

Interrelationship between Job, Professional, and Organizational Commitment: An Empirical Study of the Indian Automotive Industry

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Abstract

Study examines the interrelationship between job, professional and organizational commitment and their impact on employee performance. Using a case-study method approach, data is collected through semi- structured interviews conducted in four automotive industries situated in India (NCR). The findings reveal a strong positive relationship among the three dimensions of commitment, indicating that they are mutually reinforcing. Employees with higher commitment levels demonstrate better performance, engagement, and alignment with organizational goals. The study emphasizes the interrelationship between three dimensions of commitment and the role of effective human resource practices in fostering commitment and enhancing organizational effectiveness.

Keywords

Professional commitment, Job commitment, Organisational commitment, Employee performance, and Indian automatic industries.

1. Introduction

Numerous studies in organizational behavior and human resource management often link employee engagement and job satisfaction to productivity, retention, and overall organizational effectiveness. India's industrial development was shaped by a socialist framework, where the public sector dominated and private manufacturing was regulated through licensing policies. Consequently, the automobile industry remained limited in scale, with restricted product variety, outdated models, and long waiting periods. A major transformation occurred in the 1990s with the introduction of economic liberalization policies. After the removal of trade barriers and the industrial licensing facilitated foreign

investment and the entry of global automobile manufacturers. This led to technological advancement, increased competition, and expansion of domestic production.

To support economic growth and improve transportation infrastructure, the Government of India launched the National Highway Development Programme (NHDP), one of the largest highway development initiatives in the country (Government of India, 2018). Major projects under the programme, including the Golden Quadrilateral and the North-South and East-West Corridors, significantly enhanced national connectivity and improved logistics efficiency (National Highways Authority of India [NHAI], 2020). Improved road infrastructure has facilitated the movement of goods and passengers, reduced travel time, and strengthened regional economic integration (World Bank, 2019). Furthermore, the continued expansion of highways, expressways, and rural road networks has contributed to increased mobility and has positively influenced the demand for automobiles in India (Society of Indian Automobile Manufacturers [SIAM], 2023). As a result, India has emerged as a major global hub for automobile and auto-component manufacturing. Growth in passenger vehicles, commercial vehicles, and two-wheelers has been driven by rising incomes, urbanization, and improved connectivity. The auto-component industry, in particular, has gained international recognition for its quality and cost competitiveness. However, despite these favorable growth conditions, the sustainability of the automotive sector is increasingly dependent on organizational factors, particularly employee-related dimensions i.e., employee commitment—comprising job commitment, professional commitment, and organizational commitment—plays a crucial role in influencing organizational performance. Studies have consistently shown that higher levels of commitment lead to improved productivity, stronger alignment with organizational goals, and reduced employee turnover. Additionally, factors such as trust, communication, and organizational support have been identified as key aspects of commitment. In the context of the Indian automotive industry, most instances of labor unrest and employee dissatisfaction highlight gaps in managing these commitment dimensions effectively. This suggests that, despite strong economic and infrastructural growth, organizational success cannot be sustained without addressing employee attitudes and relationships within the workplace. Research by Prahiawan, Sulastri, and Arthawati (2023) confirmed that organizational commitment has a positive and significant effect on

employee performance. The study concluded that employees with stronger commitment levels perform their duties more effectively and contribute positively to organizational objectives. In an empirical investigation, Jogdand and Magar (2023) studied employees in the manufacturing sector and reported a positive relationship between employee commitment and organizational performance. Their findings suggested that commitment is closely associated with job involvement, motivation, and job satisfaction, all of which contribute to improve employee performance.

Therefore, it can be inferred that the long-term competitiveness and performance of the automotive sector depends not only on external growth drivers but also on the effective management of employee commitment. This establishes the foundation for the present study, which examines the interrelationship between job commitment, professional commitment, and organisational commitment within the industry.

