This chapter summarises the major findings of the study with respect to various objectives and hypotheses. The major findings of the study are as follows:

**Dimensions of Organisational Commitment:**

**ORGANISATION WISE**

The ANOVA results indicate that the difference in the levels of commitment as indicated by the mean scores is significant. That is, there is significant variance in the levels of organisational commitment among professionals belonging to different organisational settings. Here the alternate hypothesis proposing a difference in the levels of commitment has been accepted, $F = 5.572$, Signif. level = 0.000.

**PROFESSION WISE**

The ANOVA result shows that the commitment level of professionals in three types of professions—managerial, consultancy, scientific—differs significantly from one another. [The alternate hypothesis signifying the difference in the levels of commitment is accepted $(F$-value $=7.369$, at 0.001 level of significance).]
a) Managers and Consultants

From the t-test results it can be concluded that the managers and the consultants differ significantly with respect to their level of commitment to their organisations and that the difference is significant. [Here, the null hypothesis is rejected and alternate hypothesis is accepted (t-value = 2.23, significant at 2-tail probability 0.027)]. Combining the mean scores, it can be interpreted that the managers have a higher level of organisational commitment than the consultants.

b) Managers and Scientists

FINDING Managers and scientists differ in terms of their level of commitment. The t-test results enable the researcher to conclude that the level of commitment, expressed by the managers and the scientists to their respective organisations, is different (t-value = 3.65, at a 2-tail prob. of .000). The mean scores indicate that the Managers have a higher level of organisational commitment than the scientists.

c) Consultants and Scientists

The t-test results detailed in table 4.8 indicates that though apparently different in terms of the level of commitment, the difference in the levels of organisational commitment of the consultants and the scientists is not significant. Here, the null hypothesis is accepted as the computed t-value is not
significant (t-value=1.15, 2-tail prob. of 0.253) i.e., Consultants and scientists have the same or similar level of 'commitment to the organisation'

**Conclusion 1**

Combining the findings of the Anova and t-tests detailed above, it can be concluded that managers as a group of professionals differ from consultants and scientists with respect to their level of organisational commitment. The mean scores indicate that the level of commitment is higher for the managers than the other two categories of professionals.

**POSITION WISE**

Here, the results of the ANOVA suggest that there is a significant difference in the level of commitment of professionals in the three position based groups(level of significance = .011). Thus, it can be concluded that professionals at different positions in an organisation have different levels of commitment to the organisation (F value 4.565, Sig. level = 0.011) . Besides this, from the average level of commitment it can be interpreted that commitment level is higher among the senior level professionals.

a) Junior and Middle Level

Based on the results of the t-test, the null hypothesis is rejected and the alternate hypothesis-i.e. The level of commitment of junior and middle level professionals differ significantly from each other- is accepted (t-value = 2.09, 2-tail prob.=0.038)
Therefore, it can be concluded that the level of commitment to the organisation of position-wise junior and position-wise middle professionals differs significantly. The mean values assert that the **juniors have higher level of organisational commitment** (32.59) than the middle level professionals (30.98).

**b) Junior and Senior**

**Hypotheses**

H0: Level of commitment of junior and senior level professionals does not differ significantly.

H1. Junior and senior level professionals differ significantly in terms of their level of commitment

Based on the results detailed in table 4.11, the null hypothesis is accepted and the alternate hypothesis stating a difference in the commitment is rejected (t-value = -0.92, 2 tail prob. = 0.358)

Therefore, it can be concluded that the **professionals in the junior levels of the organisation and the senior levels of the organisation exhibit the same level of commitment to the organisation**. That is, being in the senior level does not make any difference to the level of commitment than being in the junior level.

**c) Middle and Senior level**

**Hypotheses**

H0: Professionals in the middle and senior levels of the organisation do not differ in terms of their levels of commitment.

H1. Professionals in the middle and senior levels of the organisation differ in terms of their level of organisational commitment.
The results of the above analysis recommend the acceptance of the alternate hypothesis, at a 2-tail probability of 0.010.

Therefore, based on the t-test results it can be concluded that Commitment to the organisation of middle level professionals is significantly different from the commitment level of senior professionals (t-value = -2.60, 2-tail prob. = 0.010). The mean scores further assert that the seniors have a higher level of commitment than the middle level professionals.

\( \chi^2 \)-Test of association.

