

# The Influence of Demographics, Job Characteristics and Characteristics of Organizations on Employee Commitment

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*Abstract: How individuals behave in organizations became an emerging topic among both the scientific and business world during the past decade. Commitment of employees to their work and the organization is considered an important indicator of successful organizational behavior. Previous research on the demographic and individual characteristics of employees, as well as, job and characteristics of organizations has shown that they have significant influence on organizational commitment. This paper intends to reveal some crucial information on how these characteristics influence organizational commitment in Central European organizations. Our analysis resulted in several important findings, revealing some interesting differences and when compared to other studies conducted in mostly western developed environments:*

- 1) Gender does not have any influence on organizational commitment*
- 2) Characteristics of organizations and most demographic characteristics have little effect on organizational commitment*
- 3) Job characteristics have strong impact on organizational commitment in Central European Organizations*

*The research, in this paper, is part of a broader study, investigating the mutual influence of several leadership and organizational behavior related variables. Additional, partial results of this study, published in papers and conference proceedings from 2014, with the overall results scheduled for publishing in 2015.*

*Keywords: organizational commitment; demographic characteristics of employees; job characteristics; characteristics of organizations*

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# 1 Introduction

Problems that have emerged in contemporary business environments are related to increased market demands, increased unemployment, quality and service improvements, demand for new knowledge and skills, as well as the need for innovation and creativity of employees. All these problems contributed to increased importance concerning how individuals behave in organizations. The essential questions related to employees are how to attract high quality staff, how to motivate them to achieve top of the notch results and how to keep them in the organization?

As a factor of employee motivation, the commitment level of employees to their work and their organization is considered one of the most important indicators for a successful organizational behavior. Employees with higher levels of commitment are devoted to their professions and the organization, expect high demands from themselves, achieve superior results and demonstrate superior work performance.

Previous research on the demographic and individual characteristics of employees has shown that they are related to organizational commitment. It has been determined that a positive linkage exists between the age of individuals, years they have spent in an organization and the level of their commitment. Further, subjective acceptance of an organization, in the form of a psychological contract between employees and the organization, is of a great importance for building and gaining organizational commitment among employees.

In complex and continuous transitional conditions, it is of great importance for the processes of work and professional education, selection and employee development as well as organizational management strategies, to determine the factors influencing commitment to work and organization.

As two post-communist states, Serbia, with its Central European province of Vojvodina and Hungary were chosen for our research due to their transitional and post-transitional economies, as well as, both the public and private organizations on which our research was focused.

## 2 Organizational Commitment

Commitment in organizations is, most of the time, studied as an individual level variable within the framework of Organizational Behavior. However, it can also be viewed as a group or team level variable as the commitment of groups and teams. Another differentiation of commitment is related to the context of the object to which employees are committed, in the form of their feelings and beliefs.

The most often cited object of commitment, are whole organizations, i.e. organizational commitment [1] and this area of commitment research developed first [2]. Commitment, is often, related to feelings and beliefs about certain units inside and outside of organizations, such as work, job, team, group, association, union, profession, etc. [3]. Some authors make common errors in differentiating organizational and job commitment, often viewing the two as a single category. These two indeed have noticeable common points and overlaps, but surely are separate categories.

Organizational commitment is a work related attitude [4, 5]. Because attitudes influence our behavior toward objects, situations, persons or groups, the simplest way to define organizational commitment is to say it is an attitude that reflects the strength of relations between an organization and its employees [6], or the extent to which an employee is loyal to his or her organization [7]. Kanter [8] was one of the first to define commitment as the willingness of a social actor to give his/her energy and loyalty to a social system. In terms of organizational commitment, the term actor refers to employees and the term system refers to an organization. Porter et al. [4, p. 604] defines organizational commitment as "a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership". Similarly, Bateman and Strasser [9, p. 95] discuss that commitment is an organizational variable "involving an employee's loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership". Rusbult and Farrel [10, p. 430] view commitment as "the likelihood that an individual will stick with a job and feel psychologically attached to it, whether it is satisfying or not".

