

Examining the Role of Organizational Commitment and Self-Concept Clarity on Enhancing Personal Growth Initiative Among Multinational Corporation Employees

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Abstract

This study examines the relationship between employees' organizational commitment and self-concept clarity on enhancing personal growth initiative in multinational corporations (MNCs). Multinational corporation employees work in dynamic, varied workplaces that call for flexibility and proactive personal growth. Employees' proactive involvement in personal development is said to be influenced by organizational commitment, which reflects their emotional attachment and devotion to their employer, and self-concept clarity, which indicates a stable and coherent self-perception. Self-report measures, such as the Organizational Commitment Scale (OCS), Self-Concept Clarity Scale (SCC), and Personal Growth Initiative Scale-II (PGIS-II), were used to collect data from employees aged 24 to 50, using a quantitative correlational design. To examine the connections between these variables, independent sample t-tests and Pearson correlation were used. The results show that self-concept clarity and organizational commitment have a slight almost negligible relationship, although neither element has a significant correlation with personal growth initiative. Furthermore, no discernible gender differences were seen. These findings imply that although self-concept clarity and organizational commitment are related, there may not be much of a direct relationship between them and personal growth initiative. In order to better understand their function in promoting employee growth, the study emphasizes the need for future research to examine potential mediators, such as organizational culture and leadership styles.

Keywords: Organizational commitment, self-concept clarity, personal growth initiative

Introduction

In the dynamic and multicultural environment of multinational corporations, employees face constant challenges that require adapting to one's environment, Self-knowledge and proactive self-improvement. This study investigates the relationship between organizational commitment and Self-Concept Clarity on Personal Growth Initiative among employees in multinational corporations. Organizational Commitment refers to an employee's emotional attachment, loyalty, and dedication to their organization (Meyer & Allen, 1991). It influences how employees align their personal development with organizational goals, fostering a proactive approach to career growth. According to Social Exchange Theory (Blau, 1964),

employees reciprocate organizational support with commitment, which enhances their motivation to engage in personal and professional development.

On the other hand, Self-concept clarity according to Campbell et al. (1996), it is the extent to which people have a solid and distinct grasp of who they are and what they believe. Employees having higher level clarity of the self are better equipped to navigate workplace challenges and align their career decisions with their long-term goals. Together, organizational commitment and self-concept clarity significantly impact Personal Growth Initiative, describes a person's deliberate and proactive pursuit of self-improvement (Robitschek, 1998). This study examines how these psychological constructs interact to promote employee growth and well-being in dynamic multinational work environments.

Need and Significance of the Study

The study on the effects of organizational commitment and self-concept clarity fostering personal growth initiative was motivated by the distinct and demanding work environment that multinational business workers operate in. These employees must negotiate a challenging international workplace that is marked by cultural diversity, shifting economic situations, and disparate legal systems. Adaptability and proactive personal and professional development are not only beneficial but also necessary for success in such environments. But little is known about how psychological concepts like organizational commitment and self-concept clarity help employees take charge of their own personal growth, especially in the setting of multinational corporations.

It is important to comprehend this relationship because employees' setting and pursuit of growth goals that are in line with both personal and organizational objectives is likely to be significantly influenced by Organizational Commitment, which indicates an employee's loyalty and identification with the organization, and Self-Concept Clarity, which indicates a clear and stable understanding of one's identity. The study's importance stems from its capacity to provide insightful information that can assist multinational corporations in creating plans and initiatives meant to promote certain psychological characteristics, which will improve employee retention, engagement, and performance. The study also advances a deeper theoretical understanding of how Organizational Commitment and Self-Concept Clarity interact to impact Personal Growth Initiative in a multinational workplace by filling a gap in the literature. In addition to their academic value, these discoveries have real-world applications for enhancing management procedures, promoting worker welfare, and eventually boosting multinational corporations' competitiveness and performance in the global economy.

Review of Literature

Deepanjana Varshney and Nirbhay K. Varshney in 2023 conducted a study on the topic "Self-concept and job performance: the mediating role of resilience." The aim of the study is to analyze the employees' critical dimensions, resilience, and self-concept Using self-reported research to see how these factors affect their performance inside the organization. To investigate the hypotheses on resilience, employee performance factors, and self-concept, cross-sectional data was gathered from 224 retail industry employees. The study discovered a strong correlation between employee performance factors and self-concept. Resilience has a major mediating role in the associations between contextual performance and self-concept and counterproductive work behaviour.

