

**TO STUDY THE LEVEL OF ORGANIZATIONAL COMMITMENT
AND JOB INVOLVEMENT IN SOFTWARE COMPANIES IN INDIA:
A CASE STUDY OF ADPUSHUP SOFTWARE INDIA (P) LIMITED**

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ABSTRACT

Job Involvement and Organizational commitment are highly studied areas of human resource management, as this area contains a high level of flexibility, due to different and frequent changes in organizational policies and other personal factors across the globe. Job involvement is related to the psychological identification of an employee with a job, it is always defined as the degree to which an employee or person senses that identification. Job involvement can also be linked with the organizational socialization process, through which an individual understands the values, beliefs, work culture, the way of doing work in a particular environment and with the help of this knowledge, the employees easily understand their roles as a professional and as a member as well. Organizational commitment is the most important issue for any organization as several studies show and some of them mentioned above as it binds the employees with the organization; organizational well-being and organizational success. This research paper primarily seeks to find out the level of job involvement and Organizational commitment specifically in a multinational software company Adpushup software operated also in India. By taking the Consolidated mean values of Job involvement and organizational commitment the “r” value was found to be 0.513. Since the significance level is below 0.01 there is a strong positive correlation between job involvement and organizational commitment. It has been found a strong positive correlation.

KEYWORDS: *Organizational Commitment, Belief, Psychological Shift, Association, Involvement.*

1. INTRODUCTION

An organization is made up of people, people mean Human Resources. Humana resources are the kind of resources that include the skills, knowledge, and abilities of the employees working in any organization. It is very important to have satisfied, involved and committed employees to make the organization successful and to achieve organizational goals. Organizational commitment is the essential aspect of any organization to create a culture of commitment. Organizational commitment can be understood as the bond and the connection an employee shares with an organization. According to Mowdy, Steers & Porters (1979) [1] defines the organizational commitment as the level of strength of how an individual identifies and is involved in any organization. Porter, Steers, Mowday, and Boulian (1972) [2] defines organizational commitment as the identification of an employee with the organization's goals and objective and an association with the organization's value. Meyer and Allen (1991) [3]

define organizational commitment as a strong and consistent belief in the organizational overall goals and collective values. Most of the researchers concluded about organizational commitment through social identity theory (Carmeli, Gilat, & Weisberg, 2006) [4]. There is also the domain of behavioral and attitudinal commitment, where researchers have concluded organizational behavior.

Meyer and Allen (1991) [3] defined organizational commitment as a psychological desire, need, and obligation of an employee towards its organization and also understood as a relationship between an employee and the organization which impacts the aspirations of the employee to be with the organization. Organizational commitment is the most important issue for any organization as several studies show and some of them mentioned above as it binds the employees with the organization; organizational well-being and organizational success. Organizational commitment contributes to the organization as an increasing level of performance, lower absenteeism, increased retention, and attachment with the organization. This develops a psychological and attitudinal shift of an employee.

Job involvement is the major aspect of measuring the level of attachment of an employee towards his or her job. JI concerns the degree to which employees recognize and connect with their job. According to Miller and Herscovitch (2001) [5], this can be affected by the level of job satisfaction of an employee and factors such as extrinsic and intrinsic factors. Job involvement with the combination of participative management leads to job satisfaction and vice-versa. As job satisfaction shows a positive relationship with increased productivity and productivity can be increased by the increased involvement of employees in the decision making process of an organization and through increased capabilities and skills. Job Involvement will ultimately lead to increased productivity, an increased sense of participation, a better understanding of jobs. According to Rabinowitz and Hall (1977) [6] describes the concept of job involvement as mainspring energizing the symbiotic association between JI and performance, JI and the quality of work-life, the reason described as the individuals who tied up their ego with the job, perform higher stake in performing well and have a strong desire to satisfy the need for identification and development in their jobs.

Job involvement is related to the psychological identification of an employee with a job, it is always defined as the degree to which an employee or person senses that identification. This is always seen together with work motivation; highly motivated employees are high in their job involvement. Job involvement can also be linked with the organizational socialization process, through which an individual understands the values, beliefs, work culture, the way of doing work in a particular environment and with the help of this knowledge, the employees easily understand their roles as a professional and as a member as well.

