DEMOGRAPHIC IMPLICATIONS ON EMPLOYEE COMMITMENT: AN EMPIRICAL STUDY ON IT EMPLOYEES

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ABSTRACT

This study proposes to examine the Employee commitment of Information Technology (IT) employees in relation to their demographics. The study is descriptive and empirical in nature and the data was collected through questionnaire method. The sample size for the study is 109 IT employees of Bangalore city. The first part of the questionnaire constituted the demographic questions and the second part of the questionnaire constitutes the 24-item Employee commitment scale developed by Allen & Meyer in 1990. The scale comprises of three dimensions namely Affective Commitment, Continuance Commitment and Normative Commitment. The study proposes to identify the scores of the three sub-dimensions of Employee commitment. The reliability of the scale was measured using Cronbach Alpha coefficient. Statistical techniques such as Independent sample T-test and One Way Analysis of Variance were used to test the hypotheses pertaining to the IT employee demographics and their Employee commitment.

KEYWORDS: Normative Commitment, Continuance Commitment, Affective Commitment, Employee Commitment & Demographics

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INTRODUCTION

No organization can operate at maximum rates in today's competitive world unless every worker is dedicated to the objectives of the institute and operates as an efficient member of the team. Having staff that come to work faithfully on a daily basis and do their employment separately is no longer good enough. Employees now have to believe and demonstrate their worth as entrepreneurs while working in teams. They also want, however, to be part of a successful organization that offers a healthy revenue and chance for growth and job security. In today's turbulent and vibrant setting, a company's ultimate growth and survival depend on its employees' expertise, abilities, and capacities. Existent literature indicates that a favourable organizational climate leads to greater rates of employee commitment, which is a significant notion in terms of staff attitudes, as well as the notion of perceived organizational performance, which can be assumed as a mirror of real performance. Former readings have highlighted that there is a association between demographic characteristics and employee commitment and its sub-dimensions

THEORETICAL BACKGROUND

Employee commitment is the psychological attachment of an individual to the organization in organizational behaviour and industrial and organizational psychology. The foundation behind many of this research was to discover methods to enhance how employees feel about their employment in order to make them more dedicated to their establishments. Employee commitment foresees work factors such as revenue, nationality conduct in organizations, and job performance. It is been represented that some variables such as role pressure, empowerment, job insecurity

and employability, and management distribution are connected to the feeling of employee commitment of a worker.

Porter et al. (1974) define employee commitment as "an attachment to the organization defined by an intention to remain in it; identification with the organization's values and objectives; and a readiness to make additional efforts on its behalf". Meyer, Allen and Smith (1993) state that there are three kinds of employee commitment: Normative, Continuance and Affective commitment.

Employee commitment is, according to Balay (2000), a sense of bond and attachment that connects staff and organizations and unites them around a common value and goal.

There are distinct levels of individual engagement depending on individuals ' growth of the various phases of an engagement. Approximately the rates of commitment can be split into the three levels of greater, moderate and lower rates of commitment as outlined below:

A higher level of commitment: According to Reichers (1986), a high level of employee commitment means a powerful recognition of the objectives and values of the organization and a tendency to try to remain with the establishment.

Moderate level of commitment: The moderate or partial level of employee commitment means a sensible recognition of organizational objectives and values as well as a tendency to remain with the Institution.

The lower level of commitment: The low level of employee commitment means that organizational objectives and values are not accepted, and he is reluctant to try to remain within the organization.

Irefin (2014) carried out a study which emphasises on the influence of Worker Commitment on Organizational Performance and Employees revenue. Both descriptive and explanatory research methodologies were adopted in this study. The result shows that: the level of employee commitment of the workforce was really large; there was aequally high association between employee commitment and organizational performance; there was also a very high association between employee commitment and employees turnover.

Swastadiguna (2018) explained the role of job satisfaction on employee commitment. The research was conducted in Bali, Indonesia. It was concluded that the Job Satisfaction had a affirmative impact on the employee commitment of workers.

Arakal and Sebastian (2013) studied the effect of Employee commitment on Job Performance. The reading recommended that in future the managers must concentrate on developing strong Employee commitment among the employees so that it leads to improvement in their performance.

