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Job involvement, organizational commitment, professional commitment, and team commitment

A study of generational diversity

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Abstract

Purpose – The purpose of this paper is to examine the relationship among job involvement, organizational commitment, team commitment and professional commitment and to explore generational differences for these variables.

Design/methodology/approach – It used structured questionnaire survey approach for which data were collected from 477 full-time employees of 13 organizations from diverse sectors in India. Respondents were categorized into four generational cohorts following the classification reported in Robbins *et al.* (2011).

Findings – The findings of the study indicated that professional commitment is negatively related with job involvement, affective organizational commitment, normative organizational commitment, and team commitment. Job involvement, affective and normative organizational commitment, and team commitment were positively correlated. Differences were observed among Generation Y, Generation X, Liberals, and Socialist for job involvement, affective organizational commitment, normative organizational commitment, professional commitment, and team commitment. Generation Y, for example, was found high in professional commitment, while Socialist were found higher on affective organizational commitment compared to other generations.

Practical implications – Findings suggests that there is a decrease in job involvement, affective organizational commitment, normative organizational commitment, and increase in professional commitment in young generations. Organizations need to take consideration this while designing the HR policies for employees' engagement.

Originality/value – The contribution of the study lies in examining the employees' attitude to different dimensions of work life and differences among Indian generations.

Keywords Organizational effectiveness, Human resource management

Paper type Research paper

Mostly workforce diversity is considered as differences in age, race, religion, sexual orientation, political affiliation, and gender, but, diversity issues also evolve from generational differences (Suzanne and John, 2007). A generation can be defined as an "identifiable group that shares birth years, age location, and significant life events at critical developmental stages" (Kupperschmidt, 2000, p. 66). Each generation usually brings to the organizations varied expectations, aspirations, values, and attitudes.

The authors would like to acknowledge the contributions of all the respondents you had responded to the research questionnaire.



Researchers have revealed that the different generations vary in terms of behavioral characteristics and work-related values (e.g. Gursory *et al.*, 2013; Gursoy *et al.*, 2008; Lancaster and Stillman, 2002), which is likely to influence their engagement and attachment with various aspects of workplace. Studies have indicated differences among generations on aspect of personal and professional life (Rousseau and Greller, 1994; Macky *et al.*, 2008). Bush *et al.* (2008) reported variations among the generations in terms of status in the workplace, need for recognition, commitment to the workplace, idealism in the place of work, etc. Studies found that there are high discrepancies among all generations working together which originate complications and conflicts within workplace (Lawrence, 1988; Gedde and Jackson, 2002; Lancaster and Stillman, 2002; Griffin, 2004). Collins *et al.* (2009) stated that generational distinctions can build incongruence in the supervisor-subordinate dyad. According to practitioners, communication, coordination to achieve goals, and productivity are the three main things that are likely to be impacted by generation gap, which, in turn organization's performance (Arora, 2013).

These generational differences are posing the challenges for human resource specialists and managers and they are exploring how to manage and work with people from different generations in the workplace. While these issues have been widely reflected in the popular press, there is need of more empirical evaluation of issues related to multigenerational workforce. Murphy *et al.* (2009) asserted that like other demographic variables, generation differences can be used to give researchers and managers an insight into the values, attitudes, and behavioral tendencies of cultures/societies, generations, organizations, and groups or sub-groups of people. The present study is an attempt in this direction and examines the generational diversity with respect to job involvement, organizational commitment, team commitment, and professional commitment as these attitudes are likely to influence employees' involvement in organizationally desired outcome such as organizational citizenship behavior, intention to stay with organization, customer satisfaction, performance, etc. (e.g. Ali, 2008; Harter *et al.*, 2002; Ostroff, 1992; Ueda, 2011) These outcomes are vital for an organization to have a sustained competitive advantage in the volatile business environment.

Although some of these attitudes have been explored in earlier researches, but most of these studies were conducted in other culture context than India, mainly in the USA and some in European countries. Since the labor market developments differ in different continents, it cannot simply be presumed that these findings generalize across continents. Exploring more about Indian workforce is more essential given that today India is one of the largest available workforces in the world. The TeamLease Indian Labor Report of 2009 estimated that 300 million people will enter the labor force by 2025, and that by then, 25 percent of the world's skilled workers will be Indians. According to the UNDP's Human Development Report, India will have 63.5 million new entrants into the workforce between 2011 and 2016, of which the bulk will be in the 20-35 age group. A report by the Confederation of Indian Industries and Deloitte, a professional services firm, stated that Indian workplaces have become an interesting blend of three generations – the business leaders and CEOs of baby boomer generation (45 plus), management teams and senior professionals from Gen X (23-45) and young Gen Y professionals (under 23).

