

Gender Employment Longevity: I.T Staff Response to Organizational Support in Pakistan

Adnan ul Haque

Department of Business Management, University of Sunderland London Campus, London,
UK

Dr. Fred Yamoah

Department of Business Management, University of Sunderland London Campus, London,
UK

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Abstract

This research attempts to explain reasons behind employment longevity on the basis of gender among the I.T staff. Previous empirical researches have confirmed the correlation between organisational commitment, job satisfaction, and organisational support programme. However, most researches were single dimension primarily due to their focus on establishing the relationship between above mentioned variables in different organisational settings whereas, this research mainly explore on the grounds of gender's impact of organisational support programme on the affective, normative, and continuance commitment of I.T staff. Furthermore, the causes and consequences of organisational support programme on I.T personnel is elaborated through "Hypothetico-Inductive-Deductive Model". This cross sectional study is commenced at Incisivesoft (I.T firm), following post-positivism research philosophy. Mixed research method has been used to explore both qualitative as well quantitative aspects related to research problem, using "Online Survey questionnaire" and "In-depth Interviews" as main research instruments used to collect responses from the sample size of 103 participants.

The results reveal that organisational support programme has more impact on the female professionals in the I.T firms as compare to male staff. In the comparative analysis of three dimensions of organizational commitment, normative commitment and continuance commitment is high in female employees whereas male employees have high affective commitment. Moreover, research found that cultural influence is key factor for female's strong obligation towards firm. On the other hand, majority of male employees have "situational commitment" which reflects that their performance is highly driven by the situation at hand. Furthermore, this paper found that female employees are more loyal towards organisation whereas male are high performers but have low level of loyalty towards the organisation due to intense competition in the I.T sector of Pakistan.

Keywords: Impact; Female Professionals, Organizational Commitment; Organizational Support Programme; Employees Job Performance; Study of I.T Firm

Introduction

Organisational theorists have defined work as a process of exchange that is being done by employees through exhibiting efforts as well as commitment in return of the emotional and physical benefits offered by the organisation. Eisenberger, Huntington, Hutchison, and Sowa, (1986) explain that Perceived organisational support (POS) is degree of belief and perception employee have regarding their respective organisation that their socio-emotional needs will be taken care by the organisation by valuing their efforts and contributions. There are various researches that reflect on the aspect of the organisational commitment and employees' performance is linked with job satisfaction.

Islam, Khan, Alia, Ahmed, and Bowrad, (2014) and Porter, Steers, Mowday, and Boulian, (1974) have established the correlation between job satisfaction and organisational commitment among employees in a directive and objective manner. However, several numbers of studies concluded that job satisfaction itself is an antecedent of organisational commitment (Yang, 2010; Chen, 2007; Silva, 2006; Yoon and Thye, 2002; Schwepker, 2001; Gunlu, Aksaraylı, and Perçin, 2000; Currivan, 1999; and Gaetner, 1999). This reflects that one school of thought consider job satisfaction as an antecedent of organisational commitment while other school of thought argue that organisational commitment is an outcome of the job satisfaction.

The impact of organisational commitment on women is similar to men but in some instances women's reaction varies (Chusmir 1984). Nijhof, De Jong, & Beukhof, (1998) management style and coordination with peers may increase employees' commitment as it is viewed as vital assets of the organisation. Organisation's overall performance can be improved by different attributes of employee's commitment as an instrument. The low organisational commitment is often noticed in the organisations where there is high stress load and less organisational support which further reflects low satisfaction (Elangovan 2001). The work of Chughtai and Zafar (2006) revealed that employees in the university with high level of commitment perform better because of the organisational support programme. Once again, the study of Chughtai et al., (2006) did not explore on specific gender grounds.

In this study we have critically examine the correlation between organisational commitment and organisational support system in order to investigate the causes behind high job commitment in female employees in comparison to the male employees who also have same organisational support but low level of job loyalty and commitment.

Previous researches linked to the topic of "impact of organisational support on effective, Normative, and Continuance outcomes of employees" are one dimensional and all these attributes of commitment were considered as a mediator between overall commitment and job satisfaction. Nevertheless, this research explores in distinctive perspective by investigating 'causal-effect study' where organisational commitment is undertaken as multidimensional variable.

Present study focuses primarily on why the impact of organisational support programme on females' employees' job performance and organisational commitment is constructive whereas less obvious on male workers in Pakistan's I.T sector. In Pakistan, male female population ratio is 48:52 respectively (Khan, Mahmood, Akhtar, and Muhmood, 2014). Despite this fact, the women workforce is considerably low as compare to western part of world, which indicates that though female population is high in Pakistan however in

professional settings, male domination is constant (Blood, 1999). One significant factor is the cultural influence and societal values that has kept women more restricted to household chores than to pursue professional careers (Arshad, 2008). However, with the changing trends in the present day society in past two to three decades, females are more active and visible in the professional working environment. Not only this but high normative and continuance commitment among female workforce is evident in the I.T sector of Pakistan. Thus, present study undertakes both (job satisfaction and organisational commitment) in I.T sector to explore research problem. The study is carried out at Incisivesoft (I.T firm) in Karachi, Pakistan.

