

Impact of Demographics on Multiple Commitments : Empirical Evidence from Indian Public Sector Undertakings

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Abstract

Purpose : The purpose of this study was to determine the demographics that impact multiple commitments in Indian businesses.

Design/Methodology/Approach : This research was conducted with the responses of 712 managerial employees working in Indian public sector undertakings.

Findings : The results indicated that affective commitment is positively impacted by education. Continuance commitment is positively impacted by age, education, and tenure. Normative commitment is positively impacted by education and tenure. Group commitment is positively related to tenure. Job involvement is positively impacted by age and tenure.

Implications : These findings are important for managers so that they can help build and improve different types of commitment of employees in organizations.

Originality : This study is unique because it is the first of its kind in India to have investigated demographics for multiple commitments.

Key words : demographics, affective commitment, continuance commitment, normative commitment, group commitment, job involvement, India

JEL Classification : J81, M1, M12, M120

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Organizational commitment is one of the important factors in organizations that demands constant attention. The importance of commitment in organizations dates back to the late 1960s and continues till present (Saha & Kumar, 2015). This popularity of organizational commitment may be accounted to good productivity levels of employees who possibly exhibit high commitment levels. At least 80% of an organization's employees should be committed so that the organization can perform and succeed (Pierre Dubois & Associates, 1997).

Studies have recognized multifaceted form of commitment in which an employee exhibits multiple forms of commitments (Benligiray & Sonmez, 2013 ; Cohen, 2015). There are many perspectives or forms of commitment. There can be several reasons for the existence of more than one form of commitment in an organization. Firstly, a better understanding of the factors that increase commitment will help employees in being

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happier and productive. This can create positive effects that will be carried forward to other aspects of the organization - like in maintaining a good work environment.

Secondly, linkages of employees with their organizations can affect the society at large. This is due to the fact that a society with many sets of individuals may demand sufficient commitment with their organizations to be able to contribute in an effective way. Also, business environments undergo rapid changes in the methods of carrying out work. So, identification of employees with their organization can be the driving force behind desirable performance of employees. This makes the relationship between employees and organizations very important.

Sometimes, the employer-employee relationship becomes a determining factor for the amount of efforts applied by an employee to work at his/her optimum level. Nowadays, organizations are becoming leaner with employees wanting to quit every now and then due to better opportunities knocking their doors. Also, employers sometimes want to maintain a limited workforce for monetary benefits. So, the organization has to make sure that the remaining workforce is committed enough to maintain quality production.

In order to preserve commitment of employees, organizations have to take care of expectations of employees. Expectations can differ from one employee to another. For example, someone may not want monotonous work. Some other employee who has the responsibility of immediate family members as well as distant family members would anticipate hike in salary. In addition, women employees may want some flexibility to a certain extent in their work schedule and amounts of work. Also, the educational level of employees may help determine commitment level of employees to some extent. For example, an employee who is highly committed with a long tenure may opt for a job which is more intellectual and demanding in contrast to an employee who is less educated. These arguments justify that organizations should strike a balance between interests of employees and their commitment levels. This generates a need to study commitments and demographic factors that affect commitment of employees with their organization. Considering that demographic factors may determine level of commitment, it may be noted that India represents an Asian context with a diversified collectivist culture. Individuals from different regions with different backgrounds, beliefs, faiths, and languages work together in an organization. So, the present study aims to investigate the impact of demographic factors like gender, age, education, tenure, and marital status on different forms of commitment.

There have been few studies in the past (Benligiray & Sonmez, 2013 ; Lok & Crawford, 1999 ; Mathieu & Zajac, 1990) that have highlighted the importance of demographic variables on different forms of organizational commitment. However, to the best of our knowledge, past studies have not considered the impact of demographic variables on different multiple commitment forms in a single framework. In addition, there is hardly any study done in the Indian context in this regard. So, this present study aims to look into this gap.

