

**ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL
COMMITMENT AMONG THE EMPLOYEES OF
INFORMATION TECHNOLOGY PARKS IN KERALA**

Thesis submitted to the

UNIVERSITY OF CALICUT

For the award of the Degree of

DOCTOR OF PHILOSOPHY IN COMMERCE

Under the Faculty of Commerce and Management Studies

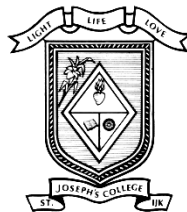
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September 2020


CERTIFICATE

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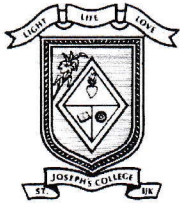
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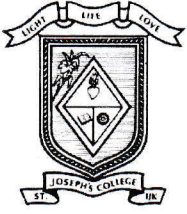
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I request you to accept the thesis and do the needful.

Thanking you,

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DECLARATION

I hereby declare that this thesis entitled '**Antecedents and Consequences of Organizational Commitment among the Employees of Information Technology Parks in Kerala**', submitted to the University of Calicut, for the award of the Degree of Doctor of Philosophy in Commerce, is a record of the bonafide research work done by me under the supervision and guidance of **Dr. Sr. Rosa K. D.**, Associate Professor (Retd.), Research & PG Department of Commerce, St. Joseph's College, Irinjalakuda, Thrissur. I also declare that, this thesis has not been formed the basis for the award of any degree, diploma, associateship, fellowship or any other title of recognition from any university or institution and to the best of my knowledge and belief, it contains no material previously published by any other person, except where due references are made in the text of the thesis.

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11/09/2020



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List of Abbreviations

ANOVA	Analysis of Variance
BPO	Business Process Outsourcing
C DIT	Centre for Development of Imaging Technology
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN	Contents Minimum Discrepancy
CMMI	Capability Maturity Model Integration
Df	Degrees of Freedom
EFA	Exploratory Factor Analysis
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
ICFOSS	International Centre for Free and Open Source Software
ICT	Information and Communication Technology
IITM K	Indian Institute of Information Technology and Management Kerala
ISO	International Organization for Standardization
IT	Information Technology
ITES	Information Technology Enabled Services
KMO	Kaiser Meyer Olkin Measure
KSITIL	Kerala State Information Technology Infrastructure Limited
KSITM	Kerala State Information Technology Mission
NASSCOM	The National Association of Software and Service Companies
NFI	Normed Fit Index
OHSAS	Occupational Health and Safety Assessment Series
QWL	Quality of Work Life
RMSEA	Root Mean Square Error of Approximation
SEI CMM	Software Engineering Institute Capability Maturity Model
SEM	Structural Equation Model
TLI	Tucker Lewis Index
WFH	Work from Home
y-o-y	Year over year

Chapter I

Introduction

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- 1.1 Introduction
- 1.2 Organizational Commitment
- 1.3 Information Technology Industry in India and in Kerala: An Overview
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1.1 Introduction

Organizations are as old as the human civilization. Organization is a social system where people cohesively work to attain a common goal. Organization is not merely a physical structure but it is the group of people, which works and interacts together on shared values and missions. We can undoubtedly highlight the thought that the most powerful but complex to handle resource of an organization is its human resource. Thus, an organization consists of two or more individuals, who believe that they are equipped with necessary skills and knowledge and join together to produce goods or services. Life is unlivable without organizations (Aswathappa, 2005).

As organization is a social system, people who are responsible for managing the organization should try to understand the way they are operating. The organization's functions should be productive and efficient in order to ensure usefulness to the society. The organization's effectiveness can be measured from the extent to which they are satisfying the diverse needs of the stakeholders. Hence, it is the responsibility of the people who are managing an organization to understand how it is functioning.

Human resource is the major catalyst for the success of any organization. It is treated as the most powerful natural resource which an organization can utilize. Now a days, no organization can sustain and grow without ample human resources. Organizational authorities should develop appropriate strategies to utilize the usefulness of the various categories of its members. While utilizing the human resources, the management should adopt a humane approach. In this approach, the human resources are utilized and developed not only for the benefit of the organization but also for the own satisfaction of the resources themselves. In order to maintain a satisfied human capital, it is essential from the part of the management to understand their personal feelings, perceptions, desires, motives, likes and dislikes, attitudes, values etc.

In an organization, human behaviour is the most unpredictable and complicated element. Human behaviour in an organization is treated as the

behaviour of that organization. It is generally concerned with the actions, beliefs, attitudes, thoughts, emotions and feelings of the human resources. The development of the organization is correlated with the development of its people. Hence, it is imperative to study the behaviour of the people to ensure proper and balanced development of an organization.

1.2.1 Organizational Commitment

Organizational commitment is a major behaviour of the employees which defines their psychological attachment towards the organization in which they are working. It is a mindset which ties an employee to an organization. The extent of organizational commitment explains an employee's intention to continue with or quit from his present organization. It is a psychological link between the employee and the organization. Organizational commitment stimulates the intention of an employee whether to continue his organizational membership or to seek jobs in other organizations. If an employee is uncommitted towards the organization, he will exhibit withdrawal behavior.

The study of the Organizational commitment as an important psychological construct dates back to Becker's Side-bet theory in 1960. It has emerged as an important construct in organization research because of its relationship with work related constructs such as absenteeism, turnover, job satisfaction, job involvement and leader- subordinate relations and organizational effectiveness (Powell and Meyer, 2004; White and Charles, 2005). Committed employees are more likely to stay in an organization with desire and work towards the organization's goals (Porter and Steers 1982). The results of existing theories and research show that a high level of employee commitment to the organization has an indispensable advantage for organization's effective functioning and competitiveness.

Organizational commitment is a widely researched area in organizational behaviour. Many researchers proposed many components and dimensions of organizational commitment. Among all these dimensions and thoughts, the mostly acceptable and widely used one is the dimension developed by Meyer and Allen (1990). According to them, the levels of organizational commitment can be of

three; Affective commitment, Continuance commitment and Normative commitment. Affective commitment defines the passionate warmth an employee is having towards his organization. It is treated as a desire based commitment. Continuance commitment is a cost based commitment in which the employee continues with the organization because leaving the organization leads to incur social as well as economic costs to the employee. In case of normative commitment, the employee decides to continue his membership in the organization because of some obligation towards the organization. Hence it is known as obligation based commitment.

Organizational commitment is a behaviour which is treated as an outcome of a number of variables. One among these variables is job characteristics. Job characteristics such as skill variety, task identity, task significance, autonomy in performing duties, feedback from the job and also feedback from others may have a high influence in the level of organizational commitment of employees. The specific characteristics of a job can increase an employee's sense of attachment to the organization.

Training, opportunities for career development and promotional opportunities in an organization is also considered as a predictor variable of organizational commitment. If an organization gives due importance in arranging timely training in order to equip its employees with modern changing organizational environment, it will help the employees to remain creative and enthusiastic. And also, organization should have transparent promotion policies. The organizational authorities should exhibit equity and justice while framing promotional policies. The policies should give due consideration to the efficiency of the employees. The organizations can give proper career orientation to its employees by providing them opportunities for higher education. All these measures will create a sense of belongingness in the minds of the employees about their employing organization, which will make them continue with the organization throughout their career.

Quality of work life states how the employees of the organization can meet their significant personal needs by working with their organization. It comprises of

an employee's job related prosperity and the degree to which the work experiences are stress free, worthwhile and without other negative outcomes. Past research studies established the relationship of quality of work life as an antecedent variable of the organizational commitment. Hence safe and congenial work environment with a lot of opportunities for personnel development can improve the level of employees' commitment towards their organization.

Compensation means the monetary reward that an employee is receiving from the organization in return for his services and efforts he has extended towards the organization. Compensation is a direct measure of the real worth of a job position. In a developing country like India, the employees are very much concerned about their compensation packages. If the employees are well paid, they will continue their organizational membership with their present employer, otherwise they will quit. Hence, compensation is treated as a major motivator which significantly influences an employee's decision regarding whether to continue his organizational membership or to leave the organization.

Leadership is a practice of encouraging and motivating the members of an organization by their supervisor or manager. A manager can adopt different leadership styles to motivate his team members to extract expected outcome from them. But the decision as to which style of leadership is to be adopted depends on the nature of work, situations in which the work is to be carried out, the nature, experience and emotional level of the subordinate etc. The relationship between the leadership styles and the organizational commitment is a well-established one. If the supervisor's style of leadership is not acceptable to the employees and to the situation, they may decide to leave the organization.

A perplexing situation for some individuals is the way they deal with the majority of the contending requests in work and life and abstain from letting any pessimistic effects of work overflow into their own lives. Research has demonstrated that, employees who believe that they don't have energy for their personal life feel depleted and diverted while they work. Such a negative feeling can be reduced to a great extent by providing flexible work arrangements. Now a days companies using innovative information and communication technologies are

adopting many types of flexible work arrangements which will help the employees to attain a proper equilibrium between their personal as well as professional life. Work from home is a flexible work arrangement in which, the employee can perform his office responsibilities and assignments while sitting at home itself. If an employer can offer such flexibility in work arrangements that will definitely help the employee to attain a balance between his family role and profession. This will definitely help the employee to reduce the stress level and make them feel a sentimental attachment towards their organization.

Some organizations do not prefer work from home arrangement. It is because they are of the opinion that such arrangements will deteriorate the quality of work. Not only that, it may lead to lose the security and secrecy of the organizational data. In such situations, they can provide their employees with work place near their neighborhood or native place. In this case, the company can ensure proper monitoring of work and at the same time, the employee can enjoy working from his neighborhood office. This flexibility influences the employee positively and he may decide to continue his service with the employer who is providing such proximity of workplace.

Organizational operations and policies include the information technology organizations' decisions and policies relating to the off shore and on shore projects, remuneration packages in Indian currency or in foreign currency, working time at Indian Standard Time or international time etc. All these factors have direct influence on the employees' organizational commitment.

Organizational commitment can lead to a variety of positive and favorable behaviours and attitudes in the employees. These positive outcomes may provide the organization with a workforce which is very much attached to the organization. Organizational commitment may provide a higher degree of job satisfaction to the employees. In many studies, the variable 'job satisfaction' is treated as a predictor variable of organizational commitment. But in few studies the researchers reversed that relationship. In this present study, the variable 'job satisfaction' is treated as an outcome variable. Degree of changes in organizational commitment will have a direct impact on the degree of changes in the job satisfaction of employees.

Job performance has been characterized as performance of work with respect to the quality and quantity expected from every worker. If an employee is not attached to the organization in which he is working, the work will become a monotonous one. The organization cannot expect anything positive and promising from that employee. Instead, if the employee has a close attachment towards the organization, there happens a harmony between the individual goals and organizational goals. This will ultimately lead to improved job performance from the part of the employee.

Organizational citizenship behaviour is the favourable attitude which an employee exhibits in an organization. In other words, it can be referred as attractive and flexible behaviour that has got association with organizational commitment. Organizational citizenship behaviour clearly defines the attitude and behaviour of the employees towards their formal job which supports the successful working of the organization. If an employee has a high degree of commitment towards his employing organization, definitely he will possess and exhibit favourable attitudes towards his work, towards his fellow workers and towards the organization. Hence, organization citizenship behaviour is treated as an outcome variable of organizational commitment.

Motivation supports employees intrinsically towards the activities which help them to accomplish the objectives or specific goals which is allocated to him. Motivation is a main factor which inculcate positive attitude towards the organization in the minds of the employees. This positive attitude towards the organization prevents him from leaving the organization. It acts as a sticking force which binds the employee to continue his work with the organization.

Absenteeism and attrition are the negative behaviours an employee expresses when he is not satisfied and committed with the organization. It is seen that a high pace of employee commitment is connected to a lower turnover rate. When an employee frequently taking leaves and not attending the organization regularly, that may be a symptom of lack of organizational commitment. Sometimes the employees may leave their organization to join some other organization with better opportunities. This is termed as attrition. If an organization

can maintain a committed labourforce, it can reduce labour absenteeism and attrition. Hence, there exists a significant negative relationship between Organizational commitment and labour absenteeism and attrition.

1.3 Information Technology Industry in India and in Kerala: An Overview

Information Technology and Information Technology Enabled Services Industry have become the back bone of Indian economy for the last twenty five years. The industry has helped India to come into the forefront of the global economic scene. The industry has played a vital role in transforming India's image from a slow moving bureaucratic, agro-based economy to a land of innovative entrepreneurs and professionals and a global player in providing excellent technology solutions and business services. Industry is fostering the total development of the Indian economy. It fuelled India's economic growth by directly and indirectly contributing towards India's various socio- economic parameters such as employment, standard of living, foreign currency earnings etc. India is blessed with an abundant supply of efficient human resources at comparatively cheaper cost and IT friendly policies of the government attracted many global IT players towards India. Today, major IT giants have business roots in India.

The IT industry has been contributed around 7.7 percent to the India's GDP and it is expected that, by 2025, the contribution will be increased to 10 percent. Industries revenue was estimated at around US\$ 191 billion in the financial year 2020 and it has been estimated that the size of the industry will grow to US\$ 350 billion by 2025. The industry has accelerated the growth of start-ups in the country (Indian Brand Equity Foundation, 2020).

India is the most leading sourcing destination across the world for IT/ ITES companies. The market share of the country is approximately 55 percent of the global services sourcing business in the year 2019. Around the eighty countries across the world, Indian IT/ITES companies have established more than thousand global delivery centers. India's cost effectiveness helps in providing guaranteed quality services at thirty to forty percent reduced cost to its clients all over the world. This core competency helped India in attaining an important space in the

global IT market. Total export revenue of the industry is expected to grow 8.1 percent y-o-y to US\$ 147 billion in FY 2020. India's IT/ITES sector accounted for the largest share in the services export of the country at 45 percent. As India is blessed with a high amount of intellectual capital, several global IT firms are coming forth to set up their innovation centers in India. Statistics reveals that around seventy five percent of the global digital talent is present in India (Economic Review, 2018)

Kerala is considered as one of the most attractive as well as the promising Information Technology (IT) destinations for the global economy. Kerala's Information Technology sector has achieved this status because of the availability of talented human resources with a lot of creativity and innovativeness. The well formulated and implemented government policies, high quality of life and comparatively low operational costs help in transforming Kerala to one of the most favored Information Technology destination for the investors.

Information and Communication Technology (ICT) sector has been playing an important role in the development of the State, since the Ninth Five Year Plan. Realizing its potential and critical importance, the State Government has made earnest efforts to create a sound and world class infrastructure for the sector. The Government has also taken initiative to develop the digital technology capacities and resources. This has enabled the State to be in the forefront of implementing ICT projects, e-governance initiatives, e -literacy programmes and in the creation of basic IT infrastructure facilities.

Kerala State Information Technology Mission (KSITM), Indian Institute for Information Technology and Management – Kerala (IIITM-K), Technopark, Infopark, Cyberpark, Kerala State Information Technology Infrastructure Ltd. (KSITIL), International Centre for Free and Open Source Software (ICFOSS), Hardware Mission, Kerala Start-up Mission (KSUM) and Centre for Development of Imaging Technology (C-DIT) are the major agencies involved in the implementation and promotion of IT related activities in the State.

The State Government envisages expansion of IT industry in the State in a manner that benefits all the Districts in the State. A hub and spoke model has been planned by the Kerala Government. Thiruvananthapuram (Technopark), Kochi (Infopark) and Kozhikode (Cyberpark) will act as hubs and the remaining Districts will be the spokes.

1.3.1 Technopark, Thiruvananthapuram

Technopark is an autonomous organization wholly owned by the Government of Kerala registered under the Travancore-Cochin Literary, Scientific and Charitable Societies Registration Act, 1955. This is a CMMI Level 4, ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007 certified Technology Park. It is one among the India's largest IT Parks. Technopark came into existence in 1990 at Thiruvananthapuram. Companies working in Technopark employ more than fifty six thousand IT professionals. Technopark spread across seven hundred and twenty four acres of land and at present about 400 companies are operating.

Technopark was set up by the Government of Kerala as an autonomous body to create global standard infrastructure and to provide an overall support required for development of high technology industries. It was formally dedicated to the nation on November 18, 1995. Since then Technopark has been growing steadily both in size and employees strength. Through its companies, it currently provides direct employment to more than 50,000 IT employees and offers an indirect employment for another 1, 50,000 persons. With the launch of Technocity project in Kazhakuttam, the largest integrated IT Township in four hundred and twenty four acres of land, and the Kazhakuttam-Kovalam (NH 66) has become the first IT Corridor in Kerala. Technopark has charted out an ambitious target of creating 50,000 new jobs by 2021. It has 5 campuses which is spread over 760 acres under various phases of development.

1.3.2 Infopark, Kochi

Infopark, Kochi is the second largest IT hub in Kerala with spokes at Cherthala and Thrissur. The objective of Infopark is the creation of state-of-art infrastructure facilities such as space for IT/ITeS companies, supply of power,

water and connectivity etc. Since its inception in 2004, Infopark and its co-developers created over eighty lakh square feet built up space.

1.3.3 Cyberpark, Kozhikode

Cyberpark was established in the lines of Technopark in Trivandrum and Infopark in Kochi based on a hub and spoke model. It was set up to bridge the IT infrastructure gap along the west coast starting from Kochi to Kasaragod. The objective of Cyberpark is to provide cost effective and top of the line infrastructure to the IT/ITES investors and thereby encouraging, promoting and boosting the export of software/software services and creating employment opportunities in Malabar region.

1.4 The Research Problem

Even though the IT industry is growing fast in Kerala, it is facing a lot of uncertainties and challenges. Global economic conditions and changes affect the industry as well as the employees. The level of organizational commitment of the employees is affected by various challenges. Employee attrition rates are alarmingly high in many IT organizations operating in Kerala. Even though many IT companies have started taking policy initiatives to curb the attrition rates, the employees are still showing symptoms of poor commitment. Hence, developing a committed work force in the IT sector is the need of the hour. Companies that enjoy the lowest attrition rates in the IT sector are found to have invested in strategies for improving organizational commitment and retention of employees.

The employees in the Information Technology Industry are facing a lot of problems. Hectic work schedules and the work oriented attitude of the managers in order to attain the assigned task within the prescribed time limit create stress among the workers. This may lead to imbalance in their personal as well as professional life and compel the employees to look for change of job to overcome the situation. Job stress may create a lot of mental as well as physical problems to the employees. Stressful atmosphere disrupts the process of interaction and relations in a work environment. Work stress leads to failure of family relations too. Most of the employees prefer to quit their organizations and to join in a new

one to get the benefit of salary hike and other perks. Moreover, in the IT sector, promotions are mostly based on performance rather than on experience. Sometimes deserving employees fail to get timely promotion due to biased decisions of the management and this leads to employees shifting the organization.

Committed employees tend to be better performers, exert greater effort on the job resulting in increased job performance, have less turnover and exhibit better attendance (Angle and Perry, 1981). The number of IT professionals quitting their organization is increasing day by day. It will create a huge amount of cost burden on the organizations. The previous studies revealed that, retaining an existing employee is comparatively cost effective than hiring a new employee. Hence the organizations in IT sector should try to implement policies in order to improve the degree of organizational commitment of the employees. Before implementing effective policies, the organizations should have a thorough knowledge about the factors contributing towards the organizational commitment and also about the benefits they could achieve by maintaining a committed work force. In Kerala, studies have not been carried out in the area of Organizational Commitment by considering its multidimensional approach in the Information Technology Parks combining its antecedents and consequences. The present study argues the possibility of integrating the different facets of antecedents and consequences of organizational commitment into a multidimensional organizational commitment model.

On the basis of the research problem the following research questions are identified:

1.5 Research Questions

1. What is the level of Organizational Commitment among the employees of the Information Technology Parks in Kerala?
2. Does the Organizational Commitment of the employees from the Information Technology Parks in Kerala vary due to their demographic characteristics such as gender, age, marital status, experience, job level, monthly income and nature of work?

3. To what extent do the proposed Antecedents explain the Organizational Commitment of employees in the Information Technology Parks in Kerala?
4. To what extent does the overall Organizational Commitment influence the identified consequence variables among the employees of the Information Technology Parks in Kerala?

1.6 Objectives of the Study

1. To measure the level of Organizational Commitment of the employees in the Information Technology Parks in Kerala.
2. To ascertain the effect of different Socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the level of Organizational Commitment.
3. To identify the Antecedents of Organizational Commitment among the employees of the Information Technology Parks in Kerala.
4. To identify the Consequences of Organizational Commitment among the employees of the Information Technology Parks in Kerala.
5. To formulate a model of overall antecedents and consequences of organizational commitment.

1.7 Hypotheses of the Study

On the basis of the research objectives, the following hypotheses were formulated:

Objective 2: To ascertain the effect of different Socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the levels of Organizational Commitment

H₀ 1: There is no significant difference in Affective Commitment between the respondents of different gender.

H₀ 2: There is no significant difference in Continuance Commitment between the respondents of different gender.

H₀ 3: There is no significant difference in Normative Commitment between the respondents of different gender.

H₀ 4: There is no significant difference in Affective Commitment between the respondents of different age groups.

H₀ 5: There is no significant difference in Continuance Commitment between the respondents of different age groups.

H₀ 6: There is no significant difference in Normative Commitment between the respondents of different age groups.

H₀ 7: There is no significant difference in Affective Commitment between the respondents of different marital status.

H₀ 8: There is no significant difference in Continuance Commitment between the respondents of different marital status.

H₀ 9: There is no significant difference in Normative Commitment between the respondents of different marital status.

H₀ 10: There is no significant difference in Affective Commitment between the respondents with different years of experience.

H₀ 11: There is no significant difference in Continuance Commitment between the respondents with different years of experience.

H₀ 12: There is no significant difference in Normative Commitment between the respondents with different years of experience.

H₀ 13: There is no significant difference in Affective Commitment between the respondents with different job levels.

H₀ 14: There is no significant difference in Continuance Commitment between the respondents with different job levels.

H₀ 15: There is no significant difference in Normative Commitment between the respondents with different job levels.

H₀ 16: There is no significant difference in Affective Commitment between the respondents with different monthly income.

H₀ 17: There is no significant difference in Continuance Commitment between the respondents with different monthly income.

H₀ 18: There is no significant difference in Normative Commitment between the respondents with different monthly income.

H₀ 19: There is no significant difference in Affective Commitment between the respondents with different nature of work.

H₀ 20: There is no significant difference in Continuance Commitment between the respondents with different nature of work.

H₀ 21: There is no significant difference in Normative Commitment between the respondents with different nature of work.

Objective 3: To identify the antecedents of Organizational Commitment among the employees of the Information Technology Parks in Kerala

H₀ 22: There is no significant relationship between 'Job Characteristics' and Affective Commitment.

H₀ 23: There is no significant relationship between 'Training, Development and Promotion' and Affective Commitment.

H₀ 24: There is no significant relationship between 'Quality of Work Life' and Affective Commitment.

H₀ 25: There is no significant relationship between 'Compensation' and Affective Commitment.

H₀ 26: There is no significant relationship between 'Leadership Practices' and Affective Commitment.

H₀ 27: There is no significant relationship between 'Work from Home' and Affective Commitment.

H₀ 28: There is no significant relationship between 'Work Place Proximity' and Affective Commitment.

H₀ 29: There is no significant relationship between 'Organizational Operations and Policies' and Affective Commitment.

H₀ 30: There is no significant relationship between 'Job Characteristics' and Continuance Commitment.

H₀ 31: There is no significant relationship between 'Training, Development and Promotion' and Continuance Commitment.

H₀ 32: There is no significant relationship between 'Quality of Work Life' and Continuance Commitment.

H₀ 33: There is no significant relationship between 'Compensation' and Continuance Commitment.

H₀ 34: There is no significant relationship between 'Leadership Practices' and Continuance Commitment.

H₀ 35: There is no significant relationship between 'Work from Home' and Continuance Commitment.

H₀ 36: There is no significant relationship between 'Work Place Proximity' and Continuance Commitment.

H₀ 37: There is no significant relationship between 'Organizational Operations and Policies' and Continuance Commitment.

H₀ 38: There is no significant relationship between 'Job Characteristics' and Normative Commitment.

H₀ 39: There is no significant relationship between 'Training, Development and Promotion' and Normative Commitment.

H₀ 40: There is no significant relationship between 'Quality of Work Life' and Normative Commitment.

H₀ 41: There is no significant relationship between 'Compensation' and Normative Commitment.

H₀ 42: There is no significant relationship between 'Leadership Practices' and Normative Commitment.

H₀ 43: There is no significant relationship between 'Work from Home' and Normative Commitment.

H₀ 44: There is no significant relationship between 'Work Place Proximity' and Normative Commitment.

H₀ 45: There is no significant relationship between 'Organizational Operations and Policies' and Normative Commitment.

Objective 4: To identify the consequences of organizational commitment of employees among the Information Technology Parks in Kerala

H₀ 46: There is no significant relationship between overall Organizational Commitment and 'Job Satisfaction'.

H₀ 47: There is no significant relationship between overall Organizational Commitment and 'Job Performance'.

H₀ 48: There is no significant relationship between overall Organizational Commitment and 'Organizational Citizenship Behaviour'.

H₀ 49: There is no significant relationship between overall Organizational Commitment and 'Motivation'.

H₀ 50: There is no significant relationship between overall Organizational Commitment and 'Attrition and Absenteeism'.

Objective 5: To formulate a model of overall antecedents and consequences of organizational commitment

H₀51: There is no significant relationship between Antecedents of Organizational Commitment and Affective Commitment.

H₀52: There is no significant relationship between Antecedents of Organizational Commitment and Continuance Commitment.

H₀53: There is no significant relationship between Antecedents of Organizational Commitment and Normative Commitment.

H₀54: There is no significant relationship between Affective Commitment and Consequences of Organizational Commitment.

H₀55: There is no significant relationship between Continuance Commitment and Consequences of Organizational Commitment.

H₀56: There is no significant relationship between Normative Commitment and Consequences of Organizational Commitment.

1.8 The Scope of the Study

The present study aims at measuring the level of organizational commitment of employees at IT parks in Kerala. The three levels of commitment used in the study are affective commitment, continuance commitment and normative commitment propounded by Meyer and Allen (1990). The study also tries to identify the antecedents of organizational commitment. Eight major antecedents of organizational commitments are identified by the researcher through extensive literature review. These factors are

- (1) Job characteristics
- (2) Training, development and promotion
- (3) Quality of work life
- (4) Compensation
- (5) Leadership practices
- (6) Work from home
- (7) Workplace proximity and
- (8) Organizational operations and policies

The impact of these antecedent variables on the three levels of commitment is studied in detail. The present study also deals with identifying the major consequences of organizational commitment. The five major consequences of organizational commitment identified are

- (1) Job satisfaction,
- (2) Job performance,
- (3) Organizational citizenship behaviour,
- (4) Motivation and
- (5) Absenteeism and attrition.

The present study is conducted at the two major IT parks in Kerala; Technopark situated at Thiruvananthapuram and Infopark situated at Kochi. All the employees working in different organizations situated at these two information technology parks in Kerala are included in the study. A large number of software companies, business process outsourcing companies and companies providing consultancy services etc. are working in these information technology parks. It is difficult to differentiate the companies on the basis of their area of operation and specialization. Hence the researcher included all the companies instituted in the two information technology parks without considering their nature of work. Moreover, with regard to the employees, there is lack of uniformity in the designations for the job positions in these organizations. Employees doing the same job in different companies have different designations. Hence the researcher

collected data from all categories of employees working in the companies from information technology parks irrespective of their designation.

1.9 Significance of the Study

As a result of the spread of computerization, every business enterprise, government organizations, service organizations etc. are connected through computer and internet. It happened only because of the advancement in the field of information and communication technology. Information technology industry became the back bone of every country. The situation is not different in India too. Central and State governments are taking many policy initiatives to develop this industry. In Kerala, the State government is taking policy initiatives to develop its Information technology sector. But these policy initiatives and investments will be a sheer waste, if the industry fails to maintain a committed labour force. Nothing can be gained from these investments, if there are no stable and committed workers who are willing to work for the attainment of the organizational objectives. Hence, organizational commitment is a positive behaviour and attitude which will prevent an employee shifting from one company to other.

It is believed that the present research work will provide a significant insight into the understanding of multidimensional nature of the organizational commitment of employees working in information technology parks in Kerala. It also helps in identifying the various components of antecedents contributing to improve the employees' commitment towards the employing organizations. The study outcomes provide evidences for the combined effects of the antecedent variables on the three dimensions of organizational commitment of employees. This can contribute towards our knowledge that how the three dimensions of organizational commitment can be developed among the employees of information technology parks in Kerala. Majority of the organizational commitment theories are developed in Western culture. Hence a study on its multidimensionality, in areas other than Western countries, can contribute to the understanding and acceptance of the importance of organizational commitment and also helps to ensure external validity of the multidimensional approach towards the construct.

Majority of the organizational behavioural studies conducted in international and in Indian context considered job satisfaction and motivation as the antecedent variables of organizational commitment. But very few studies have been conducted to prove these variables as the consequences of the organizational commitment and the results of these studies proved that organizational commitment can motivate the employees which will ultimately results in job satisfaction. Here, in this research, the researcher tries to prove that the organizational commitment is the antecedent variable of motivation and job satisfaction and also that the committed employees ultimately attains work motivation as well as job satisfaction.

It is the belief of the researcher that the results of the study are significant to draw attention of the management and administrators especially of policy makers on human resource management towards the different components of organizational commitment, the influence of the selected antecedent variables on the organizational commitment. It also highlights the importance of developing and maintaining the organizational commitment of the employees at a favorable level in order to improve the overall effectiveness and efficiency of the organization.

1.10 Research Methodology

The present study entitled ‘Antecedents and Consequences of Organizational Commitment among the Employees of Information Technology Parks in Kerala’ is descriptive and analytical in nature. The study collected descriptive data about the characteristics of the population. Hence the study is descriptive in nature. As the study formulated the hypotheses and tested these hypotheses using various statistical tools, it is analytical too.

1. Sources of Data

Data required for the study were collected both from secondary and primary sources. Secondary data were collected from various research journals, periodicals, books related to the study area, various research publications and from websites of the State Planning Board, Information Technology parks, NASSCOM, Ministry of Information Technology, Kerala and from various websites.

Primary data were collected from the employees working in the two Information Technology Parks in Kerala, Technopark Thiruvananthapuram and Infopark, Kochi.

2. Sample Design and Sample Size

Multistage Sampling technique was applied by the researcher to select samples from the Information Technology Parks. The population for the study consists of the total number of employees working in Information Technology parks in Kerala. There are three IT parks in Kerala, Technopark at Thiruvananthapuram, Infopark at Kochi and Cyberpark at Kozhikode. A total of 370 companies are working in Technopark with 52, 746 workers. In Infopark, there are 298 companies with 33, 116 employees. In Cyberpark, as it is of recent origin, only 8 companies are working, with a total of 112 employees. Altogether, 85,974 employees are working in the 676 Information Technology companies (Economic Review 2017). Out of these 676 companies, only those companies were selected with employees more than 250. In Technopark, 29 companies are there with more than 250 employees and the total number of employees in these companies altogether is 36, 604. In the case of Infopark 17 companies are identified with employees more than 250. Total employee strength of these companies is 13, 596. But in Cyberpark, no company is there with more than 250 employees. Hence it is eliminated from the sample selection procedure. Sample size is decided by using the formula developed by Cochran (1977).

$$\text{Sample Size} = \frac{Z^2 p q}{e^2}$$

Z is the critical value of the desired confidence level (at 95%, it is 1.96)

p is the proportion of attributes (0.5)

q is $1 - p$ (0.5)

e is the desired level of precision at 95% confidence level (0.05)

As per this formula the minimum sample size is fixed at 384. In order to avoid the problem of data inadequacy, the final sample size was fixed at 15 percent

more than the minimum size calculated using the Cochran's Formula. Hence, the total sample size finalized is 440. These samples were taken from Technopark and Infopark proportionately, based on their total population. Thus, 321 samples were selected from Technopark and 119 from Infopark randomly.

3. Design of Questionnaire

The questionnaire consists of four sections: Section 1, to collect socio-demographic data of the respondents, Section 2, for the collection of the data for measuring the levels of organizational commitment (a related approach of Allen and Meyer, 1990), with six questions each for Affective Commitment, Continuance Commitment and Normative Commitment respectively. The next two sections are for identifying the antecedents and consequences of organizational commitment. The researcher has identified eight antecedent variables and five consequence variables of organizational commitment.

3.1 Demographic Variables

It includes gender, age, marital status, experience, present job level, monthly income, number of dependents, family size, educational qualification and nature of work.

3.2 Level of Organizational Commitment

Respondents are measured on three different levels of Commitments: Affective Commitment, Continuance commitment and Normative Commitment – each with six components in Five Point Likert's Scale.

3.3 Antecedents of Organizational Commitment

Eight factors are analyzed and the number of components in each attribute analyzed is denoted in brackets.

1. Job Characteristic (12)
2. Training, Development and Promotion (11)
3. Quality of Work Life (17)
4. Compensation (8)

5. Leadership Practices (7)
6. Work from Home (6)
7. Work Place Proximity (5)
8. Organization Operations and Policies (5)

3.4 Consequences of Organizational Commitment

Five factors are studied. The number of components in each factor analyzed is denoted in brackets.

1. Job Satisfaction (16)
2. Job Performance (8)
3. Organizational Citizenship Behaviour (18)
4. Motivation (8)
5. Absenteeism and Attrition (4)

The questionnaire to analyze the antecedents and consequences are prepared by the researcher in the light of the literature reviews.

4. Pretesting of Questionnaire

The draft questionnaire was given to the experts in the field of research to know its content validity. To find out reliability and validity of the questionnaire, a preliminary survey was conducted. The draft questionnaire was given to 60 employees belonging to Infopark, Kochi. On the basis of the study, modifications were made and final questionnaire was prepared.

a. Reliability

The reliability of the measurement scale was tested using Cronbach's Alpha Reliability Coefficient.

Table 1.1
Reliability Statistics

Factors	No. of items	Cronbach's alpha	Overall Cronbach's alpha
Levels of Organizational Commitment			
Affective Commitment	66	.701	.808
Continuance Commitment	66	.735	
Normative Commitment	66	.878	
Antecedents of Organizational Commitment			
Job Characteristics	12	.921	.819
Training, Development and Promotion	11	.752	
Quality of Work Life	17	.852	
Compensation	8	.901	
Leadership Practices	7	.905	
Work from Home	6	.892	
Work Place Proximity	5	.792	
Organizational Operations and Policies	5	.776	
Consequences of Organizational Commitment			
Job Satisfaction	16	.798	.876
Job Performance	8	.905	
Organizational Citizenship Behaviour	18	.859	
Motivation	8	.912	
Absenteeism and Attrition	4	.824	

b. Validity

Validity of the study is concerned with the extent to which an instrument measures what it is intended to measure. It includes content validity and construct validity. Content validity of the study was ensured with the help of academicians

and the researchers who have done their research in the field of organizational behaviour of IT sector. Informal interviews were conducted with HR experts from various IT firms operating in Kerala before finalizing the questionnaire.

Construct validity can be divided into convergent validity and discriminant validity. Convergent validity ensures whether the two measures that should be theoretically related are in fact related. In this study the factor loadings ranged from 0.50 to 0.95 and no loading was less than the recommended value of 0.50, evidencing convergent validity.

Discriminant validity checks whether two measures that are theoretically not correlated are in fact differentiated. None of the correlations among variables were above 0.85. Thus, discriminant validity of the measurement model is established.

5. Tools and Techniques used for Analysis

Data collected are analyzed using various statistical tools. The details of the tools used in this study are given below:

a. Descriptive Statistics

Demographic profile of the respondents is analyzed using descriptive statistics like frequency, percentage, mean and standard deviation.

b. Skewness and Kurtosis

Skewness is a measure of asymmetry in a statistical distribution, in which the curve appears distorted or skewed either to the left or to the right. Skewness can be quantified to define the extent to which a distribution differs from a normal distribution. Kurtosis tells how tall and sharp the central peak is, relative to a standard bell curve. In this study Skewness and Kurtosis are used to test the normality of the data.

c. Independent Sample t Test

When there appears a difference between two independent sample Means, the technique of Independent sample t test is applied in order to check the

significance of difference between the sample Means. In this study, this test is used to compare whether there is any significant difference in the affective, continuance and normative commitment with respect to gender of the respondents.

d. One Sample t-test

One sample t test is applied to test the statistical difference between the sample mean and the known or hypothetical value of the population mean. In this study, one sample t test is applied to check whether the mean scores of the variables under study, are significantly different from the test value (3).

e. One way ANOVA

One way ANOVA is applied to test whether there exists any statistically significant differences among the means of two or more independent samples. In this study, one way ANOVA is used to check whether there is any significant difference in the three levels of organizational commitment (Affective, Continuance and Normative) among the respondents with respect to age, marital status, years of experience, job levels, monthly income and nature of work.

f. Quartiles

Quartiles divide the entire data into four groups, each containing an equal number of values. Quartiles are divided by the 25th, 50th and 75th percentile. In this study, Quartile Deviation is used to measure the overall organizational commitment and its three components (Affective, Continuance and Normative) into high, medium and low levels. The values below Q_1 are considered as low level, the values between Q_1 and Q_3 are treated as medium level and the values higher than Q_3 are regarded as high level.

g. Structural Equation Modeling (SEM)

Structural Equation Modeling is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of Factor Analysis and Multiple Regression Analysis and it is used to analyze the structural relationship between measured variables and latent constructs. In this study Structural Equation Modeling is used to analyze the effect of the eight

antecedent variables on the three levels of organizational commitment (Affective, Continuance and Normative) and also to analyze the effect of overall organizational commitment on the five consequence variables.

1.11 Operational Definitions

1. Organizational Commitment

Organizational commitment means a psychological condition which defines an employee's relationship with his organization which has repercussions on the decisions of an employee whether to continue or quit his membership in that organization.

2. Affective Commitment

Affective commitment is the favourable sentimental attachment towards the organization. Employee has keen desire to continue his membership in the organization.

3. Continuance Commitment

Continuance commitment means the need related attachment shown by an employee towards the organization. Employees will exhibit continuance commitment when they perceive a high cost of losing organization membership.

4. Normative Commitment

Normative commitment is an obligation based commitment. It derives from a strain on the employee before and after joining an organization.

5. Job Characteristics

Job characteristic means job design. It includes principles and procedures for enhancing and enriching the job performance in a work environment.

6. Training, Development and Promotion

Training means developing oneself by acquiring new knowledge and skills which will result in improvement in the work performance. It also includes updating of

the knowledge already one has. Development and promotion means advancement towards higher level job positions.

7. Quality of Work Life

It means all the organizational inputs, efforts and initiatives which lead to employee satisfaction as well as improvement in organizational effectiveness.

8. Compensation

Compensation means the financial emoluments an employee is getting in return for his service and efforts in an organization.

9. Leadership Practices

Leadership is the art of motivating and influencing a group of people towards the attainment of a common organizational goal.

10. Work from Home

It is a flexible work arrangement method in which, the employee is doing the works assigned by the manager from the employee's home itself, using his personal computer, networking systems and other communication technologies.

11. Organization Operation and Policies

It is a set of policies and guidelines formulated and adopted by the Information Technology companies relating with its onshore-offshore projects, domestic and international compensation packages and plans and with Indian Standard Time working hours or international working hours.

12. Work Place Proximity

Workplace proximity means nearness of workplace to the employee's hometown or neighborhood of place of residence.

13. Job Satisfaction

Job satisfaction explains the extent to which an employee gets self -motivation from his job. Job security, better salary, better working conditions and good supervisory support leads to job satisfaction.

14. Job Performance

Job performance means how well an employee performs his duties and responsibilities in an organizational environment.

15. Organizational Citizenship Behaviour

It is the behaviour of employees in an organization, which defines how and why employees positively contribute towards their organization over and above their formal work roles.

16. Motivation

Motivation is a behavior arises from within a person which stimulates people to work for attaining some common goal.

17. Attrition and Absenteeism

Attrition means an employee quitting the membership in an organization in order to join some other organization. Absenteeism means unauthorized abstinence from the official duties and responsibilities.

18. Information Technology Industry

Information technology industry is a business sector comprising of hardware, software and telecommunication and involves any business in which there is transmission of information or the systems that facilitate communication. It includes the companies that produce software, hardware or semi-conductor equipment or companies that provide internet or related services.

19. Information Technology Parks

It is a specific area landscaped in a systematic manner, usually involving high specification office space and residential as well as retail developments, designed for encouraging localization of information technology companies.

20. Employees

Employees include all the employees working in IT and ITES or BPO companies working in the Information Technology Parks in Kerala.

1.12 Limitations of the Study

1. The sample for the study includes only the employees working in the companies situated at IT parks designated as IT hubs by the Government of Kerala namely Technopark, Thiruvananthapuram, and Infopark, Kochi. Hence, the study has not considered the employees from IT companies apart from IT hubs.
2. Employees of Information Technology Parks under this study includes the BPO sector employees also. But the extent of influence of Antecedent variables on the Organizational Commitment and the influence of Organizational Commitment on Consequence variables among the employees of the IT and BPO sector has not been studied separately.
3. The study has not segregated Indian Companies and Foreign Companies functioning in the Information Technology Parks.

1.13 Scheme of Work

The entire study is reported in seven chapters. The contents included in these chapters are given below:

Chapter 1: Introduction

Introduction chapter contains introduction, research problem, scope of the study, significance of the study, objectives of the study, hypotheses formulated for the study, research methodology and the limitations of the study

Chapter 2: Review of Literature

Details of the literature reviews conducted by the researcher in order to identify the research gap are described in this chapter. Reviews include studies done in the area of organizational commitment and showing the relationship of organizational commitment with the variables identified as its antecedents and consequences.

Chapter 3: Theoretical Framework

This chapter deals with various concepts, approaches and theories related with organizational commitment and its antecedents namely job characteristics, training,

development and promotion, quality of work life, compensation, leadership practices, work from home, workplace proximity and organizational operations and policies and consequences such as job satisfaction, job performance, organizational citizenship behaviour, motivation and absenteeism and attrition.

Chapter 4: Levels of Organizational Commitment

This chapter is divided into three sections. Section I deals with the analysis of demographic profile of the respondents. Section II deals with the analysis of the Objective I of the study. This section is again divided into two parts; Part I deals with the validation of the measurement scale of organizational commitment and Part II deals with the analysis of levels of organizational commitment. Result of the analysis of the Objective II is described in Section III.

Chapter 5: Antecedents of Organizational Commitment

This chapter deals with the analysis of the Objective III of the study. Analysis related with this objective is divided into two parts. Part I deals with the scale validation of the antecedents and Part II deals with analysis of relationship between antecedents and the three levels of organizational commitment.

Chapter 6: Consequences of Organizational Commitment

This chapter deals with the Objective IV and Objective V of the study. This chapter is arranged into two parts. Part I deals with scale validation of the consequences of organizational commitment and Part II deals with the analysis of relationship between organizational commitment and its consequence variables. Part III of this chapter deals with the formulation of an overall model of antecedents and consequences of organizational commitment.

Chapter 7: Findings, Suggestions and Conclusions

This chapter provides the summary of the study, findings from the analysis, conclusions and suggestions advocated by the researcher based on the study along with guidelines for future research.

1.14 Conclusion

An overall picture of the study is given in this chapter. It deals with the description of the research problem of the study. The objectives, scope and significance of the study are also discussed. The chapter ends with the operational definitions and chapterisation of the research work.

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Chapter 2

Review of Literature

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2.1 Introduction

The study titled ‘Antecedents and Consequences of Organizational Commitment among the Employees of the Information Technology Parks in Kerala’ is an attempt to study the level of organizational commitment of employees working in the two major IT parks in Kerala. Moreover, the study tries to find out the major retention factors which lead towards Organizational Commitment. An attempt is also made to find out the major outcomes of Organizational Commitment among the employees of Information Technology parks.

In order to identify the key antecedent and consequence variables of the organizational commitment the researcher conducted extensive literature review and identified eight variables as antecedent or retention variables and five variables as consequences of organizational commitment.

2.2 Antecedents of Organizational Commitment

Through literature reviews the researcher tried to find out the relationship between the antecedent variables and the three dimensions of Organizational Commitment. The researcher reviewed studies conducted at national and international levels. Organizational Commitment studies conducted in different sectors of Kerala were reviewed and also studies conducted about the Information Technology Industry of Kerala in order to identify the research gap. The studies reviewed were arranged variable wise and presented in this chapter. Studies showing the impact of demographic variables on the organizational commitment are also included in this section. The variables identified as Antecedents of Organizational Commitment are listed below:

1. Job Characteristics
2. Training, Development and Promotion
3. Quality of Work Life
4. Leadership Practices
5. Compensation
6. Work from Home

7. Work Place Proximity
8. Organizational Operations and Policies

Work Place Proximity and the Organizational Operations and Policies are the new variables identified by the researcher through informal discussions with the human resource experts and employees working in Information Technology Industry. Hence there are no previous studies related with these variables.

2.2.1 Job Characteristics

A brief description of the reviews collected in connection with the variable 'Job Characteristics' are given below:

Banks (2006) conducted a survey among the civilian and military members from air force organizations from Ohio. Bi-variate correlation analysis is used to analyse the data collected. It is observed that, there is a relationship between organizational commitment and job characteristics but at the same time, organizational commitment is no longer a mediating variable between job characteristics and organizational citizenship behavior. Study revealed a very high correlation between the organizational commitment and organizational citizenship behavior in US Air force organizations.

Elanain (2009) conducted a study in a non- western context, on job characteristics, work attitudes and behaviors taking distributive justice as a mediator. The correlation analysis results revealed that, the elements of job characteristics- skill variety, task identity, task significance, autonomy and feedback have significant positive correlation with job satisfaction and organizational commitment and significant negative correlation with turnover intentions. Hierarchical regression analysis results revealed that job characteristics successfully predicted job satisfaction, organizational commitment and low turnover intentions.

Faraji, Aliabadi and Valiee (2015) studied the relationship between job characteristics and organizational commitment among the employees of hospitals affiliated to Zabol University of Medical Sciences. 152 employees were selected as sample. The results revealed a direct and extensive correlation between motivating

potential score and organizational commitment ($R = 0.198$, $P = 0.014$) and also a direct and significant correlation between organizational commitment and job feedback ($R = 0.291$, $P = 0.001$). Job characteristics have an impact on the degree of organizational commitment due to the fact that, when the job is more challenging and enriched, the employees experience greater enthusiasm over the doing job and staying in the organization.

Hamad (1994) conducted a study among 180 Saudi employees and concluded that the employees can be inspired by means of manipulation of their objective job characteristics. He ought to locate that, the five job characteristics proposed by Hackman and Oldham (1976, 1980) namely skill variety, task identity, task significance, autonomy and feedback from the job have direct and considerable correlation towards the organizational commitment.

Herman (1988) conducted a study to determine the influence of job characteristics on the organizational commitment and job satisfaction of food service employees in hospitals in the State of Tennessee. The results of the study stated that organizational commitment in relationship to job characteristics is influenced through the employees' perception of job characteristics as well as demographic characteristics, position in the organization, feedback and environment. Organizational commitment can also affect performance, attendance and absenteeism. Hence, 'job characteristics model' can be used through managers in the food service setting to expand organizational commitment via job redesign.

Konya, Matic and Pavlovic (2016) conducted a study among 891 employees from Central European Organizations and revealed the fundamental information on how job characteristics influence organizational commitment in Central European organizations. Job characteristics have a robust influence on organizational commitment since both job type and hierarchical role have substantial impact on organizational commitment and at the same time organization type and organization values have a very restricted influence on organizational commitment.

Lolitha (2019) conducted a study among 700 IT professionals from Kerala in order to identify the impact of drivers of employee engagement as perceived co-worker support, individual factors, procedural justice, work environment, perceived organizational support, perceived supervisor support, job characteristics, distributive justice, employee communication and organizational factors on the employee engagement levels. . The study concluded that there exist positive relationships between the drivers of employee engagement and work outcomes other than turn over intention of the IT sector employees. Job characteristic as a driver of employee engagement has a positive and significant correlation ($r = 0.354$, $P = 0.000$) with employee engagement levels.

Obinwosu, Chianaka and Tochukwu (2013) tested the job characteristics as antecedents of organizational commitment among eighteen private sector organizations from the Anambra State of Nigeria. 232 samples were selected and the study revealed that most effective dimensions of job characteristics are, particularly, dealing with others ($\beta = 0.27$) and task identity ($\beta = 0.20$) predicted organizational commitment. The remaining five dimensions- skill variety, task significance, autonomy, feedback from the job and feedback from the agents did not explain organizational commitment.

Spanuth and Wald (2017) investigated how the characteristics of temporary organizations affect an employee's commitment to the temporary organization and more precisely, whether the respective effect is similar or opposite to that in permanent organizations. They examined job related factors (work autonomy and job complexity) and organizational factors (trainings and career opportunities) as antecedents of organizational commitment and tested to what extent their effects differ in the context of temporary organizations. They found that all observed antecedent variables of job related factors and organizational factors have a significant and positive effect on commitment in temporary organizations except for career opportunities. The study highlighted a negative, but significant relationship between job complexity and organizational commitment.