Problem Statement

The purpose of the study is to explore the perceived organisational support's impact through gender's perspective on the affective, normative, and continuance commitment of employees working within the I.T sector of Pakistan. Moreover, the relationship between variables is investigated in multidimensional manner.

Literature Review

Perceived Organisational Support (POS):

Eisenberger et al., (1986) consider the degree of employees' belief of their well-being taken care of by the organisation as perceived organisational support. Allen, Armstrong, Reid, and Riemenschneider (2008) state that the extent to which contributions of employees is being valued by their respective organisation and concern for their employees is regarded as '*organisational support*'. In particular, individuals evaluate organisational agents' behavior towards individuals accordingly and reasons behind those treatments are considered as per their understanding. These drawn conclusions vary from individual to individual, organisation to organisation, and industry to industry. This means that sense related to perceived organisational support may differ for individuals. Some may consider it as a foundation of organisation's willingness to facilitate them with special equipment or special support in the completion of assigned task while others may undertake POS as willingness of organisational members to give them training as an additional opportunity in specific area of interest.

Organisational Commitment and its antecedents:

In an organisation, organisational commitment is the actual involvement, recognition, and attachment of employees. "It comprises of three antecedents; affective commitment, normative commitment, and continuance commitment respectively" (Bartlett and Kang, 2004; Karrasch, 2003; Canipe, 2006; Boehman, 2006; Turner and Chelladurai, 2005; Greenberg, 2005; and Allen and Meyer, 1996). Porter et al., (1974) explain organisational commitment as the feelings and desire of the individual that urges them to remain with the organisation as their own willingness, desire, and belief. Moreover, such individuals accept the goals of the organisation as their own goals. The great devotion of an employee towards assigned work on the voluntary grounds is regarded as affective commitment while normative commitment is associated with the staying of employee in the organisation as an obligation. However, continuance commitment indicates employee's retention by the organisation as employee himself has a feeling of important member who will stay with the organisation.

Organisational Commitment and Job Satisfaction:

Some of previous empirical researches discussed below provide reflection on the work done on the subject. Organisational commitment and job satisfaction is significantly influenced by

organisational support (Riggle, Edmondson, and Hansen, 2009; Aube, Rousseau, and Morin, 2007; and Eisenberger, et al., 2002). However, these studies do not provide sufficient information to explore in gender context.

As per Colakoglu and Culha (2010), attitude and behaviour of employees are created in positive manner through provision of different human resource practices along with the job conditions which is a significant element in creating perceived organisational support. Model presented by Eisenberger et al., (2002), state that POS has strong linkage with rewards, supervisory support, fair treatment, and favorable job conditions respectively. Conversely, Eisenberger et al., (1986) suggest that the organisational goals are fulfilled by the efforts of employees in the organisation due to the perceived organisational support.

Furthermore, as per organisational support theory, the organisation is being helped by the employees through their hard work to accomplish its goals and targets due to high level of support provided to employees by the organisation (Eisenberger, et al., 2003). Therefore, it can be said that employees work hard to ensure their respective organisation attains its targets, as they are themselves satisfied with their job and contains high level of organisational commitment. Organisational commitment and job satisfaction are significantly influenced by organisational support (Riggle et al., 2009; Aube et al., 2007; and Eisenberger, et al., 2002). (Somers & Birnbaum, 1998) studied the relationship of work related commitment and input on employee job performance, however their findings suggested that career commitment is positively related to job performance but no relationship existed between organizational commitment and job performance.

Both affective and normative commitments were found unrelated to job performance. Lee & Olshfski, (2002) studied the behavior of organizational commitment of the firefighters in New York and their study led to believe that organizational commitment offers considerable promise in describing the positive behaviors. Furthermore, Individuals take jobs, they identify with the role attached to the job, they become committed to doing the job, and they behave according to the expectations attached to that job.

