

Socio-Demographic Factors in Predicting Organizational Commitment of Nepal Telecom Employees

Bandana Kumari Jain*
Krishna Kumar Lamichhane**

Abstract

The study intends to assess the 3-dimensional organizational commitment and its effects on socio-demographic factors such as gender, age, and tenure of Nepal Telecom employees. Random sampling method proportionately to the job position level had been harnessed to collect primary data with survey method and ultimately, 322 samples were gathered. Analysis tools t-test, ANOVA, post hoc analysis harnessed to examine the objectives.

The study results that age and work experience are significantly associated to employees' normative commitment while higher working years of employees are different from less experiential employees in terms of overall commitment and continuance commitment.

Key words: Organizational commitment, socio-demographic factors, Affective commitment, Continuance commitment, Normative commitment

Introduction

Global intensified competition, optimum utilization of the scanty resources together with better quality products and services at cheaper prices have perpetually bounding and challenged the organizations (Ayodele, Ekemode, Oladokun, & Shakantu, 2020). In such a tense environment, the organizations remain to mere option in their hand that is to combat for their subsistence. That is why, to tackle this fierce problem, human resource is one of the most pivotal weapons in the hands of the organization. Human resource is the sole living component of the organization which mobilizes all other non-living elements of the organization towards attaining the organizational goals. No organization can realize the dream of success without efficient and effective people of the organization. Hence, it is indispensable to enhance the affection of the organizational people to their work and organization to attain the desired purpose and augment organizational effectiveness and efficiency (Visanh & Xu, 2018).

Commitment generally means attachment and loyalty. It refers to a force that drives towards a goal (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In other words, commitment

*Lecturer, Post-Graduate Campus, Biratnagar (Corresponding Author) E-mail: Bandanajain5@gmail.com

** Deputy Manager, Nepal Telecom E-mail: krishnacab@gmail.com

is the relative strength of the individual's identification and involvement in a particular organization (Rhoades & Eisenberger, 2001). Indeed, numerous pieces of literature have evidence that employees' commitment leads to work involvement, work motivation, and job performance (Bai & Liu, 2018; Sungu, Wang & Xu, 2019). There are sundry workplace bonds out of these one comes to be commitment (Klein, Molloy & Brinsfield, 2012). In line with, employees' commitment significantly influences the perception of the employees for their work and organization, consequently shapes up higher job performance and attached with the organization (Ayodele et al, 2020).

Therefore, the predictors of commitment stand imperative to comprehend the organizational people to reflect directly on organizational performance. There are abundant studies that reveal the different predictors of commitment, out of these scholarly works some (Viasnh & Xu, 2018; Ashraf, 2020) found socio-demographic variables as the predictors of commitment. Similarly, in the Nepalese context also socio-demographic variables remained an influential factor of commitment (Shrestha, 2015; Timalisina, K.C., Rai & Chhantyal, 2018). Organizational commitment and demographic factors of Nepalese university nursing faculty (Timalisina et al., 2018), female employees of Nepalese financial institutions (Shrestha, 2015), and school teachers of Kathmandu Valley (Agrawal & Jain, 2020) were investigated although such studies have no consensus among their results. Hence, there is more space to analyse commitment and socio-demographic factors. Moreover, telecom industry is far behind in examining their employees' commitment and influence of their commitment and socio-demographic components. Meantime Nepal Telecom is in its critical time of restructuring and enduring organizational change, hence the in-depth understanding of predictors of the commitment of employees stands crucial. Consequently, profound knowledge is a prerequisite to examine the effects of socio-demographic components on the commitment of employees.

Literature review

An extant literature review on OC and its effects on socio-demographic variables was gone through for the strong footing on the subject. At first, it clears the understanding of the staple issue and secondly the empirical studies which elaborate the empirical evidence on the proposed problem.

Organizational commitment: An overview

Organizational Commitment (OC) is a multi-dimensional construct (Meyer & Allen, 1991) that is one of the strongest weapons in the hands of an organization to realize competitive advantage in this 21st century (Jena, 2015). The commitment of employees to their organization is pivotal for the success of the venture that is why organizational commitment has been one of the most intensely researched issues of the management literature (Ashraf, 2020). Mayer and Allen (1991) had categorized commitment into three themes. The first affective commitment (AC) elaborates affectionate connection with the work and the organization. Employees with higher AC long to identify with the organizational objective/s and stay with the organization. AC is also known as the emotional commitment of the employees to the organization (Khan, Khan, Khan, Nawaz, & Yar, 2013). The second continuance commitment (CC) also known as

cost-benefit deals with the willingness to leave or remain with the organization. And the last normative/ obligatory commitment (NC) associates with obligatory feelings, and socially and culturally accepted norms to stay with the organization. It is an ethical responsibility to be in the organization (Khan, et al., 2013).

