

AN ASSESSMENT OF DEMOGRAPHIC FACTORS AFFECTING ORGANIZATIONAL COMMITMENT AMONG SHIFT WORKERS IN INDIA

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The aim of this study is to assess the organizational commitment among shift workers in ferroalloy industries of Odisha, India. Odisha is an under-developed state of India having full of natural resources. Many industries, particularly based on ferroalloys, have been set up in Odisha. Organisational commitment has been always a major issue in all types of organizations. To establish possible relationship between organisational commitment and important demographic variable (e.g age, marital status, tenure, job level and gender), a cross-sectional survey was conducted using a convenience sample of 240 shift workers at five ferroalloy companies in Odisha. It is believed that this study can add a new understanding that can be used to improve the organizational practices in developing countries, such as India.

1. INTRODUCTION

Over the years, the concept of Organizational Commitment (OC) has become popular among the researchers of organizational and industrial psychology (Cohen, 2003). OC is a psychological construct that has been described and operationalized for more than a decade. Early studies viewed the concept as a single dimension based on attitudinal identification, involvement and loyalty (Ashforth et al., 2008). Meyer et al. (2001) broadly defined the commitment as a force that guides a course of action towards one or more targets. It has been theorized that the commitment is a multidimensional construct. The antecedents, correlates and consequences of commitment vary among different dimensions. In other words, organizational commitment is employee's commitment to the organization. It has two facets, namely the

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organization's perspective and the employee's perspective. Commitments develop naturally and can be in the form of the nature of the relationship between an employee and the organization or the relationship to a variety of entities in the organization. Commitment can be observed as an attitude or mindset (attitudinal commitment), where commitment arises due to the convergence of goals, values and develops prospectively. Commitment can be behavioral, where it develops post membership, which facilitates the rationalization of continuance in an organization. Organizational commitment has also been defined as "*a psychological state that characterizes an employee's relationship with an organization and has implications for the decision to continue membership of the organization*" (Meyer & Allen, 1991). There are three components of organizational commitment:

1. **Affective commitment** which refers to the employee's identification or strong emotional attachment and involvement in the organization;
2. **Continuance commitment** which refers to an awareness of the costs associated with leaving the organization;
3. **Normative commitment** which reflects an obligation to continue belonging to the organization.

Usually, commitment is viewed as the commitment to an organization represented by the top management and its goals and values (Meyer & Allen, 1997). Organizations can be viewed as a coalition of nested groups (Lawler, 1992). The commitment can therefore represent multiple entities. This multiple entities framework is useful, if the intention is to measure commitment of a set of groups in an organization. Organizational commitment as a construct is distinct from other important organizational constructs such as: job involvement, work ethic, work group attachment etc. (Meyer, Allen & Smith, 1993). Moreover, commitment to an organization has been found to be related to a variety of organizational outcomes such as: increased employee performance and job satisfaction, reduced turnover and withdrawal cognition, lower absenteeism rate and increased organizational citizenship behavior (Fornes, Rocco, & Wollard, 2008; Meyer & al., 2002, Trunk et al., 2013, Babnik et al., 2014).

Organizational commitment is an important issue in today's highly competitive business environment. Business firms increasingly rely on their human capital (knowledge workforce) to give them a sustainable competitive edge by being able to respond, adapt or change to keep pace with rapid technological advancements, education advancements, workforce diversity, organizational restructuring and the new ways of doing business. Similarly, in

the last 10 years the ferroalloy industries in India (particularly in Odisha) have been experiencing change in terms of increased competition, greater client demands, higher insurance and litigation costs as well as declining staff productivity. The aim of this study is therefore to assess different factors which affect the organizational commitment of shift workers working in rotational shift in five ferroalloy industries of Odisha.

