

# AN EMPIRICAL ANALYSIS OF WORKERS ORGANIZATIONAL AND SERVICE COMMITMENT IN SIPCOT INDUSTRIAL REGION IN TAMIL NADU

T. SEZHIYAN

Selection Grade Assistant Professor of Economics, D.G.Government Arts College, Mayiladudurai

---

**Abstract**-Organizational commitment may be viewed as an organizational member's psychological attachment to the organization. Organizational commitment plays a very large role in determining whether a member will stay with the organization and zealously work towards organizational goals. This paper deals with workers organizational and service commitment in SIPCOT industrial region in Tamil Nadu. It outlines the various indicators of organizational and service commitment and such qualitative indicators are quantified. The quantified indicators are analyzed according to the occupational background of the workers. This paper concludes with some interesting findings along with policy suggestions.

---

## Introduction

The organizational commitment is very important aspect of the employees' job performance. It is a complex and complicated phenomenon. Dodd (2002)<sup>1</sup>, notes that commitment is a purely psychological phenomenon on the part of the employees. It explains the employees' strong psychological attachment with the organization in which they work. As per the view of Hofmeyr and Rice (2000)<sup>2</sup> commitment deal with employees personal involvement in the organizational decision, attraction of alternative options in the organizational matter, degree of a ambivalence on the part of the employee and employees satisfaction.

The employees' satisfaction depends on organizational commitment. The measurement of commitment enables one to understand the employees' satisfaction in the organization. According to Bandura (1986)<sup>3</sup>, personal efficiency depends on human accomplishment. Self efficiency is a process of belief in one's capabilities to organize and execute the sources of action required to manage prospective situation. It could be noted that committed employees are the assets of the organization. In order to develop the individual capability, each organization imparts training programme or deputed to its employees to the training programmes, organized by some other reputed organizations. Jamieson and Richards (1996)<sup>4</sup>, state that high level of employees' commitment, reduces the cost of production, enhances the work efficiency and induces the workers' participation in management.

## Dimensions of Organizational Commitment

According to Meyer and Allen (1991)<sup>5</sup> the commitments are three types viz affective commitment, continuance commitment and normative commitment. Affective commitment deals with degree to which individuals want to remain in the organization. It is nothing but affection orientation towards the goals of the organization. Kanter (1968)<sup>6</sup>, states that affective commitment leads to cohesion. It is the attachment of the employees to the goals and values of the organization. Continues commitment enable to retain the employees in the organization and it teaches awareness about the cost of leaving the organization. Such type of commitment retains the employees with the organization. Normative commitment is a feeling of obligation to continue employment in the organization. It could be noted that higher the level of normative commitment to the organization, higher the level to remain with the organization and the vice versa.

## Employees' Commitment

Meyer Herscovitch (2001)<sup>7</sup>, notes that commitment is a force that binds the individuals. Binding is a process to maintain relationship with commitment and outcome of commitment is called object. The committed employees always think about the welfare of the organizational performance and improvement of the organization. It could be noted that employees' commitment should be observed in terms of organizational goal achievement, enhancement in organizational productivity and overall development of the organization.

The success of any organization depends on employees' commitment. It deals with the extent to which employees are familiar with organizational goals and the identification of organizational values, work culture and productivity enhancement. Biljana Dordevic (2004)<sup>8</sup> brings to attention that on the basis of employees' commitment, one can predict employees' performance, absenteeism, job involvement and job satisfaction. Rajendran Muthurveloo and Raduan Che Rose (2005)<sup>9</sup> hold the view that organizational commitment is a constituent of employees' commitment. It consists of work commitment, carrier commitment and ultimately organizational commitment. Many research studies have been conducted to analyze the organizational commitment and such studies are discussed in the review of literature chapter.

## Review on the subject

An analysis of review of literature is an important aspect of any research. It enables one to understand the research concentration, research areas covered and research gap in particular subject. In this section some of the research works done in the area of organizational commitment are brought into attention.

Charles Bellemare and Bruce Shearer (2014)<sup>10</sup> presented results from a field experiment designed to measure the importance of managerial commitment to a contract within a firm that pays its workers piece rates. Nilufar Ahsan, David Yong Gun Fie, Yeap Peik Foong and Syed Shah Alam (2013)<sup>11</sup> explored the issues that influence affective commitment among knowledge workers in Malaysia. Michael White (2012)<sup>12</sup> argued that employees have in the past received relatively favourable treatment from employers in their later careers, consequent on the long-term employment relationship that employers maintain for motivational purposes.

Leenu and Lakhwinder (2011)<sup>13</sup> found that all HR practices lead to organisational commitment. Aswathy and Gupta (2010)<sup>14</sup> explored from their study that the employee's commitment towards the organisation is based mainly on their perceptions about their organizational practices. Allen and Robert (2008)<sup>15</sup> examined the relationship of student-organ fit, satisfaction with faculty, student self evaluation of academic performance, class level, class attendance time, gender and age upon affective, normative and continuance commitment. Anil Kumar (2005)<sup>16</sup> found that when an executive stays in an organisation based on a perceived cost of leaving, career development prospects and rewards play an important role in determining his continuance commitment. Eaton (2003)<sup>17</sup> analyzed the effects of the formality of the policy and perceptions of usability on organizational commitment. Camp (2001)<sup>18</sup> examined the effect of two types of subjective measurement of the work environment, job satisfaction and organizational commitment, which are thought to be related to turnover. Anantharaman and Jagadeesh (1994)<sup>19</sup> explored from their study that the unionized employees perceive the organizational climate less favorably than nonunionized employees. Randall, Fedor and Longenecker (1990)<sup>20</sup> explored from their study that employee's commitment to the organization is expressed through their behaviour indicating a concern for quality, a sacrifice orientation, a willingness to share knowledge and through their presence in the work place. Padaki (1982)<sup>21</sup> observed that individuals differing in their locus of control react differently to organizational situation and correspondingly they differ in their levels of commitment, motivation and satisfaction. Gupta, Sharma and Rahman (1971)<sup>22</sup> observed from their study that recognition is a variant of prime importance that influences one's commitment to organizational goals.

