

Leveraging Big Data to Explore the Relationship Between Organizational Dedication and Demographic Factors: Evidence from the Education Sector

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Abstract

Engagement of digitalization Strategy has changed the overall functioning of the business operations. It helps managers make data-driven decisions that improve the organization's profitability and encourage commitment amongst the employees. The emotional attachment of an individual to the organization is termed organizational dedication. The purpose of the current study is to explore the relationship between organizational dedication and the variables of the demographic factors in the education sector of North West India. The study is quantitative. A survey was conducted amongst the academicians of the Higher Education Institutes (HEIs) in North West India. A sample of 238 academicians was considered for the study. An online dedication was distributed to collect a sample of the respondents. The questionnaire on Organizational dedication was adopted by Allen and Meyer in 1991. To check the reliability, Cronbach's Alpha was applied. To examine and interpret the data, parametric tests like One-Way Anova and T-Test were used. The study's findings revealed that gender, marital status, experience, and geographical location have no significant impact on the organizational dedication (OC), whereas age and experience affect the level of organizational commitment. It is recommended that the organization go ahead and adopt digitalized strategies that can assist the employees in making data-driven decisions. This will certainly enhance the level of organizational commitment amongst the personnel of Higher Education Institutions.

Keywords: Digitalization Strategy, Big Data, Organizational Commitment, Affective Commitment, Service Sector, Demographics.

1. INTRODUCTION

Digital technology and internet advancements have changed business organizations' operations [1]. Academicians and researchers have found a positive influence of digitization on an organization's performance and framing of innovative strategies [2] dynamic and improved business venture capabilities and performance [3]. Integration and investment of digital technology at the business level and corporate level, business operations, and management system is referred to as digitalization strategy implementing digitalization strategy is very complex [4]. More examination is required to give insight for both the business house and researchers to make effective decisions regarding adopting digitalized strategies [5]. Big data is one of the most popular digitalization strategies that many organizations have adopted to make sound decisions, it enables innovation, improves customer satisfaction, improves the organization's performance also helps in making sound decisions [6].

The organization must adopt such a culture where the benefits of Big data can be absorbed. Such culture will help the personnel to shape the beliefs, values, practices, norms, and attitudes [7]. Certainly, Big data requires skills and capabilities that the organization must adopt a culture that can help the personnel to make decisions that are data-driven. Such adoption will make the employee more dedicated and committed. Organizational dedication has helped the organization to meet its goals for the past two

decades. The concept of Organizational dedication has gained attention from all over the world from the academicians [8]. For many years, organizational commitment has been considered a psychological construct [9]. According to Newstrom (2007) Organizational dedication is when an employee believes in the establishment's vision. Commitment is a natural process and is a relationship that is exchanged between the organization and the employee. Organizational structure is complex to understand as each organization has its own goals and objectives.

An employee's dedication determines an individual's dedication and closeness to the organization [11]. It has been found that for employees who are dedicated and attached to the organization, the outcome of such input is also good, like reduced turnover, increased organizational effectiveness, and better productivity [12]. Though there are many benefits of adopting digital technology and the Internet, there are many bottlenecks, like technical expertise, adequate training, and a lack of funds. In today's competitive world, organizational dedication is very important. Workmen who are dedicated are appreciated by the organization. They are considered as the primary asset of the organization. This is the primary reason for the researchers to study the components that increase the dedication level of the employees. Such factors are [Leadership style, organizational culture, Organizational Justice, Demographic factors, Job-related factors, and work environment] [13]. Research in the past suggests demographic factors are the predictors of organizational commitment [14]. In higher education, institutes can only develop and progress because of the workforce. The level of faculty performance will determine academic excellence. Higher education institutes will be more considerate that the faculty is the determining source of the upliftment of the institute.

1.1 Levels of Organizational Dedication [Commitment]

Affective Dedication: It's the spiritual and psychic attachment of a workman with his organization. As a result, an individual can relate themselves to the organization's goals and objectives [15]. Committed individuals will be associated with the organization for a longer period. The intention to leave the organization will be very low. Individuals emotionally attached to the organization are happy to be associated and linked with the organization. To enhance an individual's affective dedication, higher education institutes should empower the employees by focusing on their autonomy and capability [16]. Affective dedication is a strong connection between the institution and the employee [17].