Unuvar (2006) conducted a study in Turkey on integrative model of job characteristics, job satisfaction, organizational commitment and organizational citizenship behavior. 300 samples were selected and the results of the study supported the thought that the higher and the greater enhanced the scope in any job, the more committed were the employees. The study showed that Job characteristics and organizational commitment were positively correlated ($r = 0.50$). He additionally highlighted the significance of job scope which is an important component of job characteristics for the prediction of organizational commitment. The study was concluded stating that the aggregate form of job characteristics act as an antecedent to the development of organizational commitment.

2.2.2 Training, Development and Promotion

Previous studies related with the variable ‘Training, Development and Promotion’ are detailed below:

Alamri and Al-Duhaim (2017) conducted a study in Saudi Industrial Development Fund (SIDF) to analyse the employees’ perception towards training and its relationship with organizational commitment. 175 employees were selected as samples. The results of the study determined that there is a significant positive correlation between training associated variables and affective commitment; however the affective commitment and normative commitment have been influenced only through the variables- perceived availability of training and perceived supervisor support and training. There is a negative correlation between perceived co-worker support for training and continuance commitment and normative commitment. There is zero correlation between the perceived advantages of training and motivation to analyze continuance and normative commitment.

Bakar et al., (2016) targeted on organizational training for ethical development of the employees. The study provided proof for the relationship between training of employees and organizational commitment and the mediating role of ethical development of employees study was conducted among the

employees from service sector organizations of Punjab and Pakistan. 200 samples were selected and the results revealed that Pearson's Coefficient of Correlation between training and organizational commitment was 0.450, $P < 0.01$. The value of $R^2 = 0.31$ which suggested that 31 percent of the variation in the organizational commitment of employees was explained by training. They concluded the study stating that ethical development will increase organizational commitment of personnel if they have given an opportunity to go through ethical training.

Barlett and Kang (2004) examined the relationship between workers' attitude in connection with training and organizational commitment. The study was conducted among 337 nurses from five hospitals from New Zealand and United States. The results revealed that perceived access to training, supervisory support for training, motivation to learn from training and perceived benefits of training have a positive relation with affective and normative levels of organizational commitment.

Butali and Njoroge (2017) conducted a study among the employees of three companies from Kenya. The sample size was 586. The major objective of the study was to find out the effect of training and development on the organizational performance and also to analyse the moderating role of organizational commitment on the relationship between training and development and organizational performance. Multiple regression was used to analyse the data. The results explained that training and development had an extensive impact on organizational performance. Affective commitment ($F = 1.084$, $P < 0.001$), continuance commitment ($F = 1.483$, $P = < 0.001$) and normative commitment ($F = 5.459$, $P = < 0.001$) moderated the relationship between training and development and organizational performance.

Dias and Silva (2016) carried out a study among private security guards in Portugal with a sample of 182 security guards. The major objective of the study was to analyse the effect of organizational training on the organizational commitment and also the impact of organizational commitment on turnover intentions of the security guards. They opined that, training provided by the organizations pave way to entice knowledge to the company and can make

contributions and play a main role in motivating and maintaining the gifted employees. The employees who have attended organizational training will strengthen a psychological connection to their organization, which will eventually lead to excessive level of organizational commitment. Results supported that, there is evidence for a direct positive relationship between organizational training and the three factors of organizational commitment (Continuance commitment with $\beta = 0.659$, $P < 0.05$, Affective commitment with $\beta = 0.390$, $P < 0.05$ and Normative commitment with $\beta = 0.293$, $P < 0.05$). There existed a direct but negative relationship between affective commitment with β value -0.364 and $P < 0.05$ and continuance organizational commitment with β value -0.597 and $P < 0.05$ and turnover intentions.

Jaworski et al., (2018) studied the relationship of training in hospitality organizations with consistency in job performance, greater job satisfaction, higher guest satisfaction and reduction in business costs. But companies do not tend to take effort for implementing effective training techniques, particularly for part time employees. This study surveyed part time hotel employees to determine whether the training method and duration resulted in training satisfaction. The impact of incentives and benefits received and training satisfaction on job commitment was also determined. On-the-job training and job shadowing were found to have an impact on training satisfaction. Training satisfaction ultimately resulted in commitment.

Lambert et al., (2015) conducted a study among Indian Police Officers to find out the relationship of job variables with job involvement, job satisfaction and organizational commitment. The results highlighted that positive perceptions of job training were linked with higher levels of involvement, satisfaction and commitment. Officers who felt that, the training provided, helped them in meeting their job needs and provided them with the skills to be successful in their jobs, viewed their jobs in a more positive manner which lead to higher levels of involvement, satisfaction and commitment. Training provides people with the skill, knowledge and experiences to succeed at their jobs, resulting in a better fit in between the person and the organization. This helps them to be more successful in

their jobs by developing greater commitment towards the job and towards the agency.

Mathew and Zacharias (2015) conducted a conceptual analysis to establish the relationship between employee benefits from training and organizational commitment. Training is one of the most vital instruments of an organization due to the fact that it enhances knowledge, skills, attitudes and behavior of employees. Training creates a variety of work associated attitudes among employees amongst which the most treasured one is organizational commitment. The study developed a conceptual model showing the relationship between these two variables. Benefits from training included the personal benefits, job related benefits and career benefits.

Natarjan and Nagar (2011) explored the influence of induction age, training duration and job performance on organizational commitment and job satisfaction among employees from a large public sector organization. Study revealed that early induction and long training duration results into higher normative commitment. Job performance created higher normative commitment and job satisfaction. But the study stated that higher normative commitment does not necessarily lead to higher job satisfaction.

Zehra (2016) conducted a case study of Bank of Khyber in Pakistan to investigate the relationship between training and development programme and employees' performance and organizational commitment, by means of exploring work force and management's point of view. 277 employees and 15 regional and branch managers were selected as sample. The impact of training on the level of employee commitment is integral to be understood and comprehended to boost the organizational commitment, which is one of the imperative performance indications of an organization.

2.2.3 Quality of Work Life

The past studies conducted in connection with the variable 'Quality of work life' reviewed by the researcher are listed below:

Almarshad (2015) developed and tested a model for explaining the relationship between employees' perceptions of quality of work life and organizational commitment in public and private sectors in Saudi Arabia. The study was based on 353 employees who were working in different organizations. Results revealed that quality of work life showed a total effect of 0.537 on organizational commitment in which the direct influence was 0.301 and the indirect influence amounted to 0.236. Findings exhibit that there are huge variations in the perception of employees about quality of work life in public and private sectors. Employees of the public sector are more committed towards their organizations.

George (2018) conducted a study on quality of work life and organizational commitment among employees of private and public sector banks in Kerala. The study revealed the effect of quality of work life on commitment of employees and on the goals and targets of the bank. The study concluded that, the most important predictor of commitment of employees to goals and targets of the bank was quality of work life because, quality of work life had the highest unstandardized regression coefficient while comparing with the other independent variables considered for the study.

Khan (2017) studied the relationship among quality of work life, self-efficacy, job satisfaction and organizational commitment of the university teachers of Aligarh Muslim University. 300 samples were taken. The results of the study highlighted that the overall quality of work life and its all dimensions viz., citizenship behavior and recognition at work, confidence in management, working conditions, opportunity for growth and development, work relations, organizational climate, belongingness and organizational transparency appreciably correlated with overall commitment and its subcomponents. Regression analysis results showed that 17.4 percent variation in affective commitment, 12.5 percent variation in continuance commitment and 29.6 percent variation in normative commitment were due to the overall quality of work life.

Kibozi and Michael (2018) assessed the relationship between work-life balance practices and affective organizational commitment in relation to the

mediating effect of transformational leadership style, through a study conducted among the Tanzanian Health Sector employees. The study results concluded that, leadership plays a vital role in fostering employee's organizational commitment. Transformational leadership style can offer organizational support which enables the execution of favourable policies to make employees feel valued. Leaders need to exhibit the transformational leadership style in order to improve employee's affective organizational commitment.

Krishna (2008) conducted a study on quality of work life and its impact on commitment of employees in SCCL. The results of the analysis revealed that, all the measures undertaken by the company in order to improve its quality of work life like, provision for job security, adequate and fair compensation, health and safety measures, employee welfare etc. contributed towards the improvement of organizational commitment of employees working in the company.

Kulkarni (2014) conducted a research to determine the relationship between quality of work life and organizational commitment. The study revealed that the components of quality of work life like compensation structure, employee involvement and learning and development had significant positive relationship with organizational commitment. But safe and healthy working environment did not have any relation with organizational commitment of employees in pharmaceutical industry.

Manjula (2014) conducted a study on quality of work life of employees in private sector commercial banks in Virudhunagar District. The study revealed that, self-development, constitutional guarantees, organization culture and climate, benefits and facilities, career development, work-life balance, social integration and fair payment had significant impact on the quality of work life of employees. The study also concluded that these factors contribute towards job satisfaction of employees.

Misra (2008) conducted a study to identify the impact of quality of work life on the organizational commitment of the Scale 1, scale 2 and scale 3 bank managers of Uttar Pradesh and Madhya Pradesh. 300 samples were selected for

conducting the study. The R^2 values suggested that quality of work life can explain 71.1 percent variation in affective commitment, 72 percent variation in continuance commitment and 69.4 percent variation in normative commitment. But the degree of impact is varying with the three categories of managers.

Remya (2016) studied the quality of work life in the IT sector in Kerala. The study revealed that, the employees working in the IT sector in Kerala had only a moderate level of quality of work life and job satisfaction, since they are not satisfied with the facilities offered by their organization to promote their working environment.

Saleem (2017) studied the quality of work life and organizational commitment relation to organization effectiveness among employees of public and private sectors. The study revealed a significant positive relationship between organizational commitment and quality of work life.

Samuel (2014) studied the impact of quality of work life and organizational commitment on job performance in automobile industry. The study was conducted among the employees working in automobile industry in Hosur. 623 samples were taken from Asok Leyland and from TVS motors. The results of the study revealed that, there exists a positive and significant relationship between the components of quality of work life and employees' organizational commitment. As the components of quality of work life had a significant impact on organizational commitment, they were accounted as valuable factors to enhance the organizational commitment of employees.

Swapna (2014) carried out a study amongst top three Indian IT organizations namely, TCS, Infosys and Wipro with an objective of exploring the relationship between quality of work life, job satisfaction and organizational commitment. The sample for the study consisted of 410 IT professionals from the above mentioned companies from Bangalore City. Pearson Correlation Coefficients were calculated among the three variables and the results indicated that all these variables were positively correlated with one another. The correlation coefficient between organizational commitment index and quality of work life was

0.190 (significant at 1% level), correlation coefficient between organizational commitment index and job satisfaction was 0.130 (significant at 1% level) and correlation coefficient between quality of work life and job satisfaction was 0.348 (significant at 1% level). Regression analysis results revealed that 50.6 percent of the variation in affective commitment, 60.8 percent variation in the continuance commitment and 47.9 percent variation in the normative commitment were explained by the quality of work life. The results of the study prolonged a new message for the complete Indian IT region to apprehend the significance of quality of work life which is one of the essential components to have higher committed employees with appropriate job satisfaction.

2.2.4 Compensation

The following literature reviews give a brief idea about the previous studies conducted in order to identify the relationship between organizational commitment and 'Compensation'.

Alamelu et al., (2015) conducted a study by selecting 300 samples from small manufacturing industries in Tiruchirappalli District of Tamilnadu and recognized the employee commitment as a baseline for the overall performance of the company. This commitment is stated to have a relationship with the compensation that the employee receives. Employee commitment used to be strongly related with the satisfaction of employees towards their pay model. The study was conducted to determine the impact of reward and compensation on employee commitment in tea factories in Kenya. Analysis using Spearman's rank correlation revealed a significant relationship between reward and compensation and commitment. The results of the study validated the importance of reward and compensation as a determinant of employee commitment.

Batau and Mohamed (2016) examined the elements that impact organizational commitment amongst public employees in residential colleges in the University of Malaya. Hundred employees from 12 colleges were selected as sample. The findings indicated that, there are substantial and positive relationship between all factors, particularly, employment compensation, training and

development, career development and management support, with organizational commitment. Job compensation, training, development and career development were positively correlated with the organizational commitment. These dimensions scored a P value of 0.000 which is significant at 5 percent level.

Kawka (2014) studied the relationship between compensation and organizational commitment. The results confirmed that, the higher one's salary, the greater one's experience of commitment. Remuneration drastically impacts the overall feeling of attachment to an organization. Correlation coefficient between the compensation level and organizational commitment was 0.451 which was significant at 5 percent level.

Kee, Ahmad and Marian (2016) examined the relationship between financial compensation and organizational commitment amongst employees in the banking industry, Malaysia. 150 employees were selected from banks in Bera as samples. Pearson's coefficient of correlation confirmed that, there is a considerable relationship between financial compensation such as salaries ($r = 0.585$), bonuses ($r = 0.711$) and merit pay ($r = 0.753$) which were significant at 1 percent level and organizational commitment. Regression analysis revealed that salary can explain 19.2 percent variation in organizational commitment; bonus can explain 27.9 percent variation in organizational commitment whereas merit pay can explain 43.2 percent variation in the organizational commitment. Hence it can be concluded that merit-based pay was recognized as the dominant element in influencing the organizational commitment amongst the bank employees under study.

Meera (2016) conducted a study of work place motivation and employee retention in the IT sector in Kerala. The sample size for the study was 606 employees from the IT industry in Kerala. The study identified that, among psychological factors, self -satisfaction, recognition and fair treatment would motivate employees from IT firms. Correlation coefficient between financial factors and employee commitment amounted to 0.575 which showed a significant positive correlation between these two variables. Among monetary factors, basic salary and pay hikes are the most important variables motivating the employees.

The study also identified that, work schedule flexibility has the highest potential to motivate employees.

Omotayo, Adeniji and Pavithra (2014) studied the relationship between compensation management and organizational commitment in Indian manufacturing companies. 500 workers were selected as sample and the results of the analysis revealed that increase in salary had a positive impact on job stability and organizational commitment however at the same time it had a negative influence that, high salary leads to higher expectations from the management, but, that will not result in retention of employees. When the salary package was increased by one standard deviation, the organizational commitment would go up by 0.186 standard deviation.

Riana and Wirasedana (2016) analyzed the impact of compensation on employees' performance, the impact of organizational commitment on employees' performance, the impact of compensation on organizational commitment and the moderating role of a labor union on compensation and employees' performance. 97 samples from cellular company in Bali were selected using random sampling technique. The result confirmed that, compensation has a positive and considerable impact on performance, organizational commitment has a positive non-significant impact on performance, compensation has a positive and substantial effect on organizational commitment, and labor union has a negative and considerable moderating role on compensation and employees' performance. The effect of compensation on organizational commitment was significant with $\beta = 0.643$ and t-statistic = 22.093.

Rizal, Idrus and Mintarli (2014) tested the impact of compensation on motivation, impact of motivation on organizational commitment and employee performance and also the influence of organizational commitment on employee performance among 126 selected employees from the Local Revenue Management in Kendari. Structural equation modeling technique revealed that the path coefficient showing the impact of compensation on organizational commitment was 0.407, $P = 0.004$, which is significant at 5 percent level. Study outcomes pointed out that, compensation has a significant impact on motivation and

organizational commitment and higher the compensation, higher would be the level of organizational commitment, but does not have a substantial impact on employee performance.

Saeed et al., (2013) investigated the impact of retention factors on organizational commitment amongst employees working in public schools, colleges and universities of Pakistan. Retention factors used in the study are compensation, job characteristics and career development opportunities by selecting 250 samples by using random sampling approach. Compensation explained 7 percent variation in the dependent variable, organizational commitment whereas job characteristics explained 6.8 percent and career development explained only 0.5 percent variation in the organizational commitment. The overall impact of all the three factors on the organizational commitment was 11.3 percent. Results proved that, compensation and job traits have enormous impact on organizational commitment in general education division of Pakistan.

2.2.5 Leadership practices

A brief description of the previous studies conducted to reveal the relationship of organizational commitment with the ‘Leadership Practices’ are given below:

Alemu and Kaur (2017) empirically reviewed the relationship between leadership style and organizational commitment and assessed the relationships among leadership styles (transformational, transactional and laissez-fair) and employees’ organizational commitment dimensions (affective, continuance and normative organizational commitment). All relationships had been empirically supported.

Anshu and Upadhyay (2017) conducted a study among 240 teachers from higher secondary schools of Uttar Pradesh to find out the relationship between leadership styles (transformational and transactional styles of leadership) and organizational commitment. The results of the study recommended that teachers who are working under the principals exhibiting either transformational or

transactional leadership style have a tendency to consider themselves as committed to organization. Correlation coefficient between transactional leadership style and organizational commitment was 0.634, significant at 1 percent level and the correlation coefficient between transformational style and organizational commitment was found to be 0.801, significant at 1 percent level. The regression analysis results stated that transactional and transformational leadership styles can explain 68.4 percent variation in the organizational commitment. However, they concluded their study stating that teachers working below transformational principal treat themselves as greater satisfied with job while comparing with principals possessing transactional leadership style.

Chowdhury (2014) conducted a research on the impact of leadership styles on employee motivation and commitment among selected organizations in corporate sector. 326 samples were selected to conduct the study the research findings highlighted that leadership styles of heads play an important role in creating committed employees. The correlation analysis revealed a positive significant relationship between transformational leadership style and organizational commitment ($r = 0.485$). Correlation coefficient between transactional leadership style and organizational commitment was found to be $r = 0.395$. But in case of laissez faire style of leadership, there existed a negative relationship with commitment; $r = - 0.398$. The results revealed that transformational leadership style was more effective.

Jain and Duggal (2016) helped in providing an insight into the role of transformational leadership on the emotional intelligence of personnel, which in turn, has an influence on the organizational commitment of the employees. 200 supervisors and employees were selected as sample from different IT organizations in India. The study results revealed that there existed a positive significant correlation between transformational leadership and organizational commitment with $r = 0.562$, $P < 0.05$. Affective commitment and normative commitment had positive correlation with transformational leadership with ($r = 0.528$, $P < 0.05$) and ($r = 0.635$, $P < 0.05$) respectively. But continuance commitment and

transformational leadership was not found to be significantly correlated as $r = 0.286, P > 0.05$.

Khan (2017) conducted a study among 461 management professionals from different media houses (print media and electronic media) in Delhi and NCR. Directive, supporting, consultative and delegating styles of leaderships were taken into consideration. The results of the study found that affective commitment had been decreased with supporting style of leadership ($r = - 1.257, P < 0.01$). Continuance commitment could be improved with supportive style ($r = 0.1705, P < 0.01$) but it had been decreased with directive style ($r = -0.1591, P < 0.01$). There was no evidence for a significant relationship between normative commitment and all the four types of leadership styles. Hence the researchers concluded the study stating that organizational Commitment is affected by way of the leadership style of the immediate boss. Directive style made the employee less committed. In contrast, supportive style and consulting style of the leader increased the degree of commitment of the employee.

Koo, Kim and Kim (2017) identified the effects of transformational leadership of an environmental NGO leader on the trust and organizational commitment. The transformational leadership of the environment NGO leader was shown to be a driving factor that forces the members to commit to their organization. The trust in superior and organization among the members at environmental NGO was shown to have a positive and significant effect on the organizational commitment.

Sabir, Sohail and Khan (2011) conducted a conceptual study to give a theoretical back up to the relationship between leadership style and organizational commitment and the mediating role of employee values. They proposed that leadership style is a robust dimension of organization commitment when organization culture of the employer represents the employees' values in the organization. Employees are more satisfied if the employer will meet their expectations which are the part of that organization culture. This leads to creation of greater degree of commitment among them.

Top, Akdere and Tarcan (2015) conducted a study to investigate the relationship between transformational leadership, organizational trust, job satisfaction and organizational commitment among the employees of Turkish public hospitals. From the results, it can be inferred that, organizational trust and some dimensions of job satisfaction were significant direct predictors of organizational commitment for public and private employees in hospitals.

Yousef (2000) investigated the mediation effects of organizational commitment on the relationships of leadership behavior with the work outcomes of job satisfaction and job performance in a non-western environment. The study concluded that, western management and organizational behavior theories could be valid in a non-western setting and that the results found in one society can be repeated also in a different society. The study concluded that, organizational commitment mediates the relationships of leadership behaviour with both job satisfaction and job performance.

2.2.6. Work from Home

Previous studies conducted in connection with the variable ‘Work from Home’ are described below:

Hearn and Meyers (2001) studied the technological, social, organizational and economic factors that facilitate remote work trends. The study was conducted among 155 Australian and US corporate telecommuters. Findings suggested that the three predictors of telecommuting sustainability and success namely telecommuter productivity, telecommuter job satisfaction and telecommuter lifestyle satisfaction, can be attained only through proper control which is considered as a person centric factor.

Hunton and Norman (2012) conducted a study to examine the impact of alternative telework arrangements on the organizational commitment of employees and analysed the relationship among telework conditions, organizational commitment and individual task performance. The results suggested that, the most popular telework strategy among the employees was, work exclusively at home but it did not improve organizational commitment. The findings also indicated that,

task performance was positively associated with organizational commitment and organizational commitment mediated the relationship between telework conditions and task performance.

Olson (1983) examined important behavioural, organizational and social issues related with remote work, with special reference to work from home arrangement. She conducted an exploratory study of 32 organizational employees who were working from home. The results of the study proved that, the employees who worked from home were found to be self-motivated and self-disciplined. Majority of them made such a flexible work arrangement either for meeting family requirements or they did not prefer social contacts beyond family.

Saludin, Karia and Hassan (2013) stated that, work from home is a common work style in the developed countries. It can give many advantages to the employer as well as the employee. Real estate cost savings, productivity increase, reduced absenteeism, labour relation flexibility, better customer service, flexibility and cost savings in commuting are some among them. It also help in promotion of opportunities for dual income households, effective management of childcare arrangements, increased family contact, creation of employment opportunities in rural area, reduction in pollution and traffic congestions etc.

Shagvaliyeva and Yazdanifard (2014) investigated the benefits of introducing flexible working hours both to the employee and to the employer. Trust between the employee and the employer is the most significant issue to be considered when studying about flexible working hours. Such arrangements might be creating some problems and complexities in the workplace, if not monitored by the manager.

Tewathia (2014) conducted a study among 150 IT employees of Delhi. The findings suggested that, the employees had a strong belief that, flexible work arrangements like flexible time, option to work part time, option to work from home etc. will enhance work-life balance. She concluded the study stating that, in India too, family friendly work practices should be implemented like that of the developed countries.

Wulfert (2010) conducted a study to examine flextime and trust- based working time and their relation to job satisfaction, affective organizational commitment, work - home interference and perceived job autonomy. Data were collected from 55 employees of a German organization specialised in information technology and travel industry. Results indicated that, the employees reported more job satisfaction, affective organizational commitment and more job autonomy when they are provided with flexible work arrangements. The findings highlighted the importance of job autonomy while applying flexible work time schedules.

2.2.7 Demographic factors

A large number of previous studies have been conducted nationally as well as internationally with the objective of explaining the impact of 'Demographic Variables' on the organizational commitment. Some of them are listed below:

Affum et al., (2015) highlighted that, majority of the male employees were moderately and highly committed with their organization, recording the highest degree of commitment, in contrast to their female counterparts and that, there is proof of significant relationship between organizational commitment and demographic variables specifically gender, age, qualification, experience and marital status.

English, Morrison and Chalon (2010) conducted a study to identify the moderator effects of organizational tenure on the relationship between psychological climate and affective commitment. The results of the study showed that, the employees with more than nine years' tenure had higher levels of affective commitment than those with less than one years' tenure, suggesting that, affective commitment strengthen with tenure.

Iqbal (2010) conducted a study among 353 employees working in Pakistani knit wear sector. The results indicated that the some of the demographic factors like length of service ($r = 0.16$, $P = 0.01$) is appreciably and positively related with organizational commitment in the Pakistani knitwear sector and also that there is a significant negative relationship between the educational level ($r = -$

0.10, $P < 0.05$) and the organizational commitment. But there was no correlation between age and organizational commitment.

Jena (2015) performed a study to set up viable relationship between organizational commitment and vital demographic variables namely age, marital status, tenure, job level and gender. A cross-sectional survey was once carried out, using a convenience sample of 240 shift employees at five Ferro-alloy companies in Odisha. Mann Whitney- U test is performed to test the gender difference of the participants in organizational commitment. The results indicated that a significant difference was found between male and female employees in case of affective and normative commitment; but at the same time, there was no difference in continuance commitment. Job level has a significant influence on affective and continuance commitment but no significant difference in case of normative commitment. The study highlighted a significant relationship between affective, continuance and normative commitment and the marital status of the respondents. Thus the results confirmed that, demographic factors have a direct relation with the elements of organizational commitment.

Khan et al., (2013) investigated the influence of demographics specifically gender, qualification, designation, age, and marital status, on organizational commitment (Emotional, Cost-benefited and Obligatory) of employees, working in the public sector universities. It is recounted from the present study that the demographics have the big impact on the organizational commitment.

Messner (2017) conducted a study about India's IT industry to analyze the relationship between organizational climate, employee climate and organizational commitment using gender as a dichotomous moderator. The results revealed that while female employees appear to have a higher level of organizational commitment than their male counter parts, the results showed that organizational and employee climate do not motivate them in the same way.

Rabinderang, Bing and Yin (2014) studied the influence of gender, age, academic qualification and marital status on organizational commitment among 362 educators. The results of the t-test and ANOVA revealed that, there are no

substantial relations between gender, marital status and educational qualification on organizational commitment. But there is significant relationship between age and organizational commitment.

Sajeev and Rathore (2014) conducted a study in the Indian IT sector to identify the relationship between job stress and organizational commitment. One of the objectives of this study was to identify the impact of demographic variables on the organizational commitment and job stress. All the demographic variables like age, education, experience, gender and designation showed a significant influence on stress and commitment. The beta values indicated that, the most influencing variables were age and gender followed by experience.

Taylor, Audia and Gupta (1996) examined the effect of lengthening job tenure on the reactions of a sample of general managers working in Fortune 500 companies. The results of the study indicated that, managers with long job tenure were predicted to have low organizational commitment and a high probability of leaving the organization.

Wright and Bonett (2002) conducted a meta -analysis to examine the commitment- performance relation for employees having different levels of average tenure. The regression model predicted a moderately large positive correlation between organizational commitment and job performance for new employees that rapidly declines and levels off with increasing tenure.

2.3 Consequences of Organizational Commitment

The researcher has conducted an extensive literature review and identified five variables as consequences of organizational commitment. The previous studies showing the relationship between organizational commitment and these consequence variables are listed in this section. The major variables identified as consequences of organizational commitment are given below:

1. Job Satisfaction
2. Job Performance
3. Organizational Citizenship Behavior
4. Motivation

5. Absenteeism and Attrition

2.3.1 Job Satisfaction

Previous studies conducted to identify the relationship between organizational commitment and 'Job Satisfaction' are briefly described below:

Adekola (2012) studied the impact of organizational commitment on job satisfaction among the employees at Nigerian universities. 150 samples were selected including academic, administrative and technical staff both from the private and public universities from the study area. It was noted that, employees in public universities have higher degree of organizational commitment in contrast to private universities. The regression analysis resulted in a conclusion that in public universities, the organizational commitment can explain 95.5 percent variations in job satisfaction. In case of private universities, the R^2 value was 0.975 which indicated that organization commitment can predict 97.5 percent variations in the job satisfaction. The study was concluded stating that job satisfaction increases or decreases based on increase or decrease in organizational commitment.

Aniz et al., (2011) investigated the relationship between employee retention, job satisfaction, perceived supervisory support and compensation by considering the organizational commitment as mediating variable in pharmaceutical industry in Pakistan. The results indicated that organizational commitment has strong and direct relationship with employee job satisfaction and their retention. Structural Equation Model analysis revealed that the β value was 0.727 which indicated that one degree change in organizational commitment can lead to 72.7 percent change in job satisfaction.

Bateman and Strasser (1984) conducted a longitudinal analysis of the antecedents of organizational commitment. The results of the study indicated that, organizational commitment is an antecedent variable of job satisfaction rather than an outcome of job satisfaction.

Boles et al., (2007) conducted a study to identify the relationship of different facets of salespersons' job satisfaction with affective organizational

commitment. Results showed that different facets of job satisfaction like satisfaction with customer, satisfaction with promotion, satisfaction with supervisor and satisfaction with co-worker were not significantly related to organizational commitment, but there existed a significant relation between satisfaction with pay, satisfaction with company policy, satisfaction with work and organizational commitment.

Dharmanegara, Sitiari and Adelina (2016) conducted a research among civil servants at Plantation office, Bali Province. The aim of this research was to examine the impact of organizational commitment, motivation and job satisfaction on employee performance. Of these four variables, only the relationship of organizational commitment on job satisfaction has the highest impact compared to other related variables. Here organizational commitment is treated as causally antecedent of job satisfaction. The findings of the study showed that, organizational commitment has significant effect on job satisfaction and job performance.

Gangai and Agarwal (2015) examined the relationship between factors of organizational commitment and job satisfaction amongst employees at EN Reality solution Pvt. Ltd. in Lucknow, UP, India. The outcomes show that, there is no substantial correlation between job satisfaction and organizational commitment. Among three dimensions, only continuance commitment and normative commitment have significant correlation with job satisfaction at 0.05 levels. Similarly, in the case of gender (male as well as female), there is no correlation between organizational commitment factors and job satisfaction.

Gunlu, Aksarayli and Percin (2010) conducted a study on job satisfaction and organizational commitment of hotel managers in Turkey. The results of regression analysis indicated that, job satisfaction components - intrinsic, extrinsic and general - have a significant relationship with normative and affective organizational commitment. Extrinsic satisfaction had a higher positive and significant relationship with normative and affective commitment. Hence it was concluded that extrinsic job satisfaction is more effective and useful in increasing organizational commitment while comparing with intrinsic job satisfaction factors.

Ismail, Ridwan and Razak (2016) evaluated the relationship between job satisfaction and organizational commitment among 100 employees from the Fire and Rescue Department of Malaysia. Job satisfaction was considerably related with organizational commitment. This outcome confirms that, when employees have intrinsic as well as extrinsic satisfaction from his or her job condition, it may lead to higher organizational commitment in the organizations studied. Regression analysis resulted in $R^2 = 0.394$ which indicated that job satisfaction can predict 39.4 percent variation in organizational commitment.

Kalarani (2011) found out a significant positive correlation between Job Satisfaction and overall organizational commitment for the complete sample of employees and majority of the categories of employees. For IT analysts and consultants, above 30 years of age, no significant relationship was observed between job satisfaction and overall organizational commitment. It indicates that, as they turn out to be more experienced in the field, the relationship between Job Satisfaction and organizational Commitment was observed to be diminishing. Correlation coefficient between job satisfaction and affective commitment was 0.498 which was significant at 1 percent level and the correlation coefficient between job satisfaction and continuance commitment was 0.280 which was also significant at 1 percent. The correlation coefficient between job satisfaction and normative commitment was 0.280 which was significant at 1 percent level.

Lumely et al., (2011) explored the relationship between employees' job satisfaction and organizational commitment. Correlation and step - wise regression analysis resulted in significant relationships between the variables. Pearson's product moment correlation revealed a significant positive relationship between all the job satisfaction variables and two dimensions of organizational commitment, namely affective commitment and continuance commitment. But the study could not prove any significant relation between job satisfaction and continuance commitment. The regression analysis stated that job satisfaction can predict 29 percent variations in organizational commitment.

Saha (2016) conducted a study on the major influencing factors of organizational commitment namely, job satisfaction, leadership style and

organizational climate. The major objective of the study was to identify all the factors influencing organizational commitment. Working environment, working condition, compensation management, promotion opportunity, job security, relationship with manager, relationship with co-worker and management-employee relationships are the core factors influencing job satisfaction. It is found that, transformational leadership behaviours would motivate the employees to develop more commitment to their organization. Dimensions of organizational climate namely training and development, communication satisfaction, performance appraisal, employee empowerment, employee motivation, team work, trust between employee and manager, employee wellness and image of the organization develop organizational commitment.

Shurbagi and Zahari (2013) investigated the relationship between organizational commitment and job satisfaction in National Oil Corporation of Libya. The empirical results indicate that, the relationship between organizational commitment and job satisfaction is significant, while the dominant type of commitment in NOC of Libya is affective commitment. The correlation coefficient between organizational commitment and job satisfaction was 0.59 which was significant at 1 percent level. The value of R^2 was 0.33 which indicated that organizational commitment contributes 33 percent variability towards the job satisfaction.

Suma and Lesha (2013) conducted a study among the employees of public sector in Shkodra, Albania. The major objective of the study is to determine the level of satisfaction of employees towards various job dimensions and to measure their perception towards organizational commitment. The results highlighted that organizational commitment had a significant correlation with job satisfaction and its different dimensions. The satisfaction with work-itself, quality of supervision and pay satisfaction had considerable positive impact on organizational commitment of municipality employees. They had high level of organizational commitment and satisfaction with work, supervision, salary, opportunities for promotion and coworkers.

2.3.2 Job Performance

Previous studies conducted nationally as well as internationally to explore the relationship between 'Job performance and Organizational commitment' are briefly discussed below:

Abdirahman et al. (2018) conducted a study to identify the relationship between job satisfaction, work-life balance and organizational commitment on employee performance. The results of the study stated that, the administrative staffs are expecting to have higher levels of organizational commitment, when there is a strong synchronization between their individual values and goals, with those of the organization. An employee who accepts and perceives the organization objectives will probably perform well in their organization.

Fu and Deshpande (2014) examined the direct as well as indirect relationships among caring climate, job satisfaction, organizational commitment and job performance of employees working in a Chinese insurance company. Study confirmed that there exists a positive direct impact of job satisfaction on employees' organizational commitment and also the indirect impact on job performance. The results of the study showed that, employees feel more committed to their organization and have a better performance, only if they feel a sense of shared values with an employer who shows concern for his employees.

Hafiz (2017) conducted a study among 213 employees from the private and public sector banks located in Lahore in order to identify the relationship between organizational commitment and job performance. The results of the study indicated that, three levels of organizational commitment is the fundamental factor in the direction of enhancement of overall performance amongst banking employees. The dimensions of organizational commitment (affective commitment $r = 0.981$; continuance commitment $r = 0.932$; normative commitment $r = 0.956$) independently and jointly affect the employees' performance in banks. Regression analysis results revealed that 14.2 percent variation in the job performance can be explained by the organizational commitment. The results also revealed that, employees are inclined to commit and remain with the banks, for attaining the

goals of jobs, due to the fact that, they have identical goals and values within the organization.

Irefin and Mechanic (2014) conducted an exploratory research among 120 respondents from Coca Cola Nigeria Ltd., Maiduguri, Borno State. The study results indicated that, the degree of employee commitment of the staff of Coca Cola Company is very high as the correlation coefficient between these two variables was 0.782. There is a significant relationship between employee commitment and organizational performance and there is also a very high relationship between employee commitment and employees' turnover.

Marnani, Memari and Mahdich (2013) conducted a study to find out the relationship between organizational commitment and job performance among 153 employees of Meli bank in Kurdistan in Iran. The results revealed a positive relationship ($r = 0.374$, $P < 0.01$) between organizational commitment and employees' job performance. In the comparative evaluation of three dimensions of organizational commitment, normative commitment has a positive and substantial correlation with employees' job performance. Regression analysis revealed that, organizational commitment can describe 13 percent variation in the job performance of the employees from the Meli bank.

Meyer et al., (2002) conducted meta-analysis to assess the relations among affective, continuance and normative commitment to the organization and also the relations between the three forms of commitment. They found that all the three forms of commitment related negatively with the withdrawal intention and turnover and affective commitment had the strongest relation with the significant organizational outcomes like attendance, job performance and organizational citizenship behavior and employee relevant outcomes like stress and work-family conflict. Continuance commitment was unrelated to these outcomes.

Sheng (2014) conducted study among 206 employees from a company in China. The results stated that affective ($r = 0.002$), normative ($r = 0.640$), ideal ($r = 0.735$) and economic ($r = 0.603$) commitments have positive and substantial relationship with the employee performance meanwhile opportunity commitment

($r = -0.264$) has negative but significant relationship with employee performance. Regression analysis revealed that standardized coefficients of affective commitment ($R^2 = 0.476$), economic commitment ($R^2 = 0.346$), ideal commitment ($R^2 = 0.473$), and opportunity commitment ($R^2 = -0.476$) shows a significant relationship between different dimensions of organizational commitment and job performance.

Singh (2011) explained an effective relationship between organizational commitment (affective, normative and continuance) and performance of middle level managers of chosen private sector banks. Affective commitment ($r = 0.023$) and continuance commitment ($r = 0.04$) did not have a significant relationship with job performance in this study. Regression analysis revealed that normative commitment could explain 4 percent variation in job performance.

Tolentino (2013) conducted a study to investigate the relationship between organizational commitment and job performance among the academic and administrative personnel of chartered universities in Manila. 248 samples were taken using stratified random sampling technique. The results of the study explained that affective commitment is appreciably associated to job performance of the academic staff. On the other hand, normative commitment as well as continuance commitment was observed not to be significantly associated to any of the job performance indicators. But amongst the administrative employees, their job performance was not affected by their organizational commitment.

2.3.3 Organizational Citizenship Behavior

The previous studies conducted in connection with variables 'Organizational Citizenship Behaviour' and organizational commitment are given below:

Anisa (2012) examined the influence of organizational commitment on Organizational Citizenship Behaviour with reference to telecommunication organization in Tiruchirappalli District. The correlation coefficients among the three dimensions of organizational commitment and the organizational citizenship behavior were 0.62 (affective commitment), 0.70 (continuance commitment) and

0.69 (normative commitment) and these values were significant at 1 percent. To understand the relationship and key influences, the study developed and tested a structural equation model linking affective commitment, continuance commitment and normative commitment to Organizational Citizenship Behaviour. Except the path linking affective commitment to Organizational Citizenship Behaviour, all other paths have been observed to be significant. The R^2 value indicated that 55.4 percent variations in the organizational citizenship behavior could be explained by the organizational commitment.

Bisotoon, Khabat and Seddegheh (2013) investigated the relationship between organizational commitment and organizational citizenship behavior in 160 experts of the 'Ministry of Youth Affairs and Sports', of Islamic Republic of Iran. Correlation coefficients of affective commitment ($r = 0.467$, $P < 0.01$), continuance commitment ($r = 0.322$, $P < 0.01$) and normative commitment ($r = 0.324$, $P < 0.01$) proposed that there was a substantial relationship between organizational commitment of the experts of Ministry of Youth Affairs and Sports and the citizenship behavior. Structural Equation Modeling revealed that the R^2 value was 0.62 which indicated that 62 percent variation in the organizational citizenship behavior can be explained by organizational commitment. The study was concluded that higher the organizational commitment, higher would be its influence on citizenship behavior and absolutely it would improve effectiveness and efficiency of organizational activities.

Claudia (2018) conducted a study among lecturers and the results showed that, lecturers with a positive perception of the organizational support available to them feel more satisfied with their job, which in turn boosted the creation of a high organizational commitment and resulted in the emergence of positive organizational citizenship behavior. Satisfied lecturers demonstrated the three dimensions of organizational commitment- affective, continuance and normative- towards the organization.

Devece, Marques and Alguacil (2016) studied the relationship of the three dimensions of organizational commitment; affective, continuance and normative, with employees' organizational citizenship behavior in a high unemployment

environment. This work predicted the differences in the effect of unemployment on each of the organizational commitment dimensions. The results showed that, in a high unemployment environment, the affective and normative dimensions had a similar behavior than in a full employment environment. The continuance commitment dimension increased significantly in a high unemployment context.

Feather and Rauter (2004) investigated organizational citizenship behavior in a sample of school teachers from Victoria. The aim of the study was to investigate affective commitment to the organization, organizational identity and job satisfaction in relation to job status and organizational citizenship behavior. The results showed that, the correlation between organizational citizenship behaviour and organizational commitment was negative for the contract teachers, whereas, it was positive for the permanent teachers. But the study found no indication to prove that, permanently appointed teachers would show more affective commitment to their school, while comparing with the commitment level of the contract teachers.

Khaleh, Bandar and Naji (2016) conducted a study among 130 nursing staff from Al- Zahra hospital to find out the relationship between organizational commitment and organizational citizenship behavior. Correlation coefficient suggested that, only normative commitment ($r = 0.244$, $P < 0.05$) has a significant correlation with the organizational citizenship behavior. The overall commitment has a significant positive correlation ($r = 0.181$, $P < 0.01$) with the organizational citizenship behavior. The study stated that, employees must be chosen from among the committed and accountable individuals in order for the organizational goals and goals to be advanced and the managers must set the ground for the workers' development and sublimation.

Kilic (2013) studied the relationship among organizational commitment, organizational citizenship behaviour and their dimensions and the effect of the relationship on call centre employees. The results indicated a high level of positive relation among organizational commitment and organizational citizenship behavior. There was a positive relationship between affective commitment and organizational citizenship behavior. But a positive, but weak relationship existed

between the organizational citizenship behavior and the other two dimensions of organizational commitment, namely continuance and normative.

Mehni et al. (2014) performed a study to observe the relationship between organizational commitment and organizational citizenship behaviour in Sports teachers in the Department of Education from Sanandaj. The outcomes indicated that, there is a substantial relationship between these two variables.

Mehrabi et al. (2013) studied the relationship between organizational commitment and dimensions of organizational citizenship behavior that was performed by means of descriptive-field method among the employees of textile factories in Borujerd County. The findings showed that, there is no relation between organizational commitment and organizational citizenship behavior in the Textile Factories. However, organizational commitment has a direct relation with the dimensions of altruism and conscientiousness.

Nadim et al. (2016) conducted a study and perceived that, organizational support and organizational commitment have significant affirmative impact, they positively affect the organizational citizenship behavior of the teachers working in private universities of Pakistan. The regression analysis results showed that $\beta = 0.278$, $P < 0.05$, $t > 1.96$.

Prathiba and Balakrishnan (2017) studied the factors leading to organizational commitment and the organizational behavior exhibited by the committed employees. 200 Gen Y employees working with private sector banks in Chennai were selected as sample for conducting this study. The correlation coefficient between organizational commitment and organizational citizenship behavior was 0.20 which was significant at one percent level indicated that there was a strong parametric relationship between organizational commitment and organizational citizenship behavior in the banking sector. Thus it is clear that, commitment arises out of a feeling of belongingness by the employees which will virtually result in organizational citizenship behavior.

Premchandani and Sitlani (2015) examined the relationship between organizational commitment and organizational citizenship behavior. The study has

been conducted in different service organizations in Indore and surrounding areas. Results of the analysis indicated that, normative commitment produced significant effect on organizational citizenship behavior, followed by affective commitment whereas, continuance commitment produced the weakest effect on organizational citizenship behavior.

Thomas and Feldman (2011) conducted a study to investigate organizational tenure as a moderator in the relationship between affective organizational commitment and organizational citizenship behavior. They found that, organizational tenure moderated the relation in a non-linear way. Before ten years of tenure, the organizational commitment increased and after that point, the strength of the relationship between commitment and organizational citizenship behaviour has been decreased as organizational tenure increased. So the moderating effect of tenure followed a curvilinear pattern.

2.3.4 Motivation

A large number of previous studies have proved the relationship between the organizational commitment and 'Motivation'. Some of them are briefly listed below:

Ahluwalia and Preet (2017) conducted a study among State and Private University teachers from Punjab and nearby areas. Affective commitment was positively correlated with overall work motivation and intrinsic motivation significantly whereas, it was significantly negatively correlated with extrinsic motivation. Continuance commitment was negatively correlated with intrinsic motivation and positively correlated with extrinsic motivation. In case of normative commitment, there highlighted a positive correlation with intrinsic motivation only. A positive influence of overall organizational commitment on intrinsic motivation is found among the State University teachers. But among the Private University teachers, a positive impact of overall organizational commitment is found on extrinsic as well as on overall work motivation.

Altindis (2011) investigated the degree of organizational commitment and motivation as well as the relationship between health staff's organizational

commitment and motivation within state hospitals. Using the Structural Equation Modeling, the relationships between the organizational commitment and motivation had been examined. The outcomes indicated that intrinsic motivation of health staff used to be explained in most cases by way of affective and normative commitment. But at the same time, the impact of continuance commitment on intrinsic motivation was comparatively negligible.

Arunkumar (2014) investigated the number of motivating and demotivating factors influencing job satisfaction and to identify the relationship between motivation, job satisfaction and organizational commitment among the employees from Malaysian retail sector correlation coefficient between the motivation and organizational commitment was 0.752, which was significant at 1 percent level. Results of the study explained that commitment is a psychological trait leading to employee motivation.

Bang, Ross and Reio (2013) studied the mediating role of job satisfaction in the relationship between volunteers' motivation and affective organizational commitment in non-profit sports organizations. Results supported for a partial mediation effect of volunteer motivation on affective commitment, suggesting that, the job satisfaction partially mediates the effects on affective commitment. This indicated that although volunteer motivation influences the level of organizational commitment, volunteers who are motivated by their own values, would be more satisfied with their volunteer experience and consequently be more committed to the non-profit organization in which they are working.

Choong, Wong and Lan (2011) examined the relationship between intrinsic motivation and organizational commitment of academicians in Malaysian Private Universities. Intrinsic motivation is substantially correlated with the three elements of commitment namely; affective, continuance and normative commitment. The correlation coefficient between organizational commitment and intrinsic motivation was 0.325 which indicated appositive relation between these variables. R^2 was 0.106 which indicated that intrinsic motivation was able to explain 10.6 percent variation in the organizational commitment. $B = 0.290$ which

indicated that one unit change in intrinsic motivation could create 0.290 units increase in the organizational commitment.

Huang (2014) conducted a research on how work motivation affects organizational commitment and job satisfaction in the US and China. The findings of the study suggested that, in both the countries, intrinsic motivation has a meaningful impact on organizational commitment. But in China, there is no direct relation between intrinsic motivation and continuance commitment. Extrinsic motivation was highly associated with organizational commitment and job satisfaction in China, but there existed only a moderate relationship between extrinsic motivation and normative commitment in US.

Meyer, Becker and Vandenberghe (2004) stated that, while comparing with organizational commitment, motivation is a wider concept. Commitment is only a single element among a set of energizing forces that provides towards motivated behavior. Motivation can increase and diminish over time in tune with increase and decrease in the organizational commitment. Commitment can be treated as a powerful tool or source of motivation.

Muralikrishna, Tesfa and Prasad (2015) conducted a study among 227 academic staff of Ambo University in Ethiopia to identify the relationship between organizational commitment and motivation. The results of the study explained that, organizational commitment of employees has a direct positive relationship with intrinsic as well as extrinsic motivation.

Pool and Pool (2007) established commitment as an antecedent in motivating employees, which directly impacts job satisfaction. Findings revealed that, there existed tangible and significant relationships between commitment, motivation and job satisfaction which are integral components for success in a learning organization. They concluded their study stating that, an organization supporting training and developmental programmes, promotes and values commitment.

Rahmawati and Abiddin (2015) examined the relationship between motivation and organizational commitment among volunteer scout in Samarinda

City located in East Kalimantan in Indonesia. The findings of the study revealed that, the overall commitment and its entire dimension used to be positively correlated to motivation ($r = 0.468$, $P < 0.01$). Regression analysis results revealed that motivation can explain 22.3 percent variation in the organizational commitment.

Salleh et al., (2016) conducted a study among 122 employees in an engineering company in Dungun, Terengganu. The study mentioned that motivated and committed personnel will experience less strain, since they love their work. Unmotivated personnel will make contributions to absenteeism; perform poorly at work and different negative factors that can also contribute to organization. There is a strong affiliation between work motivation and organizational commitment ($r = 0.772$, $P < 0.01$). The researchers concluded that an enterprise always tries in bettering organizational commitment to improve the degree of their employees' motivation.

Sharma (2019) conducted a study on the impact of commitment and motivation on job satisfaction among teachers in higher education. The findings of the study show that, there is a significant relationship existing between the organizational commitment and motivation. The study explained motivation as an outcome variable of the organizational commitment.

Sihombing et al. (2017) examined the relationship between work motivation and job satisfaction and also predicted the mediation role of organizational commitment between work motivation and job satisfaction. The results showed that, there existed a significant relationship between job satisfaction and organizational commitment. Work motivation has no significant positive relationship towards organizational commitment. The organizational commitment has the mediation role for the relationship between job satisfaction and knowledge sharing behaviour.

Sohail et al. (2014) investigated the impact of work motivation and organizational commitment on job satisfaction in the education sector of Pakistan. Regression analysis had been used to establish the relationships between the

variables. The results indicated that, there is a positive relationship between job satisfaction and commitment and that, motivation has a positive effect on job satisfaction. Study concluded that more motivated and committed, the employees will perform well and they will be more satisfied.

Varmazyar and Zamani (2016) inspected the effect of job motivation on organizational commitment among 172 employees of the all branches in Keshavarzi Bank in Ghazvin County. The correlation coefficient was 0.694, which was significant at one percent level. The effects had been confirmed that, there was substantial impact of organizational commitment on job motivation.