### Methods and Materials

This study deals with workers organizational and service commitment in SIPCOT industrial region in Tamil Nadu with reference to selected small, medium and large industries in Ranipet SIPCOT industrial region. From each industry 25 workers are selected as sample under simple random sampling method. The relevant data on organizational and service commitment are collected from the workers with the help of interview schedule. The collected qualitative data are quantified with the help of five point rating scale. The data analysis is carried out with the help of mean, ANOVA two way test, t test and ranking method.

### Results and Discussion

This section deals with respondents' rating on organizational commitment. It can be assessed with the help of 25 factors on a 5 point rating scale. These include feeling of working in the well managed organization, similarity of individual values and the organizations values, morale in the organization is good, Recommend the organization is a good place to work, deciding to work for the organization is the right choice, employer loyalty is observed in the organization, accepting almost any type of job assignment in order to keep working for the organization, unhappy to work for a different organization with similar service, understand how the work contributes to the organizations goals and objectives, organization is a good place to work, organization is a place to work for long period of time, job contributes to the organizations goals and objectives, good understanding of organizational direction of functioning, easy to agree with the organization's policies on important matters relating to its employees, feeling of high loyalty to the organization, extremely glad to work in the organization on the basis of experiences gained during the time of appointment, organization inspires the best job performance for the employees, really care about the fate of the organization, proud of informing about the part of the organization, informing friends the organizations is a good place to work for, unwillingness to leave the organization consequent upon present circumstances, proud to be part of the section/department/service, informing the merit of the organization to others, best of all possible scope to work in the organizations and willing to put in a great deal of extra effort to help the organization be successful.

**Table 1 Industry Size Wise Respondents' Rating on Organizational Commitment**

Variables	Small	Medium	Large	Mean
Informing friends the organizations is a good place to work for	2.32	2.59	3.09	2.52
Feeling of high loyalty to the organization	2.84	3.11	3.61	3.04
Accepting almost any type of job assignment in order to keep working for the organization	3.54	3.91	4.11	3.74
Similarity of individual values and the organizations values	3.96	4.10	4.18	4.09
Job contributes to the organizations goals and objectives	3.07	3.34	3.84	3.27
Good understanding of organizational direction of functioning	3.00	3.27	3.77	3.20
Proud of informing about the part of the organization	2.39	2.66	3.16	2.59
Employer loyalty is observed in the organization	3.61	3.93	4.18	3.81
Willing to put in a great deal of extra effort to help the organization be successful	1.78	2.05	2.25	1.98
Unhappy to work for a different organization with similar service	3.58	3.75	4.05	3.68
Unwillingness to leave the organization consequent upon present circumstances	2.27	2.54	3.04	2.47
Extremely glad to work In the organization on the basis of experiences gained during the time of appointment	2.76	3.03	3.53	2.96

Easy to agree with the organization's policies on important matters relating to its employees	2.92	3.29	3.59	3.12
Really care about the fate of the organization.	2.46	2.73	3.23	2.66
Best of all possible scope to work in the organizations	1.86	2.13	2.43	2.06
Deciding to work for the organization is the right choice	3.80	3.92	4.17	3.90
Informing the merit of the organization to others	1.99	2.26	2.76	2.19
Organization is a good place to work.	3.22	3.49	3.99	3.42
Organization inspires the best job performance for the employees.	2.67	2.94	3.44	2.87
Proud to be part of the section/department/service	2.21	2.42	2.87	2.41
Understand how the work contributes to the organizations goals and objectives	3.37	3.64	4.14	3.57
Recommend the organization is a good place to work	3.86	4.03	4.17	3.96
Organization is a place to work for long period of time.	3.16	3.43	3.93	3.36
Feeling of working in the well managed organization	3.98	4.12	4.22	4.15
Morale in the organization is good	3.93	4.10	4.20	4.03
Average	2.98	3.23	3.60	3.16

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to employees					
organizational commitment	30.34509	24	1.264379	110.6322	1.746353
Variation due to industry					
size	4.800824	2	2.400412	210.0343	3.190727
Error	0.548576	48	0.011429		
Total	35.69449	74			

Data presented in table 1 indicate the industry wise respondents' rating on organizational commitment. It could be noted that out of the 25 indicators of organizational commitment, the respondents rate the feeling of working in the well managed organization is the first level indicator of organizational commitment and it is evident from their secured a mean score of 4.15 on a 5 point rating scale. Similarity of individual values and the organizations values is rated at second level focus on organizational commitment and it is estimated from the respondents' secured a mean score of 4.09 on a 5 point rating scale. The respondents rate the morale in the organization is good and it is the third level indicator of organizational commitment criteria. It is evident from their secured a mean score of 4.03 on a 5 point rating scale. The respondents rank the fourth level indicator of organizational commitment by citing the fact that recommend the organization is a good place to work and it is observed from the respondents' secured a mean score of 3.96 on a 5 point rating scale. Deciding to work for the organization is the right choice and it is rated at fifth level reflection of organizational commitment and it could be known from the respondents' secured a mean score of 3.90 on a 5 point rating scale.

