

# A Mediation Effect of Job Satisfaction and Affective Commitment in Relationship Between Passion and Work Intentions after Retirement

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## Abstract

The aim of this study is to identify an intention towards work after retirement. This article examines the multilevel sequential mediating role of job satisfaction and affective commitment in the relationship between passion for work and intention towards work. This study has used 310 respondents retired from government jobs and data are collected through a well-administered questionnaire. Smart partial least square-structural equation modelling (SmartPLS-SEM) was used to analyse data. Path analysis of the structural model revealed that passion for work has a significant relationship with job satisfaction, affective commitment and intention towards work. The findings of the analysis show that the multilevel mediator model is significant ( $\beta = 0.08, p < 0.05$ ) at the 5 per cent level of significance. This study supports the satisfaction-commitment model and creates intention towards work after retirement. This research is unique in the sense that it relates passion for work and satisfaction-commitment model with the work intentions of the retired persons.

## Key Words

Passion for Work, Job Satisfaction, Affective Commitment, Intention Towards Work, Ageing Workforce, Retirement, Mediation

## Introduction

In the twenty-first century, the world is facing the issue of an ageing population, and it is one of the most significant phenomena in the world (Solinge & Henkens, 2017). India is the second most populous country in the world just after China. Additionally, the Indian population is expanding rapidly. The demographics are also changing. India is set to enter the phase of the demographic dividend. In spite of the demographic dividend, over the next 10 years, Indian industry is facing the problem of the shortage of skilled workforce (Ministry of Skill Development & Entrepreneurship, n.d.). If the shortage of skilled labour continued future then

many industries, such as automotive component makers, automobile and Information Technology, will face the shortage of trained people (Ministry of Skill Development & Entrepreneurship, n.d.). At present, approximately 7.4 per cent of the Indian population is aged above 60 years (Census of India, 2011).

Successful ageing and active ageing are widely used concepts in social research, public policy, professional practice and the media (Timonen, 2016). In the current economic climate, in order to get the maximum benefits, managers need to ensure that they are able to engage their subordinates. Additionally, retention of high-quality worker gives a significant competitive advantage to the employer.

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However, most of the organizations are lacking the capability of managing the full retirement phase (Vickerstaff, 2006). Economic forces often determine the process and timing of leaving paid, full-time employment either on the part of employees or the employer (Harpaz, 1999). In retirement, people give importance to the various areas of the life. In comparison with the meaning of other areas in the life of a person; significant consideration is given to the work (England, 1991). From the past studies (Harpaz, 1999; Meaning of Working International Research Team, 1987), the second rank is given to the work only after family, and it is more important than religion, community and leisure (Harpaz, 1999).

After retirement, people want to maintain their daily routine as before when they were not retired (Atchley, 1989). In order to maintain the daily routine, some individuals are very much willing to do the work after retirement, even though they have sufficient money for their livelihood (Shacklock & Brunetto, 2011) while some people like to stop working after retirement. Some individuals perceive work and life are entwined inseparably. Thus, an investigation is consequently required, whether after retirement, other than the financial reasons, what variables may influence the intentions of retired persons towards work.

In order to retain the retired persons in the organization, passion for work plays a significant role (Shacklock & Brunetto, 2011). However, satisfaction from the job and organizational commitment are also having relations with the work intentions (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012). Employee job satisfaction is strongly related to commitment towards the organization (Boles, Madupalli, Rutherford, & Andy Wood, 2007) and employee's commitment seems as an important variable because favourable organizational outcomes are based on the high level of commitment. In the meantime, commitment is negatively related with the turnover (Cooper-Hakim & Viswesvaran, 2005) and positively related with work intentions in the same organization (Adam, Prescher, Beehr, & Lepisto, 2002). A number of studies establish relationship between passion for work and job satisfaction (Carbonneau, Vallerand, Fernet, & Guay, 2008; Spehar, Forest, & Stensent, 2016) and affective commitment and job satisfaction (Boles et al., 2007; Gangai & Agrawal, 2015; Sharma & Azmi, 2012; Suma & Lesha, 2013). As per Wong and Wong (2017), affective commitment and work intentions are also related. It appears that a very few research has been done on the relationship between passion and the intention towards work after retirement through job satisfaction and affective commitment in the context of Indian retirement. The present study establishes the relationship between passion for work, job satisfaction, affective commitment and intention towards work. The current study differs from the previous researches conducted in this area because it relates to the intention towards the work of retirees rather than young or middle aged persons.