Job involvement

Job involvement has been defined as the degree to which a person psychologically identifies or committed to his/her job (Kanungo, 1982a). It is also considered as an extent one is cognitively preoccupied with, engaged in, and concerned with one's present job

(Paullay *et al.*, 1994). For highly involved individuals performing well on the job is important for their self-esteem (Lodahl and Kejner, 1965). People who are high in job involvement genuinely care for and are concerned about their work (Kanungo, 1982b). Although, the construct of job involvement is considered to be somewhat similar to organizational commitment as both are related to an employee's identification with the work experience, but both these constructs also differ. Job involvement is more related with identification with one's immediate work activities while organizational commitment refers to one's attachment to the organization (Brown and Leigh, 1996). That is why there may be cases when employee is very involved in a specific job but not be committed to the organization or vice versa (Blau and Boal, 1987).

Job involvement has been found to be related with both the personal characteristics such as age, education, sex, tenure, need strength, level of control and values, and job characteristics such as task autonomy, task significance, task identity, skill variety and feedback and supervisory behaviors, etc. (Brown and Leigh, 1996). Abraham (2005) reported that both situational and personal-related factors predict job involvement and the findings show that the relationship between perceived external prestige and job involvement is mediated by affective commitment, and that the relationship between protestant work ethic and job involvement is mediated by normative commitment.

Job involvement has been found to have a significant impact on organizationally relevant outcomes. Studies suggest that job involvement has a positive relationship with organizational commitment and professional commitment and these are important factors which affect professionals' job satisfaction, turnover intention, role stress, productivity, and job migration (e.g. Aranya and Ferris, 1984; Gunz and Gunz, 1994; Lachman and Aranya, 1986; Parasuraman and Nachman, 1987; Uygur and Kilic, 2009).

Organizational commitment

Academicians and professionals alike have explored the concept of commitment for more than half a century. Commitment has been defined as attachment, identification, or loyalty to the entity of the commitment (Morrow, 1983, 1993) and organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday *et al.*, 1982, p. 27). Organizational commitment continues as one of the extensively deliberated phenomena in the organizational behavior literature because of its relationships with absenteeism, turnover, and job performance of the employees (Bentein *et al.*, 2005; Bolander and Jones, 2009; Cooper-Hakim and Viswesvaran, 2005; Grant *et al.*, 2008; Maertz *et al.*, 2007; Sikorska-Simmons, 2005). It also has been reported to be significantly associated with diverse employee behavior like punctuality at work, citizenship behavior, job satisfaction, etc. (Bogler, 2005; Dishon-Berkovits and Koslowsky, 2002) and fostering employees' organizational commitment is considered to be the prime concern for present-day organizations to retain talented employees in a knowledge-driven economy (Neininger *et al.*, 2010; Reiche, 2008). Studies have found various predictors of organizational commitment including personal characteristics, work experiences, job characteristics, role states, group/leader relations, leadership behavior, and organizational characteristics (Allen and Meyer, 1990; Joo *et al.*, 2013; Mathieu and Zajac, 1990; Steers, 1977).

Although there have been various conceptualizations of organizational commitment, the majority of the existing research in the theme have used Meyer and Allen's (1991) conceptualization of commitment. Meyer and Allen's (1991, 1997) model of organizational commitment identifies three components, namely, affective, continuance, and normative. Affective commitment refers to employees' emotional attachment to, and identification

with an organization and employees with high affective commitment remain with their organizations because they want to. Continuance commitment described as intention to stay because of perceived cost of leaving an organization (Meyer and Allen, 1991) and employees with continuance commitment remain with their organizations mainly to evade costs of leaving. The cost evaluation is influenced by tenure and the position the employee holds as they might feel that they have invested too much to actually consider separating from the organization (Kwantes, 2009). Somers (1995) reported that it is centered on Becker's (1960) notion of "side bets" that upshot in augmented sunk costs in an organization where employees may consider the need to be in their job because of financial obligations, health benefits, and pensions. Normative commitment reflects employees' sense of obligation to their organization and employees with strong normative commitment continue with their organizations because they feel they ought to.

