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**A STUDY ON EMPLOYEE COMMITMENT
LEVEL WITH REFERENCE TO KERALA-SIDCO LTD
TRIVANDRUM**

A SUMMER PROJECT REPORT (MBA703)

Submitted by

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Under the Guidance of

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in partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

in

Department of Management Studies

KUMARAGURU COLLEGE OF TECHNOLOGY
(An Autonomous Institution Affiliated to Anna University of Technology, Coimbatore)

COIMBATORE – 641 049

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KUMARAGURU COLLEGE OF TECHNOLOGY COIMBATORE - 641 049

Department of Management Studies

**A SUMMER PROJECT WORK (MBA703)
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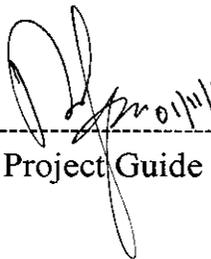
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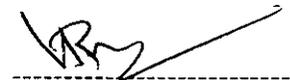
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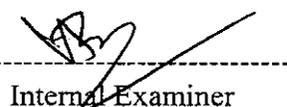
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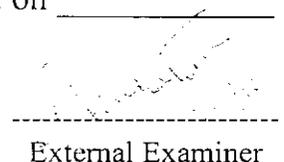
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DECLARATION

DECLARATION

I affirm that the project work titled A STUDY ON EMPLOYEE COMMITMENT LEVEL WITH REFERENCE TO KERALA-SIDCO LTD, TRIVANDRUM being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.



(Signature of the Candidate)

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I certify that the declaration made above by the candidate is true



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ABSTRACT

ACKNOWLEDGEMENT

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ABSTRACT

Over the last ten years, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights. These recent advances include new approaches to both the conceptualization of employee commitment and the particular human resource practices intended to increase it. Studies have confirmed that satisfied employees will be more committed to their organizations and offer high quality service to the customers.

The study focuses on identifying the level of commitment the employees possess towards the work. For this, commitment level in workplace is divided into three levels namely affective, continuance and normative commitments. A descriptive study is conducted in KERALA-SIDCO Limited, TRIVANDRUM by taking whole population which consists of 120 employees as samples. Primary data is collected from the company employees by administering a structured questionnaire. The collected responses are analyzed and interpreted. The findings of the study indicate the presence of high affective commitment whereas low continuance and normative commitment. The study is concluded that the employees at KERALA-SIDCO Limited, TRIVANDRUM exhibit a high level of overall commitment towards the organization.

CHAPTER - 1
INTRODUCTION

CHAPTER – 1

INTRODUCTION

1.1 Background of study

1.1.a Employee commitment:

No organizations in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member. Organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace. Furthermore, reasons for studying organizational commitment are related to (a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure. Organizational commitment refers to employee's loyalty to the organization, their willingness to work on behalf of the organization.

1.1.b Levels of commitment:

According to Meyer and Allen (1991), organizational commitment is referred to as affective, continuance and normative commitment.

- **Affective Commitment:** Affective commitment is a feeling of emotional attachment to, identification with, and involvement in the organization.
- **Continuance Commitment:** Continuance Commitment refers to an awareness of the costs associated with leaving the organization.
- **Normative Commitment:** Normative Commitment reflects a feeling of obligation to continue employment.

High levels of employee commitment of individual projects or to the business as a whole are considered to be indicators of an organization's success. The following factors were identified in considering ones level of commitment:

- Job type
- Job security
- Educational levels
- Salary
- Work experience
- Job challenge
- Promotional chances
- Rewards
- Reputation
- Role clarity

1.2 Review of literature

Natalie J. Allen, John P Meyer¹ (1990) Organizational commitment has been conceptualized and measured in various ways. The two studies reported here were conducted to test aspects of a three-component model of commitment which integrates these various conceptualizations. The affective component of organizational commitment, proposed by the model, refers to employees' emotional attachment to, identification with, and involvement in, the organization. The continuance component refers to commitment based on the costs that employees associate with leaving the organization. Finally, the normative component refers to employees' feelings of obligation to remain with the organization. In Study 1, scales were developed to measure these components. Relationships among the components of commitment and with variables considered their antecedents were examined in Study 2. Results of a canonical correlation analysis suggested that, as predicted by the model, the affective and continuance components of Organizational commitment are empirically distinguishable constructs with different correlates. The affective and normative components, although distinguishable, appear to be somewhat related. The importance of differentiating the components of commitment, both in research and practice, is discussed.