Hypotheses

H0: The level of commitment and the positional levels are not associated (i.e. the level of commitment is independent of the positional levels)

H1: The level of commitment is associated with the positional levels.

From the chi-square analysis results (given in table 4.20) the null hypothesis is accepted, as the computed chi-square value is not significant. Thus, it can be stated that the level of commitment is not associated with the positional levels. Therefore, it can be concluded that the differences in the levels of commitment found among the professionals belonging to different positions is not moderated by the status of their position.

**Conclusion 2**

From the Anova results t-test and \( \chi^2 \)-tests it can be concluded that positional level has a curvilinear relation with the level of commitment. The t-test results indicate that the middle level professionals as a group differ
from the junior level and the senior level professionals with respect to their level of organisational commitment. With the help of mean scores it can be concluded that the middle level professionals have the lowest level of commitment to the organisation in comparison to the other levels. In general, position does not moderate the level of commitment.

**AGE WISE**

**Hypotheses**

H0: Commitment level of professionals belonging to different age levels does not differ from one group to another

H1. Level of commitment of professionals belonging to different age levels vary across different groups.

The results of ANOVA analysis indicate that the level of commitment of professionals vary with respect to the age of the professional. It can thus be interpreted that professionals at different age levels express different levels of commitment. (F-value = 7.952, alternate hypothesis is accepted at 0.000 level of significance).

**a) Young and Middle aged**

**Hypotheses**

H0: Young and middle aged professionals have the same level of commitment to the organisation.

H1. Commitment level of the young and the middle aged professionals is not the same.
Here, the null hypothesis is accepted (t-value = -0.69, 2-tail prob. = 0.490)
The above result concludes that age does not cause any difference in the level of organisational commitment of the young and middle aged professionals. That is, the commitment levels of professionals below 35 years and professionals of age above 35 and below 50 do not differ.

b) Young and Old professionals

Hypotheses
H0: Commitment level of young and the old professionals are the same.

H1: Commitment level of young and old professionals differ significantly.

The results of the t-tests recommend for accepting the alternate hypothesis at 0.000 level of significance (t-value = -3.73) Therefore, it can be stated that the commitment levels of the professionals below 35 years and the professionals above 50 years are not the same. The mean scores further indicate that the ‘old’ professionals have a higher level of commitment than the ‘young’ ones.

c) Middle aged and Old

Hypotheses
H0: Commitment level of middle aged and old professionals does not differ

H1: Commitment level of middle aged and old professionals differ significantly

(H1 is accepted at a 2 tail prob. of 0.013, t-value = -2.50)
The t-test results suggest that the professionals above 50 years and the professionals below 50 but above 35 years have significant difference in their levels of commitment.

χ2-Test of association

Hypotheses

H0: Commitment level is independent of the age level (i.e., There is no association between the level of commitment and the age level of a professional)

H1: The level of commitment is dependent on the age level.

Here, since the computed value of chi-square is significant, the alternate hypothesis is accepted at .015 level of significance (chi-square value = 12.37)

From the result of chi-square analysis it can be interpreted that the level of commitment is associated with the age level of the professional. This means that professionals belonging to different age groups have different levels of commitment and that, these differences are moderated by the differences in their age level.

Conclusion 3

The results produced above conclude that the levels of commitment of juniors and middle aged do not differ significantly (2-tail prob. = 0.490), where as juniors and seniors differ significantly from each other with respect to their level of commitment (2-tail prob. = 0.000). Middle aged and seniors also have significant difference in their level of commitment (2-tail prob. = 0.013). That is, seniors with respect to their age have a significantly
different level of organisational commitment than that of the young or the middle aged professionals. The mean scores indicate that seniors have the highest degree of commitment, followed by the middle aged and then the young ones. The conclusion derived is that *age has a linear relation with the level of commitment*. As age increases, commitment level tend to increase.

**EXPERIENCE WISE**

Hypotheses

H0: The groups of professionals with different levels of experience do not differ with respect to their level of commitment.

H1: Professionals belonging to various experience categories differ with each other in terms of their level of commitment.

Here, the F-value (13.74) is found highly significant at 0.000 level of significance. Therefore, the null hypothesis is rejected and the alternate hypothesis is accepted. A conclusion can be derived from the ANOVA results that the difference in the levels of commitment of professionals belonging to three different levels of experience is significant. This means that the no. of years of experience (gained) in an organisation is an important factor in causing a difference in the level of commitment of a professional.

a) Low and Medium Experience Group

Hypotheses

H0: The professionals of low experience and medium experience group have the same level of commitment.
H1. The professionals of the low experience and the medium experience group differ with each other with respect to their level of commitment.

