

## **Douglas McGregor Theory X and Theory Y Mentalities of Managers and Its Impact on Subordinate's Organizational Commitment: Bangladesh Perspective**

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### **ABSTRACT**

Commitment is the sense of obligation, engagement and belongingness of employees towards their organization. Employee commitment is the life blood of the organizational existence. The present study takes an attempt to investigate the impact of managers or supervisors mentality on employee's commitment. The researchers in this study conceptualize the Theory X as the negative mentality and Theory Y as the positive mentality of the managers. The study adopts a conclusive descriptive research design approach to meet the study objective. The study considers employees having manager or supervisor ranging from entry level to top level working full-time in varieties of organizations in Dhaka city as the population. A probability simple random sampling technique is used to select 220 respondents from the targeted population as the sample of the study. A well-structured pre tested questionnaire is used to collect data from the respondents. The study found that managers mentality highly influence the factors of commitment and these are humanitarian treatment, autonomy, empowerment, recognition, inspiration, chance of involvement, easy communication, and interpersonal relationship, managerial trust, managerial care, better interpersonal relationship, emotional attachment and sense of obligation which in turns affect the employee commitment. The study employs statistical test descriptive and multiple regressions to analyze the data. The study found there is a significant relationship exists between managers mentality and employee commitment. In conclusion study likes to say managers positive mentality can bring loyal and committed employs in work place.

Key word: Employee, Commitment, Manager, Mentality, Theory X and Y.

### **INTRODUCTION**

Employee's commitment to his or her organization and the willingness to perform beyond expectations has become a focus area for management. Commitment is more than mere job satisfaction; fully committed employees are motivated and dedicated to make the organization a successful one. Organizational commitment is an individual's willingness to dedicate efforts and loyalty to an organization (Jalonen et.al. 2006 &

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Wagner 2007). Organizational commitment means the members of an organization have active and highly positive inclination toward the organization, and such inclination includes identification with an organization's goals and values, dedication to a job, and loyalty to an organization (Trimble 2006). At the most simplistic level, committed employees lead to happy, loyal customers and repeat business. Commitment also leads to improvement in retention levels. Past research studies have discovered that although there are multiple factors affecting commitment, the personal relationships between a manager and his or her direct reports is the most influential. And logically it is the most vital relationship in the workplace. The very basic two parties of organization are manager/ subordinate. The quest for organizational efficiency, high performance and customer satisfaction has led to a growing body of literature demonstrating the relationship between employees' attitude and behavior. (Hassan & Chandaran 2005). It is said that employees don't leave companies; they leave people. What managers do, how they behave, what they say and importantly how they say it affects employees' attitudes about their jobs and the organization as a whole (Dale 2012). It is also reported that supervisors as managers play an important role in shaping the attitude and behavior of their subordinates (Dansereau, Graen & Haga 1975). Employees who are unhappy and dissatisfied with their immediate supervisors are less likely to identify with the organization's vision and more likely to be absent or to resign. Employees who are committed take pride in their work, support organizational goals and are less willing to change jobs for a minor increase in salary. It is important to note that fully committed employees express feelings of enthusiasm, empowerment, confidence and value based on their interactions with their direct managers (Dale 2012). While a good supervisor makes all employees feel valued and confident, a poor supervisor irritates them and makes them feel uncomfortable. The importance of this cannot be overstated; the relationship to the immediate supervisor impacts the investment an organization makes in its people. When supervisors communicate positive emotions, the employee feels good about the organization as a whole. Likewise, negative reactions cause a decrease in productivity and morale, leading to less commitment. *This is more relevant in the workplace now than ever before, especially when management style is being scrutinized, and Leadership is becoming the preferred method of empowering employees, clients, colleagues and peers* (Elaine 2012). McGregor's X-Y Theory is a guiding principle of positive approaches to management, to organizational development, and to improving organizational culture. Effective managers estimate the need level of their people and apply the appropriate approach to capitalize on employees' motivation and commitment. The present study tries to investigate the impact of managers X and Y Mentality on subordinate's commitment.

