

INFLUENCE OF AGE AND AREA ON ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN ELECTRONIC INDUSTRY IN CHENNAI AND BANGALORE

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Abstract

This paper examines the influence of age and area on organizational commitment of employees in electronic industry in Chennai and Bangalore. *The sample size is 800. The study has found that 14 percent of employees in both areas have high level of organizational commitment. Gender does not have significant influence in the organizational commitment of employees. Further it is also noted that there is no interactive effect of gender and area on the organizational commitment.*

INTRODUCTION

In organizational behavior and industrial and organizational psychology, organizational commitment is an individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. It may also not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve.

Meyer and Allen's (1997) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research". Their study was based mainly around previous studies of organizational commitment. Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization. Mercurio (2015) extended this model by reviewing the empirical and theoretical studies on organizational commitment. Mercurio posits that emotional, or affective commitment is the core essence of organizational commitment.

REVIEW OF LITERATURE

Peter et al (1993) conducted a study based on Data obtained from the 1991 "Work Organizations" module of the General Social Survey (GSS) reveal a small but significant tendency for employed men to display higher organizational commitment (OC) than employed women do. This article examines the gender differences and

factors that arguably heighten or dampen it. The authors consider both job models highlighting gender differences on job attributes such as autonomy or rewards, and gender models that stress socialization, family ties, and differential labor market opportunities. They find that the primary explanation for the gender difference is that men are more likely than women to hold jobs with commitment-enhancing features. Gender differences in family ties do little to affect male-female OC difference. When job attributes, career variables, and family ties are simultaneously controlled, the authors find that, if anything, women tend to exhibit slightly greater OC. Contrary to implications of some gender models, the correlates of OC do not appear to be appreciably different for men and women.

Ayhan et al conducted a study to determine the effect of gender on the organizational commitment of teachers. In this respect, the levels of organizational commitment were also investigated with organizational commitment. Fifteen master and doctorate theses done between 2005-2009 were analyzed using meta analysis. At the end of the research study, the mean effect size was calculated as -0,07. It means that the effect of gender on the organizational commitment is on the favor of males. Particularly, it was found that the effect of gender is in the favor of males at the levels of identification and internalization. Male teachers can adopt the norms and values of the organization easier than females. On the other hand, female teachers have a tendency of organizational commitment so as to carry on their acquisition.

Gregory V. Voloshin (2016) conducted a research to investigate the organizational commitment levels between male and female coaches at the high school level by using

descriptive statistics. This study analyzed organizational commitment levels between male and female coaches at the Division I and III collegiate levels using Meyer, Allen, and Smith's (1993) Revised Commitment Survey, as well as seven personal characteristic questions, which were used to measure each participant's organizational commitment. There were 331 possible coaches (250 = male, 81 = female) who were eligible to participate in the study. Additional demographic questions were added to the survey regarding age, gender, kinship responsibilities, organizational tenure, occupational tenure, coaching level, and the sport coached. Results revealed that there are no differences between Orange County Interscholastic Athletic Association (OCIAA) male and female coaches' levels of affective commitment (AC), normative commitment (NC), continuance commitment (CC), continuance commitment low alternative (CC:LoAlt), and continuance commitment high sacrifice (CC:HiSac). However, there were differences between the different levels of AC, NC, and CC for the entire population of OCIAA coaches who participated in the study. Recommended research should explore the commitment level of samegender coaching responsibilities and between different genders of coaches in the same sport. Coaches may have higher commitment levels when they are coaching teams of their own gender. For example, women who coach girls may have different commitment levels than women who coach boys. Future research is also recommended to see if a correlation exists between the organizational commitment of the athletic director and his or her coaching staff.

RESEARCH METHODOLOGY

Research Design

The study is to understand the organizational commitment, among the employees in electronic industry in Chennai and Bangalore and their neighborhood. An effort is also made to understand the influence of age and area on organizational commitment of employees. Hence, a descriptive research design was followed by the researcher. A survey was conducted among the electronic industry employees with help of a questionnaire.