2. Review of the Literature

Employee commitment has become one of the most extensively studied constructs in organizational behavior because of its significant influence on employee performance, organizational effectiveness, and long-term sustainability. Organizations increasingly recognize that committed employees demonstrate higher productivity, stronger organizational citizenship behaviour, lower turnover intentions, and greater willingness to contribute toward organizational goals (Meyer & Allen, 1997; Mowday et al., 1979). Recent systematic reviews have further confirmed that organizational commitment remains a critical determinant of organizational success and employee retention. Commitment has been defined as an employee's psychological attachment to different aspects of work (Muthuveloo & Rose, 2002). Meyer and Allen (2001) conceptualized commitment as a multidimensional construct comprising job commitment, professional (occupational) commitment, and organizational commitment. Although these dimensions represent different targets of commitment, empirical evidence suggests that they are closely interconnected and mutually reinforcing, collectively influencing employee behaviour and organizational performance.

2.1 Job Commitment

Job commitment refers to an employee's dedication, involvement, and responsibility toward the tasks associated with a specific job. Employees

with higher job commitment exhibit greater motivation, persistence, and willingness to exert extra effort in accomplishing organizational objectives. Earlier studies found that job commitment enhances job satisfaction, reduces absenteeism, and improves employee performance (Steers, 1977; Mowday et al., 1979). Contemporary research further demonstrates that job commitment is strengthened by meaningful work, supportive leadership, organizational support, favourable working conditions, and employee engagement. Prahiawan et al. (2023) reported that employees with higher organizational commitment display greater motivation and active involvement in organizational activities, which ultimately improves employee performance. Similarly, Jogdand, and Magar (2023) found that employee commitment enhances organizational performance by increasing job involvement, job satisfaction, and work motivation. These findings suggest that strengthening employees' commitment to their jobs positively influences both individual and organizational performance.

2.2 Professional Commitment

Professional commitment, also referred to as occupational or career commitment, reflects an individual's identification with and dedication to his or her profession (Cacioppe, 2000; Adler & Corson, 2003). Employees with strong professional commitment, continuously seek professional development, skill enhancement, and career advancement opportunities. Earlier researchers debated whether professional commitment competes with organizational commitment (Aranya & Ferris, 1984; Gunz & Gunz, 1994); however, subsequent studies demonstrated that both forms of commitment can coexist and positively reinforce each other (Wallace, 1993; Rahman & Hanafiah, 2002). More recent evidence suggests that workplace environment, compensation, job responsibilities, organizational support, and career development opportunities significantly strengthen professional commitment (Viernes et al., 2024). Likewise, Espra et al. (2025) observed that equitable reward systems, supportive leadership, employee recognition, and opportunities for career advancement substantially enhance employees' professional commitment. These findings indicate that organizations can strengthen professional commitment by creating supportive work environments and investing in employees' professional growth.

2.3 Organizational Commitment

Organizational commitment represents an employee's psychological attachment, loyalty, and identification with the employing organization (Allen & Meyer, 1990; O'Reilly & Chatman, 1986). Meyer and Allen's (1997) three-component model—affectionive, continuance, and normative commitment—continues to provide the dominant theoretical framework for Understanding Employee Commitment. Numerous studies have reported that organizational commitment positively influences employee performance, organizational citizenship behaviour, innovation, job satisfaction, and retention while reducing absenteeism and turnover intentions (Chen et al., 2002; Khan et al., 2010). Recent literature has expanded this perspective by emphasizing that employee commitment is influenced by both organizational and individual factors. Employees with higher self-efficacy and intrinsic work motivation is more likely to develop stronger organizational commitment when supported by meaningful work, fair reward systems, supportive leadership, organizational support, and career development opportunities (Devi & Attri, 2017; Prahiawan et al., 2023; Viernes et al., 2024). Such organizational practices not only strengthen employees' psychological attachment to the organization, but also improve employee performance, retention, and long-term organizational effectiveness.

