



Females' Perception Of Organizational Commitment

**Surjit Kaur¹,
Manpreet Kaur²
Mankamal Preet Kaur³**

1 Research Scholar, Punjab Technical University, Kapurthala, India

2 Research Scholar, Punjab Technical University

3 Student, University School of Management Studies, Rayat Bahra University

Introduction

The concept of organizational commitment (OC) has captivated considerable curiosity among researchers as an attempt to understand the intensity and stability of employee dedication to organizations (Eisenberger et al., 1990). Organizational commitment' as a construct can be studied from an attitudinal, behavioral and motivational aspect. Morrow, 1993 viewed that organizational commitment as an attitude reflects feelings such as attachment, identification & loyalty to the organization as an object of commitment. Meyer et al., (1990) defined organizational commitment as an attitude is "characterized by favorable positive cognitive and affective components about the organization".

Best (1994) indicates that organizational commitment as a behavior is evident when "committed individuals enact specific behaviors due to the belief that it is morally correct rather than personally beneficial". Miller & Lee (2001) expressed that organizational commitment is a state of being in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization. From motivational point of view, O'Reilly (1989), states organizational commitment is the "individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Further Meyer and Allen (1991) defined organizational commitment as "a psychological state that characterizes the employee's relationship with the organization, and has implications for the decision to continue membership in the organization".

Meyer and Allen (1991) model of organizational commitment has gained substantial popularity. Meyer and Allen (1984) initially viewed organizational commitment as two-dimensional, viz. affective and continuance commitment. Meyer and Allen (1984) defined the first dimension, namely affective commitment, "as positive feelings of identification with, attachment to and involvement in the work organization," and they defined continuance commitment as "the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving".



After further research, Allen and Meyer (1990) added a third dimension, normative commitment defined as “the employee’s feelings of obligation to remain with the organization”. Thus organizational commitment depicts that an employee remain with an organization because they ‘want to’ (Affective Commitment); they ‘ought to’ (Normative Commitment); and they ‘have to’ (Continuance Commitment).

REVIEW OF LITERATURE

Organizational commitment has been extensively researched as an important factor in employee retention and motivation. There has been considerable interest in this construct due to its reported relationship with organizational efficiency and effectiveness (Beck & Wilson, 2000). In addition, a number of studies have shown a positive correlation between organizational commitment and job performance (Hunter & Thatcher, 2007; Pool & Pool, 2007). Meyer, Stanley, Herscovitch, and Topolnytsky (2002) in their metaanalysis found that affective commitment was negatively correlated with turnover and withdrawal cognition, absenteeism and work-family conflict and positively correlated with job performance and organizational citizenship behavior.

Aven, Parker and McEvoy (1993) found no relationship between gender and commitment. Moreover, Marsden et al., 1993 established that men and women experience similar levels of organizational commitment. Savicki, Cooly and GJesvold (2003) have found that men and women did not differ on organizational commitment. Another study on business executives in Hong Kong, Ngo and Tsang (1998) revealed that organizational commitment is not affected by gender. Mathieu & Zajac, 1990 found women to be more committed than men, while Cohen & Lowenberg, 1990 found that men are more committed to the organization than their female colleagues.

As far as age is considered, Knoop, 1986; Müller & Roodt, 1998 found no relationship between age and commitment, on the other hand, Cohen & Lowenberg, 1990; Ingersoll *et al.*, 2002; and Mathieu & Zajac, 1990 have found that commitment has been positively related to age. Hackett, Bycio & Hausdorf, 1994 found a positive relationship with tenure and affective and continuance commitment. Cohen & Lowenberg, 1990 have found that the longer employees worked in an organisation, the higher their levels of commitment. However, Lok & Crawford, 1999; McFarlin & Sweeney, 1992; Reilly & Orsak, 1991; and Roodt, 1992 found no meaningful relationship between tenure and organizational commitment.