Continuance dedication: Here the employees are cautious of both the gain and loss of leaving the job. It's the willingness of an individual to be associated with the organization, as there is no opportunity or alternative with the individual. Individuals who experience continuance dedication find it difficult to leave the job because they fear the unknown "Opportunity cost" of leaving the organization.

Normative Commitment: When an individual feels that detaching from the organization is wrong, leaving the job is morally wrong. An individual is morally committed to an organization. It's the ethical responsibility of the individual to stay connected with the organization. Normative dedication is the outcome of an employee's sense of obligation to be associated with the organization [18]. Leaving the organization or still being associated with it is again an ethical act of an individual. If an individual feels like being associated with an organization, then he must continue with the organization.

2. REVIEW OF LITERATURE

Organizational dedication is the emotional attachment of a workman to the workplace he is associated with. The overall efficiency of an organization can be improved if the employees are dedicated to their organization. [19] Examined the influence of demographic factors on organizational dedication within the Turkish port workforce. It was revealed that factors such as marital status, educational background, and duration of employment have an impact on personnel dedication. Nevertheless, age and gender were not identified as significant determinants of organizational dedication levels. Furthermore, a positive and strong correlation was observed between longer job tenure and heightened affective dedication among port personnel. In a separate investigation conducted by [20] regarding demographics and organizational allegiance within the cohort of private university educators in India, it was found that age and professional experience substantially influence organizational dedication. Conversely, marital status and gender were not found to have a significant effect. [21] Explore the influence of demographics on organizational dedication within Pakistani higher education institutions. Highlights the importance of gender,

qualifications, age, and marital status in this context.

A research investigation by [22] unveiled the influence of demographic variables on the organizational dedication of security personnel. Organizational dedication degree is affected by aspects such as gender, age, and length of service. Conversely, educational attainment and marital status do not exert a significant impact on organizational commitment. The level of emotional dedication varies depending on the duration of service and gender. [23] investigated the correlation between the demographic characteristics of workmen and their level of dedication within organizations in Croatia. The study revealed discrepancies in commitment levels influenced by factors such as age, gender, length of employment, educational background, and marital status. These results offer valuable insights that can inform human resource strategies aimed at improving organizational dedication. [24] Conducted research focusing on the correlation between job contentment, organizational dedication, and age within the Turkish teaching profession. The study revealed that age plays a moderating role in the association between job satisfaction and organizational dedication. Specifically, the findings indicated that younger teachers exhibit a U-shaped pattern in this relationship, whereas older teachers demonstrate an inverted U-shaped pattern. Further, the investigation was carried out by [25] to examine the level of organizational commitment among shift workers in Odisha, India. The analysis explores various demographic variables such as age, marital status, work experience, position within the organization, and gender.

The level of organizational dedication plays a very crucial role in regulating the effectiveness of an organization and its overall outcomes [26]. Explored demographic factors and organizational dedication in the Pakistani knitwear industry. It was revealed that the length of service is positively linked to organizational dedication in the knitwear sector. Another study was conducted in Vietnam [27], a study on demographic factors affecting the dedication of university lecturers. It was revealed in the study that there is a low correlation between years of work and continuance dedication. Moderate correlation between position hold and affective dedication, and a negligible correlation between other demographic variables and organizational dedication. A study conducted by [28] explores demographic factors, personality traits, and organizational dedication in Co-operatives. No significant impact of tenure on continuance dedication among Co-operatives. Research contributes to Co-operatives and financial institutions' human resource management. Another study by [29] explores demographic factors influencing organizational dedication at CNG Rwanda. Findings show age, gender, and marital status significantly affect organizational dedication.

Education level insignificantly impacts organizational dedication across all dimensions. Whereas a study conducted by [30] explores organizational dedication among private school teachers in Lucknow, India. Analyses gender, age, and organizational tenure interaction effects on dedication. Another study by [31] examined the impact of demographics, job attributes, and organizational factors on employee dedication. Findings indicated that gender does not have a substantial impact on employee dedication, whereas job and organizational characteristics play a crucial role in determining an individual's organizational dedication. [32] carried out research regarding the organizational commitment of nurses and its association with demographic factors. A large proportion exhibited a moderate level of dedication, with a noteworthy correlation between continuance dedication and years of experience. [33] The investigation delves into the demographic impacts on organizational dedication and job satisfaction. Findings demonstrated an extended level of organizational dedication among male employees. Moreover, a notable correlation exists between an individual's level of education and their dedication to the organization.