We have selected Indian public sector undertakings (PSUs) as our empirical setting. The reasons for selecting public sector undertakings as empirical setting are many. Firstly, they are renowned to be people-centric and dynamic (Gupta & Pannu, 2013). Secondly, these PSUs are growing in importance nationally and internationally. According to Overview of Central Public Sector Enterprises (2013), in India, all public sector undertakings collectively accounted for 23.2% of the total market capitalization and 9% of India's total export earnings was contributed by these organizations. Thirdly, government orders for public sector undertakings generally aim at betterment of the society. Finally, public sector undertakings have a direct impact on foreign exchange earnings of the country because their focus is mainly on international trade in goods and services. These above stated reasons only highlight the potential economic significance of the public sector undertakings in determining the Indian business growth.

Literature Review

Commitment has attracted attention of researchers for more than half a century. There are many ways to perceive organizational commitment. Commitment generally refers to having feelings of dependency, identification, and

maintaining loyalty with an organization. Reichers (1985) pointed out that many 'pockets' of smaller collectives exist and employees would be differently committed to each of these pockets.

Under a turbulent business environment, organizations have to continuously look for employees who are not only qualified and skilled, but also committed. At the same time, employees are advised not to become too committed to their employers, but to look out for themselves to ensure that they remain employable in the event of uncertainties such as layoffs. Apparently, employees should not be committed to just one aspect in workplace such as his/her work group or to his/her job or to the organization as a whole any longer.

If employees are less committed to one aspect in the workplace, they may be more committed to another aspect. This is one important reason to justify the need for the growing interest in the broader concept of multiple commitments. Such an approach shows the usefulness of multiple commitments, in contrast to focusing on one or another isolated form of commitment. Jafri (2012) suggested that effectively committed employees will be less likely to leave an organization as long as they are rewarded for their efforts. A continuously and normatively committed employee may leave the organization when he/she realizes that he/she can get better side-bets or benefits by leaving and joining another organization.

Allen and Meyer (1990) elaborated on this idea and had developed a three-dimensional model of organizational commitment which includes affective, continuance, and normative dimensions. Affective commitment is a form of commitment that an employee develops from emotional attachment with the organization (Kumar & Giri, 2012). If an employee is emotionally attached, he/she will develop identification, attachment, and involvement with the organization.

Second form of commitment is continuance commitment. It is defined as the extent to which employees feel committed towards their organizations by virtue of the costs that they feel are associated with leaving (Meyer & Allen, 1984). This form of commitment is based on side-bets or benefits that the employee will have to forego in case of leaving the organization. Third form of commitment is normative commitment. This presents the extent to which an employee feels obligated to remain committed to the organization. This obligation arises out of societal pressures or personal feeling of working for the organization.

Group commitment is a form of commitment which relates to an individual's identification and sense of cohesiveness with other members of the organization is one of the new concepts in multiple commitment research (Kukenberger, Mathieu, & Ruddy, 2015). Sometimes, employees who are reluctant to develop commitment to the organization might instead become committed to their job or work group or the industry in which they work (Meyer & Allen, 1997). Most of the research on group commitment related it to commitment conceptually or empirically. Randall and Cote (1991) maintained that the importance of work-group commitment is its enhancement of social involvement, and this reinforces the social ties the individual develops with the organization. They explained that on being hired, one's initial reference group gratifies one's needs for guidance and reassurance and exerts a lasting influence over individual attitudes to the organization.

Walia and Narang (2015) defined job involvement as a form of commitment which deals with the extent to which an individual identifies psychologically with his/her job. In an early approach to job involvement, Kanungo (1982) argued that job involvement is the internalization of values about the goodness of work or the importance of work for the person's worth. One of the objects of commitment for an employee in the workplace could be his/her job, which can be termed as job involvement.

Now we move on to examine the role of demographic factors, that is, age, marital status, education, and tenure in determining these multiple commitment forms described above.