Yundong (2015) compared the relation between intrinsic motivation and organizational commitment in two countries, US and China. 330 samples were selected to conduct the study. Intrinsic motivation is positively related with affective commitment (in US, $r = 0.263$ and in China, $r = 0.384$) and normative commitment (in US, $r = 0.316$ and in China, $r = 0.412$) in both US and China. SEM analysis was conducted and the path coefficients revealed that in China, no relationship was existed in between intrinsic motivation and organizational commitment, whereas in US there is a positive relation between these two variables.

2.3.5 Attrition and Absenteeism

Many studies conducted previously have been proved the relationship between organizational commitment and 'Attrition and Absenteeism'. The objectives and findings of few among them are given below:

Agarwal and Sajid (2017) conducted a study of job satisfaction, organizational commitment and turnover intention among public and private sector employees in Delhi and National Capital Region of Delhi. The results showed that, job satisfaction and all the three dimensions of organizational commitment (affective, continuance and normative) were high in the public sector and that, turnover intention was high in private sector. The study also concluded that, job satisfaction predicts affective and normative commitment more significantly in the public sector as compared to the private sector. But job satisfaction could not

predict continuance commitment significantly in the public sector. The results also indicated that, organizational commitment is a strong predictor of turnover intention and there is a negative relationship between the two.

Falkenburg and Schyns (2007) focused on the consequences of work satisfaction and organizational commitment on withdrawal behaviors. The results supported the hypotheses that work satisfaction and organizational commitment have moderating effects on withdrawal behaviors.

Jehanzeb et al., (2013) studied the relationship between organizational commitment and turnover intentions among 251 employees from private sector of Saudi Arabia. The outcomes supported the hypothesis that, there was a negative relationship between organizational commitment and turnover intentions of employees (Correlation Coefficient, $r = - 0.483$, $P < 0.01$). $\beta = - 0.218$, $P < 0.05$ which indicated that one unit change in organizational commitment would be resulted in .218 degree inverse change in the turnover intention of the employees.

Olawale et al., (2016) investigated the nature of relationships amongst employees' job satisfaction, turnover intention and organizational commitment among the employees of Lagos State University. The sample size for the study was fixed at 320. The outcomes of the study set up that there exist massive relationship between turnover intention and organizational commitment. The outcome of the correlation analysis ($r = 0.223$) indicated the existence of a low correlation between dependent variable, organizational commitment and independent variables, job satisfaction and turnover intentions. R^2 value indicated that only 5 percent variation in the dependent variable could be explained by the independent variables.

Perryer et al., (2010) attempted to confirm the relationship between organizational commitment and turnover intention and further understood this relationship by considering the possible moderating effects of perceived organizational support. Negative correlations were found between the independent variables - affective commitment and continuance commitment, perceived organizational support and the dependent variable, turnover intention. The research provided evidence to the validity of the three dimensions of commitment and the

generalizability of these dimensions in an outside North American Samples as the study was conducted on an Australian sample.

SamGnanakkan (2010) conducted a study among ICT professionals to identify the mediating role of organizational commitment on HR practices and turnover intention. Results proved that, turnover intentions correlate negatively linear with dimensions of organizational commitment. The results proved that organizational commitment mediate HR practices and turnover intentions significantly.

Terason (2018) used multiple regressions to propose a 'Turnover Intention Model' incorporating leadership behavior, job satisfaction and organizational commitment. The results showed that, both job satisfaction and organizational commitment significantly affected turnover intention through leadership behavior. It appeared that, the presence of a high level of leadership could act as a resisting force for lowering turnover intention, with increase in job satisfaction or organizational commitment.

Umamaheswari and Krishnan (2016) examined the influence of work environment, supervisor support and training and development over organization commitment and explored the consequences of organization commitment on retention among 416 employees from five ceramic sanitary ware factories from India and verified the mediating role of organization commitment on the relationship between proposed elements and retention. Multiple regression coefficient $R = 0.738$ and $R^2 = 0.541$, $P < 0.01$. Findings explained that, organization commitment influences retention and all the above factors enhances it. Moreover organization commitment partially mediates the relationship between proposed elements and retention.

Uludag, Khan and Guden (2011) investigated the effects of job satisfaction and organizational commitment on organizational citizenship behavior and turnover intentions. Affective organizational commitment was found to be positively related to organizational citizenship behavior. But the study found no relationship between organizational commitment and turnover intentions.

Vandenberghe and Tremblay (2008) conducted a study among medical representatives from pharmaceutical companies. From the results of the study, it is evident that, the compensation satisfaction is a key element of retention policies because it helps in strengthening the link with the organization. It is found that two commitment dimensions, affective commitment and perceived sacrifice fully mediated the effect of a higher –order pay satisfaction construct. Pay satisfaction was significantly related to normative commitment and it gave insights that positive judgments towards pay, creates a feeling of indebtedness which is negatively correlated with turnover intentions.

Yamazakia and Petchdee (2015) examined how turnover intention relates to the attitudinal variables of organizational commitment and job satisfaction among 255 employees working in a Thai company. The outcomes of the evaluations using a structural equation model indicated that employees' satisfaction with supervisors significantly affected turnover intention ($\beta = - 0.54, P < 0.01$), whereas, personal development and human resources policy did not directly influence turnover intention but through the organizational commitment, which strongly mediated the relationship.

2.4 Research Gap

The research works done so far on organizational commitment, especially in the Indian context had made contributions towards the concept but had considered only a small number of antecedent variables and their behavioral consequences. In Kerala very few studies have been carried out in the area of organizational commitment in the information technology sector. No study has been conducted combining the antecedents and consequences of organizational commitment to the three levels of organizational commitment developed by Meyer and Allen (1990) in the IT Parks in Kerala. They suggested that, researchers could better understand the employees' relationship with the organization by analyzing all the three components of organizational commitment – affective, continuance and normative - simultaneously. There is scarcity of empirical studies on the current research setting in Information Technology Parks in Kerala. Hence, the present study argues the possibility of integrating the different facets of

antecedents and consequences of organizational commitment into a multidimensional organizational commitment model. In IT parks in Kerala, there were no previous studies combining Job Characteristics, Training, Development and Promotion, Quality of Work Life, Compensation, Leadership Practices, Work from Home, Work Place Proximity and Organizational Operations and Policies as antecedents of organizational commitment and Job Performance, Job Satisfaction, Organizational Citizenship Behaviour, Compensation and Absenteeism and attrition as the consequences of organizational commitment. Thus the present study will help to understand the influence of various antecedent variables on the commitment components and to identify the possible consequences of the overall organizational commitment and to identify the nature of attachment that the employees working in Information Technology Parks in Kerala have towards their employing organizations.

2.5 Conclusion

This chapter has summarized a relevant literature review on the organizational commitment. It also gives a clear explanation on the variables used in this study, such as job characteristics, training, development and promotion, quality of work life, compensation, leadership practices, work from home, job satisfaction, job performance, organizational citizenship behavior, motivation and absenteeism and attrition etc. Thus it has provided a strong basis for the future study and analysis.

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Chapter 3

Theoretical Framework

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3.1 Introduction

This chapter gives a detailed description of the main variables and concepts included in the study. It comprises of operational definitions of the major variables and concepts, and also a theoretical frame work using the available literature in this field of study. The present study is based on the organizational commitment, with its three components – affective commitment, continuance commitment and normative commitment which is developed by Meyer and Allen (1990). In the study, the researcher tries to identify the major antecedent factors of organizational commitment as well as the important consequences of organizational commitment.

3.2 Organizational Commitment

Organizational commitment is a worker's feeling of connection and dedication to the work or organization with which he/she is related. It is characterized as a worker's beliefs, attitudes, behaviours and intentions. Workers are said to be committed when their objectives are harmonious with those of the organization, when they are eager to exert efforts for the benefit of the working organization and when they want to keep up their association with the organization. Organizational commitment has been demonstrated to be a key predecessor to other significant attitudes and behaviours, including those connected with job performance and turnover.

Organizational researchers started intensely to conceptualize the thought of organizational commitment and to portray its predecessors and outcomes since 1960's. From that point onwards, the growing enthusiasm for organizational commitment has added to a theoretical advancement and comprehension of this construct. There have been three approaches to deal with characterizing and measuring organizational commitment.

1. **Calculative Approach:** This approach is based on the 'Side Bet' theory of Howard Becker. It denotes the accumulation of investments esteemed by the individual that would be lost or considered worthless if she/he were to leave the organization. Becker contended that, financial, social and other investments attach

individuals to a specific line of activity. The risk of losing these investments commits the individual to the organization.

2. Attitudinal Approach: It is known as the organizational behaviour approach. As indicated by this approach, workers feel committed to the organization, since they relate to the organization's values and objectives. Commitment under this approach has three dimensions:

- a) A desire to retain membership in the organization,
- b) Belief in and approval of the values and objectives of the organization and
- c) Preparedness to put forth extensive efforts for the benefit of the organization.

3. Multidimensional Approach: In this approach, the organizational commitment has been described in different dimensions. At first, Meyer and Allen (1981) proposed the multidimensional approach of organizational commitment (Allen and Meyer, 1990). Later on, many organizational researchers have made their own contributions to this area.

Organizational commitment is one of the most universal concerns in studies related with organizational behaviour since last few decades, as it has proven influence on job performance and on workers' intention to remain with the organization (Lin, 2009). Organizational commitment is one of the fundamental ideas depicting the connection between a worker and an organization (Wolowska, 2014). Organizational commitment is the psychological relation that the employees have towards their organization and it shows that, the workers having warmth towards the organization are retaining the association with the organization. When the employees of an organization are very much committed, they would undoubtedly accept the organization's objectives and values, give a great deal of efforts to benefit the organization, want to consistently stay in the organization and willfully give energy for the accomplishment of organization's objectives. Hence, organizational commitment can be regarded as possession and loyalty that the employees cultivate towards their organization (Koo, 2017).

Table 3.1
Conceptual Studies on Organizational Commitment

Authors	Focus	Key Findings
Mowday, Porter and Steers (1982)	Definition of organizational commitment and its components	Types of commitment and their effects; typography of values of commitment
Kanter (1983)	Definition of organizational commitments	Types of commitments and their effects
Meyer and Allen (1984)	Definition of organizational commitment	Types of commitments and their definitions
Hunt, Wood and Chonko (1989)	Value of the organizational commitment	Quantitative analysis of how the exposed values of the organization can create commitment
O' Reilly, Chatman and Caldwell (1991)	Person-to-organization fit in relation to commitment	Quantitative measurement and value components of a person's commitment in relation to the values of the organizational culture
Avolio and Bass (1998)	Values of the leadership and creation of commitment	Quantitative analysis of how a specific form of leadership can create commitment
Tammarino, Spangler and Dubinsky (2001)	Motivation and organizational commitment	Quantitative measurement of how motivation created by the organization can affect commitment

Source: (Moroshnik, 2013)

It is the measure of a worker's relationship with his or her organization (Fu, 2014). It is the strength of a person's relationship with, involvement in, and connection to, the organization. Organizational commitment is identified with the intensity of the person to recognize, draw in and focus on the organization (Claudia, 2018). Organizational commitment will allude to the employees' confidence in values and mission of the organization and ability to apply extra effort to help the accomplishment of the organization (Shepherd, 2017).

Organizational commitment can be usually viewed as a proportion of the trust and dedication of the workers towards the organization. It can be viewed as a positive appraisal of the workplace. Organizational commitment is characterized either as an employee's approach or as a vigour that attach an employee to his organization (Samgnanakkan, 2010). Organizational commitment is the worker's mental state concerning his or her association with the organization. This relationship decides the worker's eagerness to keep on being a part in the organization. A committed worker keeps on remaining in the organization under all the ideal or negative conditions and puts all endeavors to shield the benefits of the organization (Sajid, 2017).

Organizational commitment could be viewed as a bond or connection between a worker and organization, as both employee and organization can get advantages from employees' organizational commitment. It is the sentiment of obligation that a worker has towards the mission of the organization. Employee's organizational commitment may result in higher employee performance. Committed employees will be the dominating performers than the less committed ones, as they apply additional effort to accomplish organization's goals and missions. Employees with higher commitment are seen to be more impelled and performing all things at the most elevated dimensions of execution (Abdirahman et al., 2018).

Organizational commitment is essential for attracting and retaining qualified employees as only satisfied and committed labourers are happy to proceed with their relationship with the organization and try impressive endeavors towards accomplishing its objectives (Larkin, 2016). Organization commitment is

characterized as the person's attitudes that offer priority to organizational interests over his own advantages. It is identification of the worker with the organization and the general dimension of the strength of the personality unification and the level of participation in an organization (Turkmen, 2017).

Committed employees definitely have faith in the objectives and values of the organization and intentionally pursue orders and expectations of the organization. More than a mere device, commitment requires a person to assume his job exclusively for the prosperity of the organization, in connection with its objectives and values. Organization commitment has two facets, commitment to work itself and to the organization (Gokyer, 2018).

Weiner (1982) characterized organizational commitment as identity, values, loyalty, duties, individual inclination and customized values, which are influenced by organizational interventions and struggle for organizational objectives. Becker et al., (2017) expressed that organizational commitment is a mental connection of workers to their organization and is identified with such appealing results as job satisfaction, motivation and attendance.

Schwenk (1986) expressed organizational commitment as a conduct, which energizes working for an organization passionately. It observes an organization altogether and incorporates such deeds as the individual employee's reliability to organization, psychological and moral involvement in organization, favouring the organization's objectives to employee's individual objectives, putting forth attempts for the organization, being enthusiastic to continue to be a member of the organization (Tuna and Aslan, 2018). It is described as synchronization towards organizational objectives. This synchronization is portrayed as a craving to work hard for the organization and an enticing want to remain within the organization (Ozturk, 2018). Commitment to an organization is a psychological outcome that can be acknowledged when people see great consistency among themselves and with their organizational environment (Fako, Orlando and Wils, 2018).

Table 3.2
Different Dimensions of Organizational Commitment

Angle and Perry (1981)	
Value Commitment	Commitment to support the goals and values of the organization
Commitment to Stay	Commitment to continue their organizational membership
O'Reilly and Chatman (1986)	
Compliance	Instrumental involvement for specific extrinsic rewards
Identification	Attachment based on the desire for association with the organization
Internalization	Involvement predicted on harmony between individual and organizational values
Allen and Meyer (1990)	
Affective	The employee's sentimental association and participation with the organization
Continuance	A consciousness of the costs concomitant with the exit from the organization
Normative	A feeling of obligation to continue employment
Meyer and Schoorman (1992)	
Value	Belief in and approval of the values and objectives and willingness to exercise extensive efforts for the benefit of the organization.
Continuance	The craving to continue association with the organization
Jaros (1993)	
Affective	The degree to which an individual is psychologically attached to his/her organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure and so on
Continuance	The degree to which an individual experiences a sense of being locked in a place of high costs of leaving
Moral	The degree to which an individual is psychologically attached to an employing organization through internalization of its goals, values and missions

Source: (Kalarani, 2011)

3.2.1 Levels of Organizational Commitment

As indicated by Meyer and Allen (1991), in the 'Three Components Model' of Organizational Commitment, there are three outlooks, which can portray an employee's commitment towards the organization in which he is a member.

1. Affective Commitment (Desire based): It is characterized as the employee's passionate attachment to the organization. An employee, who is affectively committed to his organization, relates to the objectives of the organization and wants to stay with that organization. This worker focuses on the organization since he 'wants to'. The affective commitment emerges when a worker is able to fulfill his needs through a range of experiences that are perfect with his qualities (Allen and Meyer, 1990). Employees, who depict their experiences as steady with their desires and as satisfying their essential needs, create stronger affective commitment to the organization than those workers who portray their experiences as less fulfilling (Meyer, Allen and Smith, 1993). Four attributes of affective commitment, such as personal characteristics, structural characteristics, job related characteristics and work experiences are recognized by (Mowday, Porter and Steers, 1982). Affective commitment is an emotional belongingness towards the organization. Moreover, we can describe affective commitment as involvement, attachment, and positive feelings such as identification of employees with organization.

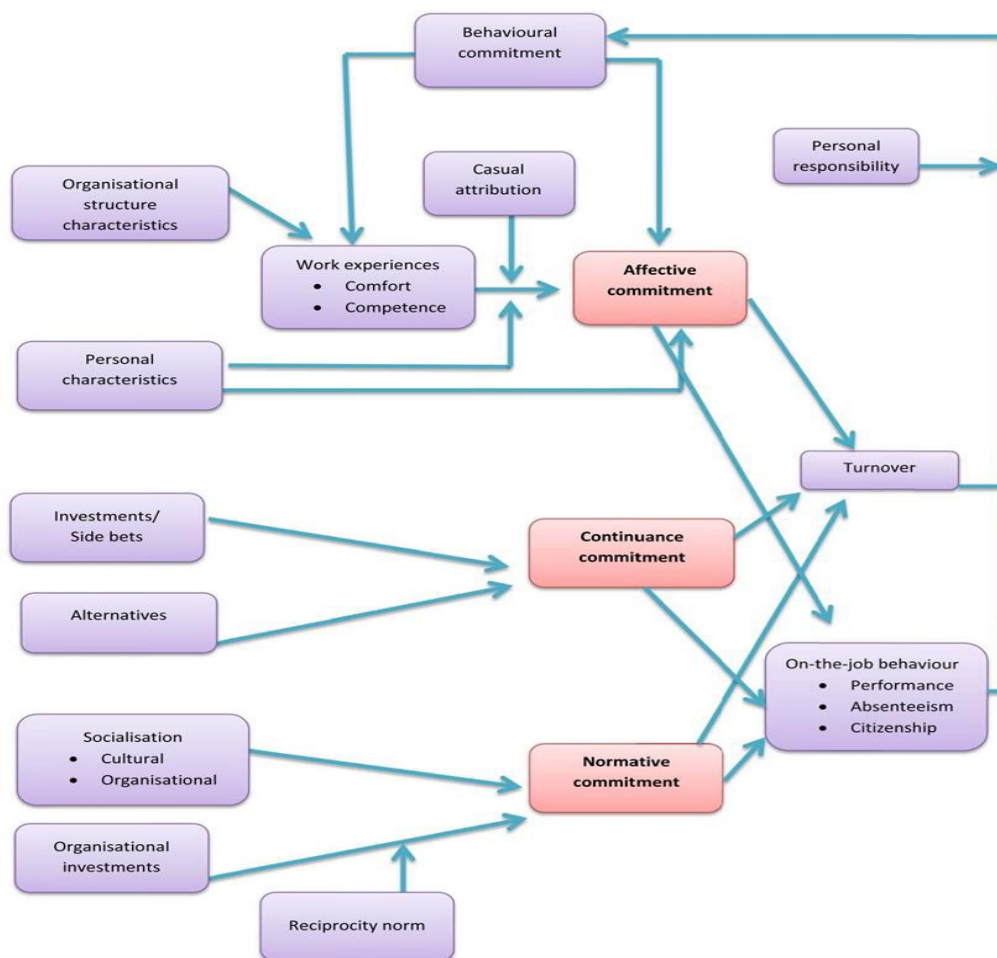
2. Continuance Commitment (Cost based): The individual commits to the organization since he recognizes significant cost of losing organizational membership including monetary cost and social costs that would be suffered. The worker continues to be a member of the organization since he 'has to'. Foster, Iles and Tinline (1996) opined that people with continuance commitment are probably remaining committed to the organization out of obligation or intimidation. Employees fear losing certain advantages or some benefits and accordingly, they stay with an organization (Meyer, Allen and Smith, 1993).

3. Normative Commitment (Obligation based): In Normative Commitment, the individual commits and stays with an organization because of having a sense of

obligation. The worker stays with the organization since he 'ought to'. Meyer and Allen, (1991) recognized two types of normative commitment – one preceding the entry into the organization and the other after entering into the organization. Scholl (1981) said that, the employees may feel a force of normative pressures restricting them to quit the organization, however in occasions where an organization puts resources into the worker, and he may feel committed to stay with the association until the obligation has been paid off. Meyer and Allen (1990) stated that, employees with a solid normative commitment stay with an organization since they believe they ought to do as such.

Figure 3.1

Meyer and Allen's Three Component Model of Organizational Commitment



Source: Meyer and Allen (1990)

Table 3.3

Comparison of Three Components of Organizational Commitment

	Affective commitment	Continuance Commitment	Normative Commitment
Definition	An employee's sentimental attachment to his organization	An employee evaluates costs associated with leaving the organization	An employee's sense of obligation to continue his service with the organization
Characteristics	Emotional bond and Engagement with the organization	Benefits and rewards	Indebtedness to the organization Obligation
Nature of link between employee and organization	Wants to remain with organization	Needs to remain with the organization	Feels obligated to remain with the organization
Contribution to the study	Can assist in determining employees' feelings of attachment to the organization	Can assist in determining employees' intentions to remain working with the organization	Can assist in determining employees' sense of duty towards the organization

Source: Compiled by the researcher

According to Morrow (1983), work commitment consists of a set of different, but interrelated, commitment constructs and thus adopted a multiple commitment approach (Carmeli and Gefen, 2005). He identified five universal forms of work commitment that, he believes to have a mutual influence on each other: the protestant work ethic, career commitment, job involvement, affective organizational commitment and continuance organizational commitment.

Figure 3.2

Morrow's Model of Organizational Commitment



Source: Morrow (1993)

Organizational commitment is defined as the extent to which an individual has a strong desire to remain with an organization while accepting the goals and values of the organization (Mowday, 1979). Randall and Cote (1991) proposed that, there existed a direct link between job involvement and organizational commitment, as well as between work-group attachment and job involvement. He suggested that job involvement should influence three other forms of work commitment namely, affective organizational commitment, continuance organizational commitment and career commitment.

Figure 3.3

Randall and Cote's Model of Organizational Commitment



Source: Randall and Cote (1991)

Randall and Cote (1991) identified three dimensions of organizational commitment as Continuance Organizational Commitment, Affective Organizational Commitment and Career Commitment.

3.3 Antecedents of Organizational Commitment

Antecedents are the factors leading to organizational commitment. Here the researcher identified eight major variables as antecedents of organizational commitment through extensive literature survey. These are,

1. Job Characteristics
2. Training, Development and Promotion
3. Quality of Work Life
4. Compensation
5. Leadership Practices
6. Work from Home
7. Work Place Proximity and
8. Organization Operations and Policies

A detailed description of all these variables is given below.

3.3.1 Job Characteristics

Job characteristic is a course of action in the working environment that plans to overcome employee hostility and job dissatisfaction that originates from mechanical and redundant tasks in the working environment. The objective is to boost efficiency by offering employees non-monetary incentives and rewards. The Job Characteristics Theory, otherwise called the Core Characteristics Model, is a theory of work design developed by Oldham and Hackman, (1975). It is generally utilized as outline to study how job outcomes, including job satisfaction, are influenced by specific job characteristics.

3.3.1a Job Characteristics Theory – ‘The 5 cores’

The Job Characteristics Theory is developed by Hackman and Oldham (1975). They explained the five ‘core’ job characteristics as:

1. Skill Variety

It shows how much different activities are required in the job, requiring the employee to build up an array of abilities and talents. Workers may feel that, what they are doing is progressively significant when their jobs require a few unique capacities and aptitudes, compared with those in basic and routine jobs.

2. Task Identity

It is the extent to which the position requires the worker to recognize and finish a bit of work, with the goal that the result is noticeable. Most employees secure their jobs significant and meaningful if they are associated with the entire procedure instead of simply being liable for part of it.

3. Task Significance

It is a matter of how much a job influences the lives of others. The effect might be either inside the organization or outside. At the point when a job fundamentally improves either the physical or mental prosperity of others, the worker feels that their work is increasingly meaningful, while comparing with those whose work negligibly affects others.

4. Autonomy

It is the degree of self- governance and freedom of choice that a job gives to a worker to design out his work and to decide the methods and procedures to be undertaken. For the positions with high autonomy levels, the work's results rely upon the employee's own efforts, activities and choices, rather than on the manager's guidelines or what is written in a manual. When there is more self-rule, employees experience higher extent of personal responsibility of their own success and failures in the working environment.

5. Feedback

How much understanding does the worker have of the outcomes, i.e. precise, clear, detailed and noteworthy information with regard to the viability of his work executed? At the point when employees get clear and noteworthy data about their work execution, they have more overall awareness on the impact of

their work related actions, and what precisely they have to do, to improve their efficiency and productivity.

3.3.2 Training, Development and Promotion

Training is essentially the learning experience that brings a perpetual change in an individual, accordingly improving his capacity to perform at work (Pattanayak, 2005). Training is a planned and methodical organizational initiative towards human resource improvement. Training gives advantages and developments, both to the organization and to the workers. Each organization considers training as the most significant outlay, as it contributes towards knowledge, aptitude, capacities, behaviours and approaches of human resources. Training prompts the improvement of the quality of the human capital. No human is absolute and complete. Employees have their own shortcomings as well. Training division of an organization is considered as accountable in recognizing the limitations and inadequacies in the representatives and then to propose measures to overcome them.

Regularly the training department conducts training need analysis for every worker to recognize those gap areas where a worker needs training. Then only the training division offers training to connect those gaps recognized at the need analysis stage (Alamri and Al-Duhaim, 2017). Training and development is essential for the existence of any association in the competitive world. An organization attains competitive advantage through its trained employees. Hence organizations should spend for training and development of its employees in order to retain relevant and productive human resources (Butali and Njoroge, 2017). Employees' perception towards the benefits of training can be enhanced through proper communication from the part of supervisor and from the training provider. This might add to positive impression of access to training (Bartlett and Kang, 2004).

Training comes appended to skills and abilities required by the organization; workers must have to add to the accomplishment of organizational objectives. To improve employee's abilities, organizations must put resources for

their training. Training then turns into an accessible organizational instrument to act together with their workers, through the procurement of new knowledge and the advancement of the knowledge which it already possesses. (Dias and Silva, 2016)

Training is a significant factor in each organization, yet it is not free from cost. Even though it is considered as an investment in an immediate manner, the cost of training comes as an expense. It is not easy to assess the benefit of training, if any, and when it would happen. The organizational training ought to never be considered merely from a monetary perspective. It should be related with the advancement of aptitudes and improvement of competitiveness, given its potential for improved employee efficiency and productivity and build up the creativity and innovativeness of the human resources. Training assumes a significant job among the most widely recognized techniques to improve worker productivity (Silva and Dias, 2016). The multi- dimensional structure of training includes:

3.3.2a Multidimensional Structure of Training

1. Motivation for Training

Motivation for training means, how much the employees are happy to put forth attempts to develop themselves and their task and job performances through training. Motivation is a power that impacts excitement towards a training program and a stimulus that guides the employees to learn and to attempt to manage the substance of the training programme (Bulut and Culha, 2010).

2. Access to Training

The access to training can be examined by the employees discernment comparative with the likelihood to take part on training courses outlined by the organizations freely, of that participation be built on objective and reasonable criteria, and the worker's task is clear and officially imparted. The access to training can be assessed as the training accessibility perception observed by the employees, so as to be appointed on training plans (Silva and Dias, 2016).

3. Benefits of Training

Three distinct kinds of advantages that employees get from training are job, career, and personnel benefits. Job related advantages replicate people's insight that training will permit a performance improvement in their present job position, while, career related advantages will probably aid the advancement of skills for a future job. Personnel advantages of training reflect mental, political, and social results that might possibly be identified with the work setting (Bartlett and Kang, 2004).

4. Support for Training

Backing for training can be vertical through the organizational hierarchy, or horizontal by fellow workers in supporting and motivator to actualize better approaches for solving issues. Support can be vertical or horizontal, where vertical help is the one originating from the top or from the most experienced fellow worker and horizontal help is the extent to which colleagues are eager to help in investigating or executing extraordinary and better approaches to perform the tasks (Dias and Silva, 2016).

Any error between the knowledge, aptitudes and capacities exhibited by a jobholder and the specification and detail required for that job gives indications of training needs. In addition, career development as a part of the training function is reassured about getting ready employees for progression to jobs where their abilities can be used to the fullest extent conceivable. In case of high level jobs, the formal qualification requirements are set forth, so as to point towards to what extent additional training and development are further required for the employees to progress to those jobs (Snell and Bohlander, 2009).

Training is one of the fundamental tasks of human resource department in every organization. Some organizations have their own separate and specialized division to train their employees. It is the responsibility of the Training division to identify the weaknesses of the employees and to suggest measures to seize them. Training division also conducts training need analysis of each and every employee in their organization and makes arrangements for skill acquisition and

improvement. (Alamri and Al-Duhaim, 2017). Organizations whose employees having a higher 'training support perception' can penetrate towards innovative as well as challenging technologies and methods for the execution of their assigned tasks. They tally with the interest of inspired people, boosted to beat working issues and show proof of higher job performance (Silva and Dias, 2016).

Training ought to likewise focus on moral development of the employees, as just skill improvement will lead an employee towards high financial returns and development which may in the end induce him to leave the present organization or to strive for a higher position. In any case, the moral or ethical development may bind him to work in the organization and apply the abilities and skills in the parent organization from where he has acquired these aptitudes. So it is the need of great importance to give moral training the result of which brings about employee advancement towards moral commitment and eventually accomplishing excessive level of organizational commitment (Bakar et al., 2016).

3.3.3 Quality of Work Life (QWL)

Quality of Work Life refers to a favourable or unfavorable job environment for individuals. It is characterized as how many employees from an organization can fulfill significant personnel needs through their association with the organization (Gupta and Gupta, 2005). QWL is a broad concept that comprises employee's job related prosperity and the degree to which work experiences are worthwhile, without attaching stress and other negative outcomes. It is a set of strategies like autonomous work groups, job enhancement as well as job enrichment and high involvement intended for propelling the satisfaction and efficiency of workers (Subeesh, 2015).

QWL is a nonexclusive expression that covers an individual's emotions about each element of work, including monetary rewards and advantages, security, protected and sound working conditions, organizational and interpersonal connections and inherent meaning in the individual's life. To support and advance in such a situation, aptitudes and capabilities of the workers ought to be

multifaceted, updated and receptive to specific needs (Jothi and Johnmanohar, 2010).

QWL overpowers the entire part of work environment. This work environment may influence quality of work of individual worker in their respective jobs. QWL is the perspective about individuals, work and organizations. It not just spotlights on how individuals can improve, yet additionally on how work may lead individuals to live a better life (Misra, 2008).

Walton (1975) describes quality of work life regarding eight wide conditions of employment that establish a desirable quality of work life, which are listed below.

1. Adequate and Fair Compensation

Adequate and fair compensation implies the pay which is over the lowest pay permitted by law.

2. Safe and Healthy Working Conditions

The vast majority of the organizations give protected and nourishing working conditions because of compassionate and legal pre-requisites. These conditions involve rational self-interest.

3. Opportunity to Use and Develop Human Capabilities

It is the degree to which the worker can practice more command over their work and how much the job grasps a whole significant task yet not a part of it. Further, QWL accommodates opportunities like independence in work and involvement in planning, so as to utilize human capacities.

4. Opportunity for Career Growth

Prospect for promotion and career advancement is restricted in the event of all classes of workers either because of educational barriers or because of inadequate openings at the higher levels. QWL gives future chance to proceed with

development and security by extending one's abilities, knowledge and qualifications.

5. Social Integration in the Work Force

Social integration in the workforce can be set up by making freedom from bias, supporting essential work groups, a feeling of togetherness and interpersonal receptiveness, fairness and upward mobility.

6. Constitutionalism in the Work Organization

QWL gives legal protection to the employees just to the degree of desirability as it shackles the workers. It happens on the grounds that the management's action is tested in each activity and bureaucratic systems should be followed at that level. Constitutional protection is given to the employees on such issues as privacy, freedom to discourse, equity and fair treatment.

7. Work and Quality of Life

QWL accommodates the relationship among work, non-work and family facets of life. Family life and social life ought not be stressed by working hours including extra time work, work during tiresome hours, business travel, transfers from one work place to another, vacations and so on.

8. Social Relevance of Work

QWL is related with the institution of social importance to work in a socially useful way. The workers' self-respect would be high if his work is helpful to the society.

3.3.4 Compensation

Compensation denotes to all types of monetary returns and tangible rewards that a worker gets as a part of his work contract. In particular, compensation has been used to depict the policy and procedure that empowers organizations to pay workers proportionately, on the basis of their level of performance in attaining the assigned job. Compensation is not only an

unconditional gift, but pay or a reward got during work (Muhammad and Abdullah, 2016).

Compensation is a significant sub system in human asset oriented society (Gupta and Gupta, 2005). No other issue is more decisive and significant to any employee than their monetary compensation. In the developing countries of the world, money is viewed as a motivating factor and as an impetus in building loyal, devoted and committed workforce (Omotayo, Pavithra and Adenike, 2014).

Compensation is the largest cost incurring in many organizations. Henceforth, the degree to which these costs are allotted viably is probably going to have a significant positive impact on organizational commitment. Compensation's dominant variable of interest is money which is the most accepted medium of exchange. This implies it is a vital part of all the exchanges happening inside and across the organizational boundaries. Cash is the core of all business language, and organizational decision makers promptly comprehend its criticalness. (Mejia, Berrone and Santos, 2010).

3.3.5 Leadership Practices

Leadership is the practice of encouragement by one member over other members to assist in the attainment of organizational objectives. There is an accepted way of thinking that leaders can make difference and that they can influence people, groups, or the whole organization. At the point when things go right, the leader gets the credit; when things turn out badly, he gets the fault. Effectiveness of a leader is the estimation of the degree to which he enables the work group or organization to accomplish its objectives. (Beggs and Jernigan).

Leadership style can be characterized as the activities or practices of one individual, usually holding a senior position, that impact the activities or practices of another to accomplish organizational or international objectives. A leader behavior incorporates both work related functions like planning, organizing, problem solving, explaining jobs and the duties and responsibilities associated with each job, monitoring, and also include relationship oriented activities, like supporting, creating, organizing, perceiving etc. (Godshalk and Sosik, 2007).

When a supervisor starts mentoring, the relationship influences the subordinate's skill advancement and expectations to stay with the employer. Leaders and subordinates share important information, while they are interfacing with one another. Leader may take part in directing or other socio-emotional relations; then on the other hand, the subordinate by putting forth extra attempt with more dedication and accomplishing leader's objectives shows commitment towards the organization (Anis et al., 2011).

3.3.5a Types of Leadership Styles

The following are the major leadership style practices:

1. Visionary Leader

Visionary leader is the person who has a long- term outlook, who is externally oriented and has a wide concern for industry, economy, guidelines and legislative issues. His task includes framing a statement of mission, vision and values.

2. Integration Leader

Integration leader is the person who has medium-term point of view. He has a back to front direction, where his fundamental attention is towards his own organization. His major function is to build up organization's systems and procedures.

3. Fulfillment Leader

Fulfillment leader is the person who has a short- term perspective. He is a knowledge master who is result oriented and who has client service thinking.

4. Transactional Leader

Transactional leaders are the ones who step up to the initiative in offering some type of need fulfillment as an end-result of something esteemed by the employees. The leader defines clear objectives, and is proficient at understanding the necessities of workers and chooses appropriate and spurring rewards.

5. Transformational Leaders

Transformational leadership is the way towards engaging the commitment of the workers with regard to the shared values and the common vision. It is especially pertinent with regards to managing change. It includes relationship of mutual trust between the leaders and the followers.

6. Charismatic Leader

The charismatic leadership model includes inspiring and co-ordinating supporters through the improvement of their strong emotional commitment to a vision and set of shared qualities. It is said that these leaders get power through their supporters' identification with them. Followers are awed by such a leader and tail him indiscriminately. The individual appeal of the person impacts others.

7. Autocratic, Democratic and Laissez-Faire

An autocratic leader takes decisions and forces them on the team of workers, expecting team members to place them into impact without questioning the explanations behind them.

The democratic leader energizes the team members to share the ideas of the team members during decision making process and he considers himself to be a coordinator of collective effort, rather than as the decision taker.

A third type of leadership style has additionally been examined which is named as the laissez-faire. This kind of leader assumes a passive role in group affairs and also in interactions with the followers.

3.3.6 Work from Home

It is a sort of flexible work arrangement. Work is done utilizing personal computers, network systems and other communication technologies, like fax machines to do work at the home, which is customarily done in the workplace. A variation of work from home is the virtual office where the workers are in the field helping clients or are positioned at other remote areas, working as if they were in

the home office (Snell and Bohlander, 2009). Teleworking and telecommuting are the two techniques of flexible work arrangements.

The term work from home refers to, the substitution of communication capacities for movement to a focal work location. It is a flexible work arrangement. Office automation technology grants numerous office employees to be potential remote workers or telecommuters in that, their work can be performed remotely with computers and communication support (Olson, 1982). In teleworking, the commuting to the regular office is substituted with technology. Employee working at home eliminates his daily driving to a central place of work. It avoids lengthy commute times and reduces all the costs associated with transportation (Cinni, Warriar and Rosa, 2019). In work from home arrangement, the employee can do his work from home. It helps the employee in attaining work life balance and helps the company to get its work done without any delay.

Work from home arrangement helps the employee to earn salary at city standard, while living and working from a rural area. This helps in reducing the cost of living of the employee. This arrangement is very helpful for dual earning parents and also for those who are looking for more work-life balance. Researches in this area proved that, workers who are not able to avail flexible work arrangements are less happy and more likely to quit the organization. Opportunity to work flexibly helps the employees to better meet the demands both in their personal and professional life. Work flexibility will help in making the employees more loyal towards his employer and also results in greater productivity.

Work from home is the most important form of flexible work arrangement that is adopted by the information technology companies. In foreign countries, such arrangements are widely used in organizations using information and communication technologies. But in India, especially in Kerala, that work culture is yet to be developed. Only very few companies are providing their employees the option to work from home; that also' only in certain situations. Flexible work arrangements help the employees to work in custom environment with zero commuting, which will result in savings of money. Such arrangements help in improved retention of employees. But it is difficult to monitor the employee's job

performance when he is working from home. There are problems like information security risk, increased telecommunication cost and decreased staff morale as it is difficult to create and maintain team spirit.

Working from home is one form of flexibility in working arrangements that may assist workers to juggle work and non- work commitments. However, it may also provide a pathway for greater intrusion of work into family life and for added work related stress. The ability to work some hours from home is seen by employees as a positive job attribute that provides flexibility to balance work and non-work commitments. However working from home is also associated with long hours of work and the evidence provides grounds for concern that working from home does facilitate greater intrusion into non-work domains of life through this channel (Dockery and Bawa, 2014).

Increased flexibility or the growth of non-standard working arrangements and schedules have been highlighted as both a positive and negative trend in job quality. Working from home is one of these forms of flexibility. There has been a growing trend of providing flexible working arrangements at the workplace with the intention to allow workers to continue productive contributions to the workforce while also attending to family and other responsibilities.

Working from home may have impacts on family functioning through time spent on children, the quality of relationships, the home environment and other family obligations. It impacts upon work life balance when work interferes with family responsibilities, when over- working affects employee's social networking and their balance between work and personal life.

Telecommuting can increase the conflict between work and family when employees who work at home spend a greater or disproportionate percentage of their time on paid work activities. Flexibility gained through telecommuting benefits the organization, but not the employee's family. Commuting serves as a buffer between employee's home and work domains but the lack of commuting decreases the opportunity for employees to reduce the transfer of stress from one domain to the other (Duxbury and Higgins, 2002).

3.3.7 Work Place Proximity

Workplace proximity means nearness of workplace to the employee's hometown or neighbourhood of place of residence. Workplace proximity plays a vital role in organization commitment in IT Industry. Proximity refers to the physical distance between the resource and the company. In the research literature, however concepts like proximity, physical distance, collocation and dispersion have been operationalized differently over time. IT resources are giving a lot of preference to the above to get jobs near to home town or neighbourhood. As this helps in finding quality time to spend with family, thus improves in better work life balance. Also it reduces the travelling time thus reducing stress from traffic and long distance travel; it results in improving the quality of work to a greater extent.

Factors that mainly account for workplace proximity are (i) Work and stay near to aged parents, to be reachable in case of emergencies (ii) Working spouse with no option for transfer to relocate to the location of latter's work place (iii) During maternity times and (iv) When resource has to relocate as per project demand considering client security to work from one dedicated development center.

More often workplace proximity leads to WFH (Work from Home) option, when there is no branch available near to the resource option. If the employee has to stay for longer time near to home town and is at the same time critical for project deliverables, the management has the privilege to take decision and provide WFH option so that the work is not affected and the resource is also retained. There are some advantages as well as disadvantages when the resource opts for WFH. More often it is considered that WFH option leads to more productivity as it avoids resource time from travelling and maintains his work life balance. But on the contrary, when the WFH option is opted by the resource, this leads to a slight disconnect of resource from team and at times may even lead to decline in quality of work when team co-ordination lacks. They get tendency to put more time on work as they become more meticulous about delivery time. Face-to-face discussion also is a powerful tool to develop and maintain group culture, authority, and tacit

norms. Discussions improve group commitment, socialization, and control. Discussion can overcome severe conflict among team members.

When the employees don't have the option of workplace proximity and still continue in the same place, travelling long distances to catch up with both family and work, more often come across stress. This may lead to decrease in quality and co-ordination with the team. It also becomes difficult for the resource, when it comes to attending meetings and calls. In some cases resources may have to relocate on deputation to execute projects from different locations due to client security. Even in these scenarios they lose the workplace proximity and at times lead to decision for job switch.

Work place proximity is often rare option available for resources, as the companies may not be having branches at all locations. More often, you can see the option available only in metros and capitals. Many companies are not available even at all metros. When the resource need to have work place proximity increases, this may lead to more often in switching of job, based on the companies available at the proximity where the resource is looking for.

3.3.8 Organization Operations and Policies

It is a set of policies and guidelines formulated and adopted by the Information Technology companies relating with its onshore-offshore projects, domestic and international compensation packages and plans and with Indian Standard Time working hours or international working hours. Organization operations and policies play a vital role in the organizational commitment. While switching jobs, usually employees in information technology field look at companies that have good projects and clientele. Before joining any company, they mainly look at a few critical factors namely,

- a) How large is the company i.e., SEI CMM level company etc.?
- b) Does the company have branches across the globe?
- c) Does the company have good clientele?
- d) Do they have offshore and onshore model?
- e) Is the company a good pay master?

Employees who have personal commitments and could not travel out of the country, generally look for companies that have leading clientele across globe with compensation on par with on shore projects. They also prefer to work in Indian Standard Time. But these kinds of companies are often very rare. The chances of getting package on par with onshore projects happen only if the employee is equipped with some critical niche skill set. Otherwise, even though the companies offer the rest of the options, they may not be able to satisfy the employees with compensation as well. But some companies are offering Employees' Stock Option Plans, some fringe benefits like loans, insurance etc. with the intention of satisfying their employees. These benefits often hold the employees with the company for long periods.

In some cases, the companies come across with employees with their goal and focus set to travel on shore. These type of employees usually join with the company that has projects with international clients with the expectation of getting a chance to travel abroad to join onshore assignments. But there are some international clients who prefer to run projects on offshore development model. In such cases, the employees' aspirations to travel abroad will not happen and look for other aspiring opportunities to fulfill their goals, so the commitment in such a scenario is always very unpredictable. No client prefers to run complete onshore model, as it would adversely affect their project costing. In such situations they prefer offshore models only. All these organization's operations and policies affect the employees' organizational commitment either positively or negatively.

3.4 Consequences of Organizational Commitment

Consequences are the outcomes of organizational commitment. Here the researcher identified five major variables as consequences of organizational commitment through extensive literature survey. These are,

1. Job Satisfaction
2. Job Performance
3. Organizational Citizenship Behaviour
4. Motivation and
5. Absenteeism and Attrition

A detailed description of all these variables is given below.

3.4.1 Job Satisfaction

Job satisfaction is a general disposition of an employee towards his job (Suri and Petchsawang, 2018). It is a pleasurable, passionate state coming about because of the examination of one's job or job encounters. It speaks to how one feels and considers his job. Workers with high job satisfaction experience positive emotions when they consider their obligations or participate in task exercises. Workers with low job satisfaction experience negative sentiments when they consider their obligations or take part in their job activities (Colquit, Lepine and Wesson, 2015). Job satisfaction in conventional model, principally centres around what an individual feels about his job or a pleasure feeling about his job. Job satisfaction or dissatisfaction does not just rely upon the idea of the job, it additionally rely upon the desire about what the job supplies to a worker. Job satisfaction is impacted by the components like compensation, working condition, self-governance, correspondence and organizational commitment. (Anis et al.,2011)

Job satisfaction is comprehended to be a sentimental reaction to the job observed either completely or as to specific facets like pay, supervision and so on. Job satisfaction has been connected with improved job performance, favourable work values, significant levels of employee motivation and lower degrees of absenteeism, turnover and burnout. Job satisfaction is the positive direction of a person towards the job which he is presently doing. Job satisfaction is a delightful and positive sentimental state, arising from the impression that one's job is satisfying his significant job values as well as his physical and mental needs (Suma and Lesha, 2013).

Job satisfaction means a person's absolute feelings about his job and the outlooks he has, towards different facets of the job. It also explains the attitude and insight that have an impact on the extent of fit between the employee and his organization. An employee with greater job satisfaction seems to hold favourable attitudes, whereas, those with dissatisfaction, seems to hold unfavourable

approaches towards the job. Job satisfaction among employees is a sign of organizational effectiveness, and it is impacted by organizational and individual variables (Lumely et. al., 2011).

Job satisfaction can be perceived as a part of organizational commitment. Organizational commitment can be comprehended as a prophet or antecedent of job satisfaction. It is seen that job satisfaction and organizational commitment are highly correlated. The degree of changes in the job satisfaction depends on the increase or decrease in the organizational commitment. Job satisfaction can impact a variety of significant attitudes, actions and behaviour of an employee (Bola , 2012).

Job satisfaction is viewed as a collection of evaluative sentiments about the job. There are numerous variables that impact job satisfaction. It can be demographic variables age, gender, and race; intrinsic factors like achievement, recognition, work itself, obligation, responsibilities and development; and the extraneous elements like organizational approach, supervision, association with the superior, work conditions, relationship with co-workers and pay (Shurbagi and Zahari, 2013).

Job satisfaction or dissatisfaction prompts various outcomes. It was uncovered by numerous studies that satisfaction leads to greater efficiency. Then again, job dissatisfaction was found to accelerate absenteeism, attrition, high stress and complaints. Of the variables that increase satisfaction is recognition, work itself, opportunities for career development, high degree of intent to remain with the organization and so on. The elements that impact dissatisfaction are organizational policies and procedures, supervision, pay, interpersonal relationship and so forth. Moreover, leadership and work load factors are determinants of job satisfaction (Nath and Agarwal, 2015).

Job satisfaction or dissatisfaction do not rely upon the nature of the job, it also relies upon the expectation about what is the job offering to an employee. Lower convenience costs, higher organizational and social as well as intrinsic rewards will enhance job satisfaction. Job satisfaction is an intricate concept with

multiple aspects. It is affected by the variables like compensation, working condition, autonomy, communication and organizational commitment (Anis et. al., 2011)

3.4.2 Job Performance

The fundamental factor responsible for the sustainable development of an organization is the judicious utilization of human resources to enhance the employee's job performance and to form core competitiveness. Most of the organizations have understood that the performance of their employees assumes an imperative role in deciding the success of the organization. Hence it is significant for the managers and employers to realize how to extract the best performance of their employees. Job performance has been characterized as performance of work with respect to the quality and quantity expected from every worker. In the majority of the organizations, the high degree of stress prompts lower satisfaction and organizational commitment.

Job Performance is defined as the estimated value of the workers' behaviour and attitude that contributes either favorably or unfavorably to organizational objective attainment (Colquit, Lepine and Wesson, 2015).

One of the antecedent factors of job performance is accepted to be the workers' commitment towards their organization. It is seen that organizations can improve their performance through workers' commitment by taking part in social activities since such exercises also incorporate the welfare of the workers and their families (Peace and Mohammed, 2014). It is recognized that affective, continuance and normative types of commitment have critical effect on performance (Negin, Omid and Ahmad, 2013). It is accepted that employees with solid organizational will work more enthusiastically so as to add to the organization's performance. Highly committed environment decreases employee attrition rates, diminishes operating expenses and promotes worker performance and productivity (Tolentino, 2013).

Organizations need to improve the performance of employees to upgrade their competitiveness in the worldwide economy. Organizational commitment

reveals employees' level of commitment and dedication towards the organization, so that it can influence the workers' performance in the organization. It was discovered that the employee performance will be increasing as organizational commitment gets higher. Past research findings demonstrate that organizational commitment can be said to be a significant indicator of job performance, and that the higher organizational commitment will prompt higher job performance (Xiaoqi, 2014).

Organizational commitment improves the competitiveness of the organization and worker's performance. Job performance is the after - effect of activities of employee who utilized his aptitudes and skills in situations needed. Worker performance is a common insight, capacity and initiation for the assigned tasks. Organizational goals can be accomplished because of good performance. Strategies for motivating employees can be arranged for the employees as per their commitment levels. Training and development sessions should be organized for the employees whose performances are below the standard set for their jobs. All such arrangements help the worker to improve his job performance which can finally improve organizational performance.

