

AFFECTIVE COMMITMENT AND JOB SATISFACTION: A STUDY OF RETIRED ENGINEERS

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This research paper investigates the commitment of government retired engineers. In addition, this study aimed at examining the role of job satisfaction (mediator) between job-related factors (e.g. Passion for work and intimacy with co-workers) and the affective commitment (dependent variable). A survey based experimental research design was used. The study was carried on public sector retired engineers. A well-administered survey questionnaire was used to collect the data. Frequency, correlation, multiple regression and confirmatory factor analysis were used to analyze the data. The findings of the study indicated that intimacy with co-workers and passion for work both factors have a significant direct positive effect on the affective commitment and the mediation model is significant. Job satisfaction is a significant mediator to build affective commitment among retired engineers.

Keywords: *Passion for work, intimacy with co-workers, job satisfaction, affective commitment, retired engineers* **Keywords:** *D3, F4 and F6*

INTRODUCTION

The population of India is increasing rapidly. It can be divided into different age groups. India's population of the age group 0-15 was 35.3 per cent of the entire population, whereas, it was 56.3 per cent for the age group 15-59, and 7.4 per cent belongs to the 60 and above age group (Census, 2011). If we glance at the long run demographic pyramid of India, it is clear that India is about to enter the section of the demographic dividend. Regardless of the demographic dividend, over the next 10 years, the issue of the lack of skilled workforce is faced by the Indian industry, and this incapacitating factor

will affect it in the future also. If in future, a shortage of skilled labour continued than numerous industries will face a lack of trained people such as an automobile, information technology and automotive component makers (National Skill Development Corporation [NSDC], n.d.). According to employment assessment company, Aspiring Minds (published by the Hindi business line), in India, 95 per cent engineers are unfit for software development programs (95% engineers in India unfit for software development jobs, 2017). 25 per cent of employers are dissatisfied with engineering and technical graduates due to the skill level of them (Blom

& Saeki, 2011). A major problem is lack of mind application quality and basic problem-solving skills. Team working skills and Communication skills are also not present in one-fourth of the technologists and engineers. Specifically, in the field of mathematics, technology and science and, these skills availability is less and required training.

In future, by 2022, in India, there will be a demand of 500 million of skilled manpower. Presently, in India, the skilled manpower supply is approximately 3.4 million. There is a wide gap between the requirement and availability of skilled manpower (National Skill Development Corporation [NSDC], n.d.).

In the recent economic climate, employers need to make the productive contribution of all their workers and maximizing the skills of all young and older. This type of practice provides retention and recruitment of productive workers and significantly contributes to competitive advantage. Older workers are the part of the multi-generational workforce, and numerous employers report the advantage of utilizing them. The multi-generational workforce includes: a more extensive scope of experience and abilities; opportunities for tutoring newcomers; Transfer of aptitudes over the workforce; enhanced staff resolve and decreased staff turnover. Retired engineers can be used in the advancement of the country and working of retired engineer after retirement relies on the way of life. Since the key purpose of this study is to find out the various factors which affect the commitment of the retired engineers towards the organization and

how they can be utilized in enhancing the skills in the young generation for filling the skill gap in manpower.

This paper is divided into different sections. The first section is related to the development of hypothesis and conceptual framework followed by research methodology and instrumentation. The next section is followed by data analysis, results and discussion of the findings and finally, in the last section, implications and limitations are presented.

HYPOTHESES DEVELOPMENT

Passion for work and organizational commitment

Organizational commitment refers to the positive feelings towards the organization and its values. There are three dimensions of the organizational commitment: affective, continuance, and normative. According to Meyer & Allen (1991) affective commitment can be considered as a more useful measure of organizational commitment and it refers to the feelings, belongingness and a sense of attachment to the organization. Passion for work is related to the job satisfaction. Therefore, a passionate bond of a worker with her or his organization has been viewed as a critical aspect of the responsibility (Rhoades, Eisenberger & Armeli, 2001). Passion is a strong inclination towards an activity, which a person finds most important and like to do and want to spend energy and time (Vallerand & Houlfort, 2003). Work is most important for some people, and it is an important part of life, work becomes a part of identity for some

people because it gives meaning to their existence (Morin & Dassa, 2006). Passion for work is positively related to the positive outcome (Boyatzis, McKee & Goleman, 2002) and there is a significant relationship between passion and affective commitment (Meyer & Allen, 1997).

H₁: The retired engineer's passion for work has significant positive effect on the affective commitment.

