

Salutogenic Functioning as a Predictor of Organizational Commitment.

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Abstract

A large variety of factors have been found to be correlated with organizational commitment viz job satisfaction, organizational citizenship behavior, turnover, absenteeism etc. Salutogenic functioning has important implications for various work related outcomes like work motivation, organizational citizenship behavior, job satisfaction, organizational commitment etc. Salutogenesis is the study of the origins of health and it is primarily concerned with the maintenance and enhancement of wellness (Antonovsky, 1979; Strumpfer, 1990). Organizational commitment is contemplated as a psychological bond of the employee to his or her organization (Mathieu & Zajac, 1990; Meyer, Allen & Smith, 1993). It is one of the prominent interest to organizations because it has been associated with a large number of desirable outcomes such as job performance, adaptability, job satisfaction, decreased turnover, decreased intention to leave, lower absenteeism and lower stress levels (Mathieu & Zajac, 1990; Jaros, 1997; Angle & Perry, 1981; Hunt, Chunko and Wood, 1985; Mowday, Porter & Dubin, 1974 and Begley & Czajka, 1993). The objective of the present study was to assess the relationship between constructs of salutogenic functioning (sense of coherence, locus of control and self-efficacy) and organizational commitment and also the contribution of salutogenic functioning in organizational commitment. The sample consisted of 220 employees from different private sector organizations located in Punjab, Delhi, Gurgaon and Noida. The Organizational commitment Questionnaire (Meyer and Allen, 1993), Sense of Coherence (Antonovsky, 1984; 1987), Locus of Control Scale (Vohra, 1992) and Personal Self-efficacy Scale (Kumari & Singh, 1989) were used to gather data. It was hypothesized that Salutogenic functioning (Sense of Coherence, Locus of Control and Self-efficacy) would be positively associated with Organizational commitment and would significantly contribute in organizational commitment. Both Pearson product moment correlation coefficient and multiple regression analysis were used to analyze the data. The results of correlation showed that there is a positive correlation between Salutogenic functioning (Sense of Coherence, Locus of Control and Self-efficacy) and Organizational commitment. Multiple regression also

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proved that salutogenic functioning (sense of coherence, locus of control and self-efficacy) significantly contributed in organizational commitment. The present study has important implications for enhancing employee efficiency and organizational commitment which in turn lead to organizational growth.

Keywords: Salutogenic functioning, sense of coherence, locus of control, self-efficacy, organizational commitment and employees.

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