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Determinants of Organisational Commitment among Employees Aged 50+

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ABSTRACT

Objective: The aim of the study was to identify differences in affective and continuance commitment among employees aged 50 and above, based on their demographic characteristics and job positions within the organisation.

Research Design & Methods: A study was conducted among employees aged 50+ in the Polish market who work in various full-time positions. Participants reported their socio-demographic characteristics, answered questions related to their job and history of job changes. Additionally, they responded to the Organisational Commitment Scale.

Findings: The results revealed that emotional commitment varies depending on the job position and the type of work performed. However, working in different positions differentiates continuance commitment. No differences were observed between men and women in both types of attachment.

Implications/Recommendations: The research results provide practical insights for individuals involved in recruiting, hiring, and collaborating with employees aged 50+.

Contribution: Knowledge about various aspects of organisational commitment allows for better job customisation and the maximisation of employee potential.

Article type: original article.

Keywords: organisational commitment, aging workers, employment, employee potential.

JEL Classification: D83, E24, J24, J53.

1. Introduction

The Polish job market is characterised by a low level of age diversity among workers. According to the latest forecasts, the ongoing process of population aging will result in a decline in the working-age population and, consequently, a continuing increase in the number of older workers (GUS, 2023). The group of workers with longer experience of work is subject to discrimination (Kunze, Boehm & Bruch, 2011) as there are jobs where both employers and colleagues tend to evaluate the productivity of older workers less favourably.

As a result, the issue of workforce age diversity is increasingly addressed in scientific research, primarily due to the creation of inclusive workplaces aimed at respecting differences among employees and creating conditions for the optimal utilisation of their potential (Cogin, 2012). One example of low employment rates for workers aged 50+ can be found in the modern business services sector, which has been a priority in economic policy and has been growing steadily. Since the 1990s, this term has encompassed the outsourcing of activities previously performed by internal company departments to external providers. During this time, its scope has expanded beyond production to areas such as human resource management and digitisation processes (Sobotka, Szymańska-Czaplak & Bruska, 2020). With the dynamic growth of centres and job opportunities, there is also an increasing demand for reliable and experienced employees, including those aged 50+.

Aging workers, due to their accumulated experience, play a significant role in many job positions, including the creation of work-life balance environments (Kulik *et al.*, 2014). Moreover, they are more motivated by intrinsic values such as autonomy, utilising their skills, and independence. They pay less attention to job-related perks and professional development opportunities (Inceoglu, Segers & Bartram, 2012). Research shows that in Poland, among workers aged 45+, impor-

tant values include professional work and a strong connection with the employer, which contributes to organisational commitment and reduces the willingness to change jobs (Widerszal-Bazyl, 2015). In a meta-analysis conducted by Ng and Feldman (2012), six popular stereotypes regarding older workers (aged 40+) were examined, including lower work motivation, poorer health, and a lower propensity for change. None of these stereotypes were empirically confirmed. Only one of them (willingness to participate in training and career development) was consistent with research results, indicating that younger workers were more willing to participate in training. However, as the authors note, this stereotype may exaggerate the extent to which age negatively affects the willingness to engage in further self-improvement due to its weak or very weak indicators. These findings correspond to the work of Boumans, de Jong, and Janssen (2011), who investigated the relationships between work aspects, motivation, and job satisfaction with age. Research results suggest that older workers seem to require work that presents an intrinsic challenge and provides a sense of fulfillment more than younger workers. This indicates a search for consistent intellectual challenges and a focus on enriching their work from older employees. Given the above research findings, it is important to identify factors that may be relevant when considering a job change or remaining in the workplace among workers aged 50+.

The organisational commitment model proposed by Meyer and Allen (1991) may be important in the context of explaining the reasons for the intention to change or take up a new job. This concept describes the relationship between an employee and their job and the organisation where it is performed (Łaguna *et al.*, 2015). Research demonstrates that a high level of organisational commitment brings numerous benefits for both the employee and the employer. Highly committed employees tend to go beyond their assigned duties, display more initiative, and have lower absenteeism rates. Furthermore, committed employees are less likely to quit or change jobs (Meyer & Allen, 1991; Meyer *et al.*, 2012). From the employee's perspective, strong commitment can be associated with a higher quality of life, reduced burnout risk, and improved psychosomatic health. Studies highlight numerous findings indicating that psychological factors are linked to organisational commitment, for example self-efficacy (Syabarrudin, Eliyana & Naimah, 2020). However, in a meta-analysis on the antecedents, correlates, and consequences of organisational commitment, Meyer *et al.* (2002) also demonstrated the importance of demographic traits and workplace characteristics. Therefore, the aim of our study was to analyse selected determinants and job characteristics in relation to organisational commitment among individuals aged 50+.