Intimacy with co-workers and organizational commitment

Healthy relations with the colleagues play an important role in organizational commitment (Riordon & Griffeth, 1995). Intimacy with co-workers significantly affects the person's attitude towards work (Tarkar, Dhamija & Dhamija, 2016). Markiewicz, Devine & Kausilas (2000) found that relationship with colleagues is associated with job satisfaction of the employees. Close relations with colleagues motivates a person to remain in the organization (Riordon & Griffeth, 1995).

H₂: The retired engineer's intimacy with co-workers has a positive significant direct effect on the affective commitment.

Job satisfaction and organizational commitment

It is a more common phenomenon to study the relationship between organizational commitment and job satisfaction (Suma & Lesha, 2013; Gangai & Agrawal, 2015). It has

been proved that an employees' commitment towards the organization is affected by the job satisfaction (Tett & Meyer, 1993). The Job satisfaction is considered as a degree to which one feels negatively or positively about the intrinsic and extrinsic aspects of one's job (Hunt, Chonko & Wood, 1985; Bhuian & Menguc, 2002). It is defined as an attitude that individuals have about their jobs. In order to understand the employee attitudes and behaviours, Job satisfaction is considered as an interesting construct for researchers. The positive relationship between job satisfaction and organizational commitment is widely recognized (Brown & Peterson, 1993; Johnston, Parasuraman, Futrell & Black, 1990). Existing literature (Tett & Meyer, 1993; Brown & Peterson, 1993; Tarkar, Dhamija & Singh, 2019) has confirmed that job satisfaction acts as an antecedent to organizational commitment.

H₃: The retired engineer's job satisfaction has a significant positive direct effect on the affective commitment.

H₄: The retired engineer's passion for work has a significant association with affective commitment with the role of mediating variable job satisfaction.

H₅: Intimacy with co-workers has significant association with affective commitment with the role of mediating variable job satisfaction.

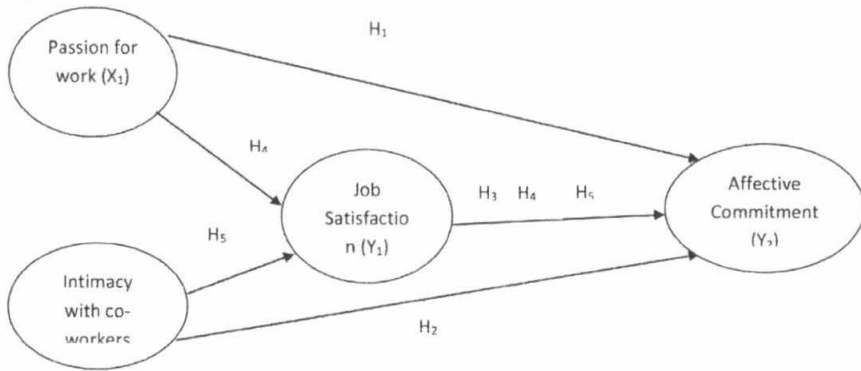


Figure 1: A Conceptual Framework

RESEARCH METHODOLOGY

This research paper has applied quantitative techniques for investigation. Primary data has been collected through the questionnaire, and snowball sampling method has used. The questionnaires were distributed to the 160 respondents. Only 130 respondents returned the questionnaire, and among them 128 questionnaires were usable. In this study, in order to analyze the data, frequency, correlation, multiple regression analysis and confirmatory factor analysis are used. The concept of regression analysis shows a degree of association between the independent and dependent variable. It is used for assessing the measure that the independent variable or set of independent variables explain the dependent variable. Multiple regression is used to analyze the dependency, and it is also useful in building models. In order to show the model fitness, confirmatory factor analysis is used.

Instrument Development

The questionnaire was developed to collect the data. It contains the items related to passion for work, intimacy with co-workers, job satisfaction and affective commitment. I Love my Job scale (Inness, 2006) was used for measuring the affective commitment, passion for work and intimacy with co-workers. Job satisfaction was measured by the three items which was adopted from the Fields scale (Fields, 2002). Demographic questions were asked related to the age, current status about the work and gender.

Reliability & validity Analysis

The reliability test was conducted to check the reliability of the scales. For scale reliability, more than 0.6 value of Cronbach’s Alpha should be (Hair et al., 2017; Nunnally & Bernstein, 1994). The result of the reliability and validity test for passion for work, intimacy with coworkers, affective commitment and job satisfaction are the following:

Passion for Work (PFA): Exploratory Factor Analysis (EFA) was employed to check the validity of the construct.

