

Original Research Article

Propensity of Demographic Factors on Affective Organizational Commitment: An Empirical Study

Sharmin Shahid* and Zaher Zain

Abstract

Graduate School of Business,
Universiti Kebangsaan Malaysia, UKM
Bangi, Selangor, Malaysia

*Corresponding Author's E-mail:
sharmin@ukm.edu.my
sharmin1229@yahoo.com

The purpose of this study was to examine the relationship between demographic variables and affective organizational commitment at workplace. Affective commitment is the psychological attachment of an employee to remain stay long with the same organization which is highly influenced by the demographic characteristics such as age, gender, education, position, and experience of individual employee. The present study grounded on social exchange theory to amplification the relationships among the variables. The study employed 498 respondents who are the officers, managers and top level executives of several banks. The study reported mixed results on research variables. The finding implies experience, position and gender are statistically significant whereas, education and age not significant on affective commitment. The theoretical contributions of the study emphasize by explaining to what extent demographical factors have impact on affective commitment at the real time. The study also provides practitioners' implications that lack of knowledge regarding employee's demographic factor are the crucial and failure to achieve organizational performance.

Keywords: Affective organizational commitment, Demographic variables, organizational performance, Social Exchange Theory

INTRODUCTION

Employee's behavior toward their management and organization is currently seems complex in the unstable social and economical conditions of glob. Indeed, the psychological issues of individual entity differ from person to person, time and place (Unguren and Ehtiyar 2016). Thus, the background of the study depict that the reduction of affective organizational commitment is the results in deficiency to accomplish organizational goals and performance. While employees' affective commitment is highly influenced by employees' demographical status. Hence, it is obvious that the demographical phenomenon of an employee is significance to determine their affiliation or psychological attachment toward their job (Viet, 2015). The demographic diversity refers the ways in which the

people are similar or different. It might define by the characteristics that vary within a particular work environment such as age, gender, educational level, position, tenure and experience. Hence, the study addresses the problems of the management to deal with the propensity of demographic factors which vigorous to enhanced employees' affective organizational commitment. Yet, workforce management is a systematic way to manage individual employee to achieve the organizational objectives. Therefore, it is management responsibility to aware about each critical issue that is directly related to increase organizational performance through employee's high affective commitment at workplace.

In describing the research gaps, the study focuses on

both theoretical and empirical gaps with respect to the study variables. Theoretically, affective organizational commitment depends on work attitude of an employee (Sezgin 2009). Whereas, employee work attitude refers the cognitive behavior or the knowledge, understanding, experience, and perceptions on their coworker, management, and organization. Generally, the cognitive behavior is influence by the employee's demographical background i.e. their race, ethnic, age, gender, educational level, tenure, and experience which is underling with organizational circumstances (Hulpia and Devos, 2010). Meanwhile, researchers such as Jorfi (2011), and Osei et al. (2015) had long proposed the need for researchers to produce more empirical evidence to support the link between demographical aspects and affective organizational commitment at workplace in different study settings. Thus, the objectives of the research are to examine and determine the relationship between aspects of employees' demographic variables and affective commitment. In addition, the research questions are what is the relationship between the study variables and to what extent the propensity of demographical variables predict on affective organizational commitment.

Literature Review

Affective organizational commitment is the psychological and emotional affection felt by an individual toward his or her organization. It reflect by the degree of individual's internalizes, affections, and adopts the characteristics to belongs with the organization and devoted for their jobs. It refers employee's perceptions, attitude, strong motivation which emotionally attached them to the organization. Moreover, employees' these positive feelings and strong sense of belongingness make them satisfied to realize as a part of the family or organization. According to Meyer and Herscovitch (2001) affective commitment is a minds set behavior bind an individual to an organization, and thereby reduce the probability of employees' turnover and job dissatisfaction. The word affective organizational commitment implies a strong relationship between an individual employee and the organization based on several assumptions. Firstly, employee's have strong beliefs in organization, and acceptances of the organizational goals and values. Secondly, willingness of utilize considerable efforts on behalf of the organization. Finally, strong desire of employees' to maintaining and enjoy the relationship with the organization. It refers, higher affective commitment of employees linked with the higher level of job satisfaction, reduce turnover, and high performance. Ultimately, employees' higher affective commitment indicate higher source of competitive advantages for organizational performances (Nik Mutasik et al., 2011).