OBJECTIVES

1. To study the females perception of organizational commitment and its dimensions.
2. To study the level of organizational commitment among females on the basis of age, marital status, qualification and experience

HYPOTHESES

1. There is no significant difference in the level of organizational commitment and its dimensions among married and unmarried respondents.
2. There is no significant difference in the level of organizational commitment and its dimensions among respondents from different age groups.
3. There is no significant difference in the level of organizational commitment and its dimensions among respondents from different educational qualification.
4. There is no significant difference in the level of organizational commitment and its dimensions among respondents with different years of experience.

RESEARCH METHODOLOGY

Organisational Commitment Questionnaire - OCQ (Meyer, Allen and Smith, 1993) was used to measure the level of organizational commitment. Information was also collected on socio-demographic data about the respondents. Seven-point scale was used. The study was conducted, using convenience sampling technique, on 105 female employees working in private colleges in Mohali district. Data was analysed using Descriptive statistics, F test and ANOVA.

RESULTS AND DISCUSSION

S No:	Demographic Variables	No: of Respondents	% of respondents
1	Age (a) 20-30 (b) 30-40 (c) 40-50 (d) 50 & above	39 46 17 3	37 44 16 3
2.	Marital Status (a) Married (b) Unmarried	72 33	68 32

3.	Educational Qualification (a) Bachelor degree (b) Master Degree	45 60	43 57
4.	Experience In Present organization (a) 2-5 years (b) 5-10 years (c) 10-15 years (d) 15 years or more	52 29 12 12	50 26 12 12

Table I shows the demographics of the respondents. The highest proportion of the respondents (44%) fell into 30-40 year age group, followed by the 20-30 year age group (37%). The majority of respondents was married (68%) and post graduates (57%). 50% of the respondents had 2-5 year of experience followed by 5-10 years (26%).

Table 2: LEVEL OF ORGANISATIONAL COMMITMENT AND ITS DIMENSIONS

Variable	Mean
Organizational commitment	5.12
Affective commitment	5
Continuance commitment	2.29
Normative commitment	4.80

Table 2 shows that level of commitment is 5.12 which is above the average values. So we can say that all the respondents have very high level of organizational commitment.

Table 3: Mean, Standard deviation and t value of Organizational commitment & its dimensions in case of marital status

Criterion variable	Demographical status	N	Mean	SD	t -value	P value
Overall OC	Married	72	5.16	.84	.70	.49
	Unmarried	33	5.03	.99		
AC	Married	72	5.02	1.18	.34	.73
	Unmarried	33	4.94	1.09		
CC	Married	72	2.28	.43	.13	.89
	Unmarried	33	2.27	.37		
NC	Married	72	4.93	.83	1.57	.12
	Unmarried	33	4.58	1.12		

N= 105

d.f = 104

Level of significance = 5%

The results of table 3, show that there is no significant difference in the level of organizational commitment among married and unmarried respondents because p value (.49) is greater than the level of significance (.05). As far as the affective, continuance and normative commitment is considered, there is no difference among married and unmarried respondents. Therefore hypothesis 1 is accepted, and there is no difference in the level of organizational commitment and its dimensions.

Table 4: Mean, Standard deviation and t value of Organizational commitment its dimensions in case of education level

Criterion variable	Demographical status	N	Mean	SD	t -value	P value
Overall OC	Undergraduate	45	5.13	.96	.0566	.9549
	Post graduate	60	5.12	.83		
AC	Undergraduate	45	5	1.3	.0561	.955
	Post graduate	60	4.99	1.04		
CC	Undergraduate	45	2.16	.38	2.619	.0101
	Post graduate	60	2.37	.41		
NC	Undergraduate	45	4.77	1.06	.24	.81
	Post graduate	60	4.82	.90		

N= 105

d.f = 104

Level of significance = 5%

As shown in Table 4, the study found no difference in level of organizational commitment among undergraduate and post graduate employees. The study found significant difference in continuance commitment among undergraduate and post graduate employees. Hence hypothesis 3 is partially rejected.

