

The influence of demographic factors on organizational commitment

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Abstract

This study investigated the relationships of demographic factors (Gender, Age, Job Position, Educational level and Monthly Income) with organizational commitment of industrial workers at Tamil Nadu Newsprint and Papers Ltd(TNPL) at Kagidapuram, Karur District. The theoretical framework was designed based on the literature and hence four hypotheses for the study were formulated. Participants were 330 employees and the samples were selected by proportionate stratified sampling method. The data were analysed using descriptive and inferential statistics to answer the research questions. The result of the analyses showed that there was significant relationship between demographic factors such as Gender, Age, Job Position, Educational level with organizational commitment except monthly income. Findings suggest the need for organizational managements and psychologists to consider the factors investigated when designing programmes for increasing the organizational commitment of the workers.

Key words: *organizational commitment, Demographic factors, Affective commitment, continuous commitment and Normative commitment*

Introduction

Many organizations are facing major challenges resulting in restructuring, reengineering and downsizing. The need for factors that predict organizational commitment has become more critical. One of the factors that could lead to healthy organizational climate, increased morale, motivation and productivity is organizational commitment. Organizational commitment has emerged as a promising area of research within the study of industrial/organizational psychology in recent time. (Adebayo, 2006; Meyer and Allen, 1997; Morrow, 1993). Covey (1997) argued

that it is possible to purchase man power but it is not possible to purchase employees' hearts, minds, and souls. Nowadays, the most important resources of an organization are employees' intelligence and abilities (**Marshall, 2000**). In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization. In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization. Employees play an important role in achieving organizational targets; therefore, analysis of their psychological characteristics and the impact of these on the organization is crucial. Organizational commitment, in particular, has been a major field of study in recent years.

Definition of organizational commitment

Organizational commitment has been defined as *an employee's valuing* the organizational benefits more than their personal benefits (**Özsoy, Ergül, & Bayık, 2004**).

McDonald and Makin (2000), have defined organizational commitment as a psychological treaty signed between the person and the organization, while

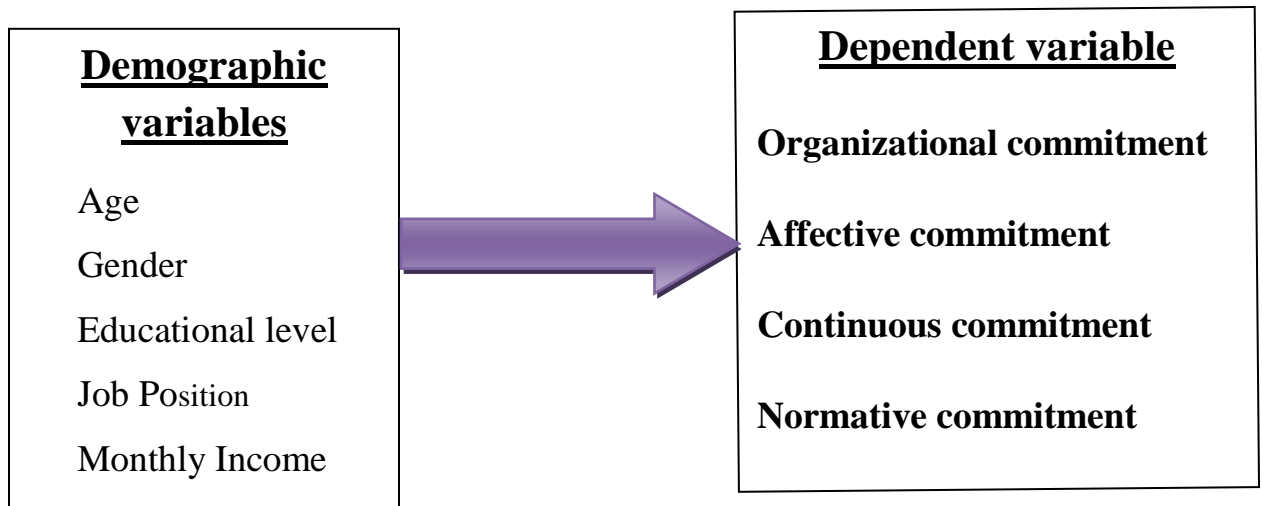
Valentine, Godkin, and Lucero (2002) have defined organizational commitment as the inclination of employees' interests and commitments to the organization.

