

Influence of Demographic Variables on Organizational Commitment

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Abstract—The present study aims to explore the influence of demographic variables on work commitment of school teachers in chennai city. Sample of 100 teachers working in government schools were chosen through purposive sampling technique. From the literatures, it is identified the influence of demographic variables on work commitment. A self-administered questionnaire to measure the work commitment was distributed to school teachers. An independent student “t” test, was computed to find out the difference between school teachers. The study concluded that teachers belonging to the age group 23 - 40 years, male, under graduates, married, earning less than Rs. 50,000, residing in urban areas, having more than two dependents, with less than 7 years of experience have good organisational commitment.

Index Terms—demographic variables, organizational commitment

I. INTRODUCTION

Life and survival of each organization greatly depends on abilities, skills, awareness, knowledge and different specializations of human resources. Powerful employees in organization implement their best innovations and thoughts with interest and sense of ownership and pride (sanjar salajegheh, 2014). Organizational commitment is defined as how strongly the employee feels responsible that has towards the mission of the organization. So, it stresses the attitude and behavior of the employees. The higher the sense of organizational commitment, the faster the objectives are accomplished (brinduşa maria, 2016).

The organizational commitment has been explained in the four major meanings, namely: Permanence: Becker (1960) a person can be said to be committed “when we observe him / her pursuing a consistent line of activity in a sequence of varied situations”. Preference: concept indicates that the organizational commitment implies preference for one’s organization over others. Sharma (1974) and gupta (1982) have used index which measure one’s preference of one’s current employing organization over others as indicators of organizational commitment. Identification: Morris (1960) holds that commitment involves both performance and acceptance of the behaviour appropriate to the industrial way of life. Performance: Morris definitions (1960) consider performance appropriate to the industrial way of life. Kanter (1968) considers organizational commitment to signify the willingness

of social actors to give their energy and loyalty to the organization. Research studies have listed many factors like job characteristic, job rewards, availability of alternative job opportunities, personal characteristics of employees that may influence employees’ commitment to their organization.

II. REVIEW OF LITERATURE

Karin sanders et al., (2008) showed the impact of aspects of the process of human resource management on the individual level and shared perceptions of high commitment in the department level on affective commitment of employees. Maina mary wanjiku, (2009) identified procedural justice as a major determinant of organizational commitment. Syed mohammad azeem (2010) investigated the nature of relationships of demographic factors (age and job tenure) and job satisfaction facets with organizational commitment. Kenneth mark baylor (2010) posited that job satisfaction and affective commitment are antecedents to voluntary turnover. Atif anis et al., (2011) studied the relationship between employee retention, job satisfaction, perceived supervisory support and compensation by considering the organizational commitment as mediating variable. Preeti wadhwa (2012) suggested that in relatively smaller establishments in the service industry, which are characterized by an informal structure, supervisory support is the prime determinant of employee experiences of work and may supersede the influence of HR practices. Mehrdad goudarzvandchegini et al., (2013) established that a significant relationship between competence and organizational commitment was observed and hence suggested that staff mastery and skill can be improved with training periods. Muhammad khalid khan et al., (2014) concluded that there exists a statistically positive and highly significant relationship between employee empowerment and affective, normative and continuance commitment with a moderate intensity. Zafar gul (2015) explored the link between employee commitment and organizational development. Loaloo riad et al., (2016) highlighted that it was not surprising to find a connection between a good organisational climate and a more committed employees but the use of the organizational climate dimensions is relatively new and could benefit the organisational success by bringing in the loyalty and commitment. Anne kariuki et al., (2017) established the

mediating and moderating effect of employee commitment and organizational citizenship behaviour on the relationship between empowerment and firm performance.

A. Objective of the Study

To find out the influence of demographic variables on organizational commitment.

B. Hypothesis

There will be no significant difference among government school teachers with respect to age, gender, education, marital status, income, geographical location, number of dependents and experience in organisational commitment.

III. METHODOLOGY

A. Sample of the Study

Purposive sampling with a sample of 100 government school teachers were studied to measure the level of organisational commitment. A mediating variable helps to conceptualise and explain the influence of independent variables on the dependent variable. In this study the purpose of analysing moderating effects is to investigate, whether there exists any difference in the organisational commitment of higher secondary school teachers based on age group 23 – 40 years (n=64), 41 – 58 years (n=36), male (n=55), female (n=45); UG (n=62), PG (n=38), unmarried (n=14), married (n=86); less than 50,000 (n=70) and more than 50,000 (n=30), urban (n=82), suburban (n=18), less than two dependents (n=36), more than two dependents (n=64), less than 7 years of experience (n=55), more than 7 years of experience (n=45).

B. Tools

The investigation used a structured and undisguised questionnaire. The instrument was designed to procure adequate and relevant information for a systematic and scientific inference to conclude on the objectives of the research. Seven statements used to assess the organisational commitment. Items are scored on a 5-point scale, (1= strongly

disagree, 2= disagree, 3= neutral, 4= agree and 5 = strongly agree).

C. Operational Definition

Organizational commitment is a learned pre-disposition of teachers to behave in a consistently favourable or unfavourable way with respect to given object. Good commitment refers to the pre-disposition with optimistic outlook with sufficient knowledge and satisfaction.

Data collection: the investigator obtained permission from all the teachers who were chosen for the study. The purpose of the study was explained to the subjects, consent was taken assuring confidentiality. Rapport was maintained during the process.

D. Statistical Tools

Researcher has adopted the following statistical techniques to test the hypothesis framed.

