GENDER DIFFERENCES IN ORGANIZATIONAL COMMITMENT

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ABSTRACT

Objective: This study aims to determine the gender disparities of commitment between male and female employees within an organization. This study aims to offer valuable insights to employers, assisting them in fostering an inclusive work environment that encourages equal commitment and engagement from all employees, irrespective of their gender.

Method: A survey study was conducted, which involved 370 employees who are currently employed in public and private organizations in Malaysia. Samples were selected using stratified random sampling. The study employed a questionnaire comprising 22 items to assess organizational commitment: affective, normative and continuance. The collected data were analyzed using the MANOVA test to examine any significant differences in organizational commitment based on gender.

Results: The results reveal a significant difference based on gender on affective and normative commitment, while continuance commitment shows insignificant findings based on gender.
Implications: This study offers valuable insights and recommendations for organizations to foster high employee commitment in their careers. The implications of this study are beneficial for both public and private sectors as they gain a comprehensive understanding of employees’ organizational commitment.

Keywords: organizational commitment, gender disparity.

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DIFERENÇAS DE GÊNERO NO COMPROMISSO ORGANIZACIONAL

RESUMO

Objetivo: Este estudo tem como objetivo determinar as disparidades de comprometimento entre homens e mulheres em uma organização. Este estudo visa oferecer informações valiosas aos empregadores, ajudando-os a promover um ambiente de trabalho inclusivo que encoraje o compromisso e o engajamento iguais de todos os funcionários, independentemente do seu gênero.

Método: Foi realizado um estudo de pesquisa, que envolveu 370 funcionários que atualmente estão empregados em organizações públicas e privadas na Malásia. As amostras foram selecionadas por amostragem aleatória estratificada. O estudo empregou um questionário composto por 22 itens para avaliar o comprometimento organizacional: afetivo, normativo e continuidade. Os dados recolhidos foram analisados utilizando o teste MANOVA para examinar quaisquer diferenças significativas no compromisso organizacional com base no gênero.

Resultados: Os resultados revelam uma diferença significativa com base no gênero no compromisso afetivo e normativo, enquanto o compromisso de continuidade mostra descobertas insignificantes com base no gênero.

Implicações: Este estudo oferece valiosas percepções e recomendações para que as organizações promovam o alto comprometimento dos funcionários em suas carreiras. As implicações deste estudo são benéficas tanto para o setor público quanto para o privado, pois ganham uma compreensão abrangente do compromisso organizacional dos funcionários.

Palavras-chave: compromisso organizacional, disparidade de gênero.

1 INTRODUCTION

The commitment of employees in the workplace can greatly impact an organization's effectiveness and efficiency. Organizational commitment is defined as an individual’s involvement and dedication in supporting and achieving the organization's goals (Kim et al., 2016). Konya et al. (2016) stated that organizational commitment is related to an individual's willingness to invest their energy and desire to remain in the organization, while Ismail (2012) contends that it encompasses loyalty and emotional attachment to the organization, including intrinsic and extrinsic factors like organizational culture and work environment. Employee commitment is generally assessed by
evaluating an individual's trust and values towards the organization. Organizational commitment, on the other hand, can be seen as an individual's readiness to contribute their efforts and energy to help the organization achieve its established objectives. When employees trust their employers, their commitment to stay with the company is higher (Ugboro, 2016). Based on the organization's perspective, recruiting committed employees poses a challenge as it requires a significant investment of budget and resources to find suitable individuals disposed to contribute their efforts and energy to the organization. The benefits and positive environment facilitated by employers may enhance employees’ performance.

Megawaty et al. (2022) state that a conducive work environment fosters employee commitment. It encompasses numerous organizational elements, such as management style, organizational culture, recognition, rewards, and respect (Pitaloka & Sofia, 2014). Individuals committed to the organization can enhance their work both individually or as a group; likewise, this same set of personnel voluntarily contribute to improving organizational performance, as they perceive the organization an integral component of themselves. Elevated degrees of organizational commitment do indeed play a role in motivating the workforce to strive towards accomplishing the company’s objectives. The aforementioned sentiment accentuates the employers’ responsibility in boosting employee morale. In today’s context, employees experience discomfort when subjected to employer pressure and inadequate compensation for their efforts. Furthermore, the presence of favouritism in the workplace also undermines employee commitment, which consequentially fosters a hostile atmosphere and diminishes productivity. Conversely, employers ought to acknowledge and appreciate personnel who contribute to the organization's success.