The content emotional state that individual has attained from job experience or appraisal (Locke, 1977). Sempane, Rieger, & Roodt, (2002) conclude that expectations, needs, and values that are significant for the individual shape his or her perception and evaluation related to job. These positive perceptions and evaluations lead to enhancement in job satisfaction. The study of Martins and Coetzee (2007) conducted in the information technology industry indicates that the turnover for the firms increase when there is no job satisfaction. In other words, continuance commitment among employees decreases in the absence of JS. The study conducted in the banking sector by Shaukat, Senin, and Ahmed, (2012) reveals that JS increases organisational commitment and it is due to proper supervision and organisational support that individuals received from organisation. On the other hand, study commenced on the educationist's job satisfaction by Waqas, Qureshi, Anwar, and Haroon, (2012) pointed out that organisational support brings job satisfaction in staff member that eventually improve the quality of services they deliver at university. This study also did not consider gender as an individual perspective.

The studies of Mathieu and Zajac (1990), Steers (1997), and Angle and Perry (1981) revealed that all three dimensions of organisational commitment have different types of relation. As employee attendance are linked positively with commitment (steers, 1977). However, on the other hand, Mathieu et al., (1990) research findings in the education sector indicate that on actual performance of employees, there is little direct influence of commitment. Ryes and Pounder (1993) reveals that among teachers organisational commitment is more visible in

relation with the organisational values. The findings of Malik, Nawab, Naeem, and Danish (2010) conclude job satisfaction is a result of strong positive organisational commitment. In other words, employees in the educational sector demonstrate all three dimensions of the organisational commitment, (a) affective, (b) normative, and (c) continuance commitment.

Antecedents of Organisational Commitment and Perceived Organisational Support:

Benlioglu and Baskan (2014) studied 83 teaching staff from University of Baskent and 188 number of respondents from University of Hacettepe, Turkey and found that organisational commitment (affective, normative, and continuance commitment) of employees are affected by perceived organisational support. Interestingly, no findings emerged on the gender basis. On the other hand, the study of LaMastro (2008, p. 3) also did not explore the correlation on the basis of gender regarding the commitment and perceived organisational support in educational sector states that teachers having awareness about attending professional seminar may prevent them a day pay would not suffer as much POS as compare to teachers who see seminar as an opportunity but are unaware of cutbacks. Conversely, Uchenna, Tolulope, & Ayeerun (2013) argue that both teaching and non-teaching employee' performance and organisational commitment significantly influenced by perceived organisational support (POS). Similarly, Colakglu et al., (2010) state that employees in the hotel industry tends to perform better, who have more POS. In other words, employees with perceived organisational support perform better when more personal attachment towards the organisation. However, the study of Kralj and Sonet (2011) reveals that young employees in hotel sector have less POS in comparison to old generation employees. Furthermore, same study states that employees with strong organisational support demonstrate high level of organisational commitment and engagement.

From the above discussion, one significant development is employee engagement. Thus, it indicates that there is a linkage between POS and employee engagement. The study of Hassan, Hassan, and Shoaib (2014) reveals that employees in the banking sector have more job satisfaction as they are more engaged in routine tasks because of strong organisational support. Moreover, the study of Mishra, Kapse, and Bavad (2013) confirms that in both private and public banking sector, employee engagement is critical factor for the success of business, driven from organisational support system. In banking sector of Pakistan, organisational support system plays vital role in increasing employee engagement (Alvi et al., 2012). On the other hand, the findings of Judeh (2014) in textile and clothing industry as well finding of Wickramasinghe and Wickramasinghe (2012) in lean manufacturing industry is consistent with the finding of Eisenberger et al., (1997) which is job satisfaction and high employee performance is resulting from organisational support system. However, in the Information technology sector, there is limited work available in this regard.

In the banking sector, as per Madi and Jarad, (2012) study reveals that affective and continuance commitment linked with job satisfaction in positive manner whereas employees are less commitment is shown in terms of normative commitment. Moreover, study also indicates that affective commitment directly linked with job satisfaction in high degree. Similarly, the study of Hassan et al, (2013) confirms that bank employees with high level of commitment perform better when the management provides adequate organisational support. Again, on the grounds of gender, these variables are not examined in above mentioned study.

The research outcomes of Tan and Lau (2012) showed that employees in the information technology sector undertake non-financial measures have more impact on improving

employee performance. Thus, job satisfaction enhances as commitment level improves because of non-financial rewards. On the other hand, "in the public health sector, employees have less organisational support in shape of job training, procedural justice, recognition and reward which indicate there is less affective and normative commitment but continuance commitment is high in contrast to private health sector where employees have proper organisational support programme. Affective and normative commitment is high but continuance commitment is low in employees of private health sector" (Halepota and Irani, 2010). However, in the hospitality sector, it is evident in the research work of Hemdi (2009) that all three attributes; affective commitment, normative commitment, and continuance commitment have positive and direct relationship with perceived organisational support.