## Theoretical Background

The motivation theories put emphasis that decision of retirement depends on the motive force between the work and the retirement (Lo & Chan, 2014). A person will prefer to work than retire if retirement is unable to fulfil the employee's needs. In order to decide to continue working, older employees evaluate incompatibility to satisfy personal goals (Brougham & Walsh, 2007). In another study, Schmidt and Lee (2008) examined that commitment towards leisure activities will lead to the retirement and employees would choose retirement for satisfying their needs. The passion model has mostly been studied in relation to sports and leisure activities, but the model also lends itself well to a work context (Vallerand & Houlfort, 2003). Existing literature on the passion for work and work intentions confirms the role of passion for work in developing the work intentions (Barnes, Parry, & Taylor, 2004; Patrickson & Ranzijn, 2004). Passion is defined by Smilor (1997) as 'the enthusiasm, joy, and even zeal that come from the energetic and unflagging pursuit of a worthy, challenging and uplifting purpose'. Vallerand (2008) defined the passion towards activities as 'people show a high interest toward activity and on a regular basis like to spend energy and time'. Shane, Locke, and Collins (2003) qualitative research on entrepreneurs' motivation, defined the term 'passion for work' as 'a selfish, passionate love for the work'.

### Job Satisfaction

Job satisfaction is viewed either in its particular aspects (facet satisfaction) or entirety global satisfaction (Tett & Meyer, 1993). Job satisfaction is understood as an effective response towards the job (Tett & Meyer, 1993). Job satisfaction is defined in different ways. According to Vroom (1964), it is 'the positive orientation of the individual towards the presently occupying role', while Hackman and Oldham (1975) defined it as 'the degree to which the employee is satisfied and happy with his job'. Job satisfaction is 'a pleasurable or positive emotional state, resulting from the perception of one's job as fulfilling or allowing the fulfilment of one's important job values, providing these values are compatible with one's physical and psychological needs' (McPhee & Townsend, 1992).

### Organizational Commitment

Organizational commitment is the most studied and fashionable variable. There is no universally accepted definition of organizational commitment. It has been measured and defined in different ways. Mathieu and Zajac (1990) stated that 'there are various definitions and measures that have a common point that European scientific organizational commitment is the link between the individual and the organization'. According to Porter, Steers, Mowday,

and Boulian (1974), organizational commitment comprises three components: (a) strongly accept the values and goals of the organization, (b) show the zeal to put the best effort for the sake of the organization and (c) a powerful urge to keep up participation in the organization. Porter et al. (1974) define the organizational commitment as it is the relative strength of a person to involve in an organization.

Allen and Meyer (1990) presented a three-component model (affective, normative and continuance) of organizational commitment. Affective commitment is considered to be a more favourable than other types of organizational commitment measures (i.e., continuance and normative), which refers to belongings, feelings and a sense of attachment to the organization (Meyer & Allen, 1991). Among these three components of organizational commitment, affective commitment has been found to be a significant antecedent to turnover intention (Joarder, Sharif, & Ahmmed, 2011). Further, affective commitment is defined as the emotional attachment of the employees towards the involvement and identification with the organization. In other words, affective commitment arises when in the same organization employee wants to stay.