2. LITERATURE SURVEY

Over the past decades, an impressive amount of research efforts has been devoted to understanding the nature and impact of organizational commitment. Organizational commitment has been defined and measured in several ways because of diverse definitions. However, these definitions and measures generally share a common theme that organizational commitment is recognized to be a bond between individuals and the organization. Mowday et al. (1982) generally agreed that two perspectives of organizational commitment dominate the literature, i.e. (1) behavioral perspective and (2) attitudinal perspective. The behavioral approach to commitment is concerned mainly with the process by which individuals develop a sense of attachment not to an organization but to their own actions. Attitudinal commitment, the most commonly studied type of organizational commitment (Mathieu & Zajac, 1990) sees commitment as an attitude reflecting the nature and quality of the linkage between an employee and organization.

In general, the organizational commitment is considered as a useful measure of organizational effectiveness (Steers, 1977). In particular, the organizational commitment is a *multidimensional construct* (Morrow, 1993) that has the potential to predict the organizational outcomes such as performance, turnover, absenteeism, tenure and organizational goals (Meyer & Allen, 1997). Meyer and Allen (1991) used affective, continuance and normative commitment to capture the multidimensional nature of organizational commitment. Meyer and Allen (1997) supported the importance of affective commitment by explaining that the employees with strong affective commitment would be motivated for higher levels of performance and make more meaningful contributions than the employees who expressed continuance or normative commitment. In a study of 238 nurses, Cohen (1993) investigated the relationship between affective, continuance and normative commitment. Findings revealed that the affective commitment is highly correlated with all the other types of commitment. In other words, employees remain with the organization because they want to exhibit higher levels of commitment to their work, job, and career. Employees have been shown to focus their commitment

to the activities which they believe to be valued by the organization (as indicated by information put out by organizations) or are valuable to the organization (Shim & Steers, 2001). The effect of commitment on performance is only to the extent that it is unconstrained by ability (competence) or access to resources (Angle & Lawson, 1994) and control over outcomes (Decottis & Summers, 1987). Continuance commitment has been shown to have no significant relationship with voluntary absence from work (Somers, 1995).

Commitment has usually been studied as an individual level variable. There are hundreds of studies conducted to identify individual factors involved in the development of organizational commitment. For example, research has shown that commitment has been positively related to personal characteristics such as age (Mathieu & Zajac, 1990), length of service in a particular organization (Luthans, McCaul & Dodd, 1985) and marital status (John & Taylor, 1999) and negatively related to the employee's level of education (Glisson & Durick, 1988). In addition, commitment has been found to be related to certain job characteristics such as task autonomy (Dunham, Grube & Castaneda, 1994), feedback (Hutchison & Garstka, 1996) and job challenge (Meyer, Irving & Allen, 1998) and certain work experiences such as job security (Yousef, 1998), promotion opportunities (Gaertner & Nollen, 1989), training and mentoring opportunities (Scandura, 1997), and supportive and considerate leadership (DeCottis & Summers, 1987). Finally, research studies have revealed that commitment is influenced by perceptions of organizational importance to individual employee's social and personal development (McFarlin & Sweeny, 1992).

In the last few years, the ferroalloy industries in India (particularly in Odisha) have been experiencing changes in different dimensions. There are many studies relating demographic characteristics to the organizational commitment in the Western context. There are very few studies in the Indian context. Therefore, this study set out to add an empirical research to the current conceptual base, relating to the effect of demographic variables like age, marital status, tenure, job level, and gender to organizational commitment in the ferroalloy industries of Odisha.

3. RESEARCH METHODOLOGY

3.1. Participants

A non-probability sampling design in the form of a convenient sampling method was adopted and considered to be appropriate to gather information for

this study. All employees (shift workers) of five ferroalloy industries in Odisha participated in this study. Thus, two hundred and sixty questionnaires were administered out of which two hundred and forty questionnaires were returned yielding a response rate of above 66%. According to Sekaran (2000), a response rate of thirty percent (30%) is regarded as acceptable for most research purposes. This good response rate can be attributed to the interest of plant managers in this study.