The results of EFA showed that a single factor explained the passion for work. All the 5 items explained 68.243 per cent variance and loaded on a single factor. The loading of the items ranged from 0.745 to 0.866. The Cronbach Alpha value for passion for work scale was 0.88 which showed the reliability of the scale.

Affective Commitment (AC):

The results of EFA showed that a single factor explains the affective commitment. All the 4 items loaded on a single factor and explained 66.724 per cent variance. The loading of the items ranged from 0.738 to 0.838. The Cronbach Alpha value for affective commitment scale was 0.80 which showed the reliability of the scale.

Intimacy with Co-workers (IWC): EFA results showed that a single factor explained intimacy with co-workers. All the 8 items explained 66.724 per cent variance and loaded on a single factor. The loading of the items ranged from 0.68 to 0.88. The Cronbach Alpha value for intimacy with co-workers scale was 0.87 which showed the reliability of the scale.

Job Satisfaction (JS): The results of EFA showed that a single factor explains the job satisfaction. All the

3 items loaded on a single factor and explained 56.9 per cent variance. The loading of the items ranged from 0.698 to 0.797. The Cronbach Alpha value for job satisfaction scale was 0.67 which showed the reliability of the scale.

PARTICIPANTS AND PROCEDURE

The sample was collected through the questionnaire method, and it was distributed to the 160 retired engineers, and among them, 130 questionnaires were returned by them. 128 questionnaires were used for the data analysis. The age of the respondents ranges from the 60 to 78. The classification of the respondents by age as 40 (31.3 per cent) respondents were 60-65 years old, 48 (37.3 per cent) respondents were 66- 70 years old, 32 (25 per cent) respondents were 71-75 years old, and 8 (6.2 per cent) respondents were 76-78 years old. The current job status of the respondents as 66 (51.6 per cent) respondents were not doing anything they were retired completely, 10 respondents were doing a part-time job, 12 respondents were doing a full-time job, and 14 respondents were self-employed.

DATA ANALYSIS

Table 1 Mean, Standard deviation and Intercorrelations

Variables	Mean	Std. deviation	Job Satisfaction	Passion for Work	Affective Commitment	Intimacy with Co-workers
Job Satisfaction	4.34	.62	1			
Passion for Work	4.25	.88	.597**	1		
Affective Commitment	3.91	.92	.631**	.502**	1	
Intimacy with Co-workers	4.14	.62	.697**	.592**	.655**	1

**p < 0.01

The table 1 shows the correlation among independent and dependent variables and also shows the standard deviation and mean of the variables. Passion for work is significantly correlated with the intimacy with co-workers (r = 0.592, P < 0.01), job satisfaction (r = 0.597, P < 0.01) and affective commitment (r = 0.502, P < 0.01), intimacy with co-workers is having a positive significant correlation with job satisfaction (r = 0.697, P < 0.01) and affective commitment (r = 0.655, P < 0.01) and in last job satisfaction and affective commitment both are significantly (r = 0.592, P < 0.01) correlated.

Table 2 Model Summary and ANOVA

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F change
1	.693a	.480	.470	.62247	.480	52.08	2	113	.000
2.	.744b	.553	.541	.57944	.073	18.40	1	112	.000

a. Predictors: (Constant), IWC, PFW

b. Predictors: (Constant), IWC, PFW, JS

ANOVAa

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.361	2	20.180	52.083	.000b
	Residual	43.784	113	.387		
	Total	84.144	115			
2	Regression	46.540	3	15.513	46.205	.000c
	Residual	37.604	112	.336		
	Total	84.144	115			

a. Dependent variable: AC

b. Predictors: (Constant), IWC, PFW

c. Predictors: (Constant), IWC, PFW, JS

Table 3 Coefficients

Variable	Model 1		Model 2	
	B	T	B	T
Constant	0.002	0.006	0.752	1.846
PFW	0.205	2.502*	0.086	1.062
IWC	0.746	6.394**	0.442	3.413**
JS			0.576	4.29**

