



## STUDY OF DEMOGRAPHIC VARIABLES ON ORGANIZATIONAL COMMITMENT OF SOFTWARE TECHNOLOGY EMPLOYEES

**Yesha Sheth\***

PhD Scholar, Kadi Sarva Vishwavidyalaya, and Gandhinagar, Gujarat.  
\*Corresponding Author

**Dr. I. S. Singh**

Professor, MGI and Ahmedabad, Gujarat.

### ABSTRACT

The main aim of this study is to find out significant effect of age, gender and tenure on organizational commitment. A sample of 207 respondents working in software technology industry have been taken. The Organizational Commitment scale was administered and tenure in the organization was found to be having statistically significant effect on organizational commitment. Moreover it is found that age and gender do not have significant effect on organizational commitment. The findings and the implications thereon are discussed.

**KEYWORDS** : Organizational Commitment, Software Technology, Demographic variables.

### INTRODUCTION

Today's economy has become knowledge based economy where knowledge and skills of the employees have assumed more importance. In such a scenario it is very much important to know what motivates the employees to remain with the organization. In software technological field, this is all the more important, because the employees have niche skills according to their knowledge and domain area. There are various factors which affect the commitment levels of the employees in the organization. These factors should be considered and taken care of in order to make employees more committed and thereby motivated in the organization and further more give them what they expect and take from them the highest quality of work and increase organization's profits.

### LITERATURE REVIEW

Organizational commitment refers to a person's attachment towards the organization. Allen and Meyer (1991) have defined three components of organizational commitment namely affective commitment, continuance commitment and normative commitment. Affective commitment means an emotional attachment towards the organization that is, a person feels that the organization is his own and he should work for its betterment and realization of its objectives. Continuance commitment means when a person feels that he should remain with the organization because of the gains he sees in the organization and feels that he might not be able to find out the same work elsewhere so it is better to remain with same organization. Normative commitment refers to a person's obligatory attachment towards the organization. This implies that a person feels that organization works for their betterment and hence in turn they should remain loyal to the organization.

Authors Dockel et al. (2006) investigated specific retention factors that induced organizational commitment of high technology employees in South Africa. They found that compensation, job characteristics, supervisor support, and work-life balance policies had a significant statistical influence on development of organization commitment of high technology employees.

Research by Abdulkadir and Ramazan (2017) reveal that there is a significant effect of tenure, status on commitment but there was no significant difference found with respect to marital status and education.

### RESEARCH METHODOLOGY

Research Objective: The main objective is to study the significant impact of demographic variables like gender, age and tenure in the current organization on organizational commitment.

### Hypothesis of the Study

#### First hypothesis:

**H<sub>1</sub>:** There is no significant impact of gender on Organizational

Commitment.

#### Second Hypothesis

**H<sub>2</sub>:** There is no significant influence of age on organizational commitment

#### Third Hypothesis:

**H<sub>3</sub>:** There is no significant impact of tenure in current company on organizational commitment.

#### Importance of the study:

This study will contribute to understand organizational commitment with respect to these variables and further it can be useful in determining how commitment help in retention of employees in the organization.

The **scope of the study** includes employees working at various levels in IT companies of Pune and Gandhinagar/Ahmedabad.

**Sampling technique** used is Non-probability convenience sampling.

The sample includes 207 participants of IT companies in Pune. Out of 207 respondents, 42% are female and 58% are male. Of total 207 respondents, 12.6% respondents are between 20 to 24 years, 26.1% respondents are between 25 to 29 years, 26.1% respondents are between 30 to 34 years, 16.4% respondents are between 35 to 39 years, 7.2% are between 40 to 44 years, 6.8% respondents are between 45 to 49 years and 4.8% respondents are above 50 years. Moreover out of 207 samples, 10.6% respondents have worked with current company for less than 1 year, 16.4% respondents have worked with current company from 1 year to 2 years, 25.1% respondents have worked with current company from 3 years to 5 years, 23.2% respondents have worked with current company from 6 to 10 years, 15.9% respondents have worked with current company from 11 years to 15 years. 8.7% respondents have worked for over more than 16 years in the present company.