The study of Gukol (2012) in the petrochemical industry revealed that perceived organisational support has strong role in the enhancement of affective commitment of employees. The study of Porter et al., (1974) revealed that in engineering firm employees with perceived organisational support exhibit strong desire to stay with the firm. The similar findings have been founded in diary cooperatives by Driscoll and Randall (1999) which state that organisational attachment tends to increase among employees who have belief in organisational support system. Moreover, Eisenberger, et al., (2001) also indicated that social identification with organisation leads to develop a direct positive relationship of POS with AC. The study of Ucar and Ukten (2010) conducted at banking, pharmaceutical, insurance, chemical, and telecommunication industry found that normative commitment is positively linked with perceived organisational support. Though the study of Meyer et al., (2002) reveals that employees in financial sector have normative commitment that leads to bring desired results for the organisation but the relation is not as strong as compare to continuance and affective commitment. However, the study of Ahmed and Yekta (2010) revealed that normative commitment is not significantly affecting employee performance and job satisfaction, as there is no significant relation between normative commitment and perceived organisational support system.

As per Etzioni and Gross (1985) the use of distinctive approaches by the organisations are to ensure that employees' attitude and behavior can be controlled in a positive manner. Affective organisations use salary increment as a way to control employees' attitude and behavior. On the other hand, normative firms use employee recognition and special opportunities for employee development and involvement (Etzioni et al., 1985). The study of Reyes et al., (1993) revealed that teachers' involvement is found greater teacher commitment, as well as greater job satisfaction, among teachers who worked in schools maintaining a normative as opposed to a utilitarian value approach.

In public banking sector continuance commitment is higher in employees (Suleiman, 2013). Similarly the study of Seidu and Boache-Mansah (2012) reveals that in educational sector, employees working in public sector have higher level of continuance commitment as compare to workers in the private institutions. In public healthcare sector of Pakistan, the study conducted by Halepota et al., (2010) explored that job satisfaction is positively associated with continuance commitment, driven by organisational support programme. However, the study of Yanez and Figueroa (2011) carried out on the employees' of prison (public) organisation revealed that though job satisfaction is positively linked with the perceived organisational support but the continuance commitment varies in men and women. The study showed that men have more continuance commitment in contrast to women working in public sector.

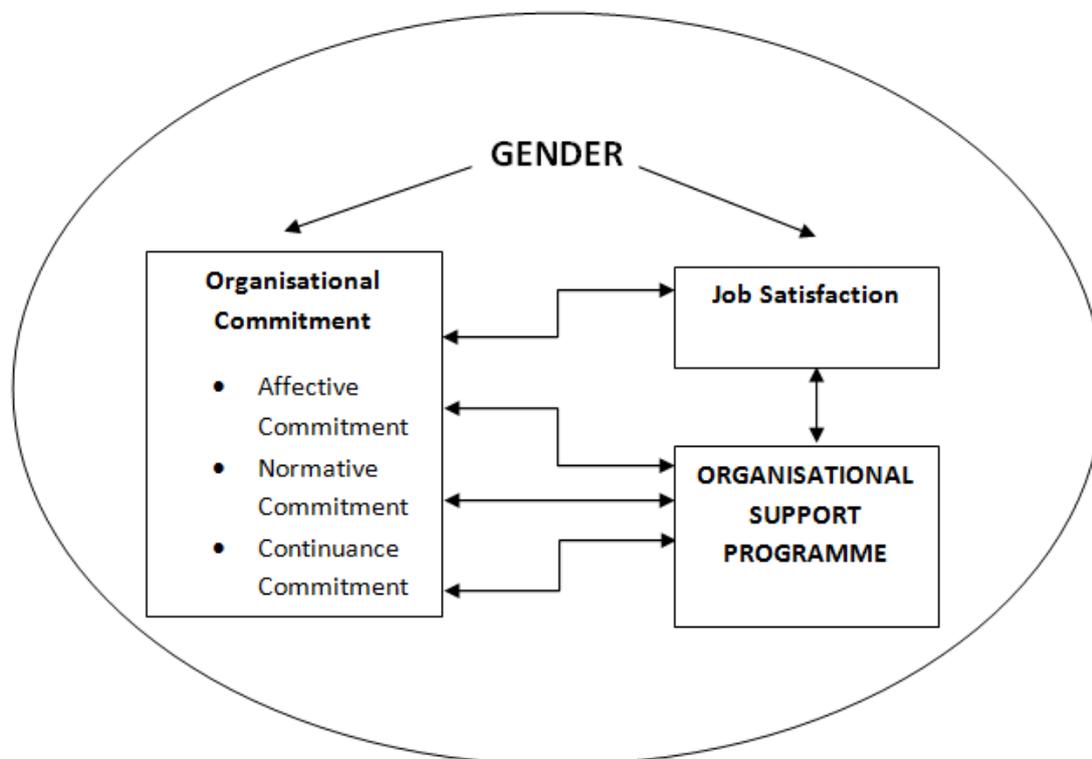
In banking sector affective and continuance commitment are more visible in employees and normative commitment is less evident but within the IT sector it indicated that job satisfaction is result of non-financial rewards. This means that normative commitment is linked with organisational support system and leads to improve job satisfaction of employees. Interestingly, in public healthcare sector, continuance commitment is less visible and affective and normative commitment is more likely in the employees. Perceived organisational support system is strongly and positively linked with normative commitment in banking, telecommunication, pharmaceutical, and insurance sector. However, in financial sector affective and continuance commitment is strongly linked with perceived organisational support while normative commitment is not strong among employees. Interestingly, some studies reveal that no significant connection between NC and POS, nor NC is result of JS.