OBJECTIVE

To measure level of Employee Commitment of Employees in the IT Sector

Allen & Meyer (1990) have suggested a three dimension model to explain Employee commitment and its dependence on psychological state of employees. They found that the mental state of an employee characterize their commitment towards the organization. Hence, Affective, Continuance and Normative became the three accepted forms of Employee commitment in the writings. When an employee displays positive emotional connect with the organization, it becomes his Affective Commitment. However, when an employee continues working for the present establishment because of the welfares of remaining rather than the charges of moving out then its termed as Continuance Commitment. When the employees sense

that waiting back in the present organization is like a honest obligation to them and they feel it's their duty to continue working in the same organization then such commitment came to be known as Normative Commitment.

Numerous readings have been conducted on employee commitment and most of those revolve around factors which impact employee commitment. However, there have been studies which focus on the connect between employee commitment and individual attributes of workers such as gender, age, marital status and educational qualification (Abdulla & Shaw, 1999). From the literature on Employee commitment it was found that very little research has been conducted on employee commitment in higher education sector (Chughtai & Zafar, 2006).

Objective: To Measure the Differentiation in Employee

Commitment of IT Employees based on Gender

Plenty of literature exists on employee commitment and gender of employees but most of such studies have yielded inconsistent results, some studies were significant while others were insignificant. Salami (2008) claimed that no significant difference exists between gender and employee commitment; therefore, it is difficult to decide whether being a man or woman results in better or more sincere employee commitment. On the other hand, Abdulla & Shaw (1999) explained that males show continuance commitment more than females. Akintayo (2010) also found difference between employee commitment and gender. His study showed that male employees do not exhibit commitment towards their organization the way female employees do. Therefore, it was hypothesized as in below in this study.

H1: Employee Commitment of IT Employees does not vary with their Gender

Objective: To Measure the Differentiation in Employee Commitment of IT Employees based on Marital Status

An individual's approach towards his job and his commitment towards the organization can be affected by that individual's marital status. There is limited literature on the role of marital status on the employee commitment of employees. However, some of the studies have considered marital status as a control variable in their study (Abdulla & Shaw, 1999). In such studies, the argument was that married employees tend to have a greater level of commitment towards their job and their organization due to the financial needs, responsibilities and need for security as compared to unmarried or single employees (Abdulla & Shaw, 1999; Hrebiniak & Alutto, 1972).

Therefore, it was hypothesized as in below in this study.

H2: Employee Commitment of IT Employees is not Differentiated with their Marital Status

Objective: To Measure the Differentiation in Employee Commitment of IT Employees based on age Group

Several studies have determined important and affirmative relation between an employer's age and his commitment towards the organization (Parasuraman & Nachman, 1987; Dunham, Grube & Castaneda, 1994). Sommer, Bae & Luthans (1996) validated that as age of the employee increases their employee commitment also increases. The main argument for this is that older employees prefer stability and also get very few job offers, hence they stick to their jobs for a long time.

H3: Employee Commitment of IT Employees does not Vary with their Age

Objective: To Measure the Differentiation in Employee Commitment of IT Employees based on Seniority

Literature also shows that people spending more time with an organization have more employee commitment as compared to those who spend less tenure with the association. There appears to be a strong connection between years of service in an organization (seniority) and their level of commitment towards that organization (Mathieu & Zajac, 1990; Abdulla & Shaw,

1999; Dunham, Grube & Castaneda, 1994). The main argument for this is that a person who remains in the same institution for a long time develops an emotional bonding with the organization which hinders him from switching over to another organization (Meyer & Allen, 1997). Thus, it can be said that service tenure can be measured as a precursor of employees' commitment (Mathieu & Zajac, 1990; Abdulla & Shaw, 1999). Thus, it can be hypothesized in this study as below:

H4: Employee Commitment of IT Employees does not Vary with Length of Service (Seniority) in the Organization

METHODOLOGY

The research methodology used for this study is empirical research. The quantitative study proposes and tests hypotheses relating to demographics of IT employees and their level of Employee commitment.

SOURCES OF DATA COLLECTION

Primary Data

Primary data was collected from the respondents using survey method with the help of structured questionnaire. The scale used to measure Employee commitment was a 24-item Allen & Meyer's Employee commitment Scale (1990).

Secondary Data

Information from secondary sources like journals, research papers, magazines, would also be considered for the study.

