

A study on Organizational commitment of millennial women employees in Information Technology sector

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Abstract: Millennial has become the fastest growing segment of today's work world. Millennial women employees who are highly ambitious and career oriented have become visible part of Information technology sector. When their desires are not met, they are ready to move on to new opportunities where they feel that they will be more valued. This present study is an attempt to determine the organization commitment of millennial women employees in Information technology sector. For this study, a sample of 534 millennial women employees working in Information Technology sector in Bangalore and Mysuru was collected with convenient sampling method. Structured questionnaire was administered to seek response from the respondents. SPSS was used for a detailed analysis. The results indicated that these millennial women employees are committed to their organizations as long as their companies are satisfying their needs.

Key words: Organisation commitment, Millennial, Information technology sector.

Today's workplace is undergoing radical change due to the growth of Millennials within the workforce. Information technology is one such sector witnessing huge influx of millennials. They are transforming all areas of the business, especially information technology sector.

Information technology sector is providing wide-range of job opportunities to female employees specially for millennial women employees. Millennial women at work are both an opportunity and a challenge to their employers. (Krishna Kumar^{1*} R Velmurugan 2018). Millennials have different expectations about what the workplace should offer, how they should behave as employees, how they should be managed and how they should manage others (Johnson & Johnson, 2010).

The success or failure of Information technology sector is not dependent on its financial resources or technological up gradation alone. It is the commitment of employees that provide competitive edge to companies in the market place(Deivasigamani. J*Dr.Shankar 2014). Millennial women employees are more ambitious and career oriented. At the workplace, these Millennials envisage to climb the career ladder at a rate which is considered unreasonable by the previous generations (Karefalk et al 2007). When their desires are not met, they are ready to move on to new opportunities where they feel that they will be more valued(Brown et al., 2009). Thus the present study is an attempt to study the organizational commitment among millennial women working in Information technology sector during their different stages of career.

Review of literature

Organizational commitment (OC), is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers, & Porter, 1979: 226).

Organization commitment can be expressed in 3 dimensions. Affective, Normative and Continuance commitment. “Affective commitment indicates the emotional attachment of employees with the company”.(Allen & Meyer, 1990; Singh & Gupta, 2015; Al-Jabari, B. & Ghazzawi, I. (2019). “A normative commitment is the feelings of obligation of the individual based on perceived attachment to the organization goals” (Allen & Meyer, 1990; Singh & Gupta, 2015; Al-Jabari, B. & Ghazzawi, I. (2019)). “A continuance commitment is the extent to which an employee feels committed due to their own economics”. (Allen & Meyer, 1990; Meyer & Allen, 1984; Al-Jabari, B. & Ghazzawi, I. (2019).

Millennial women are also called as Gen Y(Murphy,2007). They are considered to be born between 1982-2000. They are shaped by the technological revolution that occurred throughout their youth (Waterworth) Millennials have higher self-esteem, narcissism, anxiety, and depression, and a lower need for social approval and more external focus of control. (Twenge & Campbell(2008) They exhibit loyalty as long as they are realizing their goals, then move on for a new challenge (Kerslake, 2005)

Sayyaad Muhammad et.al(2015) examined the organizational commitment of Information technology professionals in Pakistan. The study found that there is a significant relationship between training and development, supervisor support, compensation and organisation commitment.

Roebuck, Smith, and Haddaoui (2013) opines that the “Millennials” will change jobs at least once every five years and move from one organization to go to another if they are not satisfied.

Karen Elizabeth Heizman(2006) conducted a study to explore the impact of work-place characteristics on organization commitment of millennial employees. The study found that there is a positive relation between organization commitment and work related factors.

Lim Xtn Yi(2014) conducted a study to determine the factors affecting the organizational commitment. The study found that distributive, procedural justice, job satisfaction and work- life balance do have a significant impact on organizational commitment.

D.Sakthivel in his study discovered the fact that demand for balancing personal and work life is raised in this competitive environment. Organization actively seeks to improve job satisfaction and organizational commitment as well as to reduce stress through work life balance policies.

Aoife Flood(2011) explains the female millennial career differentials in three stages. In the first one is career starter stage employees with 0-3 years of work experience belong to this stage and is an average age of 25 years, and female millennials who belongs to this group are predominantly single. Career developer stage comprises of those who have 4-8 years of experience, average age of those who belongs to this stage are 29 years, Female millennial who belongs to this stage are predominantly married and are living with their partner. Career establisher stage are those who have work experience of more than 9 years and with an average age of 32 years. Millennials at this stage are mostly married and are mothers

Rationale for study

Millennial women are more aware of the available career opportunities in Information technology sector than any other generation. They want to utilize their educational qualification to build their dream career. The road for building their dream career is not as easy as male counterparts working in this sector. The demands at work and life are constantly changing as they enter their new phase of life. They have different expectations, demands and needs at workplace. Millennial women are highly ambitious, career oriented than any other generations and are expecting their employers to be sensitive towards their requirements and empathizes with them. They are very clear about their needs and requirements during the different phase of their life and career and are ready to move to other organizations if their demands are not met. Information technology sector being a knowledge orient sector, cannot think of losing its employees if they want to remain competitive and achieve success in this sector. The present study is therefore intended to study the Organizational commitment among millennial women employees working in Information technology sector

Objective of the study

To determine the organization commitment among millennial women employees.