### *The Association Between Passion for Work, Job Satisfaction, Affective Commitment and Intention Towards Work*

Motivation and the principles of job satisfaction are closely related to each other (Mathieu & Zajac, 1990). Positive views about work have been found to influence the identity and well-being of older people and also encourage the extension in their work life at later ages. A number of studies have proven the role of passion for work in the intention to continue work (Barnes et al., 2004; Patrickson & Ranzijn, 2004; Shacklock & Brunetto, 2011). Passion for work is related to the job and the content of the work. Passion for work effects the retirement decision of the person (Barnes et al., 2004) and job satisfaction (Anderson, Johnson, & Saha, 2002; Spehar et al., 2016). Further, passion for work also affects the motivation to work (Patrickson & Ranzijn, 2004). As per Singh and Gupta (2015), attachment towards work has a significant effect on the job involvement and affective commitment. Passion for work is positively related to the intention towards work after retirement (Tarkar, Dhamija, & Dhamija, 2016)

Job satisfaction is one of the important constructs that determine the attitude of employees in the organization, and it is related to organizational commitment (Gangai & Agrawal, 2015; Steers, 1977). Job satisfaction and organizational commitment have a direct connection with each other, whereby job satisfaction leads to the organizational commitment (Williams & Hazer, 1986). The causal relationship between satisfaction and commitment was analysed by the earlier researchers (Lincoln & Kalleberg, 1985; Williams & Hazer, 1986), and the causal ordering between the job satisfaction and commitment remains contradictory and

controversial (Martin & Bennett, 1996). Currivan (1999) worked on the four types of causal ordering models of satisfaction and commitment (commitment is the cause of satisfaction, satisfaction is the cause of commitment, reciprocal relationship between satisfaction and commitment and there is no relationship between satisfaction and commitment), among them satisfaction-commitment model was a more dominating model. However, it has been proven from the various studies that satisfaction is a more prominent cause of commitment (Porter et al., 1974; Tett & Meyer, 1993; Westover, Westover, & Westover, 2010). Many researchers worked on the relationship of satisfaction and commitment and found that satisfaction is positively related to the commitment (Aranya, Kushnir, & Valency, 1986; Boshoff & Mels, 1995; Harrison & Hubbard, 1998; Gangai & Agrawal, 2015; Knoop, 1995; Morrison & Robinson, 1997; Norris & Niebuhr, 1984; Sharma & Azmi, 2012; Suma & Lesha, 2013; Ting, 1997), and there is a positive correlation between job satisfaction and affective commitment (Gangai & Agrawal, 2015; Mathieu & Zajac, 1990; Valaei & Rezaei, 2016). The relationship between commitment and job satisfaction has an influence on turnover intent and performance (Benkhoff, 1997; Clugston, 2000; Lum, Kervin, Clark, Reid, & Sirola, 1998; Mathieu & Zajac, 1990). Some researchers found a negative relationship of job satisfaction and organizational commitment with turnover (Clugston, 2000; Mathieu & Zajac, 1990) and turnover intent (Brunetto et al., 2012; Fazio, Gong, Sims, & Yurova, 2017; Lum et al., 1998; Yousaf, Sanders, & Abbas, 2015) and positively influence the retirement decision (Ekerdt & DeViney, 1993). Organizational commitment is negatively related to the retirement intent (Adams et al., 2002) and shows a positive relationship with the intention to stay in the same organization (Steers, 1977).

### *Hypotheses*

- H<sub>1a</sub>**: Passion for work has a positive relationship with intentions to continue working after retirement.
- H<sub>1b</sub>**: Passion for work has a positive relationship with job satisfaction of retired persons.
- H<sub>1c</sub>**: Job satisfaction has a positive relationship with an affective commitment of retired persons.
- H<sub>1d</sub>**: Affective commitment has a positive relationship with an intention towards work after retirement.
- H<sub>2</sub>**: There is a significant multilevel sequential mediating effect of job satisfaction and affective commitment between passion for work and intention towards work after retirement.

### *Measures of the Study*

In this study, a well-administered questionnaire was used, and it contains the questions related to the passion for

work, job satisfaction, affective commitment and intention towards work and demographics of the respondents.

