

## **Influence of Demographical Variables on Teachers' Affective Commitment: A Study of Management Institutions**

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### **Abstract:**

*In the global era, globalization is spreading in every field of the business; the management institutions also have captured their position across the border of the nation. Human resource commitment is an important component that aids the organizations to accomplish their missions. The success of the management institutions depends on the appropriate functioning of academicians and their dedication towards their organizations.*

*The present paper primarily emphasizes on the impact of demographical variables (gender, age, educational qualification, experience and gross income) on the level of affective commitment of academic staff of management institutes at Delhi-NCR. The instrument of organizational commitment (affective commitment, continuance commitment and normative commitment) developed by Allen and Meyer (1993) has been used for the data collection.*

*A sample of 141 academicians' staff was selected from the management institutes situated at Delhi-NCR, India.*

*Findings from correlation analysis indicated that demographic variables had a moderate association with the affective commitment. Further analysis using stepwise regression revealed that gender, experience and income had significant impact on the level of affective commitment. Age and educational qualification had insignificant influence with the affective commitment. The present study provides a*

*base to the academicians and researchers for further research. This study can be replicated in other industries to analyze the cross-industrial comparison on commitment level of employees.*

**Key words:** Academicians, Affective commitment, Demographical variables, Management institutions

## **1. Introduction**

Education sector is a prominent field of study. It is accepting as a basic part in the progression of society. Distinctive expert courses like MBA, MCA, B. Tech., M. Tech., and so on, are giving new profession ways to youthful era. It is also noticed that in the higher educational institutions, human resource is an important source for the development and sustenance of the organizations. Different administration foundations have perceived that academicians are the prominent entities for their institutional development. They are turning out to be more mindful that employees are the key hotspot for the accomplishment of their objectives and mission.

Along these lines, as like distinctive business endeavors, management institutions have also realized that committed and loyal academic staff is an echelon for the accomplishment of their goals, vision and mission.

Yet due to the present economic environment, human resource may not be as committed towards their organizations as they were in the past time. This trend has been revealed through the several researches of Brown and Peterson, 1993; Latha, 2007; Verma & Aggarwal, 2012 and S. Jain, 2013, and had presumed that in every industry attrition rate of employees were very high because staffs were seeking the probable opportunities for attaining their personal benefits as well as career advancement in a short span of time.

Since, from couple of decades it has additionally been recognized that organizational commitment of employees has

assumed importance in the eyes of management. The rationale behind the frame of this construct is reliance upon its association with numerous employees' behavior like, organizational commitment results in higher job satisfaction (Vandenberg & Lance 1992), increased job performance (Mathieu & Zajac, 1990), decreased employees' turnover rate, intention to leave and rate of absenteeism (Cohen, 1991; Balfour & Wechsler, 1996 and Barber *et al.*, 1998).

Similarly, Meyer and Stanley (2002) stated that whenever the workforce was committed, psychologically connected and recognized themselves with their organization then their probability to remain with their organization was increased. Judeh *et al.* (2011) postulated that employees' commitment was considered as one of an important determinant of organizational effectiveness and their output.

In previous researches, some researchers have put their efforts to analyze the influence of some demographic characteristics like age, gender, educational background, work experience etc., on the degree of commitment towards an organization. The findings indicated a linear relationship between some demographic factors and organizational commitment. On the other hand, some findings indicated a non-linear relationship between demographic characteristics and organizational commitment. The findings had been mixed output. Furthermore, organizational commitment is influenced by some other factors and need to analyze the interaction among organizational commitment and demographical characteristics.

Thus, organizational commitment has been found as a dynamic field of research for various behavioral researchers. Present paper is an attempt to examine the relationship between affective commitment and demographical characteristics and also analyze the impact of demographic factors (age, gender, educational qualification, work experience and income) on the degree of affective commitment.

Meyer and Allen (1994) has conceptualized, "Organizational commitment is an emotional bonding that identifies the employees' relationships with the organization and has implications for the decision to continue membership in the organization".

Organizational commitment synchronized a psychological bonding of individuals that makes them more committed towards their work as well as organization. Generally, it is defined as the employees' feeling of bond to remain with the organization and also show attitude of an employee towards their organization. It is an ongoing and two ways process through which human resource express their concern for the organization. These organizations strive for commitment and dedication of their employees so that organizations can achieve success and prosperity.

### **1.1 Component of Organizational Commitment**

Meyer and Allen (1991) conceive of organizational commitment as reflecting three core themes, namely affective, continuance and normative commitment.