2. Literature Review

Within the framework of the organisational commitment Meyer and Allen (1991) identified three primary components: affective, continuance and normative commitment. Affective commitment is defined as a strong emotional bond with the organisation, including identifying with its goals and values, as well as active engagement in organisational processes and activities. Emotionally committed employees take pride in their work within the organisation, express positive opinions about it, and derive satisfaction from it (Meyer & Allen, 1991). On the other hand, continuance commitment is characterised by perceiving potential costs and consequences of leaving the organisation. Individuals with a high level of this type of commitment fear losing financial and non-financial benefits associated with employment. Normative commitment involves a sense of moral obligation to continue employment, rooted in experiences gained at the workplace or even within the family, such as loyalty or a sense of duty. A good reflection of these three types of commitment is that affective commitment pertains to the desire to stay in the organisation, continuance commitment to the necessity of staying, and normative commitment to the obligation (Suma & Lesha, 2013).

Despite its broad universality and prevalence, the concept of organisational commitment is influenced by various cultural and organisational factors that can vary from one country to another. For example, research results on organisational commitment differences in India do not align with those in the culturally distinct context of the United States (Singh & Gupta, 2015). In a meta-analysis conducted by Meyer *et al.* (2012) regarding cultural determinants of organisational commitment (studies in 57 countries), it was observed that different types of commitment vary depending on whether the culture is collectivist or individualistic. As noted by the authors, these differences are significant in measuring engagement, making it impossible to directly translate research results from one culture to the conditions prevailing in another country.

Additionally, there are significant differences in various types of commitment among individuals of different age groups. Research on generational differences in organisational commitment shows that all employees are significantly committed to their work; however, older individuals (aged 45+) exhibit the highest level of affective commitment, while younger employees perceive work as a means to achieve personal goals (Singh & Gupta, 2015). Among younger workers (below age 25) or those with shorter tenures (below 10 years), long-term commitment to the organisation is lower. Therefore, demographic data are significant predictors of organisational commitment in the long perspective.

Abreu, Cunha and Rebouças (2013) found that specific characteristics related to job organisation, such as full-time employment in a single company for over 10 years, are also essential factors in organisational commitment. Furthermore,

affective commitment was higher among employees in individualistic cultures (Fischer & Mansell, 2009). Thus, organisational commitment may depend on factors such as effort, job function, employee performance, and the perceived importance of one's position and duties (Jung & Yoon, 2016). Organisational commitment can also be associated with job satisfaction, productivity, reduced employee turnover, and flexibility (Saeed *et al.*, 2014; Yousef, 2017). For instance, research conducted by Gangai and Agrawal (2015) showed that continuance commitment correlated with job satisfaction only among male employees, while affective commitment was not associated with job satisfaction at all. In a meta-analysis by Meyer *et al.* (2002) on the relationships between different components of commitment, it was found that the emotional aspect positively correlates with employee performance and well-being but negatively correlates with the intention to leave the organisation. Conversely, continuance commitment is not strongly related to subjective work experiences.

In studies on Polish employees, Lewicka (2017) found that older workers (the baby boomer generation) exhibit the highest levels of commitment, although it was not determined whether these relationships were due to generational affiliation, work tenure, or the age of the respondents. On the other hand, Dobrowolska and Ślęzyk-Sobol (2015) demonstrated that the highest levels of organisational commitment are found among self-employed individuals. This result clearly indicates that organisational factors have a significant impact on the sense of attachment.

3. Study Objectives

In research concerning the values and competencies of employees, the role of generational and gender differences is emphasised. The aim of this research was to examine whether organisational commitment among workers aged 50+ differs in terms of demographic and organisational factors. Obtaining answers to these questions will contribute to a better understanding of the functioning of workers aged 50+ in a dynamically changing labour market, especially in rapidly developing sectors of the economy. The study aimed to explore the relationship between organisational commitment, gender, job positions, and organisational factors. The research applied measurements of affective and continuance commitment, which are empirically supported constructs known to influence individuals' intentions to remain with or change their current employment status (Beheshtifar & Allahyary, 2013; Albrecht & Marty, 2020). Considering the numerous factors influencing organisational commitment, including cultural contexts and demographic specifics, we formulated three exploratory research questions. Due to inconsistent findings, and results from similar studies (Dobrowolska & Ślęzyk-Sobol, 2017) we did not propose specific hypotheses for these questions. This approach stems from the relatively understudied nature of the group in focus – employees aged 50+ in the Polish labour market.