### *Passion for Work (Independent Variable)*

A well-administered scale (e.g., I love my Job) developed by Inness (2006) was used to measure the passion for work and it was modified accordingly. Passion for work was measured through the four items. A sample item is 'My work was more than just a job to me, it was a passion'.

### *Affective Commitment (Mediator)*

Affective commitment was measured through the four items and these items were adopted from the 'I love my Job (Inness, 2006)' scale; a sample item is 'I would be very happy to spend the rest of my career in that organization'.

### *Job Satisfaction (Mediator)*

Four items were used to access the job satisfaction of the retired academicians, which were based on the Fields (2002) scale. A sample item is 'All in all, I was satisfied with my job'. The scoring of items was scored on 5-point Likert scale the value of which ranges from 1 (strongly disagree) to 5 (strongly agree). In order to check the reliability, the value of Cronbach's alpha was assessed. On the basis of validity and reliability analysis, one item was dropped from the scale.

### *Intention Towards Work (Dependent Variable)*

Three items were used to measure the intention of retired persons towards work. A sample item is 'Become employed part-time in an occupation similar to my previous occupation'. Scoring of items was taken on a 5-point Likert scale the values of which range from 1 ('Strongly disagree') to 5 ('Strongly agree').

### *Demographic Information*

Respondents were asked to answer demographic questions related to the gender, age and education level.

## **Research Methodology**

The current research is a single cross-sectional survey and the data were collected from the retired persons. In order to collect data, a survey questionnaire was developed and used. Initially, the questionnaire was constructed in English and for better understanding it was translated into Hindi. In order to check the translation accuracy, two professors from the English department were asked to reverse translate into English. It was then given to experienced researchers for proofreading. Face validity of the questionnaire was checked by the experts in this field. The questionnaire was filled by

government retirees only. After that, pilot testing was conducted on a sample size of 35 (Cavana, Delahaye, & Sekaran, 2001). On the basis of the results of reliability analysis, the questionnaire was declared reliable as the value of Cronbach's alpha was more than 0.7. The questionnaire was modified according to the comments of the experts. The snowball sampling technique was used for filling out the questionnaire. In order to fill out the questionnaire correctly advises were given to the respondents as there are no wrong or right answers and give an answer with honesty (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The questionnaire was distributed to 400 retired persons and filled by 328 respondents. Among them, 310 questionnaires were usable responses. The response rate was close to 78 per cent, which can be considered very high.

### *Participants*

Sample of the study was taken from 310 retired persons. The gender classification of the respondents was as 95.20 per cent male ( $n = 295$ ) and 4.80 per cent female ( $n = 15$ ), and the mean age of the sample was 67.31 years ( $SD = 5.19$ ; range: 58–78). The age distribution of participants was as follows: 130 (41.90%) respondents were 58–65 years old, 98 (31.60%) were 66–70 years old, 56 (18.10%) participants were between 71 and 75 years and 26 (8.40%) participants were 76–78 years old. According to the education classification, 8.10 per cent ( $n = 25$ ) had completed high school, 28.10 per cent ( $n = 87$ ) were intermediate, 28 per cent ( $n = 87$ ) had completed graduation, 27.10 per cent ( $n = 84$ ) had post-graduation and 8.70 per cent ( $n = 27$ ) were PhD.

The partial least square (PLS)-structural equation modelling (SEM) is used to measure the relationship between independent and dependent variables. SEM is a regression-based multivariate statistical technique. Causal relations among latent variables can confirm by using SEM. Analysis of the data is divided into two steps. The first step involves measurement model analysis and the second step involves structural model analysis.

Mediation effect can be analysed through statistical methods. Mediation is used to understand the indirect effect of an independent variable on the dependent variable through an intervening variable. This intervening variable is known as a mediator. Mediation effect is the effect of the independent variable on the dependent variable which transmits through the mediator. Without mediating variable, the effect of the independent variable on the dependent variable is called a direct effect.