Two types of organizational commitment are studied in this paper: affective commitment and continuance commitment. The first is the commitment to the values of the organization, also referred to as affective commitment. Commitment to the values of the organization is an emotional commitment to the organization, identification with the organization and its values and goals, as well as engagement in the organization. Employees that are committed to organizational values of their organizations do not think about leaving: they stay in their organizations because they want to, with their own free will [3, 11-13]. This type of commitment is characterized with strong belief in the organization, accepting its goals and values, readiness to exert extra effort and hard work in favor of the organization and finally, definitive desire to keep organizational membership [4]. The predictors of commitment to the values of the organization are the personal characteristics and working experiences of employees, while the confirmed benefits are reduced fluctuations and absenteeism, higher level of attendance to work and work performance, organizational citizenship behavior (OCB) and positive impact on employee health [13, 14].

The second type is commitment to stay in the organization or continuance commitment, related to the perceived costs of leaving the organization. Employees expressing high level of commitment to stay in the organization feel they have to stay because they estimate that the costs would be higher than the benefits resulting from leaving the organization [3, 11-13]. Often, an employer makes it harder to leave the organization by using many tricks and tools [13]. The predictors of commitment to stay in the organization are the personal characteristics of employees, alternatives and personal investments, while the benefits are reduced fluctuations in the organization, OCB, work performance and employee health. Commitment to stay in the organization can negatively influence attendance to work [13, 14].

### **3 Demographics, Job Characteristics and Characteristics of Organizations**

Demographics is the study of general and particular population factors such as race, gender or occupation, as well as population density, size and location [15]. Demographics are the quantification of statistics for a given population and are used to identify the study of quantifiable sub-sets within a given population [16]. Demographic characteristics are widely used variables, in relation to organizational commitment and, as is shown in literature, there is a significant role of demographic factors in determining organizational commitment. Demographic factors such as age, gender, marital status, education and job tenure are included in many studies of the impact of demographic factors on commitment [e.g., 17]. Rabindarang, Bing and Yin [17] further emphasize that age is related to commitment in a way that older employees are more committed compared to younger employees and newcomers in an organization [see also, 18].

According to studies investigating the impact of gender on organizational commitment [e.g., 19], it is likely that age creates a feeling of organizational commitment depending on both experience and the conservative attitude it produces. Gender has a high impact on employees' organizational commitment, where it refers to socio-psychological categories of masculinity and femininity. As Pala *et al.* [19] further discuss, while some studies revealed that women are more committed to their organizations, other studies determined men as more committed than women. On the other hand, some other studies revealed that gender is unrelated to organizational commitment. It is also observed, that the cultural cluster or context can determine the impact of gender on organizational commitment in a way that if women are exposed to sex inequality in a certain context, it can affect their organizational commitment negatively [20]. Furthermore, it was found that there is the possible effect of gender on

organizational commitment can change and be affected, by an individual's hierarchical position and/or department within the organization [e.g., 19, 21].

Marital status is also a demographic factor, which influences commitment. Current literature shows that married people are more committed than single people. This is because they need a stable job, due to their perceived responsibility for their families [22]. It is clear that this commitment comes from concern for the economic safety of their families. Finally, education is yet another factor which can influence organizational commitment in a way that people with lower educational level and qualification are more committed to their organizations, as they rarely change their jobs. Conversely, Pala and colleagues [19] claim that there are studies, which reveal a direct positive relationship, between education level and an employees' commitment to their organization.

Many researchers have conducted studies to investigate the impact of various factors on organizational commitment, and in almost all of those studies, demographic factors were among those. For instance, Salami [23] found out in his study that all demographic factors except gender were significant predictors of organizational commitment among industrial workers. As he further states, some other researchers found out that education level and age were not significant predictors of organizational commitment, while others [e.g., 24] found significant relationship between job tenure and organizational commitment in their cultural context. Pala and colleagues [19] found in their research that years in occupation, gender, level of education and title, and meaning of the position in the organization were related to organizational commitment of health care workers in Turkey. Nifadkar and Dongre [25] found that age, gender, marital status and tenure are positively related, while, the level of education is negatively related to organizational commitment in India. Another study conducted in Pakistan showed that length of service is positively related, educational level is negatively related, while, age is not related to organizational commitment [26]. Amangala [16] found in his study that age, education, job position, and job tenure made significant impact on organizational commitment in Nigerian context. However, according to Salami [23], other researchers [27] found that demographic factors were not a significant predictor of organizational commitment.