Besides, Poulus et al. (2020) stated that organizational commitment is vital for an organization's success and influences various aspects such as individual performance, turnover intention, employee participation, and organizational silence. It is a crucial element for organizations' long-term growth and prosperity. Companies are making substantial efforts to cultivate employees' attachment, responsibility, and long-term dedication to the organization to strengthen organisational commitment. Numerous studies have identified factors that affect organizational commitment, including personality traits, job satisfaction, and psychological well-being. In a study done by Smith and Johnson (2022), the personality traits which refer to gender-based disparities continue
to exist across different facets of organizational dynamics, which in turn affect employees' level of organizational commitment. Researchers stated that the existence of gender disparities in career advancement, access to leadership roles, and pay gaps can have a significant impact on an individual's commitment to the organization. Women's commitment to the organization may need boosting when they encounter obstacles or limited professional growth and development opportunities. Meanwhile, Kuhn and Villeval (2015) argue that women exhibit lower organizational loyalty than their higher commitment to their families. This is due to women being practically focused on family development. As a result, it leads to a difference in commitment based on gender.

In essence, organizational commitment is a critical determinant in governing a particular organization's numerous aspects, including individual performance, turnover intention, employee participation, and organizational silence. Organizations have started to acknowledge the importance of cultivating solid organizational commitment and are taking proactive measures to improve affection, responsibility, and sustainability. This involves addressing gender disparities, job satisfaction, work-life balance, and discrimination. By comprehending and tackling these issues, organizations can establish a supportive and inclusive environment that fosters higher organizational commitment, ultimately contributing to long-term success and prosperity. Hence, this study investigates the differences in organizational commitment perceived by employees in Malaysia based on gender.

2 LITERATURE REVIEW

Meyer and Allen (1997) proposed that organizational commitment consists of three significant dimensions; affective, continuance, and normative commitment. Firstly, the affective component refers to a psychological perspective that employees’ shared values have towards the organization. Employees with a solid affective commitment choose to remain in the organization of their own volition and desire (Fitrio et al., 2019). Based on past research by Zarina (2013), which investigated the impact of gender on organizational commitment among the lecturers at Bandar Penawar Community College (KKBP), the t-test results revealed no significant difference between male and female lecturers’ commitment to the organization. Gender was found not to influence organizational commitment at KKBP, indicating that male and female lecturers displayed similarly high levels of loyalty. Additionally, KKBP has successfully fostered a culture
of mutual support among its members while emphasizing the importance of gender equality in all aspects of work. This discovery contradicts prior studies conducted by Nacar and Demirtas (2017) and Palta (2019), which focused on organizational commitment among school teachers. Their studies specifically aimed to investigate the difference in organizational commitment between male and female teachers. Based on their findings, a significant difference in organizational commitment based on gender was observed due to the leadership style demonstrated by employers, which in turn impacts the particular organization and influences employee commitment. Meanwhile, Billy and Taat (2020) examined the research findings that revealed major discrepancies in teacher commitment between male and female respondents in the interior of Sabah state. The study found that male teachers had higher perceptions of teacher commitment variables than their female counterparts, contributing to this difference. Therefore, providing fair treatment and equal opportunities is crucial to foster affective commitment in both men and women. When employees feel they are being treated fairly and have equal chances for growth and advancement, they are more likely to develop an emotional attachment and devotion to the company. Establishing a positive work environment by ensuring fairness and eliminating gender-based bias can greatly enhance employee affective commitment.