### **Douglas McGregor's Managers Mentalities – Theory X and Theory Y**

The body of leadership literature is filled by the extensive study of supervisor and subordinate interaction. And the managerial behavior towards employees is an explored field of ongoing importance. Douglas McGregor (1906-1964) developed a philosophical view of humankind in his book “The Human Side of Enterprise” 1960 with his Theory X and Theory Y. These are two opposing perceptions about how managers view human behavior at work and organizational life. It encapsulated a fundamental distinction between management styles and has formed the basis for much subsequent writing on the subject.

**Theory X** is an authoritarian style where the emphasis is on “productivity, on the concept of a fair day's work, on the evils of feather-bedding and restriction of output, on rewards for performance (Tim 2003). Latterly Theory X has been considered as a negative way of dealing with employees. In this theory its assume that employees are, by nature, reluctant to fulfill the obligations of their job and instead will find ways to avoid work or otherwise reduce their work output in a bid to expend the least amount of effort possible. In this theory mangers pose negative mentality about their subordinate regarding their performance and personality.

**Theory Y** is a participative style of management which “assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives”. It is management's main task in such a system to maximize that commitment (Tim 2003). In many ways, Theory Y is, the diverse to that of Theory X. Theory Y states that employees actually become more productive when more trust and responsibility is delegated to them. According to Theory Y, employees do wish to work and be productive and the act of doing well at work is itself a strong motivator. Regarding to Charles (2005), McGregor theory Y stands in a unique place in management history and advocated a heightened awareness of management's responsibility for the human side of employer-employee relations. In this theory mangers pose positive mentality about their subordinate regarding their performance and personality.

### **Rationale of the study**

Committed employees are the prime mover for any organization. The word “commitment” is simple in spelling but complex in meaning. From the past studies is found that employee commitment depends on both organizational and personal factors. Managers themselves a great part of organization and their mentality or perception towards employees are truly an immense factor. There are basically two types of management mentality perceived by managers and by others in authority positions

either positive or negative. Managers' negative mentality can easily trigger the demotivation button of employees which in turns dissatisfy them and give the result in the form of absenteeism and turnover. On the other hand, managers' positive mentality can easily trigger the motivational button of employees which in turns satisfy them and give the result in the form of loyalty and commitment. Managers' mentality is one of the very influential ways of making subordinate committed. It is highly required to bring this important fact into the light in the form of research findings that is why the present study has been taken.

## **LITERATURE REVIEW**

A review of the available literature is important in order to know the progress made in the concerned area. A very few number of researches so far have been made on the study topic, but for X and Y mentality it is inadequate. For the preparation of this study closely related literature have been reviewed

### **The Relationship between Organizational Commitment and Manager Behaviors**

Reichers (1986) claimed that organizational commitment was in reality a collection of commitments to multiple coalitions and constituencies (e.g. owners/managers). In an examination of this claim, Reichers (1986) undertook a study to measure the commitment of 124 mental health professionals. Her only significant correlation was between organizational commitment and top management's goals and values. In another study involving 763 employees, Becker (1992) found whether employees' commitment to different constituencies or to the overall organization were better predictors of job satisfaction, intention to quit, and prosocial behavior. He discovered that employees' commitment to top management, supervisors, and work groups contributed significantly beyond commitment to the organization. During later research, Becker et al. (1996) also explored whether commitment to the supervisor or to the organization had the greatest impact on the performance ratings that supervisors gave to newly hired employees. From their study of 281 participants, the researchers found that commitment to the supervisor and the supervisor's values was more strongly related to performance ratings than was employee commitment to the organization. Summarizing these multiple constituency findings, Meyer & Allen (1997) offered the following: It should be kept in mind, however, that when we as researchers measure commitment to the organization as a whole, we are probably measuring employees' commitment to "top management" (Reichers 1986) or to a combination of top management and more local foci (Becker & Billings 1993; Hunt & Morgan 1994). If, on

the one hand, our intention is to use commitment as a means of understanding or predicting behavior of relevance to the organization as a whole (or top management specifically), it would seem that our purpose can be well served with global measures of organizational commitment.

