|---|---|
| 6 | Working condition on job | 4.01 | 0.77 |
| 7 | Co workers get along with each other | 3.39 | 0.63 |
| 8 | Praise for doing a good job | 4.16 | 0.91 |
| 9 | Feeling of accomplishment from the job | 4.29 | 0.73 |
| 10 | Chance to work alone on the job | 4.25 | 0.77 |
| 11 | Doing work that uses my abilities | 3.91 | 0.82 |
| 12 | Pay and amount of work I do | 4.15 | 0.89 |
| | **Overall job satisfaction** | 4.07 | 0.76 |

**INFERENCE**

- The overall job satisfaction score was good with a Mean score of 4.07. (which is well above the mid-point of 2.5 on a five point likent scale).This confirms a very high status of job satisfaction in this study unit.)

- The chances for advancement in the job scored the maximum(Mean=4.36) and the co-workers getting along with each one follow scored the least (3.39)

- Communication channels for more smoother intra departmental movement between workers of the same level and between various levels can be looked at, since co-workers getting along was found to be relatively low.

- The way how (bosses/supervisors handle the workers can also be focused for identifying more smoother processes.

### 5.3.2 FACTORS INFLUENCING -JOB SATISFACTION

### HYPOTHEIS AND RESULTS

**Table No.5.3.2**

**Chi-square analysis of job satisfaction**

| Sl.No | Demographic factors significant and Results | | Over all job satisfaction |
|---|---|---|---|
| **1** | **Age** | **Sig** | 0.910 |
| | | **Result** | Accepted |
| **2** | **Gender** | **Sig** | 0.501 |
| | | **Result** | Accepted |
| **3** | **Education** | **Sig** | 0.981 |
| | | **Result** | Accepted |
| **4** | **Designation** | **Sig** | 0.156 |
| | | **Result** | Accepted |
| **5** | **Monthly income** | **Sig** | 0.140 |
| | | **Result** | Accepted |

### INFERENCE

The chi-square application to prove the null hypothesis formulated with regards to the influence of demographic factors on the job satisfaction of employee in the study unit. That confirm these demographic variables do not wield any influence on the job satisfaction of the employees.

## 5.4 POSITIVE WORKPLACE BEHAVIOR-PSYCHOLOGICAL EMPOWERMENT
## 5.4.1. DESCRIPTIVE STATISTICS- PSYCHOLOGICAL EMPOWERMENT

**Table No.5.4.1**

**Descriptive statistics of psychological empowerment**

| SL.NO | VARIABLES | MEAN | STANDARD DEVIATION |
|---|---|---|---|
| 1 | My work very important to me | 3.88 | 0.81 |
| 2 | Job activities are personally meaningful to me | 3.92 | 0.85 |
| 3 | Confident about the ability to do the job | 3.93 | 0.97 |
| 4 | Mastered the skills necessary for my job | 4.44 | 0.81 |
| 5 | Freedom to go about doing my work | 3.35 | 0.61 |

| 6 | Have a great deal of control over what happens in the department | | 3.61 | 0.63 |
|---|---|---|---|---|
| | **Overall psychological empowerment** | | 3.855 | 0.78 |

## INFERENCE

- The overall mean for psychological empowerment was 3.85 indicating a positive status of this variable in the unit. The factor that contributed maximum to psychological empowerment was the  of skills  that were needed for their jobs by the employees.

- The freedom or empowerment to decide their own way of doing the work was found to be the best among the psychological empowerment factors. (3.35Mean)

- Freedom or empowerment to proceed with doing their daily routines as they like (without affecting or diluting the target) can be looked at ,in order to give a psychological feeling of empowerment.

- Similarly self discipline and self leadership can be fostered to promote a feeling of having control over their department activities by the employees.

## 5.4.2. FACTORS INFLUENCING -PSYCHOLOGICAL EMPOWERMENT

## HYPOTHEIS AND RESULTS

**Table No.5.4.2**

**Chi-square analysis of psychological empowerment**

| Sl.NO | Demographic factors significant Results | | Overall psychological empowerment |
|---|---|---|---|
| **1** | **Age** | **Sig** | 0.012 |
| | | **Result** | Rejected |
| **2** | **Gender** | **Sig** | 0.974 |
| | | **Result** | Accepted |
| **3** | **Education** | **Sig** | 0.098 |
| | | **Result** | Accepted |
| **4** | **Designation** | **Sig** | .0.546 |
| | | **Result** | Accepted |
| **5** | **Monthly income** | **Sig** | 0.692 |
| | | **Result** | Accepted |

**INFERENCE**

- Application of chi-square to confirm the influence of demographic factors on the psychological empowerment variable confirms that age and education are associated with the psychological empowerment behavior of employees. The factors of designation, gender, monthly income do not show any association with psychological empowerment.

  A further correlation has been applied to confirm the extent to which age and education, influence psychological empowerment.

## 5.4.3 CORRELATION-PSYCHOLOGICAL EMPOWERMENT

### Table No.5.4.3

### Correlation between age and overall psychological empowerment

Ho: There is no significant relationship between Age and psychological empowerment

H1: There is significant relationship between Age and psychological empowerment

1. $(p > 0.01)$-Accepted 2. $(p < 0.01)$-Rejected

| DEMOGRAPHIC FACTOR | PEARSON CORRELATION | SIG VALUE |
|---|---|---|
| AGE | -0.25 | 0.807 |

Table no.5.4.3 shows that the correlation value of-0.25 indicates a inverse relation between the two factors of Age and psychological empowerment.