Social exchange theory explains the enthusiasm behind the attitudes and behaviors exchange between individuals (Eisenberger and Aselage, 2003). This theory is the most influential paradigms to understand workplace behavior which explain the rules and norms of exchange i.e., the guidelines of exchange process which depends on individuals' belief, knowledge, experience and negotiating approach. The resources exchange in terms of economic value and cost of time and effort the employee is giving to the organization. Additionally, the mutual relationship that emerge between the parties i.e., employee management relationships are the characteristics of social exchange theory. The assumptions of social exchange relationship imply human by nature seeks for rewards and side by side avoid punishment. They are rational beings whose have certain standards to evaluate costs and rewards which vary from time, person, and situation (Rousseau and Aube, 2010). Additionally, social exchange theory describes employees' rational, psychological behavior, and affective commitment depends on their aspects of demographic variables directly.

Human beings are unpredictable and understanding human behavior is most difficult. Commonly, workplace is full of employees with different background and settings (Farhadi et al., 2015). Moreover, there is a set of factors such as personal traits, job nature, characteristics of an organization, social and economic development, and wider environment which influence a person and his or her perceptions, values and needs. Nevertheless, it is quite possible that they are not belongs to the same society, culture, religion, and family background which ultimately control employee's mental and psychological knowledge, understanding, and experience toward their colleagues, supervisor and management (Al-Kahtani, 2012). Essentially, to keep smooth employment relationship at workplace it is fundamental for the management to consider that employees' demographical factors is a high influential component to increase employee affective commitment to accomplish their organizational goals. Therefore, the literatures substantiate that comprise of demographical variables i.e. employees' age, gender, level of education, position, and experience importance and have impact on affective organizational commitment to achieve organizational performance.

Research Model and Hypotheses Development

The research model demonstrates the direct relationships between the aspects of demographic variables (i.e., age, gender, education, position, and experience or tenure) and affective organizational commitment of the research. The direct paths are discussed in the following hypotheses. The proposed conceptual model is:

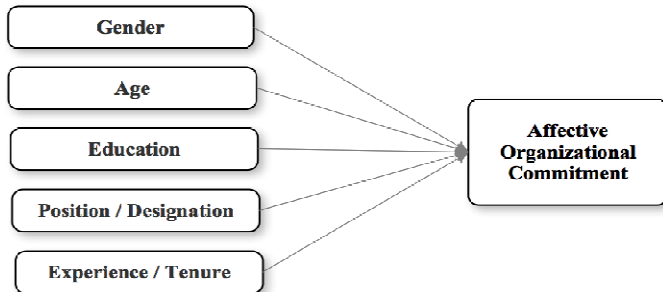


Figure 1. The Research Model

Gender of the Respondents

Gender affects on employee's his or her perceptions, behaviors and attitude in work environment at the organization. The condition of being male or female depends on the reference to social and cultural differences rather than biological entity. Previous studies examine the effects of gender on the job satisfaction, performance, absenteeism, and intention to leave job (Balay and Ipek 2010). Consequently, it has reliable to determine the relationship between gender and affective organizational commitment. However, some studies confirm that there is no significance difference in the work behavior and affective commitment of male and female employees. Indeed, woman can exhibit higher levels of affective commitment than man staffs. The reasons behind this phenomenon would possible be that woman face greater obstacles than man in seeking employment. Hence, having overcome these obstacles successfully would naturally lead to women exhibiting more committed to continue her employment relationship. On the other hand, inequity in workplace is a source of employee job dissatisfaction or low affective commitment. Inequity exists when employee feels the ratio of their outcomes to inputs and the ratio of other's outcomes to other's inputs are unequal. Herein, inputs represent individual's time, effort, knowledge, and experience that he or she gives to the organization and output represents that when employee are not appreciated by the management for their efficiency. However, if organization's philosophy more on masculine oriented, females' workers are considered to be less committed. While in an organization both male and female work together to achieve the level of efficiency and enhance organizational outputs. Empirically, Khan, Nawaz and Yar (2013) and Unguren et al. (2016) reported significant relationship between gender and affective organizational commitment. Therefore, the following hypothesis is suggested:

Hypothesis 1

The relationship between gender of employee and affective commitment is positive and significant.