Job involvement is grouped in the following categories (after various reviews of the literature). The groups are as follows:

- Job as a central life interest
- Performance is central to self-esteem and self-concept.

Job Involvement reflects participative management, in other words, this can be said as JI can be used as a tool for participative management. Gilkar and Darzi (2013) [7] discussed that if employees get involved, get full opportunity to participate in the decision-making process and the management process possibly leads to gains which add to the overall effectiveness of the organization along with the increased performance and morale of the employees and this leads to the employee satisfaction. Later they described the participation as mental and emotional involvement of an employee in the group and the situations that encouraged him to

contribute to overall goals along with group goals and share responsibilities with them.

2. LITERATURE REVIEW

Organizational Commitment

Nelson and Quick (2008) [8] discussed the extent to which an individual strongly and positively identifies with an organization is a basic and prime factor of the individual's Organizational Commitment. Committed employees are always seen as assets for an organization as they have a sense of purpose that enlightens organizational goals and objectives.

Social identity theory is used by Tejaswini et al., 2016 [9] to define organizational commitment. Social identity theory can be defined as the employees associating themselves with the perceived organizational external image and external prestige of the organization, which strengthens the identification process of an employee with the organization.

Some sections of the researchers found organizational commitment related to behavioural and attitudinal connections. Behavioural commitment is related to the organizational circumstances and situations that the actions opted by an employee in a particular situation and attitudinal commitment means the evaluative statement of an employee about the organization and how an individual perceives their relationships with the organization (Wiener, 1982) [10].

Many studies mentioned organizational commitment with employee motivation and found an interconnection between these two Meyer, Allen & Gellatly (1990) [11]; Porter, Steers, Mowday, and Boulian (1973) [2]; and Meyer (1993) [12] explained that model of job satisfaction and organizational commitment, they discussed that job satisfaction is the major cause affecting the organization commitment and positively related to the effective performance. Many organizations opt for different activities which pay wide attention to organizational commitment which is led by job satisfaction. Enriched Organizational Commitment offers many organizational benefits, making employees more enthusiastic towards work, positive vibes within the organization, positive attitude towards the job, and a sense of dedication.

The three-dimensional construct is based on the attitudes and the perceptions of the employees. All three represent different psychological states of an employee. The degree to which an employee is psychologically attached to the vision of an organization will reflect different levels of these constructs which are also the indicator of employee retention and employee turnover.

Affective commitment can be defined as an emotional and affective bond individual shares with the organization which reflects the individual identification with, involvement in, and happiness with the membership of the organization (Meyer, Allen & Gellatly 1990) [11]. Affective commitment is something employees choose to remain in the organization and don't want to quit due to their emotional identification with the organization (Singh and Gupta, 2015). Further defined as the association of employee's values with the organization's values which create an emotional bond between employee and the organization.

Continuance commitment developed by Meyer, Allen & Gellatly 1990 [11] as cost- Benefit analysis of the employee, such as economic loss due to leaving the job, or not having any good opportunity in the market which offers the same or a better opportunity than present ones.

Gary (2014) [13] described the continuance commitment as the evaluation of quitting or

leaving an organization based on the perceived cost of leaving. They discussed that employees who choose to be committed to the organization are influenced and bound by the authority and benefits (economic and others), which they would lose by leaving the organization. It is a kind of contractual attachment of an employee with the organization.

Normative commitment is defined by Meyer and Allen (1991) [3] as the moral obligation of an employee towards the organization. Gary (2014) [13] defined it as a social expectation that binds the employees to the organization. Meyer, Allen & Sulsky (1999) [14] described normative Commitment as the execution of the job and work is guided and depends upon the sense of duty and obligation towards an organization. Moral reasons make them committed to the organization.

Job Involvement

Lodahl and Kejner (1965) [15] defined job involvement in terms of the degree to which employees identified and recognized themselves psychologically with their job and relevance of the job with self-worth and self-image. Rabinowitz and Hall (1977) [6] found in their evaluation of job involvement that job involvement is more consistent with the psychological and emotional identification with the job.