Different scholars have approached OC in sundry ways. Iqbal (2010) had classified commitment studies into two constructs namely attitudinal perspective and behavioral perspective. The attitudinal perspective explains commitment as the attitude of employees and organizations towards their nature and quality of linkage. Whereas behavioral commitment deals with the sense of attachment not to the organization rather to their actions. While Jane (2015) delineated commitment in two perspectives; organizational perspective, and employees' perspective. Whereas, some experts expressed commitment as person-centred (Mayer & Morin, 2016) while few expressed it as variable centered (Meyer et al., 2013) and some as temporal approach (Solinger et al., 2015). Visanh and Xu (2018), and Sepahvand et al., (2017) had implied a person-centered approach to commitment. Both studies measured the effect of personal factors such as age, marital status, gender, employment status, years of experiences, level of education, work shifts, employees' positions, and income on commitment.

Organizational Commitment and Socio-Demographic variables

The demography is the study of the human population incorporating its growth, and social change (Ashraf, 2020). Generally, demography and demographics are used interchangeably that comprise of age, gender, marital status, income level, language, occupation, qualification, tenure, religion, nationality, family nature, and so on. Demographic variables stood significantly influential to different dependent variables such as ethical decision making (Pierce & Sweeney, 2010), job satisfaction (Pala, Eker, & Eker, 2008), and organizational commitment (Marcoux, Guihur & Leclerc, 2018). Subsequently, Ashraf (2020) had resulted in no direct effect of demographic factors on organizational commitment. The literature is filled with contradictory findings on the issue of demographic variables' effects on organizational commitment. In the present study, the endeavours to assess the effects of demographic variables specifically gender, age, and tenure on organizational commitment. However, in the Nepalese context Shrestha (2015) revealed an organizational commitment had no association with marital status, job position, organizational status, service year while the supervisor's role and training program were significantly different. Same as Timalsina et al. (2018) exhibited that higher degree, secured job, and job satisfaction significantly lead to higher organizational commitment. However, 5 years of work experience in the same organization, and lower job positions were supposed to be less committed to the organization. This study had only considered three socio-demographic factors namely gender, age, and tenure.

Myriad studies were accomplished to evaluate the effects of socio-demographic variables on organizational commitment. Ayodele et al (2020) tested the influence of demographic factor gender on organizational commitment. The study resulted from a higher level of organizational commitment in men than their counterparts, on the contrary, real estate female employees stood strongly committed to a career. In line with Avci and Erdem (2017)

also resulted in the normative commitment of males is higher than their counter. Conversely, organizational commitment, and likewise affective commitment, continuance commitment, normative commitment was not being affected by gender is resulted in the study of Visanh and Xu, (2018). Alike, the gender of nurses working in social security hospitals had no relation to commitment (Sepahvand, et al., 2017). Jena (2015) found that AC and NC had a significant impact on gender.

Likewise, in the case of age, Visanh and Xu (2018) and Sepahvand, et al (2017) had resulted in no association between age and organizational commitment, affective commitment, continuance commitment, and normative commitment. On the contrary, Avci and Erdem (2017) delineated that age had a significant difference in the normative commitment of the security employees. The age factor of real estate employees had a statistically significant influence on career commitment (Ayodele, et al., 2020). Meyer et al (2002) demonstrated significant dependence between age and affective commitment.

In the event of the length of employment, various studies had varied findings on the effects of tenure on the commitment. Years of experience had a significant influence on continuance commitment but resulted in no relation to organizational commitment, affective commitment, and normative commitment (Visanh & Xu, 2018; Sepahvand, et al., 2017).

Whereas Avci & Erdem (2017) showed tenure had a significant difference on affective commitment of security employees similarly Jena (2015) resulted in the same but Avci and Erdem (2017) depicted no significant influence of work experience on continuance commitment and normative commitment. The findings of Marcoux et al (2018) displayed that the larger the work experience of the employees higher was the level of affective commitment and normative commitment.