Employee Age

Understanding the antecedents of affective organizational commitment would be vital to those who are seeking to manage it. While, from the literature review it was found that certain biographical details in general do appear to play a greater role in determining organizational affective commitment. Employee's age has been regarded as a positive predictor of affective commitment for a variety of reasons. According to the social exchange theory, management expects older employees to be more committed to their organization. As employees age increase, alternative employment options generally decrease, making their current job more attractive. Moreover, older individuals may have higher commitment to the organization because they have stronger assumptions and greater history with the organization as opposed to younger employees. So there is a direct relationship between age and affective commitment (Badawy, Reyes and Magdy 2017). Furthermore, empirically researcher e. g., Al-Kahtani (2012) and Ghaffaripour (2015) have found the positive and significant relationship between age and affective organizational commitment. Consistent with the above findings from the relevant literature, this study proposes the following hypothesis:

Hypothesis 2

Employees age positively and significantly related with affective organizational commitment.

Level of Education

Social exchange theory explains the need for individual achievement, sense of competence and sense of professionalism influenced by employee's qualifications or level of education (Chew 2004). It has a positive and direct association with affective organizational commitment. Level of education is a fundamental quality or indicator to build employee confident to accomplish a particular job assignment. The justification for this approach is that people with low levels of educational background usually have more difficulty to face the work competency and may found they are not suitable for the particular job. As a result they become less enthusiastic and more try on to change their current job to match between their educational level and job competency. On the other hand, highly qualified employees are considered to be more committed due to their awareness about the organizational attitude with respect to those who are less qualified or adequate educational background (Akintayo, 2010). Empirically, Unguren et al. (2016) recorded statistically significant relationship between the study variables. Thus the propose

hypothesis is:

Hypothesis 3

Level of education positively significant on the relationship between affective organizational commitments.

Employee Position and Designation

Selecting and placement of the most efficient, talent, right and capable person for a particular Job to fulfill a particular purpose is giving employee a distinct status named as designation or position. Management attention and awareness to monitor employee performance and awarded accordingly is vital to enhance employees' affective organizational commitment (Riaz, Ziauddin, Farooq and Ramay 2010). Previous studies have found that employee who possess the superior designation or higher position is much more committed and emotionally attach with the organizational goals instead those who are possess lower level of position. Since, organization facing high productivity problem and trying to get solution by increase employee performance. It is the managerial and organization's responsibility to formulate such policies and practices for their low rank workforce which may boost them to improve their affective organizational commitment. Additionally, Jena R. K. (2015) noted employee position is statistically significant with affective and continuous commitment while insignificant with normative commitment. Consequently, this study suggests the following hypothesis:

Hypothesis 4

The relationship between employee position and designation is positive, direct and significant on affective organizational commitment.

Experience and Tenure of the Employee

The effectiveness and efficiency of an employee constructs by his or her experience which leads to strong affiliation toward organization. Affective commitment is usually stronger among long term stay and experience employees (Newstrom 2007). On the demographic factors studies, a social exchange relationship implies experience and tenure of an employee have strength on developing employee affective commitment. Moreover, the middle experience employee exhibits less measured commitment compare to the new and senior employees. Hence, the longer tenure or senior experienced employees demonstrate greater affective commitment.

Indeed, affective organizational commitment develops by the employees' experiences, satisfaction level, their needs, and comfortable feelings in both physically and psychologically in the work station. Employees who perceive a high level of support from the organization are more likely to feel an obligation to repay the organizations in terms of affective commitment (Klein, Molloy and Cooper 2009). Empirically, Meyer, Stanley, Herscovitch and Topolnytsky (2002) found a significant, direct, and positive relationship between affective organizational commitment and employee tenure and experience. Hence, the proposed hypothesis is:

Hypothesis 5

Experience and tenure of an employee significant and positively relates with affective organizational commitment.

RESEARCH METHODOLOGY

The philosophy of research methodology is a set of basic beliefs, and pattern of thought of a researcher. It is the assumptions, views and practices of researcher to investigate and explore the reality of phenomenon by selecting particular research strategy and methodology (Saunders, Lewis and Thomhill 2009). While, the objectives of the research design is to ensure the evidence obtained is enables to answer the research questions as unambiguously as possible (David 2004). The study adopts a positivist paradigm and a cross-sectional data analysis technique to discover the degrees to which variables are relate to each other or testing the study hypotheses (Bryman and Bell 2007). Indeed, a cross sectional research design employed to interpret the causal process of a phenomenon as well as to understand the correlation of the research variables (Bauman, James, Davi and Neville 2002).