Barbara B. Brown² (March 25, 2003) The purpose of this research paper was to investigate the relationship between employees' perceptions of their immediate supervisors' relations-oriented and task-oriented leadership behaviors and different types of organizational commitment. Bass & Avolio's (1995) Multifactor Leadership Questionnaire (MLQ Form 5X) was used to measure relations-oriented and task-oriented leadership behaviors. Meyer & Allen's (1997) Organizational Commitment Questionnaire (OCQ) was used to measure organizational commitment. Participants in the research included 361 employees who worked for the city of

¹ Natalie J. Allen & John P. Meyer, The measurement and antecedents of affective, continuance and normative commitment to the organization, Department of Psychology, The University of Western Ontario, Canada N6A 5C2, Journal of Occupational Psychology (1990), 63, 1-18 printed in Great Britain © 1990 The British Psychological Society.

² Barbara B. Brown, Employees Organizational Commitment and Their Perception of Supervisors' Relations-Oriented and Task-Oriented Leadership Behaviors, , Doctor Of Philosophy in human development, Dissertation submitted to the Faculty of the Virginia Polytechnic Institute and State University, Falls Church, Virginia, March 25, 2003.

Charlottesville, Virginia. Factor scores were used to perform regressions and investigate the amount of variance relations-oriented leadership behaviors and task-oriented leadership behaviors explained in organizational commitment. Relations-oriented leadership behaviors explained the greatest amount of variance in affective commitment, somewhat less variance in normative commitment, and no variance in continuance commitment. The results for task-oriented leadership behaviors revealed the same pattern of relationships with the different types of organizational commitment, only weaker.

Harold L. Angle and James L. Perry³ (March 1981) This study attempts to relate the organizational commitment of lower-level employees to organizational effectiveness in organizations offering bus services. Organizational commitment was found to be associated with organizational Adaptability, turnover, and tardiness rate, but not with Operating costs or absenteeism. Two subscales were constructed to measure value commitment and commitment to stay in the organization. Few significant differences were found between the subscales, as they relate to various indicators of organizational effectiveness, and the overall pattern suggested the need to avoid simplistic assumptions about the impact of commitment on organizationally relevant behavior.

Sunil Maheshwari, and Ramesh Bhat & Somen Saha⁴ (July 12, 2006) Commitment, competencies and skills of people working in the health sector can significantly impact the performance and its reform process. In this study they attempted to analyze the commitment of state health officials and its implications for human resource practices in Gujarat. A self-administered questionnaire was used to measure commitment and its relationship with human resource (HR) variables. Employee's organizational commitment (OC) and professional commitment (PC) were measured using OC and PC scale. Fifty five medical officers from Gujarat participated in the study. The study provided some support for positive effects of

³ Harold L Angle, James L Perry, An Empirical Assessment of Organizational Commitment and Organizational Effectiveness. Administrative Science Quarterly, Vol.26, No.1 (Mar.1981), pp.1-14.

⁴ Sunil Maheshwari, and Ramesh Bhat & Somen Saha, Commitment among state health officials & its implications for health sector reform: Lessons from Gujarat, Indian Institute of Management Ahmedabad, Ahmedabad, India, and Received July 12, 2006. Indian J Med Res 127, February 2008, pp. 148-153.

progressive HR practices on OC, specifically on affective and normative OC. Following initiatives were identified to foster a development climate among the health officials: providing opportunities for training, professional competency development, developing healthy relationship between superiors and subordinates, providing useful performance feedback, and recognizing and rewarding performance. For reform process in the health sector to succeed, there is a need to promote high involvement of medical officers. There is a need to invest in developing leadership quality, supervision skills and developing autonomy in its public health institutions.