Hypothesis of the study:

H0: There is no organizational commitment among millennial women employees

H1: Millennial women are committed to their organization

Research methodology

Present study is a quantitative study, conducted by using both primary and secondary data. Primary data for this study is collected using questionnaire. Convenience sampling procedure is used for collecting responses from respondents. Respondents of this study comprised of 534 millennial women employees working in Information technology sector in Bangalore and Mysuru. Secondary data for this study is collected by means of journals, books, websites etc. The primary data collected were analyzed with the help of SPSS. One-way Anova is conducted to determine the Organizational commitment of millennial women employees.

Analysis and findings

Organizational commitment variables were constructed based on Meyer J P, Allen N J and Smith C (1993), "Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization". Five point Likert scale ranging from Strongly disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly agree=5 was used to measure the Organisation commitment of millennial women employees. The Cronbach alpha for overall organisation Commitment dimensions is 0.890 which indicates the acceptable level of reliability

Org Commitment	Career stage	No. of respondents	Mean	S.D	F value	P value
	Career starter stage	224	2.93	0.637	15.86	<.001
	Career developer stage	174	3.04	0.546		
	Career establisher stage	137	3.27	0.451		

Table 1: Organization commitment of millennial women employees

From the above table it is clear that the F value of Organizational commitment is significant, therefore the null hypothesis there is no organizational commitment among millennial women employees is rejected. In other words millennial women are committed to their organization. They are ready to continue with their present employer as long as they are satisfying their needs. It is also observed from the above table that Overall organization commitment is more among millennial women who belong to career establisher stage. This is mainly because of the fact that these millennial women learned to manage their work and life with less ambiguity and has attained more clarity on what they need to do, what they are getting, what they should expect from their employer and how to get their

demands fulfilled from their employer compared to the millennial women in the career starter and career developer stages. Thus they do not think of leaving their organization very soon.

Organisation Commitment	Career stage	No. of respondents	Mean	S.D
AC	Career starter stage	224	2.84	0.766
	Career developer stage	174	3.02	0.581
	Career establisher stage	137	2.99	0.464
CC	Career starter stage	224	2.99	0.775
	Career developer stage	174	3.07	0.763
	Career establisher stage	137	3.42	0.807
NC	Career starter stage	224	2.95	0.771
	Career developer stage	174	3.04	0.724
	Career establisher stage	137	3.4	0.785

Table2: Variations in dimensions of Organization commitment during different career stages

Table 2 represents the standard deviation and mean of millennial women employees based on the different stages of their career, which is classified on the basis of experience possessed by the respondents. Results of the above table confirms the fact that the dimensions of organizational commitment of millennial women employees differ as they reach various career stages. Respondents who are at career starter stage having an experience of 0-3 years have achieved mean score of 2.84 and Respondents at career developer stage with 4-8 years of experience achieved a mean score of 3.02 and Millennial women respondents at career establisher stage with more than 9 years experience achieved a mean score of 2.99 with respect to affective commitment. It endorses the fact that affective commitment is least among career starter stage millennial women employees and more among career developer stage millennial women employees. This may be because of the fact that during career developer stage millennial women get easily attached to their organization with the hope that they may get more career growth opportunities if they continue with the same employer and also has gained confidence after crossing career starter stage by effectively understanding and managing their work and life. Millennial women at career developer stage feels that they would be very happy to spend the rest of their career with their organization

With respect to continuance commitment Respondents who are at career starter stage having an experience of 0-3 years has achieved mean score of 2.99 and Respondents at career developer stage with 4-8 years of experience achieved a mean score of 3.07 and Millennial women respondents at career establisher stage with more than 9 years experience achieved a mean score of 3.42. Millennial women who are at career developer stage achieved high continuance commitment. The reason may be the fact that millennial women who are at career establisher stage are more concerned of their need to support their increased family

responsibilities and their life style economically. This could be the reason for them to display more continuance commitment than previous two career stage millennial women employees.

With respect to “normative commitment” Respondents who are at career starter stage having an experience of 0-3 years has achieved mean score of 2.95 and Respondents at career developer stage with 4-8 years of experience achieved a mean score of 3.04 and Millennial women respondents at career establisher stage with more than 9 years experience achieved a mean score of 3.4 Millennial women who are at career developer stage achieved high normative commitment. This is may be because of the fact that millennial women who are at career establisher stage consider and respect the fact that their organization has supported them during the different stage of their work and life and feels that they have a moral obligation to remain loyal to the organization and work for the organization to facilitate in reaching its goals.

Respondents at career starter achieved low mean score in all the dimensions of organisation commitment. This is may be because of the fact that they are young and completely new to this work world. They may be struggling to understand work, their responsibilities and are concerned about the new work which makes them feel that they can not enjoy life to the fullest as they used to before starting their career on one hand and or other reason may be that these millennial women are highly ambitious and career oriented. They often think that they are capable of achieving and occupying the higher position than their seniors. This aspect of millenials are considered as unrealistic expectation at work When their expectation are not met they often think of leaving their employer and want to search for other employers who offer better career opportunities.

Conclusion:

Today’s workplace has become more volatile and heterogeneous. The entry of millennial to this sector has changed the employer and employee relationship. Today employees are no longer concerned about their job security anymore. They will stay with their organization as long as their company is facilitating them to meet their needs. Present study confirms the fact that millennial women are committed to their organization and exhibit more commitment during career establisher stage. Millennial women exhibit less commitment during their career starter stage. Thus organization should give more emphasis on millennial women employees who are at career starter stage if they want to retain their competitive millennial women employees. Information technology sector should consider its employees as intellectual assets and should give much emphasis on designing a strategy considering their different career stages which enhance organization commitment for long-term association.

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