The employee's beliefs, attitudes and actions for an organization is called as organizational commitment. The commitment of an employee with an organization is an immense motivation because in this situation they will work for organizational objectives and furthermore accomplish their objective. Moreover, committed and dedicated workers show better job performance as against less committed employees. Performance is connected with the quality and amount of outcome, extent of participation in the job, work proficiency and work adequacy. Employee performance is said to be the completion of task, as per the criteria set by organization or supervisor, when it is checked and assured on prescribed acceptable standards as to whether the employee utilized effectively and efficiently, the available resources in a changing environment. Performance has connection with the behaviour of the employee and also with the outcomes of his work (Hafiz, 2017).

3.4.3 Organizational Citizenship Behaviour

Organizational citizenship behaviour can be described as an attractive and flexible behaviour that is associated with organizational commitment. It demonstrates the outlook of individuals toward the organization's values and objectives (Bisotoon, et.al., 2014). Employee engagement improves organizational commitment and organizational citizenship behaviour. There is a positive connection between employee engagement drivers, organizational commitment and Organizational Citizenship Behaviour. Organizational commitment is one of the significant elements to make organizational citizenship behaviour. Employee engagement is simply based on the mental and emotional aspect of an individual and hence it is connected with the intention of the employee to stay with the organization. They are enthusiastic about their job and organization which ultimately leads to organization citizenship behaviour. Organizational citizenship behaviour clearly defines the attitude and behaviour of the employees towards their formal job which supports the successful working of the organization (Prathiba and Balakrishnan, 2017).

Organizational citizenship behaviour has developed as a significant subject for research in Psychology and management and has attracted a lot of consideration regarding itself. Organizational citizenship behaviour as a type of workers' behaviour that cannot be perceived directly through the conventional reward system of the organization and its intention is to improve the efficiency in the performance of the organization regardless to employee's individual productivity drives. Organizational citizenship behaviour is categorized into five classes: courtesy, Civic virtue, Conscientiousness, sportsmanship and altruism. Employees who appear above classes/behaviours are viewed as acceptable ones for the organization. Affective commitment that is regarded as a feeling of mental social concurrence leads towards organizational citizenship behaviour. Affective commitment is connected significantly towards all the five dimensions of the organizational citizenship behaviour (Mehrabi, et. al., 2013).

Organizational citizenship behaviour is a factor that reasonably relies on organizational commitment. Organizational citizenship behaviour is adaptable or unlimited behaviour and is not a part of a worker's job description and allows the fruitful working of the organization. Organizational citizenship behaviour is an individual deed or behaviour that is volunteer, not visibly or directly recognized by the official incentive framework and that stimulates successful working of the organization (Muhammad, Muhammad and Shakeel , 2016). The emergence and improvement of the organizational citizenship behaviours among the employees can lead to excessive quality services (Amin and Sayedali , 2016).

Organizational citizenship behaviour is the highly treasured work environment behaviour performed by an employee that is discretionary, not legitimately or clearly reported by the extent of job explanations, or official organizational reward system, and in totality foster the successful and efficient working of the organization. Organizational citizenship behaviour is significant and beneficial from an organizational viewpoint; in any case, administrators experience issues in valuing the presence or punishing the absence of such behaviours through proper instruments, as these behaviours are willful in nature. Past studies revealed that affective, continuance and normative commitments have significant influence on organizational citizenship behaviour (Sheik and Anisa, 2012).

3.4.4 Motivation

Work motivation is a procedure that stimulates and continues the performance. Motivation supports employees intrinsically towards the activities which help them to accomplish the objectives or specific goals which is allocated to them. Work motivation can be assessed by the extent of relationship, and rewards in working in the association. Motivation is the main factor which inspires the employees to give their maximum at their work. Organization needs to recognize the variables which can motivate the representatives to perform up till benchmark (Sohail et al., 2014).

Motivated employees are conscious of the goals to be attained and their role and efforts in achieving their objective. Their stress level will be reduced, love their work and have a superior physical and mental health. An employee who shows hostility to work like absenteeism, negligence of obligation, late coming, inability to comply with the deadlines, show of open annoyances and if these variables work negative to the performance and trustworthiness of an organization it is because of the absence of motivation (Salleh, et al.,2016).

Work motivation is significant in affecting individuals to stimulate their reasoning, decreasing keenness and overcome undesirable sensitive responses. The employees can themselves motivate and be inspired. In addition, supervisors should motivate employees in such a way, that it will cause them to feel inspired (Salleh et al. 2016).

Motivation is a mental procedure resulting because of the excitement, direction and persistency of deliberate action to accomplish organizational and individual objectives. Work motivation is a group of powers which are intrinsic as well as extrinsic. These powers initiate work related attitudes and decide its structure, direction, intensity and extent.

Motivation has both intrinsic variables and extrinsic variables. The intrinsic variables include feeling of participation, supervisor's support in solving personal problems, stimulating work, opportunities for promotion and career development and recognition for of the hard work done. As for the extrinsic variables, they are stability of the job tenure, good remuneration, tactful discipline, and congenial working conditions (Atlandis, 2011).

While comparing with organizational commitment, motivation is a wider concept. Commitment is only a single element among a set of energizing forces that provides towards motivated behaviour. Motivation can increase and diminish over time in tune with increase and decrease in the organizational commitment. Commitment can be treated as a powerful tool or source of motivation (Meyer, Becker and Vandenberghe, 2004).

Work motivation can be evaluated by the degree of attachment, obligations and rewards in working in the organization. Motivation is the driving force which attracts the employee to do their best at their work. Organization need to identify the factors which can motivate the employee to perform up to the benchmark. Employees can be motivated by different ways like appraisal of their performance, giving rewards and promotions etc. (Sohail et al., 2014). Motivated employees are aware of the objectives to be accomplished and their efforts at attaining the target. They also feel less pressure, love their work and have a better physical and mental health. It is very important in influencing people to energize their thinking, reducing eagerness and overcome negative emotional reactions. Only the employees themselves can be motivated and influenced. Besides, managers should influence employees in such a manner, so that, it will make them feel motivated. An employee who shows symptoms of anti-work behaviours such as absenteeism, carelessness of duty, late coming, failure to meet deadlines, show off open frustrations. All these factors work negative to the performance honesty of an organization due to lack of motivation. In order to maintain, attract and increase workers' efforts, satisfaction and commitment, organizations need to place all efforts to ensure that incentives such as intrinsic motivations and performance management approaches are to be implemented.

3.4.5 Absenteeism and Attrition

Turnover intention is the plan of an employee to leave an organization looking for a new job. It was found that there is a very high relationship between employee commitment and employees' turnover which means that, employees' turnover rate is highly determined by the level of employee commitment of the workers (Peace and Mohammed, 2014). It is viewed that there was huge impact of employees' job satisfaction and turnover intention on organizational commitment. Workers' commitment is significant for the endurance of any business in this globalizing age. It is seen that, a high pace of employee commitment is connected to a lower turnover rate. A worker, who is affectively attached to his organization, perceives with the objectives of the business and wishes to keep on being a part of the business. While affective commitment might be expressing post satisfaction

with the organization, continuance and normative commitments relate to commitment with 'remain or leave' issues (Azeez, Jayeoba and Adeoye, 2016).

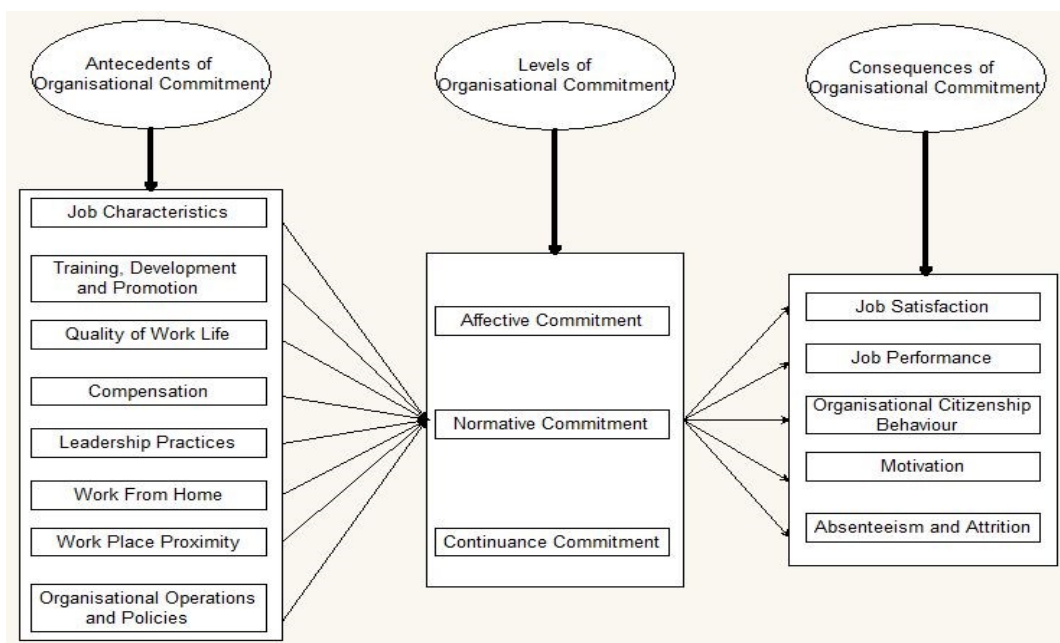
The best protection against attrition is not to wish for absence of chances outside, yet to maintain solid internal conditions which act like a sticking force to employees and organization. Researchers upheld that absence of commitment is the most prominent determinant of intention to leave and commitment to organization can essentially diminish that intention to leave. Past researches proved a positive relationship of organization commitment to retention. It would be contended that, if employee's organization commitment level were profoundly huge, likelihood of their continuation would be high.

Training helps in getting some expected favorable outcomes from the employees. It is treated as a tool for employee retention. Only the organization with high rate of employee and high organizational commitment can achieve high market share in international level. Low rate of training programmes lead to poor job performance and high employee turnover. But the organizations arranging adequate training programmes for the advancement of their employees possess high success ratio as well as high retention ratio. Turnover may be exactly a costly affair to every organization. Retaining the existing workforce is comparatively less costly than recruiting new employees. Therefore, increasing organizational commitment is an effective way of reducing attrition, improving job satisfaction and job performance.

3.5 Conceptual Model of the Study

On the basis of the theoretical framework discussed above, the researcher developed a conceptual framework of the study. The study tried to formulate a model of overall antecedents and consequences of organizational commitment of employees of the Information Technology Parks in Kerala.

Figure 3.4
Conceptual Model of the Study



3.6 Conclusion

This chapter summarizes the theory regarding organizational commitment and its antecedent variables namely, job characteristics, training, development and promotion, quality of work life, compensation, leadership practices, work from home, work place proximity and organizational operations and policies. This chapter also gives a theoretical framework of the variables identified as the consequences of organizational commitment namely, job satisfaction, job performance, organizational citizenship behaviour, motivation and absenteeism and attrition.

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Chapter 4

Levels of Organizational Commitment among the Employees of Information Technology Parks in Kerala

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4.1 Introduction

In the previous chapter, the theoretical frame work of the concepts used for the study has been presented. In this chapter, the results of the data analysis are presented. The data were collected and then processed in response to the problems posed in chapter one of this thesis. This chapter deals with the analysis of the organizational commitment of the employees of information technology parks in Kerala.

This chapter has been divided into three sections. Section I deals with the demographic profile of the respondents. For this, frequency, mean, percentages and standard deviations were used. Section II analyses the level of organizational commitment of employees in the information technology parks in Kerala. In this section, the researcher has split the analysis into two parts; part I deals with the validation of the measurement scale regarding 'organizational commitment' and part II deals with the analysis of level of organizational commitment of employees. Section III tries to ascertain the effect of different socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the levels of organizational commitment

For this, the study has employed Exploratory Factor Analysis, Confirmatory Factor Analysis, Convergent Validity, discriminant Validity, Reliability, Skewness and Kurtosis, One Sample t test, Independent Sample t test, One way ANOVA, Quartiles, Correlation and Structural Equation Modeling.

4.2 Section I: Socio-Demographic Profile of the Respondents

The researcher has mainly used frequency distribution to analyze the demographic variables of the respondents in the IT Parks in Kerala. The Socio-demographic profile of the respondents include gender, age, educational qualification, marital status, family size, number of dependents, experience, present job position, monthly income, Experience in the present organization and nature of work.

Table 4.1**Frequency Distribution of the Respondents in the IT Parks in Kerala**

Name of the IT Park	Frequency	Percentage
Technopark	321	73
Infopark	119	27
Total	440	100

Source: Primary Data

Table 4.1 shows that out of the 440 respondents, 270 respondents (73 percent) are from Technopark, Thiruvananthapuram and 170 respondents (27 percent) are from Infopark, Kochi.

Socio - Demographic Profile of the Respondents

The questionnaire included questions to collect details regarding the of socio -demographic profile of the respondents, including gender, age, educational qualifications, marital status, family size, number of dependents, experience, present job level, monthly income, and nature of the work in the organization.

Table 4.2**Socio - Demographic Profile of the Respondents**

Socio-Demographic Variables	Frequency	Percentage
Gender		
Male	270	61.36
Female	170	38.64
Total	440	100
Age in Years		
Below 30	144	32.73
30-35	107	24.32
35-40	90	20.45
Above 40	99	22.50
Total	440	100

Socio-Demographic Variables	Frequency	Percentage
Educational Qualification		
Graduate	235	53.41
Post Graduate	148	33.64
Others	57	12.75
Total	440	100
Marital Status		
Single	64	14.55
Married	366	83.18
Divorcee	10	2.27
Total	440	100
Family Size		
Below 3	139	31.59
3-4	185	42.05
Above 4	116	26.36
Total	440	100
Number of Dependents		
Zero	38	8.64
One	71	16.14
Two	203	46.14
Three	86	19.55
Four	28	6.36
Five	14	3.18
Total	440	100
Experience in Years		
0-5	94	21.36
5-10	104	23.64
10-15	132	30.00
Above 15	110	25.00
Total	440	100
Present Job Level		
Top Level	60	13.64
Middle Level	284	64.55
Lower Level	96	21.82

Socio-Demographic Variables	Frequency	Percentage
Total	440	100
Monthly Income in Rupees		
Up to 50,000	112	25.45
50,000 -1,00,000	168	38.18
1,00,000 - 1,50,000	72	16.36
Above 1,50,000	88	20.00
Total	440	100
Nature of Work		
Software Development	376	85.45
BPO Services	22	5.00
Others	42	9.55
Total	440	100

Source: Primary Data

Table 4.2 shows the Socio - demographic profile of the 440 sample respondents selected from Technopark, Thiruvananthapuram and Infopark, Kochi. In this study, there are a larger percentage of male respondents (61.36 percent) than female respondents (38.64 percent) in the sample.

Percentage analysis implies that 32.73 percent of the respondents belong to the age group 'Below 30' followed by 30-35 age groups with 24.32 percent. 22.5 percent of the respondents belong to the age group 'Above 40' and 20.45 percent of the respondents belong to the age group '35-40'.

Educational qualification- wise distribution of the respondents reveals that out of 440 respondents, 53.41 percent of the respondents are Graduates whereas 33.64 percent of the respondents are post graduates. In other words, 87 percent of the sample is well educated, with Degree or Post- graduate qualifications.

Marital status - wise distribution of the respondents shows that, out of 440 respondents, 83.18 percent of the respondents are married whereas 14.55 percent of the respondents are single. 2.27 percent of the respondents are divorcees.

Family size- wise distribution of the respondents shows that majority of the respondents (42.05 percent) are with '3-4' members in family. 31.59 percent of the respondents stated that their family size is 'Below 3'. Only 26.36 percent of the respondents are having family with more than four members. Percentage analysis results reveal that 73.64 percent of the total respondents' family size is below 4. 46.14 percent of the respondents are with 2 dependents. 19.55 percent of the respondents have three dependents and 16.14 percent of the respondents are with single dependent. Only 3.18 percent of the respondents are with five dependents and 6.36 percent are with four dependents. Only 9.54 percent of them are having more than 3 dependents.

30 percent of the respondents are having '10- 15' years of experience followed by 25 percent of the respondents with above 15 years of experience. 23.64 percent of the respondents have '5-10' years of experience and 21.36 percentage have less than 5 years of experience. Hence almost equal percentages of respondents are there in all categories of experience.

Regarding Job Level, out of the 440 respondents, 284 respondents (64.55 percent) belong to the middle level category, 96 respondents (21.82 percent) belong to the lower level and only 60 respondents (13.64 percent) belong to the top level.

Regarding the monthly income, 38.18 percent of the respondents earn an income ranging from 'Rs. 50,000 to Rs. 100,000', followed by 25.45 percent with an income 'up to Rs. 50,000'. 16.36 percent respondents stated that their monthly income lies within the category 'Rs. 1, 00, 000- Rs. 1, 50,000'. Only 20 percent of the respondents are drawing monthly income of 'above 1, 50,000'

Out of 440 respondents, majority of the respondents (85.45 percent) are doing Software development whereas only 5 percent of the respondents are doing BPO services. 9.55 percent of the respondents are doing works other than software development and BPO services.

Section II

Section II of the analysis is dealing with objective one of the study, i.e., to analyze the level of organizational commitment of employees in the information technology parks in Kerala. In this section, the analysis is again divided into two sections, i.e., scale validation and data analysis.

Objective 1: To measure the level of organizational commitment of employees in the Information Technology Parks in Kerala

Part 1 – Scale Validation of Levels of Organizational Commitment

The questionnaire consists of eighteen questions to check the level of organizational commitment of the employees from Information Technology Parks in Kerala. Exploratory Factor Analysis and Confirmatory Factor Analysis have been conducted and Convergent Validity, Discriminant Validity and Normality are tested. The details are given below.

4.3 Exploratory Factor Analysis (EFA) of Levels of Organizational Commitment

A principal component analysis for the 18 statements related to levels of organizational commitment was performed using SPSS 21.0 to reduce the larger set of variables into a smaller, conceptually more coherent set of variables, by identifying redundancy among the variables. For factor analysis to be done, it is appropriate to first test whether the variables are sufficiently interconnected. Kaiser-Meyer-Olkin (KMO) statistic is the usual measure. The KMO statistic indicates the proportion of variance in the variables that might be caused by underlying factors. KMO measure of sampling adequacy was 0.809 (Table 1). The Barlett's test of Sphericity is a statistical test for the presence of correlations among the variables and tests the hypothesis that the correlation matrix is an identity matrix i.e., all diagonal elements are 1 and off diagonal elements 0, implying that all the variables are uncorrelated and therefore unsuitable for structure detection.

Table 4.3**KMO and Bartlett's Test of Sampling Adequacy of Levels of Organizational Commitment**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	4254.493
	Df	153
	Sig.	0.000

Source: Primary Data

Table 4.3 shows the results of the two tests namely, Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity, to test whether the relationship among the variables is significant or not. Kaiser-Meyer-Olkin Measure of Sampling Adequacy shows the value of test statistic as .809 ($KMO > 0.5$) which means the factor analysis for the selected variables are found to be appropriate. This level was described as 'Marvelous' by Kaiser (1974). The Bartlett's Test of Sphericity was significant ($p < 0.001$) and the test value was high at 4254.493 leading to the conclusion that, there were correlations in the data set appropriate for factor analysis (Neetha Eppan, 2014). The results of the above tests prove that the selected variables are statistically significant and exhibit a high relationship among the three levels of organizational commitment of the employees of information technology parks in Kerala.

The results of statistical assumption tests indicated that the data set was appropriate for factor analysis. Therefore principal component analysis was conducted. The results of the principal component analysis are shown in Table 4.4. The results of latent root criterion revealed that the indicators captured three components with an Eigen value greater than 1, which together explained over 61.146 percent of the variance. Component loadings below 0.5 were suppressed in the principal component analysis.

Table 4.4

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.656	31.423	31.423	5.562	30.898	30.898
2	2.814	15.633	47.056	2.779	15.439	46.337
3	2.536	14.090	61.146	2.666	14.809	61.146
4	0.973	6.318	67.464			
5	.879	4.883	72.347			
6	.732	4.066	76.414			
7	.674	3.746	80.159			
8	.553	3.075	83.234			
9	.503	2.797	86.031			
10	.419	2.328	88.359			
11	.403	2.237	90.597			
12	.327	1.816	92.412			
13	.300	1.668	94.080			
14	.266	1.476	95.556			
15	.245	1.359	96.914			
16	.221	1.230	98.144			
17	.187	1.040	99.184			
18	.147	.816	100.000			

Source: Primary Data

The items re-organized based on factor analysis were theoretically justified as correlations among reflective measures are expected and so there can be possibility of respondents having a different factor perception for certain indicators. A table with rotated component loadings and factor names are given below:

Table 4.5
Rotated Component Matrix

Statements	Component		
	Affective	Continuance	Normative
I would be awfully glad to continue my service with the same organization.	.98		
I feel like the issues of this organization are my own.	.97		
I treat this organization as my own family.	.92		
I am very much appended towards my organization.	.88		
This organization is having an incredible deal of individual worth for me.	.87		
I am loyal towards my organization.	.79		
It will be really painful for me, even if it is unavoidable, to depart this organization.		.83	
My personal and professional life would be miserably troubled when I exit this organization.		.81	
At present, continuing with this organization is a concern of necessity as well as aspiration.		.80	
I admit, I don't have enough choices to think about leaving this organization.		.79	
Lack of alternatives is the main reason confronting me to leave the organization.		.71	
One of the important reasons I continue is quitting this organization requires more sacrifice from my part.		.68	
I am obliged to stay with my present employer.			.77
I will not leave my organization at this moment regardless of whether it is advantageous for me.			.73
I would feel regretful if I leave my organization now.			.64
I am very much faithful to my organization.			.61
I would not leave my organization right now, due to the feeling of obligation.			.58
I owe a lot to my organization.			.51
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Source: Primary Data

Table 4.5 shown above provides names of the three factors along with items and factor loadings by each factor. Compared with the intended measurement scales, the factor analysis results met the theory very well. Six items are about affective commitment, explaining over 30.90 percentage of variance, six items are about continuance commitment, explaining over 15.44 percentage of variance and six items are about normative commitment, explaining over 14.81 percentage of variance. In total, the three factors together explain over 61.15 percentage of variance.

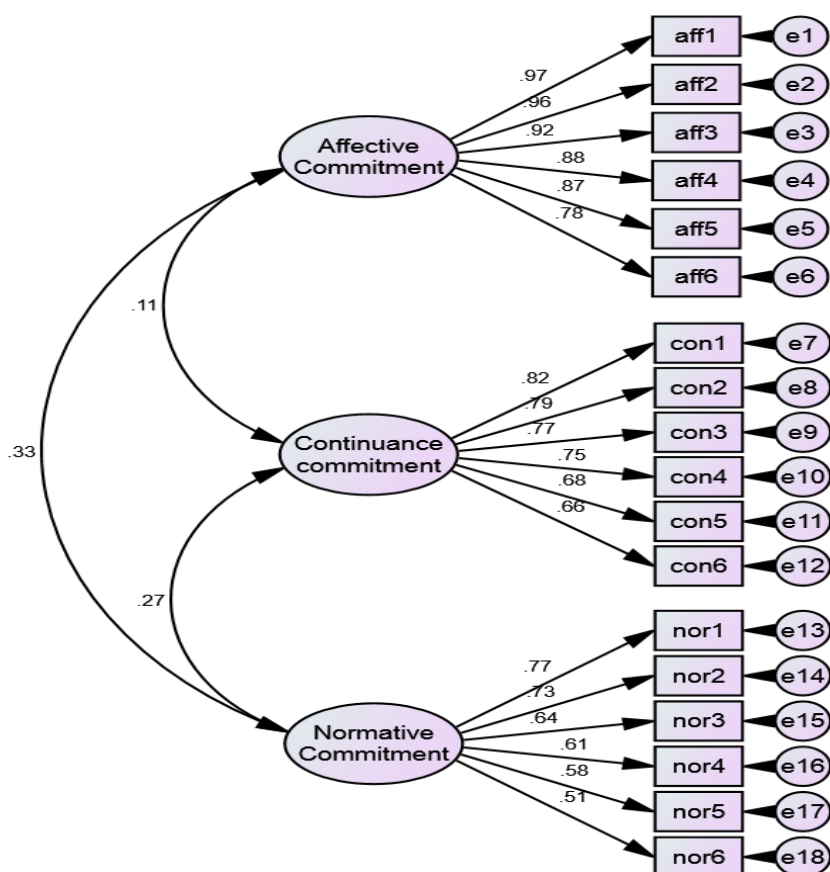
The next step was to conduct a confirmatory factor analysis for the dimensions identified from the exploratory factor analysis, to assess whether the factors generated from exploratory factor analysis have the same underlying structure as the intended measurement structure.

4.4 Confirmatory Factor Analysis (CFA)

The prime reason to adopt CFA was to measure the ability of a predefined factor model to fit an observed set of data. It provides estimates for each parameter of the measurement model.

Figure 4.1

Measurement Model of Organizational Commitment



It is identified that the loading patterns of the factors suggest a strong association among the factors and all these factors are found to be contributing to the Organizational Commitment of the employees of the Information Technology Parks in Kerala. In the following table, the results of the goodness of fit indices are given.

Table 4.6

Model Fit Indices of Levels of Organizational Commitment

Variable	CMIN/DF	CFI	GFI	TLI	NFI	RMSEA
Measurement model	2.088	.939	.924	.918	.911	0.042
Standard	<3	>0.9	>0.9	>0.9	>0.9	<0.05

Source: Primary Data

The data were found free from missing values and outliers. The model with three constructs and eighteen variables was suggesting good fit in the first estimate as mentioned in Table 4.6. Compared with the generally accepted model fit standards, the test outcomes seemed to fit the measurement model. CMIN/DF is 2.088 which is less than the standard value 3. The RMSEA is 0.042, suggesting a close fit between the empirical data and the measurement model; it explains 92.4% of the data variance-covariance (GFI=0.924); it achieved a good balance between theoretical simplicity and explanation power (NFI=0.911, CFI=0.939, TLI=0.918). In all the factors, the beta coefficients were larger than 0.5, which indicates strong loadings among the items in each factor.

The details of the construct ‘Organizational commitment’, after conducting confirmatory factor analysis (CFA) are given in Table 4.7. The overall reliability of the scale was 0.808.

Table 4.7
Factors and Reliability of Levels of Organizational Commitment

Factors	No. of items	Cronbach's alpha	Overall Cronbach's alpha
Affective Commitment	6	.701	.808
Continuance Commitment	6	.735	
Normative Commitment	6	.878	

Source: Primary Data

Measurement model validity highly depends on how well each item in the measurement model fits the data. It explains the extent to which data collection methods accurately measure what they were intended to measure (Saunders and Thornhill, 2003). Validation of the measurement model in this study consists of exploratory convergent validity and discriminant validity.

4.5 Convergent Validity: Convergent validity was established when the relationship between measurement items and the factor were significantly different from zero. Based on this criterion, critical ratios were used to evaluate the statistical significance.

Table 4.8

Testing of Convergent Validity of Levels of Organizational Commitment

Factors	Statements	Beta Coefficient	P value
Affective Commitment	I would be awfully glad to continue my service with the same organization.	.97	<.05
	I feel like the issues of this organization are my own.	.96	<.05
	I treat this organization as my own family.	.92	<.05
	I am very much appended towards my organization.	.88	<.05
	This organization is having an incredible deal of individual worth for me.	.87	<.05
	I am loyal towards my organization.	.78	<.05
Continuance Commitment	It will be really painful for me, even if it is unavoidable, to leave this organization.	.82	<.05
	My personal and professional life would be miserably troubled when I exit this organization.	.79	<.05
	At present, continuing with this organization is a concern of necessity as well as aspiration.	.77	<.05
	I admit, I don't have enough choices to think about leaving this organization.	.75	<.05
	Lack of alternatives is the main reason confronting me to leave the organization.	.68	<.05
	One of the important reasons I continue is quitting this organization requires more sacrifice from my part.	.66	<.05
Normative Commitment	I am obliged to stay with my present employer.	.77	<.05
	I will not leave my organization at this moment regardless of whether it is advantageous for me.	.73	<.05
	I would feel regretful if I leave my organization now.	.64	<.05
	I am very much faithful to my organization.	.61	<.05
	I would not leave my organization right now, due to the feeling of obligation.	.58	<.05
	I owe a lot to my organization.	.51	<.05

Source: Primary Data

In this study the factor loadings ranged from 0.50 to 0.95 and no loading was less than the recommended value of 0.50, hence, evidencing convergent validity.

4.6 Discriminant Validity

One construct must be truly distinct from other constructs, and then only it can be called a discriminant valid measurement scale. It implies that an unobserved variable should explain better the variance of its own indicators than the variance of other unobserved variables. Or in other words, the loadings of variables that come under one latent variable should be higher than that of all other latent variables.

Testing of discriminant validity is done by comparing the Average Variance Extracted (AVE) with the squared correlation for each of the constructs. The AVE of an unobserved variable should be greater than the squared correlations between the unobserved variable and all other unobserved variables (Cooper & Zmud, 1990, Hair et al., 1998). Discriminant validity is achieved when each measurement item correlates weakly with all other constructs, except with the constructs which are theoretically associated (Cooper & Zmud, 1990, Hair et al., 1998).

Table 4.9

Testing of Discriminant Validity of Levels of Organizational Commitment

Relationship	Correlation	P value
Affective commitment ↔ Continuance commitment	.11	<0.05
Affective commitment ↔ Normative commitment	.33	<0.05
Continuance commitment ↔ Normative commitment	.27	<0.05

Source: Primary Data

The proof of discriminant validity is shown in Table 4.9. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modeling (David 1998). None of the correlations among variables were above 0.85. Thus, discriminant validity of the measurement model is established.

4.7 Normality

Skewness and Kurtosis are the well-known measures of normality. Skewness refers to the symmetry of a distribution whereas kurtosis relates to the

peakedness of a distribution. A distribution is said to be normal when the values of Skewness and Excess Kurtosis are equal to zero (Tabachnick and Fidell, 2001). However, there are few clear guidelines about how much non-normality is problematic. Skewness Coefficient of greater than 1 indicates extreme asymmetry (Chou and Bentler, 1995). Regarding kurtosis, there appears that kurtosis index greater than 10.0 may suggest a problem (Acock, 2008). Here the researcher tested the normality of the data using Skewness and Kurtosis. The results of the analysis were given below in Table 4.10

Table 4.10
Skewness and Kurtosis

Statements	Skewness Statistic	Kurtosis Statistic
I would be awfully glad to continue my service with the same organization.	-.439	-.537
I feel like the issues of this organization are my own.	.839	.251
I treat this organization as my own family.	.179	-.632
I am very much appended towards my organization.	-.454	-.404
This organization is having an incredible deal of individual worth for me.	-.708	.130
I am loyal towards my organization.	-.756	.107
It will be really painful for me, even if it is unavoidable, to depart this organization	-.359	-.621
My personal and professional life would be miserably troubled when I exit this organization.	.250	-.398
At present, continuing with this organization is a concern of necessity as well as aspiration.	.131	-.470
I admit, I don't have enough choices to think about leaving this organization.	.366	-.456
Lack of alternatives is the main reason confronting me to leave the organization.	-.081	-1.012
One of the important reasons I continue is quitting this organization requires more sacrifice from my part.	.430	-.600
I am obliged to stay with my present employer.	.104	-.566
I will not leave my organization at this moment regardless of whether it is advantageous for me.	.032	-1.214
I would feel regretful if I leave my organization now.	.353	-.854
I am very much faithful to my organization.	-.973	.818
I would not leave my organization right now, due to the feeling of obligation.	.303	-.607
I owe a lot to my organization.	-.743	.349

Source: Primary Data

Observing the Skewness and Kurtosis values reported in Table 4.10, we can see that none of the Skewness Coefficient is greater than one and Kurtosis Coefficient greater than 10. Hence, the data distribution is approximately normal and is amenable to perform parametric test procedures.

Table 4.11

Summary of Scale Validation of Organizational Commitment

S.no	Criteria	Result
1	Confirmatory factor analysis	Confirmed
2	Reliability	Satisfied
3	Convergent validity	Satisfied
4	Discriminant validity	Satisfied
5	Normality	Satisfied

From the detailed scale validation provided above, it is observed that the measurement scale follows normal distribution. Therefore, the researcher can apply various parametric tests to assess the relationships among the variables.

Part II

4.8 Analysis of Organizational Commitment

In order to assess the level of organizational commitment, the researcher applied the following statistical tests.

1. Descriptive statistics
2. Quartiles
3. One way ANOVA
4. One Sample t Test
5. Independent Sample t Test

4.8.1 Descriptive Statistics

The researcher included, in consultation with the experts, eighteen statements in order to measure organizational commitment. These statements were grouped into three heads, i.e., affective commitment, Continuance commitment and normative commitment, as explored from exploratory factor analysis.

1. Affective Commitment

As derived from exploratory factor analysis, the factor, Affective Commitment included six statements. The respondents were asked to rate it on a Five point Likert's scale, where '1' indicates 'strongly disagree,, '2' indicates 'disagree,, '3' indicates 'neutral', '4' indicates 'agree' and '5' indicates 'strongly agree'. The table provided below shows the result of One Sample t test.

Table 4.12

One Sample t test of Affective Commitment

Statements	Mean	t Statistic	P Value	Inference
I would be awfully glad to continue my service with the same organization.	3.293	7.346	0.000**	P < 0.01 Significant
I feel like the issues of this organization are my own.	2.334	-13.743	0.000**	P < 0.01 Significant
I treat this organization as my own family.	2.884	-3.340	0.000**	P < 0.01 Significant
I am very much appended towards my organization.	3.588	10.525	0.000**	P < 0.01 Significant
This organization is having an incredible deal of individual worth for me.	3.401	7.485	0.000**	P < 0.01 Significant
I am loyal towards my organization.	3.464	8.398	0.000**	P < 0.01 Significant
Test value = 3, Overall Mean = 3.161		**Significant at 1% level		

Source: Primary Data

Table 4.12 shows the results of One sample t test. All the six statements' mean values are significantly different from the test value (3). Four statements scored mean values more than the test value while two statements scored mean value less than the test value. The results of the t test indicate that the statement, 'I am very much appended towards my organization' ($t = 10.525$, $p < 0.01$, $\mu = 3.588$) had the highest mean score, followed by 'I am loyal towards my organization' ($t = 8.398$, $p < 0.01$, $\mu = 3.464$), 'This organization is having an incredible deal of individual worth for me' ($t = 7.485$, $p < 0.01$, $\mu = 3.401$) and 'I would be awfully glad to continue my service with the same organization' ($t = 7.346$, $p < 0.01$, $\mu =$

3.293). But the statement, 'I feel like the issues of this organization are my own' ($t = -13.743$, $p < 0.01$, $\mu = 2.334$) scored the lowest mean score. The overall mean value is 3.161 which indicate that the respondents' affective commitment towards their organization is only at moderate level. The t values of all the six statements stated above are significant as the P values are less than 0.01.

2. Continuance Commitment

Continuance commitment included six statements. The respondents were asked to rate it on a Five point Likert's scale, where '1' indicates 'strongly disagree', '2' indicates 'disagree', '3' indicates 'neutral', '4' indicates 'agree' and '5' indicates 'strongly agree'. In order to assess whether the statements belong to continuance commitment significantly differ from the test value or not, the study employed one sample t test. The table below shows the result of one sample t test.

Table 4.13

One Sample t test of Continuance Commitment

Statements	Mean	t Statistic	P Value	Inference
It will be really painful for me, even if it is unavoidable, to depart this organization.	3.299	3.803	0.000**	P < 0.01 Significant
My personal and professional life would be miserably troubled when I exit this organization.	2.892	-4.741	0.000**	P < 0.01 Significant
At present, continuing with this organization is a concern of necessity as well as aspiration.	3.417	7.450	0.000**	P < 0.01 Significant
I admit, I don't have enough choices to think about leaving this organization.	2.953	-3.165	0.002**	P < 0.01 Significant
Lack of alternatives is the main reason confronting me to leave the organization.	3.181	1.223	0.222	P > 0.05 Insignificant
One of the important reasons I continue is quitting this organization requires more sacrifice from my part.	2.906	4.148	0.000**	P < 0.01 Significant
Test value = 3, Overall Mean = 3.108			** Significant at 1% level	

Source: Primary Data

From Table 4.13, it is observed that the statement, ‘At present, continuing with this organization is a concern of necessity as well as aspiration’ ($t = 7.450$, $p < 0.01$, $\mu = 3.417$) scored the highest mean score which is followed by ‘It will be really painful for me, even if it is unavoidable, to depart this organization’ ($t = 3.803$, $p < 0.01$, $\mu = 3.299$) and ‘Lack of alternatives is the main reason confronting me to leave the organization’ ($t = 1.223$, $p < 0.01$, $\mu = 3.181$) while, ‘My personal and professional life would be miserably troubled when I exit this organization’ ($t = -4.741$, $p < 0.01$, $\mu = 2.892$) scored the lowest mean score.

Among the statements, five have mean scores significantly different than the test value (3). One statement, i.e., ‘Lack of alternatives is the main reason confronting me to leave the organization’ ($t = 1.223$, $p > 0.01$, $\mu = 3.181$), whose mean score is not significantly different from the test value. In addition, three statements have mean scores higher than the test value and three statements have mean scores lower than the test value. Hence it can be concluded from the above table that all the statements are significant at 1 percent level except ‘Lack of alternatives is the main reason confronting me to leave the organization’ which is insignificant. The overall mean value is 3.108, which indicates that the respondents’ continuance commitment towards their organization is only at moderate level.

3. Normative Commitment

As derived from exploratory factor analysis, the factor normative commitment included six statements. The respondents were asked to rate it on a Five point Likert’s scale, where ‘1’ indicates ‘strongly disagree’, ‘2’ indicates ‘disagree’, ‘3’ indicates ‘neutral’, ‘4’ indicates ‘agree’ and ‘5’ indicates ‘strongly agree’. The table provided below shows the result of one sample t test.

Table 4.14

One Sample t test of Normative Commitment

Statements	Mean	t Statistic	P Value	Inference
I am obliged to stay with my present employer.	2.972	-3.052	0.002**	P < 0.01 Significant
I will not leave my organization at this moment regardless of whether it is advantageous for me.	2.858	-5.031	0.000**	P < 0.01 Significant
I would feel regretful if I leave my organization now.	2.730	-7.280	0.000**	P < 0.01 Significant
I am very much faithful to my organization.	3.739	12.849	0.000**	P < 0.01 Significant
I would not leave my organization right now, due to the feeling of obligation.	2.986	-2.479	0.014*	P < 0.05 Significant
I owe a lot to my organization.	3.424	7.793	0.000**	P < 0.01 Significant
Test Value =3, Overall Mean = 3.118		** Significant at 1% level * Significant at 5% level		

Source: Primary Data

As seen from Table 4.14, two statements have mean scores more than the test value of 3. Four statements have mean scores lower than the test value. From the table, the statement, 'I am very much faithful to my organization' ($t = 12.849$, $p < 0.01$, $\mu = 3.739$) scored the highest mean score followed by 'I owe a lot to my organization' ($t = 7.793$, $p < 0.01$, $\mu = 3.424$). The statement, 'I would feel regretful if I leave my organization now' ($t = -7.280$, $p < 0.01$, $\mu = 2.730$) had the lowest mean score, followed by 'I will not leave my organization at this moment regardless of whether it is advantageous for me' ($t = -5.031$, $p < 0.01$, $\mu = 2.858$). P values of five statements are significant at 0.01 level and the P value of the statement, 'I would not leave my organization right now due to the feeling of obligation' is significant at 0.05 level. Hence, it is concluded that, mean scores of all the six statements are significantly different from the test value. The overall

mean score is 3.118 which indicate that the respondents' normative commitment towards their organization is only at moderate level.

4.8.2 Quartiles- Levels of Organizational Commitment

The levels of Organizational commitment (Affective commitment, continuance commitment and normative commitment) are described as below. Levels of commitments are determined using a criteria based on the quartile deviation values of the variables studied.

Table 4.15

Levels of Organizational Commitment- Quartiles

Quartiles	Affective Commitment	Continuance Commitment	Normative Commitment	Overall Commitment
Low (Below Q1) (Below 2.67)	141 (32.05 %)	120 (27.3 %)	161 (36.6 %)	117 (26.59 %)
Mediocre (Q1 to Q3) (2.67 to 3.17)	189 (42.95%)	165 (37.5%)	223 (50.70 %)	216 (49.09 %)
High (Q3) (Above 3.17)	110 (25%)	155 (35.2%)	56 (12.7 %)	107 (24.32 %)

Source: Primary Data

The criteria identified for determining the levels of commitment and its variables are based on the quartile deviation values (Q₁ and Q₃) of each variable studied. The values below Q₁ are considered as low level, the values between Q₁ and Q₃ are treated as mediocre level and the values higher than Q₃ are regarded as high level. Q₁ value is calculated as 2.67 and the mean values below 2.67 are treated as low level. Q₁ to Q₃ lies in between 2.67 and 3.17 and the mean values lie within this range is treated as mediocre. Q₃ is 3.17 and the mean scores above 3.17 are treated as high level.

As seen from the Table 4.15, it is observed that 110 respondents (25 percent) have high affective commitment, 189 (42.95 percent) have mediocre

affective commitment and 141 (32.05 percent) have low affective commitment. Regarding the continuance commitment, 155 respondents (35.2 percent) have high continuance commitment, 165 (37.5 percent) have mediocre continuance commitment and 120 (27.3 percent) have low continuance commitment. As far as the normative commitment concerned, 56 respondents (12.7 percent) designated high normative commitment, 223 (50.7 percent) designated mediocre normative commitment and 161 (36.5 percent) designated low normative commitment. In case of overall commitment, 107 respondents have high commitment, 216 have mediocre commitment and 117 have low commitment. The table above also reveals that, 49.09 percent of the respondents agreed that their level of overall commitment is mediocre while only 24.32 percent of the respondents agreed that their level of overall organizational commitment is high. The remaining 26.59 percent of the respondents think that they have low overall commitment.

Section III

Section III of this chapter deals with the second objective of the study.

Objective II: To ascertain the effect of different socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the levels of organizational commitment

4.9 Demographic Profile of the Respondents and Levels of Organizational Commitment

The researcher used the following demographic variables to compare the Means of the levels of Organizational commitment namely,

- Gender
- Age
- Marital Status
- Experience
- The Present job level
- Monthly income and

- Nature of work of the respondents

4.9.1 Organizational Commitment and Gender of the Respondents

In order to compare the three levels of organizational commitment- affective, continuance and normative between different genders of the respondents, the researcher fixed the following hypotheses.

H₀ 1: There is no significant difference in Affective Commitment between the respondents of different gender.

H₀ 2: There is no significant difference in Continuance Commitment between the respondents of different gender.

H₀ 3: There is no significant difference in Normative Commitment between the respondents of different gender.

Table given below discusses the results of independent sample t test along with mean values and inferences.

Table 4.16
Organizational Commitment and Gender of the Respondents- Independent sample t test

Levels of Organizational Commitment	Gender of Respondents	Mean	Std. Deviation	t statistic	P value	Inference
Affective Commitment	Male	3.179	0.841	-1.198	0.209	P > 0.05 Insignificant Accept H ₀ 1
	Female	3.219	0.877			
Continuance Commitment	Male	3.164	0.799	1.604	0.118	P > 0.05 Insignificant Accept H ₀ 2
	Female	3.018	0.756			
Normative Commitment	Male	3.020	0.897	-3.683	0.002**	P < 0.01 Significant Reject H ₀ 3
	Female	3.275	0.901			
**Significant at 1 % level						

Source: Primary Data

From the table 4.16, it is observed that, the mean scores of all levels of organizational commitment are more than 3. In case of affective commitment, female respondents scored the highest mean (3.219). Male respondents scored the highest mean (3.164) in continuance commitment and female respondents scored the highest mean (3.275) in normative commitment. Only in normative commitment, there exists a significant difference between male and female in their perception on organizational commitment ($t = -3.683$, $p < 0.01$). Hence the hypotheses $H_0 1$ and $H_0 2$ are accepted and $H_0 3$ is rejected.

4.9.2 Organizational Commitment and Age of the Respondents

In order to compare the three levels of organizational commitment— affective, continuance and normative between the respondents of different age group of the respondents, the researcher fixed the following hypotheses.

H₀ 4: There is no significant difference in Affective Commitment between the respondents of different age groups.

H₀ 5: There is no significant difference in Continuance Commitment between the respondents of different age groups.

H₀ 6: There is no significant difference in Normative Commitment between the respondents of different age groups.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment— affective, continuance and normative among the respondents of different age groups.

Table 4.17

Organizational Commitment and Age of the Respondents- One way ANOVA

One way ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	14.736	3	4.912	6.867	0.000**	P < 0.01 Significant Reject H ₀ 4
	Within Groups	311.862	436	.715			
	Total	326.598	439				
Continuance Commitment	Between Groups	7.132	3	2.377	3.793	0.010**	P < 0.01 Significant Reject H ₀ 5
	Within Groups	273.266	436	.627			
	Total	280.398	439				
Normative Commitment	Between Groups	13.457	3	4.486	5.516	0.001**	P < 0.01 Significant Reject H ₀ 6
	Within Groups	354.570	436	.813			
	Total	368.026	439				
** Significant at 1 % level							

Source: Primary Data

Table 4.17 shows that F value of affective commitment is 6.867 and it is significant at 1 percent level. Hence, it is concluded that, there is significant difference in affective commitment among different age groups (F = 6.867, p < 0.01). The F value corresponding to continuance commitment is 3.793 and its P value is 0.010, which is significant at 1 percent level; hence there exists significant difference in the mean scores between different age groups (F = 3.793, p < 0.01). Finally, the F value corresponding to the normative commitment is 5.516 and its P value is 0.001, which is significant at 1 percent level, hence it is concluded that there is significant difference in normative commitment among different age groups (F = 5.516, p < 0.01). It has been proved that there is significant difference in affective, continuance and normative commitment among the different age

groups of the respondents and hence all the three hypotheses, H₀₄, H₀₅ and H₀₆ are rejected.

Post hoc – Multiple Comparison Test

Scheffe's post hoc test is conducted to find out the group-wise differences among the three levels of organizational commitment namely, affective, continuance and normative commitment and different demographic variables of the respondents of the respondents.

Multiple Comparison of the Levels of Organizational Commitment and Age of the Respondents

As the One way ANOVA test conducted above reveals that there is a significant difference in the affective commitment, continuance commitment and normative commitment among the different age groups of the respondents, it is necessary to trace out the group-wise difference. For this multiple comparison is conducted using Scheffe's Post hoc test and the result is presented below.

Table 4.18

Post hoc Test between Levels of Organizational Commitment and Age of the Respondents

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Age of the Respondents	(J) Age of the Respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Affective Commitment	Below 30	30-35	.29345	.11720	.101	-.0355	.6224
		35-40	.23072	.11390	.252	-.0889	.5504
		Above 40	.48623*	.10788	.000*	.1835	.7890
	30-35	Below 30	-.29345	.11720	.101	-.6224	.0355
		35-40	-.06273	.12160	.966	-.4040	.2785
		Above 40	.19279	.11598	.431	-.1327	.5183
	35-40	Below 30	-.23072	.11390	.252	-.5504	.0889
		30-35	.06273	.12160	.966	-.2785	.4040

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Age of the Respondents	(J) Age of the Respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Above 40	Above 40	.25551	.11265	.163	-.0606	.5716
		Below 30	-.48623*	.10788	.000*	-.7890	-.1835
	Above 40	30-35	-.19279	.11598	.431	-.5183	.1327
		35-40	-.25551	.11265	.163	-.5716	.0606
Continuance Commitment	Below 30	30-35	-.34928*	.10971	.018*	-.6572	-.0414
		35-40	-.12549	.10662	.709	-.4247	.1737
		Above 40	-.23333	.10098	.150	-.5167	.0501
	30-35	Below 30	.34928*	.10971	.018*	.0414	.6572
		35-40	.22379	.11383	.278	-.0957	.5432
		Above 40	.11594	.10857	.767	-.1887	.4206
	35-40	Below 30	.12549	.10662	.709	-.1737	.4247
		30-35	-.22379	.11383	.278	-.5432	.0957
		Above 40	-.10784	.10545	.790	-.4038	.1881
	Above 40	Below 30	.23333	.10098	.150	-.0501	.5167
		30-35	-.11594	.10857	.767	-.4206	.1887
		35-40	.10784	.10545	.790	-.1881	.4038
Normative Commitment	Below 30	30-35	.12582	.12497	.798	-.2249	.4765
		35-40	.19546	.12145	.460	-.1454	.5363
		Above 40	.45432*	.11503	.002*	.1315	.7771
	30-35	Below 30	-.12582	.12497	.798	-.4765	.2249
		35-40	.06964	.12966	.962	-.2943	.4335
		Above 40	.32851	.12367	.072	-.0186	.6756
	35-40	Below 30	-.19546	.12145	.460	-.5363	.1454
		30-35	-.06964	.12966	.962	-.4335	.2943
		Above 40	.25887	.12011	.201	-.0782	.5960
Above 40	Below 30	-.45432*	.11503	.002*	-.7771	-.1315	
	30-35	-.32851	.12367	.072	-.6756	.0186	
	35-40	-.25887	.12011	.201	-.5960	.0782	

* Significant at 5 % level.