Sampling Framework

Area

The study was conducted in Chennai and their neighborhood, and Bangalore and their neighborhood. Chennai has maximum number of electronic companies in Sriperumpudur and in the Chennai city. Similarly in Bangalore, electronic city is there. So these two places were found to be the potential places for conducting the survey. So the researcher finds Chennai and Bangalore as the most suitable places to conduct this research. Throughout the work the researcher has made two clusters of areas. Here, Chennai represents the Chennai and their neighborhood, Bangalore represents the Bangalore and their neighborhood.

Sampling Technique

In this study, the researcher has adopted the convenient sampling technique for selecting the sample. Convenient sampling procedure is used to obtain those units or people most conveniently available. Researchers generally use convenient samples to obtain a large number of completed questionnaires quickly. There will not be bias in

the responses in using the convenient sampling since the respondents voluntarily participate in the survey. As the respondents show interest to fill up the questionnaire, the error rate will be minimal. Especially many internet surveys are conducted with volunteer respondents, who either intentionally or by happenstance visit the website. In this scenario the respondents who are met personally and through net are not forced to fill up the questionnaire. The purpose is explained to them and their involvement in the study is left to their choice. So convenient sampling was the best sampling method available in this situation.

Data Collection

Primary Data

The primary data was collected by two methods

1. Survey through Web Hosting
2. survey through Hard Copy Circulation

An exclusive website (www.vimoha.com) is designed and the questionnaire was hosted. The URL link is sent to employees in electronic industry in Chennai and Bangalore. The respondents can log into the website and fill up the questionnaire. The filled in questionnaire are saved in the e- mail. The filled-in- questionnaires were then downloaded for the analysis.

An effort is also taken to circulate the questionnaire personally to the employees for collecting data. The respondents are explained about the purpose of the research, and assured that their data will kept confidential and used only for the academic purpose.

Secondary Data

The necessary secondary data to support the research regarding quality of work life and electronic industry have been collected from the Indian Institute of Management-Bangalore, libraries of management institutes, and university library. Sufficient data have been collected from electronic sources also.

Sample Size

Around 480 questionnaires were distributed for the study in Chennai and in Bangalore. Also the questionnaire was hosted in web. Finally, in Chennai and their neighborhood, 125 responses were received from web and 350 responses were received in hard form. And in Bangalore 150 responses were received from web and 325 responses were received in hard form. Out of the received responses in the study area, the elimination of cases with missing data resulted in 410 responses in Chennai, and 405 responses in Bangalore. Out of the completed questionnaire, the first 400 in each study area have been taken for the study.

Instruments Used In The Study

Organizational Commitment - developed by R.T.Mowday, R.M.Steers, L.W.

Porter (1979)

OBJECTIVES

- to find out the level of organizational commitment of employees
- to study the influence of age, area and the interactive effect of age and area on the organizational commitment of the employees

RESULTS AND DISCUSSION

Organizational Commitment

It is an employee’s loyalty towards the organization and an employee’s intention to stay with the organization. Loyalty is an affective response to, and identification with, an organization, based on a sense of duty and responsibility. One may use Herscovitch and Meyer’s definition: ‘the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed’.

The level of organizational commitment of the employees and the influence of demographic variables over the organizational commitment is explained below.

Table 1 - Organizational Commitment among the Respondents

Level of Organizational Commitment	Chennai		Bangalore	
	Number	Percentage	Number	Percentage
Low	70	17.5	48	12.0
Medium	274	68.5	294	73.5
High	56	14.0	58	14.5

Source: Primary Data Percentage- Row Percentage

Table 1 explains the level of organizational commitment among the employees in Chennai and Bangalore.

It is inferred that in Chennai, 17.5 percent of the employees have perceived low level of organizational commitment, 68.5 percent of the employees are having medium level of organizational commitment, and 14 percent of the employees have reported high level of organizational commitment.

In Bangalore, the organizational commitment is low among 12 percent of the employees, medium among 73.5 percent of the employees, and high among 14.5 percent of the employees.