## **Measurement Model Analysis**

### *Internal Consistency Reliability*

Internal consistency is also considered as scale reliability. According to Nunnally and Bernstein (1994), internal consistency is the degree of inter-correlations between

**Table 1.** Results Summary for Internal Consistency Reliability

Constructs	Cronbach's Alpha	Composite Reliability
Affective commitment	0.80	0.81
Job satisfaction	0.75	0.86
Intention towards work	0.77	0.86
Passion for work	0.86	0.91

**Source:** The authors.

the scale items. In order to check the reliability of the scale, Cronbach's alpha is used. The value of Cronbach's alpha should not be less than 0.6 for scale reliability (Hair, Hult, Ringle, & Sarstedt, 2017; Nunnally & Bernstein, 1994). Apart from Cronbach's alpha, another measure is also used for checking the reliability of the scale that is SEM-based composite-reliability (CR) (Garver & Mentzer, 1999). Interpretation of composite reliability is similar to the Cronbach's alpha. Hair et al. (2017) stated that the value of composite reliability should be equal to or greater than 0.60 and less than 0.6 shows that there is no internal consistency. The values of CR and Cronbach's alpha are given in Table 1. All values of Cronbach's alpha and CR are greater than 0.70 which shows high internal consistency reliability.

## Validity Analysis

After establishing the reliability, the next step is to establish validity. Some researchers (Bagozzi, 1981; Malhotra & Dash, 2011) defined the concept of validity as 'A scale is a valid scale when it measures the concept that it was intended to measure'. There are different forms of the construct validity.

### Convergent Validity

Convergent validity is the extent to which a measure correlates with alternative measures of the same constructs (Hair et al., 2017). In respect to assess the convergent validity, average variance extracted (AVE), indicator reliability and outer loading of the indicators are considered (Hair et al., 2017). Scale reliability and indicator reliability were statistical measures to test the scales. Commonly the size of the outer loading of the indicators is known as indicator reliability and it should be significant. Hair et al. (2017) stated that the value of standardized outer loadings should be 0.708 or closer. It is clear from Table 2, the value of outer loadings for all constructs are satisfactory which is greater than 0.708. In order to assess the indicator reliability, the value of the square of standardized indicator's outer loading should be equal to 0.5 (Hair et al., 2017). From Table 2, it is clear that scale has indicator reliability. According to Fornell and Larcker (1981), the value of AVE is generally acceptable if it is 0.5 or near to it and shows

**Table 2.** Results Summary for Convergent Validity

Latent Variable	Indicators	Loadings	Indicator Reliability	AVE
Passion for work		>0.70	>0.50	>0.50
	PFW1	0.89	0.79	0.71
	PFW2	0.90	0.80	
	PFW3	0.76	0.57	
Job satisfaction	PFW4	0.81	0.66	
	JS1	0.82	0.67	0.67
	JS2	0.86	0.74	
Affective commitment	JS3	0.77	0.59	
	AC1	0.77	0.60	0.63
	AC2	0.84	0.71	
	AC3	0.80	0.63	
Intention towards work	AC4	0.76	0.57	
	ITW1	0.80	0.63	0.68
	ITW2	0.85	0.71	
	ITW3	0.84	0.70	

**Source:** The authors.

that the half of the variance of the indicators are explained by the construct (Hair et al., 2017). Table 2 shows the values of AVE for all constructs and all values are greater than its threshold value of 0.5.

### Discriminant Validity

Cross-loading is the first approach to check the discriminant validity of the items. The value of indicators outer loading with their constructs should be greater than any of its cross-loadings (Hair et al., 2017). In Table 3, all loadings of the items of the associated construct are shown in bold values and are greater than any other construct.