(1) Age and Commitment : It is a natural tendency for older aged individuals to develop commitment towards their organization more than their younger counterparts. Studies have found that there is a positive relation between age and organizational commitment (Lawler, 1973; Simpson, 1985). Also, certain studies have suggested that there is a weak relation between organizational commitment and age (Lok & Crawford, 1999).

However, with age, responsibilities and financial concerns generally increase. Hence, affinity and loyalty towards the organization are likely to increase with age. There is hardly any study to highlight the impact of age on organizational commitment in public sector undertakings of India. So, the following hypotheses are formulated :

- ↪ **H_{1(a)}**: Age is positively related to affective commitment.
- ↪ **H_{1(b)}**: Age is positively related to continuance commitment.
- ↪ **H_{1(c)}** : Age is positively related to normative commitment.
- ↪ **H_{1(d)}**: Age is positively related to group commitment.
- ↪ **H_{1(e)}**: Age is positively related to job involvement.

(2) Marital Status and Commitment : Among demographic factors that can affect organizational commitment, marital status is one such factor. It can affect affective attachment and identification with the organization. Hrebiniak and Alutto (1972) and Metz (2005) pointed that married employees working in shifts are committed more to their organization in contrast to unmarried employees. Married people need more stability and financial security to be able to support their families. The effect of marital status on job involvement, group commitment as well as other forms of commitment needs to be investigated across public sector undertakings. Hence, the following hypotheses are proposed:

- ↪ **H_{2(a)}** : Marital status is positively related to affective commitment.
- ↪ **H_{2(b)}** : Marital status is positively related to continuance commitment.
- ↪ **H_{2(c)}** : Marital status is positively related to normative commitment.
- ↪ **H_{2(d)}** : Marital status is positively related to group commitment.
- ↪ **H_{2(e)}** : Marital status is positively related to job involvement.

(3) Education and Commitment : Education has the ability to influence the level of job that an employee performs (Benligiray & Sonmez, 2013). Many studies have found a significant relation between education and commitment forms (DeCottis & Summer, 1987; Mowday, Porter, & Steers, 1982). Peterson and Xing (2007) had opined that education may be positively related to group commitment and job involvement. However, Lok and Crawford (1999) found that there is no relation between education and organizational commitment. There is an ambiguity in the relationship between education and commitment forms which needs to be cleared. Nonetheless, education makes an individual sensible and rational. So, it is argued that level of education is likely to have a significant impact on commitment forms. Hence, the following hypotheses are formulated:

- ↪ **H_{3(a)}**: Education is positively related to affective commitment.
- ↪ **H_{3(b)}**: Education is positively related to continuance commitment.
- ↪ **H_{3(c)}**: Education is positively related to normative commitment.
- ↪ **H_{3(d)}**: Education is positively related to group commitment.
- ↪ **H_{3(e)}**: Education is positively related to job involvement.

(4) Tenure and Commitment : Researchers have suggested that tenure in any particular designation (Gregersen & Black, 1992; Mottaz, 1988) can influence organizational commitment. Also, organizational tenure has

influenced organizational commitment in the past (Mathieu & Zajac, 1990). In India, employees receive good training in public sector undertakings (Jyothibabu, Farooq, & Pradhan, 2010). So, they are bound to perform better as they develop good skill sets. As tenure of an employee increases, his/her attachment may increase. This means a relatively more experienced employee's commitment is likely to be higher in comparison to his/her less experienced counterparts (Kwon & Banks, 2004). Since PSUs are known to have employees with long tenure (Gupta & Pannu, 2013), so the relation between tenure and commitment would enhance existing literature of demographics. This led to formulation of the following hypotheses:

- ↪ **H_{4(a)}**: Tenure is positively related to affective commitment.
- ↪ **H_{4(b)}**: Tenure is positively related to continuance commitment.
- ↪ **H_{4(c)}**: Tenure is positively related to normative commitment.
- ↪ **H_{4(d)}**: Tenure is positively related to group commitment.
- ↪ **H_{4(e)}**: Tenure is positively related to job involvement.