2.4 Interrelationship among Job, Professional, and Organizational Commitment

Although job commitment, professional commitment, and organizational commitment represents distinct dimensions of employee commitment, previous research suggests that they are closely interrelated. Employees who are committed to their jobs are generally more motivated to develop professionally, while organizations that provide supportive leadership, career development opportunities, meaningful work, and employee participation simultaneously strengthens professional and organizational commitment. Consequently, these three dimensions complement one another and collectively enhance employee performance, organizational effectiveness, and employee retention.

Despite the growing body of literature, most previous studies have examined job commitment, professional commitment, and organizational commitment independently and predominantly through quantitative

research designs. Limited qualitative evidence exists regarding how these three dimensions interact within the Indian automotive industry, particularly from the perspective of senior management. Addressing this gap, the present study explores the interrelationship among job commitment, professional commitment, and organizational commitment and examines their collective influence on employee performance.

Proposed Conceptual Framework:

- **Independent Variables**
 - Job Commitment
 - Professional Commitment
 - Organizational Commitment
- **Antecedent Factors**
 - Leadership Support
 - Organizational Support
 - Career Development Opportunities
 - Reward and Recognition
 - Workplace Environment
 - Self-efficacy
 - Work Motivation
- **Outcome Variables**
 - Employee Performance
 - Organizational Effectiveness

Proposed Relationship



Source:- Author's compilation on the basis of literature review.

Figure 1:- Interrelationship between Job, Professional, and Organizational Commitment with Employees Performance and Organisational Effectiveness

3. Research Questions

- 3.1. What factors influence job commitment, professional commitment, and organizational commitment among employees in the Indian automotive industry?
- 3.2. How are job commitment, professional commitment, and organizational commitment interrelated?
- 3.3. How do these dimensions of employee commitment influence employee performance and organizational effectiveness?

4. Research Objectives of the Study

- 4.1. To identify the factors influencing job commitment, professional commitment, and organizational commitment among employees in the Indian automotive industry.
- 4.2. To explore the interrelationship among job commitment, professional commitment, and organizational commitment.
- 4.3. To examine the influence of employee commitment on employee performance and organizational effectiveness.

5. Research Methodology

The present study adopts a qualitative multiple-case exploratory research design to examine the interrelationship among job commitment, professional commitment, and organizational commitment and their influence on employee performance in the Indian automotive industry. A qualitative approach was considered appropriate because it facilitates an in-depth understanding of the senior management executives' perceptions, experiences, and organizational practices related to employee commitment. The multiple-case study design enabled the comparison of perspectives across different organizations, thereby enhancing the depth and credibility of the findings (Yin, 2018).

5.1 Sample Description

The study was conducted in four leading automotive manufacturing companies located in the National Capital Region (NCR) of India, namely Honda Cars India Ltd. (Greater Noida), Yamaha Motor India Pvt. Ltd. (Greater Noida), Maruti Suzuki India Limited (Gurugram), and Motherson Sumi Systems Limited (Noida). A total of five senior management executives participated in the study. The participants possessed

approximately 10–15 years of managerial experience and were directly involved in human resource management, employee development, and strategic decision-making. Their extensive professional experience enabled them to provide rich insights into employee commitment and its impact on organizational performance.

5.2 Sampling Technique

A purposive sampling technique was employed to select participants with substantial managerial experience and expertise in employee management. Purposive sampling is widely recommended in qualitative research because it enables researchers to select information-rich participants who possess relevant knowledge and practical experience regarding the phenomenon under investigation.

5.3 Data Collection

Primary data were collected through semi-structured face-to-face interviews with senior management executives. An interview guide comprising open-ended questions was developed based on the existing literature on job commitment, professional commitment, organizational commitment, and employee performance. The semi-structured format allowed the researcher to maintain consistency across interviews while providing participants with the flexibility to share their experiences and perspectives in detail. Each interview lasted approximately 45–60 minutes. With participants' informed consent, all interviews were audio-recorded and subsequently transcribed for analysis.