**Table 3.** Cross Loadings

	Affective Commitment	Intention Towards Work	Job Satisfaction	Passion for Work
AC1	<b>0.77</b>	0.12	0.38	0.42
AC2	<b>0.84</b>	0.11	0.54	0.52
AC3	<b>0.80</b>	0.09	0.40	0.40
AC4	<b>0.76</b>	-0.02	0.49	0.47
ITW1	0.06	<b>0.80</b>	-0.08	-0.06
ITW2	0.07	<b>0.84</b>	-0.03	-0.07
ITW3	0.10	<b>0.84</b>	0.03	-0.04
JS1	0.48	-0.04	<b>0.82</b>	0.58
JS2	0.49	-0.03	<b>0.86</b>	0.66
JS3	0.47	0.01	<b>0.77</b>	0.54
PFW1	0.48	-0.06	0.65	<b>0.89</b>
PFW2	0.47	-0.06	0.66	<b>0.90</b>
PFW3	0.45	-0.13	0.53	<b>0.75</b>
PFW4	0.54	0.01	0.59	<b>0.81</b>

**Source:** The authors.

**Table 4.** Fornell and Larcker Criterion

	Affective Commitment	Intention towards Work	Job Satisfaction	Passion for Work
Affective	<b>0.79</b>			
Intention towards work	0.09	<b>0.83</b>		
Job satisfaction	0.59	-0.03	<b>0.82</b>	
Passion for work	0.58	-0.07	0.73	<b>0.84</b>

Source: The authors.

*Fornell and Larcker criterion* is the second approach to assess the discriminant validity. In order to analyse the discriminant validity, Fornell and Larcker (1981) presented a method. It can be assessed by comparing the AVE of each construct with the shared variance between the constructs. The scale has discriminant validity when shared variance with any other construct is less than AVE for each construct. From Table 4, it is clear that the scale has discriminant validity; bold values show that AVE for each construct is greater than its shared variance than other constructs.

## Structural Equation Model

The structural model path coefficients were analysed by SmartPLS. The structural model was fit on the data set of the retirees. The SRMR value of the model is  $\beta = 0.07$ ,  $p < 0.01$ , which is significant at the 1 per cent level. In the structural model, path coefficients show the direction and magnitude of association and these coefficients are used in proving the hypothesis as given in Table 5.

**Hypothesis 1a.** It is clear from Table 5 that the Hypothesis 1a is accepted. Passion for work is having a positive significant effect on the intention towards work after retirement. The value of  $t$  is significant at the 5 per cent level of significance.

**Hypothesis 1b.** It is verified from Table 5, the value of  $t$  is significant at the 1 per cent level of significance. Thus, passion for work is having a positive significant effect on the job satisfaction.

**Hypothesis 1c.** There is a significant effect of the job satisfaction on the affective commitment. The value of  $p$  is significantly different from the zero. Thus, Hypothesis 1c is accepted at the 1 per cent significance level.

**Hypothesis 1d.** Resulting from the hypothesis verified that the value of  $t$  is significant at the 5 per cent level of significance. Thus, Hypothesis 1d is accepted. There is a significant effect of affective commitment on the intention towards work.

## Meditation Analysis

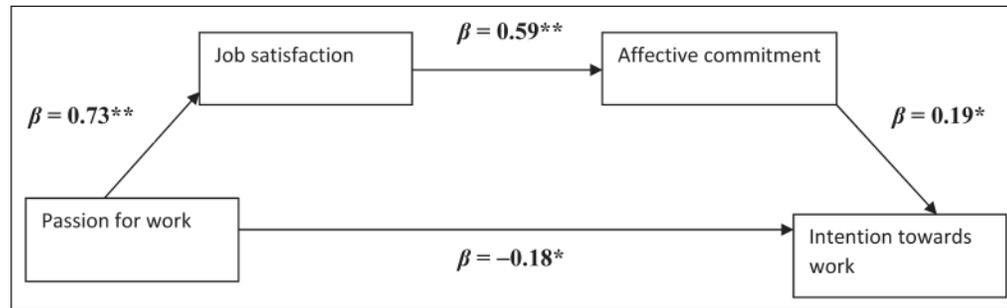
Mediation analysis was conducted to test the indirect effect of the independent variable on the dependent variable through the third variable (mediator). Mediation exists if the mediator is introduced in the model and mediating variable reduces the coefficient of the direct path between the independent variable and the dependent variable (Bontis, Booker, & Serenko, 2007). Mediating effects can be analysed by the indirect effect of the independent variable on the dependent variable through a mediating variable