**(A) Affective Commitment:** It refers to the degree of attachment of an employee with the employment as well as organization and also enjoys belongingness as a member within the organization.

**(B) Normative Commitment:** This refers to employees' loyalty towards the organization and they consider staying in the organization an ethical responsibility. It involves a feeling of moral and ethical obligation to remain working in a particular organization.

**(C) Continuance Commitment:** This indicates the restriction of employee's stay inside the organization because of an unpleasant feeling caused by the loss of their pay and other

benefits. It involves an employees' bond to an organization based on what it would cost that person to leave the company. Meyer *et al.* (2002) stated that the primary antecedents of continuance commitment were lack of alternatives or costs associated with leaving, such as lost income, seniority or retirement benefits or incapacity to relocate their talent to another organization.

## **2. REVIEW OF LITERATURE**

On the basis of past review analysis it was seen that the demographic characteristics of employees influenced their organizational commitment. Enormous researchers like Bin Bakr *et al.* (2015) observed that gender, occupational level and nationality had an impact on the level of commitment. It was found that designation had more influence as compared to gender and nationality, on the degree of commitment. Jafri *et al.* (2013) diagnosed that the nature of employment (regular/temporary) influenced the level of organizational commitment. The findings inferred that permanent staff was less committed as compared to contractual basis staff.

Kanchana *et al.* (2012) found that numerous demographic characteristics like gender, age, designation and level of education had a positive relationship with the organizational commitment. On the other part income of the employees had insignificant association with the organizational commitment. Suki *et al.* (2011) revealed that the gender had insignificant impact on the perception of job satisfaction and organizational commitment. Mohammed *et al.* (2013) revealed that only age amongst other variables had effect on the level of organizational commitment. Nifadkar *et al.* (2014) also revealed that age was positively associated with commitment while education background had an adverse relationship with the commitment.

Enormous researchers identified 80% of the change or variance in organizational commitment. Ghaffaripour (2015) stated that employees' demographic characteristics (educational background, work experience and designation) were not considered as significant antecedent of affective organizational commitment. On the other hand Kanchana (2015) diagnosed that the demographic profile (gender, age, income and designation) acted as significant predictor of affective commitment apart from the job rotation. Dogar (2014) found that age, gender and educational level had insignificant association with affective commitment while experience had a significant influence on the level of affective commitment.

Khan and Zafar (2013) identified a positive association between age and work experience of employees with the level of affective commitment. It was concluded that older and more experienced employees revealed high affective commitment as compared to younger and less experienced employees. Su *et al.* (2009) also reported the similar findings that age and experience had a significant impact on the level of affective commitment. Karakus and Aslan (2009) concluded that gender and marital status had a significant impact on the organizational commitment. It was revealed that the female teachers had shown high affective as well as normative commitment towards the teaching job than the male teachers. Married teachers revealed low affective and normative commitment and high continuance commitment in comparison to unmarried teachers.

Azeem (2010) found a moderate significant positive relationship among facets of job satisfaction, demographic variables and affective commitment. It was concluded that supervision, salary, age and work experience were the significant antecedents of organizational commitment.

### **3. OBJECTIVES OF THE STUDY**

1. To determine the relationship between affective commitment and demographic variable of employees.
2. To determine the impact of demographic factors (age, gender, education qualification, experience and income) on the level of affective commitment.

### **4. HYPOTHESES**

**H<sub>1a</sub>** There is a significant relationship between demographical variables and affective commitment.

**H<sub>2a</sub>**: There is a significant impact of age on the level of affective commitment.

**H<sub>3a</sub>**: There is a significant impact of gender on the level of affective commitment.

**H<sub>4a</sub>**: There is a significant impact of educational qualification on the level of affective commitment.

**H<sub>5a</sub>**: There is a significant impact of experience on the level of affective commitment.

**H<sub>6a</sub>**: There is a significant impact of income on the level of affective commitment.

### **5. RESEARCH METHODOLOGY**

As research methodology is a blueprint of thought process derailed in an optimistic manner. In this section sample, sampling technique, measuring instrument and validity of the tool had been considered.

#### **5.1 Sample and Procedure**

This study gathered data through the self-administered questionnaire within management institutions of the Delhi-NCR of India. The data collection took about 63 days in last quarter of 2015. The focus of this study is to assess the impact

of demographics on the level of affective commitment. Delhi-NCR is a considerable setting to examine the responses of employees to represent the proximate of Indian academicians. This region was chosen because it had a fair representation of sample.

