

# Influence of Executives' Age on their Organizational Identification: An Empirical Investigation among the Executives of a Large Scale Public Sector Aircraft Manufacturing Organization across India

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*Abstract—Committed employees are the assets of the organizations and they will have emotional attachment and affinity to the organization. Researchers investigated to find out whether the age of the executives has any influence on their decision to stay with their organization and their organizational Identification. The survey was conducted among the junior and middle level executives of a large scale public sector manufacturing organization across India. The questionnaires were personally administered to 650 executives of the public sector aircraft manufacturing organization across India and 437 useful responses were received. The study revealed that the age of executives has a significant positive strong correlation with their organizational identification.*

**Key Words:** Human Resources; Employees; Organization; public sector; manufacturing.

## I. INTRODUCTION

The success of any organization solely depends on the nature of human resources and their willingness to contribute to the existence and growth of the organization. The Human Resources (HR) are the main asset of an organization and Human Resource Management (HRM) is concerned with the people dimension in Management. HR Department is responsible for getting right persons, identifying their skills and interest, and providing an appropriate mechanism to ensure that these employees are suitably positioned to utilize their knowledge, skills and abilities. The success and growth of the organizations depends upon the attitude and willingness of the employees to contribute and innovative employee management practices (Peter Drucker, 2002). A committed employee will have emotional attachment to the organization and they will be loyal to the organization. Managing these resources, developing their skills, providing them with necessary training to bridge the performance gap and retaining them with the organization are necessary for the smooth functioning of an organization (Cheney and Tompkins, 1987). Identification is a psychological relationship where in

an employee develops an affinity to the organization (Rousseau D. M., 1998). Affinity to the employer can create a sense of attachment which can improve the firm's performance (Castanzias and Helfat, 1991). Researchers found that sometimes workgroup identification may be chosen by employees when the individual identity fails (Cianni and Wnuck, 1997).

According to Pratt (2000), employees will develop affinity toward their organizations depends upon their personal values and identities. Employers can influence and modify the behavior of their executives through training programs (Carlone and Larson, 2006). (Albert et al, 2000) brought out in their research that "identities situate the organization, group and person". Further, employers need to maintain a good identity so that their employees will develop an affinity to them.

## II. BACKGROUND OF THE STUDY

From the data collected during the exit interview by the administration and the pilot study conducted to find out the reasons for attrition revealed that there are several factors which influence the employees' intention to stay or quit the organization. The study was conducted in 10 divisions of a large scale public sector manufacturing organizations by examining the exit interview responses for the last three years followed by personal interviews with ten HR officers who are concerned with the recruitment and resignations of employees. The study brought out that the following major factors have influenced the executives to take the decision to stay or quit the organization.

- Boss-Subordinate relationship
- Career growth opportunities
- Career development opportunities
- Challenging work assignment
- Life time Employment
- Welfare Measures

### a) Boss-Subordinate relationship

In a press meeting, Azim Premji (Wipro) expressed that the executives are leaving their bosses and not the

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organization. According to him “good executives remain with their bad jobs due to their good bosses” and vice versa. This statement implies that even if the job is not interesting, people will remain with the organization because of the good interpersonal relationship skills of their bosses. Further, AzimPremji indicated that every resignation will be examined and the boss will be checked for his/her behavior. The idea of examining the resignation is to find out whether the individual has left the boss or the organization. By and large, People stay or leave because of their bosses and not their organization. Once the relationship between boss and subordinate is often strained, the subordinate will find it difficult to remain and work with the same boss. A good boss-subordinate relationship is critical to executives’ satisfaction and retention. Very often, the immediate superior will take up the role of a mentor and address their grievances before it becomes an issue. In the absence of good relationship between the superior and subordinate, it will be difficult for the subordinate to perform the task effectively. This problem may be due to poor communication skills, individual’s perception, different cultural backgrounds or any other reason. In such situations people feel suffocated and leave the organization.

#### *b) Career growth opportunities*

In every organization, as the ladder goes up the number of positions will get reduced. This is visible in every organization and cannot be changed, unless they have some expansion plans. Some employees will have high career growth expectations and plans which cannot be materialized in the present organization so they will find new organizations to get new opportunities. Further, organizations will have their own career planning scheme and plans which insists for minimum number of years in a scale/level to qualify for promotion to the next/higher level. Organizations cannot change their policies to suit an individual and the individual will be finally left with one choice to the organization. In certain cases, the employee will not be performing the job to the minimum level prescribed by the employer and during the assessment for promotion and they will be left behind their colleagues. Employees from this category will also be leaving the organization and in such cases, attrition is good for the organization.