Secondly, the normative component refers to an obligation to stay committed to an organization (Loan, 2020). Employees feel a moral duty to repay the organization for its benevolence. They experience gratitude for what they have achieved through their work and the benefits they have received. In a study done by Promsri (2016) on Thailand's financial companies, it was found that employers showed a greater focus on male staff members as they found it easier to communicate with them compared to female employees. Khalili and Asmawi (2012) has also reported a significant difference in normative commitment between male and female workers in Iran's small and medium-sized private companies. Similarly, Jena (2015)’s study highlights variations between male and female workers in the alloy industry in India, suggesting that female workers display higher levels of normative commitment than males. Female workers in the aforementioned Iranian companies showed greater loyalty to the organization than their male counterparts, as they felt a strong obligation to remain with the firm. By comparison, previous research conducted by Werang and Agung (2017) has revealed no significant differences in normative commitment among public school teachers in Indonesia based
on gender. Likewise, the study by Albdour and Altarawneh (2014) also demonstrates no gender-based disparities in normative commitment among employees in the banking sector in Jordan. This further illustrates that both male and female employees often display more substantial obligations to their organization, expressing greater loyalty and dedication. This may be attributed to various factors, including the desire for interpersonal relationships, a greater emphasis on maintaining harmonious work environments, and a higher tendency to prioritize relationships and social connections. Hence, companies should implement policies and benefits that cater to various caregiving responsibilities by creating a supportive workplace culture that prioritizes the workforce's well-being and work-life balance - this includes offering parental leave, providing access to childcare facilities, and extending support for employees with caregiving responsibilities. It is crucial to ensure that these policies are inclusive and accessible to all employees, regardless of gender. By doing so, businesses can promote gender equality and enable employees to manage their work and personal lives effectively.

Finally, the continuous component encompasses the employees' desire to remain with their current employer due to their belief that it offers more benefits than alternative career opportunities. The level of engagement an individual has with the organization may be influenced by economic advantages such as opportunities for promotion, salary growth, retirement benefits, labour rights, job satisfaction, and positive relationships with colleagues. A previous study by Zufiesha et al. (2017) shows that female continuance commitment is higher than that displayed by males due to the interpersonal relationship and working environment, influencing their reluctance to depart from the company. According to Norizan (2018), continuous commitment does not correspond with the study’s results. The researcher clarified that the survey demonstrated notable disparities between gender factors and the level of organizational commitment associated with continuous commitment. The result highlighted that male employees prioritize salary, education, job performance, and task focus more than their female counterparts. However, a study by Izzati et al. (2022) showed no significant difference between male and female teachers on the professional commitment scale. This outcome is synonymous with a prior research investigation by Albdour and Altarawneh (2014) that revealed no gender discrepancies in terms of continuous commitment among employees in the banking sector in Jordan. The study's findings imply that factors such as job satisfaction, organizational culture, or individual experiences may substantially influence an
employee’s level of commitment to the organization more than their gender. In other words, gender alone does not appear to be a significant determining factor in how committed employees are to staying with the organization. Consequently, this suggests that organizational support must be equally provided to male and female employees regarding continuance commitment. This means that supportive policies, practices, and a positive work environment can significantly enhance employees’ commitment and satisfaction, ultimately resulting in higher continuance commitment levels.

3 METHOD

This research has employed a quantitative survey design to examine the variations in perceived organizational commitment among employees based on gender. Within the context of this study, the employees in this particular framework comprises of 370 sports graduates from Universiti Teknologi MARA (UiTM) based on their respective working sectors. The researcher obtained sample information from the University Transformation Division of UiTM and selected said sample through the implementation of stratified random sampling. Stratified random sampling is method of sampling which requires the segmentation of a particular population into small subgroups or strata based on the common traits of its individuals. The usage of the aforementioned technique had minimised potential biases, which ensures a more representative portrayal of the population in the study findings.

Subsequently, the questionnaire was comprised into two sections. Part A is composed of two items relating to the demographic information of the respondents, whereas Part B consisted of 22 items adapted from a prior study by Meyer and Allen (1991), encompassing three domains which are affective, continuous, and normative commitment. All the items in Parts B utilized a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly Agree.