#### **Douglas McGregor's Managers Mentalities – Theory X and Theory Y and commitment**

McGregor's (1960) Theory X (task-oriented) and Theory Y (relations-oriented) Model proposed two distinct theories of human beings: One basically negative, labeled Theory X; and the other basically positive, labeled Theory Y. McGregor (1960) uses the term managerial to describe both Theory X and Theory Y behaviors. His theories contend that managerial behaviors are based on assumptions about employees. A Theory X assumption involves the belief that employees dislike work and will avoid it if at all possible. Managerial behaviors in this instance will include coercing employees, controlling their tasks and activities, and directing their behaviors. A Theory Y assumption involves the belief that employees can view work as a positive experience given the right conditions. Managerial behaviors in this instance include providing encouragement, positive reinforcement, and rewards. Meyer (1968) investigated the effect of leadership perceptions regarding Theory X and Theory Y. He explored these theories by studying two plants of employees, one managed according to Theory X and the other according to Theory Y. Findings revealed that workers who were exposed to Theory Y leadership behaviors had a more positive experience and as a result felt greater responsibility, more warmth, and personally rewarded. Some of the most profound evidence attesting to the superior effects of relations-oriented leadership behaviors comes from studies conducted at the University of Michigan. During their 20 years of research (1950 to 1970), researchers discovered that democratic leadership behaviors resulted in greater job satisfaction and productivity than autocratic leadership behaviors (Bass 1990). For instance, Lewin & Lippitt (1938) undertook a study of several groups, composed of five members each, of fifth and sixth graders. Their goal was to investigate the types of behaviors that distinguished authoritarian/autocratic (task-oriented) groups from democratic (relations-oriented) groups. They found that authoritarian/autocratic (task-oriented) leadership behaviors involved a focus on goals and tasks, as well as denying others involvement in the decision-making process. Contrarily, democratic (relations-oriented) leadership behaviors included praise, invitation to participate, and encouragement. Nelson (1949; 1950) too looked at democratic (relations-oriented) leadership. However, he juxtaposed democratic (relations-oriented) leadership with leadership behaviors that were directive, regulative, and manipulative (task-oriented). Two conclusions he drew from studies of the leadership styles of 220 foremen in a manufacturing organization were that (a) task-

directed leadership behaviors involved initiating structure, providing information about tasks, issuing rules, and threatening punishment for disobedience; and (b) democratic leadership behaviors included two-way interactions with workers and emphasis on human relations. Fleishman's (1953) conclusions regarding the relations-oriented versus task-oriented dimensions of leadership evolved from his validity and reliability studies on the Leader Behavior Description Questionnaire (LBDQ), which measured the two constructs of consideration and initiating structure. Consideration included relations-oriented behaviors such as expresses appreciation, considers subordinates feelings, and provides rewards for a job well-done. Initiating structure included task-oriented behaviors such as offers approaches to problem solving, tries out new ideas, and makes task assignments. Stogdill (1963) also looked at the types of behaviors that represented consideration and initiating structure. He included the following in his descriptions: (a) consideration (relations oriented)- regards comfort, well-being, status, and contributions of followers, and (b) initiating structure (task-oriented)-applies pressure for product output, clearly defines own role, and lets followers know what is expected. In a further discussion of consideration and initiating structure, Akhtar & Haleem (1979) offered the following comment regarding the variety of terms: Review of the literature in this area brings to light a few facts. Firstly, 'employee oriented', 'employee-centered,' 'supportive,' and 'considerate' are the various terms that have been used interchangeably. Similarly, 'production-centered,' 'job-centered,' and 'initiating structure' have been used. Jermier & Berkes (1979) discovered that employees who were allowed to participate in decision-making had higher levels of commitment to the organization. DeCotiis & Summers (1987) found that when employees were treated with consideration, they displayed greater levels of commitment. Bycio, Hackett & Allen (1995) reported positive correlations between the leadership behaviors of charisma, intellectual stimulation, individualized consideration, and contingent reward and affective, continuance, and normative commitment. Meyer et al. (2002) and Park (2007) found strong positive correlations between organizational characteristics, like perceived organizational support, and affective commitment organizational commitment from variables such as years of experience, level of education, and receipt of support (Reyes 1990; Riehl & Sipple 1996; Rosenholtz & Simpson 1990; Shaw & Reyes 1992). However, transformational leadership is charismatic, inspirational, intellectually stimulating, and individually considerate (Avolio, Bass & Jung 1999). These leaders help individuals transcend their self-interest for the sake of the larger vision of the firm. They believe in people, and they are driven by a strong set of values such as loyalty, trust, and personal attention to employees, something that could positively influence organizational commitment. Lee (2004) find out that transformational leadership has positive