2.1 Gender and Organizational Dedication

The exchange between organizational dedication and gender is based on two theory models i.e. gender and the job model [34]. Gender specifies that both the gender men and women experience the same level of attachment to the organization they belong to [35]. The job model specifies that employees, irrespective of their gender, show the same level of dedication working in the same business environment [36]. A lot of research work has been conducted regarding gender and organizational dedication, but still, there is no clarity. On the other hand, certain studies have revealed that there exists a relationship between gender and organizational dedication. Also, many studies conducted in the past suggest that women have higher levels of commitment [37,38] whereas another study suggested that males are more committed than women [39, 40, 41].

2.2 Age and Organizational Dedication

In the past, many studies have revealed a strong interconnection between age and organizational dedication [42, 43, 44, 45] it was exposed that higher levels of job contentment and higher levels of organizational dedication is experienced by older employees of the organization, as leaving the organization is not easy for them [46]. However, there is still not much clarity that there exists a connection between the age of the workmen and organizational dedication [47,48]. Younger employees leave the organization for growth, and older employees are more committed [49]. Also, older employees are more pragmatic in their approach and adjust their expectations accordingly [50]. Whereas a study conducted by [47] stated that young employees are more dedicated as it's the start of their career.

2.3 Professional Experience and Organizational Dedication

Professional experience is a dependable and definitive forecaster of organizational dedication. If the association of an employee is for a longer period, then there will be a high level of commitment. The employee is more affectionate and loyal towards the organization; he/she may gain many benefits from the organization. Also, if the association is not long, then there will be a low level of dedication [Meyer and Allen 1997]. There exists a substantial interconnection between tenure and organizational dedication [53]. On the contrary, there exists no correlation between tenure and organizational dedication stated by [59, 48]. It was also revealed in a study that there exists a negative correlation between dedication and tenure [55].

2.4 Education and Organizational Dedication

The relatedness between education and organizational dedication is very crucial. In many studies, it has been revealed that there is a strong positive correlation between education and organizational dedication [43]. Employees who are highly committed are highly educated. Whereas many studies conducted in the past suggest that there is a negative exchange between education and organizational dedication. [56] explained in their study that if the employee is highly educated, then there are many job opportunities that an employee can choose. Also, highly educated employees have high expectations from the organization that they are associated with, but the organization may not be able to fulfill the expectations [57]. Also, organizations find it difficult to reward highly qualified employees. Workmen with low education profiles find it extremely strenuous to find a job as they lack the skills that are required to be engaged in their organization. Many research studies expose the fact that there exists no strong link between education and organizational dedication.

2.5 Marital Status and Organizational Dedication

It's rational to state that the marital status of an individual is a sorted and logical compelling factor of organizational dedication. Employees who are married are highly committed as they have family responsibilities. Therefore, they tend to put in more effort and hard work in the organization they are associated with [58]. Whereas in a study conducted by [59, 60]. there was no strong correlation between marital status and organizational dedication. It was revealed by many researchers that there is a strong, substantial exchange between marital status and organizational dedication, also marital status does impact organizational dedication [61].

Table 1: Most Inventive Authors in the Field of Organizational Dedication

Author	Publication Year	Total Publication	Hi-index	Current Association	Country
Meyer, John P. Herscovitch, Lynne.	2001	98	50	Western University	Canada
Ragu-Nathan, T.S., Tarafdar, M.,Ragu-Nathan, B.S.,Tu, Q.	2008	50	25	The University of Toledo.	United States

Riketta, M.	2005	26	18	Aston Business Birmingham,	United Kingdom
Turker, D.	2009	71	11	Pole Leonard De Vinci	France
Schwepker Jr., C.H.	2001	44	26	University of Central Missouri Warrensburg,	US
Pare,G., Tremblay, M.	2007	160	41	Chemin de la Cote-Sainte- Catherine, Montreal	Canada
Vigoda, E.	2000	129	43	University of Haifa	Israel
Cohen, A.	2007	84	37	University of Haifa	Israel
Fairlie, Paul	2011	20	16	National Kaohsiung University of Hospitality and Tourism Kaohsiung	Taiwan