The respondents' rate the employer loyalty in the organization is the rated sixth level indicator of organizational commitment and it is revealed from their secured a mean score of 3.81 on a 5 point rating scale. Accepting almost any type of job assignment in order to keep working for the organization is rated at seventh level indicator of organizational commitment and it is observed from the respondents' secured a mean score of 3.74 on a 5 point rating scale. The respondents' rate the unhappy to work for a different organization with similar service and it is their eighth level ranking. It is evident from their secured a mean score of 3.68 on a 5 point rating scale. The respondents rank the ninth level reflection of organizational commitment by citing the fact that understand employees' work contributes to the organizations goals and objectives as per their secured a mean score of 3.57 on a 5 point rating scale. Organization is a good place to work and it is rated at tenth level indicator of organizational commitment and it is evident from the respondents' secured a mean score of 3.42 on a 5 point rating scale. The respondents' rate the organization is a place to work for long period of time and it is the eleventh level indicator of commitment and it could be known from their secured a mean score of 3.36 on a 5 point rating scale. Job contributes to achieve the organizations goals and objectives is rated at twelfth level reflection of organizational commitment and it is reflected from the respondents' secured a mean score of 3.27 on a 5 point rating scale. The respondents rank the thirteenth level indicator of organizational commitment by citing the fact that good understanding of organizational direction of functioning. It is evident from their secured a mean score of 3.20 on a 5 point rating scale. The respondents rank the fourteenth level reflection of organizational commitment by citing the fact that easy to agree with the organization's policies on important matters relating to its employees and it is clear from their secured a mean score of 3.12 on a 5 point rating scale. Feeling of high loyalty to the organization is rated at fifteenth level indicator of commitment as per the respondents' secured a mean score of 3.04 on a 5 point rating scale. Extremely glad to work in the organization on the basis of experiences gained during the time of appointment is rated at sixteenth level indicator of organizational commitment and it is observed from the respondents' secured a mean score of 2.96 on a 5 point rating scale. The respondents' rate the organization inspires the best job performance for the employees and it is their seventeenth level ranking. It is evident from their secured a mean score of 2.87 on a 5 point rating scale. The respondents rank the eighteenth level indicator of organizational commitment by citing the fact that employees really care about the fate of the organization as per their secured a mean score of 2.66 on a 5 point rating scale. Proud of informing about the part of the organization is rated at nineteenth level reflection of organizational commitment and it is evident from the respondents' secured a mean score of 2.59 on a 5 point rating scale. The respondents' rate the informing their friends that the organizations is a good place to work which is the twentieth level reflection of commitment

and it could be known from their secured a mean score of 2.52 on a 5 point rating scale. Unwillingness to leave the organization consequent upon present circumstances is rated at twenty first level indicator of organizational commitment and it is reflected from the respondents' secured a mean score of 2.47 on a 5 point rating scale. The respondents rank the twenty second level reflection of organizational commitment by citing the fact that feeling of proud to be part of the section/department/service. It is evident from their secured a mean score of 2.41 on a 5 point rating scale. The respondents rank the twenty third level indicator of organizational commitment by citing the fact that informing the merit of the organization to others and it is clear from their secured a mean score of 2.19 on a 5 point rating scale. Best of all possible scope to work in the organizations is rated at twenty fourth level indicator of commitment as per the respondents' secured a mean score of 2.06 on a 5 point rating scale. The respondents rank the twenty fifth level indicator of organizational commitment by citing the fact that willing to put in a great deal of extra effort to help the organization be successful and it is clear from their secured a mean score of 1.98 on a 5 point rating scale.

The large size industry group respondents' rank the first position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.60 on a 5 point rating scale. The medium size industry group respondents' record the second position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.23 on a 5 point rating scale. The small size industry group respondents' come down to the last position in their overall rated indicators of organizational commitment and it is estimated from their secured a mean score of 2.98 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 110.63 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of organizational commitment is statistically identified as significant. In another point, the computed anova value 210.03 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the size of industrial groups is statistically identified as significant as per the respondents expressed indicators of organizational commitment.

**Table 2 Length of Service Wise Respondents' Rating on Organizational Commitment**

Variables	Below 5 years	5-10 years	10-15 years	15-20 years	20-25 years	Mean
Informing friends the organizations is a good place to work for	2.11	2.24	2.46	2.67	3.12	2.52
Feeling of high loyalty to the organization	2.63	2.76	2.98	3.19	3.64	3.04
Accepting almost any type of job assignment in order to keep working for the organization	3.38	3.51	3.68	3.99	4.14	3.74
Similarity of individual values and the organizations values	3.85	3.91	4.10	4.18	4.21	4.09
Job contributes to the organizations goals and objectives	2.86	2.99	3.21	3.42	3.87	3.27
Good understanding of organizational direction of functioning	2.79	2.92	3.14	3.35	3.80	3.20
Proud of informing about the part of the organization	2.18	2.31	2.53	2.74	3.19	2.59
Employer loyalty is observed in the organization	3.50	3.58	3.75	4.01	4.21	3.81
Willing to put in a great deal of extra effort to help the organization be successful	1.73	1.80	1.92	2.13	2.28	1.98
Unhappy to work for a different organization with similar service	3.32	3.45	3.72	3.83	4.08	3.68
Unwillingness to leave the organization consequent upon present circumstances	2.06	2.19	2.41	2.62	3.07	2.47
Extremely glad to work In the organization on the basis of experiences gained during the time of appointment	2.55	2.68	2.90	3.11	3.56	2.96
Easy to agree with the organization's policies on important matters relating to its employees	2.71	2.84	3.06	3.37	3.62	3.12
Really care about the fate of the organization.	2.25	2.38	2.60	2.81	3.26	2.66
Best of all possible scope to work in the organizations	1.75	1.88	2.00	2.21	2.46	2.06
Deciding to work for the organization is the right choice	3.51	3.82	3.94	4.00	4.20	3.90
Informing the merit of the organization to others	1.78	1.91	2.13	2.34	2.79	2.19
Organization is a good place to work.	3.01	3.14	3.36	3.57	4.02	3.42
Organization inspires the best job performance for the employees.	2.46	2.59	2.81	3.02	3.47	2.87
Proud to be part of the section/department/service	2.11	2.19	2.35	2.50	2.90	2.41
Understand how the work contributes to the organizations goals and objectives	3.16	3.29	3.51	3.72	4.17	3.57
Recommend the organization is a good place to work	3.75	3.88	4.00	4.11	4.20	3.96
Organization is a place to work for long period of time.	2.95	3.08	3.30	3.51	3.96	3.36
Feeling of working in the well managed organization	3.89	3.97	4.12	4.20	4.25	4.15
Morale in the organization is good	3.72	3.95	4.07	4.18	4.23	4.03
Average	2.80	2.93	3.12	3.31	3.63	3.16

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to employees organizational commitment	53.374	48	2.2239	225.11	1.6312
Variation due to length of service	10.633	62	2.6584	269.09	2.4664
Error	0.9483	76	0.0098	79	
Total	64.956	124			

Data presented in table 2 indicate the length of service wise respondents' rating on organizational commitment. The respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.63 on a 5 point rating scale. The respondents come under the length of service group in the range of 15-20 years register the second position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.31 on a 5 point rating scale. The respondents included in the length of service group 10-15 years occupy the third position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.12 on a 5 point rating scale. The respondents belong to in the 5-10 years length of service group hold the fourth position in their overall rated indicators of organizational commitment as per their secured a mean score of 2.93 on a 5 point rating scale. The respondents observed below 5 years length of service group turn down to last position in their overall rated indicators of organizational commitment as per their secured a mean score of 2.80 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 225.11 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of organizational commitment is statistically identified as significant. In another point, the computed anova value 269.09 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents rated indicators of organizational commitment.