Sampling Design and Data Collection

It is essential to identify and employ appropriate sampling design to generalize the research findings (David de Vaus 2001). Since the study seeks to generalize the findings at least within the banking and financial sector in Bangladesh appropriate sampling is necessary. The study used stratified proportionate random sampling design as the population size of these organizations are varies. The respondents are officers, executives, and managers of the banks. Essentially, the purpose of the study settings is the growth rate of banking industry is increasing (Absar and Mahmood 2011). This sector strongly support and helps to develop the entire economic system of the country (Bangladesh Bank

Table 1. The Result of Principal Axis Factor Matrix and KMO of AOC

Factor Analysis of Affective Organizational Commitment	Factor 1 KMO Results
I would be very happy to spend the rest of my career in this organization.	.659
I enjoy discussing my organization with people outside it.	.676
I really feel as if this organization's problems are my own.	.671
I think I could easily become as attached to another organization as I am to this one.	.518
I do not feel like "part of the family" at my organization.	.699
I do not feel "emotionally attached" to this organization.	.721
This organization has a great deal to personal meaning for me.	.639
I do not feel a strong sense of belonging to my organization.	.737
Cronbach's Alpha	0.863
Mean Value	6.205
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy.	.884
Bartlett's Test of Sphericity (Approximate Chi-Square)	1541.301
Degree of Freedom (df)	28
Significant (Sig.)	.000

Notes: Principal Axis Factoring; loaded at Factor 1: Affective Organizational Commitment (AOC) with Kaiser Normalization; KMO and Bartlett's test.

Annual Report 2011-2012). Therefore, to keep smooth relationship between this growth rate and management efficiency the study seems significance. The data for this study were obtained through the distribution of a self administered structured questionnaire with a cover letter, 498 questionnaires were usable for further data analyses. Essentially, the questionnaire construct with the measures of employee affective organizational commitment, and the demographical variables comprise with age, gender, level of education, position, and employee experience.

Measuring Instrument

The measures of the study were adopted from the literature on organizational behavior such as affective organizational commitment. All statements the respondents were requested to rate their level of agreement with the statements using 7 point scales (7 = strongly agree, and 1 = strongly disagree). Affective organizational commitment 8 items (the coefficient alpha 0.870) are adopted from Meyer and Allen's (1991) with some minor modifications. The demographical variables i.e. age 1 represent the age group of 26 to 35; 2 refers 36 to 45; similarly 46 to 55; and 55 above age represented by 3, and 4 numerical number to interpret the respondent profile respectively. Similarly, in employee gender 1 refers male and 2 for female. Highest level of education 1 implies graduate, 2 refers post graduate, and 3 represent PhD. Additionally, position and designation of employee 1

for Officers level, 2 represent mid level executives (i.e. principal officer, senior principal officer, and senior assistant vice president), and 3 refers senior executives (assistant vice president and above). Experience of the respondent 1 refers tenure up to 5 years, 2 denotes 6 to 10 years, and followed by 3 for more than 10 years experience.

Test of Reliability

The test of reliability is the degree of accuracy, consistency, and test score of the study measures. A good estimate of reliability measures both internal and external consistency. Fundamentally, internal consistency measure for a binary test of how well the test is actually measured or value of cronbach's alpha, and external reliability presents the extent to which results of the instrument can be trusted in basic research to generalized (Nunnally 1978). Reliability is often measured by the cronbach's alpha and coefficient correlations which is a test of the consistency of respondents to all the sample items in a measure. The study used cronbach alpha, coefficient correlation and factor analysis to assess the reliability of a measurement scale with multi-scale items.

Table 1 presents the principal axis factor matrix and KMO results of affective organizational commitment (AOC). The fact that all 8 items of AOC loaded on one factor (Factor 1) implies significant correlations between the items. The mean value i.e., 6.205 is sufficiently

Table 2. Demographic Analyses

Gender	Frequency	Percent
Male	349	69.9
Female	149	30.1
Total	498	100.0
Age		
26 to 35 Years	214	42.9
36 to 45 Years	195	39.3
46 to 55 Years	68	13.6
56 and above	21	4.2
Total	498	100.0
Highest Level of Education		
Graduate	23	4.6
Post Graduate/ Masters	474	95.2
PhD and Others	1	0.2
Total	498	100.0
Position/ Designation		
Officer/Senior Officer Level	185	37.0
Mid Level Executives (PO/SPO/SAVP)	151	30.5
Senior Executives (VP and above)	162	32.5
Total	498	100.0
Experience / Tenure		
Up to 5 Years	203	40.68
Six to 10 Years	150	30.06
More than 10 Years	145	29.26
Total	498	100.0