Methodology

The sample consisted of respondents belonging to managerial cadre from nine different large scale organizations termed as public sector undertakings in India. These organizations belonged to bauxite, petroleum, and heavy industries located in the states of Odisha, Madhya Pradesh, Delhi, West Bengal, Assam, Maharashtra, and Karnataka. Convenience sampling technique was adopted to identify the organizations. Convenience sampling was adopted for many studies related to organization behaviour (Verma & Duggal, 2015). Care was taken to collect data from these organizations so that maximum regions were covered across India. The time period of the study ranged from January 2014 to May 2016. The sample consisted of employees from different departments, namely, HR, Finance, Electrical, Instrumentation, Civil, Environment, Tender and Contract, Sales, Production, Chemical, Lab, Research and Development, and several other departments. Participation of employees in this study was voluntary. Respondents were asked not to disclose their identities so that the identities are anonymous. They were requested to respond to all the questions.

This procedure entailed participation from all regions based on convenience, willingness, interest, and availability of respondents to obtain quality responses (Teddlie & Yu, 2007). The Table 1 displays the characteristics of demographics. The sample includes executives of different departments, namely, electrical, mechanical, instrumentation, finance, etc. Participation in the study was voluntary and identities of participants were kept anonymous. Anonymity and confidentiality was preserved in this way leading to more accurate responses. A passive consent approach was adopted. The receipt of a completed questionnaire was left at the discretion of the respondent. The respondents had the liberty of not answering any particular question. However, they were requested to answer leaving out least number of questions.

Responses were collected from employees over a duration of one year. It took a maximum of forty-five minutes to completely respond to the questionnaire. The filled questionnaires were collected over a duration of five days from each of the organizations. Participation in the study was voluntary and identities of participants were kept anonymous. Out of the 1100 survey questionnaires distributed, 920 (i.e., 84%) questionnaires were received back. After rejecting the incomplete questionnaires, 712 (i.e. 65%) questionnaires were retained for the study. The average years of work experience across all levels of management was 14.14 years.

↪ **Measures** : The demographic items were presented on the first page. All items were measured on a 5-point Likert scale. Items in affective commitment section ranges from *strongly agree* (5) to *strongly disagree* (1).

Affective commitment was drawn from the three factor model proposed by Meyer and Allen (1991). It is

Table 1. Characteristics of Demographic Variables

Items	Frequency (N)	%	
Gender	Male	680	95.6
	Female	32	4.4
Age-group	21-30 years	138	19.4
	31-40 years	280	39.3
	41-50 years	200	27.9
	51-60 years	94	13.3
Marital status	Single	107	15
	Married	605	85
Qualification	B.E./B.Tech	436	61.3
	M.E./M.Tech	258	36.2
	Ph.D.	18	2.5
Level of Management	Entry	313	44
	Middle	313	44
	Senior	86	12.1
Maximum tenure			
With present employer	33 years		
Total work life of employee	37 years		

Note: N = 712

Table 2. Descriptive Statistics of Outcome Variables

Variables	No. of items	Cronbach's α	Mean	Standard deviation
Affective Commitment	8	.83	3.77	.70
Continuance Commitment	8	.73	3.87	.69
Normative Commitment	8	.64	3.77	.70
Group Commitment	7	.83	4.23	.55
Job Involvement	10	.87	3.58	.60

measured based on Meyer and Allen's (1991) organizational commitment scale. It consists of eight items (for example, 'I would be very happy to spend the rest of my career with this organisation'). The Table 2 shows that Cronbach's alpha for this scale is found to be .83.

Ellemers, De Gilder, and Van Den Heuvel's (1998) scale is used for measuring group commitment (GC). It consists of 7 items. All items were measured on a 5-point Likert scale ranging from "strongly agree" to "strongly disagree". A sample item is "I am prepared to do additional work when this benefits my work team".