**Table 5.** Hypotheses Testing

Hypotheses	Path Coefficients	$p$ -value	$T$ -statistics	Supported/Not Supported
<b>H1a</b> Passion for work $\longrightarrow$ Intention towards work	-0.18	0.02	2.22	Supported
<b>H1b</b> Passion for work $\longrightarrow$ Job satisfaction	0.73	0.00	23.18	Supported
<b>H1c</b> Job satisfaction $\longrightarrow$ Affective commitment	0.59	0.00	12.65	Supported
<b>H1d</b> Affective commitment $\longrightarrow$ Intention towards work	0.19	0.01	2.52	Supported
<b>H2</b> Passion for work- $\longrightarrow$ Job satisfaction $\longrightarrow$ Affective commitment $\longrightarrow$ Intention towards work	0.08	0.01	2.41	Supported

Source: The authors.

Note:  $T$ -value: 1.96 (significance level 5%), 2.58 (significance level 1%).



**Figure 1.** Multilevel Mediation Model

**Source:** The authors.

**Note:** \*\*  $p < 0.01$ , \*  $p < 0.05$ .

(Cheung, 2009; MacKinnon, 2008). From Table 5, it has been proven that passion for work has a significant indirect effect on the intention to continue working after retirement first through the job satisfaction, then by affective commitment ( $p < 0.05$ ) at the 5 per cent level of significance. Thus, Hypothesis 2 is supported. Job satisfaction and affective commitment used as sequential mediators. Therefore, it can be concluded that the findings of the study support the mediating effect of job satisfaction and affective commitment in the association between passion for work and intention towards work.

### *Job Satisfaction and Affective Commitment as Sequential Mediators in the Relationship Between Passion for Work and Intention Towards Work*

Figure 1 depicts the direction of the relationship between the variables. The direct path between passion for work and intention towards work is having significant negative loading. Mediators in the model play a significant role in the relationship between passion for work and intention towards work. The path loading between passion for work and job satisfaction is significant and positive. It means job satisfaction is significantly affected by the passion for work. Further, the path loading between job satisfaction and affective commitment is positive and significant which shows affective commitment and is positively affected by the job satisfaction. Finally, the path loading between affective commitment and intention towards work is positive and significant. Therefore, the indirect effect of the passion for work on the intention towards work through job satisfaction and affective commitment is positive and significant. This is a case of competitive mediation where indirect and direct effect both are significant and having opposite directions (Hair et al., 2017).

### **Criterion Validity**

Criterion validity represents association between a dependent variable and an independent variable. It shows that how

the measures of the predictor variables are related to measures of criteria (dependent) variables. As from the path analysis from the SmartPLS, there is a relationship between the dependent and independent variable. Sufficient evidence is provided by the results of hypothesis testing for proving the criterion validity.