The above literature review reveals that there is some definite existence of the relationship between organizational commitment and perceived organisational support which construct the theoretical framework for this study.

Theoretical Framework

The notion proposed by Eisenberger et al., (1986) regarding perceived organisational support gave rise to the concept of support programme in the organisation that employees view as a source to work in desired manner. The organisational support increases employees' commitment (Eizie et al., 2013). Furthermore, employees' job satisfaction increases when they received adequate support from the organisation (Haque, 2014). The study of Hemdi (2009) confirms that all three antecedents of organisational commitment (affective, normative, and continuance commitment) respectively are linked with the organisational support programme. Though various studies have revealed the relationship between the antecedents of organisational commitment with the organisational support in distinctive industries in different manner (cited from Suleiman, 2013; Hassan et al, 2013; Seidu et al., 2012; Gukol 2012; Tan et al., 2012; Yanez et al., 2011; Halepota et al., 2010; and Ahmed et al., 2010). Based on the previous empirical researches, the model for this paper has been designed to explore the relationship between dependent variable, Organizational Commitment and independent variable, organisational support is shown diagrammatically in figure "A". The independent variable, organizational commitment has positive or negative impacts on job performance of the employees, as the literature suggests that organizational commitment and organisational support are significantly correlated.

Figure A:



Hypothesis

From the above problem statement the following proposition (hypothesis) is developed.

H1. Organisational support programme has significantly strong impact on the female professionals' organisational commitment in the I.T sector of Pakistan?

H0. Organisational support programme has no significantly strong impact on the female professionals' organisational commitment in the I.T sector of Pakistan?

Methods

In this cross sectional study, we have used mixed method approach by following 'Post Positivism' as research philosophy. Since research is carried out in certain time frame based on the basic research principles therefore "Hypothetico-inductive-deductive" model is used to explore the research problem. As stated that we have used mix method therefore interviews as well as the survey questionnaire has been considered. Open-ended semi structured in-depth interviews with management and self administered degree based matrix semi structured survey questionnaire was circulated among the employees. The results of the survey questionnaire as well as the in-depth interviews are calculated by mean average method through conversion of the responses of individuals into frequencies. The average mean value of the survey results related to each variable is divided by the number of questions. The value generated afterword is further divided on the basis of gender. To test hypothesis, we have used chi-square test.

1) Sample

The sample size for this study was selected by opting to non-probability sampling technique in order to have high generalization of results. A total of 105 questionnaires were distributed and personally administered among employees of Incisivesoft in Karachi. Filled 88 questionnaires were received, thus constituting 83.80 % response rate. Descriptive statistics was applied which indicates that the sample comprises 57.95 % male and 43 % female. The sample further indicates that 24.8 % accounted for age group between 18-25, 32.5 % were possessing bachelor degrees. 34 % respondents have 2-3 years total working experience. For interviews, middle level management 15 out of 25 employees were interviewed. These respondents were selected through non-probability sampling technique. Thus, 88 participants for survey questionnaire and 15 participants for in-depth interviews altogether constitute the sample size of 103 from the population of 113.

2) Measure

The tool used for measuring organizational commitment in terms of affective, normative and continuance has been developed by Allen and Meyer (1991). The tool used for measuring organisational support has been developed by Williams & Anderson (1991) on a five point Likert point scale.

Statistical methods

Statistical tool such as chi-square test and frequency distribution were used for data analysis. The use of Chi-square test is more suitable for this study as it explores the research problem in the dimension of gender in appropriate manner. Their details are discussed in the following sections.

Table. 1 Descriptive Statistics.

Descriptions Percentage					
Gender					
Male	Female				
57.95	42.05				
Age					
Below 18	18-25	26-33	34-41	42-50	50 above
6	43	22	9	4	4
Qualification					
SSC	HSC	Graduation	Masters	Diploma	
5	27	38	20	10	

Chi-Square test was conducted to verify the impact of the independent organisational support programme is significant on the dependent variable i.e. organizational commitment in terms of gender.

Chi Square Test

Table 2.