Meyer and Allen's (1991) scale is used to measure normative commitment (NC) and continuance commitment (CC). This scale has 8 items each measured against a 5-point Likert scale ranging from "strongly agree" to "strongly disagree". A sample item is "I would be very happy to spend the rest of my career with this organization".

Kanungo's (1982) scale is used for measuring job involvement (JI). It has 10 items. All items are measured on a 5-point Likert scale ranging from "strongly agree" to "strongly disagree". A sample item is "I am very much involved personally in my job".

As the values for Cronbach's alpha are well above the recommended threshold of .70, the reliability of the measurements is considered valid (Kline, 2015). The Table 2 displays the Cronbach's alpha values for this scale. It is found to be .87.

Analysis and Results

Almost all reliabilities are deemed acceptable. However, item analyses in two scales (continuance commitment, $\alpha = .73$ and normative commitment, $\alpha = .56$) indicate that removal of one item from continuance commitment and three items from normative commitment will help to increase the reliability substantially. In addition, reliability of normative commitment scale by considering all items is lower than the ideal level suggested by Kline (2015). Hence, the above mentioned items were removed and the final reliabilities are demonstrated in the Table 2.

(1) Testing the Hypotheses $H_{1(a)}$ to $H_{1(e)}$: One-way analysis of variance (ANOVA) and *t*-test were performed to determine the impact of demographic factors on multiple commitments. For testing hypotheses $H_{1(a)}$ to $H_{1(e)}$, a one-way ANOVA was performed to determine if age can influence commitment forms. The subjects were divided into four groups (group 1: 21-30 years ; group 2: 31-40 years ; group 3: 41-50 years ; group 4: 51-60 years).

Statistically significant differences are found at $p < .05$ level in continuance commitment and job involvement scores for the three age groups. The assumption of homogeneity of variances is tested and is found tenable using Levene's test, ($F(3,708) = 3.67, p = .01$ after testing hypothesis $H_{1(b)}$) and ($F(3,708) = 7.35, p = .00$ after testing hypothesis $H_{1(e)}$). Post-hoc comparisons using the Tukey test indicate that the mean score of continuance commitment for group 1 ($Mean = 3.73, S.D. = .67$) is significantly different from group 3 ($Mean = 3.81, S.D. = .73$). Therefore, hypothesis $H_{1(b)}$ is accepted. Post-hoc comparisons using the Tukey test indicate that the mean score of job involvement for group 1 ($Mean = 3.48, S.D. = .62$) is significantly different from group 2 ($Mean = 3.67, S.D. = .58$) ; and group 3 ($Mean = 3.62, S.D. = .54$) is significantly different from group 4 ($Mean = 3.39, S.D. = .65$). Also, mean scores of job involvement for group 4 ($Mean = 3.39, S.D. = .65$) are significantly different from that of group 2 ($Mean = 3.67, S.D. = .58$) and group 3 ($Mean = 3.62, S.D. = .54$). Hence, hypothesis $H_{1(e)}$ is accepted.

However, there is no statistically significant difference at $p < .05$ level in affective, normative organizational commitment, and group commitment scores for all the age groups : ($F(3,708) = .56, p = .64$ after testing hypothesis $H_{1(a)}$) ; ($F(3,708) = 2.22, p = .08$ for hypothesis H_3) ; and ($F(3,708) = 7.35, p = .43$ for hypothesis H_4). So hypotheses $H_{1(a)}$, $H_{1(c)}$, and $H_{1(d)}$ are rejected.

(2) Testing Hypotheses $H_{2(a)}$ to $H_{2(e)}$: An independent samples *t*-test was done to evaluate the impact of marital status on multiple commitments. There is no significant difference in scores of all commitment forms for both married and single employees. Thus, hypotheses $H_{2(a)}$, $H_{2(b)}$, $H_{2(c)}$, $H_{2(d)}$, and $H_{2(e)}$ are rejected.