Notes: The Demographic findings of the study i.e., Gender, Age, Highest level of education, Position/Designation, and Experience/ Tenure of the respondents.

significant for AOC as the dependent variable. While the KMO value 0.884 is higher than the cut off value 0.6 (Kaiser 1974), the Bartlett's test of sphericity is significant. The Cronbach's alpha coefficient of affective organizational commitment (AOC) was 0.863. Given the scores the variables i.e., AOC exceed the cut-off value of 0.70; the high reliability coefficient indicates high internal consistency among its statements (Nunnally, 1978). It can be concluded that the measures for all the variables were reliable.

Construct Validity: content, concurrent, convergent and discriminant validity

The construct validity as an integrated evaluative judgment of the degree to which an empirical evidence and theoretical rationales support the adequacy and the appropriateness of inferences and actions based on test scores (Hair, Black, Babin and Anderson 2010). It examines the questions or measures in terms of whether it explains or behaves like the theory explains or not. This study employed various validity tests i. e. content validity, face validity, concurrent validity, convergent and discriminant validity. The study questionnaire is constructed based on extensive literature review and opinions of scholars from the organizational behavior studies. Thus, it comply the content validity. The concept of face validity refers good translations of the construct

and the extent to which a measure represents all facets of a given social construct is logical and justified. In pilot testing it was found that the educational background of respondent is high, and English is use as official language so no required to translate the questionnaire into 'Bangla language' which is ensure the face validity of the study (Field 2005).

According to Tabachnick and Fidell (2007) a concurrent and convergent validity means the theory, concepts and measurements are assume to be related. Essentially, the results of the reliability analyses ensure the concurrent validity of the research. Meanwhile, convergent validity is employed as evidence of correlations between the research key variables and their theoretical and empirical relationships. By testing the research hypotheses the convergent validity is ensured. The results of the causal relationships of the construct and correlation illustrate the discriminant validity. It defined as the extent to which the measures used will generate scores, and these scores should not be related to the scores attained from an unrelated measure (Hair et al. 2010).

RESULTS

Data Analysis

The occurrence of errors is unavoidable in any type of

Table 3. The Results of ANOVA Analyses on AOC

Variables	Sum of Squares	df	Mean Square	F	Sig.	Hypotheses Supported
Gender						
Between Groups	1.400	1	1.400	4.607	.033	Yes
Within Groups	209.288	497	.304			
Total	210.627	498				
Age						
Between Groups	2.839	6	.473	1.970	.068	No
Within Groups	118.186	492	.240			
Total	121.025	498				
Education						
Between Groups	1.010	2	.505	2.087	.125	No
Within Groups	120.015	496	.242			
Total	121.025	498				
Position/ Designation						
Between Groups	3.462	2	1.731	6.660	.001	Yes
Within Groups	128.921	496	.260			
Total	132.383	498				
Experience/ Tenure						
Between Groups	2.936	3	1.468	4.324	.014	Yes
Within Groups	162.086	495	.340			
Total	164.392	498				

Notes: The findings of the study ANOVA results of i.e., Gender, Age, Highest level of education, Position/Designation, and Experience/Tenure on Affective Organizational Commitment (AOC).

survey measurement. One of these can be in the form of systematic bias. Several statistical tools have been used to determine the proportion of systematic variations in a scale. Given that the study employed the multivariate statistical techniques to analyze the data. Multivariate data analysis is suitable as the data collected from more than one variable and these variables are correlated to each other (Hair et al. 2010). The Statistical Package for the Social Sciences (SPSS: IBM Version 20) was employed for data cleaning, screening, and the entire data analysis (Tabachnick et al. 2007).

The statistical analysis of demographic variables is the method to synchronize the main features of a collection of data information (Babbie 2009). This study used descriptive statistical analysis to summarize the demographic profile of the individual respondents. The findings are presented in percentages and frequencies.