correlation with organizational commitment. Hayward, Goss & Tolmay (2004) noted that transformational & transactional leadership has moderate positive relationship with affective commitment. Lower level of relationship coefficients between transformational leadership and normative and continuance commitment. Transformational leadership helps to increase trust, commitment and team efficacy (Arnold, Barling & Kelloway 2001). Other researchers such as Kent & Chelladurai (2001) stated that individualized consideration has positive link with both affective commitment and normative commitment. Similarly, positive correlations was found between intellectual stimulation and both affective commitment and normative commitment. Bass & Avolio (1994) revealed that transformational leaders who encourage their followers to think critically and creatively can have positive influence on their followers' commitment. This is further supported by Walumbwa & Lawler (2003) that transformational leaders can motivate and increase followers' motivational level and organizational commitment by getting involved to solve problems creatively and also understanding their needs. Moreover, employees are far more likely to be committed to the organization if they have confidence with their leaders.

### **Manger's Support and Organizational Commitment**

With the importance of organizational support, many researchers have scrutinized the importance of supervisor support and found that employees also expect supervisors to be caring and supportive (Eisenberger et al. 2002; Kottke & Sharafinski 1988) found that supervisor's support has strong relationship with job satisfaction and Ogilvie (1986) confirmed that supervisors' actions directly impact the commitment of employees. Armstrong (1998) proved that organizational support has more impact on organizational commitment. Hutchison (1997) concluded that although both organizational support and supervisor support have positive effect on organizational commitment, organizational support will help employees more.

### **OBJECTIVE OF THE STUDY**

To investigate the impact of manger's/supervisor's mentality on employees commitment

### **Research Gap**

It is evident from the review of related literature that not much work has been done on the said field in Bangladesh. This study found that previously so many studies had been conducted only regarding commitment .Since there is a scope for further exploration; this study had adopted both exploratory and conclusive descriptive research design in

order to examine the impact of manager's mentality on subordinate commitment. In view of this fact, the present problem is taken for investigation

## **METHODOLOGY OF THE STUDY**

### **Research Question**

Q. Is employee commitment depends on mangers mentality?

Q. How mangers mentalities affect employee commitment (positively/ negatively)?

### **Theoretical frame work and hypothesis development**

Existence of organizational commitment depends on some certain factors and most of the cases organizational commitment absolutely depends on job related factors. The study adopted organizational commitment as dependent variable and identified some independent variables through literature review and current occupational context of the said field in Bangladesh which has impact on organizational commitment. The independent variables are drawn from the interaction of manager's mentality and subordinate situation of commitment, variables include humanitarian treatment, autonomy, empowerment, recognition, inspiration, chance of involvement, easy communication, and interpersonal relationship, managerial trust, managerial care, better interpersonal relationship, emotional attachment and sense of obligation. The study projected that the identified commitment completely depends on the availability of identified independent variable in organizational settings. Based on the frame work outlined the study also constructs the regression model using multiple regression analysis. The model is as follows:

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots + b_n x_n.$$

Where,

$Y$ = Organizational Commitment

$x_1, x_2, x_3$ , and  $x_n$ = The independent variables

$a$ = constant

$b_1, b_2, b_3$ , and  $b_n$ = the coefficient

**Hypothesis:** in order to test the assumption made in theoretical frame work following hypothesis is adopted

$H_a$ = There is a significant relationship exist between manger's mentality and subordinates commitment.

### **Research design**

It is the guideline for conducting the study that helps to achieve intend research objectives. It helps to plan and implement the study in a way that will help the

researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns & Grove 2001). A conclusive descriptive research approach was adapted to carry out the study. Descriptive studies are usually the best methods for collecting information that will demonstrate relationships and describe the world as it exists. Bickman & Rog (1998) suggest that descriptive studies can answer questions such as "what is" or "what was." The study conducted a field survey method to have available information and meet the research objectives.

### **Population of the study**

Polit & Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. The population of the present study consisted of all the employees having superior or manager in which they are bound to abide by the instruction and are accountable for their deeds at Dhaka city in Bangladesh.