#### *c) Career development opportunities*

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leaving the organization and in such cases, attrition is good for the organization.

#### *d) Challenging Work Assignments*

Challenging work assignments make the employees use their mental faculties in carrying out the work and help them to develop their skills and competencies. This makes the work interesting and employees enjoy their work. Employees with self-actualization needs get demotivated by routine jobs and look for opportunities elsewhere. By creating challenging work environment will lead to psychological approach to make their employees to be with them for a long time.

#### *e) Life time employment*

In secured jobs employees have an assurance of continuity of gainful employment for his or her work life, this makes them feel stable and their loyalty to the organization increases and also gives their best which in turn increases productivity and efficiency. In unsecured jobs employees feel unstable and worry about their future, this makes them search for jobs where job-security is assured. Organizations by assuring job-security, gain the trust and loyalty of their employees, which helps retention.

#### *f) Welfare Measures*

Welfare measures are one of the important aspect in an organization because which is to be done for the comfort and improvement of employees and it should be over and above the wages. Welfare measures like medical facilities to the employees and their dependent family members, housing, educational facilities for their children, transportation etc. increase the convenience to the employees and they develop a sense of belongingness to the organization. Organisation should have to arrange for work-life Balance in employees (Geevarghese& Devi K.K.S.; 2018). Welfare helps to retain employees for longer period of time since it will lead to high level of morale and motivation of the employees.

#### *Background of the Study*

Dissatisfaction of employees with more than one aspects of the organization will lead to attrition. Some of the reasons for the attrition are ineffective managers in the department, poor compensation for the work and benefits, lack of training, lack of career development, career growth opportunities and unfair policies of HR. Clients and business may get affected due to the high level of attrition rate. The most important challenges of the organizations are finding the right persons/executives for the organization. Further, the costs of training to train these employees and align them to the culture of the organization became a major challenge to the human resources department. Gallup research has shown that engaged employees stay longer with their company than non-engaged employees. Further, the exit reports and personal interviews revealed that more

resignations are given by the younger employees which supported the fact that older



employees have affinity to the organization. Therefore, this study has been undertaken to investigate whether the age of the employees has any influence in their organizational Identification and decision to stay with the organization.

### III. LITERATURE REVIEW

The organizational goals and objectives can be achieved only by getting a team of right human resources and improving them by suitable training. Their continued commitment and loyalty towards the organization. If an organization wants to succeed, then they need to invest in the development of the employees. Proper attention to people through recognition of their talents, development of their capabilities and effective utilization of their knowledge, skills and capabilities can help fetching rich dividends to the organization and make them more dynamic in the organizational activities (Geevarghese & Blessie P.; 2018). Top Management should encourage managers to train, develop, motivate, maintain and retain the skilled and knowledgeable employees. Geevarghese & Shyjo (2018) brought out in their study that the managerial employees are more satisfaction as compared to employees working in non-managerial position. Further, the organizations must set policies, procedures and have well-defined principles for smooth functioning of the organization.

According to Cheney and Tompkins (1987), employees develop affinity to their employers when "a decision maker identifies with an organization and desires to choose the alternative which best promote the perceived interests of that organization". Ashforth & Mael (1989) brought out in their study that Organizational identification as the perception of oneness and identity. Identification will lead to promote a positive response toward the employing organization (Ashforth et al., 1989). Affinity conveys a sense of being a part of something, as the individual is attached to a particular firm (Ashforth et al., 2008). Opinion of the public can also play a major role in creating employees' construed external image of the employer (Dutton et al. 1994). Identifying with their employers also can enhance self-esteem (Hogg MA et al, 1985). Mission, vision and value statements of an organization can also influence employees' decision (DiSanza and Bullis, 1999). Skilled and knowledgeable employees are assets of an organization (Geevarghese & Blessie P.; 2018). Turnover intention is "the extent to which an employee plans to leave an organization". Withdrawal intention can also lead to demotivation and employee may leave (Steel and Ovalle, 1984). Geevarghese et al (2018) in their study brought that older employees are more satisfied on their job and their retention rates are higher. Alternative job is the "availability of equivalent or better jobs in the immediate area outside the organization". This assumes a certain level of 'visibility' or an employee's level of awareness of other available jobs and consistently has been found to have effect on intent to quit (Riordan, Griffith, & Weatherly, 2003). In this research we are viewing for the effect of length of service on employee's in relation with organizational identification.