Table 4: One –Way ANOVA for organizational commitment on the basis of age

Criterion variable	Age	N	Mean	SD	F –value	p value
Overall Organizational commitment	20-30	39	5.18	1.05	4.69	.0041
	30-40	46	4.85	.67		
	40-50	17	5.71	.70		
	50 and above	03	5.56	.93		
Affective commitment	20-30	39	5.17	1.18	7.42	.0002
	30-40	46	4.49	.98		
	40-50	17	5.81	.99		
	50 and above	03	5.50	.72		
Continuance commitment	20-30	39	2.07	.21	23.8	.00
	30-40	46	2.23	.28		
	40-50	17	2.76	.55		
	50 and above	03	3.02	.20		
Normative commitment	20-30	39	4.84	1.26	1.83	.144
	30-40	46	4.64	.73		
	40-50	17	5.27	.69		
	50 and above	03	4.61	.84		

Source: Authors' compilation

N= 105

d.f = 104

Level of significance = 5%

Table 4 reveals that as far as organizational, affective and continuance commitment are concerned there is significant difference among respondents from different age groups. But respondents do not differ as far as normative commitment is concerned. Hence hypothesis 2 is also partially accepted.

Table 5: One –Way ANOVA for organizational commitment on the basis of

experience in the organization

Criterion variable	Experience	N	Mean	SD	F –value	p value
Overall Organizational commitment	2-5 years	52	5.14	.93	7.12	.00
	5-10	28	5.05	.70		
	10-15	12	4.35	.69		
	15 & above	13	5.89	.66		
Affective commitment	2-5 years	52	5.14	1.09	10.89	.00
	5-10	28	4.69	.94		
	10-15	12	3.83	1.10		
	15 & above	13	6.9	.75		
Continuance commitment	2-5 years	52	2.05	.22	87.84	.00
	5-10	28	2.29	.20		
	10-15	12	2.43	.26		
	15 & above	13	3.13	.19		
Normative commitment	2-5 years	52	4.81	1.1	1.29	.28
	5-10	28	4.71	.77		
	10-15	12	4.5	.92		
	15 & above	13	5.23	.74		

N= 105

d.f = 104

Level of significance = 5%

Table 5 shows that as far as organizational, affective, continuance commitment are concerned there is significant difference among respondents with different years of experience. But respondents do not differ as far as normative commitment is concerned. Hence hypothesis 4 is also partially accepted.

Conclusion

1. Level of organizational commitment is very high among the respondents
2. Marital status does not affect level of commitment toward the organization.
3. Normative commitment does not differ with marital status, age, educational qualification and years of experience among the respondents.
4. Affective and continuance differ with age and years of experience but not with marital status and qualification.

References

- Allen, N. J., & Meyer, J. P., (1990), "The measurement and antecedents of affective, continuance, and normative commitment to the organisation," *Journal of Occupational Psychology*, 63, pp.1–18.
- Angle, H.L., & Perry, J.L., (1981), "An empirical assessment of organisation commitment and organisational effectiveness," *Administrative Science Quarterly*, 26, pp. 1-13.
- Aven, F.F. Jr., Parker, B. & McEvoy, G.M., (1993), "Gender and attitudinal commitment to organizations: A meta-analysis," *Journal of Managerial Issues*, 11, pp. 198–212.
- Bateman, T. & Strasser, S., (1984), "A longitudinal analysis of the antecedents of organisational commitment," *Academy of Management Journal*, 21, pp. 95-112.
- Best, P.W., (1994), "Locus of Control, Personal Commitment and Commitment to the organisation," Unpublished M.Com thesis, University of South Africa, Pretoria.
- Coleman, D.F., Irving, P.G., & Cooper, C.L. (1999), "Another look at the locus of control-organisational commitment relationship: It depends on the form of commitment," *Journal of Organisational Behavior*, 20, pp. 995-1001.
- Dornstein, M. & Matalon, Y. (1989), "A comprehensive analysis of the predictors of organizational commitment: A study of voluntary army personnel in Israel," *Journal of Vocational Behavior*, 34, pp. 192–203.
- Eisenberger, R., Fasolo, P.M., & Davis-LaMastro, V. (1990), "Effects of perceived organisational support on employee diligence, innovation, and commitment," *Journal of Applied Psychology*, 53, pp. 51-59.
- Hackett, R.D., Bycio, P. & Hausdorf, P.A. (1994), "Further assessments of Meyer and Allen's (1991) three-component model of organizational commitment," *Journal of Applied Psychology*, 79(1), pp.15–23.