### **Sampling and Sample**

The process of selecting a portion of the population to represent the entire population is known as sampling (LoBiondo-Wood & Haber 1998). A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project (Brink 1996). The study selects simple random sample technique to choose respondents from different fields. The preliminary survey and discussion with the respondents helped a lot to construct an appropriate sample size. To reach a valid conclusion and make sample more representative, the study purposively selects 220 employees who have direct manager or supervisor as the respondents.

### **Sample area and sample distribution**

The study was confined within the Dhaka city, Bangladesh. A survey research design was used in this study to investigate the managers mentality towards subordinate and its impact on them in a randomly selected organization in Dhaka city in Bangladesh. The researchers selected employees from both private to public sector ranging from entry to top level management to conduct the questionnaire survey.

### **Sources of data**

Both the primary and secondary data were used in the present study. The primary data were collected with the help of a questionnaire using face to face interview technique from the employees ranging from entry to top level working in Dhaka city. In order to make the primary data valid the study extensively surveyed available source of secondary data. The secondary data was also used to investigate the facts and issues

closely related to the research topics. The secondary data were collected from the existing literature in the said field including different studies, published journals, reports, magazines, educational hand book, newspapers and manuscripts, websites and online articles.

### **Questionnaire design**

The required information was collected through a questionnaire survey. The research questionnaire titled “A survey on manager’s mentality towards subordinate and its impact on commitment” was used to gather data for the study. Before developing the questionnaire researchers interviewed some managerial and subordinate level employees working both government and non government organization. This assists a lot to make an appropriate questionnaire. The questionnaire included both demographic and job related questions. The questionnaire had two sections, Section “A” of the research questionnaire describes respondents’ Demographic information, and categories included: gender, age, marital status, educational qualification, and length of service. Section “B”, on the other hand describes possible opinions of commitment variables. The questionnaire was made up of 6 items in section ‘A’ and 14 items in section ‘B’. Respondents were asked to mark some possible statements on commitment, productivity and work life balance from the questionnaire in section B and it and was constructed along a five-point likert-type scale of 1= strongly agree, 2 =agree, 3= neutral (neither agree nor disagree), 4= disagree, and 5= strongly disagree.

### **Reliability of data**

Reliability is the degree of consistency with which the instrument measures an attribute (Polit & Hungler 1999). The initial reliability of the items was verified by computing the Cronbach’s alpha. The Cronbach’s alpha suggests that a minimum alpha of .60 is sufficed for early stage of research (Nunnally 1978). The Cronbach’s alpha estimated for all of the variables was .913 therefore deemed to have adequate reliability.

**Table:1Reliability Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Humanitarian Treatment	35.2409	125.937	.831	.774	.899
Freedom at work	35.0409	130.971	.721	.584	.903
Empowerment	35.3091	129.758	.725	.599	.903
Chance of Involvement	34.5909	139.640	.368	.213	.915

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Inspiration	34.8364	134.375	.501	.332	.911
Recognition	34.7273	139.222	.380	.220	.915
Easy communication	34.8864	134.722	.467	.346	.912
Equity and justice	34.6045	140.277	.319	.277	.917
Managerial Trust	34.9773	130.515	.629	.501	.906
Managerial Care	35.3091	129.977	.735	.712	.903
Good interpersonal relation	35.0091	123.160	.793	.747	.899
Increase emotional attachment	35.2545	130.163	.726	.602	.903
Create sense of obligation	34.7545	125.008	.745	.715	.901
Commitment	34.9091	125.937	.806	.803	.899

In table 2 the column marked 'Corrected Item Total Correlation' give an indication of the degree to which each item correlates with the total score and low values (less than 3.00) here indicate that the item is measuring something different to the scale as a whole. In the column headed 'Alpha if Item deleted' is representing the impact of removing each item from the scale. Hence it was absolutely confirmed that the Cronbach alpha coefficient (0.913) and Cronbach alpha based on standardized item (.912) was optimum.