Table 1. Demographic characteristics of the sample

Attribute	Characteristics	N	(%)
Gender	Male	183	76
	Female	57	24
Job level	Executive	60	25
	Non-executive	180	75
Age	Under 21	31	13
	21-30	70	29
	31-40	110	46
	Over 40	29	12
Marital status	Not married	108	45
	Married	132	55
Duration of service (in years)	≤ 5	28	12
	6-10	52	22
	11-15	21	08
	16-20	51	21
	≥ 21	88	37

From table 1, it is clear that the majority of respondents are men representing over 76% of the sample. The majority of respondents are non-executives (75%). More than half (55%) are married. The mean of the respondents' age is 31.8. The majority of the study sample (46%) held a technical professional job.

3.2. Measurement instruments

A self-developed questionnaire was used to obtain demographic data relevant to this study. The participants were asked to provide information regarding their gender, job level, age, marital status, tenure, job category, etc. In addition to that, the Organizational Commitment Scale (OCS) (Meyer & Allen, 1993) was used to measure the organizational commitment.

The questionnaire (OCS) used in this study is the 18-item instrument, designed by Meyer and Allen (1993). Each subscale of the OCS contains six items. Responses to each of the 18 items are rated using a 5-point Likert rating scale with anchors labeled: 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree. Several studies have examined the reliability (alphas) of the OCS. Allen and Meyer (1993) reported a high reliability score in almost all the items in the instrument. Examples of items from the OCS questionnaire include: (a) affective commitment – *I would be very happy to spend the rest of my career with this organization*; (b) continuance commitment - *It would be very hard for me to leave my organization right now, even if I wanted to*; and (c) normative commitment - *This organization deserves my loyalty*.

3.3. Proposed hypotheses

Personal characteristics included in this research are age, marital status, tenure, gender, and job level. Figure 1 shows the relationship diagram for the proposed hypotheses.

Research has shown that age is positively related to organizational commitment (Steers, 1977; Mathieu & Zajac, 1990; Angle & Perry, 1981, De Gieter et al., 2011). A possible explanation for this relationship is that there are few employment options available to older employees (Mowday et al., 1982) and older employees realize that leaving may cost them more than staying (Parasuraman & Nachman, 1987). Thus, in this research a hypothesis relating to age and organizational commitment is proposed.

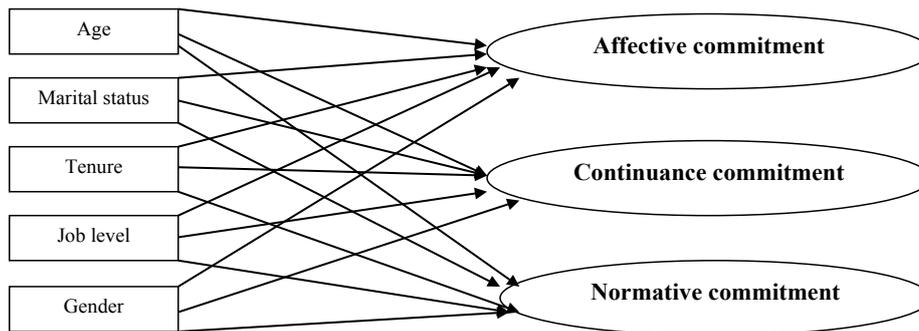


Figure 1. Relationship diagram

H1: There is a significant effect of age on affective commitment.

H2: There is a significant effect of age on continuance commitment.

H3: There is a significant effect of age on normative commitment.

Marital status has emerged as a consistent predictor of organizational commitment. Findings reported by Hrebiniak and Alutto (1972), John and Taylor (1999), and Tsui et al. (1994) indicated that married people were more committed to their organization than unmarried people. Married people have more family responsibilities and need more stability and security in their jobs. Therefore, they are likely to be more committed to their current organization than their unmarried counterparts. In the light of these findings and explanation, it is hypothesized that:

H4: There is a significant effect of marital status on affective commitment.

H5: There is a significant effect of marital status on continuance commitment.

H6: There is a significant effect of marital status on normative commitment.