Age and gender have been recognised as key factors in shaping organisational commitment (Meyer *et al.*, 2012). However, the influence of these factors on commitment may vary across different cultural contexts (Al-Jabari & Ghazzawi, 2019). Therefore, in the first question, we decided to examine gender differences in organisational commitment:

Research question 1: What differences exist in affective and continuance commitment based on gender?

Balli and Yanik (2014) demonstrated that men differ from women in terms of both continuance and affective commitment. Men scored higher in affective commitment, while women scored higher in continuance commitment. In a study conducted on 2,960 Polish employed individuals, Adamchik and Sedlak (2024) observed that women and men displayed similar levels of commitment when other organisational variables were controlled. However, in a direct comparison, women demonstrated higher levels of commitment. There are also some studies that present differences between women and men in terms of factors such as work motivation, values, and sense of security (Arnania-Kepuladze, 2010; Barbulescu & Bidwell, 2013; Major, Morganson & Bolen, 2013). However, there are gaps in research on values related to organisational commitment, particularly among employees aged 50 and above, who can significantly differ from other generations (Cogin, 2012).

The next research question concerned differences resulting from job position:

Research question 2: What are the differences in affective and continuance commitment concerning job positions?

Perceived organisational support positively influenced organisational commitment (Artatanaya *et al.*, 2023). As the authors indicate, this effect may be mediated by job satisfaction, which depends on the employee's position or recognition from their supervisor. In a study conducted on hospital staff, it was found that both emotional and continuance organisational commitment varied depending on the type of work performed (e.g., physical, administrative, technical). Additionally, the authors observed differences based on job type, tenure, and experience (Balli & Yanik, 2014). These results indicate that the level of commitment may differ depending on various organisational factors. In studies conducted on employees with high levels of specialised knowledge who worked intellectually, it was found that those with longer work tenure were more attached to the organisation than their younger colleagues (Bartkowiak & Krugiełka, 2015).

The third research question concerned differences in perceived organisational commitment based on organisational factors. To address this question, we considered two organisational indicators. The first involved changes in position over the last 10 years, while the second focused on the type of tasks performed.

Research question 3: How do work position and change of position differentiate the levels of affective and continuance commitment?

This question highlights the importance of exploring various organisational factors that could explain organisational commitment among older workers. For example, Dobrowolska and Ślęzyk-Sobol (2017) showed that emotional commitment was lowest among individuals with unstable employment (e.g., fixed-term contracts), indicating that the work arrangement plays a significant role in organisational commitment. Moreover, three studies conducted by Stinglhamber *et al.* (2015) demonstrated that identification with the organisation increases affective organisational commitment, which negatively correlates with employee turnover. However, this series of studies controlled for factors such as level of function, organisational tenure, level of education, job autonomy, and perceived support. This provides evidence that commitment is not independent of organisational and other variables related to how employees perceive their position.

4. Method

4.1. Participants and Procedure

The study involved 346 participants from Poland, but for the final analyses, 280 participants who met all of the inclusion criteria were included. Power analysis using the G*Power, assuming $\alpha = 0.05$ and $1 - \beta = 0.90$, indicated that to obtain an effect size of $= 0.25$ in a one-way ANOVA for 3 groups, a minimum sample size of $N = 207$ is required. Among the participants, 47.9% were females. The age ranged from 50 to 60 years ($M = 52.93$, $SD = 2.45$). 18.2% of the participants lived in rural areas, 53.9% in cities with up to 250,000 inhabitants, and 27.9% in cities with over 500,000 inhabitants. 57.1% worked in the private sector, while 42.9% worked in the public sector.

The study was conducted online using a research panel. A purposive sampling method was applied to select employees aged 50+ from various companies. Each participant in the study had to meet the following criteria simultaneously: 1) provide informed consent to participate in the study, 2) be aged 50 or above, 3) be employed, 4) work full-time. The study excluded individuals who 1) did not consent to participate in the study, 2) were under the age of 50, 3) were not currently employed, 4) worked less than full-time. After passing the recruitment process, participants completed a questionnaire containing questions about the characteristics of their job and psychological scales to measure organisational commitment. Completing the entire questionnaire took approximately 15 minutes.

4.2. Measures

A set of custom questions concerning employment and two dimensions of the organisational commitment scale were used to measure the analysed variables.