### Validity of data

Validity is the state or quality of being valid of a concept, conclusion or measurement. Alderson, Clapham & Wall (1995) cited Henning's definition of validity as Validity in general refers to the appropriateness of a given test or any of its component parts as a measure of what it is purported to measure. A test is said to be valid to the extent that it measures what it is supposed to measure. It follows that the term is valid when used to describe a test may be valid for some purpose, but not for other. There are three types of validity: content validity, predictive validity, and construct validity (Siddiqi 2010). To justify the validity concept of measurement, the present study used content validity. It is Kerlinger defined content validity (1973) cited in Alderson, Clapham & Wall (1995), the representative or sampling adequacy of the content-the substance, the matter, the topic- of a measuring instrument. Usually, content validity is based on the experts' assessment. In social science discipline, content validity can be verified by the

professional knowledge of the researchers (Sharafi & Shahrokh 2012). A literature review and the assistance of experts can be used for appropriate and relevant measurements for a study (Sharafi & Shahrokh 2012). This study rigorously reviewed sufficient amount of past literature and also adapted instruments which were used in previous studies to meet the content validity requirements.

### **Data Analysis**

After having the collected data from the field the researcher made the data sheet with proper caution and check. Data was analyzed using SPSS version 17 through different statistical techniques. Demographic factors were analyzed through simple descriptive statistics and job related factors were analyzed using multiple regressions.

### **Time frame**

Each and every study should allow considerable time to be ethically responsible in results. The present study mainly consumed time for research design, questionnaire development, field survey, data collection, data analysis and report writing. The study was carried on from July, 2015 to December, 2015.

## **RESULT AND DISCUSSION**

### **Descriptive Statistic**

Descriptive statistics are used to describe or summarize data in ways that are meaningful and useful. Descriptive status provides simple summaries about the sample and about the observations that have been made.

**Table:2 Demographic profile of the respondents**

<b>Gender of the respondents</b>		
Particulars	No of Respondents	Percentage [%]
Male	147	66.8
Female	73	33.2
Total	220	100.0
<b>Marital status of the respondents</b>		
20-30	97	44.1
30-40	73	33.2
40-50	33	15.0
50-60	16	7.3
60-70	1	.5
Total	220	100.0

<b>Educational qualification</b>		
Graduation level	85	38.6
Post-Graduation Level	135	61.4
Total	220	100.0
<b>Job title</b>		
Entry level	78	35.5
Mid-level	125	56.8
Top level	17	7.7
Total	220	100.0
<b>Total work experience</b>		
1-3 Years	105	47.7
3-6 Years	61	27.7
6-9 Years	15	6.8
9-12 Years	10	4.5
12-15 Years	29	13.2
Total	220	100.0
<b>Nature of organization</b>		
Private	143	65.0
Public	77	35.0
Total	220	100.0
<b>Nature of Business</b>		
Manufacturing	69	31.4
Service	151	68.6
Total	220	100.0
<b>Situation of employees</b>		
positive	176	80.0
negative	44	20.0
Total	220	100.0

From the above table 2 it is seen that among 220 respondents 147 persons are male that means 66.6% are male respondents and rest are female. The male and female ratio of respondent is 2:1. It is also seen that most of the respondents belong to the age group 20 to 30 and there percentage is 44.1. Next highest percentage consist the respondents group whose age are from 30-40. Table shows that in this study 56.8% respondents are doing mid-level job. Only 17 persons are involved with top level job where 78 respondents are occupied with entry level job. Among the respondents 135 respondents qualified post graduate level and there percentage is 61.4. Rest of the respondents completed their graduation level. In this study all the respondents have some experiences to work with their manager. 13.2% respondents have 12 to 15 years work experiences and around 48% respondents have 1-3 years job experiences. The

table demonstrates that most of the respondents which is around 65% are involved with private company as in Bangladesh the number of private companies are greater than public company. Rest 35% respondents are doing public job. In this study 68.6% respondents are taken from service sector while 31% are from manufacturing division. 20% respondents of this study fall in the situation of negative behavior from their manager and 80% respondents encounter positive behavior from their manger.

#### **Evaluating the model obtained from standard multiple regressions**

From the table below (table 3) it is found that the value of R is .896, it indicates that the relations between the dependent variable and the independent variables are strong enough to represent the model. It is to be noted that the ‘Adjusted R Square Statistics’ corrects the value of R square, in case of small sample size, to provide better estimate of the true population value. It is also seen that the value of Adjusted R<sup>2</sup> is .791, i.e. the dependent variable is 79% explained by the independent variable that are included in the model.

