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CHALLENGES AND OPPORTUNITIES IN BUILDING THE EMPLOYEES' ORGANISATIONAL COMMITMENT: A STUDY WITH REFERENCE TO THE EDUCATION SECTOR (NCR REGION)

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ABSTRACT

Commitment of the employees plays an important role in today's scenario. Whether it is a public sector or private sector, corporate area or educational area. Commitment of employees is the area where one needs to focus. Organisational commitment basically refers to the employees' involvement and attachment to the work and place where they are working. Now days employees are hogging from one place to another. They do not feel to stay in the organization. When it comes to the educational area especially private sector it is been observed that people are facing various challenges to remain in the organization. Educational area is an area where an individual learns so many things which are required for his/her development. It is the initial phase of a personality development. If the employees of educational sector would not feel satisfied and need to stay in the organization, then they would not able to contribute and fulfill their responsibilities which might affect the students and ultimately a nation. Therefore, the purpose of my study is to find out the challenges and various opportunities in building the employees organizational commitment in NCR region. The study has been conducted in the private colleges and universities in NCR region and the data collected is both primary and secondary data. The primary data involved the interview of the employees.

KEYWORDS

motivational satisfaction, organisational commitment, erp system, healthy environment, transparency in work.

INTRODUCTION

Education is the important part of the society and for the human development. Without education there will be no value of life. It is necessary for enhancing the knowledge and skills of the employees. It makes you understand the things in a different perspective where you can understand the problems of the others and contribute to the development of the society and nation.

The private colleges and universities are playing a great role in the development and contributing to the education sector. These educational institutions are providing various opportunities for the students as well as for the employees to enhance themselves and shaping up their future. It is the great area for making the career specially for the women. But now the private sector is also facing many ups and downs. In the starting years the payment for the faculty was good and everyone was secure and happy at their position. It was easy to work in the private sector due to good payment system and environment was quite friendly. But today the things are different. Due to increase in the competition level, everyone is running towards securing their job and the politics is being played at an extreme level. Therefore, it is becoming difficult to bear the organizational politics and to remain in the organization.

Organisational commitment refers to the employees' involvement in the job and attachment to the workplace where he/ she is working.

According to porter et al, "organization commitment refers to the attachment of the employees to the organization, followed by the intention to remain into it and willingness to achieve the organizational objective and putting their extra efforts to meet those objectives. There are three different dimensions of the organizational commitment- affective, normative and continuance.

The affective commitment refers to the positive feeling of the employee towards the organization. An employee wants to stay in the organization because he/ she is having a positive outlook towards his/her workplace. The normative commitment is the one in which an employee is committed due to the legal boundation. According to the concept of the continuance commitment, the employees are committed to the organization because they know that they have to incur some cost if they would leave the organization.

Organizational commitment in the private educational system is must for the growth and the development of the educations system as well as for the faculty. The committed employees always put extra efforts in the work and identify with the organization's objective and achieve those. Their involvement in the job is very high. They participate in all organizational activities willingly as they feel that they are the part of the organization. It increases the productivity of the organization. It would help in developing a sound and well developed education system. The employees can focus more on the work.

If the organization will have a clear mission and communication level, then it will enhance the employees' commitment. It is necessary to maintain the employees' motivational level so that they would work for the longer period in the organization. A no. of studies has found that organization should have a good grievance handling system, and should trust and respect coworkers. It will create a positive environment at the workplace.

However, due to increase in the competition level, it is becoming difficult for the employees to stay in the organization. Sometimes they leave the organization due to the politics being played at various hierarchy levels or for the higher position and pay. Commitment is necessary for growth of organization as well as employees. Committed employees can work effectively and efficiently as they can concentrate on the work easily.

This study has been conducted to identify the various challenges and opportunities in building the employees' organizational commitment.

OBJECTIVE OF THE STUDY

The objective of this study is to identify challenges and opportunities in building the employees' organizational commitment.

BACKGROUND OF THE STUDY

Educational institutions are the backbone of the society. The private institutions or government institutions both are contributing in making the future of the society as well as country. In the government institutions and universities, the employees/faculties are committed because they know that they have the secure job and future. Their promotion and pay is fixed. While in the private institution, the job is quite challenging as a person has to go numerous phases.

In today's environment, there are so many changes taking place whether it is technological, social, political or any other. These changes effect not only the corporate sector but also have an impact on the education sector. Therefore, it is necessary for the employees to be committed towards work and job so that they can face the challenges easily.

In the private institutions/universities, the involvement and attachment of the employees in the job is not found easily. Now days employees are not getting job security and not happy at the workplace. It has become necessary to address their issues and problems and to develop an environment which is friendly and where the employees would like to stay for the longer period.