Research on "The Influence of Organizational Commitment on Performance" was carried out by Ferdy Novri in 2023. This study sought to determine how employee performance at the al Azhar Islamic Tour in

West Sumatra and the province of Riau was correlated with organizational commitment, emotional intelligence, and rewards. 65 workers' questionnaire-based data was gathered for this study, and SPSS 17.0 software was used for analysis. The study's findings indicate that organizational commitment has a negative correlation with employee performance, but emotional intelligence has a favourable correlation. Research on the subject of "Organisational Commitment and Job Satisfaction among Employees" was carried out by Jaison (2023). The study's goal is to investigate the connection between job satisfaction and organizational commitment among employees in different organizations and businesses. The study used a convenient sampling method to select 80 employees from various companies in India, and It used the Job satisfaction scale to gauge job satisfaction and the Organizational Commitment Questionnaire to gauge organizational commitment, analysing the data using Person's Correlation and t-test to explore relationships and gender differences. According to the current study's findings, job satisfaction and organizational commitment are significantly correlated. The findings of the t-test show that there is no discernible difference between male and female employees' levels of job satisfaction and organizational commitment.

Marianne et.al, (2019) conducted a study on the topic "Strengthening personal growth: The effects of a strengths intervention on personal growth initiative." The study's goal is to find out how well an intervention that focuses on identifying, leveraging, and developing employee strengths may encourage personal growth initiative. A sample of 84 educational professionals participated in the study, which used a field experiment design. They were randomized to either the wait-list control group or the strengths intervention group. According to studies, individuals with low to medium beginning levels of general self-efficacy benefited most from the intervention.

Method

Objectives

- To investigate the connection between organizational commitment and self-concept clarity on enhancing personal growth initiative among male and female employees in multinational corporations.
- To compare personal growth initiative of male and female employees based on organizational commitment and self-concept clarity in multinational corporations.

Variables and Operational definitions

Organizational commitment the state in which an employee identifies with a certain organization and its objectives and want to remain a member of the organization.

The phrase **Self-concept clarity** is the degree to which a person's self-concept's contents are firmly and clearly defined, internally consistent, and momentarily stable.

A person's active and deliberate participation in their own personal development is known as **Personal growth initiative**.

Hypothesis

H01: There is no significant relationship between organizational commitment and personal growth initiative among male and female employees in multinational corporations.

H02: There is no significant relationship between self-concept clarity and personal growth initiative among male and female employees in multinational corporations.

H03: There is no significant relationship between organizational commitment and self-concept clarity among employees in multinational corporations.

H04: There is no significant difference in the level of organizational commitment among male and female employees in multinational corporations.

H05: There is no significant difference in the level of self-concept clarity among male and female employees in multinational corporations.

H06: There is no significant difference in the level of personal growth initiative among male and female employees in multinational corporations.

Sample

A convenient sample of 150 individuals who falls in the age range of 24-50 across different departments and job levels within the multinational corporations can be participated in the study. Google forms can be circulated via online platforms to collect the data considering the inclusion and exclusion criteria. Before data collection, consent can be obtained from the participants. After this, the scoring and statistical analysis can be performed.

Inclusion Criteria

- Employees working in multinational corporations, aged range between 25-50
- Employees with at least 1 years of work experience.

Exclusion Criteria

- Part-time employees, interns are excluded in this study.
- Employees with less than one year of tenure in the organization.

Tools for the Study

The Organizational Commitment Scale (OCS) by Dhar et al. (2002) is an 8-item measure assessing employees' emotional connection and feeling of duty to their organization, with a Cronbach's alpha of 0.81. Using Campbell et al. Self-Concept Clarity (SCC) Scale (1996) is a 12-item measure evaluating the clarity and consistency of an individual's self-concept, demonstrating high reliability ($\alpha = 0.86$) and test-retest stability ($r = 0.82$). The Personal Growth Initiative Scale II (PGIS-II) by Robitschek et al. (2012) is a 16-item scale evaluating proactive self-improvement in four areas: Readiness for Change, Playfulness, Using Resources, and Intentional Behaviour—with strong internal consistency ($\alpha = 0.92$).