(3) Testing Hypotheses $H_{3(a)}$ to $H_{3(e)}$: A one-way ANOVA was performed to determine if education can influence commitment forms. There is statistically significant difference at $p < .05$ level in affective, continuance, and normative organizational commitments scores for diploma, graduate, post graduate, and Ph.D. The assumption of homogeneity of variances was tested and is found tenable using Levene's test, ($F(3,707) = 2.90, p = .03$ for affective commitment ; ($F(3,707) = 4.38, p = .005$ for continuance commitment ; ($F(3,707) = 10.56, p = .00$ for normative commitment. Post-hoc comparisons using the Tukey test indicate that the mean score of affective commitment for graduates ($Mean = 3.72, S.D. = .73$) is significantly different from post graduates ($Mean = 3.86, S.D. = .63$). The mean score of continuance commitment for graduates ($Mean = 3.69, S.D. = .62$) is significantly different from that of post graduates ($Mean = 3.86, S.D. = .64$). In addition, mean score of normative commitment for graduates ($Mean = 3.44, S.D. = .64$) is significantly different from post graduates ($Mean = 3.71, S.D. = .66$) and

post graduates (Mean = 3.71, S.D. = .66) significantly differ from diplomas (Mean = 3.16, S.D. = .81).

Hence, hypotheses $H_{3(a)}$, $H_{3(b)}$, and $H_{3(c)}$ are accepted. However, no significant differences are generated in group commitment and job involvement scores for the four education groups. Hence, hypotheses $H_{3(d)}$ and $H_{3(e)}$ are rejected.

(4) Testing Hypotheses $H_{4(a)}$ to $H_{4(e)}$: To test hypotheses $H_{4(a)}$ to $H_{4(e)}$, a one-way ANOVA was conducted again to determine the impact of tenure on organizational commitment forms. Employees were divided in groups according to their tenure in the organization. No significant difference is found in affective organizational commitment scores for the groups. This leads to rejection of hypothesis $H_{4(a)}$. There is statistically significant difference at $p < .05$ level in continuance and normative organizational commitments, group commitment, and job involvement scores for six groups of employees with different tenures (group 1 : less than 5 years, group 2 : 5-10 years, group 3 : 11-15 years, group 4 : 16-20 years, group 5 : 21-25 years, and group 6 : 26 years and above).

The assumption of homogeneity of variances was tested and is found tenable using Levene's test, $F(5,704) = 2.64, p = .02$ for continuance commitment ; $F(5,704) = 6.81, p = .000$ for normative commitment ; $F(5,704) = 2.28, p = .04$ for group commitment ; and $F(5,704) = 9.21, p = .000$ for job involvement.

Post-hoc tests were performed to evaluate the differences. Tests reveal that mean score of continuance commitment for group 3 (Mean = 3.88, S.D. = .63) is significantly different from that of group 6 (Mean = 3.58, S.D. = .52) . The mean score of normative organizational commitment for group 1 (Mean = 3.56, S.D. = .69) differs significantly from that of group 5 (Mean = 3.22, S.D. = .75) and group 6 (Mean = 3.28, S.D. = .56) ; group 3 (Mean = 3.88, S.D. = .63) differs significantly from that of group 5 (Mean = 3.22, S.D. = .75) and group 6 (Mean = 3.28, S.D. = .56) ; group 4 (Mean = 3.67, S.D. = .66) differs significantly from that of group 5 (Mean = 3.22, S.D. = .75) and group 6 (Mean = 3.28, S.D. = .56) ; group 5 differs significantly from that of group 3 (Mean = 3.88, S.D. = .63) and group 4 (Mean = 3.67, S.D. = .66) ; group 6 (Mean = 3.28, S.D. = .56) differs significantly from that of group 1 (Mean = 3.56, S.D. = .69), group 3 (Mean = 3.88, S.D. = .63), and group 4 (Mean = 3.67, S.D. = .66). The mean score of group commitment for group 4 is significantly different from that of group 6. Also, the mean score of job involvement for group 1 (Mean = 3.56, S.D. = .69), group 2 (Mean = 3.63, S.D. = .61), group 3 (Mean = 3.88, S.D. = .63), and group 4 (Mean = 3.67, S.D. = .66) each is significantly different from that of group 6 (Mean = 3.28, S.D. = .56). Hence, hypotheses $H_{4(b)}$, $H_{4(c)}$, $H_{4(d)}$, and $H_{4(e)}$ are accepted.