Table 2: Most Popular Journals

Journal	Cite Score	Number of citations	The Most Cited Article	Publisher
Journal of Vocational Behaviour	13.1	4,560	The measurement of organizational commitment	Elsevier
International Journal of Human Resource Management	11.7	1,165	Human resources and sustained competitive advantage: A resource- based perspective	Taylor and Francis
Journal of Business Ethics	12.8	2,246	Corporate social responsibility theories: Mapping the territory	Springer Nature
Journal of Business Research	20.3	3,215	How to conduct a bibliometric analysis: An overview and guidelines	Elsevier
Journal of Business and Psychology	8.8	2,058	Moderation in Management Research: What, Why, When, and How	Springer Nature
Social Behavior and Personality	2.2	657	Factor analysis and psychometric evaluation of the Connor- Davidson Resilience Scale [CD- RISC] with Chinese people	Society for Personal Research
Sustainability [Switzerland]	6.8	1,058	Impacts of the COVID-19 pandemic on the life of higher education students: A global perspective	Multidisciplinary Digital Publishing Institute [MDPI]
Frontiers in Psychology	5.3	5,766	Calculating and reporting effect sizes to facilitate cumulative science: A practical primer for t- tests and ANOVAs	Frontiers Media SA

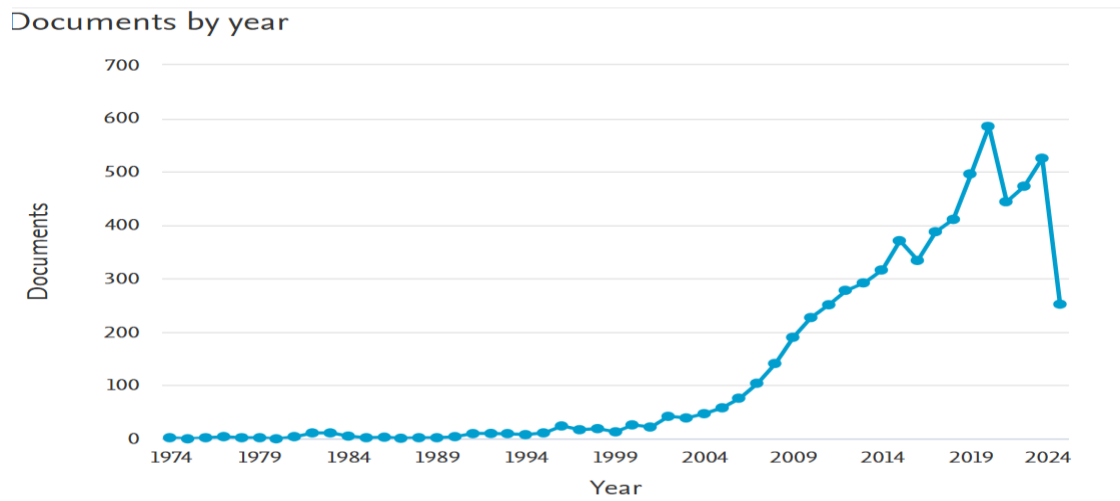


Figure 1: Documents by Authors. Source: Scopus Database

3. RESEARCH METHODOLOGY

The objective of the current study is to explore the effect of demographic factors on the dedication of the faculty of the higher education institutes of North West India. A random sampling method was used. To collect the data structured questionnaire was adopted from Allen and Meyer 1997 and was distributed online. Likert scale was used to measure the answer on a point of 1- 5 scale. The questionnaire was distributed to 250 faculty members, out of which 12 were incomplete hence 238 were considered for the sample study. The data was distributed normally, hence parametric tests were used. To check the accuracy of the data Cronbach Alpha test was used, and its value was .780, which is greater than .50.

Table 3: Represents the Demographic Profile of the Faculty

Demographic Variable	Category	Frequency	Percentage
Gender	Male	116	49%
	Female	122	51%
Age	25-35	183	77%
	35-45	37	16%
	45-55	12	5%
	55 and Above	6	2%
	0-10 Years	167	70%
Experience	10-20 Years	49	21%
	20 Years and Above	22	9%
Married	Unmarried	154	65%
	Married	84	35%
Designation	Assistant Professor	153	64%
	Associate Professor	26	11%
	Professor	59	25%
Geographical Location	Urban	179	75%
	Rural	59	25%

Table 3 shows that there are more female respondents [51%] than male respondents [49%]. Many

respondents lie in the age group of 25-35 years [77%], and the age group 55 and above has the least [2%]. A maximum faculty [70%] have 0-10 years of experience, in the organization they are associated with, and the least is 2% having a rich experience of 20 years and above. [65%] of the total respondents are married and [35%] are unmarried. [64%] of the total faculty hold the position of Assistant Professor in the Higher Education Institutes, and 25% are Professors. [25%] of the faculty are from the rural area, and [75%] of the faculty are from the urban area.