**Table-3: Model Summary (b) of the Standard Multiple Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896(a)	.803	.791	.59938

a Predictors: (Constant), create sense of obligation, Equity and justice, Chance of Involvement, Recognition, Inspiration, Easy communication, Managerial Trust, Increase emotional attachment, Freedom at work, Empowerment, Managerial care , Humanitarian Treatment, good interpersonal relation

b Dependent Variable: commitment

#### **Assessment of hypothesis by simple linear regression in enter method**

In table 4, the F Value was derived from dividing the Mean Square Model (23.248) by the Mean Square Residual (0.359), which was equal to 64.711. Consequently, the P value associated with this F value, shown under the column headed ‘Sig.’, was less than 0.001. It indicated that independent variables (create sense of obligation, Equity and justice, Chance of Involvement, Recognition, Inspiration, Easy communication, managerial Trust, Increase emotional attachment, Freedom at work, Empowerment, managerial care , Humanitarian Treatment, good interpersonal relation) of this study reliably predicted the dependent variable (Commitment) providing strong in favor of alternative hypothesis. As a result, the study hypothesis had been accepted finally without any doubt.

**Table-4: Analysis of Variance (ANOVA)<sup>(b)</sup>**

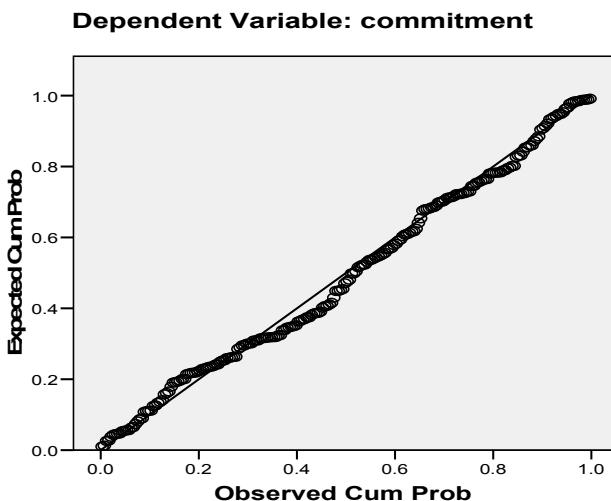
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	302.224	13	23.248	64.711	.000(a)
	Residual	74.007	206	.359		
	Total	376.232	219			

a Predictors: (Constant), create sense of obligation, Equity and justice, Chance of Involvement, Recognition, Inspiration, Easy communication, Managerial Trust, Increase emotional attachment, Freedom at work, Empowerment, Managerial care, Humanitarian Treatment, good interpersonal relation

b Dependent Variable: commitment

#### Assessment of Normality

Normality was assessed by 'Normal Probability Plot of Regression Standardized Residuals' which is illustrated by figure 2 below. Here it can be observed that points were positioned in a reasonably straight diagonal line from bottom left to top right indicating no major deviation from normality.

**Normal P-P Plot of Regression Standardized Residual****Figure 1: Normal P-P Plot of Regression Standardized Residuals**

**Analysis of regression between independent variables and dependent variable: testing the multi co linearity:**

Table 5 represents the outputs of Co linearity Diagnostics which was actually performed as part of multiple regression programs. In multiple regression, the variance inflation factor (VIF) is used as an indicator of multi co linearity. Computationally, it is defined as the reciprocal of tolerance:  $1 / (1 - R^2)$ . All other things equal, researchers desire lower levels of VIF, as higher levels of VIF are known to affect adversely the results associated with a multiple regression analysis. In fact, the utility of VIF, as distinct from tolerance, is that VIF specifically indicates the magnitude of the inflation in the standard errors associated with a particular beta weight that is due to multi co linearity. Various recommendations for acceptable levels of VIF have been published in the literature. Perhaps most commonly, a value of 10 has been recommended as the maximum level of VIF ( Hair et al.1995; Kennedy 1992; Marquardt 1970; Neter, Wasserman & Kutner 1989). So the lower the VIF lower the chances of multi co linearity. For the present study the maximum value of VIF is 3.94 which completely comply with the assumption. On the other hand in multiple regressions, tolerance is used as an indicator of multi co linearity. Tolerance is estimated by  $1 - R^2$ , where  $R^2$  is calculated by regression the independent variable of interest onto the remaining independent variables included in the multiple regression analysis. All other things equal, researchers desire higher levels of tolerance, as low levels of tolerance are known to affect adversely the results associated with a multiple regression analysis.