Employees may cultivate all three forms of organizational commitment at different levels in their tenure with the organization, but affective commitment has been found to be most valuable and the "right kind" of commitment for an organization (Iverson and Buttigieg, 1999). It truly motivates employees to contribute meaningfully to their organizations and has been found to be positively associated with work effort and performance (e.g. Bycio *et al.*, 1995; Luchak and Gellatly, 2007; Vandenberghe *et al.*, 2004), organizational citizenship behavior (Mathieu and Zodiac, 1990; Meyer *et al.*, 2002; Organ and Ryan, 1995), and negatively linked to absenteeism, intention to leave, workplace stress, and turnover (e.g. Alexandrov *et al.*, 2007; Iverson and Buttigieg, 1999; Nasr, 2010; Paré and Tremblay, 2007; Ugboro, 2006; Vandenberghe *et al.*, 2004). Tornikoski (2011) reports that affective commitment is the most beneficial facet of commitment to enhance organizational effectiveness. Normative commitment has been found to be positively associated with both affective commitment and to various on-the-job behaviors (Jaros, 1997; Meyer *et al.*, 2002; Somers, 1995).

Professional commitment

Organizational commitment has been a theme of great interest in research on human behavior in organizations while professional commitment is relatively a new and expanding research line among researchers in the area (Goulet and Singh, 2002). The increasing emphasis on knowledge and technology has led to a movement toward specialization in the workplace. This has resulted in increasing number of specialist and professionals and in turn there is considerable focus on professionalism (Morrow and Wirth, 1989). Morrow and Wirth (1989) defined professional commitment as psychological attachment to and identification with one's profession. Individuals with high professional commitment demonstrate strong willingness to uphold membership in their profession and are willing to put substantial effort in their profession and identify strongly with the professional goals.

Professional commitment has been found be correlated with job involvement, improved attention and service to the client, and technical performance (Farris and Cordero, 2002; Somech and Bogler, 2002; Tam *et al.*, 2002). Various predictors of professional commitment have been identified like positive group attitude toward the profession and job characteristics such as task identity (Kwon and Banks, 2004), participation in technical decisions (Somech and Bogler, 2002), level of education (Wang and Armstrong, 2004), job satisfaction (Pai *et al.*, 2012), etc.

Relationship between organizational commitment and professional commitment has been a topic of debate in research. Some researchers propose that both organizational commitment and professional commitment go hand-in-hand, while others say that greater

commitment to organization means less commitment to profession or vice versa, and this debate is still continuing. Gouldner (1957) opined that these two value systems are inconsistent or in conflict with each other. Mabey and Hooker (1994) argued that the notion of professional commitment has shown to be conceptually distinct from organizational commitment with a different impact on turnover through career withdrawal condition (p. 44). Latter researches reported that professionals tend to advance their professional exposure by swapping among organizations (Niederman *et al.*, 2007; Rong and Grover, 2009). But others have stated that professional and organizational commitments are not contradictory to each other but, positively related. Bamber and Iyer (2002) stated that commitment is not a zero-sum game and argued that an individual can positively identify with both an organization and a profession, and can thus have both very high organizational and professional commitment. Vincent and Xu (2012) reported that organizational affective commitment would be effective for reducing intention to leave their organizations for professional advancement.

Team commitment

High emphasis has been given to team work by organizations, but not many studies have examined the team commitment. Team commitment is the psychological attachment that the members feel toward the team. It is similar to organizational commitment except that the target of the attachment is the team rather than the larger organization, of which the team is a part. Team work brings peer pressure on individual to show up for work. Studies have suggested that many of the benefits related with the team are linked with the extent of an individual's commitment to the organization and work team (Becker, 1992). Van Dick *et al.* (2008) reported that team and organizational identification can go hand-in-hand, and if team members identify with both the team and organization, the best outcomes can be expected. Neiminger *et al.*, (2010) stated that the team members who gain positive experiences within their team, will identify its goals and values, and will want to remain in the team in order to contribute to team goals.

