Relationship Between Civic Engagement And Organisational Commitment Of Young Employees: A Study On Financial Institutions Of New Delhi, India

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Abstract

This research article explores the relationship between civic engagement and organizational commitment among the young employees working in financial institutions in New Delhi. The study is empirical in nature and the sampling method was judgemental based on three criteria, (1) urban location of workplace and employee's residence,(2) type of financial institutions (only commercial banks, brokerage banks, insurance companies and investment banks.) and age of the employee (up to 35 years).500 respondents were selected based on sampling method criteria out of that 476 proper responses were found satisfactory for the purpose of data analysis. The statistical tools used for the study were mean, standard deviation, skewness, kurtosis,

Cronbach's alpha and linear regression for testing the hypothesis. The data were analyzed through the statistical software,i.e. SPSS (version 25).

The findings of the study stated that there was a significant relationship between variables, such as civic engagement and orgainsational commitment. It was found that young employees working in financial institutions were having more attachment to their organization when they engage themselves in civic activities. Their priority was more towards raising voices and standing against social discrimination,sexualharrasement, environmental & health issues, education, poverty, family values, corruption, etc. They engaged in the direct or indirect civic activities and also showed their concern on different social platforms. Likewise, the more they give priority to civic work, the more they become concerned about their organization or workplace activities. Young professionals who were engaged in civic activities in their society or community were having more attachment to their work and organizations.

Keywords

Civic Engagement, Organisational Commitment, Young Employees, Financial Institutions, Commercial Banks, Brokerage Banks, Insurance Companies and Investment Banks, New Delhi.

Introduction

Being engaged in large social groups and getting the feeling of acceptance boosts one's self-worth. It also makes them feel more significant and worth living **(Stavrova and Luhmann, 2016).** The civic role and actions done for the sake of the betterment of other people give meaning to oneself by improving relations with others **(Van Tongeren et al., 2016).** It was observed that active civic participation provides greater self-efficacy, self-esteem, more competence and empowerment in comparison to non-engaged ones **(Zimmerman & Rappaport, 1988; Brown et al., 2012)**. Identification among the group strengthens sense of control and helps them to feel more proficient in achieving desired goals **(Greenaway et al., 2015)**.

The word "civic", when connected to involvement, means work that is done openly and for the benefit of the community, and that is done in partnership with others. Social participation is about political discovery, police life, and a community where women and men act and speak together as a citizen. Civic engagement contributes to the "emergence of democratic freedom", defined as a way to "influence agency decisions" in ways other than voting **(Checkoway and Aldana, 2013)**. Civic engagement reforms arose at the beginning of the 21st century when it was seen that people are not worried about the least capable people and not even working for the society in which they are living. It shows that how much an individual is participating in the civic engagement activities.

Diller(2001) defined civic engagement as "a responsibility of the individual to accept the responsibilities of citizenship and the responsibility to participate independently, individually or in concert with others, in voluntary activities that strengthen the local community". Having a sense of association with others and common goal to participate in civic, social and political activities **(Flanagan and Bundick, 2011; Broom, D., 2017).** In the words of **Adler and Goggin (2005)**"civic engagement describes how an active citizen participates in the life of a community in order to improve conditions for others or to help shape the community's future" which emphasized on social interaction within the community. However, scholars and academicians did not conclude with a single definition for civic engagement.

In the present vibrant working situation where the organizations are facing cutthroat competition, it is the urge of the time to adopt techniques and methods which are flexible, adaptive and more competitive with could make pace with promptly altering market conditions. The involvement of employees can help the organization in generating new ideas, and changes in behaviors at work, and in workplace decision-making. Thus, it is essential for any competent managers to increase the organizational commitment which strengthens employees' positive

attitude towards their organization**(Allen, and Meyer (1990). Mowday et al. (1982)** defined"organizational commitment" as a strong desire of an employee to remain with his organization; it could be ready to impose a higher level of effort on behalf of the organization. In other words, it is viewed in a subtle sense, referring to the values, principles and desires of a person that govern his behavior and relationships in the civic and organizational engagement.

Significance of The Study

By exploring different dimensions of civic engagement and its relationship with different facts of their job and commitment to the organization, provide an organization the ability to manage their employees. The involvement of employees can help the organization in generating new ideas, and changes in behaviors at work, and in workplace decision-making. Therefore, variables such as civic engagement can provide some conceptual as well empirical information regarding the commitment of an individual to his/her organization. This study can provide information on employees working in financial institutions who are engaged in their community or society.

Review of Literature

B., Guan and C., Hsu (2020) examined the relationship among variables organization commitment and abusive supervision & information security policy along with non-compliance intention. The data was collected through an online designed questionnaire and data was analyzed with the help of structural equation modeling. The findings of the study stated that there was negative association between abusive supervision and organization commitment. Furthermore, employees ISP non-compliance intention was negatively related to organizational commitment.