Research indicates that organizational tenure is positively related to organizational identification and commitment (Kushman, 1992; Mathieu & Zajac, 1990; Meyer & Allen, 1997; De Gieter et al., 2011, Imran et al., 2013). Although empirical evidence suggests that there is a positive link between organizational commitment and tenure, it is still not clear how this link operates. According to Meyer and Allen (1997), as an individual's length of service with a particular organization increases, he or she may develop an emotional attachment with the organization that makes him/her difficult to change the job. Meyer and Allen (1997) also suggest that the results of a positive relationship between tenure and organizational commitment might be a simple reflection of the fact that uncommitted employees leave an organization, and only those with a high commitment stay. In the light of this evidence, the following hypotheses are proposed for this study.

H7: There is a significant effect of tenure on affective commitment.

H8: There is a significant effect of tenure on continuance commitment.

H9: There is a significant effect of tenure on normative commitment.

Job level is conceptualized and used in this study as an individual's personal involvement with the job, that is the degree to which his/her self-esteem is affected by his/her work performance (Lodahl & Kejner, 1965). Studies by Janis (1989), Stevens, Beyer, and Trice (1978), and Loui (1995) revealed a significant positive relationship between organizational commitment and job involvement. One explanation for this could be that for employees with

a high level of job involvement, the job is important to one's self-image (Kanungo, 1982). These high-involvement employees identify with and care about their jobs and are less likely to quit their jobs. Thus, in this study the following hypotheses are postulated:

H10: There is a significant effect of job level on affective commitment.

H11: There is a significant effect of job level on continuance commitment.

H12: There is a significant effect of job level on normative commitment.

Despite the substantial number of studies that have investigated the antecedents of organizational commitment, the literature on the relationship between gender and organizational commitment has had mixed results. For example, there are some authors who have suggested that women are less committed to their work than men (Karrasch, 2003; Schwartz, 1989; Yammarino & Dubinsky, 1988). More recent research (over twenty studies; e.g. Meyer et al., 2002; Riketta, 2005; Thorsteinson, 2003) has found that there are no gender differences in organizational commitment. Several additional studies have found that even when there is a mean difference in organizational commitment between men and women, there is no gender effect when predicting organizational commitment. Ashkan and Asmawi (2012) found that there is a significant difference in the normative commitment between men and women. Hence, since the literature includes mixed findings, a set of hypotheses is proposed for this study showing the impact of gender on organizational commitment.

H13: There is a significant effect of gender on affective commitment.

H14: There is a significant effect of gender on continuance commitment.

H15: There is a significant effect of gender on normative commitment.

3.4. Statistical analysis

Data analysis procedures chosen for this research are based on their applicability to the exploratory nature of the research design. Descriptive and inferential statistics are used to analyze the data. SPSS® version 19.0 for Windows is used to perform all the procedures. As a preliminary step to data analyses, descriptive statistics such as the mean scores, standard deviation and other information about the OCS scale are examined. Further, additional analyses to determine if there are any statistically significant differences in the mean scores for affective, continuance, and normative commitment based on demographics are determined. These analyses include Spearman rank

correlation, Mann Whitney-U test, Kruskal Wallis test for gender, job level and marital status, age and tenure.

4. RESULTS AND DISCUSSION

Descriptive statistics in the form of arithmetic means, standard deviations and Cronbach's alpha coefficients for respondents are computed for various dimensions of the OCS (Table 2).

Table 2. Descriptive statistics of OCS facets

Variables	No. of items	Mean	Std. Dev.	Min	Max	Cronbach's alpha coefficients	N
Affective commitment	6	4.14	0.63	2.45	4.72	.82	237
Continuance commitment	6	3.53	1.05	2.14	4.55	.70	237
Normative commitment	6	3.93	0.37	2.33	4.25	.82	237
Total commitment	18	3.87	0.68	2.14	4.72	0.69	237

Table 2 shows the arithmetic means for the three OCS variables. Affective commitment has the highest mean followed by normative commitment and continuance commitment. That means that the majority of workers feel that they would be very happy to spend the rest of their career with this organization. It also means they are very happy with the organizational culture/facilities and committed to their organizational responsibility. As the OCS instrument uses the five-point Likert scale to collect responses for different subscales, an approximate mean of 3 constitutes the average level of commitment on these subscales. The average total commitment of 3.87 (table 2) shows that the employees are relatively committed to the organization. The reliability score (Cronbach's alpha coefficients) of all the sub-scales of OCS are reported as more than 70. So, the internal consistency of OCS variables is found suitable for this study.