The results of t-test indicate that the low and medium experience group have different levels of commitment. (The commitment levels differ at a significant 2-tail probability of 0.001, t-value = -3.49). The null hypothesis is rejected.

Based on the mean scores and the t-test results it can be concluded that professionals with medium experience (11-20 years) have higher level of organisational commitment than that of professionals with low experience (0-10 years).

b) Low experience and High experience group

The t-test results indicate that highly experienced professionals and professionals with low experience differ significantly with each other in terms of their level of commitment (2 tail prob. = 0.000, t-value = -4.80, Null hypothesis is rejected).

Based on the mean scores it can be further concluded that professionals with more than 20 years of experience in the organisation express a higher level of commitment than the professionals with less than 10 years of experience.
c) Medium and High experience groups

The results of t-test indicate that the medium and high experience groups’ level of commitment is the same. (The computed t-value = -1.03 is not significant, 2-tail sig. = 0.303) The conclusion derived here is that professionals with 11-20 years of experience and more than 20 years of experience do not differ significantly with respect to their level of commitment.

χ²-Test of association.

Hypotheses
H₀: The level of commitment and the level of experience are independent of each other
H₁: The level of commitment of professionals is associated with the level of experience of a professional

The results of chi-square test indicates that the computed chi-value is significant 0.005 level. This calls for accepting the alternate hypothesis as against the null hypothesis. Therefore, it can be concluded firmly that the differences in the level of commitment of professionals of different levels of experience are caused by the differences in the level of experience.

Conclusion 4

From the above analyses, it can be inferred that professionals with less than 10 years of experience in the organisation have a significantly different level of commitment than others with higher level of experience. The
mean scores further assert that, the level of commitment is the lowest among the low experience group. The preceding analyses and findings enable the researcher to conclude that the level of experience has a significant moderating effect in the level of commitment. Experience level tend to have a linear relationship with the level of commitment. Therefore it can be concluded that as experience increases, the level of organisational commitment increases.

Conclusion 5
(SUMMARY)

Combining the above findings, it can be concluded that age and years of experience cause a difference in the level of organisational commitment of a professional, whereas position does not. Age and experience are two investments and therefore, commitment takes the form of a calculated attachment in the case of professionals.

OVERALL SOCIALISATION

Organisation wise

ANOVA results indicate that overall socialisation experienced by professionals of different organisations is different and that this difference is significant. (F = 2.238, significance level = 0.040).

Profession wise

Hypotheses

H0: Managers, consultants and scientists do not differ with respect to their level of socialisation
H1. Socialisation level enjoyed by the managers, consultants and scientists differ with each other

This result, however, did not approve the hypothesis that there is a significant difference in the levels of socialisation of professionals (Resulting F value is very small, level of significance 0.642). Hence, it can be stated that the apparent difference in the levels of socialisation of professionals as found by the first Anova result might have occurred due to chance.

Conclusion 6

From the ANOVA results it can be concluded that the level of overall socialisation is moderated by the organisational differences, but not by the professional differences. Thus, socialisation is a process more related to or moderated by the organisational specialities than the professional distinctions.

a) Socialisation and positional status

<table>
<thead>
<tr>
<th>Chi - Square</th>
<th>DF</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3139</td>
<td>4</td>
<td>.5058</td>
</tr>
</tbody>
</table>

The result shows that both the variables are independent of each other. That is, the levels of socialisation experienced by the professionals of different positional levels are not different.
b) Socialisation and age

<table>
<thead>
<tr>
<th>Chi - Square</th>
<th>DF</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.954</td>
<td>4</td>
<td>0.4121</td>
</tr>
</tbody>
</table>

Here the computed chi-square value is not significant (\( \chi^2 = 3.95 \), level of sig. = 0.41, result not significant)

Hence it can be concluded that the level of socialisation (which is the sum total of all the socialisation experiences) experienced by one in an organisation is the same for professionals of all age groups.