Research Design and Statistical Technique

A Quantitative Correlational research design was used. The data were collected using the convenience sampling method. SPSS was used to determine the correlation and differences between variables based on gender.

Results

The first hypothesis is tested using the Pearson correlation coefficient method. The hypotheses states that, "There is no significant relationship between organizational commitment and self-concept clarity on personal growth initiative among employees in multinational corporations"

Table 1 Pearson Correlation between Organisational Commitment, Self-Concept Clarity and Personal Growth Initiative

Variables	Pearson coefficient	1	2	3
1.Organisational Commitment	Pearson Correlation	1	.199*	-.082
	Sig. (2-tailed)		.030	.376
2. Self-Concept Clarity	Pearson Correlation	.199*	1	-.057
	Sig. (2-tailed)	.030		.534
3. Personal Growth Initiative	Pearson Correlation	-.082	-.057	1
	Sig. (2-tailed)	.376	.534	

*. Correlation is significant at the 0.05 level (2-tailed).

The Pearson coefficient between organizational commitment, self-concept clarity, and personal growth initiative organizational commitment is displayed in Table 1. This analysis shows a slight almost negligible relationship between Organizational Commitment, Self-Concept Clarity ($r = .199, p = .030$), meaning that employees with higher commitment tend to have greater clarity in their self-concept. However, no significant correlations were found between Organizational Commitment and personal growth initiative or between self-concept clarity and personal growth initiative, suggesting that neither organizational commitment nor self-concept clarity directly influences personal growth initiative.

The second hypotheses is, “There is no significant difference in the level of organizational commitment among male and female employees in multinational corporations”

Table 2 Independent Sample T Test table on Organisational Commitment based on gender with Mean, SD, significance value and T value

	Gender	N	Mean	Std. Deviation	Sig.	T
Organizational Commitment	1	73	19.80	2.838	.796	-.259
	2	77	19.97	4.191	.788	-.269

According to Table 2 Males ($M = 19.80, SD = 2.838$) and females ($M = 19.97, SD = 4.191$) have similar mean scores, which shows the differences in organizational commitment between both employees in multinational corporations. The t-value (-.259) and significance value (.796) show that the it is not statistically significant ($p > 0.05$). As the p-value is greater than the 0.05 threshold, we are unable to reject the null hypothesis, indicating that gender has no significant effect on organizational commitment in this sample.

The Third hypotheses is, “There is no significant difference in the level of self-concept clarity among male and female employees in multinational corporations”

Table 3 Independent Sample T Test table on Self- Concept Clarity based on gender with Mean, SD, significance value and T value

	Gender	N	Mean	Std. Deviation	Sig.	T
Self-Concept Clarity	1	73	40.15	5.793	.225	1.221
	2	77	38.80	6.170	.222	1.229

Table 3 shows the Self-concept clarity between both employees in multinational corporations. The results show that males have a slightly higher average score (40.15) compared to females (38.80). However, the

significance value (.225) is greater than 0.05, which means the difference is not statistically important. The t-value (1.221) also supports this. Therefore, no significant effect was found and there is no compelling evidence that male and female employees have different levels of self-concept clarity. The Fourth hypotheses is, “There is no significant difference in the level of personal growth initiative among male and female employees in multinational corporations”

Table 4 Independent Sample T Test table on Personal Growth Initiative based on gender with Mean, SD, significance value and T value

	Gender	N	Mean	Std. Deviation	Sig.	T
Personal Growth Initiative	1	73	14.4954	2.38137	.345	.948
	2	77	14.0265	2.92540	.335	.968

Table 4 was conducted to examine if male and female employees in multinational corporations differ in personal growth initiative. The results show that males scored slightly higher (14.50) than females (14.03), but the significance value (.345) is above 0.05. This means the difference is not statistically meaningful. Since the t-value (.948) also supports this, we accept the null hypothesis, indicating that both employees do not significantly differ in their personal improvement initiatives.

Discussion

This study sought to investigate the connections among employers in multinational organizations between Organizational Commitment, Self- concept clarity and Personal Growth Initiative, while also exploring gender differences in these variables. The findings provide insights into how organizational and psychological factors contribute to personal development within corporate environments.

The results indicate a slight almost negligible relationship between Organizational Commitment and Self-Concept Clarity ($r = .199$, $p = .030$). This implies that employers who are more dedicated to their company typically have a more distinct sense of who they are.