**Research Instrument:** 10 items from Allen and Meyer's Organizational Commitment Questionnaire has been used. The scale's internal reliability established by calculating Cronbach's alpha. The alpha value is 0.885 which is higher than the acceptable level 0.70 and hence it can be said that the scale has internal reliability.

**Primary data** is collected by administering an online web-survey through qualtrics.com. Moreover the researcher has done further investigation with the help of unstructured open-ended personal interviews with respondents to analyze the findings qualitatively. Secondary data is obtained from relevant articles and editorials from magazines, newspapers, journals, books and websites.

The **data collected is analyzed** with the help of Statistical Package for Social Sciences (SPSS) and the data is tested using non-parametric tests in order to draw the inference about the demographic variables. Mann-Whitney U test is conducted for

knowing the impact of gender on commitment and Kruskal Wallis Test for knowing the effect age and tenure on commitment in the organization.

**RESULTS**

**Descriptive Statistics**

**Table 1: Mann Whitney U Test (gender), Kruskal Wallis Test (age and tenure)**

Statements	Mean	SD	N	Asymp. Sig. (2-tailed) Gender	Asymp. Sig. (2-tailed) Age df-6	Asymp. Sig. (2-tailed) Tenure df-5
I am very happy to spend rest of my career with this organization.	3.04	1.301	207	.239	.957	.700
I really feel this organization's problems are my own	3.04	1.238	207	.913	.905	.455
I do not get emotionally attached to this organizations.	2.86	1.286	207	.817	.654	.479
<b>I do not feel a strong sense belonging to my organization</b>	<b>2.78</b>	<b>1.193</b>	<b>207</b>	.647	.916	.410
It would be very hard for me to leave my organization right now, even if I want to	3.14	1.271	207	.820	.261	.031*
Too much in my life would be disrupted if I decided to leave the organization	3.06	1.300	207	.141	.910	.020*
I feel a sense of moral obligation towards this organization.	3.08	1.228	207	.354	.205	.579
If I get a better job elsewhere I would not feel it is right to leave my organization	2.92	1.188	207	.747	.250	.009*
<b>I do not believe that an employee must be loyal to his or her organization</b>	<b>2.68</b>	<b>1.295</b>	<b>207</b>	.560	.527	.307
Jumping from organization to organization does not seem unethical to me	2.94	1.215	207	.480	.861	.714

SD: Standard Deviation, N: no. of samples, df-degrees of freedom, \*: p<=0.05 (two-tailed). Source: Compiled by the author from SPSS Output

From the table one we can see that highest mean is 3.14 and standard deviation is 1.27 for the statement 'It would be very hard for me to leave my organization, even if I want to.' And lowest mean is 2.68 with standard deviation as 1.29 for the statement 'I do not believe that an employee must be loyal to his or her organization.' So we can say that there is moderate commitment of the respondents towards the organization.

From the table 1, we can see that the p value (gender) for all the statements is more than 0.05, and hence we accept the null hypothesis that there is no significant impact of gender on organizational commitment.

From table 1, we can see that the p-value (age) for all the statements is more than 0.05 and hence we fail to reject the null hypothesis and accept it that there is no influence of age on organizational commitment

From Table 1, we can see that the p-value for following statements is less than 0.05 and hence the null hypothesis is rejected and alternate hypothesis is accepted which implies that there is a significant impact of tenure in the current organization on organizational commitment.

**Table 2: Mean Ranks**

	Tenure in the current organization	N	Mean Rank
It would be very hard for me to leave my organization right now, even if I want to	Less than 1 year	22	105.68
	<b>From 1 year to 2 years</b>	<b>34</b>	<b>87.49</b>
	From 3 year to 5 years	52	102.95
	From 6 to 10 years	48	118.53
	From 11-15years	33	88.78
	<b>More than 16 years</b>	<b>18</b>	<b>129.72</b>
Total	207		
Too much in my life would be disrupted if I decided to leave the organization	Less than 1 year	22	105.43
	<b>From 1 year to 2 years</b>	<b>34</b>	<b>92.35</b>
	From 3 year to 5 years	52	92.82
	From 6 to 10 years	48	115.93
	<b>From 11 to 15 years</b>	<b>33</b>	<b>127.65</b>
	More than 16 years	18	92.91
Total	207		