4 RESULTS

This study employed MANOVA analysis to determine the difference in organizational commitment based on gender. In terms of gender, the findings show a significant difference in affective and normative commitment, and a non-significant difference in continuance commitment. The results are shown in the following table.
The Box’s M test results, conducted to assess the homogeneity of variance-covariance matrices across groups, are displayed. The analysis reveals a Box’s M value of 8.839 and a significance level of 0.188 (p > 0.05). Consequently, there is no significant distinction observed among the variance-covariance matrices. This implies that the dependent variables exhibit homogeneity across the independent variables, and the covariance matrices meet the required assumption. To identify significant differences in organizational commitment among employees based on gender (Pallant, 2007), a One-Way MANOVA analysis can be performed. The outcomes of this One-Way MANOVA analysis are presented in Table 2 below.

Table 2: Multivariate test

<table>
<thead>
<tr>
<th>Effect</th>
<th>Wilk’s Lambda Value</th>
<th>F value</th>
<th>Error DK</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>1.459</td>
<td>6</td>
<td>633359.609</td>
<td>0.188</td>
</tr>
</tbody>
</table>

Source: Prepared by authors (2023)

The multivariate test in Table 2 reveals that the P-value (Wilks' Lambda) is 0.003, indicating a significance level smaller than α = 0.05 (p < 0.05). Consequently, the findings demonstrate a significant difference in organizational commitment among employees based on gender, as indicated by F (3, 366) = 4.642, p < 0.05; Wilk’s Λ = 0.963, partial η2 = 0.037. A detailed breakdown of the differences in each domain of organizational commitment among employees, categorized by gender, is provided in the summary ANOVA table below.

Table 3: ANOVA test of Organizational Commitment based on gender

<table>
<thead>
<tr>
<th>Domain</th>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>S.D</th>
<th>Type III sum of squares</th>
<th>D.K</th>
<th>Sum of squares</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective</td>
<td>Male</td>
<td>225</td>
<td>3.75</td>
<td>0.728</td>
<td>5.331</td>
<td>1</td>
<td>5.331</td>
<td>9.253</td>
<td>0.003</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>145</td>
<td>3.50</td>
<td>0.805</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normative</td>
<td>Male</td>
<td>225</td>
<td>3.70</td>
<td>0.824</td>
<td>3.744</td>
<td>1</td>
<td>3.744</td>
<td>5.762</td>
<td>0.017</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>145</td>
<td>3.50</td>
<td>0.777</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuance</td>
<td>Male</td>
<td>225</td>
<td>3.69</td>
<td>0.818</td>
<td>0.186</td>
<td>1</td>
<td>0.186</td>
<td>0.289</td>
<td>0.591</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>145</td>
<td>3.65</td>
<td>0.774</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Prepared by authors (2023)

Table 3 provides the outcomes regarding each domain of organizational commitment among employees based on gender. The analysis indicates that the p-value
for the F-test is 0.003, which is below the significance level $\alpha = 0.05$ ($p < 0.05$). This implies a significant distinction in organizational commitment for the affective domain among employees based on gender ($F(1, 368) = 9.253; p < 0.05; \eta^2 = 0.025$). Descriptive analysis reveals that male employees exhibit a higher minimum value (Min = 3.75 and SD = 0.728) in the affective domain than female employees (Min = 3.50 and SD = 0.805). Consequently, no significant difference in organizational commitment for the affective domain among employees based on gender. Besides, the analysis conducted to examine organizational commitment in the continuous domain among employees based on gender reveals a $p$-value of 0.591 for the F-test, which exceeds the significance level $\alpha = 0.05$ ($p > 0.05$). Consequently, this indicates the absence of a significant difference in the continuous domain among employees based on gender ($F(1, 368) = 0.289; p > 0.05; \eta^2 = 0.001$). Meanwhile, normative commitment among employees based on gender shows that the $p$-value for the F-test is 0.017, which is below the significance level $\alpha = 0.05$ ($p < 0.05$). This indicates a significant difference in the normative domain among employees based on gender ($F(1, 368) = 5.762; p < 0.05; \eta^2 = 0.015$). Additionally, descriptive analysis reveals that male employees exhibit a higher minimum value (Min = 3.70 and SD = 0.824) in the normative domain than female employees (Min = 3.50 and SD = 0.777).