Due to globalization and liberalization, organizations are seeking innovative strategies to retain their employees (Burke, 2008; Cawsey and Deszca, 2007). Committed

employees will be an asset and they will contribute to the growth and success of the organization (Ashforth and Mael, 1989; Riketta and Nienaber, 2007). According to Barker and Tompkins (1994), organizational identification directs the attention of an individual and motivates to perform. Sow Hup Chan (2006) brought out in his research that good work environment can influence the employees to develop affinity towards their employers.

#### *Objectives of the study*

To explore the influence of age on employees' Organizational Identification.

#### *Framing of Hypotheses*

Previous studies in other countries brought out that can influence the employees' affinity towards organization. Similarly, as one ages, work and career plans change due to various reasons. Rhodes (1983) had conducted a study and concludes as strongest predictor for a positive work attitude depends on the age of employees and their behaviors might lead into intention to stay with the organization. The older and experienced workers are more faithful to organization than newcomers (Ruegger & King 1992, Serwinek 1992). Employees' age and position are major factors which influence employees' affinity towards the organization (Lawrence, 1988). Older employees in a higher rank will remain with their organization due to their affinity towards the organization (Oshagbemi, 1998).

From the research reports, it is learnt that older employees will contribute perform better than freshers (Ruegger & King 1992, Serwinek 1992). Most of the research studies support the older age ethicality but it is found that nobody had raised a question to find out the reasons behind this. (Rhodes 1983, Rosen & Jerdee 1976a, 1976b; Rosen, Jerdee & Lunn, 1981) had attempted to relate experience with older worker and their affinity towards their employers.

Employees with longer experience with an organization are considered to be more reliable. (Salami, 2008) had conducted a study to find out the relation between age, job satisfaction and commitment. (Riordan, Griffith, & Weatherly, 2003) conducted a study and found that if an employee stays in an organization for longer period of time their arise a emotional attachment with organization. According to (Arnold and Feldman, 1982; Wotruba and Tyagi, 1991) older employees are more likely to remain with the organization and contribute better than fresher. Experience demonstrates the total of time an employee spent on the job in the organization. It is common belief that an experienced employee can recognize and perform their job better than a fresher. From the above, it may be concluded that organizational Identification and Intention to Stay are attitudinal behavior which is influenced by various job related and demographic socio-economic variables. This paper concentrates only on one variable "age" a demographic variable. This variable is studied from different dimensions and testing empirically using the following hypotheses.

Hypothesis 1: There exist a significant positive

relationship between the age and employees' Organizational identification

#### IV. METHODOLOGY

It is an empirical study based on sample survey method. The sample selected for the study is given below.

The respondents for the study are from different divisions of a large public sector aircraft manufacturing industries spread over different states in India. The employee strength of the large public sector aircraft manufacturing industries is around 40,000, 20% of the workforce is at officer's level. The present organization has classified broadly their employees under grade system as junior, middle and upper level management. The exploratory study (personal interview) which was taken up prior to this study revealed that the attrition level of top management is less than 1%. Similarly, the attrition level of workers is also around 0.5% which is negligible. Therefore, the present study was designed to focus its attention among the junior and middle level officers working at various divisions of this large PSU. The population of the study comprises of junior and middle level officers with more than two years of service in the present organization.

650 questionnaires were distributed personally among the officers who were willing to participate in the survey. The questionnaires were distributed at their workplace and requested them personally to fill up and return on the next day. A total of 491 respondents returned the questionnaires and the response rate is 75.5%. There were 54 questionnaires which are partially filled in and therefore could not be included in the study. That is only 437 questionnaires were found complete and useful for the study.

Data pertaining to relevant background variables such as Age, Gender, Marital Status, Number of Dependents, Number of Children, Family background, Qualifications, Designation, and Experience in the present Organization, No. of Promotions received, Total Training Received and Monthly Income are also collected from the respondents.

