

Influence of Work Values and Affective Organizational Commitment on Turnover Intention in Higher Education Sector in Maharashtra

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Abstract: This study aimed at studying the relationship between affective organizational commitment and turnover intention of employees working in higher education sector in Maharashtra, India. The study also examined the influence of work values and affective commitment on turnover intentions of employees. The responses of employees from three Cities in Maharashtra were collected through a structured questionnaire. Statistical analysis showed that affective organizational commitment and turnover intentions are significantly related. It was found that higher the affective commitment lower will be the turnover intentions. The study found that the employees with more years of experience have less affective organizational commitment. This finding is surprising and unexpected. Regression analysis showed that affective commitment and work values perception significantly influence turnover intention. Limitation of study and scope for future work are given in the paper.

Key words- Work values, Affective organizational commitment, turnover intention.

I. INTRODUCTION

The continuance and normative bases of commitment have been critiqued for their inconsistencies with affective commitment. Scholars have argued that attitudes to continuemembership of an organization for economic benefits or out of norm-based obligations may not necessarily coincide with higher affective commitment or loyalty towards the organization. It implies that uncommitted individuals may continue their membership with the organization, while individuals affectively committed to the organization may still leave (Solinger et al. 2008; Stazyk et al. 2011). A literature review done by Chordiya (2017) suggested that affective commitment has several theoretical and practical implications compared to other components of organizational commitment. The study further notes that affective commitment found to have strong relationships with organizational and personal outcomes as well. This study therefore tried to focus on affective commitment.

Looking at present environment of higher education the need was felt to investigate affective commitment of employees. Researcher is one of the employees working in higher education in Pune, India. Therefore researcher is well exposed to problems faced by employees working in this sector. Considering those problems and reviewing existing literature researcher aimed at studying the affective organizational commitment, work values among employees and their impact on turnover intentions. This study tries to

contribute to the existing body of knowledge by exploring the relationship between affective organizational commitment and turnover intention. The study also aims at investigating the impact of work values perception and affective commitment on turnover intention.

II. LITERATURE REVIEW

Agarwal and Gupta (2018) studied the interrelationship between motivating job characteristics, work engagement, conscientiousness and turnover intentions. A structured questionnaire was used to collect primary data. 1302 managers working in eight Indian organizations responded to the questionnaire. Authors used structural equation modeling and regression analysis to test the developed hypotheses. The study found that relationship between motivation job characteristics and turnover intention is mediated by work engagement. Similarly conscientiousness moderated the relationship between work engagement and turnover intentions. The results of the study showed that the turnover intentions and work engagement are influenced by job characteristics.

Boamah and Laschinger(2016) conducted the research with one of the purposes to examine the relationship of person-job match and turnover intention. Secondary data was used in the study. Data of 215 nurses of Ontario acute hospitals were collected and analysed to meet the objectives of the study. Structural equation modeling was used for analysis. The results pointed that if the work conditions are improved then the probability of turnover intention decreases.

Creating supportive working environments can help reduce the susceptibility to burnout which eventually decreases the turnover. The findings of the study may not be generalized to all industries as it was conducted for Nurses only.

Allen and Meyer (1990) conducted two studies. In first studies the scales to measure different types of organizational commitment were developed and second study they studied the relationships between the (antecedent) variables and the components of commitments. The results showed that Affective and Continuance components are empirically distinguishable constructs. The Affective and Normative components found to be somewhat similar constructs.

Carlson et al (2017) empirically examined the effect of job autonomy, job overload and job monitoring on turnover intention. Total 326 responses of full time employees were analysed. The results showed that job autonomy lowered the turnover intention. It was also found that this relationship was mediated through organizational commitment. The data were collected from the single sources so possibility of common method bias could not be neglected. Therefore future studies may include data from various sources to reduce this bias.

Choi, Tran and Park (2015), investigated the mediating role of affective commitment and employee creativity on relationship between inclusive leadership and employee work engagement. Data were collected from 246 employees of six different organizations. The study found that both affective commitment and employee creativity mediated the relationship between inclusive leadership and employee work engagement. It was found that inclusive leadership was positively related with employee work engagement.

Chordiya, Sabharwal and Goodman (2017) made the comparative analysis of employees from the USA and India to examine the factors influencing affective commitment. The study found that in both countries job satisfaction found to have most influence on affective organizational commitment. The findings also reported that Indian employees have significant higher affective commitment levels that that of US employees.