**Table 3 Education Wise Respondents' Rating on Organizational Commitment**

Variables	Secondary	Higher secondary	Diploma	Under graduate	Post graduate	Mean
Informing friends the organizations is a good place to work for	2.20	2.32	2.54	2.62	2.92	2.52
Feeling of high loyalty to the organization	2.72	2.84	3.06	3.14	3.44	3.04
Accepting almost any type of job assignment in order to keep working for the organization	3.42	3.54	3.76	3.84	4.14	3.74
Similarity of individual values and the organizations values	3.77	3.99	4.11	4.17	4.21	4.09
Job contributes to the organizations goals and objectives	2.95	3.07	3.29	3.37	3.67	3.27
Good understanding of organizational direction of functioning	2.88	3.00	3.22	3.30	3.60	3.20
Proud of informing about the part of the organization	2.27	2.39	2.61	2.69	2.99	2.59
Employer loyalty is observed in the organization	3.49	3.61	3.83	3.91	4.21	3.81
Willing to put in a great deal of extra effort to help the organization be successful	1.66	1.78	2.00	2.08	2.38	1.98
Unhappy to work for a different organization with similar service	3.36	3.48	3.70	3.78	4.08	3.68
Unwillingness to leave the organization consequent upon present circumstances	2.15	2.27	2.49	2.57	2.87	2.47
Extremely glad to work In the organization on the basis of experiences gained during the time of appointment	2.64	2.76	2.98	3.06	3.36	2.96
Easy to agree with the organization's policies on important matters relating to its employees	2.80	2.92	3.14	3.22	3.52	3.12
Really care about the fate of the organization.	2.34	2.46	2.68	2.76	3.06	2.66
Best of all possible scope to work in the organizations	1.74	1.86	2.08	2.16	2.46	2.06
Deciding to work for the organization is the right choice	3.68	3.80	3.92	4.00	4.10	3.90
Informing the merit of the organization to others	1.87	1.99	2.21	2.29	2.59	2.19
Organization is a good place to work.	3.10	3.22	3.44	3.52	3.82	3.42
Organization inspires the best job performance for the employees.	2.55	2.67	2.89	2.97	3.27	2.87
Proud to be part of the section/department/service	2.09	2.21	2.43	2.51	2.81	2.41
Understand how the work contributes to the organizations goals and objectives	3.25	3.37	3.59	3.67	3.97	3.57
Recommend the organization is a good place to work	3.74	3.86	3.98	4.06	4.16	3.96
Organization is a place to work for long period of time.	3.04	3.16	3.38	3.46	3.76	3.36
Feeling of working in the well managed organization	3.93	4.10	4.17	4.20	4.25	4.15
Morale in the organization is good	3.81	3.93	4.05	4.13	4.23	4.03
Average	2.86	2.98	3.18	3.26	3.51	3.16

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to employees organizational commitment	53.513	48	2.2297	690.21	1.6312
Variation due to educational status	6.4596	72	1.6149	499.89	2.4664
Error	0.3101	96	0.0032		
Total	60.283	28	31		

Table 3 reveals data on the education wise respondents' rating on indicators of organizational commitment. The post graduate degree level educated respondents rank the first position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.51 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.26 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of organizational commitment as per their secured a mean score of 3.18 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of organizational commitment as per their secured a mean score of 2.98 on a 5 point rating scale. The secondary level educated respondents turn down to last position in their overall rated indicators of organizational commitment as per their secured a mean score of 2.86 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 690.21 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of organizational commitment is statistically identified as significant. In another point, the computed anova value 499.89 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of organizational commitment.

**Table 4 Sex Wise Respondents' Rating on Organizational Commitment**

Variables	Male	Female	Mean
Informing friends the organizations is a good place to work for	2.65	2.39	2.52
Feeling of high loyalty to the organization	3.17	2.91	3.04
Accepting almost any type of job assignment in order to keep working for the organization	3.87	3.61	3.74
Similarity of individual values and the organizations values	4.22	3.96	4.09
Job contributes to the organizations goals and objectives	3.40	3.14	3.27
Good understanding of organizational direction of functioning	3.33	3.07	3.20
Proud of informing about the part of the organization	2.72	2.46	2.59
Employer loyalty is observed in the organization	3.94	3.68	3.81
Willing to put in a great deal of extra effort to help the organization be successful	2.11	1.85	1.98
Unhappy to work for a different organization with similar service	3.81	3.55	3.68
Unwillingness to leave the organization consequent upon present circumstances	2.60	2.34	2.47
Extremely glad to work In the organization on the basis of experiences gained during the time of appointment	3.09	2.83	2.96
Easy to agree with the organization's policies on important matters relating to its employees	3.25	2.99	3.12
Really care about the fate of the organization.	2.79	2.53	2.66
Best of all possible scope to work in the organizations	2.19	1.93	2.06
Deciding to work for the organization is the right choice	4.03	3.77	3.90
Informing the merit of the organization to others	2.32	2.06	2.19
Organization is a good place to work.	3.55	3.29	3.42
Organization inspires the best job performance for the employees.	3.00	2.74	2.87
Proud to be part of the section/department/service	2.54	2.28	2.41
Understand how the work contributes to the organizations goals and objectives	3.70	3.44	3.57
Recommend the organization is a good place to work	4.09	3.83	3.96
Organization is a place to work for long period of time.	3.49	3.23	3.36
Feeling of working in the well managed organization	4.28	4.02	4.15
Morale in the organization is good	4.16	3.90	4.03
Average	3.29	3.03	3.16

Source: Computed from primary data

t statistical value 4.90, df 24, t critical value 1.71

Table 4 shows data on the sex wise respondents' rating on organizational commitment. The male respondents' rank the first positions in their overall rated indicators of organizational commitment as per their secured a mean score of 3.29 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of organizational commitment and it is estimated from their secured a mean score of 3.03 on a 5 point rating scale.