The connection between job characteristics and employees' commitment is via motivation. Hackman and Oldham [28] argued that, in order to enhance employee motivation, every job must have five core characteristics: skill variety, task significance, task identity, autonomy and feedback. Job characteristics are, according to Greenberger and Strasser [29], the extent to which, a job is structured to provide regular feedback, as well as, a sense of task completion, and for employees to monitor their own behavior and gain an increased sense of personal control [30]. As they further argue, these job characteristics are attributes of job that motivate employees through the employees' perceived job characteristics, which further influence their motivation and determine their organizational commitment [31, 32]. Furthermore, perceived independence, sense of importance

and satisfaction with organizational demand all have significant impact on organizational commitment and so do specific characteristics of a job [33]. Many empirical studies [e.g., 27, 34, 35] provided evidence of strong correlations between dimensions of job characteristics and organizational commitment. On the other hand, some studies provided evidence of only a few dimensions of job characteristics significantly related to organizational commitment, dependent on the type of organization, type of job, position etc. In this paper, the authors argue that perceived organizational characteristics also have impact on organizational commitment.

## 4 Research Methodology

The main question, to which this paper is intended to give explicit answer, is whether demographic characteristics of employees and the characteristics of their jobs and organizations influence their organizational commitment in Central European transitional and post-transitional context? When taking this question into account, three basic hypotheses were created, representing the perceived research problem:

- **H1** Employees with different demographic characteristics manifest different levels of organizational commitment
- **H2** Different characteristics of jobs induce different level of employee organizational commitment;
- **H3** Various characteristics of organizations induce different level of employee organizational commitment.

### 4.1 Sample and Procedure

Research for this study was conducted between 2012 and 2014. It took place in various private and public (state-owned) organizations, from various fields of operation and various organizational sizes from Serbia's Central European Autonomous Province of Vojvodina, as well as, Hungary's Csongrád and Bács-Kiskun Counties as a part of a broader study, which in its focus included investigations of the relationships between various leadership and organizational behavior variables. Results of this study, as well as, the theoretical and methodological background were published in 2015, in papers and conference proceedings [e.g., 36, 37]; the overall results are planned to be published during 2015/2016. The data collection method included both physically distributed questionnaires and online surveys, however, the first method being the dominant one. A total of 1400 questionnaires were distributed with a return rate of 855 or a 61% return rate. Along with the online survey, the total number is 891.

## 4.2 Description of the Sample

Females make 62%, while males 38% of the respondents. 16 respondents did not specify their gender. The mean for the age is 40.526 years ( $SD = 11.030$ ). 28.2% of the respondents belong to 30-39 years of age category, 26.6% were 50-59 years, 22.4% were 40-49 years, 20.2% were 20-29 years, 2.3% were over 60 years and only 0.4% were less than 19 years old. Regarding tenure with the organization, the mean is 12.149 years ( $SD = 10.659$ ). 50% of the respondents worked 0-9 years in the current organization, 23.5% 10-19 years, 16.4% 20-29 years, and 10.1% 30-39 years. 23 respondents did not give answer to this question. As for the total years of service (total tenure) of the respondents, the mean is 14.595 years ( $SD = 11.120$ ). 42.3% of the respondents had 0-9 years of service, 23% had 10-19 years of service, 21.4% had 20-29 years of service, 12.3% had 30-39 years of service, and only 1% over 40 years of service (with the maximum of 44 years of service). 357 respondents did not give an answer to this question due to organizational policies. There were eight levels of education offered in the questionnaire, with the results: primary school (3.1%), secondary school (50.6%), college (16.4%), bachelor's degree (18%), master's degree (7.5%), medical degrees (M.D. and specialists; 4.1%), Ph.D. (0.2%), and other (0.2%). 5 respondents did not specify their education.

Distribution of respondents by job type: 27.4% was performing jobs related to simple task execution (operational jobs), 17.3% technical jobs, 16.9% jobs related to education, 14.3% administrative jobs, 9.5% jobs that require high level of expertise, 7.4% management, 5% jobs related to communication with stakeholders, and 2.2% other jobs. 356 respondents did not specify their job type due to organizational policies. Hierarchical position in the organization: 82.4% of the respondents were not on a managerial position. 360 respondents did not specify their position status due to organizational policies.