	1	2	3	4	5	All
MALE (O)	22	16	4	5	4	51
(E)	17.966	18.545	6.375	4.057	4.057	
Diff	4.0340	2.5454	2.3750	0.9430	0.0570	

FEMALE (O)	9	16	7	2	3	37
(E)	13.034	13.46	4.625	2.943	2.943	
Diff	4.0340	2.5450	2.3750	0.9430	0.0570	
ALL	31	32	11	7	7	88

Pearson Chi-Square = 5.613, DF = 4, P-Value = 0.230

$X^2 = 5.61294$

Critical Value = 9.488

Since $5.61294 < 9.488$, therefore we do not reject null hypothesis

Results:

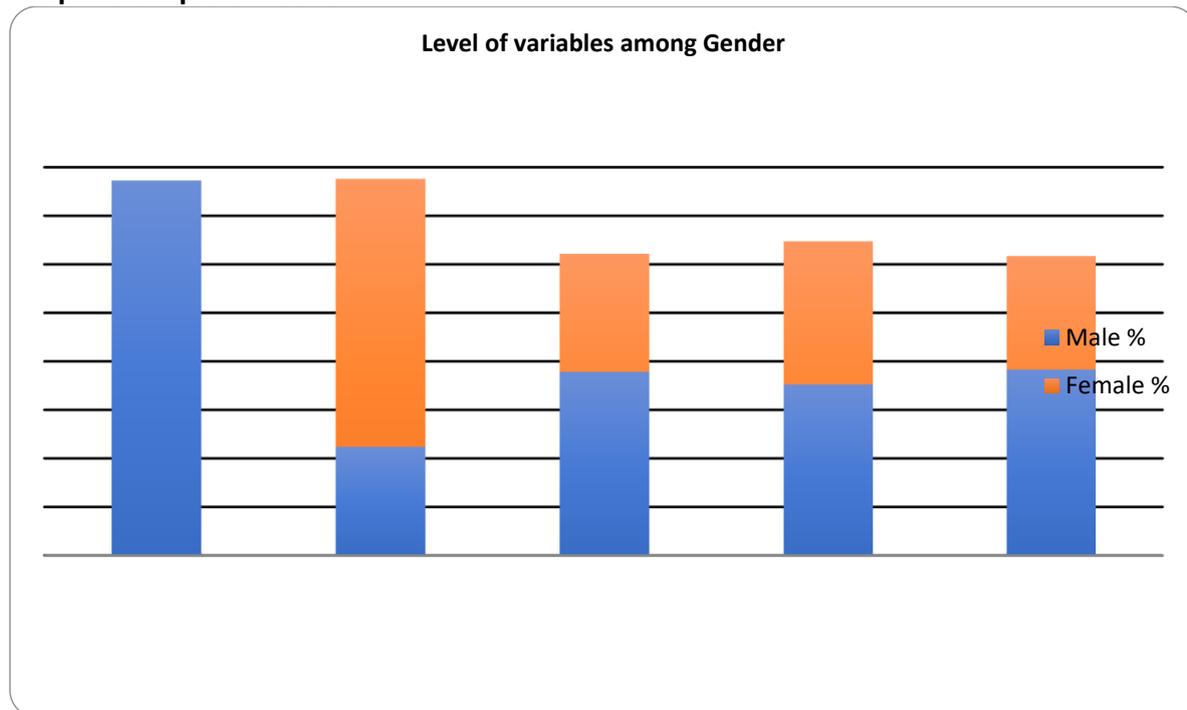
Chi-square test results:

By comparing the ratio of male and female employees it has been evident that out of 51 male employees 74.50% employees do consider that organisational support programme has more impact on the organisational commitment, especially in terms of gender whereas 67.56% of female also feel the same. The notion we wanted to explore was that whether the organisational support programme has more impact on the organisational commitment of female professionals. The results from test indicate that organisational support programme has more impact on the commitment of female employees in contrast to male employees. This means that organisational support programme offer more to female employees in comparison to the male employees. This is also reflected in the interviews where we noticed that flexibility in working hours, operating from home in urgency situations, and complaints from female employees are more quickly resolved.

Table 3:

Survey Questionnaire results:

Variables	Male %	Female %
Affective Commitment	77.28%	27.72%
Normative Commitment	22.39%	77.61%
Continuous Commitment	37.84%	62.16%
Job Satisfaction	35.25%	64.75%
Organisational Support Programme	38.30%	61.70%

Graphical Representation:**Discussions****In-depth interviews:**

In interviews with the employees, it is found that most of the male employees do not consider that organisation value their contributions as only 33% whereas 83% female employees agreed that their contributions are significantly valued by the organisation. Furthermore, high number of female employees (66%) feels that their extra efforts are recognised by the management in comparison to male employees who responded mostly in negative and only 22% agreed that their extra efforts are praised in rightly manner. When employees' views related to management addressing their complaints, both male and female agreed that their complaints are addressed. However, male employees mentioned that the prompt actions are only taken if it is related to working efficiency whereas female employees believed that their complaint related to any matter has never been ignored. Most of male employees replied females are given more importance and considerations as compare to them.