Organizational commitment can also be defined as *the adoption of the goals of* the organization by the employees and their commitment to the organization in order to achieve these goals.

According to these definitions, organizational commitment can be summarized with the following remarks (**İnce & Gül, 2005**):

- Acceptance of the organizational goals and values, and strong belief in them.
- Working harder than expected for the organization's benefit.
- Building an enthusiasm for continuing to be a part of the organization.

Conceptual framework



The conceptual framework has been developed which consist of a collection of concept, construct and main variables. From the literature review, a conceptual framework has been developed, as shown in the above Figure .**In this analytical study the dependent variable is organizational commitment.** Organizational commitment can also be defined as the adoption of the goals of the organization by the employees and their commitment to the organization in order to achieve these goals..

The demographic variables included are Age, Gender. Educational level, Job position and Monthly income of the employees working at Tamil Nadu Newsprint and Papers Ltd(TNPL),, kagidhapuram, karur. This article focuses the association between demographic variables and organizational commitment. Organizational commitment is classified into three components as Affective, normative and continuous commitment.

Review of Literature

According to (Abdulla & Shaw, 1999; Chughtai & Zafar, 2006; Dodd-McCue & Wright, 1996; Luthans, McCaul & Dodd, 1985;Morrow, 1993; Salami, 2008) Demographic variables such as Age, Gender. Educational level, Job position and Monthly income have been associated with organizational commitment however, Mathieu & Zajac (1990) and Weidmer(2006) in Salami (2008) found that demographic factors were not significant predictor of organizational commitment Some research drew results that male employees are more committed than their

female counterparts (**Knoke,1988**), while other studies found no significant link between the genders (e.g., **Igbaria & Wormley, 1992; VanDyne & Ang, 1998**).

With regard to the education level, some research showed a negative relationship with normative and continuance commitment (e.g. **Cohen, 1999; Mayer & Schoorman, 1998**), but others showed no obvious relationship (e.g. **Knoke, 1988**).

Many scholars in the field considered age as an important factor to predict commitment. **Mathieu and Zajac (1990)** and **Meyer, Allen and Smith (1993)** revealed a significant positive correlation mean, 0.2 and 0.36,between commitment and age. It was further observed that aged employees had higher organizational commitment (**Pavan Kumar & Vijai N Giri,2009**)

In a study of Northwest correctional officers, there was no difference in affective commitment levels between men and women, and supervisory rewards were positively associated with affective commitment for men, but not women, whereas work pressure and harassment were inversely linked to affective commitment for women (**Savicki, Cooley, & Gjesvold, 2003**).Among Canadian correctional staff, tenure had a negative impact on affective commitment and women had higher levels of affective commitment; however, age and education were both found to have no association with affective commitment (**Robinson, Porporino, & Simourd, 1992**).

ResearchMethodology

Table 1: Research Methodology	
Types of Research Used	Descriptive Research
Research Approach	Survey
Research Instrument	Questionnaire
Sample Design	
Sample Size	330 respondents(TNPL Employees)
Sampling Technique	Proportionate Stratified Random Sampling

Purpose of the Study

The purpose of this study was to investigate the relationship between demographic factors (Age, Gender, Educational level, Job position and Monthly income) and organizational commitment. This will help to give direction to programmes aimed at increasing workers' commitment towards organization.

Demographic factors such as Age, Gender, Educational level, Job position and Monthly income have been associated with organizational commitment.(**Abdulla & Shaw, 1999; Chughtai & Zafar, 2006; Dodd-McCue & Wright, 1996; Luthans, McCaul & Dodd, 1985;Morrow, 1993; Salami, 2008**); however, **Mathieu & Zajac (1990)** and **Weidmer (2006)** in **Salami (2008)** found that demographic factors were not significant predictor of organizational commitment.

Hypothesis

H₀₁: There is no significant association between demographic factors (gender, age, educational level, job position) and Organizational Commitment.