The employment-related questions focused on aspects of employment and workplace organisation derived from the literature. They covered the type of job, job position, and changes in job position over time, such as “Have you worked in different positions in the last 10 years?”. Participants responded to each of these questions by selecting one answer.

Continuance and affective commitment were measured using the Polish version of the Organisational Commitment Scale (Wnuk, 2017). This scale consisted of 12 statements (e.g., “This company/organisation means a lot to me”), to which participants responded on a scale ranging from 1 – strongly disagree, to 5 – strongly agree. The theoretical validity analysis of this tool revealed statistically significant relationships with perceived organisational support, support from supervisors, job satisfaction, and person-organisation fit. The scale’s reliability, measured by Cronbach’s α coefficient, was 0.87 for affective commitment and 0.68 for continuance commitment.

4.3. Data Analysis

A descriptive statistics analysis of both the continuance and the affective commitment scales was conducted. In preliminary analyses, a two-sample paired *t*-test was used to compare the levels of continuance commitment with affective commitment. Homogeneity of variance was tested using Levene’s test. To compare the levels of organisational commitment, an independent samples *t*-test and one-way ANOVA were utilised. Significant effects were compared using the Tukey’s *post-hoc* test.

5. Results

5.1. Preliminary Analysis

Skewness and kurtosis analysis did not reveal significant differences in the results within each subscale (Table 1). Kolmogorov-Smirnov test analysis showed that the distributions of variables are not close to the normal distribution ($p < 0.05$).

Table 1. Descriptive Statistics for Organisational Commitment ($N = 280$)

Variable	<i>M</i>	<i>SD</i>	<i>Sk</i>	<i>K</i>	Min	Max	<i>K-S</i>	<i>p</i>
Continuance	19.55	4.48	0.17	−0.44	7.00	30.00	0.13	< 0.001
Emotional	19.32	5.41	0.01	−0.31	6.00	30.00	0.11	< 0.001

Notes: *M* – mean, *SD* – standard deviation, *Sk* – skewness, *K* – kurtosis, *K-S* – Kolmogorov-Smirnov test, *p* – *p*-value.

Source: the authors.

5.2. Main Analysis

The main analyses focused on answering the three research questions. The results for each of these questions are presented in the following tables in this section. In response to the first research question, an independent samples *t*-test analysis was conducted (Table 2).

Table 2. Comparison of Organisational Commitment by Gender

Commitment	Group	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p</i>
Gender						
Emotional	male	19.49	5.28	0.57	278	0.572
	female	19.13	5.57			
Continuance	male	19.15	4.59	-1.58	278	0.116
	female	19.99	4.32			

Notes: *M* – mean, *SD* – standard deviation, *t* – *t*-test result, *df* – degrees of freedom, *p* – *p*-value.

Source: the authors.

Before comparing means, Levene's test for homogeneity of variances was conducted. The test indicated that variances in both groups are homogeneous for emotional attachment ($F = 0.51, p = 0.475$) as well as for continuance attachment ($F = 0.23, p = 0.633$). The results of *t*-test did not reveal statistically significant differences between the male and female ($p > 0.05$) both in emotional and continuance commitment (Table 2).

In order to answer the second research question, which asked whether the type of work differentiates the level of commitment among employees aged 50+, a one-way ANOVA was conducted for both emotional and continuance commitment dimensions (Table 3).

Based on participants' responses, three groups were identified according to the type of work (physical, mental, physical and mental). Variances in the groups were homogeneous both for emotional ($F = 0.65, p = 0.552$) and for continuance commitment ($F = 1.79, p = 0.169$). The results of ANOVA indicated that employees differ in emotional commitment depending on the type of work, $F(2; 279) = 8.74, p < 0.001$, $\text{Eta}^2 = 0.059$. *Post-hoc* comparisons using Tukey's test revealed statistically significant differences ($p < 0.05$) in emotional commitment levels between intellectual workers ($M = 20.61, SD = 5.34$) and physical workers ($M = 17.50, SD = 5.30$), as well as among those working in intellectual and physical positions ($M = 18.69, SD = 5.09$). The results show that the employees in mental positions were the most emotionally committed. However, no differences were observed in continuance attachment, $F(2; 279) = 2.62, p < 0.074$.