Distribution of the organizations the respondents work in by ownership: 73.3% state-owned (public) organizations, 25.2% private organizations, 0.6% non-governmental organizations, and 0.9% unknown. Distribution of the organizations the respondents work in according to their dominant activity: 59.8% public service organizations, 20.3% manufacturing organizations, 15.8% service organizations, 2.3% manufacturing and service organizations, 0.6% non-governmental organizations, 0.8% other types of organizations, and 0.4% unknown.

## 4.3 Instruments

Two questionnaires were used in this part of the research. The first questionnaire is a general one, intended to gather basic information about the respondents, their job and organization, this questionnaire, was created by the authors for use in this study. The goal was to collect data on general demographic characteristics of the

respondents, nature of their job, hierarchical position they hold in the organization, as well as general information about the organization they work in. Some of the elements of this questionnaire are age, education, job type, position, tenure, type of organization, etc.

The second questionnaire measured Organizational Commitment with the widely used 15-item Organizational Commitment Questionnaire - OCQ [4], on a standard 5-point Likert Scale, from “completely disagree” to “completely agree”. This questionnaire is the most widely used instrument for measuring organizational commitment [c.f., 14, 36, 38], with investigated and proven psychometric characteristics and is often used, for measuring commitment within a wide range of job categories [39]. It includes items concerning the employee’s perceptions about their loyalty to the organization, their willingness to completely, engage in activities that achieve organizational aims and their acceptance of organizational values [4].

Item number 7 of the questionnaire, was statistically problematic, since it has a very low component saturation, accordingly this item was eliminated from further analysis. Cronbach’s alpha is very high, the improved questionnaire has high reliability ( $\alpha = .901$ ). The representativeness of the items according to the KMO criterion is very significant (.930). In further analyses of the main scale, the items with reversed directions, specifically, items 3, 9, 11, 12 and 15, were recoded. This questionnaire offers the possibility to create two subscales in the results analysis [see also, 40]. The first subscale (Cronbach’s alpha = .909,  $\Lambda=6.427$ , includes 45.908% of the total variance) refers to the respondents value commitment, which reflects their affective commitment and includes items 1, 2, 4, 5, 6, 8, 10, 13, and 14. The second subscale (Cronbach’s alpha = .739,  $\Lambda=1.450$ , includes 10.356% of the total variance) refers to the respondents commitment to stay, which reflects their continuance commitment and includes items 3, 9, 11, 12, and 15.

#### **4.4 Data Processing Methods**

The data in this research were completely analyzed using IBM SPSS statistics software. Analyzes included instrument checks (Cronbach’s alpha, Guttman-Kaiser, factor analyses, representativeness, validity, Cattell’s SCREE test), analysis of the distribution of scores, descriptive statistics for scores (Mean, SD, Skewness, Kurtosis, Kolmogorov-Smirnov), correlations (Spearman’s), t-test, and Kruskal-Wallis test.



## 5 Results

### 5.1 Gender Differences

The analysis of differences in commitment levels did not reveal any significant variances among different genders for any of the variables (Table 1).

### 5.2 Relations to Age, Tenure, Service Years and Education

The variations in commitment level resulting from differences in age, education, tenure in current organization, and total service years of the respondents were determined with Spearman's rank correlations (Table 2). Commitment to the values of the organization is positively related with total years of service ( $\rho_S=.188$ ,  $p\leq 0.01$ ), age ( $\rho_S=.099$ ,  $p\leq 0.01$ ) and education ( $\rho_S=.096$ ,  $p\leq 0.01$ ). Commitment to stay with the organization is positively related with education ( $\rho_S=.204$ ,  $p\leq 0.01$ ) and age ( $\rho_S=.203$ ,  $p\leq 0.01$ ), and negatively related with tenure in current organization ( $\rho_S=-.090$ ,  $p\leq 0.01$ ). Overall, organizational commitment is positively related only with total years of service ( $\rho_S=.178$ ,  $p\leq 0.01$ ).