A possible explanation for this finding is that employees with higher organizational commitment may develop a stronger sense of identity and stability, leading to a well-defined self-concept. However, the correlation is relatively weak, indicating that other factors may play a more dominant role in shaping self-concept clarity.

Interestingly, neither Organizational Commitment nor Self-Concept Clarity were shown to be significantly correlated with Personal Growth Initiative. This implies that an employee's motivation to participate in personal development activities is not directly influenced by their level of dedication to the company or their level of self-awareness. These results go counter to other studies that found highly committed workers are more inclined to seek out opportunities for both career and personal growth. One possible explanation for this discrepancy is that factors such as job role, work environment, external motivation, and organizational culture may have a stronger influence on personal growth initiative than organizational commitment or self-concept clarity alone.

The study further examined gender differences in Organizational Commitment, Self-Concept Clarity, and Personal Growth Initiative, finding no statistically significant differences in any of these variables. Organizational Commitment was found to be similar between male and female employees ($M = 19.80$ vs. $M = 19.97$, $p = .796$), indicating that commitment to the organization is not determined by gender but rather by individual experiences and job-related factors.

Likewise, although the mean score for Self-Concept Clarity was somewhat higher for men ($M = 40.15$ vs. $M = 38.80$), there was no statistically significant in the difference ($p = .225$). This implies that employees of both male and female maintain comparable degrees of self-concept clarity, supporting the notion that career paths and professional experiences, rather than gender-based distinctions, influence self-concept clarity.

The analysis of Personal Growth Initiative also revealed no significant gender differences. Although males scored marginally higher than females ($M = 14.50$ vs. $M = 14.03$), the difference was not statistically meaningful ($p = .345$). This implies that both male and female employees demonstrate similar levels of initiative in seeking personal and professional growth within their corporate roles, further reinforcing the notion that motivation for personal development is independent of gender.

The study's conclusions have a number of applications for organizations and human resources specialists. Since neither Organizational Commitment nor Self-Concept Clarity was found to significantly impact Personal Growth Initiative, it may be beneficial for organizations to implement targeted developmental programs to enhance employee motivation for personal and professional growth. Additionally, the absence of gender differences suggests that workplace development programs can be designed to cater to all employees equally, without requiring gender-specific interventions.

In conclusion, while Organizational Commitment and Self-Concept Clarity are positively related, they do not have a significant impact on Personal Growth Initiative. Furthermore, among employees in multinational corporations, gender had no discernible influence on organizational commitment, self-concept clarity, or personal growth initiative. These findings highlight the need for organizations to adopt broader strategies to encourage employee growth, focusing beyond organizational commitment and self-concept clarity.

Summary and Conclusions

The study looked at how workers of multinational corporations related to organizational commitment, self-concept clarity, and personal growth initiative. While committed employees align personal growth with corporate goals and those with clear self-concepts navigate work challenges effectively, statistical analysis revealed only weak correlations between these factors and Personal Growth Initiative. No significant gender differences were found, suggesting similar patterns across male and female employees. The findings indicate that factors like leadership styles and workplace culture may play a crucial role in proactive employee development. Future research should explore these moderating influences and adopt longitudinal approaches to better understand employee growth in global work environments.

Implications

The findings suggests that Organizational Commitment and Self-Concept Clarity do not directly impact Personal Growth Initiative, highlighting the need for workplace culture or leadership as possible moderators. Organizations should implement targeted development programs instead of relying solely on commitment and self-concept clarity. The absence of gender differences indicates that interventions should be inclusive. Future research should explore mediating factors like psychological empowerment and organizational support for a deeper understanding of personal growth initiatives.

Limitations

- The study's participants were selected using a convenient sampling.

- Online questionnaires may impact participants' attentiveness, leading to inaccurate responses.
- The study is limited to multinational corporations, making it less applicable to domestic firms or other organizations.

Suggestions for future research

- Compare findings across different cultures in multinational companies.
- Use qualitative research techniques, such as focus groups or interviews, to learn more about the organizational impacts and personal growth experiences of workers.

Ethics followed

- Respondents will be provided a consent form before the study began.
- The participants' personal information and responses were kept private.
- Participants' anonymity was protected during the study.
- Data were used only for research purposes.

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