Hypothesis-1H₀₁: There is no difference between the Genders and Organizational Commitment.

Table 4: T-Test Gender and Organizational Commitment

	Male	Female
Mean	3.46	3.43
Variance	0.34	0.177
Observations	116	122
Hypothesized Mean Difference	0	
Df	207	
t Stat	0.48	
P[T<=t] one-tail	0.32	
t Critical one-tail	1.65	
P[T<=t] two-tail	0.63	
t Critical two-tail	1.97	

Groups	Count	Sum	Average	Variance
25-35	183	643.45	3.51	0.373
35-45	37	140.54	3.79	0.45
45-55	12	39.20	3.26	0.078
55 and above	6	18.95	3.15	1.53

ANOVA

Source of Variation	Sum of Square	Degree of Freedom	Mean Square	F	P-value	F crit
Between Groups	4.33	3	1.44	3.63	0.013	2.64
Within Groups	93.03	234	0.39			
Total	97.37	237				

Hypothesis-2H₀₂: There is no difference between Age and Organizational Dedication.

Table 5: ANOVA Single Factor Test between Age and Organizational Dedication

Hypothesis-3H₀₃: There is no difference between the experience and Organizational Commitment.

Table 6: ANOVA Single Factor Test Between Experience and Organizational Commitment

Groups	Count	Sum	Average	Variance
0-10 Years	167	515.72	3.08	0.65
10-20 Years	49	150.83	3.07	0.46
20 Years and above	22	66.75	3.03	0.71

ANOVA

Source of Variation	Sum of Square	Degree of Freedom	Mean Square	F	P-value	F critic
Between Groups	0.056	2	0.028	0.046	0.95	3.03
Within Groups	145.69	235	0.62			
Total	145.75	237				

Hypothesis-4H₀₄: There is no difference between the Marital Status and Organizational Commitment

Table 7: T- Test Between Marital Status and Organizational Commitment

	Unmarried	Married
Mean	4.32	3.56
Variance	31.80	0.27
Observations	154	84
Hypothesize Mean Difference	0	
Df	158	
t Stat	1.66	
P[T<=t] one-tail	0.049	
t Critical one-tail	1.65	
P[T<=t] two-tail	0.098	
t Critical two-tail	1.975	

Hypothesis-5H₀₅: There is no difference between the designation and Organizational Commitment.

Table 8: ANOVA Single Factor Test between Designation and Organizational Commitment

SUMMARY

Groups	Count	Sum	Average	Variance
Assistant Professor	153	634.35	4.14	6.13
Associate Professor	26	96.62	3.71	0.44
Professor	59	229.33	3.88	0.36

ANOVA

Source of Variation	Sum of Square	Degree of Freedom	Mean Square	F	P-value	F critic
Between Groups	5.8	2	2.9	0.70	0.49	3.03
Within Groups	964.2	235	4.1			
Total	970.0	237				

Hypothesis-6H₀₆: There is no difference between the Area of Belongingness and Organizational Commitment.

Table 9: T-Test Between Area of Belongingness and Organizational Commitment

	Urban	Rural
Mean	3.86	3.75
Variance	9.39	0.14
Observations	179	59
Hypothesized	Mean	
Difference	0	
Df	193	
t Stat	0.47	
P[T<=t] one-tail	0.32	
t Critical one-tail	1.65	
P[T<=t] two-tail	0.64	
t Critical two-tail	1.97	

Table 4 shows that there is no significant difference in organizational commitment between males [mean = 3.46] and females [mean = 3.43], as the calculated t-statistic [0.48] is much lower than the critical value for the two-tailed test [1.97]. Furthermore, the p-values for both one-tailed [0.32] and two-tailed [0.63] tests are greater than 0.05, indicating that any observed differences are likely due to random chance. Therefore, the null hypothesis H_{01} , which states that there is no difference in organizational commitment between genders, cannot be rejected.