Results from interviews revealed that both male and female employees agree that proper care is shown by the organisation regarding their general satisfaction. Most of the male respondents stated that to some extent organisation take pride in their efforts and celebrate it. On the other hand, 83% female employees feel that to large extent organisation does it. Moreover, 73% employees altogether responded in negative about supervisor's support in the execution of task. However, male proportion has been higher than female in this regard. Interestingly, it is found that working by own increase level of satisfaction in employees. This is one area in which we found that male employees love their work more when they do it themselves and feel anxious if the team lead or head is giving instructions all the time whereas female employees prefer to work under guidance and formal instructions. In addition to that, we found that female employees like when their work is admired by their heads and supervisor whereas male feel that often they are praised but it is more verbal rather than monetary reward. On the other hand, female are happier even by verbal appreciation. This study revealed that female care more for attention and admiration whereas male employees

want monetary reward rather than simple praise.

In this study 46% of employees responded that to large extent organisational strategies play constructive role in shaping their organisational commitment. Interestingly, out of this 46%, 71% employees are female whereas only 29% are male. Most of male employees responded that strategies are written set of rules and codes, their own efforts drive them to work in the organisation. One more notion that has been found in the interviews is that employees largely react as the situation demands. Their commitment heavily relies on the situation at hand. In other words, the organisational commitment of employees is result of the situation they are facing in the organisational setting.

Survey Questionnaire Findings:

The findings show 66% employees feel problems of organisation as their own problem that reflects high continuance commitment. Females have 70% continuance commitment of total sample size. Findings further revealed that majority of respondents are young and therefore possess high continuance commitment. The study of Fredrick et al., (2010) has concluded that continuance commitment among employees make them feel their organisational problems are their own problem which is a result of proper support given by the firm. The attitude and perception of employees towards existing organisational support programme is more positive as more than 50% feel performance appraisal has helped their working efficiency as well ability to work with peers in swift manner. Moreover, high number of employees feels that their career shaped up due to proper organisational support. Interestingly, in I.T sector, females have high continuance commitment as well normative commitment because of high job loyalty.

Detailed analysis revealed female employees are more satisfied with organisational support programme as compare to male employees. In addition to that, approximately 58% employees agree, OSP identifies their career objectives. Professional development is one of the ways to measure job satisfaction and in present study; more than 58% feel OSP is helping them in professional career. Thus, it is clear that affective commitment is high in employees but as compare to males, female has more normative and continuance commitment. It is also clear by now that for efficient and effective performance, employees need a break during work as approximately more than 70% opted that break is essential for them to have excellence in performance. Furthermore, results showed that more than 71% employees feel that rewards and job responsibilities enhance for employees because of organisational support programme. However, high number of responses confirmed that organisational support programme has more significant and strong impact on the female employees' organisational commitment. Interviews with the participants revealed that employees attitude and perception is positive and constructive towards organisational goals because of organisational support inside the organisation. Thus, it is evident that organisational support programme has a vital role in shaping the overall performance of the employees in the I.T sector. However, the role is more supportive and encouraging towards female professionals. Research findings revealed that more than 75% respondents want to pursue their career with same organisation. This reflects affective commitment among employees driven from organisational support system. Furthermore, 60% feel as a moral obligation to remain with same organisation. The interview with female candidates' revealed fulfillment of basic needs, flexible timing, and availability of required equipments are reasons behind strong organisational commitment. In addition to that, 60% participants believe that current support system has improved their organisational commitment. However, females demonstrated

more continuance commitment in comparison to male employees. Considering the females' high continuance commitment due to organisational support is similar to findings of Seidu et al., (2012). Findings showed approximately 70% respondents feel organisational commitment is result of presently installed organisational support programme. However, interviews with the respondents revealed that though organisational strategies are essential in determining organisational commitment but employees' performance is result self motivation and situation. This means that employees' commitment is due to situations.

In addition to that, females have high normative and continuance commitment that reflects positive attitude towards OSP, in comparison to male employees. Despite, this new development, considering on aggregate, the perception and attitude of employees as collective in I.T sector is important factor in determining their working efficiency and organisational support system is also a significant determinant to shape their overall organisational commitment.