Sampling Design

The procedure of choosing a percentage of the population to signify the whole population is known as sampling. To survey the successful IT employees, the sampling technique that was adopted was Judgmental sampling. A self-administered questionnaire was distributed to 104 IT employees with more than 2 years of experience in the present organization. Of the 104 respondents in the sample, 64 respondents were female and 40 respondents were male.

Data Analysis Tools

The collected data was analysed using the SPSS software and few statistical techniques like Independent Sample T-Test and One-way ANOVA.

RESULTS

Table 1: Gender Profile of the IT Employees Surveyed

Gender Profile	Frequency	Percent
Male	64	68.5
Female	40	31.5
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, 40 respondents (31.5 percentage) were females and 64 respondents (68.5 percentage) were males. Majority of the IT employees surveyed were males.

Table 2: Total Years of Experience of the IT Employees Surveyed

Years of Experience	Frequency	Percent
0-2 yrs	46	46.9

3-5 yrs	29	17.2
6-10 yrs	24	15.8
10-20yrs	3	3.3
More than 20 yrs	2	16.7
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, around 50 percentage of the IT employees have less than 2 years of experience, 17 percentage of them have 3 to 5 years of experience, 15 percentage have between 6 to 10 years of experience, only 3 percentage of them have between 10 to 20 years of experience and around 17 percentage of them have more than 20 years of experience.

Table 3: Seniority in Present Organization of the Surveyed IT Employees

Seniority	Frequency	Percent
0-2 yrs	45	43.3
3-5 yrs	36	34.6
6-10 yrs	19	18.3
10-20yrs	2	1.9
More than 20 yrs	2	1.9
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, around 43 percentage of the IT employees have less than 2 years of seniority in the present organization, 35 percentage of them have 3 to 5 years of seniority, 18 percentage have between 6 to 10 years of seniority, only 2 percentage of them have between 10 to 20 years of seniority and around 2 percentage of them have more than 20 years of seniority.

Table 4: Marital Status of the Surveyed IT Employees

Marital Status	Frequency	Percent
Unmarried	84	80.8
Married	20	19.2
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, around 80 percentage of the IT employees surveyed were unmarried and 20 percentage of them were married.

Table 5: Age Group of the Surveyed IT Employees

Age Group	Frequency	Percent
18 - 25 yrs	65	62.5
26 - 35 yrs	16	15.4
36 - 45 yrs	23	22.1
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, 62.5 percentage of the IT employees surveyed were between 18 and 25 years of age group and 15.4 percentage of them were between 26 and 35 years of age group, 22.1 percentage of them were between 36 and 45 years of age group.

Table 6: Annual Income of the Surveyed IT Employees

Annual Income	Frequency	Per cent
Less than 5 lakhs pa	34	32.7
5-10 lakhs pa	25	24.0
10-15 lakhs pa	23	22.1
Above 15 lakhs pa	22	21.2
Total	104	100.0

From the above table, we can say that, of the sample size of 104 respondents, from the research study, 32.7 percentage of the IT employees surveyed draw an income of less than 5 lakhs per annum, 24 percentage of them draw an income of 5 to 10 lakhs per annum, 22.1 percentage of them draw between 10 and 15 lakhs per annum and 21.2 percentage of them draw an income of above 15 lakhs per annum.

Average level of Employee Commitment of IT Employees

The average level of Employee commitment of the surveyed IT Employees is 3.34. This represents an average level of Employee commitment of the IT employees in Bangalore. The average level of Affective commitment is 3.4, average level of Continuance commitment is 3.2 and average level of Normative commitment is 3.3.

Graph 1: Mean of Employee Commitment Components in IT Employees.

From the above graph, it can be seen that Affective commitment is moderately higher in the IT employees in Bangalore, following which is Normative commitment and Continuance commitment seems to be the lowest in them.

Through an extensive literature review a set of variables were identified which were then subjected to Reliability Analysis. Reliability Test was done to measure the scale reliability with the help of Cronbach alpha. The alpha coefficient for the Affective Commitment scale items is 0.765, for Continuance Commitment scale items the Cronbach alpha value is 0.738, while that for Normative Commitment scale items it is 0.711 suggesting that the items have relatively high internal consistency.