Table 5 shows that organizational dedication was highest among the age group of 35-45 years, as it scored the highest mean value, which is 3.79. The mean value is lowest among the employees who are 55 and above age which is 3.15. Also, the p-value is .0136, which is less than .05 in this case null hypothesis is rejected, thus accepting the alternative hypothesis, which states that Age impacts OC significantly.

Table 6 shows that organizational commitment was highest among the employees who have an experience of 0 – 10 years, and lowest who have an experience of 20 years and above. Also, the p-value is .95, which is greater than .05; in this case null hypothesis is accepted, which states that experience doesn't significantly affect Organizational Commitment.

Table 7 shows that the organizational commitment among the married is lower, as the mean value is 3.56, and unmarried individuals experience a high level of commitment, which is 4.32. The p-value of .098 is lower than .05; thus, a significant difference does not exist.

Table 8 shows that the organizational commitment among the Assistant Professors is the highest as a mean value is 4.14, and the lowest in the Associate Professors, as a mean value is 3.71. The p-value is .49, which is greater than .05; hence, the null hypothesis is rejected, thus accepting the alternate hypothesis, which states that designation significantly affects Organizational Commitment.

Table 9 shows that there is no significant difference in organizational dedication between urban [mean = 3.86] and rural [mean = 3.75], as the calculated t-statistic [0.47] is much lower than the critical value for the two-tailed test [1.97]. Furthermore, the p-values for both one-tailed [0.32] and two-tailed [0.64] tests are greater than 0.05, indicating that any observed differences are likely due to random chance. Therefore, the null hypothesis H_{01} , which states that there is no difference in organizational commitment between rural and urban, cannot be rejected.

4. FINDINGS AND CONCLUSION

From the current study, it can be revealed that gender has no significant effect on organizational dedication, it can be interpreted from the study that age has a significant effect on organizational dedication, it can be interpreted as an individual age his liking for the organization increase, also it affects his normative dedication thus an individual is dedicated for the organization. Whereas, experience has no significant effect on dedication, as there can be many factors associated with the length of service that can affect the individual's dedication. Also, marital status has no substantial effect on organizational dedication, however, the designation of an individual affects organizational dedication, the area of belongingness has no substantial effect on the dedication level of the employees of the HEIs. There can

be many factors that affect both demographic and Job variables in enhancing the dedication level of the employees. Factors like leadership style, organizational justice, job characteristics, work-life balance, and job satisfaction can affect the dedication level of employees in the organization.

5. IMPLICATION OF THE STUDY

The current study stands from a unique perception to investigate the role of both internal and external stakeholders in factors like technical training, customer orientation, customer satisfaction, supplier satisfaction, and cooperation. Indeed, customer orientation will drive the HEIs to engage and utilize Big Data to comprehend the demands of the customer. Not only this when the HEIs will adopt Big Data it will help the organization to increase profitability, efficiency, output, financial gains and output, and productivity. Adoption of a digitalization strategy is very crucial for HEIs as it can generate a competitive advantage and performance. This will foster the commitment level of the employees in the HEIs which will boost the performance of the HEIs. The higher management should adopt a proper and effective procedure to adopt Big Data so that the HEIs can grow and prosper in North West India. HEIs look to incorporate commitment amongst their employees, the organization must adopt a digitalized organization culture that can help the personnel in making effective decisions. Employees in the HEIs can make data-driven decisions. The current study examines the demographic and job variables and assesses their effect on the commitment level of the faculty in the HEIs.

6. LIMITATIONS OF THE STUDY

The current study has several limitations. First of all, the study is limited to North West India [Uttarakhand] only. Secondly, the sample size is limited to 238 faculties of the HEIs. Thirdly, the data is limited to Higher Education institutions only; the study can be extended to other service sectors like [Tourism, Banking and Insurance, Hospitality, etc. fourthly there is a major gap in the distribution of the respondents based on demographic and job profile, fifthly, the respondents were reluctant to answer the questions, possibly because they were busy with their own personal and professional commitments. The study was just focused on the demographic factors and very limited variables of the job profile were considered to collect data. In the future, the study should focus on organizational culture, organizational justice, organizational policies, leader leader-employee relationships. There still exists a major gap in ascertaining the repercussions of organizational dedication on the employees in India's education sector. Also, the predictors of organizational dedication that are derived from organizational structure, culture, and demographic factors have not been studied.

Abbreviation

HEIs: Higher Education Institutions.

OC: Organizational Commitment.

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