Table 1  
t test results for gender differences

	Levene's test		t test for independent samples						
	F	p	t	df	p	Group	N	M	s
Commitment to organizational values	3.135	.077	-.680	835	.497	Males	318	31.7829	8.2412
						Females	519	32.1631	7.6058
Commitment to stay with the organization	.650	.420	.279	835	.780	Males	318	17.3969	4.3571
						Females	519	17.3125	4.1778
Organizational commitment	.193	.660	-.792	835	.428	Males	318	44.3792	6.5427
						Females	519	44.7419	6.3569

Table 2  
Spearman's rank correlations for age, education, tenure, and years of service<sup>1</sup>

		Age	Education	Tenure in current org.	Total service years
Commitment to organizational values	$\rho_S$	.099**	.096**	-.017	.188**
	p	.004	.005	.618	.000
	N	848	846	830	496

<sup>1</sup> Legend: \*\* Significance at  $p\leq 0,01$  level

Commitment to stay with the organization	$\rho_S$	.203**	.204**	-.090**	.035
	p	.000	.000	.009	.432
	N	848	846	830	496
Organizational commitment	$\rho_S$	.020	.020	.025	.178**
	p	.561	.555	.465	.000
	N	848	846	830	496

### 5.3 Differences Related to Position in the Organization

The results of the t-test revealed that there is a statistically significant difference between respondents in managing and non-managing positions within scores of commitment, to the values of the organization ( $t=3.852$ ,  $p\leq 0.01$ ) and commitment to stay with the organization ( $t=4.107$ ,  $p\leq 0.01$ ), with higher levels of commitment to the values of the organization and commitment to stay with the organization among respondents on managing positions (Table 3).

Table 3  
t test results for differences related to position

	Levene's test		t test for independent samples						
	F	p	t	df	p	Group	N	M	s
Commitment to organizational values	5.480	0.020	3.852	149.656	0.000	Managing	87	35.506	6.121
						Non-manag.	406	32.586	7.650
Commitment to stay with the organization	0.883	0.348	4.107	491	0.000	Managing	87	19.421	4.149
						Non-manag.	406	17.355	4.282
Organizational commitment	0.006	0.938	1.202	491	0.230	Managing	87	45.944	5.943
						Non-manag.	406	45.116	5.808

### 5.4 Differences Related to Job Type

Differences in scores related to job type were determined with the help of nonparametric Kruskal Wallis test. The results revealed differences in level of commitment to the values of the organization and commitment to stay with the organization (Table 4).

Table 3  
Results of nonparametric Kruskal Wallis test for differences in scores related to job type

	Hi square	df	p
Commitment to organizational values	15.704	7	.028
Commitment to stay with the organization	39.427	7	.000
Organizational commitment	6.425	7	.491

Further tests revealed that respondents performing educational and management jobs have highest scores, while respondents performing operational jobs have lowest scores of commitment to the values of the organization. Also, respondents performing educational, high expertise and management jobs have the highest scores, while respondents performing operational jobs have lowest scores of commitment to stay with the organization.

## 5.5 Differences Related to Ownership over the Organization

Ownership of the organization has little impact on commitment. The results of the t test revealed that there is statistically less significant difference between respondents from state-owned and private organizations only in commitment to stay with the organization scores ( $t=-2.343$ ,  $p\leq 0.05$ ), with higher level of commitment to stay in private organizations (Table 5).

Table 5  
t test results for differences related to ownership over the organization

	Levene's test		t test for independent samples						
	F	p	t	df	p	Group	N	M	S
Commitment to organizational values	3.304	.069	-.970	838	.332	State-owned	625	31.803	8.056
						Private	215	32.405	7.221
Commitment to stay with the organization	.870	.351	-2.343	838	.019	State-owned	625	17.094	4.269
						Private	215	17.880	4.160
Organizational commitment	6.556	.011	.108	469.510	.914	State-owned	625	44.591	6.737
						Private	215	44.542	5.288

## 5.6 Differences Related to the Dominant Activity of the Organizations

Differences in commitment related to the dominant activity of the organization were analyzed with, one-way analysis of variance (ANOVA, Table 6). The results (Table 8) showed that there is statistically significant difference between subgroups of respondents in different types of organizations in commitment to the values of the organization ( $F(2;815) = 4.197$ ,  $p\leq 0.05$ ), as well as in commitment to stay with the organization ( $F(2;815) = 3.988$ ,  $p\leq 0.05$ ).