These results indicate that overall socialisation level is not moderated by the age level of the professionals. That is, the levels of overall socialisation experienced by the professionals do not differ with respect to the age levels of the professional.

c) Socialisation and experience

<table>
<thead>
<tr>
<th>Chi - Square</th>
<th>DF</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4186</td>
<td>4</td>
<td>0.6593</td>
</tr>
</tbody>
</table>

The result indicates that level of socialisation is not moderated by the years of experience of the professionals. (Chi-square value = 2.4186, significance = 0.65).
Conclusion 7

The above results conclude that the level of overall socialisation is not moderated by the variations in the levels of age, position, or the years of experience of a professional.

ORGANISATIONAL COMMITMENT AND OVERALL SOCIALISATION

Hypotheses

H0: Level of commitment is not associated with the level of socialisation

H1. Level of commitment is associated with the level of socialisation

Here, the alternate hypothesis stating the association between the variables is accepted (chi-value computed = 42.71, level of significance = 0.000). (This result has been re-checked after pooling the classes together. The resulting value of chi = 52.14, was well above the critical value at .01 level of significance, 6.635.)

From the chi-square result, it is derived that both the variables are associated.

Conclusion 8

Therefore, it is concluded that the difference in the levels of organisational commitment among the professionals is brought by the differences in the levels of overall socialisation experienced by them.
Organisational commitment of the professionals is seen as moderated and influenced by the organisational and professional specialities, the age levels, experience levels and the overall socialisation levels. Positional levels have no moderating effect on the level of commitment of a professional. Among all these variables, socialisation level is the only one that can be directly influenced by the organisation as it is a purely organisational variable. It therefore can be concluded that the levels of socialisation and the factors or the variables that can make a difference in the socialisation levels have a significant influence in shaping up the level of commitment of a professional. Such levels of commitment are also influenced by the varying degrees of age, position and experience as also by the professional and organisational distinctions.

AN OVERVIEW OF COMMITMENT MECHANISMS FOR DIFFERENT GROUPS

The following are results of a comparative analysis of commitment mechanisms.

a) Junior levels

The junior group's commitment relevant experiences are compared from one group to another.

- Reciprocity feeling, Personal importance and Value non-congruence are the common mechanisms to the commitment
professionals belonging to age wise, position wise and experience wise junior groups.

- Reciprocity and personal importance have very high, positive influence in the level of commitment.

- Value non-congruence has a negative relationship with the level of commitment. It can be deducted from the comparative analysis that value non congruence has greater influence in those groups where reciprocity has less influence.

- Peer group's positive attitude seems to be a common mechanism to the commitment of position wise and age wise juniors.

- Intention to stay with the organisation and the extra role requirements are the two specific mechanisms to predict the level of commitment of young professionals

- Fear of failure is a distinct predictor of the commitment of low experience group.

- Reciprocity exerts very high influence to the commitment of the young professionals where as personal importance exerts high influence to the commitment of the position wise junior professionals
Conclusion 9

Thus in general, it can be concluded that even though juniors in all respects, the three junior groups have distinct sets of predictors to the commitment of their professionals. More specifically, the young professionals have intention to stay and extra role requirement as distinct predictors and the low experience group has fear of failure as a distinct experience to predict the level of commitment of professionals among them.

b) Middle-level groups

- Value non congruence is the most common predictor to the level of commitment of professionals at the middle level. Value non congruence affects the level of commitment moderately, but adversely.

- Reality shock and reciprocity are the next two significant aspects of socialisation that determine the level of commitment of the middle level groups. Both these experiences have very high and significant influence in the level of commitment of the professionals of the medium experience group. Whereas reality shock doesn’t affect position wise middle group, reciprocity tends to have no influence on the level of the middle aged professionals.
- Commitment level of the middle-aged professionals is affected and predicted by two negative aspects of socialisation.
The regression analysis for the above group did not suggest any positive experience to enhance the level of commitment of these professionals.

- Intention to stay with the organisation, positive attitude of the peer group and job challenge are the three distinct experiences in the model of commitment for professionals at the position wise-middle levels of the organisations.

- Similarly organisational dependability is a specific predictor to the level of commitment of the professionals with medium length of experience (11-20 years).