Based on the intensive literature review, the study proposed the following relationship between the variables to be tested further.

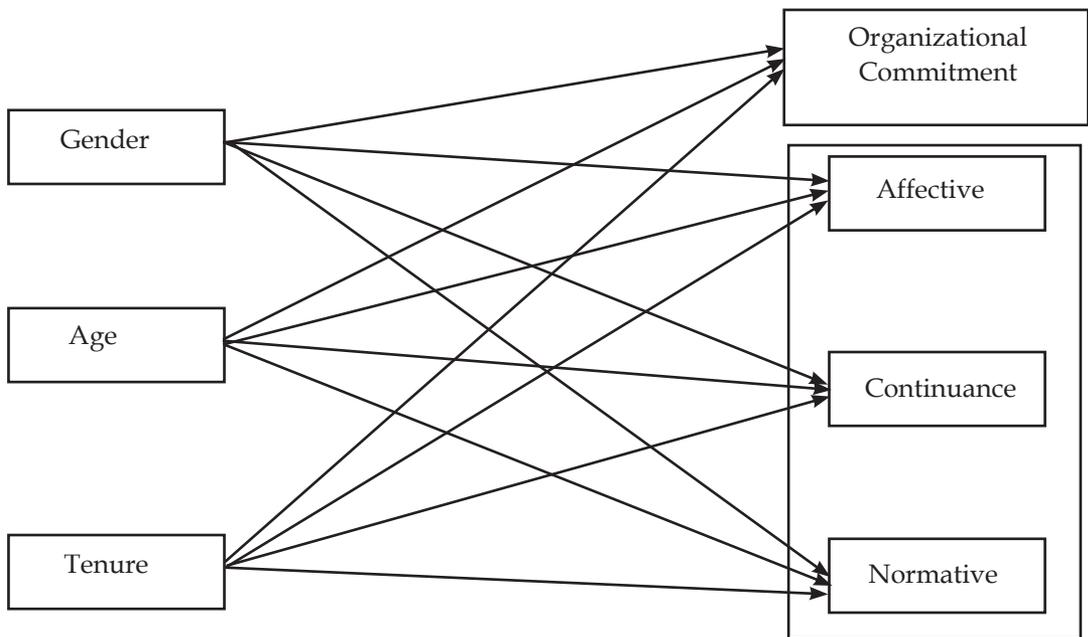


Figure1: Relationship diagram

Figure 1 shows the dependence of demographic variables of Nepal Telecom employees on their commitment to their organization. More specifically, this sketch envisages the relationship between gender, age, and tenure of Nepal Telecom employees to their overall, affective, continuance, and normative commitment.

There is a significant effect of gender on overall, affective, continuance, and normative commitment.

There is a significant effect of age on overall, affective, continuance, and normative commitment.

There is a significant effect of tenure on overall, affective, continuance, and normative commitment.

Therefore, it is worthwhile to study the effects of demographic factors on organizational commitment and separate effects on affective, continuance, and normative commitment in the developing country like Nepal.

Objectives of the study

1. To assess the organizational commitment of Nepal Telecom employees.
2. To analyze the effect of demographic variables (gender, age, and tenure) on organizational commitment of Nepal Telecom employees.

Methods

The quantitative research method was harnessed in this study. Survey research was undertaken to collect data from employees of Nepal Telecom. The study utilized the descriptive and explanatory research design to describe and analyze the phenomenon related to organizational commitment.

Total employees of Nepal Telecom were 4,178 that was the population of this study. Among total 4,178 employees 2,295 (55%) were technical and 1,883 (45%) non-technical. Job positions level up to level 1 to 5 had been included in the survey so the population for the study came to be 2861 employees (Source: Nepal Telecom Payroll section). The sample size at 95% confidence level and 5% confidence interval was 339 employees. Further 339 employees from technical and non-technical employees including up to 5 levels of job position were interviewed. Altogether 322 surveys remained for the study as missing and inappropriate surveys were sorted out. Random sampling method proportionately to the job position level had been harnessed to collect questionnaire. Samples were collected from offices of Nepal Telecom located in Kathmandu, Biratnagar, and Pokhara.