So it is revealed from the result that majority of the employees in Chennai, Bangalore has got moderate level of organizational commitment.

Figure - 2 Organizational Commitment Based on Gender and Area

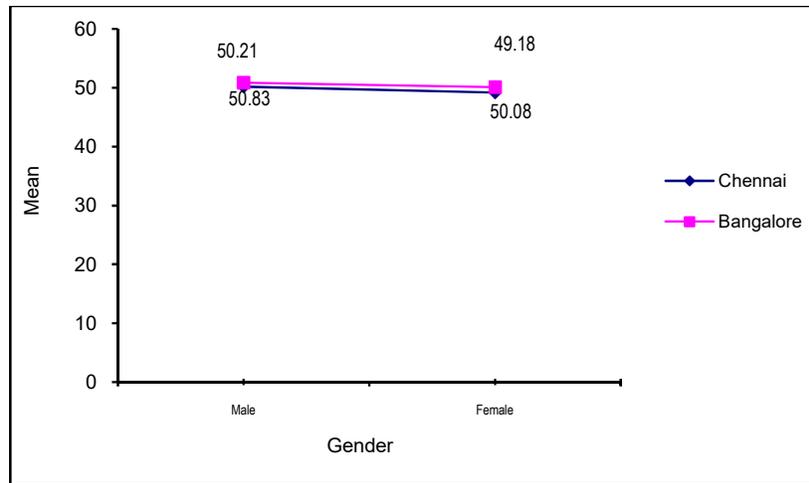


Table- 2 Organizational Commitment Based on Gender and Area

Source	F – value	P-value
Sex	0.943	0.332(NS)
Area	0.688	0.407(NS)
Sex * area	0.024	0.877(NS)

Source: Primary Data NS- Non-Significant

Figure 2 depicts the mean value for the organizational commitment among the employees based on gender and area. The organizational commitment is high among

the male employees with a mean value of 50.83 and low among the female employees with a mean value of 49.18 in Chennai.

In Bangalore also the organizational commitment is high among the male with the mean value of 50.21 and low among the female employees with the mean value of 50.08. It is seen that the organizational commitment is high among the male employees in Chennai as well as in Bangalore.

Ho: 2.1- There is no significant difference in the organizational commitment among the employees based on gender.

Ho: 2.2 – There is no significant difference in the organizational commitment among the employees based on the area.

Ho: 2.3 – There is no interactive effect of gender and area in the organizational commitment among the employees.

ANOVA test is executed to examine the above mentioned hypotheses. Table – 2 discuss the ANOVA result for the organizational commitment among the employees based on gender and area.

Gender does not influence the organizational commitment level of the employees. This is because the calculated F-value is found to be 0.943 and the P-value is 0.332. Since the P-value is non-significant, the hypothesis Ho: 2.1 is accepted.

From the test result, it is inferred that the level of organizational commitment is the same among the employees across area. Since F-value 0.688 and the P-value is 0.407, the hypothesis Ho: 2.2 is accepted.

The computed F-value is 0.024 and the P-value is 0.877. It indicates that there is no interactive effect of gender and area in the level of organizational commitment among the employees. Hence the hypothesis Ho: 2.3 is accepted.

Gender as well as area does not have any influence in the level of organizational commitment of the employees. Here, gender and area combined together also do not induce the employees' organizational commitment.

Since the F-value is 1.842 and the P-value is 0.138, the hypothesis Ho: 4.5.2.3 accepted. It is concluded that age and area when combined together do not interact with the level of organizational commitment of the employees.

The Bonferroni test denotes that there is variation in the organizational commitment between the employees in the age group of less than 25 years and employees in the age group of 36-45 years.

FINDINGS AND CONCLUSION

Majority of the employees of Chennai, Bangalore has got moderate level of organizational commitment. Only 14 percent of employees in both areas have high level of organizational commitment.

Gender does not have significant influence in the organizational commitment of employees. Further it is also noted that there is no interactive effect of gender and area on the organizational commitment.

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