Generational cohort

Mannheim (1953) defined generations as a group of people born and brought up in the same chronological, social, and historical period. Researchers suggest that growing up at about the same time and experiencing the same events at in their development leads to similar values, opinions, and life experiences of people within each cohort (Jurkiewicz and Brown, 1998; Kupperschmidt, 2000; Mannheim, 1972; Smola and Sutton, 2002; Strauss and Howe, 1991; Thau and Heflin, 1997). Crumpacker and Crumpacker (2007) stated that although not every member of a generation feels the impact of the historically important events equally and all members of a specific generation are usually known to have a shared awareness of or an understanding for the events common to that generation. Similarities among members of a generation are reflected in the ways they live their lives and their participation in the workforce (Patterson, 2008). A generation builds up a personality that shapes the feeling toward authority and organizations, expectations from work, and the approach to satisfy those desires (Kupperschmidt, 2000). Bilsky and Schwartz (1994) suggested that "values may, indeed, be conceived as a type of personality disposition" (p. 178).

Studies on generational differences in North America have grouped the generations into four categories following the economic, political, and social events that occurred during their formative years, namely: Veterans (also known as Traditionalists): born

between 1920 and 1940; Baby Boomers: born between 1947 and 1967; Generation X: born between 1970 and 1980; and Generation Y (also known as Nexters or Millennials): born between 1980 and 1999. Veterans have grown up in difficult times such as the stock market crash and the depression after 1929 in North America and lived with rationing and hardship. Baby Boomers is the post-second world war generation that grew up in relative prosperity and experienced significant social and technological changes during their lifetime. Generation X has experienced significant changes within the family and changes resulting from social and continued advancement in technology and the first generation to use technology. Generation Y, has been reported to be the most educated, well-traveled and technologically sophisticated generation which live in a world of computers, the internet, DVDs, and cell phones.

The segregation between cohorts is generally done by year of birth. In Indian context, the same years cannot be applied to classify the generations as economic, political, and social events in India do not mirror the same years as in North America. There is no empirically established framework which classifies Indian generation according to the social and historical context of India, the present study used the generations classification reported in Robbins *et al.*, (2011) which classify the Indians into four generations, namely, Socialist, Liberals, Generation X, and Generation Y. The people who grew up and joined workforce in socialist environment in the post-independence period (after 1947) have been classified as Socialist. During this period, there was excessive government control and license raj in the country where the licenses, regulations, and red tape were obligatory to set up and run businesses. A very few licenses were given out for important sectors like steel, electrical power, energy, and communication, and the license owners built up powerful corporate empires and core industries were directly managed by the government as public sector enterprises, and banking and airline industries were nationalized. In this period the resources were scarce and finding a job was considered to be privilege. Government of India initiated the process of liberalization in 1991 and employees who entered the workforce during this time are called Liberals. After the liberalization many private organizations entered in the job market which created more job options for employees. Generation X employees are whose life has been shaped by globalization, two-career parents, MTV, AIDS, and computers. They joined workforce around turn of the century. Generation Yers grew up during prosperous times later in the same decade. These are at ease with diversity and are the first generation to take technology for granted. More than other generations, they tend to be questioning, electronically networked, and entrepreneurial. The findings of the survey conducted by Tata Consultancy Services (TCS) indicate that 33 percent of Gen Y spends 30 minutes to one hour on the internet in a day (Business line, 2012).

Job involvement, organizational commitment, professional commitment, team commitment, and generational diversity

Researches have indicated significant differences among the generations in terms of their attitude, work values, desire for promotion, importance of work etc. Miller (2006) reported significant generational differences in terms of organizational commitment, satisfaction with extrinsic and intrinsic work rewards, and intent to leave. Veterans are considered to be the ideal employee because they basically manage themselves and prefer consistency and are comfortable with managers that provide feedback on a need-to-know basis and gain satisfaction from performing their job well. Boomers value success, team work, inclusion, and rule-challenging. Research with nurses indicated that Boomers had

significantly higher mean scores on their level of affective commitment to their hospitals compared to Gen X and Gen Y (Brunetto *et al.*, 2012; Keepnews *et al.*, 2010). Generation X has been reported to be self-reliant, fun-loving, and independent (Lyons, 2005), less loyal than the Boomers and more concerned with career options, balance of work and non-work lives, and express cynicism toward Corporate America (Crampton and Hodge, 2007) and may be perceived by their Baby Boomer bosses as “slackers” who lack loyalty (Rottier, 2001). Generation Y is perceived to be optimistic, realistic, globally aware, and inclusive by nature (McNamara, 2005), collaborative (Alch, 2008), and working well within the modern empowered workplace as long as there are enough challenges and opportunities to keep them interested (Martin, 2005).

