



IMPACT OF LANGUAGE-BASED DIVERSITY ON AFFECTIVE, NORMATIVE AND CONTINUANCE COMMITMENTS LEVEL AMID TECHS

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ABSTRACT

Language-based diversity is a relatively understudied area within diversity research. The present paper examines the effects of language-based diversity among IT employees on levels of affective, normative and continuance commitments in Bengaluru, Cosmopolitan city. In primary data, responses are collected through well framed questionnaires and direct interaction with the employees to selected sample of 550 respondents of 10 Information Technology organisations in Bengaluru city. The independence of the two characteristics mother tongue and continuance commitment was tested using Cramer's V statistic and the asymptotic significance value of 0.000 resulted into the conclusion that the two characteristics are not independent. 51.9% of the employees with mother tongue Tamil have high level continuance commitment. Cramer's V statistic was used to test the independence of the two attributes namely, mother tongue and total commitment, and it was found that the asymptotic significance value is 0.000 which is less than 0.05. Hence it was found that the characteristics are not independent.

Keywords: Affective Commitment, Continuance Commitment, Normative Commitment, Mother tongue

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1. INTRODUCTION

Managing diversity is a major challenge faced by organisations today. An understudied area within diversity research is language-based diversity. Changes have led to increase in diversity among workforces. Boundary-less environment brings with it many opportunities as well as challenges which must be capitalized upon in order to succeed in this ever more competitive world. In an organisation's incessant hunt for competitive advantage, organizations are introducing advanced technologies, new sources of raw materials, markets for products and services are new as well as diversified workforce. Organisations have identified that diversity is not a challenge but an advantage for their competitiveness. A typical IT organisation in India has employees from different states in India and global employees. Many multinational IT organisations are encouraging diversity through their recruitment and selection process.

It has been realized that in this promptly shifting world, competitive edge can only be achieved by attracting, developing and retaining human capital. This search for competitive advantage and continuous change has compelled organizations to explore human resource diversity as a means of providing organizational success. Bengaluru has a diverse population accommodating employees from different parts of India.

As per the 2001 population census, the percentage of Tamil speaking people (18.43 per cent) in Bengaluru is the highest after the Kannada speaking population (41.54 per cent). The lowest is Konkani speaking population (0.71 per cent). The diversity has increased in Bengaluru turning it into a dream destination for working professionals across the country.

2. LITERATURE REVIEW

Commitment refers to attachment and loyalty. It is the relative strength of the individual's identification with, and involvement in, a particular organisation [6]. There have been two schools of thought about what makes commitment important. One, the 'from control to commitment' school, was led by [7], the other, 'Japanese/excellence' school, is represented by writers such as [4], [5]. Organizational commitment concept advanced by leaps and bounds with the research of [3]. They proposed the three-component model; affective commitment, continuance commitment and normative commitment. Affection for your job or Affective commitment occurs when you feel a strong emotional attachment to your organisation and to the work that you do. Fear of loss or Continuance commitment occurs when you weigh up the pros and cons of leaving your organization. These perceived losses can be monetary like salary and benefits, professional like loss of seniority or social like friendships and allies. Momentary exclusion based on incomprehensible language, when experienced on a daily basis, may have a far-reaching influence on individual and team functioning [2]. Organization's strategy for managing diversity influences both the process of meaning formation regarding diversity and the perception of performance effects. The availability of an organizational vocabulary and of instruments to interpret interactions in terms of diversity makes a crucial difference [1]. In this study an attempt has been made to identify if mother tongue has any influence on dimensions of employee's organizational commitment level among IT employees in Bengaluru, Cosmopolitan city.

3. OBJECTIVES OF THE STUDY

1. To identify the relationship between mother tongue and affective commitment level among IT employees in Bengaluru city
2. To explore the relationship between mother tongue and continuance commitment level among IT employees in Bengaluru city
3. To investigate the relationship between mother tongue and normative commitment level among IT employees in Bengaluru city

4. METHODOLOGY

Primary data was collected based on the field survey through a questionnaire. The 5-point Likert scale questionnaire consisted of organizational commitment questionnaire adapted from Meyer *et.al.* (1993). The data was analyzed with the help of statistical tools and techniques. The sampling technique adopted was simple random sampling. A sample size of 550 employees who were working in 10 multinational IT organisations in Bengaluru was selected for the purpose of this research. The present study is confined to affective, continuance and normative commitment level and mother tongue, Kannada, Tamil, Hindi, Malayalam and Telugu among employees of 10 multinational IT organisations in Bengaluru.