Hafeez, K., & Abdelmeguid, H. (2003), "Dynamics of human resource and knowledge management," *The Journal of the Operational Research Society*, 54(2), pp. 153-164.

Hall, D., (1977), "Organisational identification as a function of career pattern and organisational type," *Administrative Science Quarterly*, 17, pp. 340-350.

Ingersoll, G.L., Olsan, T., Drew-Cates, J., De Vinney, B. & Davies, J. (2002, May), "Nurses' job satisfaction, organisational commitment, and career intent," *Journal of Nursing Administration*, 32(5), pp. 250–263.

Johnson, Russell E. & Chang, Chu-Hsiang, (Daisy) (2008) "Relationships between Organisational Commitment and Its Antecedents: Employee Self-Concept Matters" *Journal of Applied Social Psychology*, 38(2), pp. 513–541.

Kacmar, K.M. & Carlson, D.S. (1999). "Antecedents and consequences of organizational commitment: A comparison of two scales" *Educational and Psychological Measurement*, 59(6), pp. 976–994.

Knoop, R. (1986), "Job involvement: An elusive concept," *Psychological Reports*, 59, pp. 451–456.

Lok, P. & Crawford, J. (1999), "The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development," *Leadership and Organization Development Journal*, 20(7), pp. 365–373.

Manion, J. (2004), "Nurturing a culture of retention," *Nursing Management*, 35(4), pp. 28-39.

Mathieu, J.E. & Hamel, K. (1989), "A causal model of the antecedents of organizational commitment among professionals and nonprofessionals," *Journal of Vocational Behaviour*, 34, pp. 299–317.

Mathieu, J. E., & Zajac, D. (1990), "A review and meta-analysis of the antecedents, correlates, and consequences of organisational commitment," *Psychological Bulletin*, 108, pp.171–194.

McFarlin DB., & Sweeney P.D. (1992), "Distributive and procedural justice as predictors of satisfaction with personal and organisational outcomes," *Acad. Management J.*, 35(3), pp. 626-637.



Meyer, J.P., & Allen, N.J., (1991), "A three-component conceptualization of organisational commitment," *Human Resource Management Review*, 1(1), pp. 61-89.

Meyer, J.P., & Allen, N.J., (1984), "Testing the 'side-bet' theory of organisational commitment: some methodological considerations," *Journal of Applied Psychology*, 69 (3), pp. 372-378.

Meyer, J.P., Allen, N.J., & Gellatly, I.R., (1990), "Affective and continuance commitment to the organisation: Evaluation of measures and analysis of concurrent and time-lagged relations," *Journal of Applied Psychology*, 75, pp. 710-720.

Meyer, J. P., Stanley, D. J., Herscovitch, L. & Topolnytsky, L., (2002), "Affective, continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences," *Journal of Vocational Behavior*, 61, pp. 20-52

Miller, D., & Lee, J., (2001), "The people make the process: commitment to employees, decision-making and performance," *Journal of Management*, 27, pp.163-189.

Morrow, P.C., (1993), "The Theory and Measurement of Work Commitment," Greenwich, CT: Jai.

Mowday, R., Steers, R., and Porter, L., (1979), "The measurement of organisational commitment," *Journal of Vocational Behavior*, 14, pp. 224-247.

Müller, S.M., & Roodt, G., (1998), "Die verbandtussenwerknemers se houdingjeensregstellende aksie en hulwerksbetrokkenheid: 'n Eksploratiewestudie [The relationship between employees' attitudes towards affirmative action and their work involvement: An explorative study]," *SA Journal of Industrial Psychology*, 24(1), pp.26-32.

O'Reilly, C., (1989), "Corporations, culture and commitment," *California Management Review*, 31, pp.9-24.

Reilly, N.P. & Orsak, C.L., (1991), "A career stage analysis of career and organizational commitment in nursing," *Journal of Vocational Behavior*, 39, pp. 311-330.

Roodt, G., (1992), "Organisation climate as predictor of organisational commitment: Evidence of a pure cognitive definition" *Acta Academica*, 24(4), pp. 109-122.