Conclusion

In general, the middle level professionals also have group specific models of commitment. This indicates that the experiences that a specific group of professionals undergo need not necessarily be the same as those of the other group. The various aspects of socialisation that a professional at the middle level undergo which determine his/her level of commitment varies from group to group.
The models of commitment for each group conclude that the level of commitment can be enhanced by intensifying the commitment mechanisms specific to each group. The way in which each aspect is enjoyed exerts an influence in their level of commitment. Commitment here appears as a function of the different aspects of socialisation (commitment mechanisms) enjoyed by a professional.

c) SENIOR GROUPS

- The three senior groups differ in terms of their commitment mechanisms.

- Professionals at the senior position have an entirely different model of commitment than the other two groups.

- Professionals at the higher-age group and high-experience interestingly have the same aspects of socialisation as their commitment mechanisms.

- Job challenge appears as the only common aspect of socialisation relevant to the commitment of senior groups.

Conclusion 11

Professionals aged more than 50 years, and experienced more than 20 years have many socialisation experiences in common to enhance their commitment.
As age increases, commitment mechanisms which enhance the level of commitment get moderated by the age level of the professional. An increase in the level of experience signifies nothing but an increase in the level of age. Hence the model of commitment for age-wise seniors resembles much the model of commitment of the highly experienced professionals.

**Conclusion 12**

- An increase in the level of challenge in the job increases the commitment of the senior professional. It can also be seen from the commitment models for different groups that job challenge has very limited influence only, in the level of commitment of the professionals at the senior position, in comparison to its influence on the level of commitment of the other senior groups. Thus it can be concluded that while a person advances in age or career, or gains experience in an organisation, he/she welcomes more challenging jobs.

- It is also evident from the regression models that social involvement experiences, perceived outside opportunities, compliance to rewards and fear of failure are the distinct experiences relevant to the commitment of professionals at the senior positions in organisations. Whereas fear of failure and compliance to rewards influence commitment level positively, social involvements and perceived outside opportunity influence it negatively.
• At senior level professionals become more committed to their respective organisations based on the reward they get. Here, they are simply complying to the reward so obtained.

• Value non-congruence has no impact on the commitment of the professional at the senior levels positions.

• Intentions to stay with the organisation, role clarity, positive attitude of the peer group, job challenge and reciprocity are the various aspects of socialisation which improves the level of commitment of the age wise and experience wise senior professionals. Value non-congruence has a minimal, but negative influence in the level of commitment of these groups.

*But as a whole, it can be concluded that the age wise and experience wise senior's commitment can be approached more easily.*

**Conclusion 13**

• Comparing junior, middle and senior professionals, it becomes evident that role clarity, job challenge, reciprocity and compliance to rewards are the experiences which are exclusively related to the commitment of seniors. As they grow and experience, if the seniors cannot find clarity in their job or role, or, if they don't feel that their rewards are not worthy to comply with, commitment will not be enhanced for this group.
Personal importance and reciprocity are two common mechanisms of commitment for junior professionals. Together with this a positive peer group and a better treatment and benefits capable of stimulating their reciprocity, may help the organisation to extract maximum commitment from them.

Value non-congruence appears to be the most detrimental experience as far as the commitment of middle level professionals is concerned.

**PROFESSION WISE**

**Conclusion 14**

- Value non-congruence and reciprocity are the two most common mechanisms of commitment for all categories of professionals. Reciprocity, hence stands an important experience to counter the negative influence of value non-congruence.

- Fear of failure, personal importance, reciprocity feeling and value non-congruence are the four common mechanisms to the commitment of consultants and scientists.

- Managers stand as a separate group with respect to their commitment mechanisms. Other than Value non-congruence and reciprocity feeling, the commitment model of managers does not have any other aspect of socialisation in common with the models of commitment of other professionals.

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• Compliance to rewards, organisational dependability and job challenge are the three specific mechanisms to the commitment of managers. Job challenge seems to have greater influence in the level of commitment of managers.

• Role clarity and social involvement are the two aspects of socialisation specific to the commitment of consultants. When compared to the models of commitment for other professionals, consultants’ commitment is adversely affected by two aspects of socialisation viz. value non-congruence and social involvements.

• Reciprocity appears as the most significant predictor to the level of commitment of scientists. Personal importance also has a sound influence to the level of commitment in this group.

• To improve the level of commitment of the scientists, they have to be provided with experiences which can generate a reciprocity feeling in them; an environment where one’s personality is recognised as important to the organisation; and a job which is highly competitive to elicit an inherent fear of failure among them.