For analysis of data, simple statistical tools such as average, percentage, scaling and correlation techniques were used.

##### *Background of the participants*

The sample constitutes 380 male and 57 female respondents. The Demographic Profile of the Respondents is shown in table (no.1&no.2). The minimum age of respondent is 21 years and the maximum 59 years & average age being 39 years. However, the majority of the respondents were in the age group of 26 years to 35 years. About 83.0 per cent of the respondents are married

A look at the data pertaining to qualifications reveals that majority had their graduation as qualifications followed by post-graduation. Others who constituted a small proportion

in the total respondents had qualifications such as diploma in different branches of engineering. Eighty-seven per cent of the respondents reported of having completed their graduation / post-graduation in technical streams.

About 72.0 per cent of respondents have less than ten years of experience in the present company followed by respondents with 11 – 20 years of service experience in the present company. In terms of total experience including the present company experience, 58.4 per cent have less than ten years followed by 27.0 per cent with 11 – 20 years.

Respondents having experience of more than 20 years were only less than 15.0 per cent. As regards the monthly income of the respondents, 60.2 per cent has a salary ranging from Rs.40, 000/- to Rs.60, 000/-. Among the rest, an equal proportion of respondents (19.9 per cent) have monthly income of less than Rs.40, 000/- and more than Rs.60, 000/-.

#### V. RESULTS AND DISCUSSION

From the study it is found that the hypotheses were supported. The age of employees in the organization were found to have influenced positively the employees' organizational identification and their intention to stay in the organization. Therefore older employees have an affinity to the organization and they are proud to be identified with the organization.

The tables (no.1) presenting relation between the age and experience in the present company and that of the total years of experience clearly indicate that there is positive correlation between the age and experience. The Pearson's correlation calculated supports this finding and correlation is significant at less than one per cent. Similarly, the data (Table No.3 ) shows the relation of age and organizational identification.

The scores on the statements given to ascertain the extent of organizational identification of the respondents reveal the fact that the employees have identified themselves with the organization positively. A sizable number of employees took neutral stand in regard to their willingness to identify with the organization irrespective of their age. The results of the study also indicate that a smaller portion of employees have disappointment particularly in the age group of 26 – 35 years. However, the results of ANOVA (table no: 4) indicate that employees across different age groups do not differ much in terms organization identification.

The scores on the statements on the employees' intention to stay indicate that there is a positive response across all categories of employees of different age groups, except employees in the age groups of 26-35 years who expressed their willingness in favor of turnover intention. The results of ANOVA however points to a fact that employees across different age groups differ statistically in their intention to stay in their present organization.

**Table.1. Age and Total Experience**

|                           |             |            | Age of the Respondents |              |              |              |              |              |              |              | Total  |
|---------------------------|-------------|------------|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------|
|                           |             |            | 21-25 years            | 26-30 years  | 31-35 years  | 36-40 years  | 41-45 years  | 46-50 years  | 51-55 years  | 55-60 years  |        |
| Total Years of Experience | 1-10 years  | Number     | 2                      | 118          | 125          | 7            | 2            | 0            | 1            | 0            | 255    |
|                           |             | Percentage | .8%                    | <b>46.3%</b> | <b>49.0%</b> | 2.7%         | .8%          | .0%          | .4%          | .0%          | 100.0% |
|                           | 11-20 years | Number     | 0                      | 0            | 23           | 65           | 24           | 3            | 2            | 0            | 118    |
|                           |             | Percentage | 0%                     | .0%          | 19.5%        | <b>55.1%</b> | <b>20.3%</b> | 2.5%         | 1.7%         | .0%          | 100.0% |
|                           | 21-30 years | Number     | 0                      | 0            | 0            | 1            | 8            | 18           | 18           | 3            | 48     |
|                           |             | Percentage | .0%                    | .0%          | .0%          | 2.1%         | 16.7%        | <b>37.5%</b> | <b>37.5%</b> | 6.3%         | 100.0% |
|                           | 31-40 years | Number     | 0                      | 0            | 0            | 0            | 0            | 0            | 7            | 9            | 16     |
|                           |             | Percentage | .0%                    | .0%          | .0%          | .0%          | .0%          | .0%          | <b>43.8%</b> | <b>56.3%</b> | 100.0% |
| Total                     |             | Number     | 2                      | 118          | 148          | 73           | 34           | 21           | 28           | 12           | 437    |
|                           |             | Percentage | 0.4%                   | 27.0%        | 33.9%        | 16.7%        | 7.8%         | 4.8%         | 6.4%         | 2.7%         | 100.0% |