For the present study, 185 questionnaires were distributed; out of these questionnaires only 153 questionnaires were received. Out of these 12 questionnaires were incomplete, so the final sample consisted of 141 questionnaires and found suitable for the study. A satisfactory response rate of 76.21 per cent was seen. All the questionnaires were administered personally. Respondents were ensured that their confidentiality and anonymity would be maintained, and the collected information was only for academic purpose.

To ensure the reliability of the questionnaire two major considerations were kept in the study. First, all constructs were taken from past studies reported in the review of literature. The literature ensures that all measures had been previously tested and proven to be reliable. Second, the questionnaire was tested with the sample of 17 respondents to ensure that all items focused in questionnaire were clear and understood by the respondents. The Cronbach's alpha was .758 for affective commitment component of questionnaire.

**Table 1: Reliability Statistics**

Cronbach's Alpha	N of Items
.758	6

## **5.2 Adoption of Sample and Sampling Procedure**

The study focused on the employees engaged in education sector in Delhi-NCR, India. Employees engaged in the education sector constituted the population for this study. The education industry is a most promising industry in the present scenario. The sample used in this research covered various categories of respondents with professional qualifications. A



sample size of a 141 employees from management institutes of Delhi-NCR was taken through convenience sampling. There were few other authors like Khan and Jafar (2013), Su *et al.* (2009), Karia and Assari (2006) and Allen and Brady (1997) used the convenience sampling as to collect the data from respondents.

### 5.3 Measuring Instruments

Affective commitment-all the constructs had been adopted from the questionnaire of Allen and Meyer (1993). The questionnaire were based on Likert's five point scale (1-strongly disagree to 5-strongly agree). The affective commitment is based on the 6 items of Allen and Meyer. The dependent variable is affective commitment while demographical variables are taken as independent variables for the present study.

## 6. ANALYSIS AND INTERPRETATION

For the purpose of data analysis, SPSS (Statistical package for the social sciences) version 22.0 had been used. In the study, predictor variables were the demographic characteristics like gender, age, education qualification, experience and gross income while criterion variable was affective commitment. The categorical regression was not used in the present study as chi square coefficient was not found insignificant. Therefore, only stepwise regression has been used for the data analysis.

**Table 2: Demographic Statistics (N=141)**

Demographics	Category	Frequency	Percent (%)
Gender	Male	90	63.8
	Female	51	36.2
Age	Below 30 years	68	48.2
	31 years to 35 years	44	31.2
	36 years to 40 years	15	10.6
	41 years to 45 years	7	5.0
	46 years & above	7	5.0
Marital status	Married	97	68.8
	Unmarried	42	29.8

	<b>Others</b>	2	1.4
<b>Education</b>	<b>Graduate</b>	23	16.3
	<b>Post Graduate</b>	104	73.8
	<b>Doctorate</b>	13	9.2
	<b>Post Doctorate</b>	1	.7
<b>Nature of Appointment</b>	<b>Consolidated basis</b>	97	68.8
	<b>Permanent</b>	44	31.2
<b>Experience</b>	<b>Below 1 year</b>	13	9.2
	<b>1 to 3 years</b>	37	26.2
	<b>3 to 5 years</b>	43	30.5
	<b>5 to 7 years</b>	19	13.5
	<b>7 to 9 years</b>	21	14.9
	<b>9 years and above</b>	8	5.7
<b>Income</b>	<b>Below Rs. 1, 50,000</b>	24	17.0
	<b>Rs. 1, 50,001- Rs. 3,00,000</b>	52	36.9
	<b>Rs. 3,00,001- Rs. 4,50,000</b>	21	14.9
	<b>Rs. 4,50,001- Rs. 6,00,000</b>	28	19.9
	<b>Above Rs. 6,00,000</b>	16	11.3

From the table 2, it is noticed that from the total population (n-141), 63.8% of the respondents were male and 36.2% of the respondents were female. In the category of age, 48.2% of the sample was below the age of 30 years, 31.2% of the sample was between the bracket of 31-35 years, 10.6% of the sample was between the 36-40 years, 5% of sample was between age bracket of 41-45 years and rest of 5% of sample was 46 years and above. From the table-3 it is seen that 68.8% of the respondents were married, 29.8% of the respondents were unmarried and 1.4% of the respondents were from the others (divorced/widow) category.

Similarly, table-2 indicated the distribution of respondents in category of educational qualification. The respondents with graduation degree were only 16.3%, 73.8% of the respondents had post graduation degree, 9.2% of the respondents had doctorate degree and 0.7% had a post doctorate degree. About 68.8% of the respondents from total sample was consolidated (contractual) basis, while rest of 31.2% was on permanent basis.