*Isaiah O. Ugboro*⁵ (2006) This study is designed to determine the relationship between job redesign, employee empowerment and intent to quit measured by affective organizational commitment among survivors of organizational restructuring and downsizing. It focused on middle level managers and employees in supervisory positions because survivors of this group are often called upon to assume expanded roles, functions and responsibilities in a post restructuring and downsizing environment. The results show statistically significant positive relationships between job redesign, empowerment and affective commitment. It therefore, provides empirical data to support theoretical models for managing and mitigating survivors' intent to quit and subsequent voluntary turnover among survivors of organizational restructuring and downsizing. The implications of these findings, which suggest expanded roles for job redesign and employee empowerment, are discussed.

⁵ Isaiah O Ugboro, *Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing*, North Carolina A & T State University, © Institute of Behavioral and Applied Management 2006.

1.3 Statement of the problem

Organizational commitment refers to employees' loyalty to the organization, their willingness to work on behalf of the organization. Committed employee is a growth edging for an organization. For, he is expected to contribute for the increase in organization productivity. The present study attempts to identify the level of commitment of employees at SIDCO (Small industries development corporation) -Trivandrum.

1.4 Company Profile

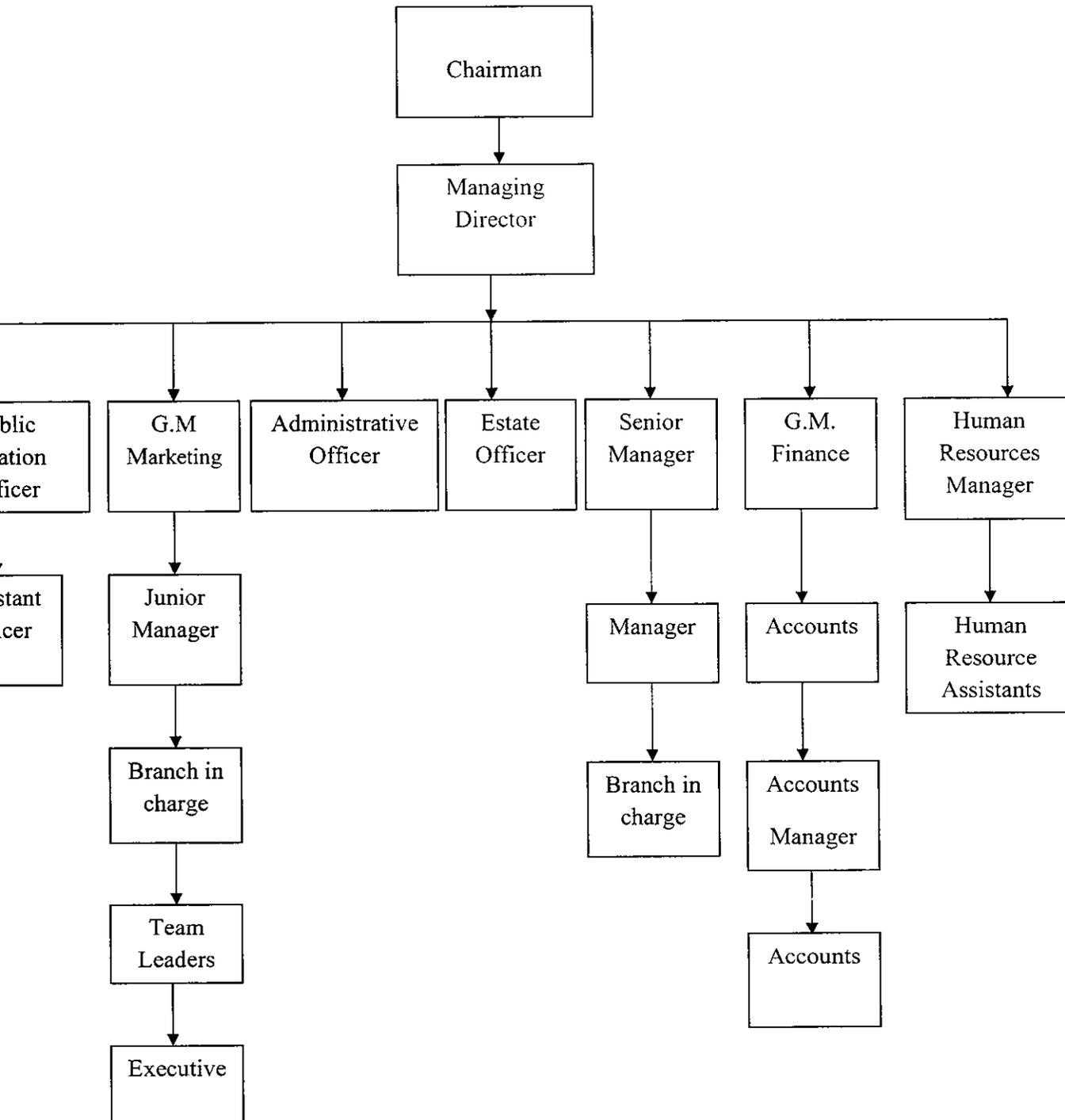
1.4.a History

SIDCO is a fully owned Government Corporation setup to promote Small Industries in the state SIDCO registered as a company on 6th November, 1975. The company actually an amalgamation of two companies namely Kerala State Small Industries Corporation (formed in July 1961) and Kerala Employment Promotion Corporation (formed in 1974).

Kerala SIDCO is the institutional agency providing support facilities to Small Scale Industry. It was established with the prime objective of rendering and promoting schemes for Industrial Development and to develop entrepreneurship by providing packaged consultancy services. The major activities of SIDCO include raw material distribution, marketing assistance to registered SSI units in the state, execution of civil works for infrastructure development on behalf of industries. The SIDCO have 17 major industrial estates and 36 mini industrial estate all over the state. This corporation also having 8 production and service units. SIDCO distributes raw materials through the raw material division, which enter to the needs of small-scale sector in Kerala especially for iron and steel, pig iron, wax, titanium dioxides etc. SIDCO also distributes various raw materials to registered SSI units in the state through its raw material depots in each district.

1.4.b Organization Structure

Organizational Structure of SIDCO



1.4.c Objectives of SIDCO

The main objective of corporation, which were clearly declined in the Articles of Association are extracted below:

To aid, council, finance, protect and promote the interest of small industries in the state, stabilize and run any industrial undertakings, projects or enterprise whether owned,, or run by Government, statutory bode, company, co-operative society, firm or individuals by providing them with capital, credit, means, resources, supply of machinery and equipment's on hire purchase, procurement and distribution of raw-materials, advise on import control policy and export promotion procedures, marketing and sales of products, revitalization of sick units and rehabilitation of defunct units, adequate information and publicity, construction, maintenance, management and administration of industrial estates and development plots, provisions of all industrial facilities, technical and managerial assistance for the prosecution of their work and business.

To promote employment and entrepreneurship among the skilled, semi-skilled, trained, experienced and educated members of the public by promoting, establishing and undertaking the development of small scale and medium industries, industrial estates, development areas and plots, growth centers, common facility or service centers or other infrastructure works on its own or as agent of Government or any other body corporate or co-operate society or person.

To promote and operate scheme for industrial developments and to develop entrepreneurship by providing package consultancy service, investment service and post-investment service and for that purpose to prepare and get or cause to be prepared reports, studies, surveys, procedures, designs, blue prints, statistics and other information necessary for successful implementation of industrial projects.

1.4.d Functional Divisions

The major functional divisions under SIDCO are:

1. Raw material division
2. Production division
3. Marketing division
4. Construction division
5. Industrial estate division.
6. Information technology and telecommunication division
7. Import and export division
8. Super check cell

1.4.e Functions of SIDCO

Kerala SIDCO, a public sector undertaking of the Government of Kerala has four decades of servicing to its credit as a promotional agency for small scale industries. The major functions of SIDCO are;

1. This corporation is rendering assistance to small scale industries in the state .SIDCO is the nodal agency for providing support facilities to small scale industries in the state.
2. To providing infrastructural facilities to small-scale industries in the state.
3. To providing distribution of essential raw materials to the registered small-scale industry units in the state through its raw material depots in each district. Raw material division is engaged in the distribution of various raw materials to small-scale industry sector. Our distribution includes iron and steel, paraffin wax, titanium dioxide, plastic granules, cement, G.I pipes, aluminum sheets and petroleum products like lubricants, rubber process oil and bitumen.
4. To help marketing of SSI products in the state. This function is mainly with help of marketing division of SIDCO. The marketing division of SIDCO provides assistance to small-scale units in canvassing order from Government and other public sectors under

takings by of contract marketing and tender marketing, the marketing product are food products ,plastic products, leather and rubber , electrical products, in addition to wood, steel, hospital furniture and laboratory equipment's.