** p value < 0.01, * p value < 0.05

RESULTS

The results in Table 2 show that the predictor variables (intimacy with co-workers and passion for work) were significant (F (2, 113) =52.083; R²= 0.480; P < 0.01) joint predictors of the affective commitment at the 1 per cent level of significance. Independent variables (passion for work and intimacy with co-workers) explained 48 per cent variance in affective commitment of retired engineers. From the table 2, for the second model (Mediation model), change in R² is significant for the job satisfaction (mediator) which implies that mediation exists. Job satisfaction is a significant mediator, and the

mediating effect of job satisfaction in the relationship between predictor variables (passion for work and intimacy with co-workers) and the outcome variable (affective commitment) is significant (F (3, 112) =46.205; R² = 0.553; P < 0.01) at the 1 per cent level of significance. The mediation model shows that the relationship between job-related factors and affective commitment is positively mediated by job satisfaction. The regression coefficient for intimacy with co-workers is significant, and the regression coefficient for passion for work is not significant. The direct effect of passion for work (β = 0.205,

P < 0.05) on affective commitment is significant at 5 per cent level of significance. Therefore, hypothesis 1 is accepted. There is a significant effect of the intimacy with co-workers on affective commitment ($\beta = 0.746$, $P < 0.01$) is significant at 1 per cent level of significance. As a result, hypothesis 2 is accepted. Job satisfaction has a significant effect ($\beta = 0.576$, $P < 0.01$) on the affective commitment at 1 per cent level of significance. Thus, hypothesis 3 is accepted. The indirect effect of Passion for work through job satisfaction is not significant ($\beta = 0.086$, $P > 0.01$). Hence, hypothesis 4 is rejected. The indirect effect of

intimacy with co-workers through job satisfaction is significant ($\beta = 0.442$, $P < 0.01$) at the 1 per cent level of significance. Therefore, hypothesis 5 is accepted.

Regression equation for Model 1

$$\text{Affective Commitment} = 0.002 + 0.205 (\text{PFW}) + 0.746 (\text{IWC})$$

Regression equation for Model 2

$$\text{Affective Commitment} = 0.752 + 0.086 (\text{PFW}) + 0.442 (\text{IWC}) + 0.576 (\text{JS})$$

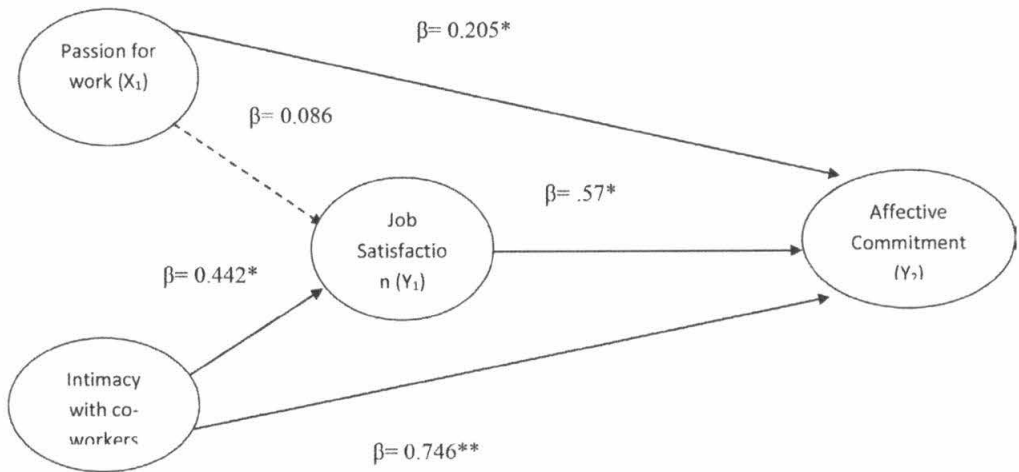


Figure 2: Final Model

Note: * $p < 0.01$, ** $p < 0.05$

Significant-----

Mediating relationship

Non Significant- - - - -

CONFIRMATORY FACTOR ANALYSIS

Structural Equation Modeling through AMOS was used to conduct the confirmatory factor analysis. The results of the confirmatory factor analysis show that model fits on the given database. The assumption of multivariate normal distribution indicates that the value of chi-square should be acceptable. As per the Kelloway (1998) study, with a larger sample size, the chi-square result is not sufficient to accept the null hypotheses and even collected data shows the best model fit. The value of the chi-square test is greater than the absolute value (Chi-square = 22.62, $p < 0.01$). Thus, all absolute measures which show the model fit were significant for the study and considered acceptable. In addition to absolute values, which are the adjusted goodness-of-fit index (AGFI), and the goodness-of-fit index (GFI), the root mean squared error of approximation (RMSEA), the root mean square residual (RMR), NFI, CFI and the IFI as comparative fit measures were also examined. The value of GFI and AGFI are 0.983 and 0.940 respectively. The value of GFI and AGFI ranges from 0-1 and the values are above 0.9 indicates a good fit of the model. The value of Normed Fit Index (NFI = 0.971), Comparative Fit Index (CFI = 0.983), Tucker Louis Index (TLI = 0.95) and incremental fit index (IFI = 0.984) also ranges from 0 to 1 and the value 0.9 indicates a good fit model. Root mean square residual (RMR = 0.016) is less than 0.05 and value of root mean square error of approximation (RMSEA = 0.058) is also lesser than the value of 0.1; these values show the good fit of the model.