Table 3. Type of Work Depending on Organisational Commitment

Commitment	Group	<i>M</i>	<i>SD</i>	<i>F</i>	<i>df</i>	<i>p</i>
Type of work						
Emotional	physical	17.50	5.30	8.74	2; 279	< 0.001
	mental	20.61	5.34			
	physical and mental	18.69	5.09			
Continuance	physical	19.91	4.96	2.62	2; 279	0.074
	mental	19.93	4.10			
	physical and mental	18.55	4.56			

Notes: *M* – mean, *SD* – standard deviation, *F* – one-way ANOVA result, *df* – degrees of freedom, *p* – *p*-value.

Source: the authors.

In response to the third research question, differences in organisational commitment were examined between three types of job positions (executive, specialist, managerial) and individuals who had or had not changed their position in the last 10 years (Table 4).

Table 4. Type and Position at Work Depending on Organisational Commitment

Commitment		<i>M</i>	<i>SD</i>	Test	<i>df</i>	<i>p</i>
Position at work						
Emotional	executive	17.85	5.15	<i>F</i> = 6.94	2; 245	< 0.001
	specialist	19.27	5.38			
	managerial	21.40	5.28			
Continuance	executive	18.47	4.35	<i>F</i> = 2.26	2; 245	0.107
	specialist	19.95	4.66			
	managerial	19.42	4.27			
Working in various positions (within the last 10 years)						
Emotional	no	19.85	5.13	<i>t</i> = 1.44	278	0.151
	yes	18.91	5.60			
Continuance	no	20.17	4.28	<i>t</i> = 2.03	278	0.043
	yes	19.08	4.58			

Notes: *M* – mean, *SD* – standard deviation, *F* – one-way ANOVA result, *t* – *t*-test result, *df* – degrees of freedom, *p* – *p*-value.

Source: the authors.

Variances between groups compared by Levene's test in emotional ($F = 0.24$, $p = 0.791$) and continuance ($F = 0.99$, $p = 0.371$) commitment were homogeneous. Significant differences were observed only in terms of emotional attachment, $F(2; 245) = 6.94$, $p < 0.001$, $\text{Eta}^2 = 0.054$. *Post-hoc* analysis indicated that both executive positions ($M = 17.85$, $SD = 5.15$) and specialist positions ($M = 19.27$, $SD = 5.38$) exhibited lower levels of this commitment compared to managerial positions ($M = 21.40$, $SD = 5.28$).

In the case of working in different job positions, variances in emotional ($F = 0.86$, $p = 0.355$) and continuance commitment ($F = 0.13$, $p = 0.911$) were homogeneous. Group comparison showed that participants who did not work in other positions had a higher level of continuance commitment ($t = 2.03$, $p = 0.043$, $d = 0.25$), but no differences were observed in emotional commitment between the groups.

6. Discussion

The aim of this study was to explore differences in organisational commitment based on socio-demographic and organisational characteristics among workers aged 50+. The study assessed both emotional and continuance commitment. We formulated three research questions, which focused on differences in affective and continuance commitment based on gender, job change, and selected organisational factors. Detailed data analysis led to several important conclusions regarding the functioning of individuals aged 50+ in organisations.

Firstly, the results showed that women and men aged 50+ did not differ significantly in terms of organisational commitment. Interestingly, the observed level of commitment in both groups can be described as average (scores below 20 on a scale from 6 to 30). This can be explained by studies indicating the blurring of fundamental differences in the perception of values that occur in individuals over 50, regardless of gender. Although Gangai and Agrawal (2015) found differences in the association of commitment with group engagement between women and men in their studies, it is important to note that those studies were conducted in a different organisational context and culture (India), which indicates the need to measure commitment with reference to culture.

The second conclusion concerns the response to the question of organisational factors that may influence the development of commitment. The aim of this question was to search for factors that may be important in organisational commitment. The analysis examined the type of work performed. The results showed that, the respondents did not differ in terms of continuance commitment, but the statistical significance of this comparison was close to the threshold indicating statistically significant effects ($p = 0.074$). Statistically significant differences were observed only in emotional commitment. The highest level of affective commitment was observed among those working in mental type positions. This is consistent with

the results showing that people working in intellectual roles have a higher level of commitment (Bartkowiak & Krugiełka, 2015). However, the mixed type of position was characterised by the lowest level of continuance commitment.

The third conclusion addressed the question of differences in organisational commitment based on work position and previous position changes. In this case, it was observed that only emotional commitment differs depending on the position at work. The highest level was found among individuals in managerial positions. Additionally, individuals who have not changed position in recent ten years exhibit significantly higher continuance commitment, but there are no differences in emotional commitment among them. This result aligns with studies showing that individuals with unstable employment have lower emotional commitment (Dobrowolska & Ślęzyk-Sobol, 2017), which may indicate that higher positions are associated with greater confidence in job stability. It can be assumed that managers have a higher level of identification with the organisation, which increases their level of commitment (Stinglhamber *et al.*, 2015).