Conclusion 15

The consultants and scientists show not only a similarity in their level of commitment, but also a similarity in the process of socialisation which is instrumental in enhancing their level of commitment. Personal
importance and reciprocity are the two most significant experiences as far as the commitment of consultants and scientists are concerned.

**SUMMARY**

Organisational commitment of various groups of professionals seems to be moderated by the differences of the groups as well as of the socialisation experiences. Demographic variable 'age' and the semi-structural variable 'experience' cause a difference in the level of commitment. Similarly, the professional and organisational differences moderate the level of commitment. From the point of view of the organisations, the socialisation experiences if differ can be used as tool to process and enhance the level of commitment of professionals of various groups.

The 'Socialisation effect' does not depend on the professional or demographic differences. Socialisation level is moderated only by the organisational specialities. It is purely an organisational variable. However, the difference in the socialisation levels as found among the professionals can cause a significant difference in the levels of organisational commitment of professionals.

The various models of commitment emerged clearly conclude that the different groups of professionals have different models of socialisation to process their commitment. Commitment level of the
professionals at varying levels of age, experience, positional level, professions etc. have different socialisation experiences to predict the commitment of professionals of those groups.

The intensity with which each of these experiences predict the consequent commitment also differs in various groups. Various models explain commitment in varying percentages. The mere fact that the various groups have different types of organisational experiences to predict their level of commitment conclude that the socialisation experiences (commitment mechanisms) can take different shapes to boost up the level of commitment.

It therefore can be concluded that the various ‘commitment mechanisms’ help to process the commitment of a professional to an organisation. The mechanisms of commitment are purely organisational and they differ depending upon the characteristics of the groups. This conclude that different groups of professional tend to enjoy different socialisation experiences at various points of their career. Hence in order to improve the level of commitment of these professionals the organisations have to identify these mechanisms (experiences) that they enjoy and plan for the same in the organisational context. As these mechanisms have a processing power, the consequent level of commitment will be enhanced. These mechanisms therefore stand as an integration tool to integrate an individualistic-professional citizen to the organisational context.
THEORETICAL SIGNIFICANCE AND PRACTICAL IMPLICATIONS OF THE STUDY AND SUGGESTIONS FOR FURTHER RESEARCH

A) THEORETICAL SIGNIFICANCE

The results of the study project the moderating effects of professional background, age, experience and position etc. on the level of organisational commitment. As the relationship of professional background (as defined in the present study) with the level of commitment has not been tested earlier, it limits the comparison of this finding with previous findings. However, the findings of the present study appear to be very significant finding and hence may contribute to theory building for a better understanding of organisational commitment (OC) phenomenon.

Similarly the moderating effects of the various personal -cum professional variables which are found out by the present study underline the impact of investments (side-bets) enhancing the consequent commitment to an organisation. This finding goes in tune with the results of various studies done (Sheldon, 1972, Brown, 1964) abroad, but stands as a unique theoretical contribution in the Indian context due to the absence of studies on these lines.

Though the literature indicates the availability of process models on commitment the models developed on the various aspects of socialisation experiences are new. Models relevant to each and every category of professionals add to the theoretical significance of the assumption that organisational commitment is a process. This also
validates the 'commitment proposition' suggested by Scholl(1981) which argued that organisational commitment can act as a stabilising force. Availability of regression models increases the predictability of the commitment phenomenon.

But of the different new organisational experiences (other than organisational socialisation) analysed in the study, organisational satisfaction ($F = 2.35$, Signif. $F = 0.072$) Value internalisation ($F = 3.45$, Signif. $F = 0.017$) and Social involvement opportunities($F=4.291$, Signif. $F = 0.006$) only have been found differing significantly from profession to profession. Even here, the $F$- Value for organisational satisfaction shows that the difference is not strong. Hence these can be taken in future as broad indices of commitment if they have a strong correlation with commitment.

The study, by way of its analyses, has contributed to the betterment of commitment's componentisation. New variables like value non-congruence has emerged as a powerful predictor of organisational commitment. This particular finding supports and testifies the argument put forward by O'Reilly that value congruence or non-congruence can be a significant component of commitment.

Besides all these the study, by its pilot investigation and scale validation has in effect given rise to a fairly effective commitment scale. Its validity/reliability was compared against an accepted tool in the Indian context. The investigator recommends the future researchers to make use of the commitment and socialisation scales developed by the present investigator, which are rather more suitable to the Indian context.
The low level of commitment and greater dispersion in the level of commitment found among the position wise middle professionals is a finding keeping in tune with that of the earlier findings. Here also the seniors are more committed than the juniors and middle level professionals.