Analysis of table-2 shows that about 9.2% of the respondents experienced below 1 year in the institute, 26.2% of the respondents were associated with the institute for 1-3 years, 30.5% of the respondents were associated for 3-5 years in the organization, 13.5% of the respondents served institutes for 5-7 years, about 14.9% of the respondents spent 7-9 years in the institute while only 5.7% of the respondents were found associated more than 9 years with the organization.

As far as other demographical variable in terms of annual gross income, table-2 reported that only 17% of respondents earned below the Rs. 1, 50, 000, 36.9% of the respondents earned between the Rs. 1, 50,001- Rs. 3,00,000, 14.9% of respondents earned between the Rs. 3,00,001- Rs. 4,50,000, 19.9% of the respondents earned between Rs. 4,50,001- Rs. 6,00,000 while remaining 11.3% of the respondents from the population earned above Rs. 6,00,000.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig. F Change
1	.451	.063	.028	4.469	1.627	.614

e. Predictors: (Constant), Gender, Age, Educational Qualification, Experience, Annual gross income

f. Dependent Variable: Affective Commitment

Table 3, indicates that the correlation between the independent variable demographic characteristics (age, gender, education qualification, experience and income) and dependent variable employees' affective commitment. The basic purpose of applying correlation is to analyze the magnitude of linear relationship and the direction of relationship. Since from table-3, the value for affective commitment and other demographical variables were found .614 which was significant. Hence, it was accepted ( $H_{1a}$ ,  $p > .05$ ) and the correlation between predictors and

criterion variable was moderate ( $r = 0.451$ ). The value of  $r = .451$  shows moderate and positive relationship between both variables.

**Table 4: Coefficients**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.954	1.978		8.065	.000
Gender	.899	.804	.096	1.118	<b>.002</b>
Age	.032	.463	.008	.069	.945
Educational Qualification	-.949	.807	-.109	1.176	.242
Experience	.216	.375	.015	.076	<b>.033</b>
Annual gross income	1.044	.392	.292	2.659	<b>.009</b>

a. Dependent Variable: AC (Affective Commitment)

The standardized coefficients for each of the independent variables was gender ( $\beta = .096$ ,  $P = .002$ ), age ( $\beta = .008$ ,  $P = .945$ ), educational qualification ( $\beta = -.109$ ,  $P = .242$ ), experience ( $\beta = .015$ ,  $P = .033$ ) and annual gross income ( $\beta = .292$ ,  $P = .009$ ).

$H_{2a}$  and  $H_{4a}$  were rejected due to which the present finding indicated that age and educational qualification has insignificant impact on the level of affective commitment.  $H_{3a}$ ,  $H_{5a}$  and  $H_{6a}$  were accepted due to which analysis revealed that gender, experience and annual gross income has a significant impact on the level of affective commitment.

Present findings indicated that age, income and experience have significant relationship with the affective commitment. For further analysis t-test, ANOVA and mean plotting were used to analyze and shown the impact of individual categories of these variables on the affective commitment.

**Table 5: (t- Test)**

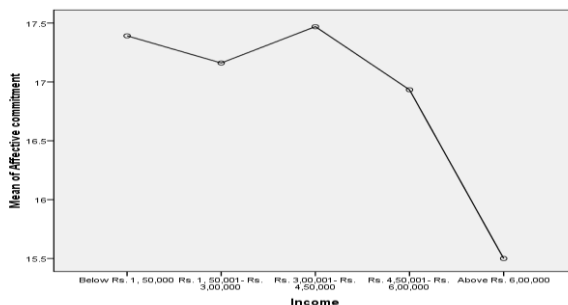
	Gender	N	Mean
Affective commitment	Male	82	17.44
	Female	65	16.97

By employing t-test, results indicate that male staffs were highly commitment as compared to female staffs in terms of affective commitment.