Source: Primary Data

Table 4.18 shows the results of post hoc test conducted between different categories of independent variable- age group and the three levels of organizational commitment- affective, continuance and normative. It has been found that affective commitment significantly differ between the age group ‘Below 30’ and ‘Above 40’ at 5 percent level with a P value less than 0.05. All the other age groups are not significantly differ as per the results of the post hoc test. Continuance commitment significantly differ between the age group ‘Below 30’ and ‘30-35’ at 5 percent level with a P value less than 0.05. All the other age groups do not have any significant difference in continuance commitment. In case of normative commitment, there is significant difference between the age groups ‘Below 30’ and ‘Above 40’. The result of the post hoc test revealed that there is no significant difference in the normative commitment among the other age groups.

4.9.3 Organizational Commitment and Marital Status of the Respondents

In order to compare the three levels of organizational commitment- affective, continuance and normative between respondents of different marital status, the researcher fixed the following hypotheses.

H₀ 7: There is no significant difference in Affective Commitment between the respondents of different marital status.

H₀ 8: There is no significant difference in Continuance Commitment between the respondents of different marital status.

H₀ 9: There is no significant difference in Normative Commitment between the respondents of different marital status.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment- affective, continuance and normative among the respondents with different marital status.

Table 4.19

Organizational Commitment and Marital Status of the Respondents- One way ANOVA

ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	9.325	2	4.662	6.422	0.002**	P < 0.01 Significant Reject H ₀ 7
	Within Groups	317.273	437	.726			
	Total	326.598	439				
Continuance Commitment	Between Groups	8.258	2	4.129	6.630	0.001**	P < 0.01 Significant Reject H ₀ 8
	Within Groups	272.140	437	.623			
	Total	280.398	439				
Normative Commitment	Between Groups	6.805	2	3.403	4.116	0.017*	P < 0.05 Significant Reject H ₀ 9
	Within Groups	361.221	437	.827			
	Total	368.026	439				
					** Significant at 1 % level		
					*Significant at 5 % level		

Source: Primary Data

Table 4.19 shows the result of one way ANOVA test conducted to test the significance of difference in the three levels of organizational commitment among the respondents with different marital status. F value corresponding to the affective commitment is 6.422 and P value is 0.002, which is significant at 0.01 level. In the case of continuance commitment, the F value is 6.630 and P value is 0.001, which is significant at 0.01 level. F value corresponding to the normative commitment is 4.116 where P value is 0.017, which is significant at 0.05 level. Hence, the null hypotheses H₀ 7, H₀ 8 and H₀ 9 are rejected, implying that, there exists significant difference in the levels of organizational commitment- affective (F = 6.422, p < 0.01), continuance (F = 6.630, p < 0.1) and normative commitment (F = 4.116, p < 0.05) among the respondents of different marital status.

Multiple Comparison of the Levels of Organizational Commitment and Marital Status of the Respondents

As One way ANOVA test conducted above reveals that there is a significant difference in the affective commitment, continuance commitment and normative commitment among the respondents having different marital statuses, it is necessary to trace out the group-wise difference. For in-depth analysis, the researcher applied multiple comparisons using Scheffe's post hoc method.

Table 4.20

Post hoc Test between Levels of Organizational Commitment and Marital Status of the Respondents

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Marital Status	(J) Marital Status	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Affective Commitment	Single	Married	.19715	.11545	.234	-.0864	.4807
		Divorcee	-.69099	.28974	.059	-1.4026	.0206
	Married	Single	-.19715	.11545	.234	-.4807	.0864
		Divorcee	-.88814*	.27310	.005*	-1.5589	-.2173
	Divorcee	Single	.69099	.28974	.059	-.0206	1.4026
		Married	.88814*	.27310	.005*	.2173	1.5589
Continuance Commitment	Single	Married	.01452	.10692	.991	-.2481	.2771
		Divorcee	-.90625*	.26834	.004*	-1.5653	-.2472
	Married	Single	-.01452	.10692	.991	-.2771	.2481
		Divorcee	-.92077*	.25293	.001*	-1.5420	-.2995
	Divorcee	Single	.90625*	.26834	.004*	.2472	1.5653
		Married	.92077*	.25293	.001*	.2995	1.5420
Normative Commitment	Single	Married	.19377	.12318	.291	-.1088	.4963
		Divorcee	-.53296	.30915	.007	-1.2923	.2264
	Married	Single	-.19377	.12318	.291	-.4963	.1088
		Divorcee	-.72673*	.29141	.046*	-1.4425	-.0110
	Divorcee	Single	.53296	.30915	.227	-.2264	1.2923
		Married	.72673*	.29141	.046*	.0110	1.4425

*Significant at 5 % level.

Source: Primary Data

Table 4.20 shows the results of post hoc test conducted between different categories of marital status – Single, Married and Divorcee as independent variables and the three levels of organizational commitment – affective, continuance and normative as dependent variables. It is evident from the results that affective commitment significantly differs between ‘Married’ and ‘Divorcee’. It is found that continuance commitment significantly differ between ‘Single’ and ‘Divorcee’ and ‘Married’ and ‘Divorcee’. In case of normative commitment, there exists significant difference between ‘Married’ and ‘Divorcee’. All the other groups of marital status are not significantly different as per the results of the post hoc test.

4.9.4 Organizational Commitment and Experience of the Respondents

In order to compare the three levels of organizational commitment- affective, continuance and normative between the respondents with different, the researcher fixed the following null hypotheses.

H₀ 10: There is no significant difference in Affective Commitment between the respondents with different years of experience.

H₀ 11: There is no significant difference in Continuance Commitment between the respondents with different years of experience.

H₀ 12: There is no significant difference in Normative Commitment between the respondents with different years of experience.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment- affective, continuance and normative among the respondents with different years of experience.

Table 4.21

Organizational Commitment and Experience of the Respondents- One way ANOVA

ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	13.010	3	4.337	6.030	0.000**	P < 0.01 Significant Reject H ₀ 10
	Within Groups	313.587	436	.719			
	Total	326.598	439				
Continuance Commitment	Between Groups	2.712	3	.904	1.419	0.236	P > 0.05 Insignificant Accept H ₀ 11
	Within Groups	277.686	436	.637			
	Total	280.398	439				
Normative Commitment	Between Groups	10.257	3	3.419	4.167	0.006**	P < 0.01 Significant Reject H ₀ 12
	Within Groups	357.769	436	.821			
	Total	368.026	439				

** Significant at 1 % level

Source: Primary Data

Table 4.21 shows the result of one way ANOVA test conducted to test the significance of difference between the experience of the respondents and the three levels of organizational commitment. F value corresponding to the affective commitment is 6.030 and P value is 0.000 which is significant at 0.01 level. Hence, it is concluded that, there is significant difference in affective commitment among the employees with different years of experiences. F value corresponding to continuance commitment is 1.419 where P value is 0.236 which is insignificant at 0.05 level. In the case of normative commitment, the F value is 4.167 and P value is 0.006 which is significant at 0.01 level. Hence it can be concluded that the respondents with different years of experience have significant difference in affective commitment (F = 6.030, p < 0.01) as well as in normative commitment (F

= 4.167, $p < 0.01$). But there is no significant difference in continuance commitment among the respondents with different years of experience ($F = 1.419$, $P > 0.05$). Hypotheses $H_0 10$ and $H_0 12$ are rejected and $H_0 11$ is accepted.

Multiple Comparison of the Levels of Organizational Commitment and Experience of the Respondents

As One way ANOVA test conducted above reveals that there is a significant difference in the affective commitment, continuance commitment and normative commitment among the respondents having different years of experience, it is necessary to trace out the group-wise difference. In order to get clear picture of the significance of difference, the researcher applied multiple comparisons using Scheffe's post hoc method.

Table 4.22

Post hoc Test between Levels of Organizational Commitment and Experience of the Respondents

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Affective Commitment	0-5 Years	5-10 Years	.10968	.12069	.843	-.2290	.4484
		10-15 Years	.35981*	.11446	.021*	.0386	.6810
		Above 15 Years	.42915*	.11912	.005*	.0948	.7635
	5-10 Years	0-5 Years	-.10968	.12069	.843	-.4484	.2290
		10-15 Years	.25013	.11120	.169	-.0619	.5622
		Above 15 Years	.31947	.11599	.057	-.0061	.6450
	10-15 Years	0-5 Years	-.35981*	.11446	.021*	-.6810	-.0386
		5-10 Years	-.25013	.11120	.169	-.5622	.0619

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		Above 15 Years	.06934	.10949	.940	-.2379	.3766
		Above 15 Years					
	Above 15 Years	0-5 Years	-.42915*	.11912	.005*	-.7635	-.0948
		5-10 Years	-.31947	.11599	.057	-.6450	.0061
Continuance Commitment	0-5 Years	5-10 Years	.17021	.11358	.524	-.1485	.4890
		10-15 Years	-.01161	.10771	1.000	-.3139	.2907
		Above 15 Years	.12476	.11210	.744	-.1898	.4393
	5-10 Years	0-5 Years	-.17021	.11358	.524	-.4890	.1485
		10-15 Years	-.18182	.10464	.390	-.4755	.1118
		Above 15 Years	-.04545	.10915	.982	-.3518	.2609
	10-15 Years	0-5 Years	.01161	.10771	1.000	-.2907	.3139
		5-10 Years	.18182	.10464	.390	-.1118	.4755
		Above 15 Years	.13636	.10303	.626	-.1528	.4255
	Above 15 Years	0-5 Years	-.12476	.11210	.744	-.4393	.1898
		5-10 Years	.04545	.10915	.982	-.2609	.3518
		10-15 Years	-.13636	.10303	.626	-.4255	.1528
Normative Commitment	0-5 Years	5-10 Years	.17244	.12892	.618	-.1894	.5342
		10-15 Years	.30651	.12225	.100	-.0366	.6496
		Above 15 Years	.42548*	.12724	.011*	.0684	.7826
	5-10 Years	0-5 Years	-.17244	.12892	.618	-.5342	.1894
		10-15 Years	.13407	.11877	.735	-.1993	.4674
		Above 15 Years	.25305	.12389	.245	-.0947	.6007

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	10-15 Years	0-5 Years	-.30651	.12225	.100	-.6496	.0366
		5-10 Years	-.13407	.11877	.735	-.4674	.1993
		Above 15 Years	.11898	.11695	.793	-.2092	.4472
	Above 15 Years	0-5 Years	-.42548*	.12724	.011*	-.7826	-.0684
		5-10 Years	-.25305	.12389	.245	-.6007	.0947
		10-15 Years	-.11898	.11695	.793	-.4472	.2092

*Significant at 5 % level.

Source: Primary Data

Table 4.22 shows the results of the post hoc test conducted between different categories of experience (independent variable) and the three levels of organizational commitment (dependent variable). It is clear from the results that affective commitment is significantly differ between the experience categories '0-5 years' and '10-15 years'; '0-5 years' and 'Above 15 years'; '10-15 years' and '0-5 years' and 'Above 15 years' and '0-5 years'. But in case of continuance commitment, the difference is insignificant between the categories of experience. Normative commitment is significantly differ between the experience categories '0-5 years' and 'Above 15 years' and 'Above 15 years' and '0-5 years'. Hence it can be conclude that there is significant difference in affective as well as in normative commitment with respect to difference in experience of the respondents whereas there is no significant difference in continuance commitment among the respondents with different years of experience.

4.9.5 Organizational Commitment and Present Job Level of the Respondents

In order to compare the three levels of organizational commitment- affective, continuance and normative, between the job levels of the respondents, the researcher fixed the following hypotheses.

H₀ 13: There is no significant difference in Affective Commitment between the respondents with different job levels.

H₀ 14: There is no significant difference in Continuance Commitment between the respondents with different job levels.

H₀ 15: There is no significant difference in Normative Commitment between the respondents with different job level.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment- affective, continuance and normative, with the present job level of the respondents.

Table 4.23

**Organizational Commitment and the Present Job Level of the Respondents-
One way ANOVA**

ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	14.035	2	7.018	9.812	0.000**	P < 0.01 Significant Reject H ₀ 13
	Within Groups	312.562	437	.715			
	Total	326.598	439				
Continuance Commitment	Between Groups	9.828	2	4.914	7.937	0.000**	P < 0.01 Significant Reject H ₀ 14
	Within Groups	270.569	437	.619			
	Total	280.398	439				
Normative Commitment	Between Groups	27.087	2	13.543	17.359	0.000**	P < 0.01 Significant Reject H ₀ 15
	Within Groups	340.940	437	.780			
	Total	368.026	439				
** Significant at 1 % level							

Source: Primary Data.

Table 4.23 shows the result of One way ANOVA conducted to identify the significant difference in the three levels of organizational commitment namely affective, continuance and normative with respect to the present job level of the respondents. F value corresponding to the affective commitment is 9.812 and its P value is 0.000, which is significant at 1 percent level. F value of the continuance commitment is 7.937 and P value is 0.000 which is significant at 1 percent level and the F value corresponding to the normative commitment is 17.357 and P value is 0.000, which is also significant at 1 percent level. It can be concluded that, there is significant difference in the affective (F = 9.812, p < 0.01), continuance (F= 7.937, p < 0.01) and normative commitment (F = 17.359, p < 0.01) with respect to the present job level of the respondents and hence the hypotheses H₀ 13, H₀ 14 and H₀ 15 are rejected at 0.01 level.

Table 4.24

Post hoc Test between Levels of Organizational Commitment and Present Job Level of the Respondents

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Present Job Level	(J) Present Job Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Affective Commitment	Top Level	Middle Level	-.18876	.12016	.292	-.4839	.1064
		Lower Level	-.56017*	.13918	.000*	-.9020	-.2183
	Middle Level	Top Level	.18876	.12016	.292	-.1064	.4839
		Lower Level	-.37141*	.09984	.001*	-.6166	-.1262
	Lower Level	Top Level	.56017*	.13918	.000*	.2183	.9020
		Middle Level	.37141*	.09984	.001*	.1262	.6166
Continuance Commitment	Top Level	Middle Level	.25704	.11180	.072	-.0176	.5316
		Lower Level	-.08333	.12949	.813	-.4014	.2347
	Middle	Top Level	-.25704	.11180	.072	-.5316	.0176

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Present Job Level	(J) Present Job Level	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Level	Lower Level	-.34038*	.09290	.001*	-.5685	-.1122
		Top Level	.08333	.12949	.813	-.2347	.4014
	Lower Level	Middle Level	.34038*	.09290	.001*	.1122	.5685
		Top Level	.17297	.12550	.388	-.1353	.4812
Normative Commitment	Top Level	Lower Level	-.44128*	.14536	.010*	-.7983	-.0843
		Middle Level	-.17297	.12550	.388	-.4812	.1353
	Middle Level	Lower Level	-.61425*	.10428	.000*	-.8704	-.3581
		Top Level	.44128*	.14536	.010*	.0843	.7983
	Lower Level	Middle Level	.61425*	.10428	.000*	.3581	.8704
		Top Level	.17297	.12550	.388	-.1353	.4812

*Significant at 5 % level

Source: Primary Data

Table 4.24 shows the results of the post hoc test conducted between the present job level of the respondents (independent variable) and the three levels of organizational commitment (dependent variable). In case of affective commitment, it is clear that there is significant difference between 'Middle level and lower level' and 'Lower level and Top level' at 5 percent level. It is found that continuance commitment is significantly different between 'Middle level and Lower level' and normative commitment significantly different between 'Top level and Lower level' and 'Middle level and Lower level' at 5 percent level of significance.

4.9.6 Organizational Commitment and Monthly Income of the Respondents

In order to compare the three levels of organizational commitment-affective, continuance and normative, between the respondents with different monthly income, the researcher set the following hypotheses.

H₀ 16: There is no significant difference in Affective Commitment between the respondents with different monthly income.

H₀ 17: There is no significant difference in Continuance Commitment between the respondents with different monthly income.

H₀ 18: There is no significant difference in Normative Commitment between the respondents with different monthly income.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment- affective, continuance and normative, with the monthly income of the respondents.

Table 4.25

Organizational Commitment and Monthly Income of the Respondents- One way ANOVA

ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	7.341	3	2.447	3.342	0.019*	P < 0.05 Significant Reject H ₀ 16
	Within Groups	319.257	436	.732			
	Total	326.598	439				
Continuance Commitment	Between Groups	.350	3	.117	0.182	0.909	P > 0.05 Insignificant Accept H ₀ 17
	Within Groups	280.048	436	.642			
	Total	280.398	439				
Normative Commitment	Between Groups	31.861	3	10.620	13.774	0.000**	P < 0.01 Significant Reject H ₀ 18
	Within Groups	336.165	436	.771			
	Total	368.026	439				
						**Significant at 1 % level	
						*Significant at 5 % level	

Source: Primary Data

Table 4.25 shows the result of the One way ANOVA conducted to test whether there is significant difference in the levels of affective, continuance and normative commitment of the respondents with respect to their monthly income. The result reveals that the F value corresponding to the affective commitment is 3.342 and its P value is 0.019, which is significant at 0.05 level. In case of continuance commitment, the F value is 0.182 and P value is 0.909, which is insignificant. The F value corresponding to the normative commitment is 13.774 and P value 0.000, which is significant at 0.01 level. So it can be concluded that, there is significant difference in the (F = 3.342, $p < 0.01$) and normative commitment (F = 13.774, $p < 0.01$) of the respondents with different monthly income. But there is no significant difference in continuance commitment (F = 0.182, $p > 0.05$) of the respondents with respect to their monthly income. Hence the hypotheses, H_0 16 and H_0 18 are rejected and the hypothesis, H_0 17 is accepted.

Multiple Comparison of the Levels of Organizational Commitment and Monthly Income of the Respondents

As One way ANOVA test conducted above reveals that there is a significant difference in the affective commitment, continuance commitment and normative commitment of the respondents with respect to their monthly income, it is necessary to trace out the group-wise difference. In order to get clear picture of the significance of difference, the researcher applied multiple comparisons using Scheffe's post hoc method.

Table 4.26

**Post hoc Test between Levels of Organizational Commitment and Monthly
Income of the Respondents**

Multiple Comparisons								
Levels of Organizational Commitment (Dependent Variable)	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
Affective Commitment	Up to 50000	50000-100000	.07556	.10439	.914	-.2174	.3685	
		100000-150000	.14830	.12926	.725	-.2145	.5111	
		Above 150000	.36673*	.12190	.0308*	.0246	.7088	
	50000-100000	Up to 50000	Up to 50000	-.07556	.10439	.914	-.3685	.2174
		100000-150000	100000-150000	.07274	.12053	.947	-.2655	.4110
		Above 150000	Above 150000	.29117	.11260	.084	-.0248	.6072
	100000-150000	Up to 50000	Up to 50000	-.14830	.12926	.725	-.5111	.2145
		50000-100000	50000-100000	-.07274	.12053	.947	-.4110	.2655
		Above 150000	Above 150000	.21843	.13598	.462	-.1632	.6001
	Above 150000	Up to 50000	Up to 50000	-.36673*	.12190	.030*	-.7088	-.0246
		50000-100000	50000-100000	-.29117	.11260	.084	-.6072	.0248
		100000-150000	100000-150000	-.21843	.13598	.462	-.6001	.1632
Continuance Commitment	Up to 50000	50000-100000	.03571	.09777	.988	-.2387	.3101	
		100000-150000	-.00397	.12106	1.000	-.3437	.3358	
		Above 150000	-.04058	.11417	.988	-.3610	.2798	

	50000-100000	Up to 50000	-.03571	.09777	.988	-.3101	.2387	
		100000-150000	-.03968	.11289	.989	-.3565	.2771	
		Above 150000	-.07630	.10546	.914	-.3723	.2197	
	100000-150000	Up to 50000	.00397	.12106	1.000	-.3358	.3437	
		50000-100000	.03968	.11289	.989	-.2771	.3565	
		Above 150000	-.03662	.12736	.994	-.3940	.3208	
	Above 150000	Up to 50000	.04058	.11417	.988	-.2798	.3610	
		50000-100000	.07630	.10546	.914	-.2197	.3723	
		100000-150000	.03662	.12736	.994	-.3208	.3940	
	Normative Commitment	Up to 50000	50000-100000	-.06932	.10711	.936	-.3699	.2313
			100000-150000	.69100*	.13264	.000*	.3188	1.0632
			Above 150000	.21492	.12508	.400	-.1361	.5660
50000-100000		Up to 50000	.06932	.10711	.936	-.2313	.3699	
		100000-150000	.76031*	.12369	.000*	.4132	1.1074	
		Above 150000	.28424	.11555	.111	-.0400	.6085	
100000-150000		Up to 50000	-.69100*	.13264	.000*	-1.0632	-.3188	
		50000-100000	-.76031*	.12369	.000*	-1.1074	-.4132	
		Above 150000	-.47608*	.13954	.009*	-.8677	-.0845	
Above 150000		Up to 50000	-.21492	.12508	.400	-.5660	.1361	
		50000-100000	-.28424	.11555	.111	-.6085	.0400	
		100000-150000	.47608*	.13954	.009*	.0845	.8677	
*Significant at the 5 % level								

Source: Primary Data

Table 4.26 shows the results of the post hoc test conducted between the monthly income of the respondents (independent variable) and the three levels of organizational commitment (dependent variable). It is clear from the result that there is significant difference in the affective commitment of the respondents with respect to their monthly income. Affective commitment is significantly different between the monthly income groups 'Up to 50,000' and 'Above 1, 50,000'. But in case of continuance commitment, there is no significant difference with respect to the monthly income of the respondents. Normative commitment of the respondents is significantly different among the respondents with respect to monthly income. There exists significant difference in the normative commitment between the monthly income groups 'Up to 50,000' and '1,00,000-1,50,000', '50,000-1,00,000' and '1,00,000-1,50,000' and between '1,00,000-1,50,000' and 'Above 1,50,000'.

4.9.7 Organizational Commitment and Nature of Work of the Respondents

In order to compare the three levels of organizational commitment- affective, continuance and normative, between the nature of work of the respondents, the researcher set the following hypotheses.

H₀ 19: There is no significant difference in Affective Commitment between the respondents with different nature of work.

H₀ 20: There is no significant difference in Continuance Commitment between the respondents with different nature of work.

H₀ 21: There is no significant difference in Normative Commitment between the respondents with different nature of work.

Table given below shows the result of One way ANOVA conducted to identify the significance of difference in the levels of organizational commitment- affective, continuance and normative, with the nature of work of the respondents.

Table 4.27

Organizational Commitment and Nature of Work of the Respondents- One way ANOVA

ANOVA							
		Sum of Squares	Df	Mean Square	F	Sig.	Inference
Affective Commitment	Between Groups	1.030	2	.515	0.691	0.502	P > 0.05 Insignificant Accept H ₀ 19
	Within Groups	325.568	437	.745			
	Total	326.598	439				
Continuance Commitment	Between Groups	5.271	2	2.636	4.186	0.016*	P < 0.05 Significant Reject H ₀ 20
	Within Groups	275.127	437	.630			
	Total	280.398	439				
Normative Commitment	Between Groups	1.583	2	.791	0.944	0.390	P > 0.05 Insignificant Accept H ₀ 21
	Within Groups	366.443	437	.839			
	Total	368.026	439				
*Significant at 5 % level							

Source: Primary Data

Table 4.27 shows the result of One way ANOVA conducted to find out whether there is significant difference in the levels of organizational commitment namely affective, continuance and normative with respect to the nature of work of the respondents. F value corresponding to the affective commitment is 0.691 and P value is 0.502, which is insignificant at 5 percent level. F value of the continuance commitment is 4.186 and P value is 0.016, which is significant at 5 percent level. In case of normative commitment, the F value is 0.944 and P value is 0.390, which is insignificant at 5 percent level. Hence it can be concluded that, there is significant difference only in continuance commitment (F = 4.186, p < 0.01) with respect to the nature of work of the respondents. But in the case of affective (F = 0.691, p > 0.05) and normative commitment (F = 0.944, p > 0.05), there is no

significant difference with respect to the nature of work of the respondents. Hence, the null hypotheses, H₀ 19 and H₀ 21 are accepted and the null hypothesis, H₀ 20 is rejected.

Multiple Comparison of the Levels of Organizational Commitment and Nature of Work of the Respondents

As One way ANOVA test conducted above reveals that, there is a significant difference in the affective commitment, continuance commitment and normative commitment of the respondents with respect to their nature of work, it is necessary to trace out the group-wise difference. In order to get clear picture of the significance of difference, the researcher applied multiple comparisons using Scheffe's post hoc method.

Table 4.28

Post hoc Test between Levels of Organizational Commitment and Nature of Work of the Respondents

Multiple Comparisons							
Levels of Organizational Commitment (Dependent Variable)	(I) Nature of Work	(J) Nature of Work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Affective Commitment	Software Development	BPO Services	-.21811	.18933	.516	-.6831	.2469
		Others	-.04495	.14043	.950	-.3899	.3000
	BPO Services	Software Development	.21811	.18933	.516	-.2469	.6831
		Others	.17316	.22716	.748	-.3848	.7311
	Others	Software Development	.04495	.14043	.950	-.3000	.3899
		BPO Services	-.17316	.22716	.748	-.7311	.3848
Continuance Commitment	Software Development	BPO Services	-.34550	.17405	.141	-.7730	.0820

Multiple Comparisons								
Levels of Organizational Commitment (Dependent Variable)	(I) Nature of Work	(J) Nature of Work	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
Continuance Commitment	Others	Others	.25190	.12909	.150	-.0652	.5690	
		BPO Services	.34550	.17405	.141	-.0820	.7730	
	BPO Services	Software Development	.59740*	.20882	.017*	.0845	1.1103	
		Others	-.25190	.12909	.150	-.5690	.0652	
	Others	BPO Services	-.59740*	.20882	.017*	-1.1103	-.0845	
		Software Development	-.17206	.20086	.693	-.6654	.3213	
	Normative Commitment	Software Development	Others	-.16910	.14898	.526	-.5350	.1968
			BPO Services	.17206	.20086	.693	-.3213	.6654
BPO Services		Software Development	.00296	.24100	1.000	-.5890	.5949	
		Others	.16910	.14898	.526	-.1968	.5350	
Others		BPO Services	-.00296	.24100	1.000	-.5949	.5890	
		Software Development						

*Significant at 5 % level

Source: Primary Data

Table 4.28 shows the results of the post hoc test conducted between the nature of work of the respondents (independent variable) and the three levels of organizational commitment (dependent variable). The result shows that, there is significant difference in the continuance commitment between the category 'BPO Services' and 'Others'. In all other categories the difference in continuance commitment is insignificant. But in the case of affective and normative commitment, there is no significant difference between the categories of the nature of work.

4.10 Conclusion

In this chapter the researcher has explained the detailed data analysis process conducted to test the proposed study hypotheses. As part of this testing, first, the preliminary data screening was conducted. Further, the socio-demographic characteristics of the study participants were analysed. The study detailed the results of Exploratory Factor Analyses to examine the unidimensionality of the scale measures. Further, measurement model testing was conducted through Confirmatory Factor Analysis, to check the reliability and validity of the scale measures. After confirming the reliability and validity of the scale measures, the proposed sets of hypotheses were tested using ANOVA. Post hoc test was also conducted to get some deep insights.

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Chapter 5

Antecedents of Organizational Commitment among the Employees of Information Technology Parks in Kerala

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5.9 Conclusion

5.1 Introduction

The previous chapter dealt with the analysis of demographic variables of the respondents and their levels of organizational commitment. This chapter deals with the analysis related with the third objective of the study. Here the researcher tries to identify the antecedent variables of organizational commitment of employees of information technology parks in Kerala. In this chapter, the entire analysis related with antecedent variables is divided into two sections, i.e., scale validation and data analysis. For this, the researcher has used Exploratory Factor Analysis, Confirmatory Factor Analysis, Convergent Validity, Discriminant Validity, Reliability and Skewness and Kurtosis. Part II deals with the analysis of objective III. For this, one sample t test and Structural Equation Modeling are used.

Objective 3: To identify the antecedents of the organizational commitment among the employees of Information Technology parks in Kerala

Part 1: Scale Validation- Antecedents of Organizational Commitment

5.2 Exploratory Factor Analysis (EFA) for the Antecedents of Organizational Commitment

The researcher used 71 statements in order to measure the factor ‘antecedents of organizational commitment’. All were measured on a Five Point Likert’s Scale.

Table 5.1

KMO and Bartlett's Test of Sampling Adequacy of Antecedents of Organizational Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.790
Bartlett's Test of Sphericity	Approx. Chi-Square	28108.770
	Df	2485
	Sig.	0.000

Source: Primary Data

Since the KMO value was 0.790, it was considered as adequate. The Bartlett's Test of Sphericity value (28108.770, df 2485) was less than 0.05 and hence, significant and recommended for factor analysis.

Table 5.1 shows the results of the two tests namely, Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity, to test whether the relationship among the variables is significant or not. Kaiser-Meyer-Olkin Measure of Sampling Adequacy shows the value of test statistic as .790 (KMO > 0.5) which means that, the factor analysis for the selected variables are found to be appropriate. The Bartlett's Test of Sphericity was significant ($p < 0.001$) and the test value was high at 28108.770 leading to the conclusion that, there were correlations in the data set appropriate for factor analysis. The results of the above tests prove that, the selected variables are statistically significant and exhibit a high relationship and hence, recommended for factor analysis.

Table 5.2

Clustering of Antecedents of Organizational Commitment

Factors	Statements	Rotated Factor Loadings
Factor 1:	My work in this organization is really encouraging and challenging.	.99
Job Characteristics	I am getting chances to exercise independent thoughts and actions.	.94
10.53% of variance	My job gives opportunity to learn new things.	.97
	My job gives opportunity to be creative and imaginative in work.	.97
	My job always gives opportunities for personal growth and worthwhile accomplishment.	.93
	The job itself gives clues regarding whether or not I am performing well.	.91
	A lot of other people can be affected by how well I am doing my work.	.87
	I feel my job is very significant in this	.81

Factors	Statements	Rotated Factor Loadings
	organization.	
	A lot of complex as well as high level skills are required for performing my job.	.78
	Doing the work required by the job gives me an opportunity to exhibit how well I am doing.	.77
	I feel my job is simple but repetitive.	.75
	The job prevents me from exercising my personal initiative or judgment while performing the work.	.71
Factor 2: Training, Development & Promotion 10.17 % of variance	The organization gives utmost care for the career growth of the employees.	.95
	The promotional policies of the organization are fair and equitable.	.91
	I am getting adequate and timely training to do my job.	.91
	Newly recruited employees are properly oriented towards their work.	.93
	The organization always encourages employees for higher studies.	.91
	The organization is trying to arrange refresher training programmes regularly for technical skill enhancement.	.86
	The organization regularly arranges personality and skill development sessions.	.86
	Training and development programmes provided in this organization helped me a lot in improving my performance.	.77
	Organization's training and development programmes enabled me to change my outlook and helped in adapting new changes.	.72
	Because of regular and convenient training programmes, I feel very much motivated.	.69
Training and development programmes in the organization help me to be equipped with the latest technologies and skills required for	.64	

Factors	Statements	Rotated Factor Loadings
	performing my job in its best way.	
Factor 3 Quality of Work Life 9.82 % of variance	Organization has adequate policies regarding compensation on disablement or death etc.	.95
	There is sufficient number of bathrooms, rest rooms, urinals etc. in the organization.	.91
	Company is keeping first aid boxes.	.92
	Company is providing necessary medical facilities to their employees.	.93
	Safe and hygienic working environment is prevailing within the organization.	.92
	Organization takes initiatives to minimize the risk of illness and other occupational diseases.	.92
	Employees are provided with good food at subsidized rates.	.83
	Company provides conveyance to employees.	.88
	Company arranges accommodation for needy employees.	.83
	Company provides extra amenities like crèches, playground, gymnasium etc., for their employees.	.89
	I feel bored with the monotonous nature of the work in the organization.	.87
	Unfavourable posture during the work creates many health problems.	.88
	Inconvenient duration of the work shift and working time leads to excessive strain among the employees.	.82
	Organization always tries to ensure clarity and transparency in communication.	.84
	I have a strong sense of belongingness towards the organization.	.88
	I have good work relations with peers, subordinates and supervisors.	.86
I have confidence and faith in the management	.93	

Factors	Statements	Rotated Factor Loadings
	of my organization.	
Factor 4: Compensation 8.69% of variance	The company offers adequate and better pay to its employees.	.91
	The company offers gratuity and other pension benefits to the employees at the end of the employment period.	.94
	The company offers ample amount of contributions towards PF and other employee welfare schemes.	.96
	Company provides medical and life insurance schemes for employees.	.92
	The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off	.84
	Children's education allowances are offered by the company.	.88
	Company has the policy of sharing ownership and control through Employee Stock Option Schemes (ESOP).	.83
	Company provides maternity leave for women employees.	.92
Factor 5: Leadership Practices 8.23% of variance	My supervisor has the ability to win employees' trust.	.84
	He/she is able to ensure the employees' involvement in problem solving.	.91
	He/she always tries to exercise employee supportive practices.	.78
	He/she always encourages open communication and whistle blowing from his subordinates.	.87
	He/she always takes initiative for the employee well-being.	.96
	He/she gives proper and adequate orientation to the workers.	.90
	He/she is always willing to accept new and	.87

Factors	Statements	Rotated Factor Loadings
	creative ideas and methods from employees.	
Factor 6 Work from Home 7.49 % of variance	I prefer to work from home.	.98
	It helps in having better work-life balance.	.92
	Work from home increases quality of work.	.95
	It increases loyalty.	.87
	It reduces mental and physical stress.	.77
	It saves time, money and energy.	.76
Factor 7 Work Place Proximity 7.08% of variance	I prefer work place at home town or neighbourhood of place of residence.	.92
	It will improve the quality of work.	.91
	It gives better work-life balance.	.84
	It reduces the strain of journey.	.83
	It helps to be more sincere and careful on work.	.72
Factor 8 Organizational Operations and Policies 5.57% of variance	I prefer Indian companies with offshore projects.	.91
	I prefer Indian companies with offshore projects from leading clients across the globe with potential onsite opportunities.	.95
	I prefer MNC with origin outside India and projects from leading clients across the globe and the remuneration packages in their currency with IST working hours.	.93
	I prefer MNC with projects from leading clients across the globe and international compensation plan but at hometown or neighbourhood of place of residence with IST working hours.	.91
	I prefer MNC with projects from leading clients across the globe with international compensation plan and am ready to transfer anywhere.	.90
Total Variance Explained 67.55%		

Source: Primary Data

Eight factors were derived in the final factor analysis, consisting of 71 statements; and all showed higher loadings of above 0.5. Table 5.2 provides the

names of the factors along with items, factor loadings and percentage of variance explained. Compared with the intended measurement scales, the factor analysis results met the theory very well. It explains over 67.55 percentage of the variance.

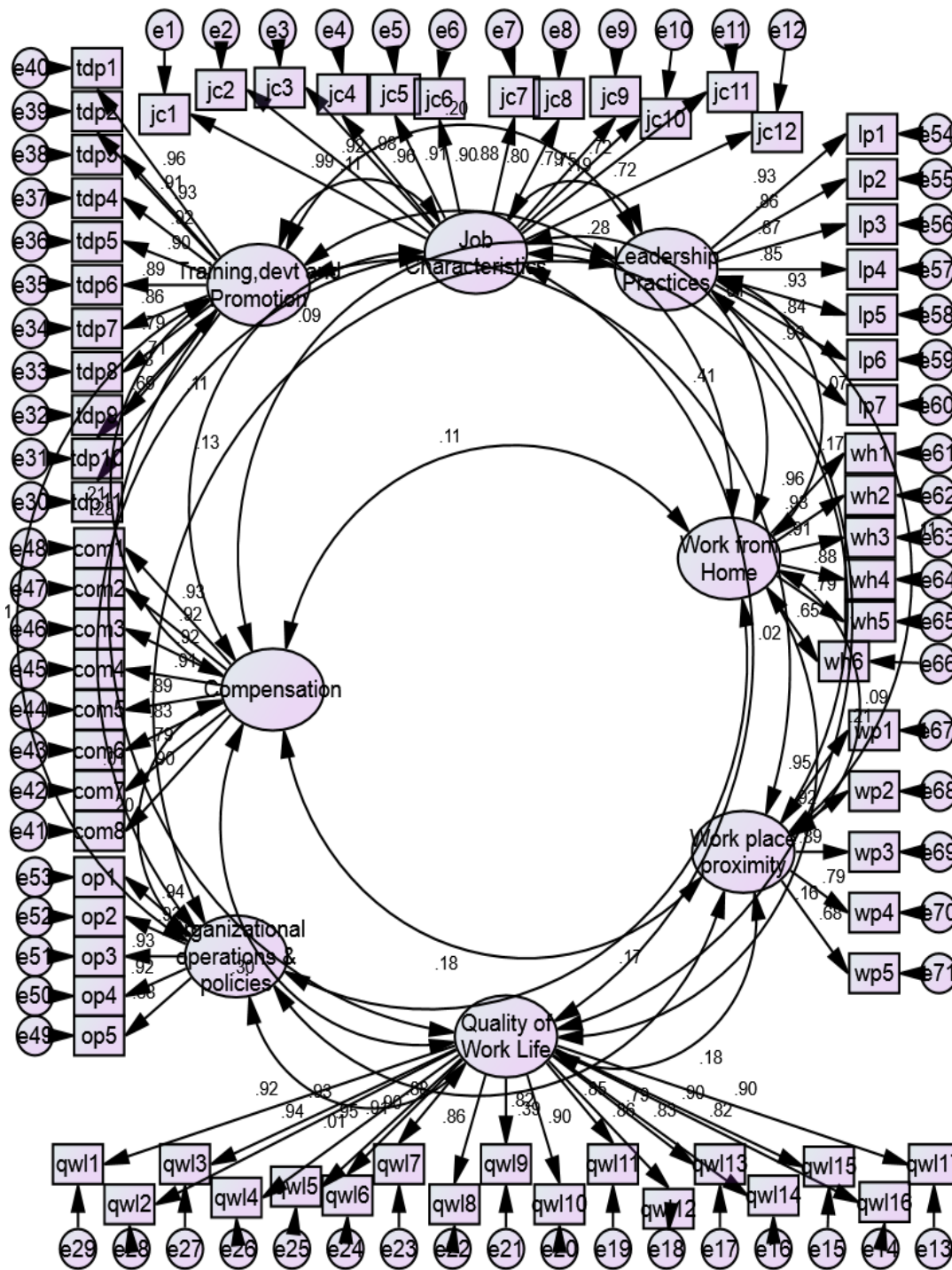
The twelve statements of antecedents of organizational commitment were clustered together as Factor 1 (Job Characteristics) with 10.53 percentage of the variance. The next eleven statements of the antecedents of organizational commitment were grouped as Factor 2 (Training, Development and Promotion) with a variance of 10.17 percentage. The next seventeen statements are clustered together as Factor 3 (Quality of Work Life) with 9.82 percentage of the total variance. Another eight statements were formed together as Factor 4 (Compensation) which explains 8.69 percentage of the total variance. Next seven statements were grouped together to form Factor 5 (Leadership Practices) which explains 8.23 percentage variance. The next six statements were clustered into Factor 6 (Work from Home) and it explains 7.49 percentage of the total variance. Another five statements are clustered into Factor 7 (Work Place Proximity) which explains 7.08 percentage of the total variance. The last five statements are grouped together to form Factor 8 (Organization Operations and Policies) and it explains 5.57 percentage of the variance.

5.3 Confirmatory Factor Analysis (CFA) for the Antecedents of Organizational Commitment

The next step is to conduct a Confirmatory Factor Analysis for the antecedents of organizational commitment identified from the exploratory factor analysis, to assess whether the factor generated from exploratory factor analysis has the same underlying structure as the intended measurement structure. The Confirmatory Factor Analysis (CFA) on the construct, 'Antecedents of Organizational Commitment' consisted of eight factors and seventy one statements which are given in Figure 5.1 below:

Figure 5.1

Measurement Model of Antecedents of Organizational Commitment



It is identified from Figure 5.1 that, the loading patterns of the factors suggest a strong association among the factors and all these factors are found to be contributing to the Antecedents of Organizational Commitment among the employees of Information Technology Parks in Kerala.

Table 5.3

Model Fit Indices- Antecedents of Organizational Commitment

Variable	CMIN/DF	CFI	GFI	TLI	NFI	RMSEA
Measurement model	1.998	.925	.942	.924	.927	0.047
Standard	< 3	> 0.9	> 0.9	> 0.9	> 0.9	< 0.05

Source: Primary Data

The data were found free from missing values and outliers. The model with eight constructs and seventy one variables was suggesting good fit in the first estimate as mentioned in the table below. Compared with the generally accepted model fit standards, the test outcomes seemed to fit the measurement model. The CMIN/DF is 1.998 which is less than the standard value of 3. The RMSEA is 0.047 suggesting a close fit between the empirical data and the measurement model; it explains 94.2% of the data variance-covariance (GFI=0.942); it achieved a good balance between theoretical simplicity and explanation power (NFI=0.927, CFI=0.925, TLI=0.924).

From the tested measurement model, it is found that, all the factors have scored beta coefficient values larger than 0.5, which indicates strong loadings among the items in each factor. Hence, it has statistically confirmed the explored factor structure.

Table 5.4
Factors and Reliability of Antecedents of Organizational Commitment

Factors	No. of items	Cronbach's Alpha	Overall Cronbach's Alpha
Job Characteristics	12	.921	.819
Training, Development and Promotion	11	.752	
Quality of Work Life	17	.852	
Compensation	8	.901	
Leadership Practices	7	.905	
Work from Home	6	.892	
Work Place Proximity	5	.792	
Organizational Operations and Policies	5	.776	

Source: Primary Data

The details of the construct, Antecedents of Organizational Commitment after conducting confirmatory factor analysis (CFA) are given in Table 5.4. The overall reliability of the scale is 0.819.

Validation of the Measurement Scale

5.4 Convergent validity: All the item loadings towards the latent variables were above 0.5 and were significant at $p < 0.05$ and thus established convergent validity (Table 5.5 below).

Table 5.5
Testing of Convergent Validity of Antecedents of Organizational
Commitment

Factors	Statements	Beta Coefficient	Sig.
Job Characteristics	My work in this organization is really encouraging and challenging.	.99	<.05
	I am getting chances to exercise independent thoughts and actions.	.92	<.05
	My job gives opportunity to learn new things.	.98	<.05
	My job gives opportunity to be creative and imaginative in work.	.96	<.05
	My job always gives opportunities for personal growth and worthwhile accomplishment.	.91	<.05
	The job itself gives clues regarding whether or not I am performing well.	.90	<.05
	A lot of other people can be affected by how well I am doing my work.	.88	<.05
	I feel my job is very significant in this organization.	.80	<.05
	A lot of complex as well as high level skills are required for performing my job.	.79	<.05
	Doing the work required by the job gives me an opportunity to exhibit how well I am doing.	.75	<.05
	I feel my job is simple but repetitive.	.72	<.05
	The job prevents me from exercising my personal initiative or judgment while performing the work.	.72	<.05
	Training, Development and Promotion	The organization gives utmost care for the career growth of the employees.	.96
The promotional policies of the organization are fair and equitable.		.91	<.05
I am getting adequate and timely training to do my job.		.93	<.05
Newly recruited employees are properly oriented towards their work.		.92	<.05
The organization always encourages employees for higher studies.		.90	<.05
The organization is trying to arrange refresher training programmes regularly for technical skill enhancement.		.89	<.05

Factors	Statements	Beta Coefficient	Sig.
	The organization regularly arranges personality and skill development sessions.	.86	<.05
	Training and development programmes provided in this organization helped me a lot in improving my performance.	.79	<.05
	Organization's training and development programmes enabled me to change my outlook and helped in adapting new changes.	.71	<.05
	Because of regular and convenient training programmes, I feel very much motivated.	.68	<.05
	Training and development programmes in the organization help me to be equipped with the latest technologies and skills required for performing my job in its best way.	.69	<.05
Quality of Work Life	Organization has adequate policies regarding compensation on disablement or death etc.	.92	<.05
	There is sufficient number of bathrooms, rest rooms, urinals etc. in the organization.	.94	<.05
	Company is keeping first aid boxes.	.93	<.05
	Company is providing necessary medical facilities to their employees.	.95	<.05
	Safe and hygienic working environment is prevailing within the organization.	.91	<.05
	Organization takes initiatives to minimize the risk of illness and other occupational diseases.	.90	<.05
	Employees are provided with good food at subsidized rates.	.88	<.05
	Company provides conveyance to employees.	.86	<.05
	Company arranges accommodation for needy employees.	.82	<.05
	Company provides extra amenities like crèches, playground, gymnasium etc., for their employees.	.90	<.05
	I feel bored with the monotonous nature of the work in the organization.	.85	<.05
	Unfavourable posture during the work creates many health problems.	.86	<.05
	Inconvenient duration of the work shift and working time leads to excessive strain among the employees.	.79	<.05

Factors	Statements	Beta Coefficient	Sig.
	Organization always tries to ensure clarity and transparency in communication.	.83	<.05
	I have a strong sense of belongingness towards the organization.	.90	<.05
	I have good work relations with peers, subordinates and supervisors.	.82	<.05
	I have confidence and faith in the management of my organization.	.90	<.05
Compensation	The company offers adequate and better pay to its employees.	.93	<.05
	The company offers gratuity and other pension benefits to the employees at the end of the employment period.	.92	<.05
	The company offers ample amount of contributions towards PF and other employee welfare schemes.	.92	<.05
	Company provides medical and life insurance schemes for employees.	.91	<.05
	The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off	.89	<.05
	Children's education allowances are offered by the company.	.83	<.05
	Company has the policy of sharing ownership and control through Employee Stock Option Schemes (ESOP).	.79	<.05
	Company provides maternity leave for women employees.	.90	<.05
Leadership Practices	My supervisor has the ability to win employees' trust.	.93	<.05
	He/she is able to ensure the employees' involvement in problem solving.	.86	<.05
	He/she always tries to exercise employee supportive practices.	.87	<.05
	He/she always encourages open communication and whistle blowing from his subordinates.	.85	<.05
	He/she always takes initiative for the employee well-being.	.93	<.05
	He/she gives proper and adequate orientation to the workers.	.84	<.05

Factors	Statements	Beta Coefficient	Sig.
	He/she is always willing to accept new and creative ideas and methods from employees.	.93	<.05
Work from Home	I prefer to work from home.	.96	<.05
	It helps in having better work-life balance.	.93	<.05
	Work from home increases quality of work.	.91	<.05
	It increases loyalty.	.88	<.05
	It reduces mental and physical stress.	.79	<.05
	It saves time, money and energy	.65	<.05
Work Place Proximity	I prefer work place at hometown or neighbourhood of place of residence.	.95	<.05
	It will improve the quality of work.	.92	<.05
	It gives better work-life balance.	.89	<.05
	It reduces the strain of journey.	.79	<.05
	It helps to be more sincere and careful on work.	.68	<.05
Organization Operations and Policies	I prefer Indian companies with offshore projects.	.94	<.05
	I prefer Indian companies with offshore projects from leading clients across the globe with potential onsite opportunities.	.93	<.05
	I prefer MNC with origin outside India and projects from leading clients across the globe and the remuneration packages in their currency with IST working hours.	.93	<.05
	I prefer MNC with projects from leading clients across the globe and international compensation plan but at home town or neighbourhood of place of residence with IST working hours.	.92	<.05
	I prefer MNC with projects from leading clients across the globe with international compensation plan and am ready to transfer anywhere.	.88	<.05

Source: Primary Data

5.5 Discriminant Validity: Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, a 0.85 correlation or higher, indicates poor discriminant validity in Structural Equation Modeling (David 1998).

Table 5.6
Testing of Discriminant Validity of Antecedents of Organizational
Commitment

Relationship	Correlation	P value
Job Characteristics ↔ Training, Development and Promotion	.11	<0.05
Job Characteristics ↔ Quality of Work Life	.02	<0.05
Job Characteristics ↔ Compensation	.11	<0.05
Job Characteristics ↔ Leadership Practices	.19	<0.05
Job Characteristics ↔ Work from Home	.01	<0.05
Job Characteristics ↔ Work Place Proximity	.17	<0.05
Job Characteristics ↔ Organizational Operations and Policies	.28	<0.05
Training, Development and Promotion ↔ Quality of Work Life	.01	<0.05
Training, Development and Promotion ↔ Compensation	.21	<0.05
Training, Development and Promotion ↔ Leadership Practices	.20	<0.05
Training, Development and Promotion ↔ Work from Home	.28	<0.05
Training, Development and Promotion ↔ Work Place Proximity	.41	<0.05
Training, Development and Promotion ↔ Organizational Operations and Policies	.01	<0.05
Quality of Work Life ↔ Compensation	.30	<0.05
Quality of Work life ↔ Leadership Practices	.21	<0.05
Quality of Work Life ↔ Work from Home	.16	<0.05
Quality of Work Life ↔ Work Place Proximity	.18	<0.05
Quality of Work Life ↔ Organizational Operations and Policies	.01	<0.05
Compensation ↔ Leadership Practices	.09	<0.05
Compensation ↔ Work from Home	.11	<0.05
Compensation ↔ Work Place Proximity	.18	<0.05
Compensation ↔ Organizational Operations and Policies	.20	<0.05
Leadership Practices ↔ Work from Home	.07	<0.05
Leadership Practices ↔ Work Place Proximity	.11	<0.05
Leadership Practices ↔ Organizational Operations and Policies	.13	<0.05
Work from Home ↔ Work Place Proximity	.09	<0.05
Work from Home ↔ Organizational Operations and Policies	.17	<0.05
Work Place Proximity ↔ Organizational Operations and Policies	.39	<0.05

Source: Primary Data

From the results given in Table 5.6, it is clear that none of the correlations among variables were above 0.85. The results suggested adequate discriminant validity of the measurement. Therefore, suggesting discriminant validity.