Studies also have reported the differences between older and younger employees with respect to psychological work contract between employees and employers, the importance of career development, and in loyalty to the employer (Brousseau *et al.*, 1996; De Meuse *et al.*, 2001; Putnam, 2000; Robinson and Jackson, 2001; Valcour and Tolbert, 2003). Daboval (1998) stated that young employees consider fewer obligations to their employers compared to similarly aged employees did a few decades ago. Older workers are likely to have more loyalty toward the employer and they believe that hard work is rewarded with job security and gradual pay increases. While, younger generations for their career, make quick career transitions and take advantage of unexpected learning opportunities and consider that they themselves must take responsibility for their career (Brousseau *et al.*, 1996; Hirsch and Shanley, 1996; Klein *et al.*, 2006; Solomon, 1992). Crainer and Dearlove (1999) asserted that younger workers are more likely to leave the organization whenever they get a good opportunity and to look for other employment opportunities if their needs are not being fulfilled by their present employer. Findings of study on European managers indicated that the youngest show stronger learning orientation and lower organizational commitment than older generations (Alessia and Regina, 2008). These findings indicate that younger employees are less likely to continue with organization for life long.

The present study examined the differences in job involvement, organizational, professional, and team commitment of employees who entered the work force at the different time period of Indian economy. Following are the objectives of study:

- (1) to examine the relationship among job involvement, organizational commitment, professional commitment, and team commitment; and
- (2) to examine the generational differences for organizational commitment, professional commitment, team commitment, and job involvement.

This paper proposes only general conjectures and no specific hypotheses have been proposed here:

- H1.* There are positive correlations among job involvement, organizational commitment, professional commitment, and team commitment.
- H2.* There are significant differences among the generations for job involvement, organizational commitment, professional commitment, and team commitment.

Methodology

Since it is a descriptive study, data were obtained using a cross-sectional, survey-based design.

A structured, closed questionnaire was used to receive the responses from the employees of different organizations between the months of January and April 2013.

Participants

A total of 500 employees from 13 large organizations based in India were invited to participate in the present study. Organizations were identified through personal contacts of the researchers. Data were collected by means of personal interviews. Out of 500, 23 questionnaires were incomplete, that is why remaining 477 questionnaires were used for further analysis. The participants were lower (16.8 percent), middle (55.3 percent), and senior-level executives (27.9 percent) from various departments of 13 organizations. With respect to age, 56.8 percent were from 35 years and below, 32.1 percent belonged to 35-45 years age group and 11 percent were 45 years and above. The average total experience of executives was 11.75 (SD = 7.53) years, average experience in current organization 6.44 (SD = 6.26) years. 68.10 percent were graduates from various streams (i.e. commerce, science, computers, arts, management, electrical, textile etc.); and 31.90 percent were post-graduates from management, science etc. Male respondents accounted for 87.8 percent of the population and 12.2 percent were the females. The participants were categorized in four generational cohorts following the classification reported in Robbins *et al.* (2011).

Instruments

A questionnaire was developed using a validated instrument of organizational commitment by Allen and Meyer (1990). Instruments to measure job involvement, team commitment, and professional commitment were developed modifying the organizational commitment questionnaire using the term "team," "profession," "job," for "organization" while preparing the scale. There are 11 selected items representing professional commitment (three), team commitment (four) and job involvement (four) (the Appendix).

Organizational commitment scale developed and validated by Allen and Meyer (1990) measures three components of organizational commitment: affective, continuance, and normative commitment. Respondents indicated their agreement with each item on five-point Likert scale (1 – strongly disagree; 5 – strongly agree). The scales of affective, continuance, and normative commitment shows reliability coefficients of 0.88, 0.60, and 0.68, respectively.