5.4 Variables of the Study

Although the present study follows a qualitative research approach, the conceptual framework was developed around key variables identified from the literature.

Antecedent Factors

- Leadership Support
- Organizational Support
- Career Development Opportunities
- Reward and Recognition
- Workplace Environment

- Self-efficacy
- Work Motivation

Core Variables

- Job Commitment
- Professional Commitment
- Organizational Commitment

Outcome Variables

- Employee Performance
- Organizational Effectiveness

These variables guided the development of the interview schedule and served as the basis for coding and thematic analysis.

5.5 Interview Protocol

A structured interview protocol was prepared to ensure consistency throughout the data collection process. The protocol included questions related to participants' understanding of employee commitment, factors influencing job, professional, and organizational commitment, the interrelationship among these dimensions, their impact on the employee performance, and organizational practices adopted to strengthen employee commitment. Prior to each interview, participants were informed about the purpose of the study, assured of confidentiality and anonymity, and informed consent was obtained.

5.6 Data Analysis

The interview data were analysed using thematic analysis, following the six-phase framework proposed by Braun and Clarke (2006). The analysis involved: (i) familiarization with the interview transcripts through repeated reading; (ii) generation of initial codes; (iii) identification of potential themes; (iv) reviewing and refining themes; (v) defining and naming themes; and (vi) interpreting and reporting the findings. Thematic analysis enabled the identification of recurring patterns and relationships regarding job commitment, professional commitment, organizational commitment, and their influence on employee performance and organizational effectiveness across the participating organizations.

6. Findings and Analysis

Our semi-structured interviews were focused on understanding the views of senior management executives regarding the employees' commitment and its impact on industrial relationships and organizational performance. Although all five senior managers of four companies view employee commitment is the pivotal variable affecting various organizational outcomes. However, it was also found that noticeable differences exist between the conceptual understanding of these officials regarding various issues such as the inter-relationship between the various sub-sets of employees commitment, viz., organizational commitment, professional commitment and job commitment, and their impact on performance outcomes. The Unit Head of Company C was of the opinion that organizational commitment, job commitment and professional commitment are more or less the same thing, and the difference, if any, is of an academic nature only. He stated that- "an employee's commitment refers to his professional and personal loyalty towards his employer". He further explained that "when an employee joins our company, he explains in detail the requirements of the job, the expectations of the company, and also about the company's traditions of maintaining a strict discipline. Compared to similar companies in the market we pay our employees well. Since every employee carries some cost to the company, it is natural that we expect that he would display an unqualified commitment towards his work, profession, and seniors. Of course work commitment is a precursor to an employee's career-commitment and organizational commitment. The career commitment and organizational commitment are also inter-related aspects of employees commitment. In fact, the employees that are retained by our company are mostly those who are perfectly loyal to the company and are obedient towards their supervisors and managers. We have a culture of disciplined behavior and perfection in work in our company. This is how Japanese companies have earned such a high reputation in the world market".

The GM (HR) of Company B, an experienced and well-qualified person having higher degrees in engineering and management, viewed professional and organizational commitment as two distinct aspects of employees' attitudes and behavioural acts that are directed respectively, towards their career aspirations and organizational goals. He stated that-"during the long years I have spent in the automotive industry. I have always found that the majority of employees