**Table 6: ANNOVA Between Income and Affective Commitment**

Income	N	Mean
Below Rs. 1, 50,000	23	17.39
Rs. 1, 50,001- Rs. 3,00,000	56	17.16
Rs. 3,00,001- Rs. 4,50,000	49	17.47
Rs. 4,50,001- Rs. 6,00,000	15	16.93
Above Rs. 6,00,000	4	15.50
Total	147	17.23

Table-6 depicts ANOVA results between income and affective commitment which revealed that employees of lower and moderate level of salary are having high level of affective commitment. On the other hand as employees are getting hike in their salary then the level of affective commitment is decreasing steeply. These results can be shown through the mean plotting of graphs as follows:

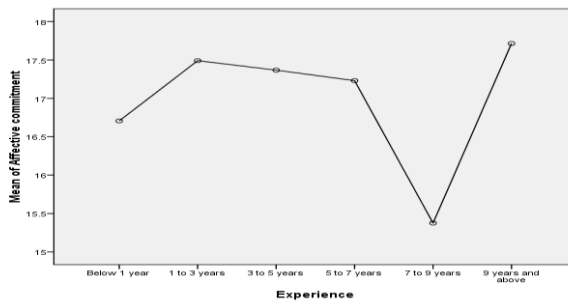


**Figure 1: Relationship between mean of affective commitment and income of employees**

**Table 7: ANNOVA Between Experience and Affective Commitment**

	N	Mean
Below 1 year	17	16.71
1 to 3 years	53	17.49
3 to 5 years	49	17.37
5 to 7 years	13	17.23
7 to 9 years	8	15.38
9 years and above	7	17.71
Total	147	17.23

Furthermore, ANNOVA table of affective commitment and experience indicating high fluctuations in their results. Table-7 revealed that employees who are having the experience of below 1 year, 1-3 year, 3-5 year and 5-7 year have shown moderate and high level of affective commitment. On the other part, employees who possessing the experience of 7-9 years revealing a downfall in the level of affective commitment but the employees of having experience 9 years and above again maximize their level of affective commitment. This analysis can be shown as in the following graph:



**Figure 2: Relationship between mean of affective commitment and experience of employees**

## 7. DISCUSSION

The conspicuous need to accomplish the goals of an organization is to have an all around organized association. Furthermore, to regulate the consistency of the organization, it

must require a well established structure, mission and vision in perspective of hierarchical society and norms. It might show raised execution by working with capable and very much dedicated workforce.

In addition, the organizations' success is connected with "human" component, which has the most critical spot alongside production factor. Responsibility, steadfastness and commitment of employees towards organizations give a foundation to the exact techniques and an acknowledged execution for organizations (Qaiser *et al.*, 2012). Organizational commitment is the psychosomatic condition that shapes the employees' output in an organization. It infers the expectation of the workforce to bear on working in an organization or not. The present study is an attempt to investigate the association between demographic features and affective commitment and also analyze the degree of impact of these variables on the level of affective commitment of the academic staff of management institutes located at Delhi-NCR, India.

As seen in table 5, gender significantly affects the level of affective commitment. It was also found that the male staff was more committed towards their organization as compared to the female staff. The finding that gender had noteworthy impact on the level of affective commitment was tuned in to Kaldenberg *et al.* (1995) and Dodd McCue *et al.* (1996). It was presumed that male respondents had abnormal state of full of feeling responsibility when contrasted with female respondents. Then again, Ishfaq *et al.* (2010) expressed that gender had a significant impact on the level of organizational commitment. It was found that female staff was more committed when contrasted with the male staff. Similarly, Mehmet Karakus *et al.* (2009) concluded that female teachers had high level of affective commitment as compared to male teachers. While some analysts like (Stevens *et al.*, 1978; Kacmar *et al.*, 1999; Al-Ajmi, 2006; Joiner *et al.*, 2006 and Nizamettin Dogar, 2014)

found that gender insignificantly affected the level of organizational commitment.

The above findings discovered that age has irrelevant impact on the affective commitment. This finding is steady with the findings of Hawkins, 1998; Colbert *et al.*, 2000; Chaughtai and Zafar, 2006; Weidmer, 2006; Salami, 2008; Nizamettin Dogar, 2014 and Ghaffaripour, 2015.

On the other hand, this finding is conflicting with the prior findings of Meyer and Allen, 1998, Allen and Meyer, 1990; Mathieu and Zajac, 1990; Ahmad and Bakar, 2003; Natarajan and Nagar, 2011; Pathardikar and Sahu, 2011. These studies revealed that age had a significant relationship with the affective commitment. The rationale is that more seasoned employees are more dedicated towards their association due to their higher employment fulfillment and higher occupational level.

Findings also indicated that experience has significant impact on the level of affective commitment. This finding is compatible with the findings of Allen and Meyer, 1990; Mathieu and Zajac, 1990; Kushman, 1992; Tao *et al.*, 1998; Hawkins, 1998; Colbert and Kwon, 2000; Ahmad and Bakar, 2003; Nogueras, 2006; Natarajan and Nagar, 2011; Pathardikar and Sahu, 2011 and Nizamettin Dogar , 2014).