Fassett, Kyle T. et al. (2018) studied on activists, non-activists and allies regarding civic engagement. The article is based on the cross-sectional approach centered on student types at MSIs. In this study, 24 minority institutions were measured working on or after 2013 and just before 2017 end. The outcomes of this study showed that there is an advantage in student affairs in terms of management, expertise and skills development and student participation in community involvement, especially civic engagement. In addition, it showed students' civic involvement, the academic experience of their campus and learning how to access and use their own words.

L.O., Oyewobi, et al. (2019)assessed the mediating effect of organizational commitment on organizational performance and worklife balance of women working in medium & large construction companies in Nigeria. The study was empirical in

nature and data analysis was done with PLS-SEM. The study showed a positive relationship between organizational commitment, organizational performance and worklife balance.

Quingking, Mary Ann B. (2019) studied the locus of control, organizational commitment and job involvement of employees working in "Northern Negros State College of Science & Technology" in old Sagay, Philippines. The study was descriptive in nature and data was collected from 15 administrators, 47 teachers and 31 non-teaching staff of the main campus of NONESCOST.On the basis of the findings, it can be concluded that locus of control and organizational commitment was perceived internally by the employees. Furthermore, there was a significant difference between locus of control and organizational commitment, but no such difference was noted in their job involvement.

Stefanie Le (2019) investigated previous years' literature related to civic engagement and its subject matter. The researcher focused on the past studies related to community engagement emphasizing common themes, recommendations and challenges. This broadsheet highlighted the promotion of social inclusion, the influence of technology on social inclusion and the determination of social conditions in relation to government participation, the influence of technology on civic engagement and social factor determination regarding e-government participation.

Sunil, Soorya and Verma, Sunil K. (2018) analyzed the relationship between ethical ideas and civic engagement of youth participation in society. The sample size of the study was 217 people, including 104 women and 113 young men. The study was empirical in nature and the data gathered was based on three scales measures, explicitly, i.e. moral identity, ethical position and civic engagement. The outcomes of the study indicated that ethical ownership was highly anticipating a state of social involvement and behavior that symbolized the important character of community involvement. In addition, the thinking has slightly diminished in moral etiquette with the civic engagement.

4.0 RESEARCH GAP After doing the inquiry into the existing literature on this subject matter, it leads to the fact that not many of the studies have regarded the association between civic engagement and organizational commitment. There were studies based on civic engagement and organizational commitment related to itself and/or with other variables. However, there was the least number of studies focusing on the role of civic engagement in organizational commitment. Therefore, it is a dearth on this issue and to fulfill this shortcoming, the present study is conducted on the topic "relationship between civic engagement and organizational commitment of young employees: a study on financial institutions of New Delhi, India".

Objectives

The objectives of the study are to investigate the relationship between civic engagement and organizational commitment through the perspectives of the respondents of New Delhi, i.e. young professionals working in financial institutions. Moreover, the study also provides an essential information regarding civic engagement and organizational commitment that can help in the effective decisions making of managers

Hypothesis

H_{o1}**:** there is no significant relationship between civic engagement and organizational commitment of young employees working in financial institutions in New Delhi, India.

Research Methodology

In this study, the judgmental sampling was used to select the respondent and the interview technique was used as a primary source of data collection. 500 young employees were selected from financial institutions in New Delhi out of that 476 proper responses were obtained for the purpose of data analysis. Respondents were selected on the basis of three criteria, (1) urban location of workplace and employee's residence, (2) type of financial institutions (only commercial banks, brokerage banks, insurance companies and investment banks.) and age of the employee (up to 35 years). A semi-structured questionnaire (17 items self-designed civic engagement questionnaire and 15-item organizational commitment scale of **Mowday et al., 1979**) was distributed among the respondents based on the 5-point Likert scale. For civic engagement, it ranged from 1 to 5, where 1 represents never (N), 2 occasionally (O), 3 sometimes (S), 4 most of the time (MT) and 5 represents always (A). Secondary data was collected from published means such as research articles, official websites of companies, newspapers, magazines, etc.

Data Analysis and Interpretation

In this section of the article, various defining and measurement tools were shown, such as reliability, coding of variables, descriptive statistics, transformed variables and linear regression along with their tables and interpretation.

Reliability

The "Cronbach's alpha" was used to measure the reliability of the data. The obtained values of the questionnaire were 0.813 for civic engagement and 0.826 for organizational commitment. It showed the questionnaire's alpha value is more than .70 standard levels of good reliability, which indicate civic engagement and organizational commitment scale are reliable **(Hair et al., 2010).**

Coding of the Statements

The statements used to measure the civic engagement and organizational commitment in the study, along with their corresponding codes are presented in Tables 1 and 2 respectively.