working in such organizations have a keen interest in their work and the responsibility assigned. But it does not mean that they possess the same level of commitment towards the long-term goals and values of the company. There are definitely other factors also which determine the employees' sense of identification with the organizational objectives". He further elaborated his view-point saying that- "in this company, the employees who have moved up well in their careers are usually those who have joined the company in early years and have continued to maintain a robust sense of duty towards their work. This category of the employees remains disciplined, respectful, and obedient towards their superiors. If necessity arises, they happily work even beyond their duty hours. We consider such workers as 'organizationally committed". On our asking whether it may be assumed that such category of employees do not have many career aspirations and do not bother about their promotions etc., he replied-"of course, such employees also have career aspirations like other employees and are also anxious regarding their feedback and promotions but they essentially believe that their first and foremost duty is to achieve company's objectives and maintain its image. There are other types of employees who are mainly interested in their own career progression and the company's requirements or objectives are of secondary importance to them. Moreover, they consider that 'promotion' is their natural right rather than a privilege to be earned through disciplined behavior and outstanding performance. Such career-committed employees usually belong to the younger age group (below 40 years). They may leave their job as and when they get a better opportunity without being worried about its consequences for the company's performance. My experience suggests that if such a type of an (over ambitious) employee stays in the company for a long period (say more than 5-6 years) and do not get his rightful (in his own opinion) promotion, he would develop a tendency of discovering and cultivating grievances in all matters concerning his work or welfare and would thus become a potential source of spreading dissatisfaction among other employees also. Usually there are few employees like that, but they behave as if they were the legitimate representatives of all other employees and their demands are not related to their interests but to give vent to the suppressed opinions of the 'silent majority'. If due to any reason the acts of such self-appointed 'masihas' are ignored and the grievances of the employees, (usually of 'manufactured natures') are not

addressed by the management at the initial stage itself, the situation may take an ugly turn resulting in mass protests at work.”

At this stage, we raised another question to understand whether the career aspirations of an individual could be treated as a positive personality trait that can be utilized for achieving organizational goals through appropriate policies and programs to which our respondent replied “I totally agree that genuine career aspirations could adequately be taken care of through appropriate job training, an increase in wages, regularization of services or other measures depending on an individual’s performance and conduct (this company arranges training programs for its employees as per their job requirements). However, in the absence of any organizational commitment the career commitment of an employee may become detrimental to the interests of the company. In my opinion, the job commitment, professional commitment, and organizational commitment are independent factors that are required to be integrated and properly oriented for achieving the organizational objectives.” As part of the case study, a semi-structured interview was conducted with the Assistant General Manager (AGM) of Company A, who was also responsible for human resource functions. The respondent explained that a large proportion of workers in the automobile industry are initially employed on short-term contracts, which may be renewed based on their performance and conduct.

The respondent expressed the view that job security plays an important role in shaping employee commitment and career aspirations. According to the respondent, employees who perceive greater employment stability are more likely to invest effort in their work, pursue long-term career goals, and demonstrate higher levels of commitment toward organizational objectives. The interview further suggested that career commitment is most effective when it is aligned with organizational values and goals. In such circumstances, employees are more likely to perceive their personal growth and career progression as closely linked to the success of the organization.

The respondent also emphasized that job commitment, professional commitment, and organizational commitment may collectively contribute more strongly to organizational outcomes than any one form of commitment in isolation. However, the effectiveness of these commitments depends on several contextual factors, particularly employees' trust in organizational leadership and management decisions. The respondent further argued that organizations should

strive to develop a work culture that fosters commitment, responsibility, and long-term employee engagement.

While the respondent referred to work cultures observed in countries such as Japan and South Korea, the present study does not assume that practices successful in one national context can be directly transferred to another. Differences in cultural, social, economic, and institutional environments may influence the effectiveness of such practices. Nevertheless, the views expressed by the respondent provides valuable insights into management perspectives and offer a basis for comparing managerial viewpoints with employees' perceptions regarding commitment and career development.

A semi-structured interview was conducted with the General Manager (HR and Administration) of Company D to understand managerial perspectives on the relationship among job commitment, career commitment, and organizational commitment. The respondent emphasized that job commitment serves as the foundation for other forms of employee commitment. According to the respondent, employees who demonstrate strong commitment to their jobs are more likely to develop career aspirations and exhibit higher levels of organizational commitment.