5.6 Normality: Normality of the data is checked using the Skewness and Kurtosis. The results of the analysis are given below in Table 5.7

Table 5.7
Skewness and Kurtosis- Antecedents of Organizational Commitment

Statements	Skewness Statistic	Kurtosis Statistic
My work in this organization is really encouraging and challenging.	-1.137	2.184
I am getting chances to exercise independent thoughts and actions.	-1.159	1.769
My job gives opportunity to learn new things.	-1.159	1.769
My job gives opportunity to be creative and imaginative in work.	-1.159	1.769
My job always gives opportunities for personal growth and worthwhile accomplishment.	1.203	1.433
The job itself gives clues regarding whether or not I am performing well.	-1.280	1.691
A lot of other people can be affected by how well I am doing my work.	-1.159	1.769
I feel my job is very significant in this organization.	-1.159	1.769
A lot of complex as well as high level skills are required for performing my job.	-1.053	1.468
Doing the work required by the job gives me an opportunity to exhibit how well I am doing.	-.240	1.474
I feel my job is simple but repetitive.	.209	4.400
The job prevents me from exercising my personal initiative or judgment while performing the work.	.924	1.474
The organization gives utmost care for the career growth of the employees.	-.504	-.053
The promotional policies of the organization are fair and equitable.	-.557	-.217
I am getting adequate and timely training to do my job.	-.511	-.076
Newly recruited employees are properly oriented towards their work.	-.816	.480

Statements	Skewness Statistic	Kurtosis Statistic
The organization always encourages employees for higher studies.	-.560	-.017
The organization is trying to arrange refresher training programmes regularly for technical skill enhancement.	-.488	.078
The organization regularly arranges personality and skill development sessions.	-.724	.038
Training and development programmes provided in this organization helped me a lot in improving my performance.	-.684	-.148
Organization's training and development programmes enabled me to change my outlook and helped in adapting new changes.	-.626	-.363
Because of regular and convenient training programmes, I feel very much motivated.	-.289	-.861
Training and development programmes in the organization help me to be equipped with the latest technologies and skills required for performing my job in its best way.	-.650	-.269
Organization has adequate policies regarding compensation on disablement or death etc.	-.810	1.086
There is sufficient number of bathrooms, rest rooms, urinals etc in the organization.	-.333	.180
Company is keeping first aid boxes.	-.425	.512
Company is providing necessary medical facilities to their employees.	-.554	.810
Safe and hygienic working environment is prevailing within the organization.	-.950	2.535
Organization takes initiatives to minimize the risk of illness and other occupational diseases.	-.699	-.486
Employees are provided with good food at subsidized rates.	-.572	.093
Company provides conveyance to employees.	-.451	-.461
Company arranges accommodation for needy employees.	-.355	-.723
Company provides extra amenities like crèches, playground, gymnasium etc., for their employees.	-.180	-1.010
I feel bored with the monotonous nature of the work in the organization.	.284	-.265
Unfavourable posture during the work creates many health problems.	-.027	-.987

Statements	Skewness Statistic	Kurtosis Statistic
Inconvenient duration of the work shift and working time leads to excessive strain among the employees.	.121	-.993
Organization always tries to ensure clarity and transparency in communication.	-.731	.677
I have a strong sense of belongingness towards the organization.	-.913	.627
I have good work relations with peers, subordinates and supervisors.	-.499	-.076
I have confidence and faith in the management of my organization.	-.641	.215
The company offers adequate and better pay to its employees.	-.517	-.226
The company offers gratuity and other pension benefits to the employees at the end of the employment period.	-.736	.149
The company offers ample amount of contributions towards PF and other employee welfare schemes.	-.595	.166
Company provides medical and life insurance schemes for employees.	-.684	1.432
The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off	-.277	-.177
Children's education allowances are offered by the company.	.366	-.274
Company has the policy of sharing ownership and control through Employee Stock Option Schemes (ESOP).	.202	-.596
Company provides maternity leave for women employees.	-1.214	2.141
My supervisor has the ability to win employees' trust.	-.904	1.077
He/she is able to ensure the employees' involvement in problem solving.	-1.015	1.548
He/she always tries to exercise employee supportive practices.	-.685	.469
He/she always encourages open communication and whistle blowing from his subordinates.	-.803	1.013
He/she always takes initiative for the employee well-being.	-.899	.849
He/she gives proper and adequate orientation to the workers.	-1.052	1.364

Statements	Skewness Statistic	Kurtosis Statistic
He/she is always willing to accept new and creative ideas and methods from employees.	-1.142	1.853
I prefer to work from home.	-.444	-.352
It helps in having better work-life balance.	-.505	-.412
Work from home increases quality of work.	-.122	-.396
It increases loyalty.	-.199	-.498
It reduces mental and physical stress.	-.443	-.481
It saves time, money and energy.	-.862	.781
I prefer work place at home town or neighbourhood of place of residence.	-.858	1.000
It will improve the quality of work.	-.711	1.123
It gives better work-life balance.	-1.084	2.110
It reduces the strain of journey.	-1.228	2.436
It helps to be more sincere and careful on work.	-.628	.666
I prefer Indian companies with offshore projects.	-.003	-.242
I prefer Indian companies with offshore projects from leading clients across the globe with potential onsite opportunities.	-.204	-.528
I prefer MNC with origin outside India and projects from leading clients across the globe and the remuneration packages in their currency with IST working hours.	-.441	-.155
I prefer MNC with projects from leading clients across the globe and international compensation plan but at home town or neighbourhood of place of residence with IST working hours.	-.213	-.708
I prefer MNC with projects from leading clients across the globe with international compensation plan and am ready to transfer anywhere.	-.243	-.361

Source: Primary Data

As per Table 5.7 all the variables in the construct antecedents of organizational commitment fall under Kurtosis value of 10 and Skewness value of 3, suggesting that Kurtosis and Skewness was not problematic in this study (Hair, Black, Babin, Anderson, & Tatham, 2006). Therefore, the data were appropriate for parametric tests.

Table 5.8**Summary of Scale Validation of Antecedents of Organizational Commitment**

S.no	Criteria	Result
1	Confirmatory Factor Analysis	Confirmed
2	Reliability	Satisfied
3	Convergent Validity	Satisfied
4	Discriminant Validity	Satisfied
5	Normality	Satisfied

Source: Primary Data

From the detailed scale validation provided above in Table 5.8, it is observed that, the measurement scale follows normal distribution. Therefore, the researcher can apply various parametric tests to assess the relationships among the variables.

Part II- Analysis of Antecedents of Organizational Commitment

In order to assess the antecedents of organizational commitment, the researcher applied the following statistical tests.

1. Descriptive statistics- One sample t test
2. Structural Equation Modeling

5.7 Descriptive Statistics - One sample t test

The study identified seventy one statements in order to assess the antecedents of organization commitment. All were measured on a five points Likert's scale, where '1' indicates strongly disagree and '5' indicates strongly agree. Based on the Exploratory Factor Analysis, the seventy-one statements are grouped into eight factors, those are, job characteristics, training development and promotion, quality of work life, compensation, leadership practices, work from home, work place proximity and organizational operations and policies.

5.7.1 Job Characteristics

The factor, 'Job Characteristics' included twelve statements. The respondents were asked to rate it on a five point's Likert's scale. The table provided below explains the details of descriptive statistics of the variables related to job characteristics.

Table 5.9

One Sample t Test of Job Characteristics

Statements	Mean	t Statistic	P Value	Inference
My work in this organization is really encouraging and challenging.	3.996	178.745	0.000**	P<0.01 Significant
I am getting chances to exercise independent thoughts and actions.	3.993	145.667	0.000**	P<0.01 Significant
My job gives opportunity to learn new things.	3.993	145.667	0.000**	P<0.01 Significant
My job gives opportunity to be creative and imaginative in work.	3.993	145.667	0.000**	P<0.01 Significant
My job always gives opportunities for personal growth and worthwhile accomplishment.	4.007	256.351	0.000**	P<0.01 Significant
The job itself gives clues regarding whether or not I am performing well.	4.984	212.189	0.000**	P<0.01 Significant
A lot of other people can be affected by how well I am doing my work.	3.993	145.667	0.000**	P<0.01 Significant
I feel my job is very significant in this organization.	3.993	145.667	0.000**	P<0.01 Significant
A lot of complex as well as high level skills are required for performing my job.	3.991	137.970	0.000**	P<0.01 Significant
Doing the work required by the job gives me an opportunity to exhibit how well I am doing.	3.996	138.413	0.000**	P<0.01 Significant
I feel my job is simple but repetitive.	2.002	-439.00	0.000**	P<0.01 Significant
The job prevents me from exercising my personal initiative or judgment while performing the work.	3.005	0.632	0.528	P >0.05 Insignificant
Test Value = 3				**Significant at 1% level

Source: Primary Data

As seen from Table 5.9, the mean scores of all the statements are higher than the test value (3) except 'I feel my job is simple but repetitive' with a mean value of 2.002 only. P values are lower than 0.01 in all cases, except, 'the job prevents me from exercising my personal initiative or judgment while performing the work', hence it is concluded that the mean scores of the statements are significantly different than the test value (3). 'The job itself gives clues regarding whether or not I am performing well' scored the highest mean score ($t = 212.189$, $p < 0.01$, $\mu = 4.984$) followed by 'My job always give opportunities for personal growth and worthwhile accomplishment' ($t = 256.351$, $p < 0.01$, $\mu = 4.007$). The statement, 'I feel my job is simple but repetitive' scored the least mean score ($t = 145.667$, $p < 0.01$, $\mu = 3.993$).

5.7.2 Training, Development and Promotion

The variable training, development and promotion consists on eleven statements, all were measured on a five point's Likert's scale, where '1' indicates strongly disagree and '5' indicate strongly agree.

Table 5.10

One Sample t Test of Training, Development and Promotion

Statements	Mean	t Statistic	P Value	Inference
The organization gives utmost care for the career growth of the employees.	3.447	9.669	0.000**	P<0.01 Significant
The promotional policies of the organization are fair and equitable.	3.397	8.746	0.000**	P<0.01 Significant
I am getting adequate and timely training to do my job.	3.463	11.343	0.000**	P<0.01 Significant
Newly recruited employees are properly oriented towards their work.	3.523	11.610	0.000**	P<0.01 Significant
The organization always encourages employees for higher studies.	3.291	6.490	0.000**	P<0.01 Significant
The organization is trying to arrange refresher training programmes regularly for technical skill enhancement.	3.569	14.327	0.000**	P<0.01 Significant

Statements	Mean	t Statistic	P Value	Inference
The organization regularly arranges personality and skill development sessions.	3.463	11.680	0.000**	P<0.01 Significant
Training and development programmes provided in this organization helped me a lot in improving my performance.	3.435	10.790	0.000**	P<0.01 Significant
Organization's training and development programmes enabled me to change my outlook and helped in adapting new changes.	3.375	8.652	0.000**	P<0.01 Significant
Because of regular and convenient training programmes, I feel very much motivated.	3.156	3.211	0.000**	P<0.01 Significant
Training and development programmes in the organization help me to be equipped with the latest technologies and skills required for performing my job in its best way.	3.356	8.207	0.000**	P<0.01 Significant
Test value= 3		** Significant at 1% level		

Source: Primary Data

As seen from Table 5.10, the mean scores of all statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is concluded that the mean scores of statements related to 'Training, Development and Promotion' is significantly higher than the test value. From the table, it is identified that the statement, 'The organization is trying to arrange refresher training programmes regularly for technical skill enhancement' scored the highest mean score ($t = 14.327$, $p < 0.01$, $\mu = 3.569$) and the statement, 'Because of regular and convenient training programmes, I feel very much motivated' scored the lowest mean score ($t = 3.211$, $p < 0.01$, $\mu = 3.156$).

5.7.3 Quality of Work Life

The Exploratory Factor Analysis grouped seventeen statements into the factor 'Quality of Work Life'. Table 5.11 given below shows the details of mean scores and one sample t test on the factor 'Quality of Work Life'.

Table 5.11

One Sample t Test of Quality of Work Life

Statements	Mean	t Statistic	P Value	Inference
Organization has adequate policies regarding compensation on disablement or death etc.	4.278	39.316	0.000**	P<0.01 Significant
There is sufficient number of bathrooms, rest rooms, urinals etc., in the organization.	4.188	39.321	0.000**	P<0.01 Significant
Company is keeping first aid boxes.	4.222	40.851	0.000**	P<0.01 Significant
Company is providing necessary medical facilities to their employees.	4.271	42.394	0.000**	P<0.01 Significant
Safe and hygienic working environment is prevailing within the organization.	4.100	31.935	0.000**	P<0.01 Significant
Organization takes initiatives to minimize the risk of illness and other occupational diseases.	3.287	5.388	0.000**	P<0.01 Significant
Employees are provided with good food at subsidized rates.	3.539	13.682	0.000**	P<0.01 Significant
Company provides conveyance to employees.	3.607	12.907	0.000**	P<0.01 Significant
Company arranges accommodation for needy employees.	3.188	3.902	0.000**	P<0.01 Significant
Company provides extra amenities like crèches, playground, gymnasium etc., for their employees.	3.310	5.736	0.000**	P<0.01 Significant
I feel bored with the monotonous nature of the work in the organization.	3.187	-4.570	0.000**	P<0.01 Significant
Unfavourable posture during the work creates many health problems.	3.171	3.369	0.000**	P<0.01 Significant
Inconvenient duration of the work shift and working time leads to excessive strain among the employees.	3.009	.172	0.000**	P<0.01 Significant
Organization always tries to ensure clarity and transparency in communication.	3.361	8.556	0.000**	P<0.01 Significant
I have a strong sense of belongingness towards the organization.	3.477	10.559	0.000**	P<0.01 Significant
I have good work relations with peers, subordinates and supervisors.	4.067	29.296	0.000**	P<0.01 Significant
I have confidence and faith in the management of my organization.	3.574	12.517	0.000**	P<0.01 Significant
Test Value = 3			** Significant at 1% level	

Source: Primary Data

As observed from the Table 5.11, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases; hence it is

concluded that, the mean scores of statements are significantly higher than the test value. From the table, it is identified that the statement, ‘Organization has adequate policies regarding compensation on disablement or death etc.’ scored the highest mean ($t = 39.316$, $p < 0.01$, $\mu = 4.278$) and the statement, ‘Unfavourable posture during the work creates many health problems’ scored the lowest mean score ($t = 3.369$, $p < 0.01$, $\mu = 3.171$).

5.7.4 Compensation

The Exploratory Factor Analysis explored eight statements for the factor ‘Compensation’. The respondents were asked to rate it, on a five point’s Likert’s scale, where ‘1’ indicates strongly disagree and ‘5’ indicates strongly agree. Table 5.12 provides the details of one sample t test.

Table 5.12

One Sample t test of Compensation

Statements	Mean	t Statistic	Sig.	Inference
The company offers adequate and better pay to its employees.	3.341	7.600	0.000**	P<0.01 Significant
The company offers gratuity and other pension benefits to the employees at the end of the employment period.	3.619	13.933	0.000**	P<0.01 Significant
The company offers ample amount of contributions towards PF and other employee welfare schemes.	3.699	19.037	0.000**	P<0.01 Significant
Company provides medical and life insurance schemes for employees.	3.979	30.953	0.000**	P<0.01 Significant
The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off.	3.042	7.909	0.000**	P<0.01 Significant
Children's education allowances are offered by the company.	3.160	-1.170	0.000**	P<0.01 Significant
Company has the policy of sharing ownership and control through Employee Stock Option Schemes (ESOP).	3.181	-2.394	0.000**	P<0.01 Significant
Company provides maternity leave for women employees.	4.229	31.882	0.000**	P<0.01 Significant
Test Value= 3				**Significant at 1% level

Source: Primary Data

As observed from the Table 5.12, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases and hence it is concluded that the mean scores of the statements are significantly higher than the test value. From the table, it is identified that the statement, ‘Company provides maternity leave for women employees’ had the highest mean score ($t = 31.882$, $p < 0.01$, $\mu = 4.229$) and the statement, ‘The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off’ scored the lowest mean score ($t = 7.909$, $p < 0.01$, $\mu = 3.042$).

5.7.5 Leadership Practices

The researcher included seven statements in order to measure the factor ‘Leadership Practices’. Table 5.13 provides the details of one sample t test and descriptive statistics.

Table 5.13

One Sample t Test of Leadership Practices

Statements	Mean	t Statistic	P Value	Inference
My supervisor has the ability to win employees' trust.	3.724	16.806	0.000**	P<0.01 Significant
He/she is able to ensure the employees' involvement in problem solving.	3.762	19.198	0.000**	P<0.01 Significant
He/she always tries to exercise employee supportive practices.	3.762	19.611	0.000**	P<0.01 Significant
He/she always encourages open communication and whistle blowing from his subordinates.	3.650	15.888	0.000**	P<0.01 Significant
He/she always takes initiative for the employee well-being.	3.629	14.373	0.000**	P<0.01 Significant
He/she gives proper and adequate orientation to the workers.	3.631	15.476	0.000**	P<0.01 Significant
He/she is always willing to accept new and creative ideas and methods from employees.	3.801	19.208	0.000**	P<0.01 Significant
Test Value = 3	**Significant at 1% level			

Source: Primary Data

As seen from the Table 5.13, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is concluded that the mean scores of all the statements are significantly higher than the test value. From the table, it is identified that, the statement, ‘He/she is always willing to accept new and creative ideas and methods from employees has the highest mean score ($t = 19.208$, $p < 0.01$, $\mu = 3.801$) and the statement, ‘He/she always takes initiative for the employee well-being’ scored the lowest mean score ($t = 14.373$, $p < 0.01$, $\mu = 3.629$).

5.7.6 Work from Home

Based on the factor extracted from Exploratory Factor Analysis, the factor ‘work from home’ consisted of six statements. Table 5.14 given below gives the result of one sample t test and descriptive statistics.

Table 5.14

One Sample t Test of Work from Home

Statements	Mean	t Test	P Value	Inference
I prefer to work from home.	3.353	6.900	0.000**	P<0.01 Significant
It helps in having better work-life balance.	3.556	11.211	0.000**	P<0.01 Significant
Work from home increases quality of work.	3.084	1.800	0.000**	P<0.01 Significant
It increases loyalty.	3.241	5.347	0.000**	P<0.01 Significant
It reduces mental and physical stress.	3.561	11.283	0.000**	P<0.01 Significant
It saves time, money and energy.	3.858	18.748	0.000**	P<0.01 Significant
Test Value = 3		** Significant at 1% level		

Source: Primary Data

As seen from the Table 5.14, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is

concluded that the mean scores of the statements are significantly higher than the test value. From the table, it is identified that the statement, 'It saves time, money and energy' scored the highest mean score ($t = 18.748$, $p < 0.01$, $\mu = 3.858$) and the statement, 'Work from home increases quality of work' scored the lowest mean score ($t = 1.80$, $p < 0.01$, $\mu = 3.084$).

5.7.7 Work Place Proximity

The researcher incorporated five statements into the factor 'Work Place Proximity'. Table 5.15 provides the result of one sample t test and descriptive statistics.

Table 5.15

One Sample t Test of Work Place Proximity

Statements	Mean	t Statistic	P Value	Inference
I prefer work place at home town or neighbourhood of place of residence.	3.844	20.870	0.000**	P<0.01 Significant
It will improve the quality of work.	3.776	20.547	0.000**	P<0.01 Significant
It gives better work-life balance.	3.881	22.231	0.000**	P<0.01 Significant
It reduces the strain of journey.	3.960	24.519	0.000**	P<0.01 Significant
It helps to be more sincere and careful on work.	3.741	18.035	0.000**	P<0.01 Significant
Test Value = 3		**Significant at 1% level		

Source: Primary Data

As seen from Table 5.15, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases; hence it is concluded that, the mean scores of the statements are significantly higher than the test value. From the table, it is identified that, the statement, 'It reduces the strain of journey' scored the highest mean score ($t = 24.519$, $p < 0.01$, $\mu = 3.960$) and the

statement, 'It helps to be more sincere and careful on work' scored the lowest mean score ($t = 18.035$, $p < 0.01$, $\mu = 3.741$).

5.7.8 Organizational Operations and Policies

The factor organizational operations and policies' included five statements. The table provided below explains the details of one sample t test and descriptive statistics

Table 5.16

One Sample t Test of Organizational Operations and Policies

Statements	Mean	t Statistic	P Value	Inference
I prefer Indian companies with offshore projects.	3.172	1.502	0.000**	P<0.01 Significant
I prefer Indian companies with offshore projects from leading clients across the globe with potential onsite opportunities.	3.416	8.344	0.000**	P<0.01 Significant
I prefer MNC with origin outside India and projects from leading clients across the globe and the remuneration packages in their currency with IST working hours.	3.659	14.151	0.000**	P<0.01 Significant
I prefer MNC with projects from leading clients across the globe and international compensation plan but at home town or neighbourhood of place of residence with IST working hours.	3.720	16.675	0.000**	P<0.01 Significant
I prefer MNC with projects from leading clients across the globe with international compensation plan and am ready to transfer anywhere.	3.514	11.002	0.000**	P<0.01 Significant
Test Value = 3				**Significant at 1% level

Source: Primary Data

As seen from Table 5.16, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is concluded that the mean scores of all the statements are significantly higher than the test value. From the table, it is identified that, the statement, 'I prefer MNC with projects from leading clients across the globe and international compensation plan but at hometown or neighborhood of place of residence with IST working hours' scored the highest mean score ($t = 16.675$, $p < 0.01$, $\mu = 3.720$) and the statement, 'I prefer Indian companies with offshore projects' scored the lowest mean score ($t = 1.502$, $p < 0.01$, $\mu = 3.172$).

5.8 Structural Equation Modeling (SEM)

Structural equation modeling (SEM) technique was employed in the current research to test the proposed hypotheses. SEM is a statistical methodology that follows a confirmatory (i.e., hypothesis-testing) approach to the analysis of a structural theory proposed by the researcher bearing on some phenomenon (Byrne, 2001). While performing SEM, it tests simultaneously all proposed relationships in the hypothesized model which confirms the extent to which the model proposed in the study is consistent with the data.

In the SEM framework, the Root Mean Square Residual (RMR) shows the average residual value derived from the fitting of the variance-covariance matrix for the proposed model to the variance covariance matrix of the sample data collected (Byrne, 2001). However, it has been stated that these residuals are difficult to interpret due to its relation to the sizes of the observed variances and covariance. Considering this limitation, the Standardized Root Mean Square Residual (SRMR) were proposed, which represent the average value across all standardized residuals. In addition, it is very recently that RMSEA has been recognized as one of the most useful informative criteria in covariance structure modeling framework (Byrne, 2001). In addition, the other most frequently used goodness-of-fit measures grounded on direct assessment of the variance covariance matrices for the sample and model are the Normed Fit Index (NFI), the Non-Normed Fit Index (NNFI), the Comparative Fit Index (CFI), the Goodness-of-Fit

Index (GFI), the Adjusted Goodness-of-Fit Index (AGFI), the Parsimony-adjusted Goodness of- Fit Index (PGFI) etc. Among the stated direct assessment measures, the normed fit index (NFI) is considered as a practical criterion for evaluation of proposed model fit. However, there exists some limitation of the same, because it has a tendency to underestimate fit in small samples (Byrne, 2001). Bentler and Bonnett (1980) developed the Non-Normed Fit Index (NNFI), also known as the Tucker-Lewis Index (TLI) which generally shows the disadvantage of the NFI which is affected by sample size. In addition, CFI was also formulated by Bentler (1990) from NFI to take sample size into account. The another measure, Goodness-of-Fit Index (GFI) is a measure of the relative amount of variance and covariance matrix of the sample data that is jointly explained by the variance and covariance matrix for the hypothesized model (Byrne, 2001).

The AGFI has the benefit of adjusting for the number of degrees of freedom contained in the model, which makes the AGFI unique from the GFI. Both GFI and AGFI indices range from zero to 1.00, where the values close to 1.00 being indicative of good fit of the model. The measure, Parsimony-adjusted Goodness-of-Fit Index (PGFI) takes into account the complexity of the hypothesized model proposed for the assessment of overall model fit (Byrne, 2001), which was modified later based on GFI and NFI. It is hard to decide which global indices to use for reporting results of model fitting; thus it is necessary to consider multiple criteria in evaluating a model (Bagozzi & Yi, 1998; Schermelleh-Engel et al., 2003). Based on the prior literature, here in this study the researcher designed SEM as the appropriate technique, because it can take care of multiple dependence relationships such as those investigated in the present research. In addition, the technique of SEM was used and preferred in this research, to determine if the estimated population covariance matrix of the proposed model was consistent with the observed covariance matrix. To examine the same, we used AMOS software package due to its user friendliness. In addition, AMOS can also link data directly to SPSS platform and provides a very user friendly graphical user interface that allows the researcher to configure path diagrams, calculate the necessary model fit, and estimate required parameters.

In this study, the researcher used Structural Equation Modeling techniques in order to measure the impact of antecedents of organization commitment on the level of organizational commitment. For this, the study framed three structural equation models.

5.8.1 Influence of Antecedents of Organizational Commitment on Affective Commitment

In order to assess the impact of Antecedents of Organization Commitment on the level of organizational commitment, the study fixed the following hypotheses:

H₀ 22: There is no significant relationship between job characteristics and affective commitment

H₀ 23: There is no significant relationship between training, development and promotion and affective commitment

H₀ 24: There is no significant relationship between quality of work life and affective commitment

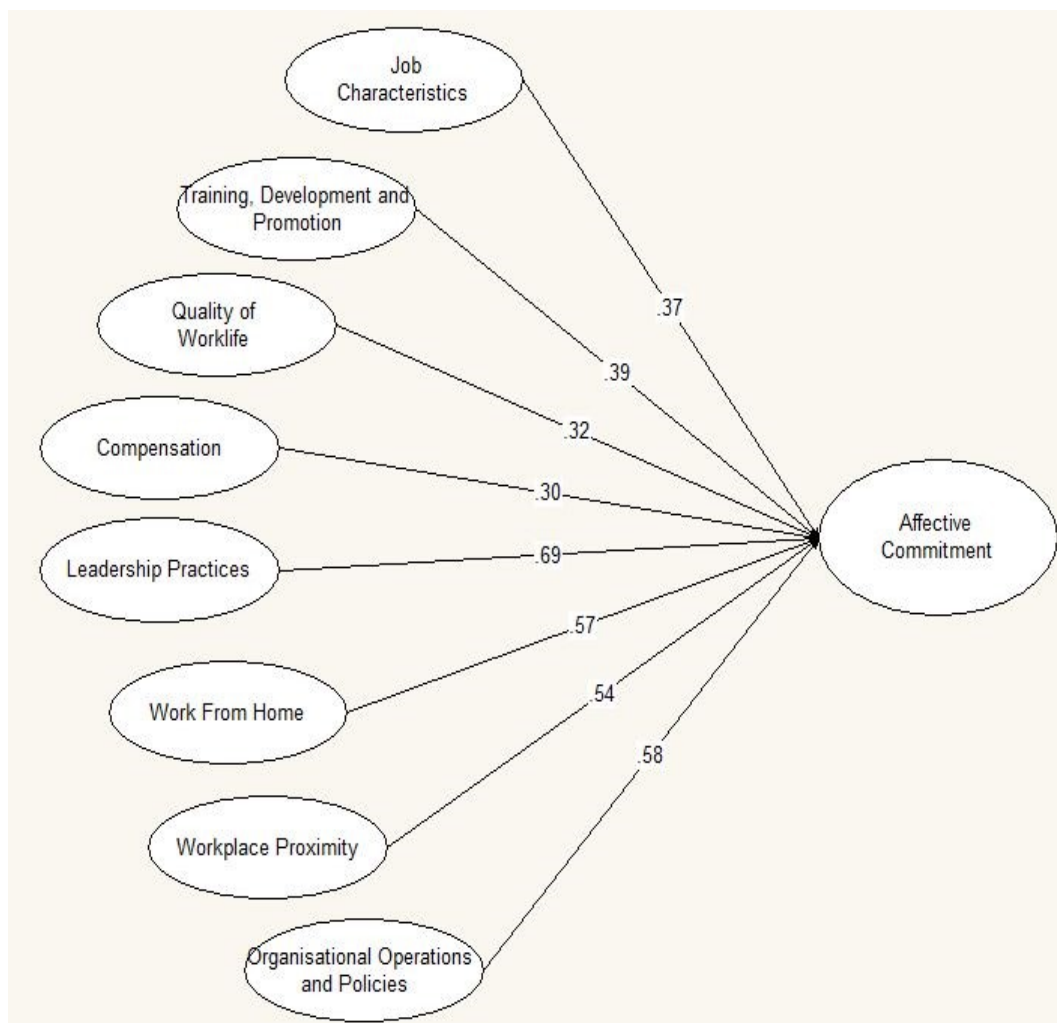
H₀ 25: There is no significant relationship between compensation and affective commitment

H₀ 26: There is no significant relationship between leadership practices and affective commitment

H₀ 27: There is no significant relationship between work from home and affective commitment

H₀ 28: There is no significant relationship between work place proximity and affective commitment

H₀ 29: There is no significant relationship between organizational operations and policies and affective commitment

Figure 5.2**Structural Equation Model of the Antecedents of Organizational Commitment on Affective Commitment**

As shown in figure 5.2, the study found a satisfactory fit of the structural model.

Table 5.17

**Goodness of Fit Indices of the Structural Equation Model: Antecedents of
Organizational Commitment on Affective Commitment**

Fit Indices	Estimated Values	Recommended Value of Good Fit
CMIN/DF	2.521	< 3
CFI	0.937	> 0.90
GFI	0.932	> 0.90
TLI	0.929	> 0.90
NFI	0.927	> 0.90
RMSEA	0.038	< 0.05

Source: Primary Data

Table 5.17 shows the goodness of fit indices of the Structural Equation Model of Antecedents of Organizational Commitment to Affective Commitment. CMIN/DF = 2.521; Comparative Fit Index: CFI = 0.937; Goodness of Fit Index: GFI = 0.932; Tucker- Lewis Index: TLI = 0.929; Normed Fit Index: NFI = 0.927; Root Mean Square Error of Approximation: RMSEA = 0.038. All these fit indices indicated that, the collected data fit to the model well, and therefore the current model can be used to test the proposed hypotheses of the study.

Further, the study examined the path coefficients to test the proposed set of study hypotheses. While checking the path coefficients, it was found that, all the estimated path coefficients followed the researcher's expectation with regard to direction and magnitude. Table 5.18 given below provides the estimated path coefficients derived from the model.

Table 5.18

**Test of Hypotheses- Antecedents of Organizational Commitment on Affective
Commitment**

Endogenous Variable	Exogenous Variables	Std Estimate	P value	Hypothesis Status
Job Characteristics →	Affective Commitment	.37	0.000**	P<0.01 Significant Reject H ₀ 22
Training, Development and Promotion →	Affective Commitment	.39	0.000**	P<0.01 Significant Reject H ₀ 23
Quality of Work Life →	Affective Commitment	.32	0.000**	P<0.01 Significant Reject H ₀ 24
Compensation →	Affective Commitment	.30	0.000**	P<0.01 Significant Reject H ₀ 25
Leadership Practices →	Affective Commitment	.69	0.000**	P<0.01 Significant Reject H ₀ 26
Work from Home →	Affective Commitment	.57	0.000**	P<0.01 Significant Reject H ₀ 27
Work Place Proximity →	Affective Commitment	.54	0.000**	P<0.01 Significant Reject H ₀ 28
Organizational Operations and Policies →	Affective Commitment	.58	0.000**	P<0.01 Significant Reject H ₀ 29

Source: Primary Data

As seen from the analysis, the p values of all the relationships are lower than 0.01. Hence all the hypothesis fitted in this model are rejected. It implies that, there exist significant positive relationships between the variables. Among the variables, 'Leadership Practices' had the highest influence on Affective Commitment ($\beta = 0.69$, $p < 0.01$), which is followed by 'Organizational Operations and Policies' ($\beta = 0.58$, $p < 0.01$) and 'Work from Home' ($\beta = 0.57$, $p < 0.01$).

5.8.2 Influence of Antecedents of Organizational Commitment on Continuance Commitment

In order to assess the impact of Antecedents of Organization Commitment on the Continuance Commitment, the study fixed the following hypotheses.

H₀ 30: There is no significant relationship between job characteristics and continuance commitment

H₀ 31: There is no significant relationship between training, development and promotion and continuance commitment

H₀ 32: There is no significant relationship between quality of work life and continuance commitment

H₀ 33: There is no significant relationship between compensation and continuance commitment

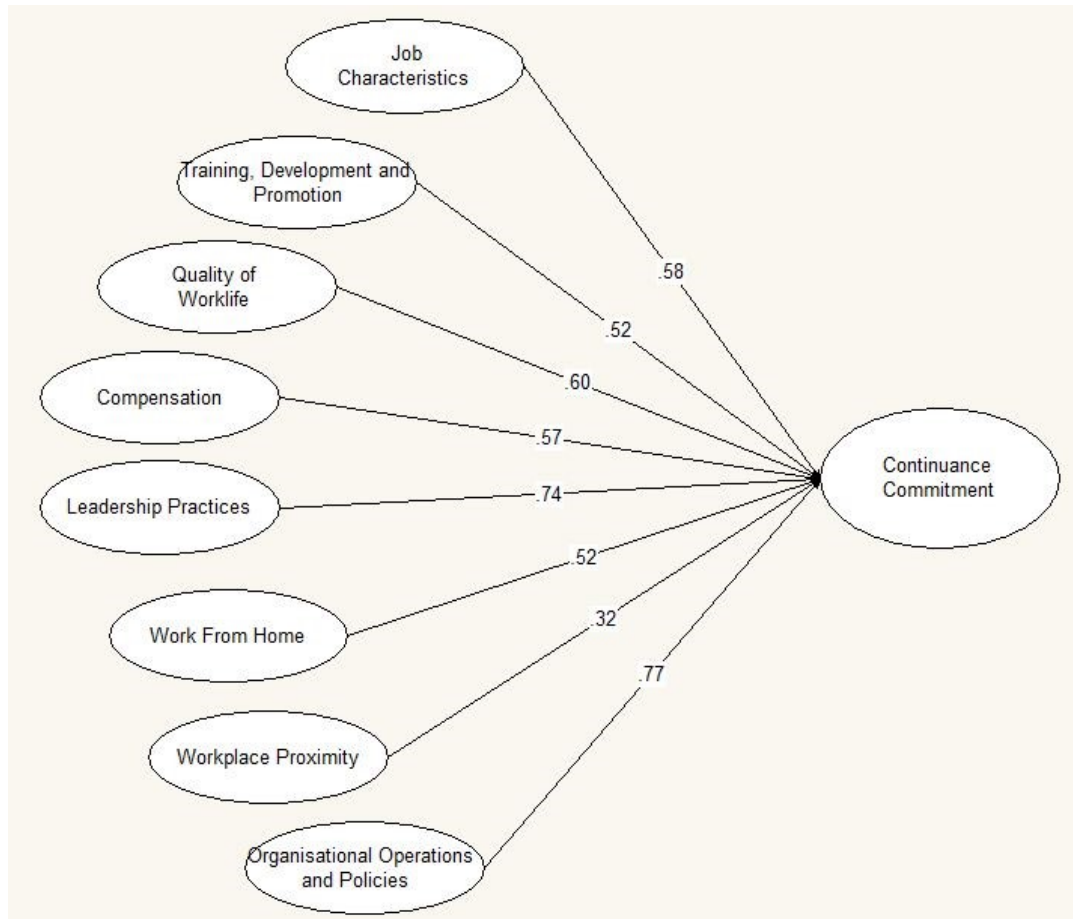
H₀ 34: There is no significant relationship between leadership practices and continuance commitment

H₀ 35: There is no significant relationship between work from home and continuance commitment

H₀ 36: There is no significant relationship between work place proximity and continuance commitment

H₀ 37: There is no significant relationship between organizational operations and policies and continuance commitment

Figure 5.3
Structural Equation Model of the Antecedents of Organizational
Commitment on Continuance Commitment



As shown in the figure above, the study found a satisfactory fit of the structural model [CMIN/DF = 1.789; Comparative Fit Index: CFI = 0.930; Goodness of Fit Index: GFI = 0.927; Tucker-Lewis Index: TLI = 0.922; Normed Fit Index: NFI = 0.924; Root Mean Square Error of Approximation: RMSEA = 0.045]. All these fit indices indicated that the collected data fit to the model well, and therefore the current model can be used to test the proposed hypotheses of the study.

Table 5.19
Goodness of Fit-Indices of the Structural Model: Antecedents of
Organizational Commitment on Continuance Commitment

Fit Indices	Estimated Values	Recommended Value of Good Fit
CMIN/DF	1.789	< 3
CFI	0.930	>0.90
GFI	0.927	>0.90
TLI	0.922	>0.90
NFI	0.924	>0.90
RMSEA	0.045	<0.05

Source: Primary Data

Further, the study examined the path coefficients to test the proposed set of study hypotheses. While checking the path coefficients, it was found, that all the estimated path coefficients followed the researchers' expectation with regard to direction and magnitude. Table 5.20 given below provides the estimated path coefficients derived from the model.

Table 5.20
Test of Hypotheses- Antecedents of Organizational Commitment on
Continuance Commitment

Endogenous Variable	Exogenous Variables	Std. Estimate	P value	Hypothesis Status
Job Characteristics →	Continuance Commitment	.58	0.000	P<0.01 Significant Reject H ₀ 30
Training, Development and Promotion →	Continuance Commitment	.52	0.000	P<0.01 Significant Reject H ₀ 31
Quality of Work Life →	Continuance Commitment	.60	0.000	P<0.01 Significant Reject H ₀ 32
Compensation →	Continuance Commitment	.57	0.000	P<0.01 Significant Reject H ₀ 33
Leadership Practices →	Continuance Commitment	.74	0.000	P<0.01 Significant Reject H ₀ 34
Work from Home →	Continuance Commitment	.52	0.000	P<0.01 Significant Reject H ₀ 35
Work Place Proximity →	Continuance Commitment	.32	0.000	P<0.01 Significant Reject H ₀ 36
Organizational Operations and Policies →	Continuance Commitment	.77	0.000	P<0.01 Significant Reject H ₀ 37

Source: Primary Data

As seen from the Table 5.20, the p values of all the relationships are lower than 0.05. Hence all the hypothesis fitted in this model are rejected. It implies that there exists significant positive relationships between variables. Among the variables, 'Organizational Operations and Policies' had the highest influence on Continuance Commitment ($\beta = 0.77$, $p < 0.01$), which is followed by 'Leadership Practices' ($\beta = 0.74$, $p < 0.01$), and 'Quality of Work Life' ($\beta = 0.60$, $p < 0.01$).

5.8.3 Influence of Antecedents of Organizational Commitment on Normative Commitment

In order to assess the impact of Antecedents of Organizational Commitment on the Normative Commitment, the study set the following hypotheses.

H₀ 38: There is no significant relationship between job characteristics and normative commitment

H₀ 39: There is no significant relationship between training, development and promotion and normative commitment

H₀ 40: There is no significant relationship between quality of work life and normative commitment

H₀ 41: There is no significant relationship between compensation and normative commitment

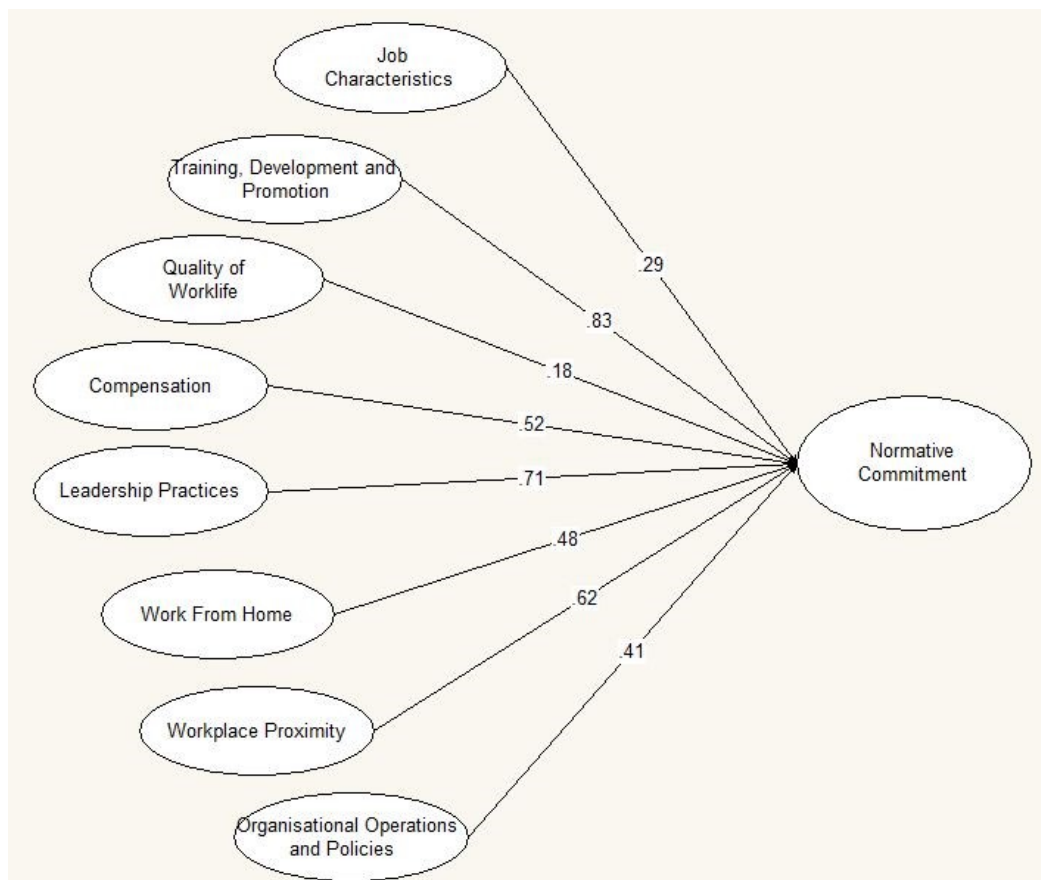
H₀ 42: There is no significant relationship between leadership practices and normative commitment

H₀ 43: There is no significant relationship between work from home and normative commitment

H₀ 44: There is no significant relationship between work place proximity and normative commitment

H₀ 45: There is no significant relationship between organizational operations and policies and normative commitment

Figure 5.4
Structural Equation Model of the Antecedents of Organizational
Commitment on Normative Commitment



As shown in the figure above, the study found a satisfactory fit of the Structural Model [CMIN/DF = 0.989; Comparative Fit Index: CFI = 0.924; Goodness of Fit Index: GFI = 0.918; Tucker-Lewis Index: TLI = 0.927; Normed Fit Index: NFI = 0.922; Root Mean Square Error of Approximation: RMSEA = 0.049]. All these fit indices indicated that, the collected data fit to the model well, and therefore the current model can be used to test the proposed hypotheses of the study.

Table 5.21
Goodness of Fit-Indices of the Structural Model: Antecedents of
Organizational Commitment on Normative Commitment

Fit Indices	Estimated Values	Recommended Value of Good Fit
CMIN/DF	0.989	< 3
CFI	0.924	>0.90
GFI	0.918	>0.90
TLI	0.927	>0.90
NFI	0.922	>0.90
RMSEA	0.049	<0.05

Source: Primary Data

Further, the study examined the path coefficients, to test the proposed set of study hypotheses. While checking the path coefficients, it was found that, all the estimated path coefficients followed the researcher's expectation with regard to direction and magnitude. Table given below provides the estimated path coefficients derived from the model.

Table 5.22

**Test of Hypotheses- Antecedents of Organizational Commitment on
Normative Commitment**

Endogenous Variable		Exogenous Variables	Std Estimate	P value	Hypothesis Status
Job Characteristics	→	Normative Commitment	.29	0.000	P<0.01 Significant Reject H ₀ 38
Training, Development and Promotion	→	Normative Commitment	.83	0.000	P<0.01 Significant Reject H ₀ 39
Quality of Work Life	→	Normative Commitment	.18	0.000	P<0.01 Significant Reject H ₀ 40
Compensation	→	Normative Commitment	.52	0.000	P<0.01 Significant Reject H ₀ 41
Leadership Practices	→	Normative Commitment	.71	0.000	P<0.01 Significant Reject H ₀ 42
Work from Home	→	Normative Commitment	.48	0.000	P<0.01 Significant Reject H ₀ 43
Work Place Proximity	→	Normative Commitment	.62	0.000	P<0.01 Significant Reject H ₀ 44
Organizational Operations and Policies	→	Normative Commitment	.41	0.000	P<0.01 Significant Reject H ₀ 45

Source: Primary Data

As seen from Table 5.22, the p values of all the relationships are lower than 0.05. Hence all the hypothesis fitted in this model are rejected. It implies that, there exist significant positive relationships between variables. Among the variables,

‘Training, Development and Promotion’ has the highest influence on Normative Commitment ($\beta = 0.83$, $p < 0.01$), which is followed by ‘Leadership Practices’ ($\beta = 0.71$, $p < 0.01$) and ‘Work Place Proximity’ ($\beta = 0.62$, $p < 0.01$). All the relations tested on the above figure are significant and positive.

Table 5.23

Summary of Objective 2

S.no	Independent Variable	Levels of Organizational Commitment (Dependent Variables)		
		Standardized Estimates		
		Affective Commitment	Continuance Commitment	Normative Commitment
1	Job Characteristics	.37	.58	.29
2	Training, Development and Promotion	.39	.52	.83
3	Quality of Work Life	.32	.60	.18
4	Compensation	.30	.57	.52
5	Leadership Practices	.69	.74	.71
6	Work from Home	.57	.52	.48
7	Work Place Proximity	.54	.32	.62
8	Organizational Operations and Policies	.58	.77	.41

Source: Primary Data

Table 5.23 summarizes the result of analysis of objective 2. For objective 2, the study fixed twenty four hypotheses; all were significant and hence rejected at one percent level of significance. Among the variables, ‘Leadership Practices’ had the highest influence on Affective Commitment ($\beta = 0.69$, $p < 0.01$), which is followed by ‘Organizational Operations and Policies’ ($\beta = 0.58$, $p < 0.01$) and ‘Work from Home’ ($\beta = 0.57$, $p < 0.01$). In case of Continuance Commitment, the highest influencing variable is ‘Organizational Operations and Policies’ ($\beta = 0.77$, $p < 0.01$), which is followed by ‘Leadership Practices’ ($\beta = 0.74$, $p < 0.01$) and

‘Quality of Work Life’ ($\beta = 0.60, p < 0.01$). ‘Training, Development and Promotion’ has the highest influence on Normative Commitment ($\beta = 0.83, p < 0.01$), which is followed by ‘Leadership Practices’ ($\beta = 0.71, p < 0.01$) and ‘Work Place Proximity’ ($\beta = 0.62, p < 0.01$).

5.9 Conclusion

In this chapter, the researcher has explained the detailed data analysis process conducted to test the proposed study hypotheses. The study detailed the results of Exploratory Factor Analyses to examine the underlying relationships between measured variables. Further, measurement model testing was conducted through Confirmatory Factor Analysis, to check the reliability and validity of the scale measures. The results revealed a significant relationship between Organizational Commitment and the Antecedents. Affective Commitment of the employees of Information Technology Parks in Kerala is highly influenced by the Leadership Practices adopted by their superiors or managers. Compensation is the least influencing factor of Affective Commitment among the respondents. The most influencing factor with respect to Continuance Commitment is Organizational Operations and Policies. The least influencing factor with respect to Continuance Commitment is Work Place Proximity. Normative Commitment is highly influenced by the Leadership Practices of the superiors or managers. Among the Antecedent variables, Quality of Work Life has lesser influence on the Normative Commitment of the employees of Information Technology parks in Kerala.

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Chapter 6

Consequences of Organizational Commitment among the Employees of Information Technology Parks in Kerala

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6.1 Introduction

The previous chapter has analysed the Antecedents of Organizational Commitment. This chapter is dealing with the fourth and fifth objectives of the study, i.e., to identify the Consequences of Organizational Commitment among the employees of the Information Technology Parks in Kerala and to formulate a model of Overall Antecedents and Consequences of Organizational Commitment. The chapter is divided into two sections. Section I deals with the fourth objective of the study. It is again divided into two parts. Part I deals with the scale validation of the measurement scale used to study the ‘Consequences of Organizational Commitment’ and Part II deals with the analysis of the data. Section II deals with the fifth objective of the study. For this, the study used Exploratory Factor Analysis, Confirmatory Factor Analysis, Convergent Validity, Discriminant Validity, Reliability, Skewness and Kurtosis, One Sample t test and Structural Equation Modeling.

Objective 4: To identify the Consequences of Organizational Commitment among the employees of Information Technology Parks in Kerala.