The t test is applied for further discussion. The computed t value 4.90 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of organizational commitment.

### Service Commitment

This section deals with respondents' rating on service commitment. It can be assessed with the help of 21 factors on a 5 point rating scale. These include the most important things that happen in life involve their work, organization has one of the best reputations in the industry, an individual's life goals should be work oriented, employee needs are providing the best service to customers, organization's customers feel that they strive to satisfy their needs, rules and procedures enable the employees to meet their customer's requirements, employees have necessary skills to provide good customer service, organization tries to make its products/services easy to use, organization responds well to customers when their needs change, organization cares about its customers, the most important things that happen to employees involve their work, job life is only worth living when people get absorbed in work, work should be considered central to life, customer satisfaction is a priority in the organization, manager is committed to high levels of customer service, organization offers excellent service to the customers, organization gives employees sufficient resources to satisfy customer, the major satisfaction in employees life comes from their job, employees are encouraged to be creative and innovative to meet the customer's needs and organization offers excellent service to the employees.

**Table 5 Industry Size Wise Respondents' Rating on Service Commitment**

Variables	Small	Medium	Large	Mean
Organization offers excellent service to the customers.	2.06	2.47	2.62	2.55
Customer satisfaction is a priority in the organization.	2.30	2.71	2.86	2.79
Organization responds well to customers when their needs change.	2.83	3.24	3.39	3.32
Organization's customers feel that they strive to satisfy their needs.	3.21	3.62	3.77	3.70
Organization has one of the best reputations in the industry.	3.55	4.09	4.26	4.02
Organization tries to make its products/services easy to use.	2.97	3.38	3.53	3.46
Employees are encouraged to be creative and innovative to meet the Customer's needs.	1.83	2.24	2.39	2.32
Rules and procedures enable the employees to meet their customer's requirements.	3.12	3.53	3.68	3.61
Proud of the quality of the organization's products and services	1.40	1.81	1.96	1.89
Organization gives employees sufficient resources to satisfy customer	1.97	2.38	2.53	2.46
Employee needs are providing the best service to customers.	3.30	3.71	3.86	3.79
Manager is committed to high levels of customer service.	2.21	2.62	2.77	2.70
Organization cares about its customers.	2.74	3.15	3.30	3.23
Employees have necessary skills to provide good customer service.	3.05	3.46	3.61	3.54
Organization offers excellent service to the customers.	1.63	2.04	2.19	2.12
The most important things that happen in life involve their work.	3.81	4.12	4.27	4.10
Work should be considered central to life.	2.39	2.80	2.95	2.88
An individual's life goals should be work oriented.	3.40	3.81	3.99	3.89
Life is only worth living when people get absorbed in work.	2.59	3.00	3.15	3.08
The major satisfaction in employees' life comes from their job.	1.90	2.31	2.46	2.39
The most important things that happen to employees involve themselves in organizational activities	2.69	3.10	3.25	3.18
Average	2.62	3.03	3.18	3.10

Source: Computed from primary data

## ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>F crit</i>
Variation due to employees service commitment	27.10751	20	1.355375	2660.497	1.838859
Variation due to industry size	3.572622	2	1.786311	3506.39	3.231727
Error	0.020378	40	0.000509		
Total	30.70051	62			

Data presented in table 5 indicate the industry wise respondents' rating on service commitment. It could be noted that out of the 21 indicators of service commitment, the respondents rate the most important things that happen in life involve their work is the first level indicator of service commitment and it is evident from their secured a mean score of 4.10 on a 5 point rating scale. Organization has one of the best reputations in the industry is rated at second level reflection of service commitment and it is estimated from the respondents' secured a mean score of 4.02 on a 5 point rating scale. The respondents rate an individual's life goals should be work oriented and it is the third level indicator of service commitment. It is evident from their secured a mean score of 3.89 on a 5 point rating scale. The respondents rank the fourth level reflection of service commitment by citing the fact that employee needs are providing the best service to customers and it is observed from the respondents' secured a mean score of 3.79 on a 5 point rating scale. Organization's customers feel that they strive to satisfy their needs is rated at fifth level indicator of service commitment and it could be known from the respondents' secured a mean score of 3.70 on a 5 point rating scale.