Table7: Reliability Test

Reliability Statistics		
Scale	Cronbach's Alpha	No. of Items
Affective Commitment	0.765	8
Continuance Commitment	0.738	8
Normative Commitment	0.711	8

In the context of the main purpose of the research for testing the hypotheses of “Employee commitment of IT employees do not vary with their gender (H1) and Marital Status (H2)” Independent sample t-test was performed and for determining whether the variances between the two groups were distributed homogeneous Laveane’s test was used. The analyses and their findings were given in detail in table 8.

Table 8: Findings of Independent Sample T-test Analysis

Gender	n	X	SD	df	t	p	Lavene's
Male	64	3.25	0.38	102	4.242	0.000	0.261
Female	40	3.55	0.26				
Marital Status	n	X	SD	df	t	p	Lavene's
Unmarried	84	3.34	0.37	102	1.575	0.118	0.986
Married	20	3.48	0.37				

From the above table, it can be seen that employee commitment scores shows a significant difference due to gender of IT Employees ($t(102)=4.242$; $p<0.05$). For determining from which variable (male, female) this difference originated from, the means were examined. According to this, it can be realised that the mean of employee commitment scores of male IT employees ($X=3.25$) are lower than that of female IT employees ($X=3.55$). Hence female IT employees have a greater level of employee commitment as compared to male IT employees. Hence H1 is supported. However, the scores of employee commitment is not significant due to marital status of the IT employees ($t(102)=1.575$; $p>0.05$). Hence H2 is not supported.

In order to test the next hypothesis "Employee commitment of IT employees do not vary with their age (H3) and Seniority (H4)" One Way Anova analysis was performed. The analysis and findings are as given in table 9.

Table 9: Findings of One Way ANOVA Analysis

Age	n	X	SD	F	p
18 - 25 yrs	65	4.04	0.51	6.336	0.003
26 - 35 yrs	16	4.03	0.71		
36 - 45 yrs	23	3.44	0.82		
Seniority	n	X	SD	F	p
0-2 yrs	45	3.82	0.85	1.875	0.048
3-5 yrs	36	4.08	0.68		
6-10 yrs	19	3.86	0.60		
10-20yrs	2	3.68	0.37		
More than 20 yrs	2	3.50	0.54		

As per the findings in the above Table 9, for the demographic characteristics (Age and Seniority) One Way Anova was performed to determine whether work engagement scores differentiated for Age and Seniority.

Findings above demonstrate that work engagement scores showed a significant difference due to the Age of the IT employees ($F=6.336$; $p<0.05$). It can be realised in the above table that mean of work engagement scores of IT employees who are between 18 to 35 years of age (4.04) and between 26 to 35 years of age is higher than that of employees above 36 years of age (3.44). It can be concluded that the work engagement levels are much higher for younger employees as compared to older employees. Hence, H3 is supported

Findings above demonstrate that work engagement scores showed a significant difference due to the Seniority of IT employees ($F=1.875$; $p<0.05$). It can be realised in the above table that mean of work engagement scores of IT employees who are having a seniority of between 3 to 5 years (4.08) is much higher than 6 to 10 years of age (3.86) which in turn is much higher than above 10 years (3.68) and above 20 years of age (3.50) of seniority in the organization. This shows that the work engagement levels are higher for less senior employees and tends to reduce as the seniority increases. Hence, H4 is supported.

CONCLUSIONS

Many researchers have explored different aspects related to employee commitment. Literature on employee commitment is

available in various sectors such as educational sector, insurance sector, airline sector, service sector etc. Plenty of researchers have also explored the association between employee commitment and the personal characteristics of respondents. The current study determines the role of some of the demographic characteristics of IT employees on their employee commitment towards the organization. The demographic variables that were considered in this reading were gender, marital status, age and seniority of IT employees. This empirical study is useful to the IT sector because it is a growing sector and needs committed employees. Research also indicates that in metropolitan cities such as Bangalore, the attrition rate in IT organizations is very high. This instability of IT employees can be reduced and their commitment can be enhanced through committed employees. The findings showed that employee commitment scores show a significant difference due to gender, age and seniority. Hence, H1, H3 and H4 were supported. However, the employee commitment scores do not show a significant difference due to marital status. Thus, H2 was not supported. In line with the above findings, demographic characteristics do show a significant part in understanding the employee commitment of IT employees.

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