Meyer and Allen (1993) found a moderate curvilinear relationship amongst experience and organizational commitment. It was inferred that moderate experienced employees were less committed when contrasted with new comers or senior employees. This findings was additionally upheld by the Liou and Nyhan (1994), who found a negative relationship between experience and affective commitment ( $t = -3.482$ ). Present findings revealed that at inception of their career and having moderate experience employees were rated as high level of affective commitment. After getting high experience and pass the tenure of 7 to 9 years with the same organization, employees expressed sudden deterioration in the



level of affective commitment. At last, employees having experience of 9 years and more, employees are again revealing high level of affective commitment. On the other side, enormous researchers like Ahmad and Bakar, 2003 and Ghaffaripour, 2015 found an insignificant impact of experience on the level of affective commitment.

Above findings from table-5 revealed that educational qualification has immaterial effect on the level of affective commitment. This finding is consistent with the findings of Nizamettin Dogar (2014) and Ghaffaripour (2015). Correspondingly, different specialists (Mowday *et al.*, 1982; Glisson and Durick, 1988 and Mathieu and Zajac, 1990) analyzed a negative impact of the educational qualification on the level of organizational commitment. It was found that as the level of education of employees expanded their level of commitment would diminish in view of high goals throughout their life.

Present findings indicate that income of the employees have a significant impact on the level of affective commitment. This finding is in line with the findings of Lawler, 1986; Griffeth *et al.*, 2008; Perryer *et al.*, 2010 and Talat Islam *et al.*, 2012. It was found that income had a significant impact on the level of commitment of employees. Furthermore, analysis indicated that lower and moderate income level employees are revealing high level of affective commitment while higher income level employees are indicating low level of affective commitment. The rationale is that whenever employees perceived that they are getting adequate and fair compensation then they revealed high level of affective commitment. But with efflux of time, employees perceived that their ambitions are restricted by some other factor and only salary is not a motivating factor for them then they revealed a decrement in their level of affective commitment.

## **8. LIMITATION AND FUTURISTIC SCOPE**

The sample used for the present study may not be justifiable to generalize the findings to other management institutes of the whole country. Another limitation is that the present study is conducted on the commitment level of academic staff of the management institutes at Delhi-NCR. So, findings may not be generalizable with respect to other industries (domains).

The present study provides a base to the academicians and researchers for further research. This study can be replicated in other industries to analyze the cross-industrial comparison on commitment level of employees. Similarly, futuristic researchers also carried out a study at global level to understand the nature of employees' behavior across the border of the nation.

## **9. CONCLUSION**

Management education is an important and integral part for the development of a nation. Academic staff entails a lot of accountabilities and play a significant role in the growth of the organization. This paper provides main emphasis on the investigation of the impact of demographical variables like (gender, age, educational qualification, experience and income) on the degree of affective commitment of employees of management institutions at Delhi-NCR, India.

In the present scenario, organizational commitment is an important variable to study in the competitive environment of work. Enormous researchers (Mowday *et al.*, 1982 and Romzek, 1990) diagnosed that committed employees revealed high level of loyalty towards the organization and have a personal feelings of significance regarding its vision and mission. Furthermore, affective commitment has been recognized as an important component of the organizational commitment.

The findings of the study indicate a positive and moderate correlation between affective commitment and demographical characteristics. Further analysis revealed that demographical variable like gender, experience and income has a significant impact on the level of affective commitment. Some earlier findings (like Allen and Meyer, 1990; Ahmad and Bakar, 2003; Ishfaq *et al.*, 2010; Perryer *et al.*, 2010; Natarajan and Nagar, 2011 and Talat Islam *et al.*, 2012) confirmed present findings by showing that employees with longer experience were inclined revealed a higher emotionally belongingness towards their respective organizations.

On the other hand, some demographical variable like age and educational background has insignificant impact on the degree of affective commitment. These findings are also consistent with the findings of some previous researches (Chaughtai and Zafar, 2006; Weidmer, 2006; Salami, 2008; Nizamettin Dogar, 2014 and Ghaffaripour, 2015).

At last, it can be summarized that employees, who are emotionally associated with their institutes, will be more satisfied with their work and this would have a positive impact on all allied entities namely students, institutes and society as a whole. The results of this research paper will assist to management institutes in formulating various strategies, which supports in intensify the organizational commitment of employees in order to lead higher job satisfaction and deterioration in turnover rate of employees.

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