Post-hoc test – least significant difference (LSD) has shown that respondents employed in manufacturing organizations have considerably higher score in commitment to the values of the organization from respondents employed in a public service and service organizations (Table 7).

Post-hoc test – least significant difference (LSD) has shown that respondents employed in manufacturing organizations have considerably higher score in

commitment to stay with the organization from respondents employed in public service organizations (Table 8).

Table 6  
One-way analysis of variance – ANOVA

		Sum of squares	df	Square middle	F	p	Levene's statistics	P
Commitment to organizational values	Between groups	521.223	2	260.612	4.197	.015	.479	.620
	Inside groups	50606.443	815	62.094				
	Total	51127.666	817					
Commitment to stay with the organization	Between groups	143.883	2	71.941	3.988	.019	.016	.984
	Inside groups	14703.993	815	18.042				
	Total	14847.876	817					
Organizational commitment	Between groups	126.333	2	63.167	1.552	.212	1.859	.156
	Inside groups	33168.662	815	40.698				
	Total	33294.995	817					

Table 7  
Post-hoc test – LSD for commitment to organizational values

I	J	Difference M (I-J)	Std. error	P
Public-service	Manufacturing	-1.93602*	.69331	.005
	Service	.08283	.76270	.914
Manufacturing	Service	2.01884*	.90492	.026

Table 8  
Post-hoc test – LSD for commitment to stay with the organization

I	J	Difference M (I-J)	Std. error	P
Public-service	Manufacturing	-1.05448*	.37372	.005
	Service	.22052	.41112	.592
Manufacturing	Service	-.83396	.48778	.088

## 6 Discussion

### 6.1 Influence of the Demographic Characteristics of Employees, on Their Commitment Levels

The results did not reveal significant differences among males and females for any of the variables. However, certain differences related to age, education, tenure in the current organization, and total years of service do exist, meaning that gender does not have influence, while age, education, tenure, and years of service have

influence or commitment. This finding are not consistent with the results of previous studies conducted in western developed environments, which mostly indicate that women are getting better, more demanding and accountable jobs, which results in higher satisfaction and commitment to the organization. These studies also indicate that women as their future goals states increase in commitment, while man are more prone to refer their expectations and change of job.

Employees with higher number of total years of service, higher education and older employees demonstrated higher levels of commitment to the values of the organization. Reasons for this are experience that comes with years of service, age and education that enables employees to better understand and adopt the values of the organization as well as to harmonize those values with their own values and goals. Further, employees with higher education and professional qualifications often have stronger ambitions and desire for advancement, so they are committed to the values of the organization in order to achieve organizational goals, therefore achieving their own goals as well. On the other hand, employees with lower number of total years of service, lower education as well as younger employees, often have too high expectations and are holding on to their personal ideals that, in some situations, prevents them to realistically perceive and evaluate the values and goals of the organization.

Higher commitment to stay within the organization belongs to older employees, employees that have a shorter job tenure in the current organization and employees with higher education. This result, directly, reflects the specificities of Central European economy and labor market. In highly developed countries, individuals with better education have far more opportunities for employment, so fluctuations, i.e. leaving of well-educated personnel to better and more successful organizations is not a rare phenomenon, therefore, their commitment to stay with the current organization is significantly lower. However, the picture in Central Europe is very different, where the employment possibilities of highly educated human resources are considerably worse. Therefore, the commitment to stay with the current organization with highly educated personnel is higher, since they are well aware of the fact that they do not have much choice. Further, older employees are well aware that for them it is especially difficult to find another job, while employees that have a shorter job tenure in the organization, i.e. employees that had been recently employed, are satisfied that they managed to get a job at all, often after long period of job seeking. This fact drives their commitment to stay within the organization, while employees that are longer in the organization have a desire to change to better jobs and organizations.

Employees with longer service are the only ones who have higher overall organizational commitment, but that does not mean that other employees are not committed to their organizations. It means just that employees with longer service have slightly higher commitment, i.e. they are the most committed employees to their organizations.

## 6.2 Influence of Job Characteristics on Employee Commitment Levels

The influence of job characteristics is determined with regard to two categories: position in the organizational hierarchy (managing/non-managing position) and job type (jobs related to simple task execution – operational jobs, technical jobs, jobs related to education, administrative jobs, jobs that require high level of expertise, management jobs, jobs related to communication with stakeholders and other jobs).