5. The main function of this division is to undertake construction and maintenance works of sheds in industrial Estates, Industrial Development plots, providing infrastructure facilities for Industrial Growth Centers, setting up of industrial parks etc.

Moreover Kerala SIDCO is supplying Bitumen to local bodies as nodal agency and paraffin wax to small-scale industries. From the very inception of the new company, SIDCO was assisting the Department of Industries in the implementation of 10,000 industry programs. Mainly these functions are carried through the different divisions of SIDCO.

The major functions of SIDCO are under the following divisions.

- Raw Materials Division
- Production Division
- Marketing Division
- Construction Division
- Industrial Estate Division



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Raw materials division

SIDCO Raw Material Division is engaged in the distribution of various industrial raw materials to the small scale industries sector in Kerala. It also distributes iron and steel materials to Public Sector Undertakings in Kerala according to their requirements.

Mode of Distribution of raw Materials:

The Raw Materials Division distributes materials through 14 District Level Depots.

Raw Materials Distributed:

Iron and Steel, Pig Iron, Paraffin Wax, Titanium Dioxide, Plastic Raw Materials, Cement, Oil and Lubricants, Bitumen, Aluminum sheets and sections, Galvanized Iron pipes, paints etc.

Field of Interest:

In the current scenario of Globalization and free trade, this Division is looking for import of Industrial raw materials like Paraffin Wax, Furnace Oil, Palm fatty acid; Cement, Iron and Steel, Iron Scrap, Plastic Raw Materials, Bitumen etc.

Scope of Business:

There is scope for doing business to 600 Million Indian Rupees (12.5 Million US\$) in 2003-04.

Production division

Now 8 Production units are functioning under Kerala SIDCO in various districts of the State Government Departments, Public Sector Undertakings and Autonomous Bodies. These units are free to purchase all types of furniture and other equipment produced in these units, without observing usual tender formalities.

a) Die-casting Unit

Die is used for production process. Different types of dies like fixed and Moving dies are using for different type of items produced.

Items Produced

Handle bar, Gear support, Clutch lever, brake lever, brake shoe, gear box cover, switch support cover racks, Almara, table.

b) Government Instrument Workshop

Fund allotted here is 5crores.

- Production of mathematical, survey and leveling instruments.
- Melting of empty fired cartridges.
- Fabrication of steel furniture's.

Process

Order will be given requisition to management. Goods received will be entered in the Goods Receiving Report (GRR). It is supplied to the factory. Finished product will be obtained. The work is half machined and half manual.

Customers

Kerala Automobile LTD (KAL), Agro machinery Corporation, KSTRC, ISRO, Government Departments.

c) Furniture Production Unit**Process**

1. Purchase of raw material
2. Sizing and planing
3. Assembling
4. Sandering
5. Sand papering
6. Waxing
7. Polishing
8. Transporting

Marketing Division

Provides assistance to SSI units for marketing their products. There are opportunities for export of the products of Kerala's SSI sector, Village Industries Sector etc. The Marketing Division is now having 7 Sales Emporia and 7 Marketing Centers at various districts of Kerala. The SSI units registered with SIDCO exhibit their products in the emporia for which SIDCO is not charging any fee.

The Government of Kerala appointed Kerala SIDCO as sole channelizing Agent for procurement and supply of 20 products.

Construction Division

The main functions of this Division is to undertake construction and maintenance work of sheds in Industrial Estates, Industrial Development Plots, providing infrastructure facilities for Industrial Growth Centers, setting up of Industrial Parks etc. In addition to these it undertakes civil works entrusted by the Industries Department, Public Sector Undertaking and Other autonomous bodies and Grama Panchayaths on cent age basis.