If I get a better job elsewhere I would not feel it is right to leave my organization	Less than 1 year	22	106.75
	From 1 year to 2 years	34	91.82
	From 3 year to 5 years	52	100.97
	From 6 to 10 years	48	97.66
	From 11 to 15 years	33	138.30
	<b>More than 16 years</b>	<b>18</b>	<b>86.42</b>
Total	207		

Source: Compiled by the author from SPSS Output

**From Table 1 and 2 we can say that:**

**1. It would be very hard for me to leave my organization, right now, even if I want to.** The p-value for this statement is 0.031 and the mean rank of respondents having experience in the company more than 16 years is 129.72 and that of respondents having experience in the company from 1 year to 2 years is 87.49 so respondents having experience in the company for more than 16 years would very much feel that even if they want to leave the organization, it will be hard for them in comparison to the respondents having experience in the company from 1 year to 2 years who are just the beginners who would not mind to switch if they get good prospect.

**2. Too much in my life would be disrupted if I decided to leave the organization.** The p-value for this statement is 0.020 and the mean rank of respondents having experience in the company from 11 year to 15 years is 127.65 and that of respondents having experience in the company from 1 year to 2 years is 92.35 which means that respondents having experience in the company from 11 year to 15 years have spent a very long time in the organization due to which they feel a high cost of leaving that organization as explained by the continuance commitment in comparison to the respondents having experience in the company from 1 year to 2 years, who would not think even once before switching as it is easier for them to switch because of they are new to the enterprise.

**3. If I get a better job elsewhere I would not feel it is right to leave my organization.** The p-value for this statement is 0.009 and the mean rank of respondents having experience in the company from 11 year to 15 years is 138.30 and that of respondents having experience in the company more than 16 years is 86.42 so respondents having experience in the company from 11 year to 15

years agree that if they get a better job elsewhere, it will not be right to leave the organization in comparison to the respondents having experience in the company more than 16 years.

#### DISCUSSION AND IMPLICATION:

It is found that there is a significant impact of **tenure in current organization on organizational commitment**. This implies that **the more an employee spends time with one organization more it is difficult for them to leave the organization**. Respondents having a work experience of over 16 years in the same organization would not leave the company even if they wish to do so. The reason is, **they perceive a high cost of losing organizational membership and hence commit to the organization. This phenomenon is termed as continuance commitment**. Expenses of losing that respected organizational membership are social cost like friendships with co-workers, economical cost like pension accruals, gratuity. (Becker, H. S., 1960). In any case, an individual doesn't see constructive costs as enough to remain with an association but also should consider other things like availability of other job prospects, disrupted personal ties that might incur from leaving the organization. It is also interesting to know that 16% of the respondents having **experience from 11 to 15 years in the same organization feel some sense of moral obligation to remain with the organization. The individual commits to the organization because of the feelings of obligation imbibed in him since the joining of the organization**. The associate, for instance, after working for the current organization for over 12 years **believes that organization may have invested time, money and other resources in preparing a worker hence he feels a kind of an obligation and commits to advance exertion at work and remain with the enterprise to reimburse the obligation. Moreover the employee feels that the organization values their contribution and gives them appropriate rewards and works for their welfare, and hence he/she should not leave the organization**. Hence it can be said that experience in the same organization has a significant impact on organizational commitment.

Further it is worth noting that there is no significant impact of gender and age on organizational commitment. This is something contrary to the findings as per prior studies like Allen and Meyer (1990), where the researcher found that there is an impact of age on commitment. This implies that even if an employee enter at a higher age in the organization, he/she would be committed to the organization. But that might happen with passage of time in the organization that a relationship is build up and hence he/she shows commitment towards the organization. Same is the case with gender that there is no significant impact of the same on commitment. So whether it is female or males it doesn't have an influence on commitment.

#### CONCLUSION

The main purpose of this study was to know the impact of demographic variables like age, gender and tenure in the organization on commitment. As per the findings, which reveal that tenure has a significant impact and hence the employer should take this into consideration and thereby pay more attention to the employees who have spent a major time of their career in the same organization and are loyal to the organization so that they can retain them, which will result in a win-win situation for both the employer and the employee.

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