Gao-Urhahn, Biemann and Jaros (2016) examined the development of affective organizational commitment over period of 6 years in a group of employees. 1004 employees from different organization in Korea gave their responses. The results indicated that affective organizational commitment increased over time. The study further found that affective commitment and income level are directly related to each other. Authors interpreted this finding as the income levels of employees increased over time and thus their affective commitment accumulated during this same period.

Results of study conducted by Joolideh, F., & Yeshodhara, K. (2009) revealed that Indian teachers had better

organizational commitment in the affective and normative components and Iranian teachers were found to have better organizational commitment in the continuance component. In both countries age groups and subject taught by teachers did not have any influence over their organizational commitment.

The existing literature showed that no studies have been conducted on turnover intention in higher education in Maharashtra. Moreover the influence of work values and affective organizational commitment was not studied simultaneously in the education industry.

III. HYPOTHESES DEVELOPMENT

H₁- Affective Organizational Commitment of employees and their turnover intentions are significantly negatively correlated.

H₂- Affective organizational commitment is significantly positively correlated with number of years of experience with the same organization.

H₃- Turnover intention is significantly influenced by perceived importance of work values and affective commitment.

IV. RESEARCH METHODOLOGY

This study is conducted in 3 cities of Maharashtra namely Pune, Aurangabad and Jalgaon. The cities were selected based on convenience. The employees of select higher education organization in these cities responded to the questionnaire. Five to seven Higher Education institutes from each of the three cities were selected for data collection. Three subscales used in the questionnaire were- Work values subscale (Super 1968), Affective commitment subscale (Rhoades, Eisenberger, Armeli 2001) and turnover intention subscale (Agarwal and Gupta 2018). It was thought that if responses on all three subscales were taken at the same time, the responses for retention intention would have been biased. As affective organizational commitment scale would have reminded employees all positive things about their organization and work. This might have had influenced the response for turnover intention. To reduce such bias the responses for work values and affective commitments were taken first and after 3 months responses for employees' turnover intentions were collected. It was ensured that the responses were taken from same employees who had responded for first set of questionnaire. 200 employees from all three cities were approached for their interviews based on first set of questionnaire in first round. The data collection teams which were collecting data in three cities were well trained before actually collecting responses on the questionnaire. The response rate for first set of questionnaire was 87%. 174 respondents completed the first round of interview based on the questionnaire. After three months the same employees were approached for their interview on turnover intention

scale. In this second round only 154 employees responded and completed the interview. The data were collected during September 2018 to January 2019. Data of 154 employees were coded in SPSS. The data were analysed using SPSS. Pearson’s Correlation Coefficient and Linear regression were used for testing hypotheses. Data Analysis

Reliability of the scale

Table no. 1 Reliability Statistics

Cronbach's Alpha	N of Items
.930	63

The cronbach’s alpha value as seen from table no. 1 is higher than .7, which indicates that the scale is reliable.

Descriptive Statistics

Table no. 2 Descriptive Statistics- subscales

Subscale	Mean	S.D
Work values	3.44	.78
Affective Commitment	4.09	.60
Turnover Intention	2.59	.88

The mean value of work value subscale shows that most of the employees held moderately high values about their work. Mean value 4.09 for Affective commitment indicated that employees are affectively committed to their employees. It was observed from mean value of turnover intention scale that turnover intention of most of the employees was very low. This indicated that respondents wanted to be associated with their current organization at least in near future. Interpretation drawn from mean values, however; does not hold much value as the standard deviation values of individual cases were observed to be high.

Hypotheses Testing

H₁- Affective Organizational Commitment of employees and their turnover intentions are significantly negatively correlated.

To test this hypothesis Pearson Correlation test is run in SPSS. The result is shown in table no. 3 below.

		Turnover intention
Affective Commitment	Pearson Correlation	-0.513**
	Sig. (2-tailed)	.000
N		154

**Correlation is significant at the 0.01 level (2-tailed).

From table no. 3 it is observed that affective commitment and Turnover intention are significantly correlated (p<.01). This correlation is moderately strong since the value of Pearson correlation is .513. The negative sign in this value

indicates that both variables are reciprocally (negatively) related with each other. Since the P value of Pearson Test is less than .01, hypothesis ‘H₁- Affective Organizational Commitment of employees and their turnover intentions are significantly negatively correlated’ is accepted.

H₂- Affective organizational commitment is significantly positively correlated with number of years of experience with the same organization.

Table no. 4 Correlations- Affective organizational commitment and number of years of experience with the same organization

		No. of years with the current organization
Affective Commitment	Pearson Correlation	-.185*
	Sig. (2-tailed)	.022
N		154

* Correlation is significant at the 0.05 level (2-tailed).