According to Mowday (1979) [1], the satisfaction of the salient needs or most essential needs will lead to job involvement, so the degree of job involvement depends upon the extent to which an individual thinks that his or her needs are capable of being met by the job. "A generalized cognitive state of psychological identification with work, insofar as work is perceived to be instrumental in satisfying one's salient needs and expectations." Cook (1981) [16] have found the same in their study that the level of satisfaction of one's need, the needs can be both: intrinsic or extrinsic are deciding factors for the job involvement.

According to Steers (1997) [17] job involvement and organizational commitment, both have a negative relationship with absence, withdrawal intentions, and turnover. Both job involvement and organizational commitment share a positive relationship with work motivation, work effort, performance, and a sense of contribution towards the job.

O'Reilly (1989) [18], O'Reilly and Chatman (1986) [19] has researched job involvement and organizational commitment and described four groups as follows:

Institutional Stars refers to the combination of highly involved and highly committed to the organization, the second type is Lone Wolves who just involved in their job but not the satisfactory level of commitment to their organizations, third type which is Corporate Citizen, they used to be more committed rather being involved and Apathetic Employees are who don't have any association with the organization and no involvement with the job.

This research paper is focused on job involvement and organizational commitment in software companies. As software companies are in the service sector and playing an important role in contributing to the Indian economy. Therefore, it is important to study the organization and its employees as a whole. This research paper primarily seeks to find out the level of job involvement and Organizational commitment specifically in a multinational software company Adpushup software operated also in India.

3. OBJECTIVES OF THE STUDY

This research paper has the following objectives:

- 1) To find out the level of job involvement among employees in the Adpushup Software India Private Limited.

- 2) To find out the level of organizational commitment among employees in the selected company.
- 3) To determine the relationship between Job Involvement and organizational commitment of the employees.

4. RESEARCH METHODOLOGY

Research Frame: Ad Pushup Software India (P) Limited.

Sampling Technique: Random Sampling Technique

Sample: 42 (population: 115)

Data Collection tools-

A Three-Part questionnaire was used to collect data from the target sample. Part- A of the questionnaire is to collect data related to the name and demographics profile of the respondents as follows:

- Age
- Gender
- Educational qualifications
- Tenure

Part- B of the questionnaire was designed in 5- point Likert scale for collecting information related to Job Involvement, to measure Job Involvement.

Part C of the questionnaire was designed in 5- point Likert scale for collecting information related to Organizational Commitment.

5. DATA ANALYSIS AND RESULTS

Demographic Profile of the respondents

Out of the total 42 respondents, 66.7% of the respondents were male and the remaining 33.3% respondents were females. The Majority of the respondents i.e. 83% were within the age group of (20-30) whereas 13% were within the (30-40) and rest of the employees were beyond 40. The educational qualification of most of the respondents was graduate around 64% whereas 34% belonged to the group of Postgraduate. The tenure of the job was the respondents were 33% of the employees belonged to the organization for 6 months, 31% of the respondents were for 1-2 years, rest of the respondents were there for than 2 years. This data reflects that the majority of employees of the organization are very young and enthusiastic individuals, full of aspirations, and prove to be highly productive.

6. RESEARCH HYPOTHESIS

H1- There is a positive relationship between Job Involvement and Organizational Commitment levels of employees working in Adpushup Software India Private Limited.

Predictors of the Job Involvement:

1. Importance of job in life:

The statement was there in the questionnaire as “My job is really important to me other than other things.” W.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted among the respondents as 52.4% shows the great

importance of job which reflects a better level of involvement as higher the level of job importance, higher the level job involvement.

2. To Undertake extra duties and responsibility

The statement was there in the questionnaire as “I always wanted to undertake extra duties and responsibilities related to my job”w.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 40.5% of respondents were Strongly Agree and 28.6% of respondents were Agree with the statement, which reflects a good amount of involvement as the willingness to undertake the complex responsibilities related to the job is quite high.

3. Most of my Interests are related to my job.

The statement was there in the questionnaire as “Most of my Interests are related to my job”w.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 43% of respondents were Strongly Agree and 31% of respondents were Agree with the statement which reflects a great amount of involvement as if interests of individuals related to their job, high chance of interest to lead involvement in the job.

4. I can overwork to finish things even if I don't have the necessary time.

The statement was there in the questionnaire as “I can overwork to finish things even if I don't have the necessary time.”W.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 57.1% of respondents were Strongly Agree and 29% of respondents were Agree with the statement. This statement indicates the commitment of the employee towards their job which reflects a great amount of involvement as they are enthusiastic towards the completion of the task.