Table 1: Civic Engagement and its Coding

S. No.	Statements	Coding Values
1.	Matters happening around your vicinity	Civ_1
2.	Volunteered in the local community events	Civ_2
3.	Social awareness activity during the COVID-19 Pandemic	Civ_3
4.	Worked together with local people to solve community problems	Civ_4
5.	Volunteered with a religious/ civil group	Civ_5
6.	Volunteered with environmental protection organization/s	Civ_6
7.	Follow the 'Swatch Bharat Abhiyan' campaign	Civ_7
8.	Discuss 'global warming issues' with your peer group	Civ_8
9.	Community service with a motive of serving	Civ_9
10.	Volunteered in organization involved in health-related services	Civ_10
11.	Donated money or belong to any groups	Civ_11
12.	Convinced anyone for charitable/social work	Civ_12
13.	Signed e-mail petition about social issue	Civ_13
14.	Raised social issues in front of public servants	Civ_14
15.	Convince people to vote considering social image	Civ_15
16.	Participated in protests to raise social voice	Civ_16
17.	Forwarded/shared posts related to sensitive social issues on social platform	Civ_17

Source: Author's Input

Table 1 showed the coding values for the civic engagement statements. These were seventeen and related to social engagement, the respondent's participation in the society and his approach to the social issues. The statements were having coding values from Civ_01 to Civ_17.

Table 2: Organizational Commitment and its Coding

S. No.	Statements	Coding Values
1.	Put my effort beyond that normally expected	OC_1
2.	I consider my organization a good place to work	OC_2
3.	I feel less loyalty to my organization	OC_3
4.	To keep working here, I accept all assigned jobs	OC_4

5.	My organization and my values are similar	OC_5
6.	Feel proud as a part of this organization	OC_6
7.	I could change my organization for the same salary	OC_7
8.	The organization inspires in job performance	OC_8
9.	Little chance to stay for a year	OC_9
10.	Prefer this organization to another while joining	OC_10
11.	Staying here a lot can be achieved	OC_11
12.	Find difficulty with the organization's policies	OC_12
13.	Concerned about the future of organization	OC_13
14.	It is the best organization for me to work with	OC_14
15.	Working here is my mistake	OC_15

Source: Author's Input

Table 2 showed the coding values for the organizational commitment questionnaire. This scale describes the employee's willingness to exert his efforts, the desire to maintain his association with his organization and his acceptance of organizational values. There were six negative statements in the scale; these were OC_3, OC_7, OC_9, OC_11, OC_12 and OC_15. The values were reversed while data entering.

Descriptive Statistics

The descriptive statistics showed the values derived from the undertaken variables. It showed the coding value of statements, mean, standard deviation, skewness, kurtosis and number of respondents. Response values were '1' and '5' for minimum and maximum respectively.Total number of valid respondents was 476 out of 500.

Table 3: Statistics of Civic Engagement

	Mean	Std. Deviation	skewness	Kurtosis
Civ_1	3.3592	1.22050	-.358	-.833
Civ_2	3.2815	1.24332	-.197	-1.020
Civ_3	3.3277	1.25058	-.367	-.876
Civ_4	3.3256	1.23333	-.369	-.817
Civ_5	3.3550	1.28062	-.282	-.980
Civ_6	3.2920	1.25187	-.262	-1.019
Civ_7	3.3550	1.21308	-.316	-.832
Civ_8	3.2542	1.25844	-.215	-1.051
Civ_9	3.2941	1.22330	-.286	-.896
Civ_10	3.2521	1.21374	-.323	-.857
Civ_11	3.3088	1.19438	-.338	-.798

Civ_12	3.2710	1.28640	-.260	-1.057
Civ_13	3.3004	1.26993	-.306	-.991
Civ_14	3.3277	1.21817	-.339	-.924
Civ_15	3.2731	1.22130	-.290	-.890
Civ_16	3.2332	1.27082	-.247	-1.020
Civ_17	3.3130	1.18797	-.344	-.809
Valid N (listwise)	476			

Source: Author's Calculations

Table 3 showed the mean, standard deviation, skewness and kurtosis of civic engagement. The mean value ranges from 3.2332to 3.3592, the standard deviation ranges from1.18797 to 1.28640, skewness ranges from -.396 to -.197 and kurtosis ranges from -1.051 to -.798.