Table no. 4 shows that the significant value of the test is less than .05 (p<.05) therefore it is interpreted that both variables are significantly correlated. However the negative sign indicated that these two variables are negatively related. Therefore the alternate hypothesis H₂- Affective organizational commitment is significantly positively correlated with number of years of experience with the same organization’ cannot be accepted. This finding is surprising as literature supported that as number of years of experience with the organization increases there is accumulation in Affective commitment (Gao-Urhahn et al, 2016). Gao-Urhahn et al, 2016 concluded that as employee become older in the organization his/ her income also increases appropriately and thus his/ her affective organization commitment increases accordingly. When the finding of this study was not in line with the past study the phenomenon was studied carefully. Then it was realized that most of the employees in private education sector did not receive any significant pay raise in last couple of years, moreover some of the organizations in this sector did not pay their employees for many months in a row. Perhaps, this is why their affective organizational commitment in fact decreased with their experience in the organization. This relationship needs further research.

H₃- Turnover intention is significantly influenced by perceived importance of work values and affective commitment.

To test this hypothesis simple linear regression was run in SPSS using Turnover intention as dependent variable and perceived importance of work values and affective commitment as independent variables. The result is shown below.

Table no. 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536(a)	.288	.278	.75129

a Predictors: (Constant), Mean_AC, Mean_Work_values

From model summary as shown above it is observed from adjusted R square value that 27.8% changes in turnover intentions are predicted by Affective commitment and perceived importance of Work Values. To examine if this model is significant ANOVA was used. The result of ANOVA is given below-

Table no.6 ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.407	2	17.203	30.479	.000(a)
	Residual	85.230	151	.564		
	Total	119.636	153			

a Predictors: (Constant), Mean_AC, Mean_Work_values

b Dependent Variable: Mean_Turnover_intention

Table no. 6 shows that significance value is less than .01 (p<.01). Therefore it is interpreted that the model represented in table no. 5 above is significant and not just by chance.

Table no.7 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.243	.486		12.839	.000
	Work_values	-.176	.077	-.156	-2.269	.025
	AC	-.750	.100	-.513	-7.470	.000

a Dependent Variable

: Mean_Turnover_intention

From table no. 7 it is noted that unstandardized β Coefficients for work values is $-.176$ and that is for Affective commitment is $-.750$. This means that as 1 unit of perceived importance of work values increases there is $.176$ fall in turnover intention and as 1 unit of affective commitment rises, the turnover intention falls by $.75$ unit. The significance values for Work Values and Affective commitment are less than $.05$ and $.01$ respectively. Therefore the above results are statistically significant.

V. FINDINGS

It was found that as Affective Organizational Commitment of employees in Higher education sector increases their intention to leave their existing organizations decreases significantly. It was found that as years of experience with the current higher education organization increases their Affective Organizational Commitment decreases. Although this relationship is not strong, it is significant. This finding was surprising as past study (Gao-Urhahn et al 2016)⁷ found that as tenure with particular organization increases their affective commitment also increases in direct proportion. This phenomenon might have occurred as higher education sector in Maharashtra is facing many challenges. One of the well-known higher education institutes has not been able to pay regular salaries to their staff(Goled, S. 2018).Probably this is why employees' moral may be decaying. This might have affected their affective commitment negatively. This needs confirmation

through future research. The results have shown that turnover intention of employees in higher education sector is influenced significantly by Affective Commitment and Perception of Work Values, both put together. As the work value perception and affective organizational commitment both increases, turnover intention decreases significantly.

VI. IMPLICATIONS

It was observed that moral of the employees working in higher education in general is decaying day by day. The organization in higher education sector should work on improving moral of the employees. This in turn will increase the affective commitment of the employees. If employees' affective commitment towards their organization increases it will negatively affect turnover intentions of employees. Higher education institutes should take survey on Work Values perception of their employees frequently as it also affects turnover of the organization. By such surveys institutes will realize how high work values their employees, are holding and particularly which Values are perceived very important by employees. Such knowledge will certainly help institutes to shape employees affective commitment by providing appropriate work environment. If institutes succeed in this then their turnover may reduce significantly. Ultimately it will help in maintaining and improving the quality in processes of the organization.

VII. LIMITATIONS AND SCOPE FOR FUTURE STUDIES

The small sample size limits the findings of the study from being generalized. Future studies may use the same scales with large and diverse sample size. Longitudinal studies may be conducted to investigate the differences, if at all, in perception of work values and affective commitment from time to time among same respondents. Future studies may also collect responses from employees of institutes from wide geographical area.

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