5 DISCUSSIONS

The MANOVA analysis revealed significant differences in the affective and normative organizational commitment among employees based on gender. Affective commitment is characterized by emotional involvement, personal engagement, loyalty, and enjoyment in working towards the organization’s goals (Allen & Meyer, 1990). Conversely, normative commitment is a sense of obligation and responsibility towards the organization driven by loyalty (Nasina & Doris, 2011). These findings imply that male and female employees hold different opinions and evaluations regarding their commitment to the organization. Male employees obtained higher scores than their female counterparts in both affective and normative dimensions, which indicates that male personnel exhibit stronger desires and greater responsibility towards their respective companies.

This study’s finding shows substantial discrepancies in affective commitment between male and female employees, which can be attributed to the higher degrees of
socialisation among male alumni within the organization. This particular quality within
an individual fosters engagement and enjoyment, ultimately leading to a sense of familial
relationships among them. In contrast, female staff members may experience this
situation to a lesser extent within the firm. Past research by Shin et al. (2020) supports
this, suggesting that male workers are more adept at developing strong relationships with
colleagues and employers, enabling them to swiftly socialize with new acquaintances.
Similarly, Promsri (2016) has found that male employees within the financial sector in
Thailand have an easier time communicating with colleagues and employers than their
female equivalents. Building positive relationships within the organization is
instrumental in the development of a higher level of emotional attachment, thereby
rendering it difficult for individuals to relinquish their positions in a particular company.
Employees with a solid affective commitment are likelier to remain employed and
continue contributing due to their sense of identity and the familial relationships they
develop within the organization (Parinding, 2017). However, it is worth noting that
female workers are frequently characterised as more reserved and requiring longer time
to approach others. Esaa's study (2014) argues that gender significantly influences
learning, with female students tending to be more passive, shy, and less actively involved
in activities than male students. Female workers may also exhibit diminished affective
commitment towards employers with minimal investments in human resource
management practices, unlike male workers whose affective commitment is less affected
by such procedures (Shin et al., 2020). The result is consistent with a previous study
conducted by Billy and Taat (2020) which discovered considerable differences in teacher
commitment between male and female respondents in the interior of Sabah state. The
results showed that male teachers had a higher perception of teacher commitment
compared to their female counterparts.

Normative commitment refers to employees' belief in their responsibility and duty
to remain loyal and dedicated to the organization (Allen & Meyer, 1990; Dawley et al.,
2008). This sense of responsibility stems from an individual's morals, ethics, and
integrity. The result shows that the gender differences in normative commitment among
male and female employees may be attributed to male employees enjoying more
advantages and comfort in the organizational facilities where they work, making them
feel a more vital need to remain loyal to the organization. These advantages and
convenience in organizational facilities are closely tied to employers' human resource
management practices, including employee training and development, employee selection and recruitment, rewards systems, fair performance evaluations, and employee involvement and communication (Ahmad et al., 2023). This perspective is supported by the explanation provided by Ozolina-Ozola (2014), who states that the human resource management practices within an organization contribute to employees' motivation and commitment, ultimately reducing turnover rates as employees' loyalty is influenced by the benefits they receive from their employers. Consequently, it is evident that male employees feel more comfortable and exhibit higher levels of normative commitment than female employees, as they perceive more significant advantages. In contrast, female employees may feel they need to receive the benefits they deserve within the organization.

The findings of this study regarding normative commitment align with the survey conducted by Khalili and Asmawi (2012), which revealed gender differences in normative commitment among employees of small and medium-sized private companies in Iran. However, contrary to the results of this study, female workers demonstrated higher levels of normative commitment. Specifically, female workers in the aforementioned Iranian companies displayed greater loyalty to the organization than their male counterparts, as they felt a strong obligation to remain with the organization. Furthermore, a study by Jena (2015) highlighted gender differences in normative commitment among employees of an alloy industry company in India, indicating that female workers exhibited higher levels of normative commitment than male workers.