The questionnaire was constructed based on the 3-dimensional (affective, continuance, and normative) commitment scale developed by Meyer and Allen (1991). The first section had covered socio-demographic characteristics of employees and the second section with close-ended questions overwhelmed the commitment part of the research question. Eight questions were used to know the affective organizational commitment of respondents likewise, six questions to assess continuance organizational commitment, and six questions for normative organizational commitment. The study used statements with 5-point Likert scale ranging from strongly agree to strongly disagree. Strongly disagree was denoted by 1 which means very low commitment and strongly agree by 5, which means very high commitment. Necessary data and information were collected through primary data using a questionnaire. Further the structured questionnaire was self-administered to collect the organizational commitment with demographic and personal information of the respondents. The Statistical Package for Social Science (SPSS, version 26) was utilized to analyze the data. The reliability of the scale was tested by Cronbach alpha to verify the internal consistency of the variables obtained by the survey.

Previously developed and tested questionnaire was implied in this research for the content validity of the instrument. Concurrently, the questionnaire was undergone by the experts for contextualizing the instrument in the Nepalese context that ensured context validity. Some amendments were made accordingly the suggestions of the experts. Before distributing the final questionnaire to the respondents, the pilot test with 30 employees out of the population was done. In case of any problem of language and understanding of the questionnaire was resolved for precision and accuracy.

The collected data through questionnaire checked carefully, coded, and fed in SPSS. There were negative statements also included in the questionnaire. The normality of the data was also

checked. P-value of One-Sample Kolmogorov-Smirnov test is 0.890 which was greater than 0.05. So, K-S one sample test confirmed the normality. T-test, analysis of variance (ANOVA), and Post hoc test was implied to measure the difference of socio-demographic variables such as gender, age, and tenure on organizational commitment, affective commitment, continuance commitment, and normative commitment of Nepal Telecom employees.

Results and Discussion

According to the objectives of the study, the collected data was tested and analyzed for the results. Those results were tabulated and presented here below to interpret and draw some conclusion on the initiated research problem.

Table 1

Respondents' profile

Variables	Characteristics	Percent	Number
Gender	Male	83.50	269
	Female	16.50	53
Age (Years)	21-30	4.30	14
	31-40	37.00	119
	41-50	45.00	145
	51-58	13.70	44
Tenure	Up to 5	6.20	20
	5-10	21.7	70
	10-20	36	116
	20 above	36	116
Total			322

Table 1 depicts that out of the total respondents, the majority of Nepal Telecom respondents were male. Almost half of the involved employees in the survey were running within their fifth decade of life. Young respondents were supposed to be less participated. With the increasing job experience years, the number of respondents was also augmented. Nearly three out of four with higher job experience employees were actively stepped to fill the survey. Higher the experience years, more is the possibility to respond to the questionnaire.

Table 2

Descriptive measures and Reliability of commitment

Variables	Items	Mean	SD	Minimum	Maximum	Reliability
AC	8	4.074	0.491	2.125	5	0.77
CC	6	3.773	0.567	2.167	5	0.74
NC	6	3.894	0.554	2.000	5	0.70

Table 2 displays that commitment is measured on three types of commitment namely affective, continuance, and normative commitment. Affective commitment was measured with eight items while continuance commitment and normative commitment were scaled with six dimensions for each. The reliability of the summated scale of the three types of commitment is genuinely acceptable as Cronbach's alpha is nearly 0.7. Field (2009; p 675) stated that Cronbach alpha 0.7 is acceptable.

Table 3

Mean difference of socio-demographic variables to commitment

Variables	OC	AC	CC	NC
Gender (df=320)	t=-0.606	t=-1.587	t=-0.180	t=0.328
Age (df=321)	F=1.157	F=1.244	F=2.517	F=2.706*
Tenure (df=321)	F=3.564**	F=1.854	F=3.577**	F=6.288***

Note. * < 0.05, ** < 0.03, and *** < 0.01

Table 3 depicts that three socio-demographic variables gender, age, and tenure respectively have been analyzed for impact on commitment. T-test sorted out the mean difference of gender while Analysis of Variance (AVOVA) was used for age and tenure. T-test and ANOVA were implied to examine the difference between gender, age, and tenure on organizational commitment, affective, continuance, and normative. In this case, gender of employees does not cause any difference in the commitment of telecom employees regardless of any sort of commitment. Similarly, Visanh and Xu (2018) for bank employees, and Agrawal & Jain (2020) for school teachers also resulted in the same. Likewise, Ayodele et al. (2020) also found no difference in commitment because of the gender of real state employees. Inline, Viet (2015) too displayed no relation between continuance and normative commitment, and gender but the gender of lecturers had a significant impact on their affective commitment. The scene is different in Avci and Erdem (2017) who condemned that gender is likely to affect normative commitment of the security employees. More clearly, men had higher level of normative commitment than females. Same as Avci and Erdem (2017) normative commitment of men were stronger than that of women (Jena, 2015). Men had significantly higher affective commitment than females in the study of Jane (2015).