Discussion and Conclusion

This study shows high levels of all forms of commitment among all categories of demographics classification - age, marital status, education, and tenure. The results of all hypotheses are presented in the Table 3.

This study demonstrates that age has a significant impact only on continuance commitment and job involvement, thus partially supporting past studies between age and commitment (Lok & Crawford, 1999). This is most probably because of the reason that older employees have less employment options compared to younger employees (Mowday et al., 1982). Also, leaving the organization is likely to cost them with regard to the benefits they get for spending more time with the organization (Goswami, Mathew, & Chadha, 2007). Most of them lower their career expectations because they are burdened with other thoughts comprising of financial and family related concerns. Thus, they do not prefer change. They are often resistant to learning new skills. Also, they are often content with their present job schedule and thus prefer to get involved with their job.

However, age did not have a significant impact on affective commitment, normative commitment, and group commitment. This leads to the fact that employees of different age groups exhibit equal levels of affective, normative, and group commitment. This could be due to the reason that PSUs offer very good quality of work life (Jyothibabu et al., 2010). Another possibility is that an organization might perceive that an older employee does not have many options if he/she stays back for a long duration. In addition, not all older employees will be

Table 3. Summary of Hypothesized Relationships

Hypotheses	Description	Results
H1 _(a)	Age → affective commitment	Refuted
H _{1(b)}	Age → continuance commitment	Accepted
H _{1(c)}	Age → normative commitment	Refuted
H _{1(d)}	Age → group commitment	Refuted
H _{1(e)}	Age → job involvement	Accepted
H _{2(a)}	Marital status → affective commitment	Refuted
H _{2(b)}	Marital status → continuance commitment	Refuted
H _{2(c)}	Marital status → normative commitment	Refuted
H _{2(d)}	Marital status → group commitment	Refuted
H _{2(e)}	Marital status → job involvement	Refuted
H _{3(a)}	Education → affective commitment	Accepted
H _{3(b)}	Education → continuance commitment	Accepted
H _{3(c)}	Education → normative commitment	Accepted
H _{3(d)}	Education → group commitment	Refuted
H _{3(e)}	Education → job involvement	Refuted
H _{4(a)}	Tenure → affective commitment	Refuted
H _{4(b)}	Tenure → continuance commitment	Accepted
H _{4(c)}	Tenure → normative commitment	Accepted
H _{4(d)}	Tenure → group commitment	Accepted
H _{4(e)}	Tenure → job involvement	Accepted

reluctant to learn new skills. So, adapting to changing business needs is difficult for few of them. On the other hand, other older employees, who are ambitious in their career, would be in search for new opportunities. Hence, they will prefer to go for jobs which are beneficial for their career whenever they find one.

This study shows that marital status did not have any impact on any of the commitment forms, thus not being supportive of past studies (Metz, 2005). This could be because of equal benefits given to both married and single employees. PSUs offer good learning and training opportunities (Jyothibabu et al., 2010). Hence, performance of both married and single employees will be the same. This is an indication that all employees are equally committed to their organizations, no matter whether they are married or single. Married and unmarried employees have their own preferences and priorities. Unmarried employees would want to excel in their professional lives. Married employees would like to have fast hikes and promotions so that their efforts are recognized and paid off in the form of benefits like respect, social status, and food allowances.