Part I: Scale Validation- Consequences of Organizational Commitment

6.2 Exploratory Factor Analysis (EFA)

The researcher used 54 statements in order to measure the factor ‘Consequences of Organizational Commitment’. All were measured on a Five Point Likert’s Scale.

Table 6.1

KMO and Bartlett's Test of Sampling Adequacy- Consequences of Organizational Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.786
Bartlett's Test of Sphericity	Approx. Chi-Square	28325.949
	Df	1431
	Sig.	0.000

Source: Primary Data

Table 6.1 shows the results of two tests, Kaiser- Meyer- Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity. Since the KMO value was 0.786, it was considered as adequate. The Bartlett's Test of Sphericity value (28325.949, Df=1431) was less than 0.05 and hence, significant and recommended for Factor Analysis. The factors analysed are Job Satisfaction, Job Performance, Organizational Citizenship Behaviour, Motivation and Absenteeism and Attrition. Factor loadings of the statements used along with Factor loadings and Variance are given in Table 6.2.

Table 6.2

Clustering of Consequences of Organizational Commitment

Factor	Statements	Rotated Factor Loadings
<p>Factor 1 Job Satisfaction 21.67% Of Variance</p>	I like my job in this organization.	.93
	There exists a balance between my ability and my job itself.	.96
	Company offers fair pay for fair job.	.78
	The pay structure in my organization meets the industry standards.	.91
	My salary is appropriate to my abilities and skills.	.85
	I am satisfied with incentives and bonus schemes of the organization.	.79
	I am satisfied with the fringe benefits, perks and allowances.	.86
	I am satisfied with the employee welfare schemes of the organization.	.79
	I feel safe as the organization offers a very high job security.	.72
	Company's promotion policies are very much transparent.	.75
	Company's promotion policies are based on achievements of the employees.	.78
	Training and development programmes of the organization lead to proper and planned career advancement.	.77

Factor	Statements	Rotated Factor Loadings
	I am happy with the team work of my fellow workers.	.70
	I have a very good relation with my superiors, subordinates and peers.	.90
	I am satisfied with the general working conditions of the organization.	.95
	I am able to meet my targets in due time.	.67
Factor 2 Job Performance 14.76% of Variance	I am regularly attending the organization.	.95
	I have a strong emotional attachment with my job.	.92
	I am willing to continue my present job.	.88
	I am ready to do all the tasks that are expected by the organization from me.	.85
	I always meet formal performance requirements of the job.	.83
	I am involving in activities that are relevant to the yearly performance assessment.	.79
	I fail to perform essential duties.	.76
	I have a high degree of job involvement.	.86
Factor 3 Organizational Citizenship Behavior 12.68% of Variance	I am always completing assigned duties.	.94
	I do not take extra time for breaks.	.92
	I am obedient to the organization's rules.	.95
	I often work beyond office hours, even though not being asked to.	.93
	I am always complaining about things that are not important.	.91
	I try to prevent myself from creating problems for my co-workers.	.82
	I am aware of how my behavior affects other people's job.	.85
	I read and follow all announcements, memos, messages and others given out by the organization.	.81
	I keep myself up-to-date with changes in the organization.	.74
I help others who have heavy work load.	.72	

Factor	Statements	Rotated Factor Loadings
	I help others who have problem with others.	.76
	I always try to make innovative suggestion to improve the organization.	.76
	I always find fault with what the organization is doing.	.77
	I help to maintain the organization's image.	.68
	I have concern with organization's sustainability.	.69
	I always pay attention to matters that are positive rather than that are negative.	.74
	I am tolerant to less identical situations in the work place.	.73
	I never blame team members for the failure of my team.	.69
Factor 4 Motivation 10.79% of Variance	I have a lower amount of work stress.	.92
	I always enjoy esteem/ image of being an employee of the organization.	.91
	My accountability has been increased.	.93
	I am feeling less emotional exhaustions and de-personalization.	.88
	I am willing to undertake more challenging jobs.	.85
	The work environment in this organization makes jobs and career appear happier.	.90
	At present, I have only a lower intention to quit.	.82
	I am feeling a high degree of intrinsic motivation in this organization.	.79
Factor 5 Absenteeism and Attrition 9.24% of Variance	I am always pursuing other attractive opportunities.	.96
	I am frequently taking leaves.	.94
	I have only a lower expectation from the present job.	.88
	If I get a better offer from other organization, I will definitely leave my present organization.	.77
Total Variance Explained 69.14%		

Source: Primary Data

The items re-organized based on the factor analysis were theoretically justified as correlations among reflective measures are expected and so there can be possibility of respondents having a different factor perception for certain indicators. Five factors were derived in the final factor analysis, consisting of 54 statements; all showed higher loadings of above 0.5. Table 6.2 provides name of the factors along with items, factor loadings and percentage of variance explained. Compared with the intended measurement scales, the factor analysis results met the theory very well. It explains 69.14 percentage of the variance.

The first sixteen statements related to the Consequences of Organizational Commitment were clustered together as Factor 1 (Job Satisfaction) with 21.67% of variance. Another eight statements of consequences of organizational commitment were grouped as Factor 2 (Job Performance) with a variance of 14.76%. Next eighteen statements are formed together as Factor 3 (Organizational Citizenship Behavior) with variance 12.68%. The next eight statements of consequences of organizational commitment were clustered together to form Factor 4 (Motivation) with variance 10.79% and last four statements of consequences of organizational commitment were grouped together to form Factor 5 (Absenteeism and Attrition) with variance 9.24%.

The next step was to conduct a Confirmatory Factor Analysis for the Consequences of Organizational Commitment identified from the Exploratory Factor Analysis to assess whether the factor generated from Exploratory Factor Analysis has the same underlying structure as the intended measurement structure.

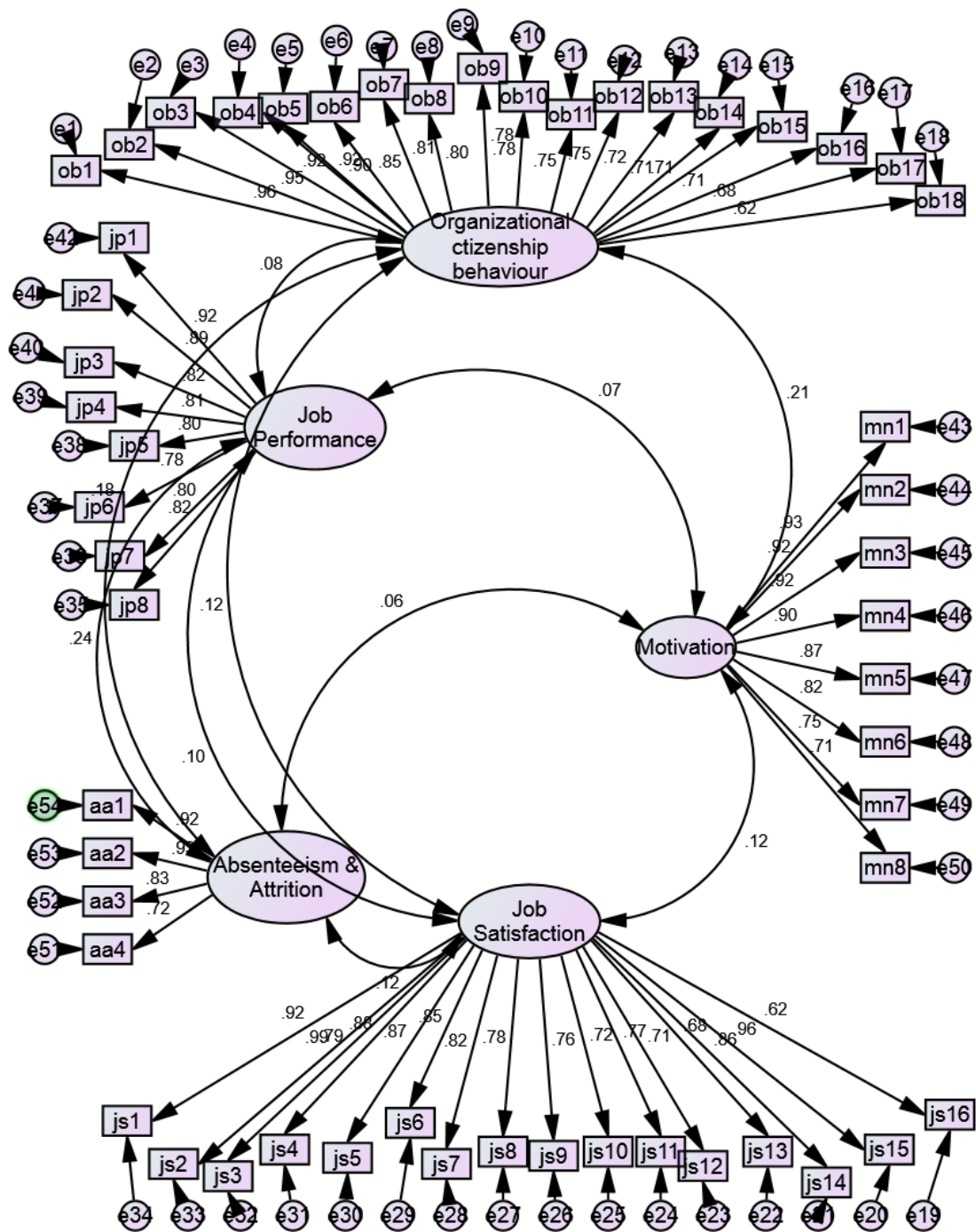
6.3 Confirmatory Factor Analysis for the Consequences of Organizational Commitment

The Confirmatory Factor Analysis (CFA) on the construct, Consequences of Organizational Commitment, consisted of five factors and fifty four statements, which we have seen earlier in Table 6.2. Figure 6.1 shows the measurement model of the Consequences of Organizational Commitment. It is identified from the figure that, the loading patterns of the factors suggest a strong association among the parameters and all these variables are found to be contributing to the

Consequences of Organizational Commitment among the employees of Information Technology Parks in Kerala.

Figure 6.1

Measurement Model of the Consequences of Organizational Commitment



It is identified from the Figure 6.1 that, the loading patterns of the factors suggest a strong association among the factors and it is found that all these factors are to be contributing to the Consequences of Organizational Commitment of the employees of the Information Technology Parks in Kerala. From the tested measurement model, it is found that all the factors have scored beta coefficient values larger than 0.5, which indicate strong loadings among the items in each factor and have statistically confirmed the explored factor structure.

Table 6.3

Model Fit Indices- Consequences of Organizational Commitment

Variable	CMIN/DF	CFI	GFI	TLI	NFI	RMSEA
Measurement model	1.885	.918	.937	.921	.921	0.051
Standard	< 3	>0.9	>0.9	>0.9	>0.9	<0.08

Source: Primary Data

The data were found free from missing values and outliers. The model with five constructs and fifty four variables was suggesting good fit in the first estimate as mentioned in the Table 6.3. Compared with the generally accepted model fit standards, the test outcomes seemed to fit the measurement model. The CMIN/DF is 1.885 which is less than the standard value of 3. RMSEA of between 0.08 and 0.10 provides a mediocre fit and below 0.08 shows a good fit (MacCallum et al, 1996). Here the RMSEA is 0.051, suggesting a close fit between the empirical data and the measurement model; it explains 93.7% of the data variance-covariance (GFI=0.937); it achieved a good balance between theoretical simplicity and explanation power (NFI=0.921, CFI=0.918, TLI=0.921).

Table 6.4
Factors and Reliability of Consequences of Organizational Commitment

Factors	No. of items	Cronbach's alpha	Overall Cronbach's alpha
Job Satisfaction	16	.798	.876
Job Performance	8	.905	
Organizational Citizenship Behavior	18	.859	
Motivation	8	.912	
Absenteeism and Attrition	4	.824	

Source: Primary Data

The details of the construct, 'Consequences of Organizational Commitment', after conducting Confirmatory Factor Analysis (CFA) are given in Table 6.4. The overall reliability of the scale was 0.876.

Validation of the Measurement Scale

6.4 Convergent validity: All the fifty four statements, grouped under the factors, Job Satisfaction, Job Performance, Organizational Citizenship Behaviour, Motivation and Absenteeism and Attrition were tested for Convergent Validity, using the Beta Coefficient values. All the item loadings towards the latent variables are above 0.5 and are significant at $p < 0.05$ and thus establishes Convergent Validity as shown in Table 6.5.

Table 6.5
Testing of Convergent Validity of Consequences of Organizational
Commitment

Factors	Statements	Beta Coefficient	Sig.
Job Satisfaction	I like my job in this organization.	.92	<.05
	There exists a balance between my ability and my job itself.	.99	<.05
	Company offers fair pay for fair job.	.79	<.05
	The pay structure in my organization meets the industry standards.	.88	<.05
	My salary is appropriate to my abilities and skills.	.87	<.05
	I am satisfied with incentives and bonus schemes of the organization.	.85	<.05
	I am satisfied with the fringe benefits, perks and allowances.	.82	<.05
	I am satisfied with the employee welfare schemes of the organization.	.78	<.05
	I feel safe as the organization offers a very high job security.	.76	<.05
	Company's promotion policies are very much transparent.	.72	<.05
	Company's promotion policies are based on achievements of the employees.	.77	<.05
	Training and development programmes of the organization lead to proper and planned career advancement.	.71	<.05
	I am happy with the team work of my fellow workers.	.68	<.05
	I have a very good relation with my superiors, subordinates and peers.	.86	<.05
	I am satisfied with the general working conditions of the organization.	.96	<.05

Factors	Statements	Beta Coefficient	Sig.
	I am able to meet my targets in due time.	.62	<.05
Job Performance	I am regularly attending the organization.	.92	<.05
	I have a strong emotional attachment with my job.	.89	<.05
	I am willing to continue my present job.	.82	<.05
	I am ready to do all the tasks that are expected by the organization from me.	.81	<.05
	I always meet formal performance requirements of the job.	.80	<.05
	I am involving in activities that are relevant to the yearly performance assessment.	.78	<.05
	I fail to perform essential duties.	.80	<.05
	I have a high degree of job involvement.	.82	<.05
Organizational Citizenship Behavior	I am always completing assigned duties.	.96	<.05
	I do not take extra time for breaks.	.95	<.05
	I am obedient to the organization's rules.	.92	<.05
	I often work beyond office hours, even though not being asked to.	.92	<.05
	I am always complaining about things that are not important.	.90	<.05
	I try to prevent myself from creating problems for my co-workers.	.85	<.05
	I am aware of how my behavior affects other people's job.	.81	<.05
	I read and follow all announcements, memos, messages and others given out by the organization.	.80	<.05
	I keep myself up-to-date with changes in the organization.	.78	<.05
	I help others who have heavy work load.	.78	<.05
	I help others who have problem with others.	.75	<.05

Factors	Statements	Beta Coefficient	Sig.
	I always try to make innovative suggestion to improve the organization.	.75	<.05
	I always find fault with what the organization is doing.	.72	<.05
	I help to maintain the organization's image.	.71	<.05
	I have concern with organization's sustainability.	.71	<.05
	I always pay attention to matters that are positive rather than that are negative.	.71	<.05
	I am tolerant to less identical situations in the work place.	.68	<.05
	I never blame team members for the failure of my team.	.62	<.05
Motivation	I have a lower amount of work stress.	.93	<.05
	I always enjoy esteem/ image of being an employee of the organization.	.92	<.05
	My accountability has been increased.	.92	<.05
	I am feeling less emotional exhaustions and depersonalization.	.90	<.05
	I am willing to undertake more challenging jobs.	.87	<.05
	The work environment in this organization makes jobs and career appear happier.	.82	<.05
	At present, I have only a lower intention to quit.	.75	<.05
I am feeling a high degree of intrinsic motivation in this organization.	.71	<.05	
Absentecism and Attrition	I am always pursuing other attractive opportunities.	.92	<.05
	I am frequently taking leaves.	.93	<.05
	I have only a lower expectation from the present job.	.83	<.05
	If I get a better offer from other organization, I will definitely leave my present organization.	.79	<.05

Source: Primary Data

6.5 Discriminant Validity: Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, Correlation of 0.85 or higher indicates poor Discriminant Validity in Structural Equation Modeling (David 1998). None of the constructs had correlation above 0.85 as shown in Table 6.6. The results suggested adequate Discriminant Validity of the measurement.

Table 6.6

Testing of Discriminant Validity of Consequences of Organizational Commitment

Relationship	Correlation	P value
Job Satisfaction ↔ Job Performance	.10	<0.05
Job Satisfaction ↔ Organizational Citizenship Behavior	.12	<0.05
Job Satisfaction ↔ Motivation	.12	<0.05
Job Satisfaction ↔ Absenteeism and Attrition	.12	<0.05
Job Performance ↔ Organizational Citizenship Behavior	.08	<0.05
Job Performance ↔ Motivation	.07	<0.05
Job Performance ↔ Absenteeism and Attrition	.24	<0.05
Organizational Citizenship Behavior ↔ Motivation	.21	<0.05
Organizational Citizenship Behavior ↔ Absenteeism and Attrition	.18	<0.05
Motivation ↔ Absenteeism and Attrition	.06	<0.05

Source: Primary Data

6.6 Normality: Skewness and Kurtosis are the well-known measures of normality. Hence, the researcher has tested the normality of the data using the Skewness and Kurtosis. The results of the analysis are compiled and shown in Table 6.7.

Table 6.7

Skewness and Kurtosis - Consequences of Organizational Commitment

Statements	Skewness Statistic	Kurtosis Statistic
I like my job in this organization.	-.994	1.469
There exists a balance between my ability and my job itself.	-.611	.547
Company offers fair pay for fair job.	-.555	.221
The pay structure in my organization meets the industry standards.	-.311	-.709
My salary is appropriate to my abilities and skills.	-.347	-.476
I am satisfied with incentives and bonus schemes of the organization.	-.181	-.609
I am satisfied with the fringe benefits, perks and allowances.	-.108	-.757
I am satisfied with the employee welfare schemes of the organization.	-.421	.001
I feel safe as the organization offers a very high job security.	-.345	-.604
Company's promotion policies are very much transparent.	-.472	-.430
Company's promotion policies are based on achievements of the employees.	-.594	.196
Training and development programmes of the organization lead to proper and planned career advancement.	-.343	.285
I am happy with the team work of my fellow workers.	-.524	.272
I have a very good relation with my superiors, subordinates and peers.	-.327	-.160
I am satisfied with the general working conditions of the organization.	-.748	.975
I am able to meet my targets in due time.	-.279	.045
I am regularly attending the organization.	-.164	.459
I have a strong emotional attachment with my job.	-.576	.643

Statements	Skewness Statistic	Kurtosis Statistic
I am willing to continue my present job.	-.750	.108
I am ready to do all the tasks that are expected by the organization from me.	-.793	.655
I always meet formal performance requirements of the job.	-.472	.566
I am involving in activities that are relevant to the yearly performance assessment.	-.312	.061
I fail to perform essential duties.	-.502	.603
I have a high degree of job involvement.	-.701	.659
I am always completing assigned duties.	-.873	1.312
I do not take extra time for breaks.	-.476	-.535
I am obedient to the organization's rules.	-.256	.425
I often work beyond office hours, even though not being asked to.	-.470	-.013
I am always complaining about things that are not important.	-.822	1.395
I try to prevent myself from creating problems for my co-workers.	-.102	-.456
I am aware of how my behavior affects other people's job.	-.196	-.105
I read and follow all announcements, memos, messages and others given out by the organization.	-.683	1.415
I keep myself up-to-date with changes in the organization.	-.345	.152
I help others who have heavy work load.	-.185	.417
I help others who have problem with others.	-.600	.843
I always try to make innovative suggestion to improve the organization.	-.770	.654
I always find fault with what the organization is doing.	-.535	.178
I help to maintain the organization's image.	-.695	1.668
I have concern with organization's sustainability.	-.589	.152
I always pay attention to matters that are positive rather than that are negative.	-.549	.814

Statements	Skewness Statistic	Kurtosis Statistic
I am tolerant to less identical situations in the work place.	-.246	-.044
I never blame team members for the failure of my team.	-.489	.821
I have a lower amount of work stress.	-.089	-.583
I always enjoy esteem/ image of being an employee of the organization.	-1.004	1.034
My accountability has been increased.	-.927	1.573
I am feeling less emotional exhaustions and de personalization.	-.461	-.301
I am willing to undertake more challenging jobs.	-.633	.263
The work environment in this organization makes jobs and career appear happier.	-.771	.350
At present, I have only a lower intention to quit.	-.512	-.363
I am feeling a high degree of intrinsic motivation in this organization.	-.550	-.097
I am always pursuing other attractive opportunities.	-.435	-.554
I am frequently taking leaves.	.842	.260
I have only a lower expectation from the present job.	.185	-.636
If I get a better offer from other organization, I will definitely leave my present organization.	-.445	-.425

Source: Primary Data

Table 6.7 shows that all the statements belonging to the Consequences of Organizational Commitment fall under the Kurtosis value of 10 and skewness value of 3, suggesting that Kurtosis and Skewness were not problematic in this study (Hair, Black, Babin, Anderson, & Tatham, 2006). Therefore, the data were appropriate for parametric tests.

Table 6.8

**Summary of Scale Validation of Consequences of Organizational
Commitment**

S.no	Criteria	Result
1	Confirmatory Factor Analysis	Confirmed
2	Reliability	Satisfied
3	Convergent Validity	Satisfied
4	Discriminant Validity	Satisfied
5	Normality	Satisfied

Source: Primary Data

From the detailed Scale validation results provided in Table 6.8, it is observed that the measurement scale follows normal distribution. It has satisfied Reliability Test, Convergent Validity Test, Discriminant Validity Test and Normality Test. The scale confirmed the Confirmatory Factor Analysis. Therefore, the researcher can apply various parametric tests to assess relationships among variables.

Part II: Analysis of Consequences of Organizational Commitment

In order to assess the consequences of organizational commitment, the researcher applied the following statistical tests.

1. Descriptive statistics- One sample t test
2. Correlation
3. Structural Equation Modeling

6.7 Descriptive Statistics - One Sample t Test

The study identified fifty four statements in order to assess the Consequences of Organization Commitment. All were measured on a Five Points Likert's scale, where '1' indicates Strongly Disagree and '5' indicates Strongly Agree. Based on the Exploratory Factor Analysis, the fifty four statements are grouped into five factors, such as, Job Satisfaction, Job Performance,

Organizational Citizenship Behaviour, Motivation and Absenteeism and Attrition. One sample t test was conducted on all the factors separately.

6.7.1 Job Satisfaction

The factor 'Job Satisfaction' included sixteen statements. The respondents were asked to rate it on a Five Point's Likert's scale. Table 6.9 explains the details of descriptive statistics of the statements related to Job Satisfaction.

Table 6.9

One Sample t Test of Job Satisfaction

Statements	Mean	t Statistic	P Value	Inference
I like my job in this organization.	3.685	15.466	0.000**	P<0.01 Significant
There exists a balance between my ability and my job itself.	3.589	14.445	0.000**	P<0.01 Significant
Company offers fair pay for fair job.	3.453	9.862	0.000**	P<0.01 Significant
The pay structure in my organization meets the industry standards.	3.238	4.513	0.000**	P<0.01 Significant
My salary is appropriate to my abilities and skills.	3.308	5.901	0.000**	P<0.01 Significant
I am satisfied with incentives and bonus schemes of the organization.	3.189	3.790	0.000**	P<0.01 Significant
I am satisfied with the fringe benefits, perks and allowances.	3.280	5.673	0.000**	P<0.01 Significant
I am satisfied with the employee welfare schemes of the organization.	3.369	8.142	0.000**	P<0.01 Significant
I feel safe as the organization offers a very high job security.	3.103	1.991	0.000**	P<0.01 Significant
Company's promotion policies are very much transparent.	3.182	3.633	0.000**	P<0.01 Significant
Company's promotion policies are based on achievements of the employees.	3.383	8.020	0.000**	P<0.01 Significant

Statements	Mean	t Statistic	P Value	Inference
Training and development programmes of the organization lead to proper and planned career advancement.	3.320	7.783	0.000**	P<0.01 Significant
I am happy with the team work of my fellow workers.	3.659	17.529	0.000**	P<0.01 Significant
I have a very good relation with my superiors, subordinates and peers.	3.914	25.220	0.000**	P<0.01 Significant
I am satisfied with the general working conditions of the organization.	3.664	17.342	0.000**	P<0.01 Significant
I am able to meet my targets in due time.	3.755	22.303	0.000**	P<0.01 Significant
Test Value = 3		** significant at 1% level		

Source: Primary Data

As seen from Table 6.9, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is concluded that the mean scores of the statements are significantly different than the test value (3). Among the statements, 'I have a very good relation with my superiors, subordinates and peers' had the highest mean score ($t = 25.220$, $p < 0.01$, $\mu = 3.914$), which is followed by 'I am able to meet my targets in due time' ($t = 22.303$, $p < 0.01$, $\mu = 3.755$) and 'I like my job in this organization'. The variable 'I feel safe as the organization offers a very high job security' scored the lowest mean score ($t = 1.991$, $p < 0.01$, $\mu = 3.103$).

6.7.2 Job Performance

The variable 'Job performance' consists of eight statements, all were measured on a five point's Likert's scale, where in '1' indicates 'Strongly Disagree', '2' indicates 'Disagree', '3' indicates 'Neither Agree nor Disagree', '4' indicates 'Agree' and '5' indicate 'Strongly Agree'. One Sample t Test was conducted and the results are shown in Table 6.10.

Table 6.10**One Sample t Test of Job Performance**

Statements	Mean	t Statistic	P Value	Inference
I am regularly attending the organization.	4.131	40.192	0.000**	P<0.01 Significant
I have a strong emotional attachment with my job.	3.456	10.069	0.000**	P<0.01 Significant
I am willing to continue my present job.	3.470	9.235	0.000**	P<0.01 Significant
I am ready to do all the tasks that are expected by the organization from me.	3.696	15.990	0.000**	P<0.01 Significant
I always meet formal performance requirements of the job.	3.879	26.711	0.000**	P<0.01 Significant
I am involving in activities that are relevant to the yearly performance assessment.	3.799	23.204	0.000**	P<0.01 Significant
I fail to perform essential duties.	4.044	31.717	0.000**	P<0.01 Significant
I have a high degree of job involvement.	4.019	28.120	0.000**	P<0.01 Significant
Test Value = 3		** Significant at 1% level		

Source: Primary Data

As seen from the Table 6.10, the mean scores of all statements are higher than the test value (3). P values are lower than 0.01 in all cases. Hence it is concluded that the mean scores of statements belonging to 'Job Performance' is significantly higher than the test value. From the table, it is identified that the statement, 'I am regularly attending the organization' scored the highest mean ($t = 40.192$, $p < 0.01$, $\mu = 4.131$) followed by 'I fail to perform essential duties' ($t = 31.717$, $p < 0.01$, $\mu = 4.044$) and 'I have a high degree of job involvement' ($t = 28.120$, $p < 0.01$, $\mu = 4.019$) and 'I always meet formal performance requirements of the job' ($t = 26.711$, $p < 0.01$, $\mu = 3.879$) and the statement, 'I have a strong emotional attachment with my job' scored the least mean score ($t = 10.069$, $p < 0.01$, $\mu = 3.456$).

6.7.3 Organizational Citizenship Behavior

The variable 'Organizational Citizenship Behaviour' consists of eighteen statements, all were measured on a Five Points Likert's scale, wherein '1' indicates 'Strongly Disagree', '2' indicates 'Disagree', '3' indicates 'Neither Agree nor Disagree', '4' indicates 'Agree' and '5' indicate 'Strongly Agree'. One Sample t Test was conducted and the results are shown in Table 6.11.

Table 6.11

One Sample t Test of Organizational Citizenship Behavior

Statements	Mean	t Statistic	P Value	Inference
I am always completing assigned duties.	3.960	25.820	0.000**	P<0.01 Significant
I do not take extra time for breaks.	3.599	13.971	0.000**	P<0.01 Significant
I am obedient to the organization's rules.	4.028	34.197	0.000**	P<0.01 Significant
I often work beyond office hours even though not being asked to.	3.925	24.520	0.000**	P<0.01 Significant
I am always complaining about things that are not important.	3.711	18.368	0.000**	P<0.01 Significant
I try to prevent myself from creating problems for my co-workers	4.148	38.412	0.000**	P<0.01 Significant
I am aware of how my behavior affects other people's job.	4.101	35.859	0.000**	P<0.01 Significant
I read and follow all announcements, memos, messages and others given out by the organization.	3.899	26.483	0.000**	P<0.01 Significant
I keep myself up-to-date with changes in the organization.	3.798	23.399	0.000**	P<0.01 Significant
I help others who have heavy work load.	3.869	31.850	0.000**	P<0.01 Significant
I help others who have problem with others.	3.779	25.641	0.000**	P<0.01 Significant

I always try to make innovative suggestion to improve the organization.	3.697	21.412	0.000**	P<0.01 Significant
I always find fault with what the organization is doing.	3.622	19.612	0.000**	P<0.01 Significant
I help to maintain the organization's image.	3.824	25.860	0.000**	P<0.01 Significant
I have concern with organization's sustainability.	3.434	10.041	0.000**	P<0.01 Significant
I always pay attention to matters that are positive rather than that are negative.	3.784	22.384	0.000**	P<0.01 Significant
I am tolerant to less identical situations in the work place.	3.620	19.633	0.000**	P<0.01 Significant
I never blame team members for the failure of my team.	3.805	28.273	0.000**	P<0.01 Significant
Test Value = 3		** Significant at 1% level		

Source: Primary Data

As observed from Table 6.11, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases, hence it is concluded that the mean scores of statements are significantly higher than the test value. From the table, it is identified that the statement, 'I try to prevent myself from creating problems for my co-workers' scored the highest mean score ($t = 38.412$, $p < 0.01$, $\mu = 4.148$) followed by 'I am aware of how my behavior affects other people's job' ($t = 35.859$, $p < 0.01$, $\mu = 4.101$), and 'I am obedient to the organization's rules' ($t = 34.197$, $p < 0.01$, $\mu = 4.028$) and the variable 'I have concern with the organization's sustainability' scored the lowest mean score ($t = 10.041$, $p < 0.01$, $\mu = 3.434$).

6.7.4 Motivation

The variable 'Motivation' consists of eight statements, all were measured on a five point's Likert's scale, where in '1' indicates 'Strongly Disagree', '2' indicates 'Disagree', '3' indicates 'Neither Agree nor Disagree', '4' indicates 'Agree' and '5' indicate 'Strongly Agree'. One Sample t Test was conducted and the results are shown in Table 6.12.

Table 6.12**One Sample t Test of Motivation**

Statements	Mean	t Statistic	P Value	Inference
I have a lower amount of work stress.	3.021	1.411	0.000**	P<0.01 Significant
I always enjoy esteem/ image of being an employee of the organization.	3.566	12.470	0.000**	P<0.01 Significant
My accountability has been increased.	3.718	18.067	0.000**	P<0.01 Significant
I am feeling less emotional exhaustions and de personalization.	3.289	6.209	0.000**	P<0.01 Significant
I am willing to undertake more challenging jobs.	3.798	21.035	0.000**	P<0.01 Significant
The work environment in this organization makes jobs and career appear happier.	3.462	10.642	0.000**	P<0.01 Significant
At present, I have only a lower intention to quit.	3.453	9.767	0.000**	P<0.01 Significant
I am feeling a high degree of intrinsic motivation in this organization.	3.401	8.851	0.000**	P<0.01 Significant
Test Value = 3	** Significant at 1% level			

Source: Primary Data

As observed from the Table 6.12, the mean scores of all the statements are higher than the test value (3). P values are lower than 0.01 in all cases. Hence, it is concluded that, the mean scores of statements are significantly higher than the test value. From the table, it is identified that the statement, 'I am willing to undertake more challenging jobs' scored the highest mean score ($t = 21.035$, $p < 0.01$, $\mu = 3.798$), followed by, 'My accountability has been increased' ($t = 18.067$, $p < 0.01$, $\mu = 3.718$) and 'I always enjoy esteem/image of being an employee of the organization' ($t = 12.470$, $p < 0.01$, $\mu = 3.566$) and the statement, 'I have a lower amount of work stress' had the lowest mean score ($t = 1.411$, $p < 0.01$, $\mu = 3.021$).

6.7.5 Absenteeism and Attrition

The researcher included seven statements in order to measure the factor 'Absenteeism and Attrition'. All the statements were measured on a Five Point's Likert's scale, where in '1' indicates 'Strongly Disagree', '2' indicates 'Disagree', '3' indicates 'Neither Agree nor Disagree', '4' indicates 'Agree' and '5' indicate 'Strongly Agree'. Table 6.13 provided below explains the details of One Sample t test and descriptive statistics.

Table 6.13

One Sample t Test of Absenteeism and Attrition

Statements	Mean	t Statistic	P Value	Inference
I am always pursuing other attractive opportunities.	3.336	7.279	0.000**	P<0.01 Significant
I am frequently taking leaves.	2.315	-13.721	0.000**	P<0.01 Significant
I have only a lower expectation from the present job.	2.826	-3.384	0.000**	P<0.01 Significant
If I get a better offer from other organization, I will definitely leave my present organization.	3.528	10.409	0.000**	P<0.01 Significant
Test Value = 3		** Significant at 1% level		

Source: Primary Data

As seen from the Table 6.13, the mean scores of two out of four statements are higher than the test value (3). The other two statements, 'I am frequently taking leaves' and 'I have only a lower expectation from the present job' have scores below '3'. P values are lower than 0.01 in all cases. Hence, it is concluded that, the mean scores of the statements are significantly different than the test value. From the table, it is identified that the statement, 'If I get a better offer from other organization, I will definitely leave my present organization' scored the highest

mean score ($t = 10.409$, $p < 0.01$, $\mu = 3.528$ and the statement, ‘I am frequently taking leaves’ scored the lowest mean score ($t = -13.721$, $p < 0.01$, $\mu = 2.315$).

6.8 Structural Equation Modeling (SEM)

The researcher has used Structural Equation Modeling techniques in order to measure the influence of overall Organizational Commitment on the Consequences of organizational commitment. For this, the study has framed the following structural equation models.

6.8.1 Influence of Overall Organizational Commitment on Consequences of Organizational Commitment

In order to assess the influence of overall organizational commitment on the consequences of organizational commitment, the study has fixed the following hypotheses.

H₀ 46: There is no significant relationship between overall Organizational Commitment and Job Satisfaction

H₀ 47: There is no significant relationship between overall Organizational Commitment and Job Performance

H₀ 48: There is no significant relationship between overall Organizational Commitment and Organizational Citizenship Behavior

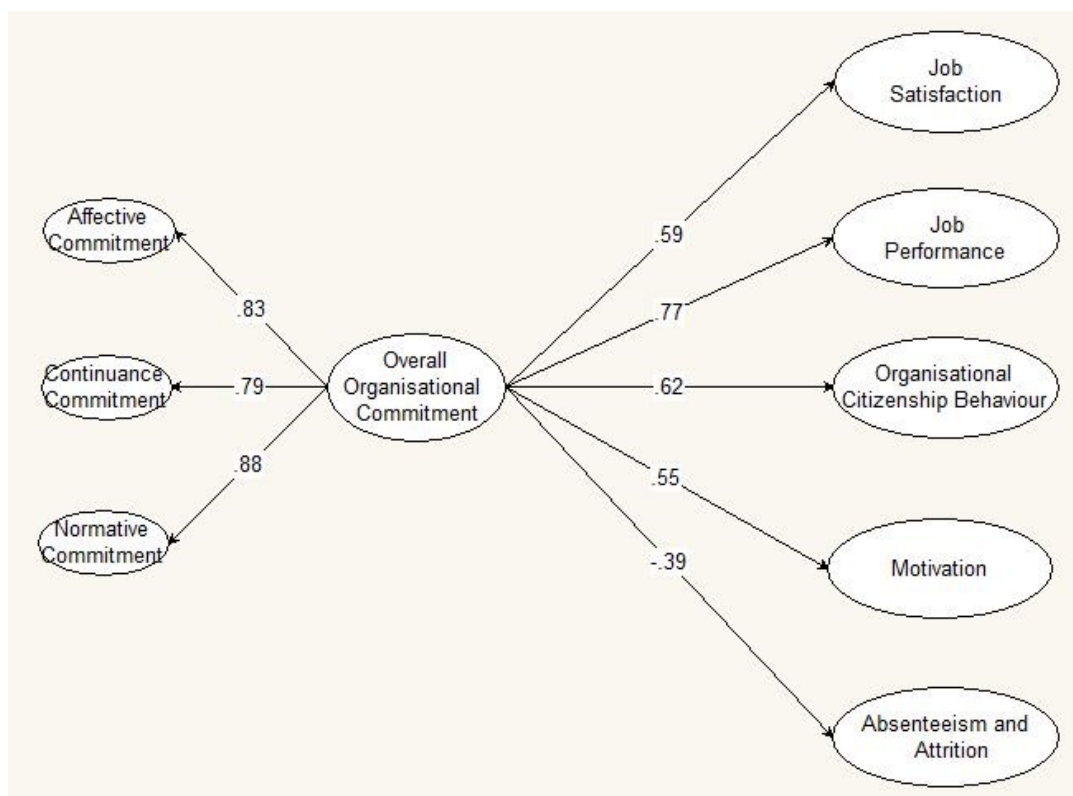
H₀ 49: There is no significant relationship between overall Organizational Commitment and Motivation

H₀ 50: There is no significant relationship between overall Organizational Commitment and Absenteeism and Attrition.

The tested Structural Equation Model consists of eight observed variables, one unobserved variable and eight error elements.

Figure 6.2

**Structural Equation Model- Influence of Overall Organizational Commitment
on Consequences of Organizational Commitment**



As shown in figure 6.2, the study found a satisfactory fit of the Structural Model [CMIN/DF = 1.784; Comparative Fit Index: CFI = 0.929; Goodness of Fit Index: GFI = 0.927; Tucker- Lewis Index: TLI = 0.931; Normed Fit Index: NFI = 0.922; Root Mean Square Error of Approximation: RMSEA = 0.048]. All these fit indices indicated that the collected data fit to the model well, and therefore, the current model can be used to test the proposed hypotheses of the study.

Table 6.14
Goodness of fit-indices of the Structural Model: Influence of Overall
Organizational Commitment on Consequences of Organizational
Commitment

Fit Indices	Estimated values	Recommended value of good fit
CMIN/DF	1.784	< 3
CFI	0.929	>0.90
GFI	0.927	>0.90
TLI	0.931	>0.90
NFI	0.922	>0.90
RMSEA	0.048	<0.05

Source: Primary Data

Further, the study examined the path coefficients to test the proposed set of study hypotheses. While checking the path coefficients, it was found that, all the estimated path coefficients followed the researchers' expectation with regard to direction and magnitude. Table 6.15 provides the estimated path coefficients derived from the model.

Table 6.15

**Test of Hypotheses- Influence of Overall Organizational Commitment on
Consequences of Organizational Commitment**

Endogenous Variable	Exogenous Variables	Std Estimate	P value	Hypothesis Status
Overall Organizational Commitment →	Job Satisfaction	.59	0.000**	P<0.01 Significant Reject H ₀ 46
Overall Organizational Commitment →	Job Performance	.77	0.000**	P<0.01 Significant Reject H ₀ 47
Overall Organizational Commitment →	Organizational Citizenship Behavior	.62	0.000**	P<0.01 Significant Reject H ₀ 48
Overall Organizational Commitment →	Motivation	.55	0.000**	P<0.01 Significant Reject H ₀ 49
Overall Organizational Commitment →	Absenteeism and Attrition	-.39	0.000**	P<0.01 Significant Reject H ₀ 50

Source: Primary Data

As seen from the analysis, the p values of all the relationships are lower than 0.01. Hence all the hypotheses fitted in this model are rejected. It implies that, there exists significant relationships between variables. There exists a significant positive relationship between ‘Overall Organizational Commitment’ and Job Satisfaction ($\beta = 0.59$, $P < 0.01$), which implies that one unit change in ‘Overall Organizational Commitment’ would result in 0.59 unit increase in Job Satisfaction. The relationship between ‘Overall Organizational Commitment’ and Job Performance is significant and positive ($\beta = 0.77$, $P < 0.01$). The relationship between ‘Overall Organizational Commitment’ and Organizational Citizenship Behavior is ($\beta = 0.62$, $P < 0.01$), and the relationship between ‘Overall Organizational Commitment’ and Motivation is ($\beta = 0.55$, $P < 0.01$). Unlike others,

the relationship between ‘Overall Organizational Commitment’ and ‘Absenteeism and Attrition’ is negative but significant ($\beta = -0.39$, $P < 0.01$), which implies that, one unit change in ‘Overall Organizational Commitment’ would result in 0.39 unit decrease in ‘Absenteeism and Attrition’.

The analysis helped the researcher to conclude that, the Overall Organizational Commitment will lead to a high level of Job Satisfaction, Job Performance, Organizational Citizenship Behaviour and Motivation among the employees of Information Technology Parks in Kerala. At the same time, Overall Organizational Commitment will result in a reasonable amount of decrease in Absenteeism and Attrition, among the employees of Information Technology Parks in Kerala.

Section II

Objective 5: To formulate a model of Overall Antecedents and Consequences of Organizational Commitment

6.8.2 Overall Model of Antecedents and Consequences of Organizational Commitment

An overall model is formulated by the researcher in order to show the relationship between the three variables of the study, namely Antecedents of organizational commitment, three levels of commitment and consequences of commitment. The hypotheses formulated to prove the relationship are shown below:

Hypotheses

H₀ 51: There is no significant relationship between antecedents of organizational commitment and affective commitment

H₀ 52: There is no significant relationship between antecedents of organizational commitment and continuance commitment

H₀ 53: There is no significant relationship between antecedents of organizational commitment and normative commitment

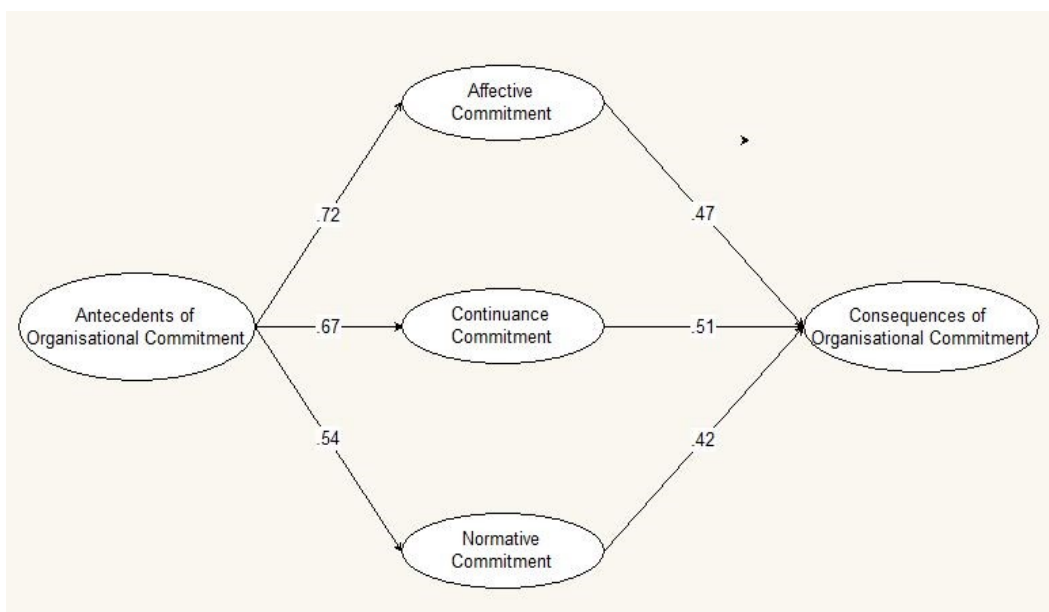
H₀ 54: There is no significant relationship between affective commitment and consequences of organizational commitment

H₀ 55: There is no significant relationship between continuance commitment and consequences of organizational commitment

H₀ 56: There is no significant relationship between normative commitment and consequences of organizational commitment

Figure 6.3

Structural Equation Model of overall Antecedents and Consequences of Organizational Commitment



As shown in fig 6.3 above, the study found a satisfactory fit of the structural model [CMIN/DF = 1.628; Comparative Fit Index: CFI = 0.942; Goodness of Fit Index: GFI = 0.937; Tucker-Lewis Index: TLI = 0.924; Normed Fit Index: NFI = 0.919; Root Mean Square Error of Approximation: RMSEA = 0.028]. All these fit indices indicated that the collected data fit to the model well, and therefore the current model can be used to test the proposed hypotheses of the study.

Table 6.16
Model Fit Indices of Antecedents and Consequences of Organizational
Commitment

Variable	CMIN/DF	CFI	GFI	TLI	NFI	RMSEA
Measurement model	1.628	.942	.937	.924	.919	0.028
Standard	<3	>0.9	>0.9	>0.9	>0.9	< 0.05

Source: Primary Data

Table 6.17
Test of Hypotheses- Antecedents and Consequences of Organizational
Commitment

Endogenous Variable	Exogenous Variables	Std Estimate	P value	Hypothesis Status
Antecedents of Organizational Commitment →	Affective Commitment	0.72	0.000**	P<0.01 Significant Reject H ₀ 51
Antecedents of Organizational Commitment →	Continuance Commitment	0.67	0.000**	P<0.01 Significant Reject H ₀ 52
Antecedents of Organizational Commitment →	Normative Commitment	0.54	0.000**	P<0.01 Significant Reject H ₀ 53
Affective Commitment →	Consequences of Organizational Commitment	0.47	0.000**	P<0.01 Significant Reject H ₀ 54
Continuance Commitment →	Consequences of Organizational Commitment	0.57	0.000**	P<0.01 Significant Reject H ₀ 55
Normative Commitment →	Consequences of Organizational Commitment	0.42	0.000**	P<0.01 Significant Reject H ₀ 56

Source: Primary Data

From the above tested model, all the values shown on the path are significant at 1 percent level of significance. The standardized path coefficient of Antecedents of Organizational Commitment on Affective Commitment is 0.72 ($\beta = 0.72$, $P < 0.01$). This means that a one point increase in the Antecedents of Organizational Commitment predicts 0.72 point increase on Affective Commitment. The standardized path coefficient for Antecedents of Organizational Commitment on Continuance Commitment is 0.67 ($\beta = 0.67$, $P < 0.01$). Thus, one point increase in the Antecedents of Organizational Commitment predicts 0.67 point increase on Continuance Commitment. The standardized path coefficient of Antecedents of Organizational Commitment on Normative Commitment is 0.54 ($\beta = 0.54$, $P < 0.01$). Therefore, a one point increase in the Antecedents of Organizational Commitment predicts 0.54 point increase in Normative Commitment.

The direct effect of affective commitment on consequences of organizational commitment is positive ($\beta = 0.47$, $P < 0.01$). The path coefficient of continuance commitment on consequences of organizational commitment is 0.51 ($\beta = 0.51$, $P < 0.01$). The direct effect of normative commitment on consequences of organizational commitment is positive ($\beta = 0.42$, $P < 0.01$).

6.9 Conclusion

In this chapter the researcher has explained the detailed data analysis process conducted to test the proposed study hypotheses. The study detailed the results of Exploratory Factor Analyses to examine the underlying relationships between measured variables. Further, measurement model testing was conducted through Confirmatory Factor Analysis, to check the reliability and validity of the scale measures. The result of the analysis proves that Job Performance is the most important Consequence of the Organizational Commitment of the employees working in the Information Technology Parks in Kerala. Organizational Citizenship Behavior, Job Satisfaction and Motivation are the other outcomes that can be expected by an Information Technology firm from a committed labour force. A relevant finding of the present study is that, by improving the extent of Organizational Commitment of the employees, the IT companies can minimize the problem of Attrition and Absenteeism to a greater extent.

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Chapter 7

Findings, Conclusion and Suggestions

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- 7.3 Objectives of the Study
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7.1 Introduction

Organizational commitment means the psychological and mental attachment an employee displays towards his organization. It is referred as an employee's emotional bonding with the organization. This attachment will act as a sticking force which makes the employee to continue his organizational membership with his present employer. It is the degree to which employees align with the organization and team goals, values, philosophy and practices of that organization. It can be treated as the power of involvement an employee has with the organization, in which he is working. Organizational commitment is the buzz word in the organizational behavior. It is the most thought out and controversial concept in the organizational sector worldwide. The success of every organization largely depends on its ability to retain a committed and stable work force. The sustainable development of an industry like Information Technology Sector largely depends on its human resources. But one of the major problems faced by the IT industry is the absence of committed employees. Similar situation prevails in the Information Technology industry in Kerala too. Many companies have realized the importance of organizational commitment and started formulating and implementing strategies for retaining their talented and experienced human capital. Companies that enjoy lowest attrition rates in the IT sector are found to have invested in retention strategies. Before formulating such policies, the policy makers should have a thorough understanding of the factors which foster the level of organizational commitment of employees in the information technology sector in Kerala. They should also be aware of the positive outcomes of organizational commitment, to the employee as well as to the organization.

