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RELATIONS BETWEEN ORGANIZATIONAL COMMITMENT AND AGE: A RESEARCH IN PRIVATE CORPORATE SECTOR

Psychology

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ABSTRACT

Organisation commitment is a major factor contributing to a successful working of an organisation.Various studies have showed that a truly satisfied and committed employee will work more productively, identify the goals of the organisation and works diligently towards achieving it and if human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organisation's competitive advantage. This paper will analyze the concept of organizational commitment, what it means and why it is so relevant to organizations. To fill this knowledge gap, the present study examined the relations between organizational commitment and Age (younger and older; >30-<30) on organisation commitment. A total of 200 IT professionals have been selected for the study .A well standardised self administered scale has been used with the reliability of 0.77 . Data were analyzed to predict organisation commitment from age. Two parameters have been selected for the study , a) Identification within the organisation. b) Concern for the organisation. Results suggest that age has no direct influence over organisation commitment. The study recommends that human resource managers identify the factors which influences an employee's job satisfcation in order to retain them in the organisation and to save the organisation from the tedious long process of hiring and recruiting new employees. Moreover, in today's fast paced corporate sector organizations can no longer guarantee "a job for life" , because of which employees are not motivated and loyal enough to stay back in the same organisation.

KEYWORDS

Organisation commitment, age, employees, identification.

INTRODUCTION

There is nothing less than a revolution taking place in the way work is organised and managed these days all over the world. Organisations are adopting practices that until recently would have been rejected as impracticable, idealistic or downright unthinkable. Commitment which is encapsulated by the phrase "giving all of yourself while at work", is concerned with the level of attachment and loyalty to an organisation. Commitment has been defined as a state of being in which an individual becomes bound by his actions and through these actions too beliefs as to sustain the activities and his own involvement (Salanick, 1977)

Review of literature

A study by Bashir et al(2021) examined the relation between younger age employees and financial and non-financial performance compared to that of old age employees, it was found that job crafting fails to mediate the association between old-age employees and organization's financial and non-financial performance.

Khan et al (2018) studied that there is a significant and positive correlation with job satisfaction in reference with age as well as organizational commitment. Age plays a major role in job satisfaction and thus it directly affects the organisational commitment of an employee.

In the study done on library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience, it was found that there is no significant difference However, there was a significant difference in the affective commitment of library personnel based on their years of experience (Adegbaye,2021).

A study done on Teachers working at the Libyan schools, which are operating in Turkey, it was found that marital status and age had an impact on the organisational commitment level (Elkhdr,Aimer 2020).

Research studies imply mainly inconsistent results about the relationship between organisational commitment and demographic factors . It was found that there was no differences in organizational commitment regarding the employees' gender or marital status, while the differences in employees' organizational commitment exist regarding employees' age, tenure in organization and education (Danica Bakotic,2021).

Research objectives

In order to find out organisational commitment among younger and older; >30-<30 professional IT employees in private sector. Two parameters were selected, the study aimed to -

- Identify organisation commitment among younger and older; >30-<30 professional IT employees professionals in private sector.
- Evaluate the effect of age on organisational commitment among the professional IT employees with two parameters.
- Examine the impact of the age difference on the overall organisational commitment among the professional IT Employees in private sector.

Further, following null hypotheses are tested in this study.

- Ho1: There is no difference in organisational commitment among younger and older; >30,<30 IT professionals in private sector .
- Hoa: There is no difference in organisational commitment among younger and older; >30,<30 IT professionals in private sector with reference to concern for the organisation Identification within the organisation.
- Hob: There is no difference in organisational commitment among younger and older; >30,<30 IT professionals in private sector with reference to Identification within the organisation.

METHODOLOGY

This study aims at examining the relations between organizational commitment and Age among younger and older; >30,<30 IT professionals in private .The two parameters are considered to be as dependent variables and the independent variable is the age difference. The survey research design was adopted for this study. A quantitative methodology was selected for this study to measure organizational commitment of the respondents relating to two commitment dimensions. A Standardised organisational commitment scale by Dr. Upinder Dhar et al (2002) was used as the data collecting instrument .The study population was made up of 200 professional IT employees of private sector. Excel and SPSS (Statistical Package for the Social Sciences) has been used to analyze the data in order to achieve the research objectives via answering the research questions. Mean, Standard deviation and Independent Samples Test was used for statistical testing to determine the differences among; >30,<30 IT professionals.