The respondents' rate the rules and procedures enable the employees to meet their customer's requirements is the sixth level indicator of service commitment and it is revealed from their secured a mean score of 3.61 on a 5 point rating scale. Employees have necessary skills to provide good customer service is rated at seventh level indicator of service commitment and it is observed from the respondents' secured a mean score of 3.54 on a 5 point rating scale. The respondents' rate the organization tries to make its products/services easy to use and it is their eighth level ranking. It is evident from their secured a mean score of 3.46 on a 5 point rating scale. The respondents rank the ninth level indicator of service commitment by citing the fact that the organization responds well to customers when their needs change as per their secured a mean score of 3.32 on a 5 point rating scale. Organization cares about its customers is rated at tenth level revelation of service commitment and it is evident from the respondents' secured a mean score of 3.23 on a 5 point rating scale. The respondents rate the most important things that happen to employees involve themselves in organizational activities is the eleventh level indicator of commitment and it could be known from their secured a mean score of 3.18 on a 5 point rating scale. Life is only worth living when people get absorbed in work is rated at twelfth level reflection of service commitment and it is reflected from the respondents' secured a mean score of 3.08 on a 5 point rating scale. The respondents rank the thirteenth level revelation of service commitment by citing the fact that work should be considered central to life. It is evident from their secured a mean score of 2.88 on a 5 point rating scale. The respondents rank the fourteenth level indicator of service commitment by citing the fact that customer satisfaction is a priority in the organization and it is clear from their secured a mean score of 2.79 on a 5 point rating scale. Manager is committed to high level customer service and it is rated at fifteenth level reflection of commitment as per the respondents' secured a mean score of 2.70 on a 5 point rating scale. Organization offers excellent service to the customers is rated at sixteenth level indicator of service commitment and it is observed from the respondents' secured a mean score of 2.55 on a 5 point rating scale. The respondents' rate the organization gives employees sufficient resources to satisfy customer and it is their seventeenth level ranking. It is evident from their secured a mean score of 2.46 on a 5 point rating scale. The respondents rank the eighteenth level indicator of service commitment by citing the fact that the major satisfaction in employees' life comes from their job as per their secured a mean score of 2.39 on a 5 point rating scale. Employees are encouraged to be creative and innovative to meet the customer's needs is rated at nineteenth level reflection of service commitment and it is evident from the respondents' secured a mean score of 2.32 on a 5 point rating scale. The respondents' rate the organization offers excellent service to the customers is the twentieth level indicator of commitment and it could be known from their secured a mean score of 2.12 on a 5 point rating scale. Proud of the quality of the organization's products and services and it is the twenty first level reflection of service commitment and it is reflected from the respondents' secured a mean score of 1.89 on a 5 point rating scale.

The large size industry group respondents' rank the first position in their overall rated indicators of service commitment as per their secured a mean score of 3.18 on a 5 point rating scale. The medium size industry group respondents' record the second position in their overall rated indicators of service commitment process as per their secured a mean score of 3.03 on a 5 point rating scale. The small size group industry respondents' come down to the last position in their overall rated indicators of service commitment and it is estimated from their secured a mean score of 2.62 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 2660.49 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of service commitment is statistically identified as significant. In another point, the computed anova value 3506.39 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the size of industry groups is statistically identified as significant as per the respondents expressed indicators of service commitment.

**Table 6 Length of Service Wise Respondents' Rating on Service Commitment**

Variables	Below 5 years	5-10 years	10-15 years	15-20 years	20-25 years	Mean
Organization offers excellent service to the customers.	1.97	2.29	2.44	2.94	3.10	2.55
Customer satisfaction is a priority in the organization.	2.21	2.53	2.68	3.18	3.34	2.79
Organization responds well to customers when their needs change.	2.74	3.06	3.21	3.71	3.87	3.32
Organization's customers feel that they strive to satisfy their needs.	3.12	3.44	3.59	4.09	4.25	3.70
Organization has one of the best reputations in the industry.	3.64	3.96	4.01	4.21	4.27	4.02
Organization tries to make its products/services easy to use.	2.88	3.20	3.35	3.85	4.01	3.46
Employees are encouraged to be creative and innovative to meet the Customer's needs.	1.74	2.06	2.21	2.71	2.87	2.32
Rules and procedures enable the employees to meet their customer's requirements.	3.03	3.35	3.50	4.00	4.16	3.61
Proud of the quality of the organization's products and services	1.31	1.63	1.78	2.28	2.44	1.89
Organization gives employees sufficient resources to satisfy customer	1.88	2.20	2.35	2.85	3.01	2.46
Employee needs are providing the best service to customers.	3.21	3.53	3.78	4.18	4.24	3.79
Manager is committed to high levels of customer service.	2.12	2.44	2.59	3.09	3.25	2.70
Organization cares about its customers.	2.65	2.97	3.12	3.62	3.78	3.23
Employees have necessary skills to provide good customer service.	2.96	3.28	3.43	3.93	4.09	3.54
Organization offers excellent service to the customers.	1.54	1.86	2.01	2.51	2.67	2.12
The most important things that happen in life involve their work.	3.75	4.10	4.11	4.19	4.25	4.10
Work should be considered central to life.	2.30	2.62	2.77	3.27	3.43	2.88
An individual's life goals should be work oriented.	3.51	3.73	3.98	4.08	4.14	3.89
Life is only worth living when people get absorbed in work.	2.50	2.82	2.97	3.47	3.63	3.08
The major satisfaction in employees life comes from their job.	1.81	2.13	2.28	2.78	2.94	2.39
The most important things that happen to employees involve themselves in organizational activities	2.60	2.92	3.07	3.67	3.73	3.18
Average	2.55	2.86	3.01	3.46	3.59	3.10

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to employees organizational commitment	42.416	17	2.1208	232.47	1.7031
Variation due to length of service	15.591	39	3.9978	427.27	2.4858
Error	0.7298	1	0.0091	29	85
Total	58.737	37	23		

Data presented in table 6 indicate the length of service wise respondents' rating on service commitment in their organization. The respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.59 on a 5 point rating scale. The respondents come under the length of service group in the range of 15-20 years register the second position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.46 on a 5 point rating scale. The respondents included in the length of service group 10-15 years occupy the third position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.01 on a 5 point rating scale. The respondents belong to the 5-10 years length of service group hold the fourth position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 2.86 on a 5 point rating scale. The respondents observed below 5 years length of service group turn down to last position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 2.55 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 232.47 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of service commitment is statistically identified as significant. In another point, the computed anova value 427.27 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents rated indicators of service commitment.