7.2 The research Problem

Even though the IT industry is growing fast in Kerala, it is facing a lot of uncertainties and challenges. Global economic conditions and changes affect the industry as well as the employees. The level of organizational commitment of the employees is affected by various challenges. Employee attrition rates are alarmingly high in many IT organizations operating in Kerala. Even though many IT companies have started taking policy initiatives to curb the attrition rates, the

employees are still showing symptoms of poor commitment. Hence, developing a committed work force in the IT sector is the need of the hour. Companies that enjoy the lowest attrition rates in the IT sector are found to have invested in strategies for improving organizational commitment and retention of employees.

The employees in the Information Technology Industry are facing a lot of problems. Hectic work schedules and the work oriented attitude of the managers in order to attain the assigned task within the prescribed time limit create stress among the workers. This may lead to imbalance in their personal as well as professional life and compel the employees to look for change of job to overcome the situation. Job stress may create a lot of mental as well as physical problems to the employees. Stressful atmosphere disrupts the process of interaction and relations in a work environment. Work stress leads to failure of family relations too. Most of the employees prefer to quit their organizations and to join in a new one to get the benefit of salary hike and other perks. Moreover, in the IT sector, promotions are mostly based on performance rather than on experience. Sometimes deserving employees fail to get timely promotion due to biased decisions of the management and this leads to employees shifting the organization.

Committed employees tend to be better performers, exert greater effort on the job resulting in increased job performance, have less turnover and exhibit better attendance (Angle and Perry, 1981). The number of IT professionals quitting their organization is increasing day by day. It will create a huge amount of cost burden on the organizations. The previous studies revealed that, retaining an existing employee is comparatively cost effective than hiring a new employee. Hence the organizations in IT sector should try to implement policies in order to improve the degree of organizational commitment of the employees. Before implementing effective policies, the organizations should have a thorough knowledge about the factors contributing towards the organizational commitment and also about the benefits they could achieve by maintaining a committed work force. In Kerala, studies have not been carried out in the area of Organizational Commitment by considering its multidimensional approach in the Information Technology Parks combining its antecedents and consequences. The present study argues the

possibility of integrating the different facets of antecedents and consequences of organizational commitment into a multidimensional organizational commitment model.

7.3 Objectives of the Study

1. To measure the level of Organizational Commitment of employees in the Information Technology Parks in Kerala.
2. To ascertain the effect of different socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the levels of Organizational Commitment.
3. To identify the Antecedents of Organizational Commitment among the employees of the Information Technology Parks in Kerala.
4. To identify the Consequences of Organizational Commitment among the employees of the Information Technology Parks in Kerala.
5. To formulate a model of overall antecedents and consequences of organizational commitment

7.4 Research Questions

1. What is the level of Organizational Commitment of employees among Information Technology Parks in Kerala?
2. Does the Organizational Commitment of the employees from Information Technology Parks in Kerala vary due to their demographic characteristics such as gender, age, marital status, experience, job level, monthly income and nature of work?
3. To what extent do the proposed Antecedents explain the Organizational Commitment of the employees of Information Technology Parks in Kerala?
4. To what extent does the Overall Organizational Commitment influence the identified consequence variables among the employees of the Information Technology Parks in Kerala?

7.5 Hypotheses of the Study

On the basis of the research objectives the following hypotheses were formulated:

Objective 2: To ascertain the effect of different socio - demographic characteristics of employees such as gender, age, marital status, experience, job level, monthly income and nature of work on the levels of organizational commitment

H₀ 1: There is no significant difference in Affective Commitment between the respondents of different gender.

H₀ 2: There is no significant difference in Continuance Commitment between the respondents of different gender.

H₀ 3: There is no significant difference in Normative Commitment between the respondents of different gender.

H₀ 4: There is no significant difference in Affective Commitment between the respondents of different age groups.

H₀ 5: There is no significant difference in Continuance Commitment between the respondents of different age groups.

H₀ 6: There is no significant difference in Normative Commitment between the respondents of different age groups.

H₀ 7: There is no significant difference in Affective Commitment between the respondents of different marital status.

H₀ 8: There is no significant difference in Continuance Commitment between the respondents of different marital status.

H₀ 9: There is no significant difference in Normative Commitment between the respondents of different marital status.

H₀ 10: There is no significant difference in Affective Commitment between the respondents with different years of experience.

H₀ 11: There is no significant difference in Continuance Commitment between the respondents with different years of experience.

H₀ 12: There is no significant difference in Normative Commitment between the respondents with different years of experience.

H₀ 13: There is no significant difference in Affective Commitment between the respondents with different job levels.

H₀ 14: There is no significant difference in Continuance Commitment between the respondents with different job levels.

H₀ 15: There is no significant difference in Normative Commitment between the respondents with different job levels.

H₀ 16: There is no significant difference in Affective Commitment between the respondents with different monthly income.

H₀ 17: There is no significant difference in Continuance Commitment between the respondents with different monthly income.

H₀ 18: There is no significant difference in Normative Commitment between the respondents with different monthly income.

H₀ 19: There is no significant difference in Affective Commitment between the respondents with different nature of work.

H₀ 20: There is no significant difference in Continuance Commitment between the respondents with different nature of work.

H₀ 21: There is no significant difference in Normative Commitment between the respondents with different nature of work.

Objective 3: To identify the Antecedents of Organizational Commitment among the employees of the Information Technology Parks in Kerala

H₀ 22: There is no significant relationship between 'Job Characteristics' and Affective Commitment.

H₀ 23: There is no significant relationship between 'Training, Development and Promotion' and Affective Commitment.

H₀ 24: There is no significant relationship between 'Quality of Work Life' and Affective Commitment.

H₀ 25: There is no significant relationship between 'Compensation' and Affective Commitment.

H₀ 26: There is no significant relationship between 'Leadership Practices' and Affective Commitment.

H₀ 27: There is no significant relationship between 'Work from Home' and Affective Commitment.

H₀ 28: There is no significant relationship between 'Work Place Proximity' and Affective Commitment.

H₀ 29: There is no significant relationship between 'Organizational Operations and Policies' and Affective Commitment.

H₀ 30: There is no significant relationship between 'Job Characteristics' and Continuance Commitment.

H₀ 31: There is no significant relationship between 'Training, Development and Promotion' and Continuance Commitment.

H₀ 32: There is no significant relationship between 'Quality of Work Life' and Continuance Commitment.

H₀ 33: There is no significant relationship between 'Compensation' and Continuance Commitment.

H₀ 34: There is no significant relationship between 'Leadership Practices' and Continuance Commitment.

H₀ 35: There is no significant relationship between 'Work from Home' and Continuance Commitment.

H₀ 36: There is no significant relationship between 'Work Place Proximity' and Continuance Commitment.

H₀ 37: There is no significant relationship between 'Organizational Operations and Policies' and Continuance Commitment.

H₀ 38: There is no significant relationship between 'Job Characteristics' and Normative Commitment.

H₀ 39: There is no significant relationship between 'Training, Development and Promotion' and Normative Commitment.

H₀ 40: There is no significant relationship between 'Quality of Work Life' and Normative Commitment.

H₀ 41: There is no significant relationship between 'Compensation' and Normative Commitment.

H₀ 42: There is no significant relationship between 'Leadership Practices' and Normative Commitment.

H₀ 43: There is no significant relationship between 'Work from Home' and Normative Commitment.

H₀ 44: There is no significant relationship between 'Work Place Proximity' and Normative Commitment.

H₀ 45: There is no significant relationship between 'Organizational Operations and Policies' and Normative Commitment.

Objective 4: To identify the Consequences of Organizational Commitment of employees among the Information Technology Parks in Kerala

H₀ 46: There is no significant relationship between overall Organizational Commitment and 'Job Satisfaction'.

H₀ 47: There is no significant relationship between overall Organizational Commitment and 'Job Performance'.

H₀ 48: There is no significant relationship between overall Organizational Commitment and 'Organizational Citizenship Behavior'.

H₀ 49: There is no significant relationship between overall Organizational Commitment and 'Motivation'.

H₀ 50: There is no significant relationship between overall Organizational Commitment and 'Attrition and Absenteeism'.

Objective 5: To formulate a model of overall antecedents and consequences of organizational commitment

H₀ 51: There is no significant relationship between Antecedents of Organizational Commitment and Affective Commitment.

H₀ 52: There is no significant relationship between Antecedents of Organizational Commitment and Continuance Commitment.

H₀ 53: There is no significant relationship between Antecedents of Organizational Commitment and Normative Commitment.

H₀ 54: There is no significant relationship between Affective Commitment and Consequences of Organizational Commitment.

H₀ 55: There is no significant relationship between Continuance Commitment and Consequences of Organizational Commitment.

H₀ 56: There is no significant relationship between Normative Commitment and Consequences of Organizational Commitment.

7.6 Research Methodology

The present study entitled ‘Antecedents and Consequences of Organizational Commitment among Information Technology Parks in Kerala’ is descriptive and analytical in nature. Data required for the study were collected both from secondary and primary sources. Secondary data were collected from various research journals, periodicals, books related to the study area, various research publications and from websites of State Planning Board, Information Technology parks, NASSCOM, Ministry of Information Technology, Kerala and from some other websites. Primary data were collected from the employees working in the two Information Technology Parks in Kerala, Technopark Thiruvananthapuram and Infopark Kochi.

Multistage Sampling technique was applied by the researcher to select samples from the Information Technology Parks. The population for the study consists of the total number of employees working in the Information Technology parks in Kerala. There are three IT parks in Kerala, Technopark at Thiruvananthapuram, Infopark at Kochi and Cyberpark at Kozhikode. A total of 370 companies are working in Technopark with 52746 workers. In Infopark, 298 companies are there with 33116 employees. In Cyberpark, as it is of recent origin, only 8 companies are there with a total of 112 employees. Altogether, 85,974 employees are working in the 676 Information Technology companies (Economic Review 2017). Out of these 676 companies, only those companies were selected with employees more than 250. In Technopark, there are 29 companies with more than 250 employees and the total number of employees in these companies altogether is 36,604. In the case of Infopark 17 companies are identified with employees more than 250. Total employee strength of these companies is 13,596. But in Cyberpark, there is no company with more than 250 employees. Hence it is eliminated from the sample selection procedure. Sample size is decided by using the formula developed by Cochran (1977). As per this formula the minimum sample size is fixed at 384. In order to avoid the problem of data inadequacy, the final sample size was fixed at 15 percent more than the minimum size calculated using the Cochran’s Formula. Hence, the total sample size finalized is 440. These

samples were taken from Technopark and Infopark proportionately, based on their total population. Thus, 321 samples were selected from Technopark and 119 from Infopark randomly. Primary data were collected from these samples, by using a structured questionnaire.

The study is organized into seven chapters which clearly explain the design and methodology of the study formulated with supportive literature reviews and strong theoretical background. The study mainly focuses to attain the objectives with the help of appropriate statistical tools such as Percentage Analysis, Descriptive Statistics, Skewness and Kurtosis, Quartiles, Independent Sample t test, One Sample t test etc., and finally validated the hypothetical conceptual model with the help of Structural Equation Modeling.

7.7 Limitations of the Study

1. The sample for the study includes only the employees working in the companies situated at IT parks designated as IT hubs by the Government of Kerala namely Technopark, Thiruvananthapuram, and Infopark, Kochi. Hence, the study has not considered the employees from IT companies apart from IT hubs.
2. Employees of Information Technology Parks under this study includes the BPO sector employees also. But the extent of influence of Antecedent variables on the Organizational Commitment and the influence of Organizational Commitment on Consequence variables among the employees of the IT and BPO sector has not been studied separately.
3. The study has not segregated Indian Companies and Foreign Companies functioning in the Information Technology Parks.

7.8 Findings

The findings of the analysis conducted in the previous chapters to measure the levels of organizational commitment among the employees of Information Technology Parks in Kerala, to identify the antecedent variables of organizational

commitment and their influence on the affective, continuance and normative commitments and to identify the consequences of organizational commitment and the influence of overall organizational commitment on these variables are summarized below.

7.8.1 Frequency Distribution of the Respondents

The total sample size fixed for the study was 440. Out of the 440 respondents, 270 respondents (73 percent) are from Technopark, Thiruvananthapuram and 170 respondents (27 percent) are from Infopark, Kochi.

7.8.2 Demographic Profile of the Respondents

The summary of the Demographic Profile of the respondents is given below.

1. The sample includes a larger percentage of male respondents (61.36 percent) than female (38.64 percent).
2. 32.73 percent of the respondents belong to the age group 'Below 30'. Other age groups of 30-35, 35-40 and above 40 vary from 24 to 20 percent.
3. Out of 440 respondents, 53.41 percent of the respondents are Graduates and 33.64 percent are post graduates. Only 12.95 percent of the respondents are without a Degree.
4. 83.18 percent of the respondents are married whereas 14.55 percent of the respondents are single. 2.27 percent of the respondents are divorcees.
5. Majority of the respondents (42.05 percent) are with '3 or 4' members in the family. 31.59 percent are with members 'Below 3'. Only 26.36 percent of the respondents are having family with more than four members. Percentage analysis results reveal that 73.64 percent of the total respondents' family size is below 4, which indicates that they are from nuclear families consisting of spouse and one or two children or they are staying along with their parents.

6. 46.14 percent of the respondents are with two dependents, may be his/her wife/husband and child or parents. 19.55 percent of the respondents have three dependents and 16.14 percent of the respondents are with single dependent. Only 3.18 percent of the respondents are with five dependents and 6.36 percent are with four dependents. This also indicates the prominence of nuclear family, since only 9.54 percent of them are having more than 3 dependents.
7. 30 percent of the respondents are having '10 to 15' years of experience followed by the respondents with above 15 years of experience (25 percent). 23.64 percent of the respondents have '5 to 10' years of experience and 21.36 percentage have less than 5 years of experience. Thus almost an equal percentage of respondents are there in all the categories of experience.
8. Out of the 440 respondents, 284 respondents (64.55 percent) belong to the middle level category whereas, 96 respondents (21.82 percent) belong to the lower level and only 60 respondents (13.64 percent) belong to the top level.
9. Majority of the respondents (38.18 percent) belong to 'Rs. 50,000 to Rs. 100,000' monthly income category followed by 25.45 percent with income 'up to Rs. 50,000'. 16.36 percent respondents stated that, their monthly income lies within 'Rs. 1, 00, 000 and Rs. 1, 50,000'. 20 percent of the respondents are drawing monthly income 'above Rs. 1, 50,000'.
10. Out of the 440 respondents, majority (85.45 percent) are doing Software development whereas, 5 percent of the respondents are doing BPO services and 9.55 percent of the respondents are doing works other than software development and BPO services.

7.8.3 Descriptive Statistics of Organizational Commitment

Findings of the analysis conducted using descriptive statistics and One sample t test of affective commitment, continuance commitment and normative commitment are given below:

7.8.3a Affective Commitment

Six statements were included in the questionnaire to measure the employees' perception towards the affective commitment. 'I am very much appended towards my organization' scored the highest mean score of 3.588. 'I feel like the issues of this organization are my own' scored the lowest mean score of 2.434. Mean scores of four statements are more than the test value (3) and the mean scores of two statements are less than the test value (3). This shows that there was a significant difference in the level of perception of the respondents regarding the affective commitment. The overall mean score of the Affective Commitment is 3.161 which indicates that the respondents' level of Affective Commitment is moderate. P values of all the six statements of Affective Commitment are significant at 0.01 level and hence it is concluded that, the mean scores of the statements are significantly different from the test value (3).

7.8.3b Continuance Commitment

In order to ascertain the perception of respondents towards the Continuance Commitment, six statements were included in the questionnaire. Descriptive analysis of the responses revealed that, 'At present, continuing with this organization is a concern of necessity as well as aspiration' scored the highest mean score of 3.417. 'My personal and professional life would be miserably disturbed when I exit this organization' scored the lowest mean score of 2.892. The mean values of three statements of Continuance Commitment are more than the test value (3) and the mean values of the rest of the three statements are less than the test value (3). The overall mean score of the Continuance Commitment is 3.108 which indicates that the respondents' level of Continuance Commitment is moderate. P values of all the statements are significant at 0.01 level except 'Lack of alternatives is the main reason confronting me to leave the organization'.

7.8.3c Normative Commitment

Descriptive analysis of the six statements included in the questionnaire to measure the level of Normative commitment of the respondents revealed that, 'I

am very much faithful to my organization' scored the highest mean score of 3.739. 'I would feel regretful if I leave my organization now' scored the lowest mean score of 2.730. The mean values of two statements are more than the test value (3) and the mean values of the rest of the four statements are less than the test value (3). The overall mean score of the Normative Commitment is 3.118 which indicates that, the respondents' level of Normative Commitment is moderate. P values of all the six statements are significant at 0.01 level, hence it is concluded that the mean scores of the statements are significantly different from the test value.

7.8.4 Levels of Organizational Commitment

The levels of Organizational Commitment (Affective, Continuance and Normative) are determined using the criteria based on the quartile deviation values of the variables studied. 42.95 percent of the respondents have medium level of Affective Commitment. 37.5 percent of the respondents have medium level of Continuance Commitment. 50.7 percent of the respondents have medium level of Normative Commitment. 49.09 percent of the respondents' overall Organizational Commitment belongs to the medium level. Hence it can be concluded that the Organizational Commitment of the employees from IT parks in Kerala are at medium level for the overall commitment and for its three components (Affective, Continuance and Normative).

7.8.5 Socio-Demographic Profile of the Respondents and Organizational Commitment

7.8.5a Organizational Commitment and Gender of the Respondents

There is no significant difference in the affective and continuance commitment between the male and female respondents whereas in normative commitment, there exists a significant difference between male and female respondents.

7.8.5b Organizational Commitment and the Age of the Respondents

1. There is a significant difference in Affective Commitment among the different age groups. Affective Commitment significantly differs between the age group 'Below 30' and 'Above 40'. All the other age groups are not significantly different with regard to their perception towards Affective Commitment.
2. There is a significant difference in Continuance Commitment among the different age groups. Significant difference exists between the age group 'Below 30' and '30 to 35'. All the other age groups do not have any significant difference in Continuance Commitment.
3. There is a significant difference in Normative Commitment among different age groups. Significant difference exists between the age groups 'Below 30' and 'Above 40'. There is no significant difference in the Normative Commitment among the other age groups.

7.8.5c Organizational Commitment and Marital Status of the Respondents

1. There exists a significant difference in the Affective Commitment among the respondents with different marital status. Affective Commitment significantly differs between 'Married and Divorcee'.
2. Significant difference is there in the Continuance Commitment among the respondents with different marital status. Continuance Commitment significantly differs between 'Single and Divorcee' and 'Married and Divorcee'.
3. There exists a significant difference in the Normative Commitment among the respondents with different marital status. Normative Commitment significantly differs between 'Married and Divorcee'.

7.8.5d Organizational Commitment and Experience of the Respondents

1. There exists a significant difference in Affective Commitment among the employees with different years of experiences. Affective Commitment is significantly differ between the experience categories '0-5 years' and '10-15 years'; '0-5 years' and 'Above 15 years'; '10-15 years' and '0-5 years' and 'Above 15 years' and '0-5 years'.
2. There is no significant difference in Continuance Commitment among the employees with different years of experiences. It indicates that the difference in Continuance Commitment is insignificant between the categories of experience.
3. There is a significant difference in Normative Commitment among the employees with different years of experiences. Normative Commitment significantly differ between the experience categories '0-5 years' and 'Above 15 years' and 'Above 15 years' and '0-5 years'.

7.8.5e Organizational Commitment and the Present Job Level of the Respondents

1. There is a significant difference in Affective Commitment among the employees with respect to their present job level. In the case of Affective Commitment, there is significant difference between 'Middle level and lower level' and 'Lower level and Top level'.
2. There is a significant difference in Continuance Commitment among the employees with respect to their present job level. Continuance Commitment significantly differs between 'Middle level and Lower level'.
3. There exists a significant difference in Normative Commitment among the employees with respect to their present job level. Normative Commitment significantly differs between the 'Top level and Lower level' and the 'Middle level and Lower level' at 5 percent level of significance.

7.8.5f Organizational Commitment and Monthly Income of the Respondents

1. There is a significant difference in Affective Commitment among the employees with respect to their monthly income. Affective Commitment is significantly different between the monthly income groups 'Upto 50,000' and 'Above 1, 50,000' as evident from the result of the Post hoc test.
2. There is no significant difference in Continuance Commitment among the employees with respect to their monthly income.
3. There is a significant difference in Normative Commitment among the employees with respect to their monthly income. The Normative Commitment is significantly different with respect to the monthly income. There exists significant difference in the Normative Commitment between various monthly income groups 'Upto 50,000' and '1,00,000 to 1,50,000', '50,000 to 1,00,000' and '1,00,000 to 1,50,000' and between '1,00,000 to 1,50,000' and 'Above 1,50,000'.

7.8.5g Organizational Commitment and Nature of Work of the Respondents

1. There is no significant difference in Affective Commitment among the employees with respect to their nature of work. The difference is insignificant.
2. There exists a significant difference in Continuance Commitment among the employees with respect to their nature of work. There is significant difference in the Continuance Commitment between the category 'BPO Services' and 'Others'.
3. There is no significant difference in Normative Commitment among the employees with respect to their nature of work.

7.8.6 Antecedents of Organizational Commitment

7.8.6a Descriptive Statistics

1. The mean scores of all the statements of 'Job Characteristics' are significantly different from the test value (3) at 1% level of significance except 'The job prevents me from exercising my personal initiative or judgment while

performing the work'. Among the statements, 'The job itself gives clues regarding whether or not I am performing well' scored the highest mean score of 4.984. 'I feel my job is simple but repetitive' scored the least mean score of 2.002.

2. The mean scores of all the statements of 'Training, Development and Promotion' are significantly different from the test value (3) at 1% level of significance. It is identified that 'The organization is trying to arrange refresher training programmes regularly for technical skill enhancement' scored the highest mean score of 3.569. The lowest mean score of 3.156 is related with 'Because of regular and convenient training programmes I feel very much motivated'.
3. The mean scores of all the statements of 'Quality of Work Life' are significantly different from the test value of '3' at 1% level of significance. 'Organization has adequate policies regarding compensation on disablement or death etc.' scored the highest mean score of 4.278. 'Unfavorable posture during the work creates many health problems' scored the lowest mean score of 3.171.
4. The mean scores of all the statements of 'Compensation' are significantly different from the test value of '3' at 1% level of significance. 'Company provides maternity leave for women employees' scored the highest mean value of 4.230. 'The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off' scored the lowest mean score of 3.042.
5. The mean scores of all the statements of 'Leadership Practices' are significantly different from the test value of '3' at 1% level of significance. It is identified that, 'He/she is always willing to accept new and creative ideas and methods from employees' scored the highest mean score of 3.801. 'He/she always take initiative for the employee well-being' scored the lowest mean score of 3.630.

6. The mean scores of all the statements of 'Work from Home' are significantly different from the test score of '3' at 1% level of significance. 'It saves time, money and energy' scored the highest mean score of 3.858. 'Work from home increases quality of work' scored the lowest mean value of 3.084.
7. The mean scores of all the statements of 'Work Place Proximity' are significantly different from the test value of '3' at 1% level of significance. It is identified that 'It reduces the strain of journey' scored the highest mean score of 3.960 and 'It helps to be more sincere and careful on work' scored the lowest mean value of 3.740.
8. The mean scores of all the statements of 'Organizational Operations and Policies' are significantly different from the test value of '3' at 1% level of significance. 'I prefer MNC with projects from leading clients across the globe and international compensation plan but at hometown or neighborhood of place of residence with IST working hours' scored the highest mean value of 3.720 whereas, 'I prefer Indian companies with offshore projects' scored the lowest mean value of 3.172.

7.8.6b Influence of Antecedents of Organizational Commitment on the Affective, Continuance and Normative Commitment

Structural Equation Model analysis reveals that all the eight antecedent variables of Organizational Commitment have significant positive influence on the three levels of Organizational Commitment (Affective, Continuance and Normative commitment).

Influence of Antecedents of Organizational Commitment on Affective Commitment

The results of the analysis show that the Antecedent Variables- Job Characteristics, Training, Development and Promotion, Quality of Work Life, Compensation, Leadership Practices, Work from Home, Work Place Proximity and Organizational Operations and Policies have a significant positive impact on the Affective Commitment. Among the eight antecedent variables, Leadership

Practices have the highest influence on Affective Commitment followed by Organizational Operations and Policies and Work from Home. The least influencing variable is Compensation followed by Quality of Work Life. The results of Structural Equation Modeling are given below.

1. There exists a significant positive relationship between Job Characteristics and Affective Commitment ($\beta = .37, p < 0.01$). If there is one unit increase in the Job Characteristics (Independent Variable), then it can be seen that, there is 0.37 change in the Affective Commitment (Dependent Variable).
2. There exists a significant positive relationship between Training, Development and Promotion and Affective Commitment ($\beta = .39, p < 0.01$). If there is one unit increase in the Training, Development and Promotion (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.39.
3. There exists a significant positive relationship between Quality of Work Life and Affective Commitment ($\beta = .32, p < 0.01$). If there is one unit increase in the Quality of Work Life (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.32.
4. There exists a significant positive relationship between Compensation and Affective Commitment ($\beta = .30, p < 0.01$). If there is one unit increase in the Compensation (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.30.
5. There exists a significant positive relationship between Leadership Practices and Affective Commitment ($\beta = .69, p < 0.01$). If there is one unit increase in the Leadership Practices (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.69.
6. There exists a significant positive relationship between Work from Home and Affective Commitment ($\beta = .57, p < 0.01$). If there is one unit increase in the Work from Home (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.57.

7. There exists a significant positive relationship between Work Place Proximity and Affective Commitment ($\beta = .54, p < 0.01$). If there is one unit increase in the Work Place Proximity (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.54.
8. There exists a significant positive relationship between Organizational Operations and Policies and Affective Commitment ($\beta = .58, p < 0.01$). If there is one unit increase in the Organizational Operations and Policies (Independent Variable), then it can be seen that, the Affective Commitment (Dependent Variable) is increased by 0.58.

Influence of Antecedents of Organizational Commitment on Continuance Commitment

The results of the analysis show that the Antecedent Variables- Job Characteristics, Training, Development and Promotion, Quality of Work Life, Compensation, Leadership Practices, Work from Home, Work Place Proximity and Organizational Operations and Policies have a significant positive impact on the Continuance Commitment. Among the antecedent variables, Organizational Operations and Policies have the highest influence on Continuance commitment followed by Leadership Practices. The least influencing variable is Work Place Proximity. The results of Structural Equation Modeling are given below.

1. There exists a significant positive relationship between Job Characteristics and Continuance Commitment ($\beta = .58, p < 0.01$). If there is one unit increase in the Job Characteristics (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.58.
2. There exists a significant positive relationship between Training, Development and Promotion and Continuance Commitment ($\beta = .52, p < 0.01$). If there is one unit increase in the Training, Development and Promotion (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.52.
3. There exists a significant positive relationship between Quality of Work Life and Continuance Commitment ($\beta = .60, p < 0.01$). If there is one unit increase

in the Quality of Work Life (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.60.

4. There exists a significant positive relationship between Compensation and Continuance Commitment ($\beta = .57, p < 0.01$). If there is one unit increase in the Compensation (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.57.
5. There exists a significant positive relationship between Leadership Practices and Continuance Commitment ($\beta = .74, p < 0.01$). If there is one unit increase in the Leadership Practices (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.74.
6. There exists a significant positive relationship between Work from Home and Continuance Commitment ($\beta = .52, p < 0.01$). If there is one unit increase in the Work from Home (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.52.
7. There exists a significant positive relationship between Work Place Proximity and Continuance Commitment ($\beta = .32, p < 0.01$). If there is one unit increase in the Work Place Proximity (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.32.
8. There exists a significant positive relationship between Organizational Operations and Policies and Continuance Commitment ($\beta = .77, p < 0.01$). If there is one unit increase in the Organizational Operations and Policies (Independent Variable), then it can be seen that, the Continuance Commitment (Dependent Variable) is increased by 0.77.

Influence of Antecedents of Organizational Commitment on Normative Commitment

The results of the analysis show that the Antecedent Variables- Job Characteristics, Training, Development and Promotion, Quality of Work Life, Compensation, Leadership Practices, Work from Home, Work Place Proximity and Organizational Operations and Policies have a significant positive impact on the Normative Commitment. Among the antecedent variables, Training, Development

and Promotion has the highest influence on Normative Commitment. The least influencing variable is Quality of Work Life. The results of Structural Equation Modeling are given below.

1. There exists a significant positive relationship between Job Characteristics and Normative Commitment ($\beta = .29$, $p < 0.01$). If there is one unit increase in the Job Characteristics (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.29.
2. There exists a significant positive relationship between Training, Development and Promotion and Normative Commitment ($\beta = .83$, $p < 0.01$). If there is one unit increase in the Training, Development and Promotion (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.83.
3. There exists a significant positive relationship between Quality of Work Life and Normative Commitment ($\beta = .18$, $p < 0.01$). If there is one unit increase in the Quality of Work Life (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.18.
4. There exists a significant positive relationship between Compensation and Normative Commitment ($\beta = .52$, $p < 0.01$). If there is one unit increase in the Compensation (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.52.
5. There exists a significant positive relationship between Leadership Practices and Normative Commitment ($\beta = .71$, $p < 0.01$). If there is one unit increase in the Leadership Practices (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.71.
6. There exists a significant positive relationship between Work from Home and Normative Commitment ($\beta = .48$, $p < 0.01$). If there is one unit increase in the Work from Home (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.48.

7. There exists a significant positive relationship between Work Place Proximity and Normative Commitment ($\beta = .62, p < 0.01$). If there is one unit increase in the Work Place Proximity (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.62.
8. There exists a significant positive relationship between Organizational Operations and Policies and Normative Commitment ($\beta = .41, p < 0.01$). If there is one unit increase in the Organizational Operations and Policies (Independent Variable), then it can be seen that, the Normative Commitment (Dependent Variable) is increased by 0.41.

7.8.7 Consequences of Organizational Commitment

Structural Equation Modeling reveals that the Overall Organizational Commitment has significant influence on the five Consequence variables of Organizational Commitment i.e., Job Satisfaction, Job Performance, Organizational Citizenship Behavior, Motivation and Absenteeism and Attrition.

1. There exists a significant positive relationship between Overall Organizational Commitment and Job Satisfaction ($\beta = 0.59, p < 0.01$) which implies that, one unit increase in Overall Organizational Commitment can make 0.59 unit increase in the Job Satisfaction.
2. There exists a significant positive relationship between Overall Organizational Commitment and Job Performance ($\beta = 0.77, p < 0.01$), which implies that, one unit increase in Overall Organizational Commitment can make 0.77 unit increase in the Job Performance.
3. There exists a significant positive relationship between Overall Organizational Commitment and Organizational Citizenship Behavior ($\beta = 0.62, p < 0.01$), which implies that, one unit increase in Overall Organizational Commitment can make 0.62 unit increase in the Organizational Citizenship Behavior.
4. There exists a significant positive relationship between Overall Organizational Commitment and Motivation ($\beta = 0.55, p < 0.01$), which implies that, one unit

increase in Overall Organizational Commitment can make 0.55 unit increase in the Motivation.

5. There exists a significant negative relationship between Overall Organizational Commitment and Absenteeism and Attrition ($\beta = -0.39$, $p < 0.01$), which implies that, one unit increase in Overall Organizational Commitment can make 0.39 unit decrease in the Absenteeism and Attrition.

7.8.8 Overall Model of Antecedents and Consequences of Organizational Commitment

An overall model of Antecedents and Consequences of Organizational Commitment has been formulated by the researcher and the results of the analysis reveal the following results.

1. The relationship between the Antecedents of Organizational Commitment and Affective Commitment is ($\beta = 0.72$, $p < 0.01$), which implies that, there exists a significant positive relationship between the Antecedents and Affective Commitment. It also indicates that one unit increase in the Antecedents of Organizational Commitment can make 0.72 unit increase in the Affective Commitment.
2. The relationship between the Antecedents of Organizational Commitment and Continuance Commitment is ($\beta = 0.67$, $p < 0.01$), which implies that, there exists a significant positive relationship between the Antecedents and Continuance Commitment. It also indicates that one unit increase in the Antecedents of Organizational Commitment can make 0.67 unit increase in the Continuance Commitment.
3. The relationship between the Antecedents of Organizational Commitment and Normative Commitment is ($\beta = 0.54$, $p < 0.01$), which implies that, there exists a significant positive relationship between the Antecedents and Normative Commitment. It also indicates that one unit increase in the Antecedents of Organizational Commitment can make 0.54 unit increase in the Normative Commitment.

4. The relationship between the Affective Commitment and Consequences of Organizational Commitment is ($\beta = 0.47, p < 0.01$), which implies that there exists a significant positive relationship between Affective Commitment and Consequences of Organizational Commitment. It also indicates that one unit change in the Affective Commitment can make 0.47 unit change in the Consequences of Organizational Commitment.
5. The relationship between the Continuance Commitment and Consequences of Organizational Commitment is ($\beta = 0.51, p < 0.01$), which implies that there exists a significant positive relationship between Continuance Commitment and Consequences of Organizational Commitment. It also indicates that one unit change in the Continuance Commitment can make 0.51 unit change in the Consequences of Organizational Commitment.
6. The relationship between the Normative Commitment and Consequences of Organizational Commitment is ($\beta = 0.42, p < 0.01$), which implies that there exists a significant positive relationship between Normative Commitment and Consequences of Organizational Commitment. It also indicates that one unit change in the Normative Commitment can make 0.42 unit change in the Consequences of Organizational Commitment.

7.9 Suggestions

The present study paves ways for all the IT companies working in the Information Technology parks Kerala to identify and understand the importance of organizational commitment. It helps in identifying the major factors fostering the degree of organizational commitment. The study helps to comprehend the positive behavior and outcomes an organization can expect from a committed work force. Based on the findings and conclusions of the study, the researcher puts forward the following suggestions to improve the level of organizational commitment among the Information Technology Parks in Kerala:

- The administrators and policy makers should give due attention to the socio-demographic factors of the employees working in the Information Technology Parks like age, gender, marital status, experience, monthly income, present job

level etc. while framing human resource policies, in order to make the policies more personalized and employee friendly. Such policies definitely would inculcate a positive and favourable organizational behaviour among the employees. This will ultimately lead to improvement in the magnitude of the organizational commitment of the IT professionals.

- The employees should be given chances to the employees to exercise their independent thoughts and actions while performing the job. It will make the employees learn new things and will give opportunities to become creative as well as imaginative in work. No employee should be prevented from exercising his/her personal ingenuities while performing the job.
- Timely and resourceful training sessions should be arranged in order to exploit the opportunities to enhance the technical skills of the professionals. This will be beneficial to have exposure to work on different technologies and will make them efficient and skillful and will help in their career growth. Newly appointed employees should be properly oriented towards the organization as well as towards their work. The organizations should also make arrangements for providing behavioural training to the employees.
- The policy makers should take care of formulating and implementing fair and equitable promotional policies. The organizations should follow efficiency based promotional strategies rather than experience based ones. Promotional policies should be designed in such a way that, the deserving employees get the chance to be elevated to the new heights of their career.
- The organizations should provide necessary medical facilities to their employees. The work stress of the IT professionals is at high levels. It may lead to risk of illness and other occupational diseases. The organization should arrange facilities for refreshment and fitness such as yoga sessions, gym, counseling sessions, team outings and leisure trips etc. for their employees.
- Companies should provide medical and life insurance facilities, better severance pay package, children's education allowances etc. to their employees in order to make them committed towards the organization. IT

organizations working as joint stock companies can adopt the policy of sharing ownership and control through Employees Stock Option Schemes.

- Companies should take necessary arrangements to organize regular personality and leadership development sessions for their managerial employees. Manager's leadership style has a significant impact on his subordinate's organizational commitment level. Manager should always encourage open communication and suggestions from his subordinates.
- The company should try to provide flexible work arrangements like work from home. It will help to attain better work –life balance and also will improve the quality of the work. Such arrangements help to reduce commuting which will be ultimately beneficial to the employees as well as to the organization.
- The company should try to offer work place proximity to their employees. The company can ensure this by assigning projects to the employees in work places nearest to their hometown instead of relocating them to distant work places. This arrangement will help the employee to stay with his family.
- Most of the IT professionals look forward to onshore opportunities. If the company can provide onshore opportunities on a rotational basis, a large number of employees can get its benefits and it will help in retaining the talented and committed labour force to some extent.

7.10 Directions for Future Research

Every research work can be done only by restricting its scope to a limited area. The researcher is bound by that restriction in this present study also. The researcher has identified the following areas for future research, related to the topic under study.

- A comparative study of the organizational commitment of Indian and foreign IT companies.
- A comparative study of organizational commitment of IT and BPO sector.
- Impact of employee retention strategies on the organizational commitment.

- Antecedents and consequences of organizational commitment in other industries.
- Work from home and employee engagement challenges.
- Comparative study of organizational commitment in public and private sector companies.
- Relationship between organizational commitment and emotional intelligence.
- The effect of transactional and transformational leadership on organizational commitment.
- Corporate social responsibility and organizational commitment.
- Role stressors and organizational commitment.
- Impact of ethical behavior on organizational commitment.
- Goal orientation and organizational commitment of employees.
- Workplace spirituality and organizational commitment.

7.11 Conclusion

The main objective of the study was to provide an insight into the level of organizational commitment among the employees of Information Technology parks in Kerala. The study made an in depth analysis of the Antecedents and Consequences of the Organizational Commitment among the respondents. The researcher identified eight variables as Antecedents of Organizational Commitment, namely Job Characteristics, Training, Development and Promotion, Quality of Work Life, Compensation, Leadership Practices, Work from Home, work place proximity and Organizational Operations and Policies. The five Consequence variables identified for the study were Job Satisfaction, Job Performance, Organizational Citizenship Behavior, Motivation and, Absenteeism and Attrition. An attempt has been made to prove how and to what extent the Antecedents lead to the Organizational Commitment and what are the major outcomes or Consequences of Organizational Commitment among the employees of Information Technology parks in Kerala.

The analysis of the collected data indicated that, the level of Organizational Commitment among the employees of Information Technology parks in Kerala is at moderate level for the overall Organizational Commitment and for its three dimensions i.e., Affective Commitment, Continuance Commitment and Normative Commitment. Structural Equation Modeling was used to test all the proposed relationships between Organizational Commitment and the variables of Antecedents as well as Consequences, as proposed in the hypothesized model. The results revealed a significant relationship between these variables. Affective Commitment of the employees of Information Technology Parks is highly influenced by the Leadership Practices adopted by their superiors or managers. Compensation is the least influencing factor of Affective Commitment among the respondents. The most influencing factor with respect to Continuance Commitment is Organizational Operations and Policies. The least influencing factor with respect to Continuance Commitment is Work Place Proximity. Normative Commitment is highly influenced by the Leadership Practices of the superiors or managers. Among the Antecedent variables, Quality of Work Life has lesser influence on the Normative Commitment of the employees of Information Technology parks in Kerala.

The result of the analysis indicated that, Job Performance is the most important Consequence of the Organizational Commitment of the employees working in the Information Technology Parks in Kerala. This finding implied that, if there is enhancement in the level of Organizational Commitment among the IT professionals, it will inculcate a behaviour in them to improve their job performance at any cost. Organizational Citizenship Behavior, Job Satisfaction and Motivation are the other outcomes that can be expected by an Information Technology firm from a committed labour force. A relevant finding of the present study is that, by improving the extent of Organizational Commitment of the employees, the IT companies can minimize the problem of Attrition and Absenteeism to a larger extent.

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**ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL
COMMITMENT AMONG THE EMPLOYEES OF
INFORMATION TECHNOLOGY PARKS IN KERALA**

Questionnaire

1. Name the IT Park in which your organization situates: a) Infopark
b) Technopark
2. Gender : a) Male b) Female
3. Age in years :
4. Marital status : a) Single b) Married
c) Divorcee d) Widow/widower
5. Family size :
6. Number of dependents:
7. Your highest educational qualification: a) Graduate
b) Post Graduate
c) Others
8. Experience: a) 0-5 years b) 5-10 years
c) 10-15years d) above 15 years
9. Present job position:a) Top level b) Middle level
c) Lower level
10. Monthly income: a) up to Rs.50, 000/- b) Rs. 50,000- Rs. 100,000
c) Rs. 100,000-150,000 d) above150, 000

11. Nature of work of your organization: a) Software Development

b) BPO Services c) Others, Please specify

12. Please indicate your level of agreement or disagreement on the following statements depending on your own personal evaluation of your current job and the organization.

Levels of Organizational Commitment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Affective Commitment						
1.	I would be awfully glad to continue my service with this organization.					
2.	I feel like the issues of this organization are my own.					
3.	I treat this organization as my own family.					
4.	I am very much appended towards my organization.					
5.	This organization is having an incredible deal of individual worth for me.					
6.	I am loyal towards my organization.					
Continuance Commitment						
7.	It will be really painful for me, even if it is unavoidable, to depart this organization.					
8.	My personal and professional life would be miserably troubled when I exit this organization.					
9.	At present, continuing with this organization is a concern of necessity as well as aspiration.					
10.	I admit, I don't have enough choices to think about leaving this organization.					

11.	Lack of alternatives is the main reason confronting me to leave the organization.					
12.	One of the important reasons I continue is quitting this organization requires more sacrifice from my part.					
Normative Commitment						
13.	I am obliged to stay with my present employer.					
14.	I will not leave my organization at this moment regardless of whether it is advantageous for me.					
15.	I would feel regretful if I leave my organization now.					
16.	I am very much faithful to my organization.					
17.	I would not leave my organization right now, due to the feeling of obligation.					
18.	I owe a lot to my organization.					

13. Please express your opinion about the following factors which will affect your organizational commitment.

Antecedents of Organizational Commitment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Characteristics						
1.	My work in this organization is really encouraging and challenging.					
2.	I am getting chances to exercise independent thoughts and actions.					
3.	My job gives opportunity to learn new things.					

4.	My job gives opportunity to be creative and imaginative in work.					
5.	My job always give opportunities for personal growth and worthwhile accomplishment.					
6.	The job itself gives clues regarding whether or not I am performing well.					
7.	A lot of other people can be affected by how well I am doing my work.					
8.	I feel my job is very significant in this organization.					
9.	A lot of complex as well as high level skills are required for performing my job.					
10.	Doing the work required by the job gives me an opportunity to exhibit how well I am doing.					
11.	I feel my job is simple but repetitive.					
12.	The job prevents me from exercising my personal initiative or judgment while performing the work.					
Training, Development and Promotion						
13.	The organization gives utmost care for the career growth of the employees.					
14.	The promotional policies of the organization are fair and equitable.					
15.	I am getting adequate and timely training to do my job.					
16.	Newly recruited employees are properly oriented towards their work.					
17.	The organization always encourages employees for higher studies.					

18.	The organization is trying to arrange refresher training programmes regularly for technical skill enhancement.					
19.	The organization regularly arranges personality and skill development sessions.					
20.	Training and development programmes provided in this organization helped me a lot in improving my performance.					
21.	Organization's training and development programmes enabled me to change my outlook and helped in adapting new changes.					
22.	Because of regular and convenient training programmes, I feel very much motivated.					
23.	Training and development programmes in the organization help me to be equipped with the latest technologies and skills required for performing my job in its best way.					
Quality of Work Life						
24.	Organization has adequate policies regarding compensation on disablement or death etc.					
25.	There is sufficient number of bathrooms, rest rooms, urinals etc. in the organization.					
26.	Company is keeping first aid boxes.					
27.	Company is providing necessary medical facilities to their employees.					
28.	Safe and hygienic working environment is prevailing within the organization.					
29.	Organization takes initiatives to minimize					

	the risk of illness and other occupational diseases.					
30.	Employees are provided with good food at subsidized rates.					
31.	Company provides conveyance to employees.					
32.	Company arranges accommodation for needy employees.					
	33. Company provides extra amenities like crèches, playground, gymnasium etc., for their employees.					
34.	I feel bored with the monotonous nature of the work in the organization.					
35.	Unfavourable posture during the work creates many health problems.					
36.	Inconvenient duration of the work shift and working time leads to excessive strain among the employees.					
37.	Organization always tries to ensure clarity and transparency in communication.					
38.	I have a strong sense of belongingness towards the organization.					
39.	I have good work relations with peers, subordinates and supervisors.					
40.	I have confidence and faith in the management of my organization.					
Compensation						
41.	The company offers adequate and better pay to its employees.					
42.	The company offers gratuity and other pension benefits to the employees at the end					

	of the employment period.					
43.	The company offers ample amount of contributions towards PF and other employee welfare schemes.					
44.	Company provides medical and life insurance schemes for employees.					
45.	The company has a better severance pay package for those employees who have been terminated early either through mutual agreement or as lay off.					
46.	Children's education allowances are offered by the company.					
47.	Company has the policy of sharing ownership and control through Employee Stock Option Schemes (ESOP).					
48.	Company provides maternity leave for women employees.					
Leadership Practices						
49.	My supervisor has the ability to win employees' trust.					
50.	He/she is able to ensure the employees' involvement in problem solving.					
51.	He/she always tries to exercise employee supportive practices.					
52.	He/she always encourages open communication and whistle blowing from his subordinates.					
53.	He/she always takes initiative for the employee well-being.					
54.	He/she gives proper and adequate orientation to the workers.					

55.	He/she is always willing to accept new and creative ideas and methods from employees.					
Work from Home						
56.	I prefer to work from home.					
57.	It helps in having better work-life balance.					
58.	Work from home increases quality of work.					
59.	It increases loyalty.					
60.	It reduces mental and physical stress.					
61.	It saves time, money and energy.					
Work Place Proximity						
62.	I prefer work place at hometown or neighborhood of place of residence.					
63.	It will improve the quality of work.					
64.	It gives better work-life balance.					
65.	It reduces the strain of journey.					
66.	It helps to be more sincere and careful on work.					
Organization Operations and Policies						
67.	I prefer Indian companies with offshore projects.					
68.	I prefer Indian companies with offshore projects from leading clients across the globe with potential onsite opportunities.					
69.	I prefer MNC with origin outside India and projects from leading clients across the globe and the remuneration packages in their currency with IST working hours.					
70.	I prefer MNC with projects from leading clients across the globe and international compensation plan but at home town or					

	neighbourhood of place of residence with IST working hours.					
71.	I prefer MNC with projects from leading clients across the globe with international compensation plan and am ready to transfer anywhere.					

14. Please express your opinion about the following consequences of organizational commitment

Consequences of Organizational Commitment		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Satisfaction						
1.	I like my job in this organization.					
2.	There exists a balance between my ability and my job itself.					
3.	Company offers fair pay for fair job.					
4.	The pay structure in my organization meets the industry standards.					
5.	My salary is appropriate to my abilities and skills.					
6.	I am satisfied with incentives and bonus schemes of the organization.					
7.	I am satisfied with the fringe benefits, perks and allowances.					
8.	I am satisfied with the employee welfare schemes of the organization.					
9.	I feel safe as the organization offers a very high job security.					
10.	Company's promotion policies are very					

	much transparent.					
11.	Company's promotion policies are based on achievements of the employees.					
12.	Training and development programmes of the organization leads to proper and planned career advancement.					
13.	I am happy with the team work of my fellow workers.					
14.	I have a very good relation with the superiors, subordinates and with my peers.					
15.	I am satisfied with the general working conditions of the organization.					
16.	I am able to meet my targets in due time.					
Job Performance						
17.	I am regularly attending the organization.					
18.	I have a strong emotional attachment with my job.					
19.	I am willing to continue my present job.					
20.	I am ready to do all the tasks that are expected by the organization from me.					
21.	I always meet formal performance requirements of the job.					
22.	I am involving in activities that are relevant to the yearly performance assessment.					
23.	I fail to perform essential duties.					
24.	I have a high degree of job involvement.					
Organizational Citizenship Behaviour						
25.	I am always completing assigned duties.					
26.	I do not take extra time for breaks.					
27.	I am obedient to the organization's rules.					
28.	I often work beyond off hours even though					

	not being asked to.					
29.	I am always complaining about things that are not important.					
30.	I try to prevent myself from creating problems for my coworkers.					
31.	I am aware of how my behavior affects other people's job.					
32.	I read and follow all announcements, memos, messages and others given out by the organization.					
33.	I keep myself up-to-date with changes in the organization.					
34.	I help others who have heavy work load.					
35.	I help others who have problem with others.					
36.	I always try to make innovative suggestion to improve the organization.					
37.	I always find fault with what the organization is doing.					
38.	I help to maintain the organization's image.					
39.	I have concern with organization's sustainability.					
40.	I always pay attention to matters that are positive rather than that are negative.					
41.	I am tolerant to less identical situations in the work place.					
42.	I never blame team members for the failure of my team.					
Motivation						
43.	I have a lower amount of work stress.					
44.	I always enjoy esteem/ image of being an employee of the organization.					

45.	My accountability has been increased.					
46.	I am feeling less emotional exhaustions and de personalization.					
47.	I am willing to undertake more challenging jobs.					
48.	The work environment in this organization makes jobs and career appear happier.					
49.	At present, I have only a lower intention to quit.					
50.	I am feeling a high degree of intrinsic motivation in this organization.					
Absenteeism and Attrition						
51.	I am always pursuing other attractive opportunities.					
52.	I am frequently taking leaves.					
53.	I have only a lower expectation from the present job.					
54.	If I get a better offer from other organization, I will definitely leave my present organization.					