Technically, the study would have been more perfect if the moderating effects of profession, age, experience, position etc. were found out by keeping the effect of all other variables constant. This was not considered when the sampling frame was decided. For example, the conclusion that the professional back-ground has a moderating effect on the level of commitment would have had more conclusive effect, had the same been done on a group of professionals with controlled age, experience and position. That is, if the study on the variation of the level of commitment of three professionals was done among professionals of young age, with low experience and junior position, alone the finding regarding the variation would have got more acceptance and validity. Though possible, this is not very much feasible as the sample selection becomes more a complex procedure. As position, age and experience usually overlap, selecting a group with these three characteristics as mutually exclusive properties becomes a complicated procedure. Besides this, this will not help operationalising the moderating variable levels properly. This perhaps is another structural limitation of the study which was not compensated for due to time limitation and methodological complexities.

However, it is felt during the analysis of the study, that this would be capable of giving more accuracy to the findings, especially with respect
to the variations in the levels of commitment across different groups. Hence, future studies dealing with the process of commitment may take an experimental design for the study, so as to control the effects of certain moderating variables while describing others.

As the relationship of professional background with the level of commitment has never been tested earlier it limits the comparison of this finding with previous findings. However, the observed relationship appears to be very significant. Further, from the mean scores and the standard deviations, it can be firmly concluded that managers are a homogeneous group with respect to level of commitment; followed by consultancy professionals, and then the scientific professionals. The mean and standard deviation, as well as the t-test results help the researcher in asserting that commitment level appears to be the highest among managers. The low magnitude of organisational commitment of the scientists causes our concern as, this leads to their leaving their organisations.

**B) PRACTICAL IMPLICATIONS**

Being a study dealing with the process models of commitment, the study has much of a practical relevance.

The study has doubtlessly proved that the professional differences have a significant impact on the commitment of a professional. In another way, the findings indicate that the professionalism if not compensated
by due socialisation process can take away the organisational commitment of the professional.

The study has also proved that the level of commitment of a professional is likely to increase if he has made certain investments in the organisation. This calls for promoting further continuance in an organisation as a way of inducing commitment from a professional.

The practical relevance lies on the realisation of the commitment models that emerged as a result of the study. This study has identified a number of process variables to enhance the level of commitment of professionals belonging to various groups. Organisations which face the problem of lack of commitment from the professionals can make use of the various process models to enhance the present level of commitment of their employees.

The regression models detail the various experiences to be nurtured in the organisation to promote the commitment of a professional. Once when these experiences are provided the professionals' level of commitment will increase, which in turn will boost up the continued stay and the same will again add on to the commitment of the professional. The various models help the organisation to plan for the various experiences in the organisational setting which can help the enhancement of organisational commitment. The study deals in detail with such experiences.

Process models of commitment identified for each group will help the organisation to attack the problem of lack of commitment or low
commitment in a far more practical way. The models therefore look at the low commitment or lack of commitment as a problem which can be solved from the end of the organisation.

Further, from the results it can be firmly concluded that managers are a homogeneous group with respect to level of commitment. i.e. commitment level appears to be the highest among managers. The low magnitude of organisational commitment of scientists causes our concern as, this may lead them to leave their organisation. Such models can be effectively utilised by the scientific settings which face the problem of lack of involvement or lack of commitment.

Though not tested, this finding underlines the notion that the inherent professionalism adversely affects the organisational commitment of a professional. In other words, the 'professional-individual-citizenship' succeeds over the 'organisational citizenship' in the case of professionals. But, this can be levelled off by suitably shaping up the 'overall organisational socialisation' of the individual. Hence the present study gives an answer to the much thought out problem of the integration of a professional with an organisation.

Age and years of experience seem to be two significant investments or side-bets. They have a strong, linear relationship with the level of commitment. With respect to the magnitude or intensity of commitment, seniors of both these groups have higher commitment. However with respect to the distribution of the commitment score, the middle aged and the medium experienced groups are more homogeneous. But, they seem to be less committed than the seniors. The homogeneity of the commitment scores indicates that their
commitment levels are rather specific and do not vary much from individual to individual.