Table 4: Statistics of Organisational Commitment

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	Mean	**Std. Deviation**	**skewness**	**Kurtosis**
OC_1	3.4160	1.26794	-.414	-.865
OC_2	3.2479	1.24372	-.274	-.874
OC_3	3.4139	1.21349	-.437	-.719
OC_4	3.3445	1.24266	-.405	-.863
OC_5	3.3088	1.23425	-.301	-.905
OC_6	3.3550	1.29696	-.373	-1.001
OC_7	3.2941	1.29357	-.291	-1.044
OC_8	3.2899	1.25990	-.268	-1.002
OC_9	3.2836	1.22836	-.239	-.955
OC_10	3.2311	1.26872	-.292	-.995
OC_11	3.2878	1.26289	-.309	-.967
OC_12	3.3739	1.24937	-.352	-.896
OC_13	3.2899	1.23969	-.298	-.948
OC_14	3.2269	1.24604	-.240	-.971
OC_15	3.2710	1.25492	-.317	-.973
Valid N (listwise)	476			

Source: Author's Calculations

Table 4 showed the mean, standard deviation, skewness and kurtosis of organizational commitment. The mean value ranges from 3.2269 to 3.4160, the standard deviation ranges from1.21349 to 1.29696, skewness ranges from -.437 to -.239 and kurtosis ranges from -1.044 to -.719.

Table 5: Variables Entered/Removed

Model	Entered	Removed
1	Computecivic_engagement= Mean (Civ_1 to Civ_17)[b]	-
a. Dependent Variable: COMPUTE organisational_commitment= MEAN (OC_1 to OC_15)		
b. All requested variables entered.		

Source: Author's Input

The table 5 showed the variables entered and removed while transforming the statements of both independent and dependent variables, i.e. civic engagement and organizational commitment respectively.

Table 6: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error
1	.801[a]	.641	.640	.38279
a. Predictor: COMPUTE civic_engagement				

Source: Author's Calculations

Table 6 showed the model summary of the regression analysis. The r- value showed the correlation between the dependent and independent variables. In the given table 'R' was .801 which was above .50 which was good to proceed. The R-square showed the total variation in the dependent variable that could be explained by the independent variable, which was 64.1%. The model summary was satisfactory to proceed with the further steps.

Table 7: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.109	1	124.109	846.982	.000[b]
	Residual	69.456	474	.147		
	Total	193.565	475			
a. COMPUTE organisational_commitment						
b. COMPUTE civic_engagement						

Source: Author's Calculation

Table 7 showed whether the model is significant enough to determine the outcomes. In the table, the p-value is 0.000 which is less than 0.05 at 95% confidence level. Therefore, the result was significant.

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.584	.095		6.128	.000
	COMPUTE civic_engagement	.825	.028	.801	29.103	.000
a. Dependent: COMPUTE organisational_commitment						

Source: Author's Calculations

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Table 8 showed the strength of the relationship between the dependent and independent variables of the study, i.e. civic engagement and organizational commitment. The significance value was < 0.05, the null hypothesis was rejected. Therefore, there was a significant impact on civic engagement on organizational commitment. In other words, there is a significant change in organizational commitment due to the social engagement with the society. People who are involved in social activities showed more concern for their organization.

Conclusion

People who graft single-handedly or collectively to protect community values, and to make changes/ differences in society often form an organization that participates in their community and involve themselves more in civic or social activities. Civic engagement enhances the sense of belonging & control, symbolic immortality and self-esteem **(Heine et al., 2006)**. Community involvement or community participation by any person or group doing community activities can be defined as community involvement. Civic engagement motivates people with common goals and social connections **(Albanesi et al., 2007)**. This behavior of civic engagement can be beneficiary for the society as well as the organization in which they are working. The involvement of employees can help the organization in generating new ideas, and changes in behaviors at work, and in workplace decision-making.

It was observed that young people were found engaged in civic activities. They participated in their society through various means of action, such as social awareness activity during the COVID-19 pandemic, working together with local people to solve a community problem, following the 'swatch Bharat Abhiyan' campaign of the government, discussing global warming issues with their peer group, forwarded/ shared sensitive social issues on their personal social platform, etc. These actions showed their awareness of the society and their civic engagement. Also, it was found that there was a significant relationship between civic engagement and organizational commitment. The more the people engaged in society the more probabilities were found in their loyalty and commitment to their organization. Further, it was observed that organizational commitment strengthens employees' attitudes toward their organization.

Limitations

1. The study is based only on the capital of India, i.e. New Delhi.
2. The current study focused on the young professionals working in financial institutions.

3. Only four major types of financial institutions were considered, i.e. commercial banks, brokerage banks, insurance companies and investment banks.

4. Only 125 respondents from each kind of financial institution were considered.

5. The study is only based on relationship between civic engagement and organizational commitment of young employees.

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