Industrial estate division

Kerala SIDCO owns 17 Conventional Industrial Estates and 36 Mini Industrial Estates, which are functioning in different Districts of Kerala. There are 920 factory sheds in which more than 750 SSI units are functioning. The above said factory sheds were allotted on Lease basis, Hire Purchase basis and Out Right Purchase basis. A very few sheds are vacant for allotment preferably on Out Right Purchase basis. In addition to these factory sheds, Industrial Plots are being allotted to the entrepreneurs in Industrial Estates, Mini Industrial Estates and Industrial Parks for constructing factory sheds of their own design to run industrial Units. Considering the importance of Small Scale Industries, as part of Government Policy, the scheme for setting up of One Industrial Park in each of the 140 Assembly Constituencies of the State is being implemented by SIDCO. At present 12 sites are under possession of which 7 sites are ready for allotment in Various Districts of Kerala.

1.4.f After sales service

SIDCO always give priority to after sales services. The prices in SIDCO are fixed rate. So the only way by which they can increase sales is through after sales services. So SSI units will take more interest than the private party in the case of improving after sales services. Even if they do not give written guarantee to the products, if there is a complaint from customer, they will either rectify it or replace the products. Once a complaint received by referring invoice number, SIDCO can know which unit has supplied such defaulted product. Through this SIDCO can ensure the future quality of the products.

Moreover SIDCO brings the product to the customers place and install them at the place specified by the customers. Once the relationship with the department or customer is made, SIDCO will frequently contact with them and to enquire whether there is further order. Because,-sales is not the end of a transaction, rather it is the beginning of a long term relationship with a customer. SIDCO conduct exhibitions in order to give propaganda about the product.

1.4.g Product Profile

Government have examined the proposal in detail and pleased to appoint SIDCO as the agency procurement supply for the following items to government department and public sectors undertakings.

Water facilities, public water tap, plastic modeled furniture, pipes and pipe fittings and water tanks and survey equipment's. Wood working units and four engineering units, SIDCOs sole canalizing agent for procurement supply of selected items manufactured by small-scale industrial units. 351 products are steel furniture, wooden furniture and lab equipment's chemicals. Small scale industrial sector and public sector undertaking in Kerala through the raw materials includes iron and steel, paraffin wax, titanium dioxide, plastic granules, cement, GI pipes, aluminum sheets and petroleum products like lubricants, rubber process oil and bitumen. SIDCO is the agency for procurement and supply for the following items.

- Tarpaulin
- Electrical chock. Condensers, starters, fitting etc.
- Control panels
- Laboratory chemicals
- Aluminum and steel utensils
- Manhole covers
- Wax candles
- Rolling shutters
- Voltage stabilizers
- Agricultural tools and implements
- Paints and varnishes

1.4.h Future Plans

Telecom city

Government of Kerala has issued orders to allot 25 acres of land to SIDCO for setting up of a telecom city in Trivandrum in collaboration with M/s ITI, Bangalore, preliminary steps were taken to measure the land and jungle clearing. Expression of interest from prospective entrepreneurs will be called for after obtaining sanction from government of Kerala

Multi-Storied Building Complex At Kadvanthara, Kochi

Expression of interest have been invited for the construction of a multistoried building in SIDCO land at Kadavanthra on BOT basis and submitted to government for sanction. SIDCO is expecting Rs.5crores as initial investment if government approves the proposal.

Joint venture

- a) A high security printing press on joint venture with shri sajeev is proposed to be started at the premises of SIDCO equipment complex, manvila.
- b) Joint venture business with Malabar rubber consortium for the business of treat rubber is also in progress.

In short, SIDCO is on the path of progress, commemorating the golden days of import of cement during 1980s, by the teamwork of employees and management.

1.5 Objectives of the study

Primary Objective:

- ❖ To study the commitment level of the employees working in KERALA-SIDCO Ltd.

Secondary Objective:

- ❖ To study the affective, continuance & normative commitment level of employees.

1.6 Scope of the study

The results of the study may provide various factors that influencing commitment level of employees. This study may also help to analyze the commitment of employees in KERALA-SIDCO. Growing needs of employee participation in achieving organizational goals demand the further studies in employee commitment. This helps to understand the career path and maturation level of your workforce and the role of the employer in supporting their development.

1.7 Limitations of the study

- The study may not be Generalizable.
- The study is conducted in a single organization.
- Time period is Limited.
- Employees are from different educational level.