The results of the analysis showed that there is a difference in commitment to the values of the organization and commitment to stay within the organization among managing and non-managing groups of employees, with significantly better results of employees on managing positions. Better results of employees on these positions were definitely expected. Higher position in the organizational hierarchy can bring numerous benefits to employees, ultimately leading to higher commitment of those employees. Employees in managing positions belong to an often called "inner group" of employees, having access to strategic resources, better relations with the executives of the organization and higher levels of accountability, leading to high commitment, satisfaction and performance [41, 42, 43].

In the second category, a difference was discovered, among employees conducting different job types in their commitment to the values of the organization and their commitment to stay with the organization. Table 9 shows the best and worst ranked job types. Overall, employees performing managerial and education related jobs have highest scores, while employees conducting operational jobs (jobs related to simple task execution) have lowest scores on both variables.

Table 9  
Best and worst ranked job types overview

Commitment type	Best ranked jobs	Worst ranked jobs
Commitment to stay with the organization	<ul style="list-style-type: none"> <li>• Education related jobs</li> <li>• High expertise jobs</li> <li>• Managerial jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Other types of jobs</li> <li>• Operational jobs</li> </ul>
Commitment to the values of the organization	<ul style="list-style-type: none"> <li>• Education related jobs</li> <li>• Managerial jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Operational jobs</li> </ul>

### **6.3 Influence of the Characteristics of Organizations on Employee Commitment Levels**

The characteristics of organizations were studied with regard to two groups of characteristics: organization type by dominant activity and ownership over the organization. The analysis revealed that the characteristics of organizations have limited influence. Organization type have limited influence on commitment to the values of the organization and commitment to stay within the organization, while ownership over the organization have very limited effect only on commitment to stay within the organization. Employees in manufacturing organizations are much more committed to the values of the organization from employees in public service and service organizations. Employees in manufacturing organizations are also much more committed to stay within the organization from employees in public-service organizations. Further, employees in privately owned organizations are more committed to stay within the organization from employees in state owned organizations, but with a low significance of the difference between them.

Many studies in the past had been engaged in researching the commitment of employees in public organizations. Those studies had mostly similar conclusions related to public servants having higher level of commitment to stay within the organization from employees in other organizations [13, 44]. In those settings, job security and employee ethics had the most influence on high commitment of public servants [44, 45]. However, the results of this study revealed opposite results, with employees in privately owned and manufacturing organizations being more committed. The reasons for the different results are only a guess; whether it is because previous studies focused only on western highly developed environments or simply time has changed.

#### **Conclusion**

The main question of this paper, was supposed to provide an answer to whether or not the demographic characteristics of employees and the characteristics of their jobs and organizations influence their organizational commitment in a Central European settings? In general, several main conclusions are drawn and from the results of the analysis:

- Gender does not have any influence on organizational commitment
- Characteristics of organizations and most demographic characteristics have little effects on organizational commitment
- Job characteristics have a strong impact on commitment.

Based on the results, hypotheses H1, assuming that demographic characteristics of employees influence the level of their organizational commitment is partially supported, since gender of the employees did not have any influence, while other characteristics did have influence, such as, tenure with the current organization,

formal education, professional qualifications and age influence commitment to stay with the organization. Furthermore, total years of service, formal education and age influence commitment to the values of the organization. Total years of service, is the only characteristic that overall influences organizational commitment. While not all personal characteristics affect every variable equally, it can be concluded that, personal characteristics of employees influence the level of their commitment. Hypotheses H2, assuming that job characteristics influence the level of employee organizational commitment is completely supported, since both job type and hierarchical position have significant influence on organizational commitment. Hypotheses H3, assuming that the characteristics of organizations influence the level of employee organizational commitment is only partially supported, since the limited influence of both groups of the following characteristics: organization type and ownership over the organization. Organization type has a limited influence on commitment to the values of the organization and commitment to stay within the organization, while ownership over the organization has a very limited effect on the commitment to stay with the organization.

### **Acknowledgements**

This research was supported by the Provincial Secretariat for Science and Technological Development, of the Autonomous Province, of Vojvodina, as part of, the project "Effects of Organizational Communication on Employee Organizational Behavior". The funding was granted to Dr. Valentin Kónya, the project leader.

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