Women exhibit higher commitment than men because they can make more significant efforts to perform additional tasks to enhance their job status. In contrast, the results of this study do not align with the findings of Werang and Agung's study (2017), which indicated no significant gender differences in normative commitment among public school teachers in Indonesia. The researchers suggest employers should prioritize fairness in providing support, encouragement, and cooperation to employees, as this fosters a sense of obligation and loyalty towards the organization.

In addition, the results of the MANOVA analysis on the differences in organizational commitment among employees based on gender revealed no significant differences in the continuance domain. Continuance commitment is closely tied to an individual's inclination driven by the awareness of potential losses if they leave the organization or workplace (Allen & Meyer, 1990). This suggests that regardless of gender, employees hold similar perspectives and evaluations of their level of continuance.
commitment to the organization. The researcher posits that the decision of employees to remain and not leave the organization is influenced by the challenging current circumstances that make it difficult for individuals to find employment. The high unemployment rate and job competition, fueled by a large influx of university graduates into the job market, make them conscious of the risks associated with leaving their current organization. According to the Department of Statistics Malaysia in 2020, the youth unemployment rate among those aged 15 to 24 in 2019 was 508.2 thousand, which rose to 711 thousand in 2020. This indicates an overall decline in job opportunities in Malaysia during the pandemic. The intense competition for employment in the labour market is one factor contributing to recent graduates' struggles in securing employment (Mokhtar & Lakman, 2021; Ahmad et al., 2022). The results of this study align with the findings of Jena's (2015) study, which revealed no significant differences in continuance commitment between male and female employees in the Indian alloy industry company. However, the findings of this study are not aligned with the findings of the studies conducted by Billy and Taat (2020) and Norizan (2018) regarding continuance commitment. The researcher clarifies that the current study reveals significant differences between gender factors and the level of organizational commitment, which represents continuance commitment. In conclusion, employees must remain loyal and committed to the organization; employers should actively prioritize employee welfare and meet their needs through effective human resource management practices.

However, the findings of the aforementioned research contradict with the conclusions formed by a study conducted by Khalili and Asmawi (2012), who found no gender differences in affective commitment among 108 employees of small and medium-sized private companies in Iran. The employees in said study showed support for achieving organizational goals and demonstrated a tendency to contribute to the strength of the organization. They exhibited positive behaviour and attitudes, leading to equal levels of affective commitment among male and female workers. Similar findings of no gender differences in affective commitment have been reported by prior studies by Palta (2019) and Nacar and Demirtas (2017) among school teachers. Palta (2019) suggests that the leadership style exhibited by employers within an organization can impact and influence employee commitment. Hence, it can be inferred that there are gender-based differences in affective commitment among employees, clearly indicating that male workers have an easier time establishing social relationships with their peers, resulting in
higher degrees of affective commitment within the organization compared to their female counterparts. The varying levels of affective commitment is also influenced by various factors such as organizational leadership commitment, work environment, and interpersonal interactions. These elements contribute to the workforce’s comfort and sustained dedication to their work.

Normative commitment is defined as the employees' belief in their responsibility and duty to remain loyal and dedicated to the organization (Allen & Meyer, 1990; Dawley et al., 2008). This sense of responsibility stems from an individual's morals, ethics, and integrity. The result shows that the gender differences in normative commitment among male and female employees may be attributed to male employees enjoying more advantages and comfort in the organizational facilities where they work, making them feel a more vital need to remain loyal to the company. These advantages and convenience in organizational facilities are closely tied to the employers' human resource management practices, which includes employee training and development, employee selection and recruitment, rewards systems, fair performance evaluations, and employee involvement and communication (Ahmad et al., 2023). This perspective is supported by the explanation provided by Ozolina-Ozola (2014), who states that the human resource management practices within an organization play an integral role in employees' motivation and commitment, ultimately reducing turnover rates as the employees' loyalty is influenced by the benefits they receive from their employers. Consequently, it is evident that male employees feel more comfortable and exhibit higher levels of normative commitment than female employees, as they perceive more significant advantages. In contrast, female employees may feel they need to receive the benefits they deserve within the organization. The discoveries of this study regarding normative commitment align with the survey conducted by Khalili and Asmawi (2012), which revealed gender differences in normative commitment among employees of small and medium-sized private companies in Iran. However, contrary to the results of this study, female workers demonstrated higher levels of normative commitment. Specifically, female workers in the aforementioned Iranian companies displayed greater loyalty to the organization than their male counterparts, as they felt a strong obligation to remain with the organization. Furthermore, a study by Jena (2015) highlighted gender differences in normative commitment among employees of an alloy industry company in India, further indicating that female workers exhibited higher levels of normative commitment than male workers.
It could be asserted that women may exhibit higher commitment than men because they are able to exert significantly greater efforts to perform additional tasks in order to enhance their career prospects. In contrast, the results of this study do not align with the findings of the prior research investigation conducted by Werang and Agung (2017), which implied no significant gender differences in normative commitment among public school teachers in Indonesia. The researchers suggest that employers should prioritize fairness in providing support, encouragement, and cooperation to employees, as this fosters a sense of obligation and loyalty towards the organization.