The age of respondents has no significant impact on commitment except normative commitment of Nepal Telecom employees. In line with Viet (2015) also found normative commitment was dependent on the age of the lecturers however continuance commitment is also positively associated with the age factor of the lecturers. Alike, age was not causing any difference in any sort of commitment (Ayodele et al., 2020; Visanh & Xu, 2018).

Whereas the tenure of employees has a significant impact on their overall commitment together with the continuance and normative commitment. While in the studies of Visanh and Xu (2018) on bank employees, Sepahvand et al. (2017) in the case of nurses, and Viet (2015) study with lecturers depicted that length of employment is merely associated with continuance commitment. Contradictorily, Ayodele et al. (2020) depicted no significant difference in

organizational commitment with years of experience in the real estate sector and years of experience in the current firm. Besides, the tenure of security employees had a significant difference in their affective commitment (Avci & Erdem, 2017). In the study of Nepalese school teachers, Agrawal and Jain (2020) resulted that service years had a significant difference in affective and continuance commitment as well.

Table 4

Post-hoc test LSD on Commitment types and socio-demographic variables

Variable	I	J	Mean Diff. (I-J)
Age (NC)	31-40	41-50	0.855*
Tenure (OC)	Above 20	5-10	3.207*
	Above 20	10-20	2.147*
Tenure (CC)	Above 20	5-10	1.613*
Tenure (NC)	10-20	5-10	1.069*
	Above 20	5-10	2.096***
	Above 20	10-20	1.026**

Note. * < 0.05, ** < 0.03, and *** < 0.01

Table 4 only portrays the significant results of the post hoc test on organizational commitment and socio-demographic variables. Ages of the Nepal Telecom employees were significantly different with normative commitment and concurrently years of experience was associated with organizational commitment, continuance, and normative of Nepal Telecom respondents. Table 4 delineated only the significant results of the post hoc test of the variables age and tenure. The 31-40 years age group employees have a significant normative commitment difference with the 41-50 aged employees. Avci and Erdem (2017) found that normative commitment of 22-34 ages was significantly higher than 35 and over age.

The higher the years of experience, the higher is the commitment, what so ever the kind of commitment. The employees with more than 20 years of experience are more inclined to the organization in the case of organizational commitment, continuance, and normative commitment than that of 5-10 years' tenure. Similarly, the work experience above 20 years has a significant impact on organizational commitment and normative commitment in comparison to 10-20 years of work experience. Employees in the age group of 10-20 years tenure have significantly greater normative commitment than that of 5-10 years of experience. It means that higher years of experience leads to a larger level of influence on organizational, continuance, and normative commitment of Nepal Telecom employees. The tenure of bank employees with 1-5 years was significantly different from 6-10 years and 16-20 years of employment tenure (Visanh & Xu, 2018). On the contrary, Avci and Erdem (2017) found affective commitment of security employees had significantly different between 11-15 years and 25 years and above years of experience. In the Nepalese context, Agrawal and Jain (2020) exhibited that the longer the service years, the higher is the affective and continuance commitment of school teachers.

Conclusion

The study intends to assess the organizational commitment of Nepal Telecom and to measure the effects of socio-demographic elements on their 3-dimensional commitment and overall organizational commitment. It revealed that the gender of employees does not differ in their commitment towards the organization and work. Middle-aged employees are ethically inclined to the commitment while seniority of employees is a strongly influential factor of commitment. In general, as longer as people stay in the organization, they would like to remain with the same organization that is why it augments their overall commitment. Sequentially, a larger length of service years with the organization enhances the possibility of their righteous wish to continue with the organization. Thus, Nepal Telecom's consideration of employees' age and experience years in the organization are imperative to make any types of human resource decisions because these variables play the protagonist role to accelerate the commitment of employees.

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