5. “My personal goals are also get achieved by my work.”

The statement was there in the questionnaire as “My personal goals are also get achieved by my work”w.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 45.2% of respondents were Agree and 31% of respondents were Neutral with the statement. This statement indicates the convergence of the individual goal with the organizational goals. This statement tried to measure the involvement in the job with the personal goals of the individual.

6. “I can work beyond office timings to meet the deadline. (If asked for)”.

The statement was there in the questionnaire as “I can work beyond office timings. (If asked for).”W.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 48% of respondents were Strongly Agree and 31% of respondents were Agree with the statement. This statement indicates the employee's target completion instinct directly leads to job involvement. Agreement with the statement is the indicator of the high level of job involvement.

7. “I feel uneasy/uncomfortable when things go wrong at work.”

The statement was there in the questionnaire as “I feel uneasy/uncomfortable when things go wrong at work” W.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 43% of respondents were Strongly Agree and 26% of respondents were Agree with the statement. This statement indicates how do employees get directly involved with their job as they get affected when anything gets wrong with the job, most of the employees get affected. Agreement with the statement is the

indicator of the high level of job involvement.

8. "This job is one of the most important things that happen to me". (Lodahl and Kejner,1965)

The statement was there in the questionnaire as “This job is one of the most important things happen to me” W.r.t determination of job involvement of the respondents. Through the distributive frequency analysis is predicted that 83% of respondents were Strongly Agree which directly indicates the job as their 'Central Life Interest Item' according to Lodahl and Kejner (1965). Agreement with the statement is the indicator of the high level of job involvement.

TABLE-1 (RESPONSES FOR JOB INVOLVEMENT)

Sr.	Statements	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
1.	Importance of job in life	52.4% (22)	9.5% (4)	19% (8)	19% (8)	0% (0)
2.	To Undertake extra duties and responsibilities	40.5% (17)	28.6% (12)	23.8% (10)	2.4% (1)	4.8% (2)
3.	Most of my Interests are related to my job.	42.9% (18)	31% (13)	16.7% (7)	9.5% (4)	0% (0)
4.	I can overwork to finish things even if I don't have the necessary time.	57.1% (24)	28.6% (12)	9.5% (4)	2.4% (1)	2.4% (1)
5.	My personal goals are also get achieved by my work.	11.9% (5)	45.2% (19)	31% (13)	9.5% (4)	2.4% (1)
6.	I can work beyond office timings. (if asked for).	47.50% (20)	31% (13)	16.70% (7)	2.4% (1)	2.4% (1)
7.	I feel uneasy/uncomfortable when things go wrong at work.	42.9% (18)	26.2% (11)	14.3% (6)	9.5% (4)	7.1% (3)
8.	I have other things important but not more than my job.	83.3% (35)	7.1% (3)	4.8% (2)	2.4% (1)	2.4% (1)

Predictors of the Organizational Commitment

1. I feel proud to be a part of this organization.

The statement was there in the questionnaire as “This job is one of the most important things happen to me” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 62% of respondents were Strongly Agree and 29% of the respondents were agree with the statement, which directly indicates that the organization is the most important part of their life as they feel proud to be the part of the organization. Agreement with the statement is the indicator of high level of organizational commitment.

2. I am contributing enough through my job to make my organization achieve its goal.

The statement was there in the questionnaire as “I am contributing enough through my job to make my organization achieve its goal.” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 67% of respondents were Strongly Agree and 24% of the respondents were agree with the statement. This statement indicates a sense of self-worth by contributing to the achievement of organizational goals.

3. I usually speak to others that my organization is a great place to work.

The statement was there in the questionnaire as “I usually speak to others that my organization is a great place to work” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 56% of respondents were Strongly Agree and 27% of the respondents were agree with the statement. This statement indicates that respondents have immense respect for the organization as they speak well to the people around them.

4. I am ready to take complex duties and responsibilities to go on working with this organization.

The statement was there in the questionnaire as “I am ready to take complex duties and responsibilities to go on working with this organization.” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 67% of respondents were Strongly Agree and 29% of the respondents were agree with the statement. This statement indicates that the organization played an important role in respondents’ life, as they were ready to undertake complex duties and responsibilities to be there in the organization.