### **Discussion**

The independent variable, namely passion for work, has a significant direct relationship with the intention to continue working after retirement (Hypothesis 1a). But the direct relationship between these two variables is negative. Thus, passion for work has a reverse relationship with the work intention after retirement. Passion for work is positively related with job satisfaction (Hypothesis 1b). The relationship between passion for work and job satisfaction is similar to the earlier researchers (Anderson et al., 2002; Spehar et al., 2016), both are having a significant positive relationship. Thus, both passion for work and job satisfaction increases in the same direction. It was found that job satisfaction is a very important factor and it positively leads the affective commitment (Hypothesis 1c). Thus, this study supports the satisfaction-commitment model (Westover et al., 2010). In order to increase the commitment towards the organization, job satisfaction plays an important role. The relationship between job satisfaction and affective commitment is similar to the previous studies (Sharma & Azmi, 2012; Suma & Lesha, 2013; Ting, 1997). Affective commitment influences the person to do the job in the same organization. It has a significant positive relationship with intention to continue work after retirement (Hypothesis 1d). After retirement, passion for work acts as a motivational factor in creating the work intentions through job satisfaction and affective commitment. It is clear that job satisfaction and affective commitment mediate the relationship between passion for work and intention towards work after retirement (Hypothesis 2). Thus, it is clear that satisfaction from the previous job and affection towards the previous organization motivates the

retiree to the work after retirement. If employer constantly focuses on the passionate employees then by increasing job satisfaction among them, an employer can enhance the commitment of older persons towards the organization. This will lead to the intention to do the job in the same organization even after retirement. In this way, an employer can take advantage of experienced and skilled manpower in the organization and it will generate a long-lasting relationship with the employees in the organization.

## Implications

This research has several practical and theoretical implications. As from the literature, it is clear that a lot of research studies have been conducted on the retired persons in foreign countries but in India, retirees are untapped human resources and it is a new area of research. Although India is a second most populated country in the world just after China and having a huge amount of manpower. But in reality, India is facing a problem of shortage of skilled manpower. Lack of skills is the main problem in India even if there is a large workforce and this is leading to unemployment. As the population of India is increasing; simultaneously an ageing population is also increasing. At present, approximately 7.4 per cent of the Indian population is aged above 60 years (Census of India, 2011). Ageing population can contribute to the development of skills in youth. The findings of the study reflect that the passion for work has a positive effect on job satisfaction. As per the literature, passion is a strong inclination of an individual towards an activity that s/he likes and wants to spend considerable time in doing and experiencing the same. Passion for work motivates the retired persons and enhances job satisfaction. In order to take the advantage of the experience of older people in the organization, employers should focus on the factors which can increase the passion for work. This study demonstrates that simply being passionate about one's work does not guarantee positive outcomes for the work intentions. The relationship between passion for work, job satisfaction, affective commitment and intention to continue working after retirement is proven in the present study. Employers have the potential to change the policies and practices in such a manner that provides the maximum satisfaction and generates commitment in the persons for continuing to work after retirement. This study is important in the development of the nation by filling the gap of skills required. After retirement, people can contribute to fill the gap as well as they can provide guidance to the young employees in the development of skills among them. Although in this study employees turnover and absenteeism were not examined, from the existing literature (Paré & Tremblay, 2007; Zhao, Wayne, Glibkowski, & Bravo, 2007) it has been proved that affective commitment is negatively associated with employee turnover and absenteeism. Thus, affective commitment is a very important variable which creates work intentions as well as reduces the absenteeism and turnover. In order to

create the work intentions after retirement, job satisfaction and affective commitment both are very useful factors for those employees who are passionate towards their work. Thus it can be concluded that economic factors do not always motivate the person after retirement to do the work (Harpaz, 1999). It has been proved in the current study that providing job satisfaction for the passionate employees can generate commitment and in turn create an intention towards work after retirement.

## Limitations

In order to do the theoretically and empirically sound research, all efforts were done. Still this study is not free from limitations. The problem of common method variance may affect the results of the study because this was based on the cross-sectional survey (Podsakoff et al., 2003). Especially, this research was conducted on the passion for work; more job-related variables can be added. Future studies should repeat the study to test the impact of other types of commitments on the same behavioural outcome as well as on the other behavioural outcomes. Geographically, India is a varied and very vast country. Therefore, it was not possible to cover all geographical regions of the country. Thus, this study is limited to certain geographical regions. Owing to time and fund constraints, the sample size is small for such type of study. Future researchers can explore the relationship between organizational commitment and others job-related factors on different behavioural outcomes.

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