In the Table 2 denotes the demographic statistics of the respondents. While 70% of the respondents are males, only 30% are females. According to the Report on Labour Force Survey (2010) in Bangladesh, only 3.6% urban and 12.6% rural females are employed in the total labour force. The report added that the literacy level of women education is very low and the majority of women workers are engaged in agriculture, self employed and small cottage industry. In terms of age, almost 43%

belongs to the 26 to 35 age range, 39% within the age range 36 to 45 years; followed by approximately 18% for age above 46 years. As for level of education, most of the respondents are highly educated i. e., 95% are post graduates. With respect to designation, statistics showed that 37% are senior officers, 33% are top and senior executives, and 30% mid level executives. 60% of the respondents have worked experienced six to more than ten (10) years, where as 40%, within five (5) years tenure in the organization.

As mentioned earlier, multivariate analysis refers to statistical principles and techniques simultaneously used to analyze multiple measurements on individuals and objects under investigation (Hair et al. 2010). The one way analysis of variance (ANOVA) is a multivariate statistical method to test difference between two or more means of three or more independent variables (Sow 2014; and Kadir and Ramazan 2017). Essentially, this study employed multivariate data analyses techniques such as ANOVA to address the research objectives, questions, and hypotheses testing.

Table 3 illustrates the findings on the relationships between employee's gender, age, highest level of education, position and designation, and experience or tenure toward employee's affective organizational commitment. The study results demonstrate that apart

from employee's age ($\beta = 0.068$, $p < 0.000$); and education ($\beta = 0.125$, $p < 0.000$) all the others variables i. e., gender ($\beta = 0.032$, $p < 0.000$); position and designation ($\beta = 0.001$, $p < 0.000$); and experience and tenure ($\beta = 0.014$, $p < 0.000$) is statistically significant on employee affective organizational commitment as a dependent variable.

DISCUSSION

Employees Gender

The social exchange theory explains the psychological issues of human being are rational. It is human nature to give their best when they received best attitude and benefits from others (Cropanzano and Mitchell 2005). Managing employee efficiently is becoming more essential day by day because of the role of individuals such as man and woman depends on their complex human nature (Elizur and Koslowsky 2001). The interaction of values with gender is also influencing factor to increase employee's affective organizational commitment. The study finding suggests positive and significant relationship between employee gender and affective organizational commitment. It refers employees attitude directly affect by the gender of an organizational outcomes and performance. Empirically, Forkuoh and Affum-Osei (2014) have reported that female worker were highly committed compared to their male workers. Whereas, Kumasey, Dell and Ofei (2014) found that male employee have strong commitment rather than female employees. However, the present study demonstrated that although the ratio of woman workers at bank is less than man workers but the level of affective organizational commitment of both employees are still significant to accomplish organizational goals. Consequently, the findings demonstrated that there are no any gender discrimination seems in the particular banks and management practices. Moreover, management is able to ensure the same benefit and opportunities for both male and female workers at work place. As a result, the banks perform very well business and contributing to the entire economy which is only possible by the efficient and hard work of each and every worker whether he or she. The study result is similar with Pourghaz, Tamini and Karamad (2011) that the demographic characteristic such as employee's gender is vital to influence their affective organizational commitment. In addition, efficient and realistic managerial practices can reduce employee's gender discrimination and ensure employees high affective organizational commitment.

Age of the Employees

The study finding illustrates that age of the employee is

not statistically significant relate to affective organizational commitment. Therefore, the study result rejected the hypothesis. Empirically, there are some studies investigate the personal correlations i. e., employees age with affective organizational commitment. According to Temple and Gala (2013); and Rabindrarang, Bing and Khoo (2014) aged workers have high investment and greater history to work with the organization hence it found significant relationship between their age and affective commitment. Agyeman and Ponniah (2014) reported employee age have significant effects on their turnover and retention factors. Whereas, Unguren et al., (2016) reported lower and weak relationship between the young age group and affective organizational commitment. However, researcher such as Uraon and Raya (2015) employed study settings of information technology (IT) companies at India and reported no significant relationships and little effect on employee age and affective organizational commitment which is similar with this study finding.

Level of Education

In this study employee's level of education recorded statistically insignificant on the relationship between employee affective organizational commitments. Thus, the hypothesis rejected. Employee with higher degree seems the tendency to change their job frequently rather than employee who have low educational background (Ghaffaripour 2015). The reason behind that high academic qualification is one of the attractive measures to select employee by the management. Most of the time organization offered high salary packages to the highly educated and talented workers. As a result, employees' with high educational background trend to increase job change or switch, and lower affective commitment toward their job. Employee calculates the cost effect such as time, money, and value to stay with the same organization or to leave it. Therefore, employee having the highest educational background found less affective organizational commitment. Farhadi et al. (2015) recorded insignificant relationship between employee education and affective organizational commitment. However, Unguren (2016) found significant relationship between the variables.