Professional commitment was measured with three items, team commitment with four items and job involvement with four items. Participants were asked to indicated their agreement with each item on five-point Likert scale (1 – strongly disagree; 5 – strongly agree). The scales of these shows reliability coefficients of 0.60 (professional commitment), 0.61 (team commitment), and 0.71 (job involvement) which is acceptable as per Nunnally (1978).

Analyses

Data were analyzed using descriptive and inferential statistical techniques. Descriptive statistics and reliability coefficients were computed for each measure. Hypotheses were tested using correlation analysis, analysis of variance (ANOVA) and *post hoc* analysis.

Results

Results for relationships among job involvement, organizational commitment, professional commitment, and team commitment

The mean scores for all the variables across different generations (Table I) suggest that Indian employees are high on team commitment, followed by job involvement. Regarding the organizational commitment, their commitment is high on the affective organizational commitment compared to normative and continuance organizational

commitment. The results of ANOVA with repeated measure on all these variables across generations indicated the significant differences ($F(5, 472) = 185.57, p < 0.00$), implying that employees have different attitudes to different dimensions of work life.

The results of correlation analysis (Table II) indicated that affective organizational commitment has significant positive relations with job involvement, normative organizational commitment, and team commitment while negatively related to professional commitment and continuance organizational commitment. Job involvement, normative organizational commitment and affective organizational commitment and team commitment and positively correlated with each other but all are negatively correlated with professional commitment. These results partially support to *H1* as professional commitment has been found to negatively related to other attitudes.

Results for differences among the generations for job involvement, organizational commitment, professional commitment, and team commitment

To examine the differences among Socialist, Liberals, Generation X, and Generation Y for job involvement, organizational commitment, professional commitment, and team commitment data were analyzed using the ANOVA. The results of ANOVA indicated significant differences among generations for affective organizational commitment ($F(3, 473) = 12.18, p < 0.00$), normative organizational commitment ($F(3, 473) = 7.22, p < 0.00$), job involvement ($F(3, 473) = 7.61, p < 0.00$), professional commitment ($F(3, 473) = 6.47, p < 0.00$) and team commitment ($F(3, 473) = 5.71, p < 0.01$) (Table III). No significant difference was found among generations for continuance organizational commitment.

Further differences in mean scores of affective organizational commitment, normative organizational commitment, job involvement, professional commitment, and team commitment for different generations were analyzed using the *post hoc* test (Tukey HSD). Overall no significant differences among Generation X and Generation Y were observed. Following is a description of results of Tukey HSD for job involvement, organizational commitment, team commitment, and professional commitment.

Table I.
Mean scores for
the variables
of the study

Variables	Mean	SD
Job involvement	3.79	0.68
Affective organizational commitment	3.77	0.87
Continuance organizational commitment	2.53	0.84
Normative organizational commitment	2.91	0.84
Professional commitment	3.57	0.80
Team commitment	3.87	0.69

Table II.
Correlations among
the variables of
the study

Dimensions of commitment	AC	CC	NC	Jl	PC	TC
Affective organizational commitment (AC)						
Continuance organizational commitment (CC)	-0.134**					
Normative organizational commitment (NC)	0.567**	0.214**				
Job involvement (Jl)	0.670**	-0.088	0.428**			
Professional commitment (PC)	-0.252**	0.090*	-0.308**	-0.112*		
Team commitment (TC)	0.521**	-0.162**	0.260**	0.524**	-0.040	

Notes: * $p < 0.01$; ** $p < 0.05$

	Sum of squares	df	Mean square	<i>F</i>	Sig
<i>Affective commitment</i>					
Between groups	25.88	3	8.63	12.18	0.000
Within groups	335.08	473	0.708		
Total	360.97	476			
<i>Continuance commitment</i>					
Between groups	3.81	3	1.27	1.79	0.147
Within groups	334.41	473	0.71		
Total	338.22	476			
<i>Normative commitment</i>					
Between groups	14.73	3	4.91	7.22	0.000
Within groups	321.63	473	0.680		
Total	336.36	476			
<i>Job involvement</i>					
Between groups	10.21	3	3.40	7.61	0.000
Within groups	211.39	473	0.447		
Total	221.60	476			
<i>Professional commitment</i>					
Between groups	12.05	3	4.02	6.47	0.000
Within groups	293.63	473	0.621		
Total	305.68	476			
<i>Team commitment</i>					
Between groups	7.85	3	2.62	5.71	0.001
Within groups	216.63	473	0.458		
Total	224.48	476			