Table 3 below shows the correlation between the three OC scales. It shows that there is a moderate positive correlation between different dimensions of the OCS.

Table 3. Correlation between OCS factor and total commitment

Variable	1	2	3
1. Affective commitment	1.0		
2. Continuance commitment	0.27	1.0	
3. Normative commitment	0.29	0.38	1.0
Total commitment	0.65	0.54	0.41

Spearman's rank correlation coefficient is used to analyze the effect of organizational commitment on age and the results are shown in Table 4. The correlation of F1 (normative commitment) and F2 (affective commitment) with age factor is found to be significant at 0.05 level ($P_1=0.031$, $P_2=0.001$). Thus, hypotheses H1 and H3 are confirmed. However, no correlation is found between F3 (Continuance commitment) and age factor ($P_3=0.301$). Hypothesis H2 is rejected. In a research by Allen and Meyer (1993), the correlation between age and the three dimensions of organizational commitment was found to be significant.

Table 4. Spearman's rank correlation between age and OCS factors

		Affective commitment	Normative commitment	Continuance commitment
Age	Correlation coefficient	-.127	.213	-.103
	Sig. (2-tailed)	.031	.001	.301
	N	237	237	237

Table 5 reveals the effect of gender on organizational commitment. As the data of gender differences of the participants in organizational commitment dimensions are not distributed normally, Mann Whitney-U test is performed and the results are shown in Table 5.

The results show that, except the continuance commitment, a significant difference is found between male and female employees at significance level ($P=0.05$). Hypotheses H13 and H15 are confirmed, whereas H14 is rejected.

As for the scores taken from the affective commitment, a significant difference is found between male and female employees ($P=0.007$). It is also found that the mean ranks of male employees are higher in affective commitment. In normative commitment, on the other hand, the mean rank of

female employees is found to be higher compared to male employees in the affective commitment. Table 5 also reveals that there is a significant difference in total commitment, where mean scores of men are higher than those of women.

Table 5. Mann Whitney-U test for OCS and gender

	Gender	N	Mean Rank	p
Affective commitment	Male	183	161.2	0.00
	Female	57	122.5	
Normative commitment	Male	183	126.3	0.01
	Female	57	141.4	
Continuance commitment	Male	183	151.8	0.12
	Female	57	122.6	

This result implies that men have stronger organizational commitment than women. This situation can be interpreted that women think that the source of their commitment and identity is associated with their family roles (Aven et al. 1993). In other words, being a mother is more important than work. However, for men work is their first choice. In addition, women quit their jobs or stay away from office more often.

Similarly, some research studies have asserted that women have low level of commitment too (Dixon et al., 2005). On the other hand, women have higher commitment than men in the case of normative commitment. This fact is supported by Alvi and Ahmed (1987) and Mowday, Steers and Porter (1979). Alvi and Ahmed stated that women had higher level of commitment than men. Mowday et al. found that there was a coherent relationship between the organizational commitment and gender. They added that women had higher level of commitment than men, because they tried to do more for their job status.

Table 6 shows the effect of job tenure on organizational commitment. As the data under study are not divided normally and there are more than two comparing groups, the Kruskal-Wallis (a non-parametric test) is used. No significant correlation is found between the two components of organizational commitment and the length of time with organization at 0.05 significance level (for normative commitment $p=0.31$, for continuance commitment $=0.11$). However, there is a significant association between the affective commitment and job tenure ($p=0.02$). The mean rank shows that the commitment increases

as job tenure increases. Thus, hypothesis H7 is accepted and hypotheses H8 and H9 are rejected.