Student's t- test: “t” – test is considered as an appropriate test for judging the significance of a sample mean or for judging the significance of difference between the means of two samples. Here, the researcher has used t – test to test the significance between two independent groups.

IV. DISCUSSION ON ORGANIZATIONAL COMMITMENT

Results indicate that teachers belonging to the age group of 23 - 40 years carry good organizational commitment towards job compared to teachers in the age group 41 – 58 years. Young teachers are more energetic, competent, and positively motivated towards the nature of work comparatively with teachers more than 40 years old as they may be away of professional politics. Also their opportunities are limited due to lack of experience that intend them to stay in the organization and hence committed. The respondents with age group below 25 years are more committed have high performance as compared to other age categories (negin memari, 2013). The study indicated that age and job tenure significantly predicted organizational commitment (syed mohammad azeem, 2010).

Male teachers carry good organizational commitment

TABLE I
MEAN, S.D AND T-VALUE

Variable	Sub group	N	Mean	Std. Deviation	T-value
Age	23 – 40 years	64	31.41	2.26	9.24**
	41 – 58 years	36	23.33	6.32	
Gender	Male	55	31.64	2.36	7.63**
	Female	45	24.67	6.25	
Education	UG	62	31.45	2.28	8.78**
	PG	38	23.68	6.33	
Marital status	Unmarried	14	17.14	2.56	13.52**
	Married	86	30.35	3.49	
Income	<50,000	70	31.29	2.20	11.20**
	>50,000	30	22.00	6.10	
Location	Suburban	18	17.78	2.55	18.77**
	Urban	82	30.85	2.69	
No. Of dependents	<2	36	23.33	6.32	9.24**
	>2	64	31.41	2.26	
Experience	<7	55	30.18	.94	3.43**
	>7	45	26.44	8.02	

compared to female teachers. It was found that women managers' report that they are being excluded from informal networks and because of their preference towards family responsibilities are higher than professional attachment. In other words being mother is more important for them than work. Male employees were higher performers' vis-à-vis female with increased organisational commitment (negin memari, 2013). Kumasey et al., (2014) found that, males were found to be more committed to their respective organization compared to females and the relationship between authority and the related attitude of work commitment is positive for men but negative for women.

Undergraduate teachers possess good organizational commitment compared to postgraduate teachers is quite surprising and found that they teach younger classes with utmost satisfaction and control in their work and they are happy with the rewards and recognition they received for their efforts. More educated people may have high expectations which the organization be unable to meet them (al-kahtani, 2012). According to igbal, (2011) highly educated individuals may have less commitment since they may have other opportunities of employment. Again, forkuoh et al., (2014) found that, employees who were having certificates from first degrees and below showed high committed compared to those with higher qualifications.

Married teachers have good organizational commitment compared to unmarried teachers. Marital status has proved to be a consistent predictor of the organizational commitment. Married teachers are basically more responsible and matured enough in handling situations and fulfill the management expectations and contribute to student's welfare. Many researches have shown that employees who are married show much more commitment to their organisations compared to single employees (dodd mccue, 1997). Salami (2008) found that marital status of employees significantly predicted organizational commitment. He suggested that individual workers who are married are much committed than individuals who are single.

Teachers earning less than Rs.50,000 carry good organizational commitment compared to teachers earning less than Rs.50,000 based on the fact that there many factors contributing towards organizational commitment other than pay like working environment, peers group, good leadership style, work satisfaction and above all their divine profession that produce living products – the next generation for the society. There is a significant relationship between organizational commitment and the 5 dimensions of job satisfaction. The relationship depicts a statistically significant moderate positive relationship between organizational commitment and work (jacqueline kelly, 2015). According to meyer and allen (1997), one is committed to stay with an organisation because they need the financial security.

Teachers residing in urban areas carry good organizational commitment compared to teachers residing in sub urban areas.

Teachers residing in sub urban found to be less committed with a difficulty in quick access to the work place, limited exposure and competence and work for the sake of earning. They are less satisfied with their pay as they spend more for mobility expenses compared to urban dwellers and sometimes unfair discrimination, difficulty in adoptability. The job satisfaction can be augmented if migrant workers have many friends in their working cities. Being discriminated against by urban workers lowers migrant workers' job satisfaction. Rural-to-urban migrant workers also allocate little time to leisure activities (na zou, 2013). There is differences among urban and rural teachers and urban teachers are committed than their rural teachers (naik et al., 2017).

Teachers having more than two dependents have good organizational commitment compared to teachers having less than two dependents. Teachers having more than two dependents have increased commitment towards their organization as both of their monetary and non-monetary requirements are taken care by the management. They enjoy holidays and leisure timing with their family members. They also possess a sense of attachment towards their organization due to limited working hours, involvement, recognition and rewards.

Teachers having less than 7 years of experience possess good organizational commitment compared to teachers having more than 7 years of experience due to the fact that they are yet to prove their excellence and seek identity whereas commitment among the teachers with more than 7 years are less because of the monotonous work nature, unmatched salary, rigid mindset etc. There was a significant difference in different years of services for job satisfaction of employees on relationship between self-efficacy and organizational commitment (hamid saremi, 2015). Employees who have low level of experience have less job opportunities are therefore committed to stay.

V. CONCLUSION

The researcher commissioned quantitative and qualitative research to explore the influence of demographic variables on organisational commitment. The inference of the study is that government school teachers belonging to the age group 23 - 40 years, male, under graduates, married, earning less than rs.50,000, residing in urban areas, having more than two dependents, with less than 7 years of experience have good organisational commitment.

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