5. ANALYSIS OF DATA

5.1 Frequency Distribution of Mother Tongue

Mother Tongue	Frequency	Percent
Kannada	104	18.9
Hindi	98	17.8
Tamil	52	9.5
Malayalam	168	30.5
Telugu	24	4.4
Others	104	18.9
Total	550	100.0

5.2. Linkage between Mother Tongue and Affective Commitment

Null Hypothesis: The characteristics Mother Tongue and Affective Commitment are independent

Alternative Hypothesis: The characteristics Mother Tongue and Affective Commitment are not independent

Mother Tongue	Affective Commitment			
	Low	Medium	High	Total
Kannada	0	76	28	104
	5.9	68.6	29.5	104
	0%	73.1%	26.9%	100%
Hindi	5	62	31	98
	5.5	64.7	27.8	98
	5.1%	63.3%	31.6%	100%
Tamil	0	35	17	52
	2.9	34.3	14.7	52
	0%	67.3%	32.7%	100%

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Malayalam	17 9.5 10.1%	125 110.9 74.4%	26 47.7 15.5%	168 168 100%
Telugu	0 1.4 0%	15 15.8 62.5%	9 6.8 37.5%	24 24 100%
Others	9 5.9 8.7%	50 68.6 48.1%	45 29.5 43.3%	104 104 100%
Total	31 31 5.6%	363 363 66%	156 156 28.4%	550 550 100%

Since two cells have expected frequency less than 5 Cramer's V statistic was used to test the independence of these two characteristics. The value of cramer's V statistic is 0.263 with a low P value equal to 0.000 which leads to the rejection of the null hypothesis and hence it is concluded that the affective commitment is depending on the mother tongue of the employees.

5.3. Linkage between Mother Tongue and Continuance Commitment

Null Hypothesis: The characteristics Mother Tongue and Continuance Commitment are independent

Alternative Hypothesis: The characteristics Mother Tongue and Continuance Commitment are not independent

Mother Tongue	Continuance Commitment			
	Low	Medium	High	Total
Kannada	24 19.1 23.1%	63 60.9 60.6%	17 24 16.3%	104 104 100%
Hindi	14 18 14.3%	70 57.4 71.4%	14 22.6 14.3%	98 98 100%
Tamil	7 9.5 13.5%	18 30.4 34.6%	27 12 51.9%	52 52 100%
Malayalam	26 30.9 15.5%	115 98.4 68.5%	27 38.8 16.1%	168 168 100%
Telugu	8 4.4 33.3%	8 14.1 33.3%	8 5.5 33.3%	24 24 100%
Others	22 19.1 21.2%	48 60.9 46.2%	34 24 32.7%	104 104 100%
Total	101 101 18.4%	322 322 58.5%	127 127 23.1%	550 550 100%

5.4. Linkage between Mother Tongue and Normative Commitment

Null Hypothesis: The characteristics Mother Tongue and Normative Commitment are independent

Alternative Hypothesis: The characteristics Mother Tongue and Normative Commitment are not independent

Mother Tongue	Normative Commitment			
	Low	Medium	High	Total
Kannada	15	61	28	104
	9.6	70.5	23.8	104
	14.4%	58.7%	26.9%	100%
Hindi	8	78	12	98
	9.1	66.5	22.5	98
	8.2%	79.6%	12.2%	100%
Tamil	8	27	17	52
	4.8	35.3	11.9	52
	15.4%	51.9%	32.7%	100%
Malayalam	16	127	25	168
	15.6	113.9	38.5	168
	9.5%	75.6%	14.9%	100%
Telugu	0	13	11	24
	2.2	16.3	5.5	24
	0%	54.2%	45.8%	100%
Others	4	67	33	104
	9.6	70.5	23.8	104
	3.8%	64.4%	31.7%	100%
Total	51	373	126	550
	51	373	126	550
	9.3%	67.8%	22.9%	100%

Asymptotic significance value 0.000 of Cramer's V statistic infers that the two attributes are not independent.

5.5. Linkage between Mother Tongue and Total Commitment

Null Hypothesis: The characteristics Mother Tongue and Total Commitment are independent

Alternative Hypothesis: The characteristics Mother Tongue and Total Commitment are not independent

Mother Tongue	Total Commitment			
	Low	Medium	High	Total
Kannada	4	88	12	104
	2.5	84.1	17.4	104
	3.8%	84.6%	11.5%	100%
Hindi	0	94	4	98
	2.3	79.3	16.4	98
	0%	95.9%	4.1%	100%
Tamil	0	30	22	52
	1.2	42.1	8.7	52

	0%	57.7%	42.3%	100%
Malayalam	9	140	19	168
	4	135.9	28.1	168
	5.4%	83.3%	11.3%	100%
Telugu	0	16	8	24
	0.6	19.4	4	24
	0%	66.7%	33.3%	100%
Others	0	77	27	104
	2.5	84.1	17.4	104
	0%	74%	26%	100%
Total	13	445	92	550
	13	445	92	550
	2.4%	80.9%	16.7%	100%

6. FINDINGS

The independence of the two characteristics mother tongue and continuance commitment was tested using Cramer's V statistic and the asymptotic significance value of 0.000 resulted into the conclusion that the two characteristics are not independent. 51.9% of the employees with mother tongue Tamil have high level continuance commitment. Cramer's V statistic was used to test the independence of the two attributes namely, mother tongue and total commitment and it was found that the asymptotic significance value is 0.000 which is less than 0.05. Hence it was found that the characteristics are not independent.

7. CONCLUSION

Bengaluru is a city which embraces multicultural demographics. It is the cosmopolitan capital of Karnataka. Migrants make a huge mass of the population in Bengaluru, especially in the IT sector. This study concluded that majority of employees whose mother tongue is Tamil have high continuance commitment. Language diversity should be considered as an opportunity. Biasness during human resource practices to give preference to certain employees who speak certain language should be avoided.

8. LIMITATIONS

This study is confined to employees working in information technology organisations in Bengaluru city. Perception of employees may vary from sector to sector. The study can be extended to various cities in India.

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