Table 6. Kruskal-Wallis test for OCS and the duration of service

	Job length (in years)	N	Mean Rank	p
Affective commitment	≤ 5	28	112.3	0.02
	6-10	52	118.7	
	11-15	21	121.3	
	16-20	51	121.5	
	≥ 21	88	145.8	
Normative commitment	≤ 5	28	123.1	0.31
	6-10	52	151.2	
	11-15	21	111.3	
	16-20	51	148.7	
	≥ 21	88	131.9	
Continuance commitment	≤ 5	28	110.6	0.11
	6-10	52	152.4	
	11-15	21	157.7	
	16-20	51	123.6	
	≥ 21	88	121.9	

According to Meyer and Allen (1997), as an individual's length of service with a particular organization increases, he or she may develop an emotional attachment with the organization that makes it difficult to change jobs. Meyer and Allen (1997) also suggested that the results of a positive relationship between tenure and organizational commitment might be a simple reflection of the fact that the uncommitted employees leave an organization, and only those with a high commitment remain. In line with this finding, research indicates that the organizational tenure is positively related to the organizational commitment (Mathieu & Zajac, 1990; Meyer & Allen, 1997). Although empirical evidence suggested that there was a positive link between the organizational commitment and tenure, it is still not clear how this link is developed.

In the Indian working scenario, the lower level employees' salary and promotion are contingent mainly upon their age and length of service (personal characteristics of the employee). From the studies (Cohen, 1992; Grusky, 1966) which were discussed earlier, it is evident that personal antecedents are more important for the organizational commitment of lower-level employees. In studies conducted in India, Singhal and Sood (1981) also found a positive relationship between tenure and commitment in a sample of hospital nurses. The

relationship of the length of service has also been investigated with other correlates of organizational commitment such as job involvement. In a study of lower management, Reddy and Ravikumar (1980) found that the length of service is positively related to job involvement and hence, the same may be with commitment also. In a recent study by Shanti Suman et al. (2012), it was found that the length of service plays a major role in determining the organizational commitment of workers. As employees gain experience in an organization, they also move upward in the hierarchy and gain other benefits like increased salary, which changes his/her perception and attitude towards the job and organization.

Table 7. Mann Whitney-U test for OCS and job level (executive/non- executive)

	Job level	N	Mean rank	p
Affective commitment	Executive	60	161.2	0.021
	Non-Executive	180	122.5	
Normative commitment	Executive	60	126.3	0.213
	Non-Executive	180	153.4	
Continuance commitment	Executive	60	131.8	0.043
	Non-Executive	180	142.6	

Table 7 shows how the job level affects different dimensions of organizational commitment. According to the above result, the job level (i.e. executive and non-executive) has a significant impact on the affective commitment ($P = 0.021$) and continuance commitment ($P = 0.043$). However, no significant difference is found in the case of the normative commitment ($P = 0.213$). Thus, hypotheses H10 and H11 are accepted and H12 is rejected. In the case of affective commitment, the mean rank of executives is higher than the one of non-executives. This implies that the executives are more committed than non-executives. But in the case of the continuance commitment, the non-executives scored higher than the executives. Our findings are in line with the findings by Lisa M. Moynihan et al. (2000), who found that the affective commitment is positively and continuance commitment is negatively associated with the executives' general performance and leadership.

Table 8 shows the relationship between marital status and the OCS. There is a significant relationship between all the components of the OCS and marital status. Thus, hypotheses H4, H5 and H6 are accepted. Marital status has proved to be a consistent predictor of the organizational commitment. The findings reported by Hrebiniak and Alutto (1972), John and Taylor (1999), and Tsui et al. (1994) indicated that married people were more committed to their

organization than unmarried people. Married people have more family responsibilities and need more stability and security in their jobs and, therefore, are likely to be more committed to their current organization than their unmarried counterparts.

Table 8. Mann Whitney U test for OCS and marital status

	Marital status	N	Mean rank	P
Affective commitment	Not married	108	161.2	0.007
	Married	132	122.5	
Normative commitment	Not married	108	126.3	0.010
	Married	132	153.4	
Continuance commitment	Not married	108	131.8	0.034
	Married	132	142.6	

Table 9 summarizes the results of the hypotheses testing. The results show that 10 out of 15 of our hypotheses are accepted. Thus, the demographic information has a significant effect on the organizational commitment.