## 5.5 OVERALL STATUS OF POSITIVE WORKPLACE BEHAVIOR

## 5.5.1. INTERCORRELATION OF ORGANIZATION COMMITMENT, JOB SATISFACTION AND PSYCHOLOGICAL EMPOWERMENT

### Table No.5.5.1

**Inter correlation of organization commitment, job satisfaction, psychological empower ent**

| Related variables | Organization commitment | Job Satisfaction | Psychological empowerment |
|---|---|---|---|
| **Organization commitment** | 1 | 0.342 | -0.84 |
| **Job Satisfaction** | | 1 | 0.200 |
| **Psychological Empowerment** | | | 1 |

### INFERENCE

- The intercorrelation of organization commitment, job satisfaction, psychological empowerment confirm that organization commitment has a positive moderate correlation (0.342) with job satisfaction in this study unit.

- Whereas organization commitment has a inverse correlation relationship with psychological empowerment (-0.84 correlation score).

- Job satisfaction has a low positive correlation with psychological empowerment (0.200) Job satisfaction and organization commitment can be considered as organizational factors. Hence it can be inferred that psychological empowerment is a individual based variable and is less influenced by organizational factors like job satisfaction and organization commitment.

## 6. FINDINGS, RECOMMENDATIONS & CONCLUSION

### 6.1 FINDINGS

- 82.12% of respondents are male and 45% of respondents were in the age group of 31-40years, 19% of respondents were in between 21-30 years .Table.4.1 also depicts that 30% of respondents were post graduate and 42% of respondents are under graduate.62% of respondents were in the monthly income group of Rs.10001-15000. 24% and 14% were in between 15001-20000 and 5000-10000 respectively. The table depicts that majority of 43% of respondents are worker position and 40% Executives. The marital status of respondents were majority of 78% are married and rest 22% are unmarried. The table clearly depicts that majority of 36% of respondents are having11-15 years and 37% of respondents having 6-10years of experience.

### ORGANIZATION COMMITMENT

- The overall organization commitment score (Mean=3.53).Is well above the mid-point of 2.5(on a five-point likent scale).indicating a positive status of organization commitment in the study unit. Personal identification of oneness with the organization-(Feeling like a part of the family) has received the highest score (Mean-3.98),and item indicating emotional attachment has received the minimum score.

- Since the emotional attachment with the organization seemed to be relatively low, the organization can develop practices that might create an attachment with the organization. For example practices that shows individual concern of the employee, can procedures that enables slight deviations in order to accommodate the employees individual problem can be adopted

- To conclude the chi-square applications confirm that gender has a considerable influence on the organization commitment of the employees. A further correlation technique was applied to determine the extent to which gender influence the commitment behavior chi-square also confirms that demographic factors of Age, education, designation and income do not wield any influence on the organization commitment behavior of the employees.

  The correlation value of-0.317 indicates a inverse relation between the two factors like Gender and overall organization commitment

## JOB SATISFACTION:

- The overall job satisfaction score was good with a Mean score of 4.07. (which is well above the mid-point of 2.5 on a five point likent scale).This confirms a very high status of job satisfaction in this study unit.)

- The chances for advancement in the job scored the maximum(Mean=4.36) and the co-workers getting along with each one follow scored the least (3.39)

- Communication channels for more smoother intra departmental movement between workers of the same level and between various levels can be looked at, since co-workers getting along was found to be relatively low. The way how (bosses/supervisors handle the workers can also be focused for identifying more smoother processes.

- The chi-square application to prove the null hypothesis formulated with regards to the influence of demographic factors on the job satisfaction of employee in the study unit. That confirms these demographic variables do not wield any influence on the job satisfaction of the employees.

## PSYCHOLOGICAL EMPOWERMENT

- The overall mean for psychological empowerment was 3.85 indicating a positive status of this variable in the unit. The factor that contributed maximum to psychological empowerment was the of skills that were needed for their jobs by the employees.

- The freedom or empowerment to decide their own way of doing the work was found to be the best among the psychological empowerment factors. (3.35Mean)

- Freedom or empowerment to proceed with doing their daily routines as they like (without affecting or diluting the target) can be looked at ,in order to give a psychological feeling of empowerment.

- Similarly self discipline and self leadership can be fostered to promote a feeling of having control over their department activities by the employees.

- Application of chi-square to confirm the influence of demographic factors on the psychological empowerment variable confirms that age and education are associated with the psychological empowerment behavior of employees. The factors of designation, gender, monthly income do not show any association with psychological empowerment.

## 7. RECOMMENDATIONS

- Since the emotional attachment with the organization seemed to be relatively low, the organization can develop practices that might create an attachment with the organization. For example practices that show individual concern of the employee, procedures that enables slight deviations in order to accommodate the employee's individual problem can be adopted.

- Communication channels for smoother intra departmental movement between worker of the same level and between various levels can be looked at, since co-workers getting along was found to be relatively low.

- The way how bosses/supervisors handle the workers can also be focused for identifying more smoother processes

- Freedom or empowerment to proceed with doing their daily routines as they like (without affecting or diluting the target) can be looked at ,in order to give a psychological feeling of empowerment.

- Similarly self discipline and self leadership can be fostered to promote a feeling of having control over their department activities by the employees.

## 8. CONCLUSION

This study envisaged to determine the status of the positive workplace behaviors of job satisfaction, organization commitment and psychological empowerment at TVS Trichy.

Individually the level of job satisfaction and organization commitment was good and the psychological empowerment status was also perceived to be normal. Psychological empowerment is influenced by individual factors than organizational factors.

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