Various recommendations for acceptable levels of tolerance have been published in the literature. Perhaps most commonly, a value of .10 is recommended as the minimum level of tolerance (Tabachnick & Fidell 2001). The present study complies with the assumption completely.

**Table 5:** Coefficients (a) on create sense of obligation, Equity and justice, Chance of Involvement, Recognition, Inspiration, Easy communication, Managerial Trust, Increase emotional attachment, Freedom at work, Empowerment, Managerialcare , Humanitarian Treatment, good interpersonal relation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF	B	Std. Error
1	(Constant)	.280	.166		1.691	.092		
	Humanitarian Treatment	.358	.062	.349	5.783	.000	.262	3.815
	Freedom at work	.033	.054	.029	.604	.547	.417	2.397
	Empowerment	-.056	.052	-.052	-1.066	.287	.403	2.481

	Chance of Involvement	-.001	.038	-.001	-.036	.972	.787	1.270
	Inspiration	-.012	.038	-.012	-.319	.750	.668	1.496
	Recognition	.043	.038	.039	1.112	.267	.784	1.275
	Easy communication	-.014	.037	-.014	-.369	.713	.654	1.528
	Equity and justice	-.090	.037	-.087	-2.415	.017	.743	1.345
	Managerial Trust	-.009	.043	-.009	-.205	.838	.499	2.005
	Managerial care	.193	.062	.175	3.111	.002	.301	3.320
	Good interpersonal relation	.039	.054	.044	.722	.471	.254	3.944
	Increase emotional attachment	.138	.053	.126	2.610	.010	.411	2.431
	Create sense of obligation	.348	.046	.386	7.550	.000	.364	2.744

a. Dependent Variable: commitment

## CONCLUSION AND RECOMMENDATION

High level of employee commitments means that employees are really enthusiastic about their job and their performance will be better as well as the effectiveness and productivity of their work will be higher. The Manager performs a pivotal role. He or she is the primary conduit for the flow of information within an organization. Organization imparts its goals and values through the managers who can best explain to individuals what these mean and how they may affect employees. Manager ensures that employees' voices are heard, listens to their concerns and responds to them, and passes that feedback to management. These consistent, positive interactions with employees promote a spirit of teamwork and cooperation. It pays dividends for managers to get to know their staff as this translates into higher levels of commitment and all the consequent positive effects on the organization. Employees perceive their value as an individual through the prism of the managers. Recognition of their contribution, along with feedback and encouragement on their performance from their manager, leads to increased confidence, commitment and achievement. Failure to recognize and reward good work can negatively impact employee morale and productivity. An employee wants to feel that the manager is interested in him or her as a person and cares about his or her life outside work and its effects on job performance. Managers who get to know their employees positively and behave accordingly helps to make his employees committed. This positive mentality is of the most important drivers of commitment. Employees have a positive relationship with managers who pose positive mentality.

From the present study it is found that manager's mentality has an important impact towards the employees' commitment. Managers' mentality leads to have sense of obligation, Equity and justice, Chance of Involvement, Recognition, Inspiration, Easy communication, Managerial Trust, Increase emotional attachment, Freedom at work, Empowerment, Managerial care, Humanitarian Treatment, good interpersonal relation which in turns feel employees loyal, oblige, engage and finally committed.

### **Recommendation**

Employee commitment is the relative strength of the individual's identification with and involvement in a particular organization. A committed employee has a strong desire to remain a member of the organization, a strong belief in and acceptance of the values and goals of the organization and readiness to exert considerable effort on behalf of the organization. The study likes to make some recommendation that managers should practice and provide the identified independent factors in organizational setting to make their subordinate committed in organization.

### **Limitations of the study**

Since, in locally and internationally not so many research attempts have been made, it was hard to find scholarly article on the said topic for literature review, as a result, the researchers had to rely mostly on related literature of the topic. Since the present study is confined within the managers' mentality and its impact on subordinates' commitment the results cannot be generalized to other factor related to commitment.

### **Future research implication**

The present study confined within the scope of finding out only the responsible factors of teachers job satisfaction. The results presented here suggest that managers' mentality has influential impact on subordinates' commitment. The present study result can be tested further to know their exact impact on subordinates' commitment.

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