Employees Position and Designation

The relationship between employee's position and designation, and affective organizational commitment is demonstrated significant result. Thus the study accepted the hypothesis. Indeed, employee who possesses high position and designation in an organization enjoy the high salary, power, and authority. They are also treated as a valuable assets and vital part of the organization. From

the social exchange point of view employees who are enjoying high position and designation it influence their high dignity and high level of affective organizational commitment. Additionally, employees feels urge to show the positive mutual exchange and reciprocate relationships toward the management to accomplish the organizational performance. Empirical study by Jena (2015) also founded positive and significant relationships between the study variables. The higher position and designation increase employees' perceptions of higher affiliation or affective commitment rather than midlevel, or newly entered employee. Yet, Temple et al. (2013) found insignificant relationship between employees' position and designation, and affective organizational commitment a study on salesmen selected from Nigerian firms and industry.

Experience and Tenure

The experience and tenure of an employee strongly relates with his or her affective organizational commitment. The study finding confirms this hypothesis and accepted it. Previous literature provides that middle tenure or experience employees exhibit less measured affective organizational commitment than the new and senior experienced employees. Mostly, employee with high job experience and tenure is highly motivated toward affective commitment and direct to achieve organizational performance. Moreover, affective organizational commitment is a positive perception of employees' experiences that they are satisfied and comfortable to complete their assignment and tusks (Yew 2010). The individual's length of service with in a particular organization if increased then their emotional attachment and psychological bonding seem very high and strong (Korf and Malan 2002). However, Farhadi et al. (2015); and Kinnear and Sutherland (2000) recorded insignificant result on the variables and did not found support on the respective relationships. While Researcher e.g., Balay et al. (2010) and Jena (2015) reported statistically positive, significant, and supportive relationships between employees experience and tenure, and affective organizational commitment.

CONCLUSION

The present study is anticipated to determine the relationship between employees' demographic variables and affective organizational commitment. The results extend further clarify, and deepen the findings obtained from previous literature on organizational demographical factors. The study showed that employees' personal and demographic characteristics have an effect on the dimensions of affective organizational commitment. Most of the obtained results are in conformity with earlier

empirical findings. Since, the data were collected from several banks and financial organizations may well replicate this study in other types of organizations would help in determining the validity and generality of the study findings.

Generally, several essential conclusions can be drawn from the results analysis. First of all, empirically it was found that the propensity of demographic factors are depends on employee affective organizational commitment. Hence, it is necessary that management devotes reasonable time and effort to understood employees' different background of demographic characteristics and incidents. Secondly, the study illustrates that employee's gender, position or designation, and experience or tenure has significant impact on their high affiliation or affective commitment toward their job and organization as well. Thirdly, the study result seems employee's age and education does not have significant direct impact on affective organizational commitment.

Consequently, the study suggests that management should encourage employee to build their positive and optimistic attitude in their personality which ultimately increase their (employees) sense of belongingness to attach with the organization. Indeed, management need to more focus on employees' different age group and educational factors. Top management have to give priority in their managerial practices such as rewards and compensation scheme, promotion and other financial or non financial benefits, training and development, and performance appraisal concerned on employees age or seniority and educational qualifications. The study further recommends that management need to review the existing human resource (HR) practices and implement proactive HR practices to overcome and alleviate the role stress and burnout at workplace. While, employee counseling and stress analysis is another encouraging option to influence employees demographic characteristics and factors which is directly affect on their affective organizational commitment.

The limitations of the study are linked to the social, cultural, and organizational context where the study was conducted and the findings expected not similar or same in different cultural contexts, clusters, and organization. However, further research can be conducted to determine the effect of demographic factors on other working situation such as job stress, job satisfaction, motivational aspects and other dimensions of organizational commitment. Fundamentally, the present research can be considered as useful for practical reasons that management should address and identify other related factors which influence employees' propensity of demographic variables and employees perceptions. Employees' demographical factors depend on their knowledge, belief, experience, and perceptions toward their management. If employee is satisfied with their managerial practices refers their positive attitude

and high affective organizational commitment which is ultimate to accomplishing organizational goals and performance.

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