**Table 7 Education Wise Respondents' Rating on Service Commitment**

Variables	Secondary	Higher secondary	Diploma	Under graduate	Post graduate	Mean
Organization offers excellent service to the customers.	1.97	2.33	2.54	2.84	2.96	2.55
Customer satisfaction is a priority in the organization.	2.21	2.57	2.78	3.08	3.20	2.79
Organization responds well to customers when their needs change.	2.74	3.10	3.31	3.61	3.73	3.32
Organization's customers feel that they strive to satisfy their needs.	3.12	3.48	3.69	3.99	4.11	3.70
Organization has one of the best reputations in the industry.	3.46	3.95	4.18	4.15	4.26	4.02
Organization tries to make its products/services easy to use.	2.88	3.24	3.45	3.75	3.87	3.46
Employees are encouraged to be creative and innovative to meet the Customer's needs.	1.74	2.10	2.31	2.61	2.73	2.32
Rules and procedures enable the employees to meet their customer's requirements.	3.03	3.39	3.60	3.90	4.02	3.61
Proud of the quality of the organization's products and services	1.31	1.67	1.88	2.18	2.30	1.89
Organization gives employees sufficient resources to satisfy customer	1.88	2.24	2.45	2.75	2.87	2.46
Employee needs are providing the best service to customers.	3.21	3.57	3.78	4.08	4.20	3.79
Manager is committed to high levels of customer service.	2.12	2.48	2.69	2.99	3.11	2.70
Organization cares about its customers.	2.65	3.01	3.22	3.52	3.64	3.23
Employees have necessary skills to provide good customer service.	2.96	3.32	3.53	3.83	3.95	3.54
organization offers excellent service to the customers.	1.54	1.90	2.11	2.41	2.53	2.12
The most important things that happen in life involve their work.	3.72	3.98	4.19	4.19	4.31	4.10
Work should be considered central to life.	2.30	2.66	2.87	3.17	3.29	2.88
An individual's life goals should be work oriented.	3.31	3.67	3.91	4.18	4.27	3.89
Life is only worth living when people get absorbed in work.	2.50	2.86	3.07	3.37	3.49	3.08
The major satisfaction in employees life comes from their job.	1.81	2.17	2.38	2.68	2.80	2.39
The most important things that happen to employees involve themselves in organizational activities	2.60	2.96	3.17	3.47	3.59	3.18
Average	2.53	2.89	3.10	3.37	3.49	3.10

Source: Computed from primary data

#### ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to employees organizational commitment	42.59497	20	2.129749	758.1746	1.70316
Variation due to educational status	12.44408	4	3.111019	1107.5	2.485885
Error	0.224724	80	0.002809		
Total	55.26377	104			

Table 7 reveals data on the education wise respondents' rating on indicators of service commitment. The post graduate degree level educated respondents rank the first position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.49 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.37 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.10 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 2.89 on a 5 point rating scale. The secondary level educated respondents turn down to last position in their overall rated indicators of service commitment in their organization as per their secured a mean score of 2.53 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 758.17 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of service commitment is statistically identified as significant. In another point, the computed anova value 1107.50 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of service commitment in their organization.

**Table 8 Gender Wise Respondents' Rating on Service Commitment**

Variables	Male	Female	Mean
Organization offers excellent service to the customers.	2.79	2.31	2.55
Customer satisfaction is a priority in the organization.	3.03	2.55	2.79
Organization responds well to customers when their needs change.	3.56	3.08	3.32
Organization's customers feel that they strive to satisfy their needs.	3.94	3.46	3.70
Organization has one of the best reputations in the industry.	4.16	3.88	4.02
Organization tries to make its products/services easy to use.	3.70	3.22	3.46
Employees are encouraged to be creative and innovative to meet the Customer's needs.	2.56	2.08	2.32
Rules and procedures enable the employees to meet their customer's requirements.	3.85	3.37	3.61
Proud of the quality of the organization's products and services	2.13	1.65	1.89
Organization gives employees sufficient resources to satisfy customer	2.70	2.22	2.46
Employee needs are providing the best service to customers.	4.03	3.55	3.79
Manager is committed to high levels of customer service.	2.94	2.46	2.70
Organization cares about its customers.	3.47	2.99	3.23
Employees have necessary skills to provide good customer service.	3.78	3.30	3.54
Organization offers excellent service to the customers.	2.36	1.88	2.12
The most important things that happen in life involve their work.	4.24	3.96	4.10
Work should be considered central to life.	3.12	2.64	2.88
An individual's life goals should be work oriented.	4.13	3.65	3.89
Life is only worth living when people get absorbed in work.	3.32	2.84	3.08
The major satisfaction in employees' life comes from their job.	2.63	2.15	2.39
The most important things that happen to employees involve themselves in organizational activities	3.42	2.94	3.18
Average	3.33	2.87	3.10

Source: Computed from primary data

t statistical value 35.11, df 20, t critical value 1.72

Table 8 shows data on the sex wise respondents' rating on service commitment. The male respondents' rank the first positions in their overall rated indicators of service commitment in their organization as per their secured a mean score of 3.33 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of service commitment in their organization and it is estimated from their secured a mean score of 2.87 on a 5 point rating scale.

The t test is applied for further discussion. The computed t value 35.11 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of service commitment.

### Conclusion

It could be seen clearly from the above discussion that the respondents' rate the high level organizational commitment by citing the indicators that feeling of working in the well managed organization, similarity of individual values and the values of the organizations, presents of good morale in the organization, recommend the organization is a good place to work, deciding to work for the organization is the right choice, employer loyalty is observed in the organization, accepting almost any type of job

assignment in order to keep working for the organization, unhappy to work for a different organization with similar service and understand how the work contributes to the organization's goals and objectives as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' rate the moderate level organizational commitment by stating the facts that the organization is a good place to work, organization is a place to work for long period of time, job contributes to the organization's goals and objectives, good understanding of organizational direction of functioning, easy to agree with the organization's policies on important matters relating to its employees, feeling of high loyalty to the organization, extremely glad to work in the organization on the basis of experiences gained during the time of appointment, organization inspires the best job performance for the employees, really care about the fate of the organization, proud of informing about part of the organization and informing the friends that the organizations a good place to work as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level indicators of organizational commitment by indicating the facts that recruitment policy, only candidates with the suitable skills are considered during the selection process, made aware of existing job vacancies and all the heads of department are involved in the selection process as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the large size industry group respondents' rank the first position in their rated overall indicators of organizational commitment, medium size industry group respondents' the second and small size industry group respondents' the last.

The result of length of service wise analysis reveals that the respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of organizational commitment, respondents come under the 15-20 years length of service group the second, respondents identified in the 10-15 years length of service group the third, respondents come under the 5-10 years length of service group the fourth and respondents observed below 5 years length of service group the last. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of organizational commitment, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of gender wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of organizational commitment.

