

lowest mean score on all the dimensions of organizational commitment. Level of commitment goes on increasing as they move from early to mid-career and then to late-career stage.

Table 3: Analysis of Variance

Dimensions of Organizational Commitment	Source of Variance	Sum of square	Mean square	F	Sig.
Affective Commitment	Between Groups	298.862	149.431	5.494	0.005
	Within Groups	3998.31	27.199		
Continuance Commitment	Between Groups	61.692	30.846	.904	.407
	Within Groups	5015.8	34.121		
Normative Commitment	Between Groups	197.79	98.895	3.832	0.024
	Within Groups	3793.7	25.808		

In order to determine the significance of difference among the levels of affective, continuance and normative commitment across career stages, one-way ANOVA was undertaken. Examination of the results of the analysis indicates that there was significant difference in affective, continuance, and normative organizational commitment across career stages with F-ratio respectively. Thus, hypothesis one (1) was supported in the current study. Although one-way analysis of variance (ANOVA) resulted in the rejection of null hypothesis of equal means for the three career stages, this did not indicate where exactly the differences between the groups lie. To determine the precise nature of the differentiation between groups, Turkey's Honestly Significant Difference test was undertaken as a post-hoc measure to determine the precise nature of the differentiation between the age groups

Dimensions of OC	I- Age Groups (yrs.)	(J) Age groups (Yrs.)	Mean Difference (I-J)	Sig.
Affective Commitment	Up to 30	31-44	-276	.768
		45 and above	-4.73*	.002
	31- 44	Up to 30	-.2765	.768
		45 and above	-5.01*	.002
	45 and above	Up to 30	4.73*	.002
		31-44	5.01*	.002
Continuance Commitment	Up to 30	31-44	-.926	.378
		45 and above	-1.98	.239
	31-44	Up to 30	.926	.378
		45 and above	-1.06	.550
	45 and above	Up to 30	1.98	.239
		31-44	1.06	.550
Normative Commitment	Up to 30	31-44	-.689	.451
		45 and above	-4.04*	.006
	31-44	Up to 30	.689	.451
		45 and above	-3.35*	.031
	45 and above	Up to 30	4.04*	.006
		31-44	3.35*	.031

*Mean difference is significant at 0.05 levels.

The above table indicates that there is a significant relationship between Affective and Normative Commitment with age but Continuance Commitment has an insignificant relationship with the career stage. It also shows that the employees in the late career stage are more committed to their organization rather than employees in early career or mid career which leads to support our 2nd hypothesis.

10. Results

The study was conducted to explore the effect of career stages on Organizational commitment. Organizational commitment was viewed as a multidimensional concept, and has been measured by Meyer et al (1993) Organizational Commitment Scale. While life span theory suggests that the factors associated with chronological age cause changes in behavior and attitudes so age was used for the purpose of this study.

Hypothesis was made that organizational commitment will vary according to the career stage of the employee. The result shows that teachers in the mid and late career stage will show higher level of commitment than in the early career and the hypothesis is accepted. Results are consistent with the findings of (Allen and Meyer, 1993; Cohen, 1991; Mathieu and Zajac, 1990; Suliman and Iles, 2000) that commitment will vary over the course of people's careers due to differences in their perceptions caused by life experiences. Significant relationship was found between affective and normative commitment with the career stage but an insignificant relationship between career stage and Continuance commitment. This finding supports the study of Mahnaz Kargar which says that increase or decrease in age do not lead to increase or decrease in Organizational Commitment. Another study by Trisha Pettit, Ross Donohue and Helen De Cieri show an insignificant relationship between age and organizational commitment.

The second hypothesis was that older employees will have higher commitment than the younger ones. The results show higher level of commitment in older employees than the young ones.

11. Limitations

Although this study has a significant contribution to the existing literature, there are limitations that must be acknowledged. First limitation was that the teachers were so aggressive to give response to the questionnaires and did not cooperate and similarly time constraints also limits our study and exact data was not collected due to time constraints. Another limitation of our study was that it covers small geographical area that is university of Gujrat which is not much recognized and large institution.

12. Conclusion

The purpose of this study was to examine the effect of career stage on Organizational Commitment on teachers of University of Gujrat. In this study, age is taken as a career stage and to find out its impact on three different dimensions of the Organizational Commitment I.e. Affective, Continuance and Normative Commitment. The Commitment of the teachers was measured with the help of questionnaire designed by Meyer and Allen 1997 containing 19 items on a 5 point Likert scale. It is concluded from the study that Affective and Normative Commitment of the teachers is significantly related to the career stage while Continuance Commitment is insignificantly related. Moreover, it is also concluded that the employees in the late career stage are

more committed to their organization as compared to the employees in early or mid career stage.

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Appendix

Organizational Commitment Questionnaire (Meyer and Allen'1997)

The following statements express the level of commitment of employees towards their organization.

Where

- SD= Strongly Agree
- D= Disagree
- N= Neutral
- A= Agree
- SA= Strongly Agree

Age:

- a) Up to 30 years b) 31- 44 years c) 45 and above years

Job Tenure:

- a) Up to 2 years b) 3 -6 years c) More than 6 years

Gender:

- a) Male b) Female

		SD	D	N	A	SA
1	I would be very happy to spend the rest of my career in this organization.					
2	I really feel as if this organization's problems are my own.					
3	I do not feel like "part of the family" at my organization.					
4	I do not feel "emotionally attached" to this organization.					
5	This organization has a great deal of personal meaning for me.					
6	I do not feel a strong sense of belonging to my organization.					
7	It would be very hard for me to leave my organization right now, even if I wanted to.					
8	Too much of my life would be disrupted if I decided I wanted to leave my organization right now.					
9	Right now, staying with my organization is a matter of necessity as much as desire.					
10	I believe that I have too few options to consider leaving this organization.					
11	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here					
13	If I had not already put so much of myself into the organization, I might consider working elsewhere					
14	I do not feel any obligation to remain with my current employer.					
15	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
16	I would feel guilty if I left my organization now					
17	This organization deserves my loyalty					
18	I would not leave my organization right now because I have a sense of obligation to the people in it					
19	I owe a great deal to my organization.					