DISCUSSION

Results of the study show that passion for work and intimacy with co-workers significantly (48 per cent) contribute to the commitment of engineers towards their organization. Figure 2 shows the noteworthy relationships of the structural equation modelling. Intimacy with co-workers has a significant direct effect on the affective commitment. The results are similar to the previous studies (Riordon & Griffeth, 1995; Tarkar, Dhamija & Dhamija, 2016). Mediation model shows that intimacy with co-workers is having a significant effect on the commitment through the job satisfaction. In this case, job satisfaction is a significant mediator in the relationship between intimacy with co-workers and affective commitment (Markiewicz et al., 2000).

From figure 2, it is clear that passion for work has a significant direct effect on the affective commitment. This relationship is supporting the previous studies (Boyatzis, McKee & Goleman, 2002). Passion for work has not a significant effect on the job satisfaction. Thus, the indirect effect of the passion for work on commitment through job satisfaction is not significant.

The significant relationship exists between the job satisfaction, and affective commitment which depicts that job satisfaction is a significant antecedent of the organizational commitment. This study supports the existing literature on the job satisfaction and commitment (Brown & Peterson., 1993; Tett & Meyer, 1993, Tarkar, Dhamija & Singh, 2019). The relationship between intimacy with

co-workers and affective commitment is significantly mediated by job satisfaction. Hence, it has been proved that ex-coworkers are the most significant factor in returning to the job or increasing the commitment toward the organisation. Therefore, in an organization, relationship with colleagues affects the individual's Job satisfaction and interaction of intimacy with co-workers and Job satisfaction affects the commitment towards the organization.

IMPLICATIONS

There are several implications of this research. One of the major findings of the present study is that the development of commitment of retired engineers towards the organization involves a passion for work, intimacy with co-workers and job satisfaction. The research is related to the commitment of retired engineers towards the organization. Specifically, the study was conducted on the retired engineers in northern India. This study provides the mindset of retired engineers to increase the commitment towards the organization. Affective commitment is a positive feeling towards the organization, and a sense of commitment involves positive emotions about work and organization. Positive emotions are very important and make the case. It has been proved from the existing literature (Fredrickson, 2001) that positive employee emotions in the workplace should be cultivated. In order to increase the positive emotions, HRD practitioners should create an environment in which employee can develop positive feelings about the

organization. The committed employee always thinks about the betterment of the organization. Relationship with colleagues is a very important aspect of deciding to stay in the organization. However, in order to take advantage of retired engineers, management should create an environment in which an employee can develop healthy relations and should be satisfied with the job. It has been confirmed by the existing literature (Pare and Tremblay, 2007; Zhao et al., 2007) that absenteeism and employee turnover are negatively associated with affective commitment. Therefore, in order to reduce the absenteeism and employee turnover affective commitment plays a significant role and it also creates work intentions. Hence, it can be concluded that economic factors do not always motivate the person after retirement to do the work (Harpez, 1999). Therefore, retired engineers can contribute to the development of the nation. This study is important by filling the gap of skills required. After retirement, in order to fill the gap, a retired person can guide the young engineers in developing the skills among them.

LIMITATIONS

All efforts were done to make this research theoretically and practically sound research. Still, it is not free from the limitations. Notably, this research was conducted on the retired engineer's passion for work and relationship with colleagues; more variables can be added. This study should be repeated to test the more job characteristics on the other types of commitments. The sample size is small for such type of study due to a

shortage of time and fund. Thus, one of the limitations of this study was the small sample size. On the small sample size, some statistical analyses cannot be applied. Producing a stronger statistical basis on small sample size is impractical. It is not appropriate to test the hypotheses and draw conclusions. Future research can focus on the large sample size and could make a valuable contribution to more rigorously check whether the hypothesis proved in this research holds the same results or are more complicated. Geographically, this study is limited to specific geographical regions. Future researchers can collect the data from the large geographical area and can explore the relationship of job-related factors and organizational commitment in different professions.

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