The findings of respondents rating on service commitment reveal the following facts. The respondents' rate the high level service commitment by stating the indicators that the most important things that happen in life involve their work, organization has one of the best reputations in the industry, an individual's life goals should be work oriented, employee needs are providing the best service to customers, organization's customers feel that they strive to satisfy their needs, rules and procedures enable the employees to meet their customer's requirements and employees have necessary skills to provide good customer service as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' rate the moderate level service commitment by stating the facts that organization tries to make its products/services easy to use, organization responds well to customers when their needs change, organization cares about its customers, the most important things that happen to employees involve themselves in organizational activities, life is only worth living when people get absorbed in work, work should be considered central to life, customer satisfaction is a priority in the organization, manager is committed to high level customer service and organization offers excellent service to the customers as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level service commitment by indicating the facts that organization gives employees sufficient resources to satisfy customer, the major satisfaction in employees life comes from their job, employees are encouraged to be creative and innovative to meet the customer's needs, organization offers excellent service to the customers and proud of the quality of the organization's products and services as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the large size industry group respondents' rank the first position in their rated overall indicators of service commitment, medium size industry group respondents' the second and small size industry group respondents' the last.

The result of length of service wise analysis reveals that the respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of service commitment in their organization, respondents come under the 15-20 years length of service group the second, respondents identified in the 10-15 years length of service group the third, respondents come under the 5-10 years length of service group the fourth and respondents observed below 5 years length of service group the last. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of service commitment in their organization, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of gender wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of service commitment in their organization.

### Suggestions

The findings of the present study lead to the following suggestions.

1. There is a need to enhance the service commitment capacity among the workers of small enterprises
2. The workers should be given adequate salary and career advancement opportunities with view to enhance their service commitment to the organization
3. The organization should promote workers' participation in organization development activities with a view to enhance their commitment
4. The service commitment among the low length of service employees should be promoted by informing them about the available opportunities for the career advancement
5. In order to enhance the workers participation management, adequate opportunities to be created

## End Notes

- <sup>1</sup> Dodd, J. (2002). Loyalty and Commitment – Not such a subtle difference. New Zealand Direct Marketing Association Inc., 87-97.
- <sup>2</sup> Hofmeyr, J & Rice, B. (2000). Commitment-led marketing. West Sussex: John Wiley & Sons.
- <sup>3</sup> Bandura, A. (1986). Self-efficacy beliefs in human functioning form Social Foundations of Thought and Action, retrieved from world wide web on 24 September 2005: <http://www.des.emory.edu/mfp/effpassages.html>
- <sup>4</sup> Jamieson, D. & Richards, T. (1996). Committed Employees – The Key Focus in Strategic Development. MRS Conference, United Kingdom.
- <sup>5</sup> Meyer, J.P. & Allen, N.J. (1991). A three-component conceptualisation of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- <sup>6</sup> Kanter, R.M. (1968). Commitment and Social Organisation: A study of commitment mechanisms in Utopian communities, *American Sociological Review*, [ASR] 33, 499-517.
- <sup>7</sup> Meyer, J.P. & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resources Review*, 11, 299-326.
- <sup>8</sup> Biljana Dordevic,(2004).Employee Commitment in Times of Radical Organisational Changes. *Economics and Organisation*, 2, 2, 111-117.
- <sup>9</sup> Rajendran Muthuveloo and Raduan Che Rose(2005). Typology of Organizational Commitment. *American Journal of Applied Science*, 2,6,1071078-1081.
- <sup>10</sup> Charles Bellemare and Bruce Shearer (2014) Measuring Ratchet Effects within a Firm: Evidence from a Field Experiment Varying Contractual Commitment No 4914, CESifo Working Paper Series from CESifo Group Munich
- <sup>11</sup> Nilufar Ahsan, David Yong Gun Fie, Yeap Peik Foong and Syed Shah Alam (2013) Relationship between retention factors and affective organisational commitment among knowledge workers in Malaysia *Journal of Business Economics and Management*, vol. 14, issue 5, pages 903-922.
- <sup>12</sup> Michael White (2012) Older employees under pressure? Theorizing reasons for declining commitment *Work, Employment & Society*, vol. 26, issue 3, pages 447-463.
- <sup>13</sup> Leenu, N., & Lakhwinder, S.K. (2011). Human resource management practices and organisational commitment in Indian context. *Prajnan, Journal of Social and Management Sciences*, XL (2), 87-98.
- <sup>14</sup> Aswathy, R., & Gupta, R.K. (2010). Organisational commitment of Indian managers in multinational companies. *Indian Journal of Industrial Relations*, 45 (3).
- <sup>15</sup> Allen & Robert, E. (2008). Predictors of organisational commitment in college students. *Dissertation Abstracts International*, 68 (7), 3015.
- <sup>16</sup> Anil Kumar, K (2005). Organisational commitment of executives. Ph.D. Thesis, University of Kerala, Thiruvananthapuram.
- <sup>17</sup> Eaton, S.C. (2003). If you can use them: flexibility policies; organizational commitment and perceived performances. *Industrial Relations*, 42, 145-167.
- <sup>18</sup> Camp, D.Scott (2001). Assessing the effects of organizational commitment and job satisfaction on turnover; An event history approach. *The Prison Journal*, 74 (3), 279-305.
- <sup>19</sup> Anantharaman, R.N., & Jagadeesh, M. (1994). Perception of organizational climate by unionised and non-unionised employees. *Indian Journal of Applied Psychology*, 31 (2), 17-20.
- <sup>20</sup> Randall. D.M., Fedor, D., & Longenecker, C.O. (1990). 'The Behavioural expressions of organizational commitment. *Journal of Vocational Behaviour*, 36 (2), 210-224.
- <sup>21</sup> Padaki. R. (1982). Organisational climate and work behaviour. Ph.D. Thesis, Gujarat University, Ahmedabad.
- <sup>22</sup> Gupta, S.P., Sharma K.D., & Rahman, A. (1971). Scientists and their commitment to organizational goals. *Economic and Political Weekly*, 6 (49), 2447-2450.