There are various factors which constitutes to organisational commitment. It is a job attitude as well as one of the main predictors because it is more global and enduring resonse to the organisation as a whole than is job satisfaction.It constitutes of four factors- the focus or target of commitment, the definition and measurement of commitment ,the cause of variation in commitment and the consequences of commitment.

RESULTS

Table 1 indicates that the mean of 200 employees with reference to concern for the organisation among <30, >30 employees (90 employees comes under the age of 30 years , wherein 105 employees comes under the age of more than 30 years.) is 16.84 and 16.79, SD is 1.76 and 1.88.

Mean of 200 employees with reference to Identification within the organisation among <30, >30 employees (90 employees comes under the age of 30 years ,wherein 105 employees comes under the age of more than 30 years.) is 11.08 and SD is 1.62 and 1.41. The overall mean score for organisational commitment among both the age groups is 27.92 and 27.93

Thus, showing that there is no difference in the overall mean scores of both younger and older; >30-<30 professional IT employees professionals in private sector.

Table 1 indicating Mean, Standard Deviation among >30, <30 IT professionals in private sector

Group Statistics					
	age_c	N	Mean	Std. Deviation	Std. Error Mean
Organisation commitment(concern)	<30	95	16.8421	1.76440	.18102
	>30	105	16.7905	1.88463	.18392
Organisation commitment _(identification)	<30	95	11.0842	1.62208	.16642
	>30	105	11.1429	1.41032	.13763
total_organisation commitment	<30	95	27.9263	2.39344	.24556
	>30	105	27.9333	2.26710	.22125

Table 2 Indicating Significant Value With Reference To The Two Parameters Independent Samples Test

	t-test for Equality of Means			
	T	Df	Sig. (2-tailed)	Mean Difference
Organisational commitment (cocern)	.199	198	.842	.05163
Organisation commitment (identification)	-.273	198	.785	-.05865
Total organisation commitment	-.021	198	.983	-.00702

Testing hypotheses

According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.983) higher than 0.05. Therefore, the null hypothesis (Ho1) cannot be rejected.

According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.842) higher than 0.05. Therefore, the null hypothesis (Hoa) cannot be rejected.

According to the Table 2, value of sig. (2-tailed) under t-test for equality of means is (0.785) higher than 0.05. Therefore, the null hypothesis (Hob) cannot be rejected.

DISCUSSION

There are some variations among the two age groups (95 is <30, 105 is >30) in organisational commitment ,but considering the overall mean score of both, they have the equal level on organisational commitment. Statistically, there is no significant difference on each of the facet's between both the age groups of IT professionals working in private sector. Various studies also shows that the relation between younger and old age employees and financial and non-financial performance , job crafting had a positive correlation with young age employees compared to old age employees ,Bashir et al(2021) . In the study done by Keni et al (2013)it was examined that there is no significant relationship between retirement age and organizational commitment as it is a very subjective term for every employee. (Adegbaye,2021) in the study done on library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience, discussed that there is no significant difference .However, there was a significant difference only in the affective commitment of library personnel based on their years of experience (Adegbaye,2021).

CONCLUSION AND RECOMMENDATIONS

In conclusion, it's easy for organisations to say that people are our most important assets or the source of our competitive advantage. But it's much more difficult to provide evidence, especially at a time when downsizing is so prevalent. However by placing organisational commitment at the core of the definition of HRM is an attempt to "win the hearts and minds of the workforce".

The sense of belongingness to the organisation has been recognised as one of the most powerful forces that bind people together. Managers create this by ensuring that the workforce is simultaneously informed and involved in sharing the success. The sense of excitement about the work is built through pride, trust, accountability and finally confidence in managament, which is enhanced by attention of authority, dedication and competence , Walton (1985).

The study can be extended to investigate the various factors influencing organisational commitment as well as job satisfaction including demographic factors as well as factors like job security, compensation, working conditions, supervision, etc.

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