5. I do care about the success and future of the organization.

The statement was there in the questionnaire as “I do care about the success and future of the organization.” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 90% of respondents were Strongly Agree and 9% of the respondents agreed with the statement. This statement indicates that the respondents do care about the success and future of the organization reflects the higher level of organizational commitment.

6. Even with a change that may occur in the present conditions, I won't leave the organization.

The statement was there in the questionnaire as “Even with a change that may occur in the present conditions, I won't leave the organization” W.r.t determination of organizational commitment of the respondents. Through the distributive frequency analysis is predicted that 33% of respondents were Strongly Agree and 11% of the respondents were agree with the statement. 26% of the respondents disagree with the statement. So if the changes would be introduced in the organization, the employees may switch.

7. The company I am working in has motivated me in the best way possible.

The statement was there in the questionnaire as “The Company I am working in has motivated me in the best way possible.” W.r.t determination of organizational commitment of the respondents. This statement will reflect the good side of the organization as they care about their employees, so if the employees agreed with the statement that means they are committed to the organization. Through the distributive frequency analysis is predicted that 33% of respondents were Strongly Agree and 45% of the respondents were agree with the statement.

8. This organization cares for its employees.

The statement was there in the questionnaire as “This organization cares for its employees” W.r.t determination of organizational commitment of the respondents. This statement will reflect the perception of the employees for the organization. Agreement with the statement leads to the great level of commitment with the organization. Through the distributive frequency analysis is predicted that 48% of respondents were Strongly Agree and 30% of the respondents agreed with the statement.

9. I Feel Morally Obligated To Work In This Organization.

The statement was there in the questionnaire as “I feel morally obligated to work in this organization.” W.r.t determination of organizational commitment of the respondents. This statement will measure the Normative Commitment of the employees towards the organization. Agreement with the statement leads to a great level of commitment with the organization. Through the distributive frequency analysis is predicted that 40% of respondents were Strongly Agree and 31% of the respondents agreed with the statement, 9% of the respondents also showed a neutral response for moral obligation. The majority indicates agreement hence the employees are committed.

TABLE -2 (RESPONSES FOR ORGANIZATIONAL COMMITMENT)

Sr.	Statements	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree
1.	I feel proud to be a part of this organization.	61.9%(26)	28.57% (12)	7.1% (3)	2.3% (1)	0.0% (0)
2.	I am contributing enough through my job to make my organization achieve its goal.	66.6% (28)	23.8% (10)	9.5% (4)	0.0% (0)	0.0% (0)
3.	I usually speak to others that my organization is a great place to work.	57.1% (24)	26.2% (11)	16.6% (7)	0.0% (0)	0.0% (0)
4.	I am ready to take complex duties and responsibilities to go on working with this organization	66.6% (28)	28.7% (12)	4.6% (2)	0.0% (0)	0.0% (0)
5.	I do care about the success and future of the organization	90.4% (38)	9.5 (4)	0.0% (0)	0.0% (0)	0.0% (0)
6.	Even with a change that may occur in the present conditions, I won't leave the organization.	33.3% (14)	11.9% (5)	14.2% (6)	26.1% (11)	14.2% (6)
7.	The company I am working in has motivated me in the best way possible.	33.3% (14)	45.2% (19)	19.1% (8)	4.7% (2)	0.0% (0)
8.	This organization really cares for its employees.	47.6% (20)	30.1% (13)	16.7% (7)	4.7% (2)	0.0% (0)
9.	I feel morally obligated to work in this	40.1%	21.4%	21.4%	7.1%	9.50%

organization.	(17)	(9)	(9)	(3)	(4)
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Table - 2

- Mean and Standard Deviation of Job Involvement:

TABLE-3 (MEAN AND STANDARD DEVIATION OF JOB INVOLVEMENT)

Sr.	Statements	Mean	Standard Deviation
1.	Importance of job in life	3.81	0.94
2.	To Undertake extra duties and responsibilities	3.97	1.09
3.	Most of my Interests are related to my job.	4.07	1.00
4.	I can overwork to finish things even if I don't have the necessary time.	4.38	0.85
5.	My personal goals are also get achieved by my work.	3.55	0.92
6.	I can work beyond office timings. (if asked for).	4.21	0.90
7.	I feel uneasy/uncomfortable when things go wrong at work.	3.88	1.27
8.	I have other things important but not more than my job.	4.66	0.87