Table 9. Hypotheses results

Hypotheses	Result
H1: There is a significant effect of age on Affective commitment.	Accepted
H2: There is a significant effect of age on Continuance commitment.	Rejected
H3: There is a significant effect of age on Normative commitment	Accepted
H4: There is a significant effect of marital status on Affective commitment.	Accepted
H5: There is a significant effect of marital status on Continuance commitment.	Accepted
H6: There is a significant effect of marital status on Normative commitment.	Accepted
H7: There is a significant effect of tenure on Affective commitment.	Accepted
H8: There is a significant effect of tenure on Continuance commitment.	Rejected
H9: There is a significant effect of tenure on Normative commitment.	Rejected
H10: There is a significant effect of job level on Affective commitment.	Accepted
H11: There is a significant effect of job level on Continuance commitment.	Accepted
H12: There is a significant effect of job Level on Normative commitment	Rejected
H13: There is a significant effect of gender on Affective commitment.	Accepted
H14: There is a significant effect of gender on Continuance commitment.	Rejected
H15: There is a significant effect of gender on Normative commitment.	Accepted

5. CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

This study showed that personal and demographic characteristics have an effect on different dimensions of organizational commitment. Most of the obtained results of the present study are in conformity with earlier findings. Since the data were collected from a production organization, replicating this study in other types of organizations would help in determining the validity and generality of present findings. Due to hazardous nature of the job in plants, the number of female employees and the number of executives was quite small as compared to their counterparts; hence, caution must be exercised in generalizing the findings of the present study. Furthermore, given the exploratory nature of the research design, this study can yield no statements about causation. The observed associations between the variables have therefore been interpreted rather than established.

The results of the study can be useful almost in every organization (particularly in the ferroalloy sector) to enhance the maximum level of organizational commitment of employees particularly shift workers, but it is necessary that management devotes reasonable time and effort to understanding their employees' different demographic factors. Management should also encourage employees to build optimistic attitude in their personality which would automatically increase their commitment. The results also suggest that in order to create a working environment that encourages people to stay and commit to their respective organizations, top management needs to review the existing HR practices so as to offer fair policies to the employees having different demographic dividend.

The overall findings of the study add to the literature by shedding a new light on how different demographic factors can improve different dimensions of organizational commitment. It is also found that all demographic factors considered for this study have significant impact on affective commitment. According to Meyer and Allen (1997), employees with strong affective commitment would be motivated for higher level of performance and make more meaningful contributions than employees who expressed continuance or normative commitment. Therefore, the management of the ferroalloy industry should take initiative to improve the affective commitment according to the demographic factors. In practical terms, the new knowledge gained from observing the relationship between specific demographic factors and the affective, continuance and normative commitment of the participants may be useful in attracting, selecting, placing, developing, rewarding and remunerating talented employees in ferroalloy industries in India. Finally, it may be

recommended that employees at all levels are provided with maximum opportunity to satisfy their higher order needs in order to enhance their commitment level.

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**PROCJENA DEMOGRAFSKIH ČIMBENIKA UTJECAJA NA
ORGANIZACIJSKU PRIVRŽENOST MEĐU
INDIJSKIM SMJENSKIM RADNICIMA**

Sažetak

Cilj ovog istraživanja je procjena organizacijske privrženosti među smjenskim radnicima u industriji željeznih legura u Odishi (Indija). Odisha je nedovoljno razvijena savezna indijska država, bogata prirodnim resursima, zbog čega su u njoj smještene različite industrije, a posebno one zasnovane na željeznim legurama. Organizacijska je privrženost, pak, uvijek bila značajnim pitanjem u svim vrstama organizacija. Da bi se utvrdila moguća povezanost između organizacijske privrženosti i demografskih varijabli (dobi, bračnog statusa, duljine radnog angažmana, razine posla i spola), provedena je kros-sekcijska anketa, koja je obuhvatila prigodni uzorak od 240 smjenskih radnika, u pet poduzeća, angažiranih u preradi željeznih legura u Odishi. Vjeruje se da ovaj rad može doprinijeti boljem razumijevanju i unapređenju organizacijske prakse u zemljama u razvoju, kao što je Indija.