In addition, the results of the MANOVA analysis on the differences in organizational commitment among employees based on gender revealed no significant differences in the continuance commitment domain. Continuance commitment is closely tied to an individual's inclination driven by the awareness of potential losses should they leave the organization or workplace (Allen & Meyer, 1990). This implies that regardless of gender, employees in Malaysia hold similar perspectives and evaluations of their level of continuance commitment to the organization. The researcher posits that the decision of employees to remain as opposed to leaving the current organization is influenced by the challenging current circumstances that have rendered it difficult for individuals to find employment. The high unemployment rate and intense job competition, fuelled by a large influx of university graduates into the job market, make them cognizant of the potential risks associated with leaving their current organization. According to the Department of Statistics Malaysia in 2020, the youth unemployment rate among those aged 15 to 24 was 711,000, which was a substantial spike from 508,200 in 2019. This abrupt increase in the statistics strongly indicates an overall decline in job opportunities in Malaysia during the pandemic. The intense competition for employment in the labour market is one element contributing to recent graduates' struggles in securing employment (Mokhtar & Lakman, 2021).

Furthermore, the results of this study with regards to continuance commitment align with the findings of a prior study by Jena (2015), which had revealed no substantial discrepancies in continuance commitment between male and female employees in the Indian alloy industry company. However, the findings of this study are not aligned with the conclusions formed by the studies conducted by Billy and Taat (2020) and Norizan (2018). The researcher clarifies that the current study reveals significant differences between gender factors and the level of organizational commitment, which represents
continuance commitment. In conclusion, both employees and employers must play their part in order to foster greater organizational commitment within the company; employees must remain loyal and committed to the organization, whereas employers should actively prioritize employee welfare and meet their needs through effective human resource management practices.

6 CONCLUSION

In essence, the results of this study have confirmed considerable disparities in affective, and normative commitment among employees based on their gender. These findings provide valuable information and guidelines for organizations to assess and enhance employee commitment. Employers must prioritize organizational commitment as it dramatically influences employees’ attitudes, behaviours, and dedication to the company; this in turn will cultivate a dedicated and motivated workforce to achieve organizational goals. In other words, this investment in employee commitment improves organizational performance, fosters a positive work culture, enhances employee satisfaction, and contributes to long-term success. In view of the above, organizational commitment is a vital element that profoundly influences organizational performance and addresses critical issues. The findings of this study have significant practical implications for employers, both in the public and private sectors. The study illustrates the importance of ensuring equitable levels of commitment between male and female employees, as this has a direct impact on a particular organization’s overall efficacy and efficiency. By thoroughly observing practices, employers can effectively monitor employee behaviour and attitudes, which diminishes the risk of voluntary or involuntary turnover. Additionally, the study's findings contribute to the existing knowledge on organizational commitment, enabling organizations to design effective strategies that foster solid employee-employer relationships. Furthermore, these results serve as a valuable resource for future research in organizational commitment. While this study relied solely on survey questionnaires, future researchers can enhance the reliability of their studies by incorporating interviews with respondents as part of their data collection. The suggested approach will yield more robust results and advance knowledge of organizational commitment.
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