However, there are numerous challenges and opportunities while building organizational commitment which are as follows:

CHALLENGES

PAY

It is the first attraction of the employees when he/she join the organization. Paying a good amount of salary is must to meet the basic needs. Pay has become a problem which is faced by the employees as they do not get what they deserve. It also is a challenge for the institutions to pay a good amount because in the private institutions downsizing is taking place. They want to hire the knowledgeable and expert faculties but at less salary. It becomes the dissatisfaction factor for the employees. Even if they will join the organization at less salary, they will not feel happy and attached to the organization and will starting seeking some other good option. It becomes cost to the organization.

INCREMENT

The institutions and the universities should regularly increase the pay according to the work and performance of the employees. It acts as a great motivational factor for the employees as it shows their work is being recognized. It shows that organization concern for the employees and somehow it increases the attachment of the employees towards the institutions.

In most of the private education sector, top management takes this factor for granted. The increment is not given to the employees on the regular basis according to the time they have spent in the organization. Sometimes it is given and most of the time they do not consider it.

REPORTING AUTHORITY

It is one of the most important thing universities or institutions can have. The right number of people at the right position is must for any organization. In the private educational institutions, this is lacking. If the faculties would not find the right authority to which they can report as and when required, then it will create the disturbance at the workplace. They would not exactly understand for what purpose they are serving the organization. It will create the insecurity in them and they would participate less in the organizational activities.

CONFLICTS AND EGO

It is the one of the major problem which is being found in the organization. When two persons who are having almost same education and achievement work at the same level, then they keep proving each other wrong. They do not accept each other's decision easily and keep creating hurdles in each other's way. It creates conflict in them. Sometimes their ego does not allow them to accept each other due to the competition. This is the problem which is occurring at every level whether it is top management, middle or low management.

Conflicts occur when two decisions clash with each other. If the conflict is not resolved at the right time, then it creates the negative environment at the workplace and it starting creating the stress in the mind which is not neither for the employee nor for the organization.

ENVIRONMENT

Environment at the work place is a challenge as well as an opportunity for the faculties. It becomes challenge when the conflict, ego, negativity towards each other start existing in the surrounding. When faculty members do not trust and respect each other and management. The survivals of the faculties become difficult in such environment and they do not feel to go to the work every day.

MOTIVATIONAL SATISFACTION

When the things like conflict, ego, pay or increment occur in the organizations then it has a negative impact on employees. It creates the dissatisfaction among them. Motivation is required for them to work effectively and efficiently. It effects the productivity and growth of the organization.

Measuring the employees' performance and giving them extrinsic and intrinsic rewards time to time act as great motivational satisfiers. But these things are not found in the private educational institutions.

OPPORTUNITIES

Even after being having so many problems at the workplace, there are numerous opportunities available for the employees through which these problems at the workplace can be removed. The private educational institutions can develop not only own organization but can act with fairness and transparency. These opportunities are as follow-

REGULAR PAY AS PER GRADE

The pay scale of the faculties should be fair and according to the work and their position. The basic salary and other pay which is being showed to them, is not given in number of the institutions. The grade pay should be given to them according to the rules.

If there would be good salary and good increment, then it will create their involvement in the work to the great extent and would create the commitment towards the organization.

FOLLOW UGC/AICTE NORMS STRICTLY

There are number of institutions which have got approval of the UGC and some are AICTE approved depending upon the type of the course those institutions or universities are providing. A no. of private universities follows these rules but the situation is worst when it comes to the private institutions. They are aware of the rules but they are written only in the papers. If the rules of UGC/AICTE are followed strictly then it will create the feeling of confidence among faculties and would be more secure at the institutions.

HEALTHY ENVIRONMENT

Healthy environment acts as a medicine in creating the atmosphere which is friendly and where employees are committed to their job. It can be created by transparent and open communication system. If the communication system is clear, then it will remove the hurdles which come in the growth of the employees. There should be a proper work life balance system. The organizations should motivate the employees to give a proper time to the personal life so that a feeling of satisfaction arises in them. They should give leave time to time so that they will feel happy and relaxed when they arrive for the work. It boosts their satisfaction level and ultimately the commitment.

TRANSPARENCY IN WORK

There should be a clear and transparent system at the workplace. The top management should define its objective clearly and the way it wants its employees to perform. It will remove the hurdles which come when there is an unclear system. Transparency is required in performance appraisal, promotion, increment etc.

ERP SYSTEM

If the good ERP system is followed in the organizations, then they can overcome from the hurdles very easily. Enterprise Resource planning is the need of the hour. Through ERP system the management can keep a check on recruiting, separation and diversity management. It will help to maintain a complete database of salary details, attendance, performance, promotion etc.

CONCLUSION

From the study it has been found that so many private educational institutions have got open today in order to provide the education to the coming generation but there are so many problems which the employees are facing and it has become difficult for the organizations to tackle these problems. This study has focused on some of the opportunities which if would be applicable in the organization can remove the number of the problems. The organizations can develop a good education system for the students as well as for the employees where their needs and well being is considered important.

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