H₀₂: There is no significant association between demographic factors (gender, age, educational level, job position) and Affective Commitment.

H₀₃: There is no significant association between demographic factors (gender, age, educational level, job position) and Continuous Commitment.

H₀₄: There is no significant association between demographic factors (gender, age, educational level, job position) and Normative Commitment

Tools for Data Analysis and Hypothesis Testing

Frequency, percentage and cross tabulation were used for data analyses and chi-square test was used for testing of hypothesis with the help of statistical software SPSS 15.

Results

Descriptive Analysis

The majority of the respondent taking part in this study were men 304 (93.1%) and 26(7.9%) were women. Workmen category were 215 (65.2%), Staff 21 (6.4%) and Executives

94(28.5%). Whereas, the majority of the respondents aged between 36-45 years 117 (35.5%) and most of them i.e. 140(42.4%) earn between Rs.10,001 - Rs.20,000monthly. For educational level, most of the respondents 74(22.4%) have Bachelor degrees. Table 2 below explains the respondents' demographics in detail.

Demographic variables	Category	Frequency	Percentage
Gender	Male	304	92.1
	Female	26	7.9
	Total	330	100.0
Age	Below 25 yrs	40	12.1
	26 - 35 yrs	72	21.8
	36 - 45 yrs	117	35.5
	Above 45 yrs	101	30.6
	Total	330	100.0
Marital status	Married	251	76.1
	Unmarried	79	23.9
	Total	330	100.0
Educational Level	10th Standard	14	4.2
	12th Standard	15	4.5
	ITI	86	26.1
	Diploma	67	20.3
	Graduate	74	22.4
	Postgraduate	57	17.3
	Professional Degree	17	5.2
	Total	330	100.0
Monthly Income	Below Rs.10,000	46	13.9
	Rs.10,001 - Rs.20,000	140	42.4
	Rs.21,000 - Rs.30,000	97	29.4
	Rs.30,001 - Rs.40,000	30	9.1
	Rs.41,000 - Rs.50,000	12	3.6
	Above Rs.50,000	5	1.5
	Total	330	100.0
Position in Current job	Workmen	215	65.2
	Staff	21	6.4
	Executives	94	28.5
	Total	330	100.0

Chi-Square test

H₀ : There is no significant association between Gender and organizational Commitment

H₁ : There is a significant association between Gender and organizational commitment

Table No.3

Gender and organizational Commitment

Sl. No	Organizational Commitment	Chi-square observed value	P value	Significance S/NS
1.	Affective Commitment	3.421	0.001 ^{**}	S
2.	Continuous Commitment	0.571	0.021 [*]	S
3.	Normative Commitment	0.258	0.019 [*]	S
4.	Overall organizational commitment	0.252	0.001^{**}	S

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

The above table reveals that there is a significant association between gender of the respondents and overall organizational commitment. The overall organizational commitment classified as affective, continuous and normative commitment. It is evident that the gender is statistically significant and positively associated with the affective, continuous and normative commitment. It shows that most of the employees are male (92.1%) which are included in the sample and hence the gender influence the organizational commitment. In Contrary to the above study , the research study conducted by **Lambert *et al.*** there was no significant relationship between age, gender and educational levels to job stress and organizational commitment. Hence the Null Hypothesis is rejected at !% level of significance and we accept the Alternative Hypothesis.

H₀ : There is no significant association between Age and organizational Commitment

H₁ : There is a significant association between Age and organizational commitment

Table No.4

Age and organizational commitment

Sl. No	Organizational Commitment	Chi-square observed value	P value	Significance S/NS
1.	Affective Commitment	6.836	0.034*	S
2.	Continuous Commitment	21.244	0.002**	S
3.	Normative Commitment	18.166	0.006**	S
4.	Overall organizational commitment	19.479	0.003**	S

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

Researchers suggest that older workers are likely to experience higher level of commitment (Abdulla & Shaw, 1999).The findings reveals that Null Hypothesis is rejected at 1% level of significance. Hence there exists a positive and significant association between age and overall organizational commitment. The impact of age of employees on organizational commitment has been found to be positive and significant. This indicates that the mindset of the aged employees is different from those of younger employees.