**Table2Symmetric Measures**

|                      |                      | Value | Asymp. Std. Error(a) | Approx. T(b) | Approx. Sig. |
|----------------------|----------------------|-------|----------------------|--------------|--------------|
| Interval by Interval | Pearson's R          | .884  | .015                 | 39.338       | .000(c)      |
| Ordinal by Ordinal   | Spearman Correlation | .831  | .018                 | 31.143       | .000(c)      |
| N of Valid Cases     |                      | 437   |                      |              |              |

aNot assuming the null hypothesis.

bUsing the asymptotic standard error assuming the null hypothesis.

cBased on normal approximation.

**Table.3. Age and Organizational Identification**

|       |             |        | Views on Organizational Identification |          |         |       |                | Total |
|-------|-------------|--------|--|----------|---------|-------|----------------|-------|
|       |             |        | Strongly Disagree                      | Disagree | Neutral | Agree | Strongly Agree |       |
| Age   | 21-25 years | Number | 0                                      | 0        | 0       | 11    | 7              | 3     |
|       | 26-30 years | Number | 40                                     | 78       | 85      | 278   | 227            | 118   |
|       | 31-35 years | Number | 26                                     | 77       | 82      | 450   | 253            | 148   |
|       | 36-40 years | Number | 13                                     | 35       | 34      | 228   | 128            | 73    |
|       | 41-45 years | Number | 14                                     | 15       | 15      | 118   | 42             | 34    |
|       | 46-50 years | Number | 11                                     | 18       | 13      | 47    | 37             | 21    |
|       | 51-55 years | Number | 1                                      | 17       | 11      | 102   | 37             | 28    |
|       | 55-60 years | Number | 2                                      | 1        | 6       | 37    | 26             | 12    |
| Total |             | Number | 107                                    | 241      | 246     | 1271  | 757            | 437   |

**Table 4: ANOVA results**

| Age Groups                         | Sample Size (N)       | Organizational Identification |                |
|------------------------------------|-----------------------|-------------------------------|----------------|
|                                    |                       | Mean                          | Std. Deviation |
| 21-25 yrs                          | 3                     | 26.3333                       | 3.21455        |
| 26-30yrs                           | 118                   | 22.8136                       | 4.98708        |
| 31-35yrs                           | 148                   | 23.5473                       | 4.58233        |
| 36-40yrs                           | 73                    | 23.7945                       | 4.13642        |
| 41-45yrs                           | 34                    | 22.5882                       | 4.03107        |
| 46-50yrs                           | 21                    | 21.8571                       | 6.44427        |
| 51-55yrs                           | 28                    | 23.5000                       | 3.34996        |
| 56-60yrs                           | 12                    | 25.0000                       | 3.56753        |
| <b>Total</b>                       | <b>437</b>            | <b>23.2906</b>                | <b>4.60307</b> |
|                                    |                       | <b>Mean Square</b>            |                |
| <b>Organization Identification</b> | <b>Between Groups</b> |                               | <b>25.590</b>  |
|                                    | <b>Within Groups</b>  |                               | <b>21.116</b>  |
|                                    | <b>Total</b>          |                               |                |



## VI. CONCLUSION:

The study reveals that the age of executives has an influence in the executives' decision to stay with their organization and their organizational identification. The executives of the aircraft public sector manufacturing industries have a positive attitude towards their organization and they are happy to be identified with their organization. As the employees get older, they will try to settle down and develop affinity towards the organization. When the employees reach certain age, they will try to settle down in their life due to family commitment. Further, it was also revealed by the researcher that as the age of the employees increases, they are more aligned with the organization and they have affinity towards the organization.

## VII. LIMITATIONS OF THE STUDY

This study has been conducted in a public sector organization where life time employment is assured and they are provided with various welfare measures. Therefore, these results cannot be generalized. Further, this study was undertaken among the middle and junior level executives who were with the organization for more than two years and completed their probation period. The above facts may be taken into account during the future study on these aspects.

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