

The Influence of Organizational Commitment in Cognizant's Employees Work Performance

Mrs.R.Anetha, Dr.M.Viswanathan

Assistant professor, Department of Management, Bharathiar University Arts and Science College, Erode (Dt),
E-Mail: wershnee2012@gmail.com; Ph: 9487522246
Associate Professor and Head, Department of BBA (CA), Kongu Arts & Science College, Erode

Abstract: In today's competitive world, the biggest challenge which the organizations are facing is to retain talented employees. Organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and are more likely to 'go the extra mile' to achieve organizational objectives. Organizational Commitment has become important for the commercial organizations due to increase in technology level of competition globally and rapid growth of services sector in about all parts of the world. In every information technology sector, the employee plays an important role to accomplish the tasks, objectives, and targets to achieve persistence in the globally competitive world. Thus, it becomes essential for the organizations that their employees become committed and stay in the organization. Organizational commitment is a psychological construction of responsibility that an employee has towards the mission and direction of an organization. This study is to identify the employees' perception of their jobs and how to improve their work commitment towards their organizations.

Keywords: organizational commitment, Global objectives, Employees psychology.

I. Introduction:

Organizational commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. 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 predicted with employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes.

Definition: Organizational Commitment

Organizational Commitment is the psychological attachment that an employee has with their organization. This plays a big role in ascertaining the bond that the employee shares with the organization. This also helps in determining the value of an employee to an organization. Employees with higher commitment are more constructive and proactive with their work.

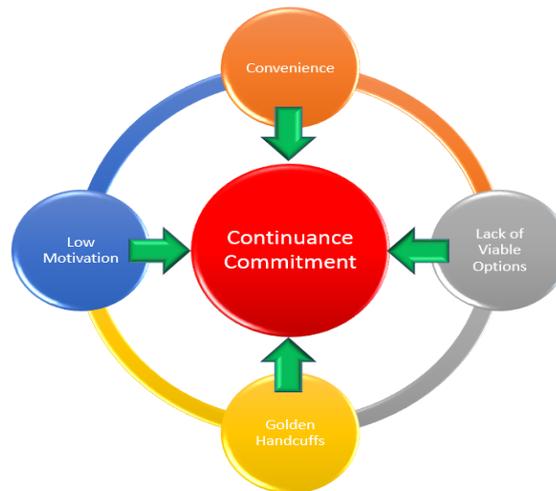
II. Theory Of Organizational Commitment

A distinguished theory in organizational commitment is the Three-Component Model (TCM).

- 1. Affective Commitment:** This is the emotional attachment an employee has towards the organization. This part of TCM says that an employee has a high level of active commitment, and then the chances of an employee staying with the organization for long are high. Active commitment also means, an employee is not only happy but also engaged in the organizational activities like, participation in discussions and meeting, giving valuable inputs or suggestions that will help the organization, proactive work ethics etc.



2. **Continuance Commitment:** This is the level of commitment where an employee would think that leaving an organization would be costly. When an employee has a continuance in commitment level, they want to stay in the organization for a longer period of time because they feel they must stay because they have already invested enough energy and feel attached to the organization – attachment that is both mental and emotional. For example, a person over a period of time tends to develop an attachment to his/her workplace and this may be one of the reasons why an employee wouldn't want to quit because they are emotionally invested.



3. **Normative Commitment:** This is the level of commitment where an employee feels obligated to stay in the organization, where they feel, staying in the organization is the right thing to do. What are the factors that lead up to this type of commitment? Is it a moral obligation where they want to stay because someone else believes in them? Or is it that they feel that they have been treated fairly here and that they do not wish to take the chance of leaving the organization and finding themselves in between the devil and the deep sea? This is a situation where they believe they ought to stay.



III. Strategies Of Motivating Employees:

Salary: Salary can be one of the most successful factor influencing motivation and job satisfaction. For using salary as motivation factor managers must consider several factors such as job rate, personal allowances, length of service, performance, personal traits etc.

Incentives: Money has the power to attract and retain. Giving various types of incentives will keep staff motivated and better committed to the organization. Basically every staff is working for some sort of financial benefit, so the monetary benefit paid to the employees should be adequately cover their standard of living and competitive enough in the industry otherwise employee turnover will be higher for the company and the existing employees will not be motivated, instead frustrated employees cause reduced commitment to the organization. So management must take sufficient interest and care to maintain their employees with good pay and incentives it will help to improve organizational commitment.

Staff training: This is an important motivational factor for all the organizations It is an indispensable strategy for motivating employees. This will give information with latest development and technologies in their respective field of work. So that the employees will feel confident and equipped with new strength to work more effectively and scientifically, ultimately it will increase motivation and productivity.

Information and communication: Availability of information regarding the consequences of one's action on others help to keep employees motivated.

Educational Opportunity

As the world of digital business demands increasing proficiency in science, technology, engineering and math (STEM), we are making major investments in STEM education. We have sponsored a wide range of Making the Future after-school and summer programs across the United States, supporting Making activities in areas such as computer programming, robotics, 3D printing and wearable technology. In 2014, we made 33 Making the Future grants serving 5,000 students in 22 states and sponsored 10 Maker Corps sites reaching another 25,000 students. We sponsored more than three times as many after-school and summer programs in 2014 as in 2012. And, at the 2014 White House Maker Faire, Cognizant announced an expanded commitment to triple our Making the Future investments in the next three years.

Environmental Stewardship: We continue to be responsible stewards of the environment, which we believe is essential to protect the resources needed for the future, to better manage climate change risks, and to enhance the quality of life for our employees, clients and partners. Bringing an innovative spirit to the challenge of preserving our environment, our teams have even used digital technologies to track flora and fauna in protected forests.

Employee Development: Cognizant's primary asset is our 200,000+ talented associates. We are committed to developing their potential while providing a healthy work environment. Our award-winning professional development arm, Cognizant Academy, offers interactive as well as classroom-based learning programs to nurture employees' abilities at each career stage.

The Top Employers Institute Assessed Cognizant's Employee Offerings On The Following Criteria:

- Talent Strategy
- On-boarding
- Performance Management
- Career & Succession Management
- Workforce Planning
- Learning & Development
- Leadership Development
- Compensation & Benefits

Cognizant is proud to announce that it has been officially certified by the top employers institute for its exceptional employee offerings.

The annual international research undertaken by the Top Employers Institute recognizes leading employers around the world: those that provide excellent employee conditions nurture and develop talent throughout all levels of the organization, and which strive to continuously optimize employment practices. Cognizant has been awarded the exclusive “Top Employers in Europe and The Netherlands for 2016” certification.

At Cognizant, we work with global enterprises to decode the opportunities and master the challenges of this new age of digital business. In a similar vein, we are applying innovative, data-driven approaches - guided by human inspiration and commitment - to address some of the major sustainability issues of our time.

IV. Conclusion

The focus of this study is how the Organizational Commitment is performed in cognizant organization all over the world. The analysis reveals how appropriate HR Practices of an organization can improve the job satisfaction level of the Managerial employee and strengthen his Commitment towards his organization in the Pharmaceutical units under study. Organizational performance is influenced by various factors such as Talent Strategy, Leadership Development, Compensation & Benefits, Learning & Development etc. organizational performance is high because of employees feeling motivated and satisfied with their jobs.