Table III.
Results of ANOVA
for job involvement,
organizational
commitment,
professional
commitment and
team commitment
and generations

Job involvement. Socialist indicated highest level of job involvement ($M=4.14$) compared to Generation X ($M=3.74$) and Generation Y ($M=3.66$) (Table IV) and these differences were significant (Tukey's HSD = 0.41, $p < 0.002$; and Tukey's HSD = 0.49, $p < 0.000$, respectively). Differences between Socialist and Liberals were not significant for job involvement. There are also significant differences between Liberals and Generation Y for job involvement (Tukey's HSD = 0.21, $p < 0.034$).

Affective organizational commitment. Socialist were found to be highest in the affective organizational commitment ($M=4.24$). Significant differences of Socialist with Generation X (Tukey's HSD = 0.49, $p < 0.004$) and generation Y (Tukey's HSD = 0.71, $p < 0.000$) were observed. There are no significant differences between Liberals and Socialist and Liberals and Generation X for affective commitment, but the differences between Liberals and Generation Y were significant (Tukey's HSD = 0.42, $p < 0.000$).

Normative organizational commitment. Socialist also reported high normative commitment ($M=3.37$) compared to Liberals ($M=2.96$), Generation X ($M=2.89$), and Generation Y ($M=2.76$) and these differences were significant (Tukey's HSD = 0.41, $p < 0.018$; Tukey's HSD = 0.48, $p < 0.005$; and Tukey's HSD = 0.61, $p < 0.000$, respectively). Differences among Liberals, Generation X and Generation Y were not significant.

Professional commitment. Liberals, Generation X, and Generation Y reported high level of professional commitment ($M=3.61$; $M=3.51$; and $M=3.68$, respectively) compared to Socialist ($M=3.13$). Socialist varies significantly from Liberals (Tukey's

Table IV.
Mean score of job involvement, organizational commitment, professional commitment, and team commitment for different generations

Generations	Affective commitment	Continuance commitment	Normative commitment	Job involvement	Professional commitment	Team commitment
<i>Socialist</i>						
Mean	4.24	2.75	3.37	4.14	3.13	4.14
<i>n</i>	48	48	48	48	48	48
SD	0.60	0.87	0.84	0.42	0.70	0.53
<i>Liberals</i>						
Mean	3.94	2.42	2.96	3.87	3.61	3.96
<i>n</i>	137	137	137	137	137	137
SD	0.73	0.78	0.74	0.64	0.76	0.61
<i>Generation X</i>						
Mean	3.75	2.53	2.89	3.74	3.51	3.85
<i>n</i>	112	112	112	112	112	112
SD	0.86	0.79	0.91	0.70	0.79	0.67
<i>Generation Y</i>						
Mean	3.52	2.54	2.76	3.66	3.68	3.74
<i>n</i>	180	180	180	180	180	180
SD	0.96	0.91	0.83	0.72	0.82	0.76

HSD = -0.49, $p < 0.002$), Generation X (Tukey's HSD = -0.37, $p < 0.003$), and Generation Y (Tukey's HSD = -0.55, $p < 0.000$) for professional commitment.

Team commitment

Significant differences were observed between Socialist and Generation Y (Tukey's HSD = 0.41, $p < 0.002$), Liberals and Generation Y (Tukey's HSD = 0.22, $p < 0.020$) for team commitment.

Discussion and conclusion

One of the major challenges that organizations face today is how to engage and retain talent and in this scenario it becomes essential for the organizations to understand the extent to which employees are attached to the workplace. One of the contributions of the study lies in identifying employees' attitude toward the job, team, organization, and profession in a single study which gives insights regarding the relationships among these and how employees value them. This research becomes more relevant in the competitive environment when organizations need highly motivated staff who is willing to take higher responsibility and perform better. Overall, the findings suggest that Indian employees are high on team commitment, job involvement, and on affective commitment to organization. These findings can be interpreted in the light of culture characteristics of Indian work culture which exhibits collectivism and affective reciprocity among Indian managers (Chhokar, 2000; Sinha, 1997). The findings also suggest that professional commitment is negatively related to affective commitment and extend the further support to earlier researchers (Gouldner, 1957; Mabey and Hooker, 1994; Niederman *et al.*, 2007; Rong and Grover, 2009) who reported that professional and organizational commitment tend to be inconsistent or even in conflict with each other. These findings imply that the employees who are more committed to their profession have less attachment to the organization and other aspects of it. The findings also indicate that the employees who have attachment toward organizations are also highly involved in job

and committed to the team, and employees with more professional commitment exhibit less job involvement and normative commitment.