The results of these analyses show an interesting profile of employees aged 50+, who, on the one hand, feel more emotionally committed if their position is higher, but on the other hand, perceive lower potential costs of leaving the organisation if they have worked in various positions over the last decade (possibly having received a promotion). Therefore, individuals who have changed positions at work are less concerned about losing various benefits associated with belonging to their organisation. It is worth emphasising once again that these are individuals aged 50+ who have significant work experience and are getting closer to retirement. According to research findings, tenure in one company promotes the development of strong commitment (Abreu, Cunha & Rebouças, 2013), especially in individualistic cultures (Fischer & Mansell, 2009). Adding the characteristics related to the age of workers aged 50+ such as increasing need for security, attachment to their role, or long-term effort invested (Jung & Yoon, 2016), this result is not surprising. This result is also consistent with other studies which have shown that commitment can be associated with satisfaction, performance, or flexibility (Saeed *et al.*, 2014), which are quite common in managerial positions.

7. Limitations and Future Directions

Despite the interesting findings that provide significant insights into the characteristics of workers aged 50+, this study also has several limitations that should be considered when interpreting the results.

Firstly, the study only included employees who were aged 50+ and worked full-time, which indicates that the sample was not representative. Therefore, despite the large sample size, the conclusions cannot be generalised to all workers aged 50+. There may be differences in organisational commitment between individuals who

are currently not working and those who work part-time or in a different capacity. Future research should explore these relationships.

Secondly, considering the theoretical assumptions of this study, a comparison of emotional and continuance commitment was conducted based on gender, job change, type of work, and current job position. However, the study did not test other factors that may also be significant in the commitment of workers aged 50+ to the organisation, such as overall work tenure or job satisfaction (Saeed *et al.*, 2014; Al-Jabari & Ghazzawi, 2019). In future research, it would be valuable to investigate these additional relationships.

Lastly, the study included the measurement of two key factors of organisational commitment. According to Meyer and Allen's (1991) theory, there is also the dimension of normative commitment, which is related to the moral aspect of working for a particular organisation. In future research, it would be worthwhile to consider this additional factor in the analysis of organisational commitment among workers aged 50+.

8. Practical Implications

The research findings provide practical insights that can be utilised by employers of workers aged 50+, as well as individuals who collaborate with or manage them. As shown, these employees exhibit strong commitment to their roles, and the stability of their commitment in terms of perceived benefits and costs associated with leaving (continuance commitment) is not differentiated by their job responsibilities or positions. Therefore, workers aged 50+ can be considered highly committed to the organisation they choose to work for. Furthermore, both women and men show similar levels of commitment, and while changing positions may decrease continuance commitment, it does not affect the sense of emotional engagement with the organisation. HR professionals contemplating the decision to hire individuals aged 50+ in an era of frequent employee turnover should keep this in mind.

For managers and collaborators, an important takeaway from this study is that the perception of potential benefits associated with staying or leaving a job is similar regardless of the type of work or position held. It is worth noting that the level of this commitment is quite high. Therefore, workers aged 50+ should not be seen as individuals who merely calculate the pros and cons of their positions, but rather as individuals who value job satisfaction, have an individual attitude towards their role, and exhibit emotional involvement. This conclusion is especially relevant for those working in intellectual positions and managerial roles. Based on these findings, human resource management strategies can be developed for employees aged 50+ to strengthen their commitment, thereby significantly impacting the performance of entire teams and organisations.

9. Conclusions

Organisational commitment is a construct that can have significant implications for decision-making regarding the retention or change of a job. In this study, the importance of commitment among employees with substantial work experience, who may also be open to new experiences related to changing jobs, was examined. Our study showed that the gender of employees aged 50+ does not differentiate their organisational commitment. The type of work differentiates only continuance commitment, whereas job position influences emotional commitment, and working in various positions affects continuance commitment. Those who are most emotionally committed are intellectual workers in managerial positions. The findings obtained can contribute to a better understanding of the needs and characteristics of experienced workers aged 50+, who can be valuable assets in the labour market.

Authors' Contribution

The authors' individual contribution is as follows: Each contributed a fifth.

Conflict of Interest

The authors declare no conflict of interest.

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