Table - 3

- Mean and Standard Deviation of Organizational commitment

TABLE-4 (MEAN AND STANDARD DEVIATION OF ORGANIZATIONAL COMMITMENT)

Sr.	Statements	Mean	Standard Deviation
1.	I feel proud to be a part of this organization.	4.50	0.74
2.	I am contributing enough through my job to make my organization achieve its goal.	4.60	0.67
3.	I usually speak to others that my organization is a great place to work.	4.62	0.58
4.	I am ready to take complex duties and responsibilities to go on working with this organization.	4.40	0.77
5.	I do care about the success and future of the organization.	4.90	0.30
6.	Even with a change that may occur in the present conditions, I won't leave the organization.	3.23	1.51
7.	The company I am working in has motivated me in the best way possible.	4.04	0.85
8.	This organization really cares for its employees.	4.21	0.90

Reliability Statistics

TABLE-5 (RELIABILITY STATISTICS FROM CRONBACH'S ALPHA)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N. of Items
.750	.770	17

Cronbach's alpha used to test the reliability of questionnaire, which has a value of 0.750 which indicates that the questionnaire have well understood by the sample.

Pearson's Correlations Analysis

TABLE- 6 (CORRELATION STATISTICS)

		Job Involvement	Organizational Commitment
Job Involvement	Pearson Correlation	1	.513**
	Sig. (2-tailed)		.001
	N	42	42
Organizational Commitment	Pearson Correlation	.513**	1
	Sig. (2-tailed)	.001	
	N	42	42

** Correlation is significant at the 0.01 level (2-tailed). (table-6)

The function of correlation has been used to determine the relationship between job involvement and the organizational commitment of employees of a particular company. To measure the relationship between said job involvement and organizational commitment using various statements, Pearson's correlation has been used for computation purposes.

By taking the Consolidated mean values of Job involvement and organizational commitment the “r” value was found to be 0.513. Since the significance level is below 0.01 there is a strong positive correlation between job involvement and organizational commitment. It has been found a strong positive correlation.

- Thus the Pearson Correlation test highlights a positive correlation between the two which indicates if one increases the other will also increase. Hence it can be interpreted that if “the level of job involvement in employees” is ‘high’ then “level of organizational commitment will increase”.
- Cronbach's alpha was used to test the reliability of the questionnaire, which has a value of 0.750 which indicates that the questionnaire has well understood by the sample.

7. SUGGESTION

It has been found by many studies that job involvement leads to organizational commitment, but this study is limited by the single company itself, so more and more study needs to be done to establish this more confidently. This study has chosen predictors of job involvement more related to self-worth, so this study also pointing out some facts such as:

- Sense of self-worth is the center point of employee's selfless contribution towards the achievement of organizational goals.
- If the employees get the opportunity to application of their creative and new ideas, this wins the loyalty of employees to get retained in organization.
- It has been very clear by the study that companies need to redefine their pattern of conventional practices and start practicing employees as their primary assets, not in theories but also in the practice.
- Every company expects selfless commitment and demands a proper understanding of organizational goals, values, vision, and mission. But employees do also have an expectation of understanding their personal goals by the organizations as well and to establish this, the company should try to converge the individual goals of employees with the organizations' one.

8. CONCLUSION

This study has been conducted to understand the phenomena of job involvement and organizational commitment in any organizational setup. As the sample size is not so big to generalize the concept over all areas, but this is enough to conclude for the particular organization, have chosen employees of Ad Pushup Software India (P) Limited, about the relationship between job involvement and organizational commitment, is positively correlated to each other. This study would definitely add on when it comes to making decisions for employees related to their involvement, engagement, their commitment towards the organization. This is the era of flexibility, it has been found in recent studies that employees switch companies if they don't get that level of satisfaction with the job to sustain in the organization. So this study establishes that, if an employee found self-worth in an organization, they sense a strong level of involvement with the job, which leads to organizational commitment. An organization needs to understand the point of view of

employees as well to keep them in sync to match their personal goals with organizational goals from a Strategic HRM perspective.

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