The homogeneity of their nature of commitment may be due to the intensity of their frustration. Identical findings are available in the literature (Sheldon, 1972). This finding urges the organisation which employ professionals at this level to tackle this issue carefully.

The level of socialisation, which has emerged as a purely organisational variable, is not affected by the professional distinctions and demographic classifications. Individuals experience these in different intensities and that makes a difference in their level of commitment. Therefore, the socialisation package identified for each group can be utilised to promote the level of commitment of the professional in that particular setting.

C) SUGGESTIONS

Technically, the study would have been more perfect if the moderating effects of profession, age, experience, position etc. were found out by controlling the effect of all other variables. This was not considered when the sampling frame was decided.

For example, the conclusion that the professional background has a moderating effect on the level of commitment would have had more conclusive effect, had the same been done on a group of professionals with controlled age, experience and position. That is, if the study on the
variation of the level of commitment of three professionals was done among professionals of young age, with low experience and junior position alone, the finding regarding the variation would have got more acceptance and validity. Though possible, this is not feasible as the sample selection becomes more complex. As position, age and experience usually overlap, selecting a group with these three as mutually exclusive properties becomes a complicated procedure.

However, it is felt during the analysis of the study that this would be capable of giving more accuracy to the findings, especially with respect to the variations in the levels of commitment across different groups. Hence, future studies dealing with the process of commitment may take an experimental design for the study, so as to control the effects of certain moderating variables while describing others.

In most of the models commitment level has explained only up to less than 70% of variations in the level of commitment. Hence more variables that can enhance the level of commitment are to brought and tested to answer the problem of lack of commitment fully. A low percentage of explanation provided by these models limit the generalizability of these models and a greater percentage of variation remains unexplained. This calls for testing more variables to explain and enhance the commitment fully.

Since commitment is found associated with and moderated by the socialisation experiences and other variables, it makes itself a complex variable. At the same time the study reveals that the levels of socialisation is moderated only by the organisational specialities. Therefore, further research is required to fully unveil the relationship
that the various organisational characteristics have on the overall socialisation.

It is evident that organisational socialisation is an organisational variable. If so, by identifying the antecedents of its variations commitment levels can be easily altered. However, for this, concrete findings on the relation of socialisation with other organisational variables are to be established. Future researchers, who are interested in the dynamics of organisational commitment, may give more attention to these details.

The difference in the climate of the organisation, the degree of professionalism etc. are not capable of causing a difference in the level of the experience of these. The study however could not answer, what can really make a difference in the level of socialisation.

From the results it appears that, when tested for the moderating effect of either of these variables, socialisation emerges out as an independent variable. This however raises the possibility that irrespective of the age, position, level of experience or profession, anybody can enjoy the socialisation and the level may not vary. But, what socialisation experiences, is peculiar to one profession, one age group, one experience group or position in the context of organisational commitment is more important. Perhaps, it can be concluded that neither of these variables alone is capable of causing a significant difference in the level of socialisation experienced by one.

The difference, if any, may be due to the combined effect of all these moderating variables. It can also be argued here that, if the socialisation experiences that are enjoyed as part of the overall socialisation for one
group is different from another group, those individual experiences are the ones which are causing the moderation effect.

However, to understand the dynamics of the organisational commitment of professionals, these models pave a way. Future researchers may therefore try out more organisational variables whereby more percentage of variations can be explained and predicted. These results cannot be compared with any other due to the unavailability of studies in this direction.

An initial attempt is made in this study by way of regression models. The organisational and other peculiarities which had given different predictive powers to the various commitment mechanisms are to be analysed in detail. From the results of this study, it is seen that even when the levels of socialisation is maintained the same, commitment mechanisms differed. A clear understanding is therefore required on the various reasons by which the socialisation level is maintained the same among various groups.

Future researchers dealing with the socialisation process in an organisation, should define their concept more clearly, so that more variation can be seen in the level of overall socialisation. Or else, the idea of defining the sum total of socialisation experiences to be done with more care and after incorporating more variables of socialisation. To define the overall socialisation, the actual variables that constitute the socialisation in an organisation are to be found out. This would help to alleviate any anomalies in defining the concept of overall
socialisation. Therefore, a thorough look on the process of socialisation and the various stages of the socialisation in an organisation etc. are to be carried out. This would help to broaden the understanding of the concept of socialisation process in an organisation. This would benefit the organisation to develop commitment mechanisms to integrate it’s professionals to it.