The results of this study show that education is positively related to affective, continuance, and normative commitments. In addition, level of education does not affect group commitment and job involvement. These findings contradict past studies (Mathieu & Zajac, 1990 ; Peterson & Xing, 2007). The more education one gets, the more opportunities they get. Their expectations are also more. So they prefer to show their loyalty to their organization by being emotionally attached and feeling obligated to serve the organization where they are interested to shower their knowledge and skills. Highly educated employees are often talented and independent. They do not always prefer to work in groups. They often work in areas which are of interest to them. It is this interest that initiates job involvement in them. In addition, they may look for comfort and benefits in the work they

perform. Once benefits are realized, they feel effectively attached and obligated to work for their organization. This study also reveals that continuance and normative commitments, group commitment, and job involvement are positively affected by tenure of an employee. These results support Mathieu and Zajac's (1990) findings that tenure can impact commitment. This is most likely due to the fact that an employee's sense of gratification for the organization tends to increase with age. More time associated with the organization makes him/her used to the kind of treatment he/she receives and work conditions. Hence, he/she may be more comfortable emotionally as well as intellectually to continue working with the organization. Thus, he/she feels obligated to work by getting involved in the job along with his or her colleagues or work group.

However, the results indicate that tenure is not positively related to affective commitment. This is in contradiction to previous findings (Jyothibabu et al., 2010). This could be because tenure means the duration since when an employee is working for the organization. Affective commitment is related to demographics like education as evident in the results discussed above. Thus, the findings suggest that affective commitment is positively related to education and not tenure. It could also be that education is more important than tenure to determine the emotional attachment of an employee with his/her organization.

Managerial Implications

This study reveals that age does not have an impact on affective commitment, normative commitment, and group commitment. This implies individuals of any particular age group do not exhibit different commitment levels. This leads to the fact that public sector undertakings have succeeded in building good levels of affective commitment of employees from all ages. Employees from different age groups show good levels of commitments towards their work group. Normative commitment is not related to age, which suggests all age group employees exhibit equal levels of normative commitment. The PSUs have succeeded in achieving affective, normative, and group commitment of employees, irrespective of age of employees. This is an applauding reason for appreciation. Since the findings suggest that age is positively related to continuance commitment and job involvement, so the management should ensure that the employees are happy with their organization. Continuance commitment can be leveraged by managers for getting good work outcomes from employees. Employees being highly involved in their job will make it easy for the organization to grow and achieve targets.

These findings carry many implications for Indian managers. It is important to identify the different forms of commitment and develop measures to improve the same. Indians have the essence of '*collectivism*' (Hofstede, 1980). Hence, they prefer to work in groups. This finding can be leveraged by managers by putting individuals specializing in a particular area together in a work group. Also, experienced employees can work together for good team productivity. In addition, this study demonstrates that tenure is positively related to all forms of commitment. Managers should ensure that highly skilled employees with long tenures work together so that maximum productivity is achieved.

This study shows that no matter how an employee may be committed, that is, affective, continuance, or normative, it is necessary for an organization to focus on all three types. In addition, work does not happen single handedly. Work group members develop group commitment and over time, this form of commitment is affected by certain demographics like tenure. Also, managers should focus on getting employees of all demographics to be equally involved in the job to generate maximum effectiveness.

Limitations of the Study and Directions for Further Research

There are few limitations to this study as with all other research. One of the limitations is the usage of cross-sectional data. Organizational commitment forms like affective, continuance, normative, and group commitment and job involvement evolve over time during the various phases of a business cycle in an organization.

Organizational commitment is dependent on external factors like economic and market conditions. Hence, future research can focus on looking at organizational commitment forms using longitudinal studies. Another limitation is that only five different forms of organizational commitment have been considered. Effect of demographic variables on other outcome variables like organizational citizenship behaviour and career commitment can be examined in future research.

Apart from limitations, it is recommended to extend the present study to other sectors like the pharmaceutical sector, food, service, and insurance sectors. This study can also be extended to public sector organizations outside India to assess for cross-national findings. There is scope to consider many other demographic variables like geographic orientation, food habits, number of family members, joint or nuclear family apart from the demographic variables chosen for this study.

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