This study further establishes that generational diversity exists in the workplace as employees from different generation come with varied expectations for their careers, own work habits, life goals, and attitudes. This is another major contribution of the study as very few researches exists on Indian employees that takes a systematic generational approach to comparing different age groups. The study has found evidences for generational differences at work.

These findings are pertinent in Indian scenario where more than 50 percent of the GDP being contributed by the services industry and by an under-30 age group, and workplaces have blend of three generations – the business leaders and CEOs of baby boomer generation (45 plus), management teams and senior professionals from Gen X (23-45) and young Gen Y professionals (under 23). In this scenario where Baby Boomers and Generation X generations require to understand how to make Generation Y give their best contributions.

Findings of the study highlight following generational differences:

- Socialists are high on affective commitment and job involvement than Generation X and Generation Y.
- Socialists are also high on normative organizational commitment compared to Liberals, Generation X, and Generation Y.
- Socialists are low on professional commitment compared to Liberals, Generation X, and Generation Y.
- Generation Y is highest on professional commitment.
- Liberals are high on affective commitment for organization and job involvement than Generation Y.
- Socialists and Liberals have high-team commitment than Generation Y.

Thus the findings suggest that younger generations are less committed to organizations and more committed to their profession and are aligned with findings of studies conducted in other culture context (Brousseau *et al.*, 1996; Hirsch and Shanley, 1996; Klein *et al.*, 2006; Solomon, 1992; Crainer and Dearlove, 1999; Alessia and Regina, 2008). Findings thus clearly highlight the challenge of retaining younger generation employees and suggest that managers should consider these generational differences and build an approach of generation-specific HR practices for talent acquisition and retention, which can help managers motivate and retain their employees in an effective manner. Conway (2004) suggested that organizations might have to customize HR practices to different career stages to better align with employees' diverse needs and expectations. HR professionals need to make sure that whether the HR practices addresses the perspectives of all the generations. Some organizations have initiated the efforts to bridge the generational gap and to manage possible disharmony among the different age groups. Organizations like IBM, Accenture, Google, Genpact, Cognizant, and TCS in India are profiling their demographics to understand the strengths and weakness of each generation.

The present study has also some limitations that need to be addressed in the future research. The present work suggests that employees have different level of commitment to various aspects of work life. Future studies should examine the relative and interactive effect of job involvement, organizational commitment, team commitment, and professional commitment on employees' job performance. Future studies also need to explore

generational differences in terms of job performance, expectations from organizations, appropriate leadership approaches to manage Generation Y, etc. The generation-specific findings in this study suggest that future research on identifying the factors of employees' turnover and retention should also consider generational differences. This study focussed on managerial-level employees, there is a need of research on blue collar employees with specific focus on identifying generation differences and challenges in managing Generation Y blue collar employees. Further, the empirical basis for the definition of generational cohorts in India need to be established and future studies should explore the difference in generation values in Indian context. Further, as stated by earlier researchers (e.g. Lucy and Gardner, 2008) that the cross-sectional study does not help to establish that whether differences between groups are linked to career stage, life stage, or genuine generational differences, longitudinal research is required to identify true generational differences.

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Further reading

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(The Appendix follows overleaf.)

Items*Professional commitment*

I feel a stronger sense of belonging to my profession than my organization
I would be willing to change my company for better professional growth
To me contributing to my profession matters more than my organization

Job involvement

My job is the most important part of my life
I do not feel emotionally involved in my job^a
I would feel guilty if I left my days job incomplete
I do not enjoy my job^a

Team commitment

My team has great deal of personal meaning to me
I have to work in a team out of compulsion
I feel I am making an effort not only for myself but also for my team
I feel a sense of belongingness to my team

Note: ^aReverse scoring was done for these items

Table AI.
Items measuring
professional
commitment, job
involvement, and
team commitment

About the authors

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