Present study also indicates that female employees give more importance to non-financial rewards. Moreover, study also differs from various previous empirical researches that conclude formal organisational support only has impact on employees' performance (Riggle et al., 2009; Shaukat et al., 2012; and Eisenberger et al., 2001). However, this study showed that informal support (including creativity, corporate dinners, working hour flexibility, involving employees in open discussion meetings, weekly presentations, etc) has urged employees to exhibit high quality performance to some extent. One of the reasons, for present study differs from previous studies is that all previous studies considered single dimension whereas present study has undertaken multivariate in consideration resulting in high employment longevity in the female I.T staff.

Study showed that both, male and female employees' organisational commitment is result of organisational support programme. However, it is also evident that job loyalty is not a common practice in I.T firms; therefore, continuance commitment is less in employees, especially male employees. Interestingly, in this study, high numbers of respondents are young and fresh in career, demonstrating high level of organisational commitment. Thus, this indicates that in early stage of career, a minor support from organisation is enough for employees to express high level of commitment. This, also reflect that present study differs from work of Robin et al., (2009) that states employee turnover reduces and job loyalty increases among employees when organisational support is working to any level for enhancing employee commitment. Furthermore, in this study we found that women working in I.T sector have strong cultural attachment and highly value norms and rituals which is the indication that female employees stay longer than male employees in I.T sector.

Job satisfaction is one of the significant predictor of organisational commitment. All three dimensions of organisational commitment; affective, normative, and continuance commitment has influenced in positive manner by job satisfaction to some extent in this study on both male as well female respondents. However, Gunlu et al., (2010) and Yang (2010) state affective commitment whereas Gunlu et al., (2010) suggest normative commitment only affected by job satisfaction but present study revealed females' continuance commitment has influenced in positive manner by job satisfaction. Above mentioned studies' findings included; individuals satisfied with their respective assigned tasks consider and value goals of organisation because of intrinsic motivation and high sense of obligation. Interestingly, opposite to expectancy, continuance commitment has been affected in a positive manner by job satisfaction in both male and female employees.

Surprisingly, contrary to our expectancy, job satisfaction positively affects continuance

commitment. This result is similar to the result of Yang's study (2010), which is positive impact of job satisfaction on continuance commitment. However, in present study JS has more impact on female employees' continuance commitment due to organisational support programme. It indicates that employees who remain satisfied would likely to stay with same organisation. Since, this survey took place after new local government setup in Karachi as evident that delegation form converted into administrative setup reduced new opportunities for jobs in the market; therefore, findings are subject to changes in macro domain. Furthermore, this study confirms the work of Eisenberger et al., (1985) that there is a correlation between organisational commitment and job satisfaction. In other words, those employees who are satisfied with their work would be more committed towards the organisational goals and vice versa. There is possible answer why female employees feel continuance commitment to remain in their organisation more than male employees. However, Sempene et al., (2009) main notion cannot be discarded that some employees switch jobs not because they are not satisfied but for fun which is noticed in male employees in this study.

Recommendations:

Based on the findings, following recommendations are stated for the I.T sector of Pakistan:

- There should be contractual jobs introduced in the I.T sector rather than continuing with permanent jobs. Since, most of the software houses work on project-client basis, therefore, contractual jobs will offer the liberty to the I.T employees especially males to work with commitment on assigned task. They will not be thinking of quitting for better opportunities as we know contract jobs offer high salary with outmost liberty to work in specific manner whereas permanent job offer less scope and creativity.
- There should be introduction of additional course programmes for the employees. Since, the majority of male employees are not highly qualified in I.T sector of Pakistan but with additional courses, their vision can be broadening as it will help them in career growth and development.
- The female employees have high commitment due to flexible timing and other organisational support programme's benefits, such benefits should also be introduced and offer to male employees. Female workers are allowed to work from home in emergency situations and they are allowed to leave earlier than male employees. This has developed substantial anxiety among male workers. Therefore, organisations should balance their approach by offering something similar to male employees also. They should be dealt by support functions through provision of operating at ease from home on the basis of their convenience. Furthermore, they should be allowed to leave early when they have no task left pending.
- The organisation should introduce "employee engagement programme" in which individual employees should be allowed to present their skills by demonstrating it in front of all employees. This will enable employees to be more creative and enthusiastic about their job. On the basis of presentation, there should be adequate appreciations and incentives so that employees have high organisational commitment.
- The analysis has revealed that employees love to work by their own so it will be advisable if they are given a chance to exhibit their skills by being a team leader for a day, the right to run project by own with the proper backing of management, this will develop a sense of responsibility among employees which will lead to increase their organisational commitment.

- The female employees should be included in teams to work with male professionals and split in various teams to compete for team of the month. Once, such fun-into-work activities are introduced management must ensure there is no organisational politics involved. Proper monitoring and evaluation will drive the male employees to compete and work better. Thus, the organisational commitment among workers will gradually increase because of the healthy competition.

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