H₀ : There is no significant association between Job Position and organizational Commitment

H₁ : There is a significant association between Job Position and organizational commitment

Table No. 5

Job Position and organizational commitment

Sl. No	Organizational Commitment	Chi-square observed value	P value	Significance S/NS
1.	Affective Commitment	18.588	0.001 ^{**}	S
2.	Continuous Commitment	21.349	0.000 ^{**}	S
3.	Normative Commitment	17.569	0.001 ^{**}	S
4.	Overall organizational commitment	24.965	0.000^{**}	S

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

The findings reveal that Null Hypothesis is rejected at 1% level of significance. Hence there exists a positive and significant association between Job position and overall organizational commitment.

According to **Refik Balay (2010)** First level teachers expressed more achievement culture and more commitment at identification level than second level teachers. Also, married teachers revealed more achievement and supportive culture and more organizational commitment at identification and internalization levels. Other findings of the study indicated that although more experienced teachers perceived more cultural orientation in all cultural dimensions and more committed to their schools at identification and internalization levels, the less experienced teachers indicated more commitment at compliance level. Hence it is concluded that the Job position influences positively organizational commitment

H₀ : There is no significant association between Educational level of the respondents and organizational Commitment

H₁ : There is a significant association between Educational level of the respondents and organizational commitment

Table No.6

Educational level and organizational commitment

Sl. No	Organizational Commitment	Chi-square observed value	P value	Significance S/NS
1.	Affective Commitment	17.423	0.134	NS
2.	Continuous Commitment	15.271	0.227	NS
3.	Normative Commitment	34.801	0.201	NS
	Overall organizational commitment	9.159	0.689	NS

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

Level of education is another demographic factor that has been related to organizational commitment. **Steers(1977)** found that level of education was negatively related to organizational commitment.

The above table reveals that there is no significant association between Educational level of the employees and organizational commitment. It also shows that there is no significant association between Educational level of the employees and Affective commitment, educational level of the employees and Continuous commitment, educational level of the employees and Normative commitment .Hence we accept the Null hypothesis and reject the alternative hypothesis.

According to D I Akintayo(2005) the highly literate respondents were found to be more committed to work than the lowly literate respondents. But in this analysis the educational level of the respondents does not influence the organizational commitment.

H₀ : There is no significant association between Monthly Income of the respondents and organizational Commitment

H₁ : There is a significant association between Monthly Income of the respondents and organizational commitment

Table No.7

Monthly income and Organizational Commitment

Sl. No	Organizational Commitment	Chi-square observed value	P value	Significance S/NS
1.	Affective Commitment	11.951	0.028*	S
2.	Continuous Commitment	20.862	0.022*	S
3.	Normative Commitment	21.616	0.017*	S
4.	Overall organizational commitment	20.931	0.022*	S

* Significant at the 0.05 level (2-tailed)

** Significant at the 0.01 level (2-tailed)

The above table reveals that Null Hypothesis is rejected and alternative hypothesis is accepted at 5% level of significance. Hence there exists a positive and significant association between Monthly income and overall organizational commitment.

According to **Elechi Ogba** (2008) the relationships between age, income and commitment might be explained by reference to cultural factors which might have stronger influence on employee expression of commitment to their organizations.

The above table shows that there is a significant and positive association between monthly income and Affective Commitment at 5% level of significance. It also reveals that monthly income and Continuous Commitment are significant at 5% level of significance. And there is a significant association between monthly income and Affective Commitment.

Conclusion

The results from the study indicated that the demographic factors Gender, Age, Job position and Monthly Income significantly predicted the organizational commitment expect that educational level that did not. Thus it is concluded that the demographic factors provide different results to different researchers. This results Shows that Gender, Age, Job Position, Monthly Income have the significant association with organizational commitment where as the educational level have not significant association with organizational commitment. This results are consistent with a number of previous studies that found that workers who are older and married have more commitment to their organizations than the younger and single workers (Dodd-McCue and Wright, 1996).

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