The respondent further noted that career commitment reflects an employee's desire for professional growth and skill development. Employees with clear career aspirations are generally more willing to undertake challenging assignments, participate in training and development activities, and contribute to organizational objectives. In contrast, employees who lack both job commitment and career aspirations may be less likely to develop a strong attachment to the organization.

The interview findings also suggested that job commitment and career commitment acts as an important antecedent of organizational commitment. From a managerial perspective, retaining employees who demonstrate dedication to their work and a willingness to grow professionally is likely to contribute positively to organizational performance and long-term sustainability.

Based on the views expressed by senior managers across the case organizations, the findings indicate the existence of a positive and mutually reinforcing relationship among job commitment, career commitment, and organizational commitment. These observations provide qualitative support for Hypothesis H1:

H1: Job commitment, career/professional commitment, and organizational commitment are positively associated with one another.

The respondents also highlighted that the strength of these relationships may be influenced by organizational factors such as managerial support, operational autonomy, career development opportunities, and a work environment that encourages innovation and initiative. Furthermore, external factors, including economic conditions, regulatory frameworks, and broader institutional environments, may affect organizational outcomes. Although such factors are often beyond the direct control of organizations, effective management practices can help mitigate their adverse effects and strengthen employee commitment. The semi-structured interactions with senior managers from four automotive industries revealed that employee commitment is viewed as a reciprocal exchange relationship between employers and employees. Although the respondents expressed varying opinions regarding the interrelationship among job commitment, professional commitment, and organizational commitment, they unanimously agreed that each dimension positively influences the others.

The findings indicate that job commitment serves as the foundation for strengthening professional and organizational commitment. Furthermore, the combined effect of these three forms of commitment on organizational outcomes is greater than their individual impacts. Managers also observed that some employees place a higher priority on career advancement than on organizational objectives. If their career aspirations are not adequately addressed, it may lead to dissatisfaction and negatively influence other employees. However, concern for career growth and self-esteem should not be interpreted as a sign of indiscipline or dissatisfaction.

The study highlights the need for automotive organizations to develop effective HR policies and practices that align employees' needs, capabilities, and career aspirations with organizational goals. Such alignment can enhance multiple forms of commitment and contribute to sustainable productivity. Overall, the respondents acknowledged that commitment toward one's job, profession, and organization positively affects employee attitudes, behavior, and performance. They also recognized that occasional conflicts may arise between professional aspirations and organizational objectives, emphasizing the importance of appropriate managerial interventions to resolve such contradictions and maintain a committed workforce.

7. Conclusion

The findings from the semi-structured interviews conducted with senior managers across four automotive organizations indicate that job commitment professional (career) commitment, and organizational commitment are distinct yet closely interconnected dimensions of employee commitment. Although, respondents differed in their conceptual understanding of these constructs, there was broad agreement that each form of commitment contributes positively to employee performance and organizational effectiveness.

The study suggests that job commitment serves as a fundamental building block for the development of both professional and organizational commitment. Employees who demonstrate dedication to their work are more likely to pursue career development opportunities and develop a stronger sense of attachment to organizational goals and values. At the same time, the findings reveal that professional commitment and organizational commitment do not always develop simultaneously. Employees with strong career aspirations may prioritize personal advancement over organizational interests, particularly when opportunities for growth and recognition are perceived to be limited. The interviews further highlight the critical role of organizational factors such as job security, managerial support, training and development opportunities, fair reward systems, and a culture of trust in shaping employee commitment. Senior managers emphasized that employee commitment is best understood as a reciprocal relationship in which organizations must actively support employees' professional growth while employees contribute to the achievement of organizational objectives.

Overall, the study provides qualitative support for the proposition that job commitment, professional commitment, and organizational commitment are positively associated and mutually reinforcing. The findings suggest that organizations can enhance employee performance and long-term sustainability by implementing human resource practices that align employees' career aspirations with organizational goals. Future research may extend these findings through larger empirical studies involving employees across different industries and organizational contexts.

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