CHAPTER – 2A
RESEARCH METHODOLOGY

CHAPTER – 2A

RESEARCH METHODOLOGY

This chapter addresses the approach to the study. It provides an explanation of the research design, details regarding the sample, the variables to be examined, chosen measurement instruments, means of data collection, and data analysis.

2.A.1 Research design

The type of the research used in this study has been descriptive in nature.

2.A.2 Sources of data

This project study involves primary data collected from the company employees by the way of giving structured questionnaire.

2.A.3 Collection of data

- **Sampling design** - The data collected from the respondents is through census sampling method.
- **Target Population** - 120
- **Sample size** – 120

2.A.4 Statistical Tools & Techniques

- **Percentage Analysis**

CHAPTER – 2B
MACRO & MICRO ANALYSIS

CHAPTER - 2B

MACRO & MICRO ANALYSIS

2.B.1 Concepts of small-scale industry

Small-scale industries are those engaged in the manufacturing and processing or production of goods. These would include units engaged in mining and quarrying, servicing and repairing of machinery. The investment ceiling for plant and machinery differs for small-scale industries, ancillary industries, small service establishments, export oriented small industries and small service and business enterprises. A unit is considered to be an ancillary unit if it supplies or proposes to supply at least 50 percent of its production to other units. For being an export-oriented unit, the unit shall undertake to export more than 50 percent of annual production by the end of the year from the date commencing production.

2.B.2 Small-scale industries in India

When India became independent in 1947, the industrial base of the economy was very small and there were a number of problems in industries like shortage of raw materials, deficiency in capital, bad industries relation etc. Now almost all the economists give great importance to the industrial development of our country. As a result of this, some industrial development in the country has taken place.

A rewarding feature of economic development in India has been the impressive growth of modern Small Scale Industries (SSIs) .The small enterprises established their competence to manufacture a wide variety of sophisticated goods in different product lines requiring a high degree of skill and precision. They have made a notable contribution in realizing the principal objectives of generating employment opportunities, adoption of modern techniques and dispersal of industries in small towns and rural areas. This has been possible as a result of the successful implementation of the programme for assistance of small-scale industries. The diversified, rapid growth of small-scale industries is a significance feature of India's economic development in recent years.

India is one of the few developing countries that consistently supported small-scale industries and has protected them from the unhealthy competition of large industries by implementing a large number of discriminatory measures. The SSIs play a vital role for the healthy growth of our country. The promotion of SSIs in generating employment opportunities, raising income and standard of living and bringing balanced and integrated rural economy. The small-scale industries occupy a very important position in Indian economy. SSIs provided employment to more than 177 lakh persons in the 32-lakh SSI units spread throughout the country. The small-scale sector has been contributing to about 40 per cent of industrial production and 35 per cent of direct exports. The sector produces a variety of products ranging from traditional to hi-tech. Small-scale industries have contributed over 50 lakhs entrepreneurs. SSIs have contributed significantly to the realization of socio-economic objectives of growth in employment and exports, fostering entrepreneurship and ensuring industrial growth. In this era of liberalization, SSI units have commonly recognized that small-scale industries play a key role in the country's planned economic development.

The small and medium enterprises (SME) sector is one of the fastest growing industrial sectors all over the world. Many countries of the world have established a SME development Agency (SMEDA) as the nodal agency to coordinate and oversee all Government interventions in respect of the development of this sector. In the case of India, though a separate medium sector is not defined, the Office of Development Commissioner (SSDI) also known as Small Industries Development Organization (SIDCO) functions as the nodal Development Agency for small industries. SIDCO functions under the Ministry of SSI (Ministry of small Scale Industries.)

SIDCO was established in 1954 on the basis of the recommendations of the Ford Foundation. Over the year, it has seen its role evolve into an agency for advocacy, handholding and facilitation for the small industrial sector. It has over 60 offices and 21 autonomous bodies under its management. These autonomous bodies include Tool Rooms, Training Institutes and Project - cum - process Development Centers. SIDCO provides a wide spectrum of services to the small industrial sector. These include facilities for testing, tormenting, training for entrepreneurship development, preparation of project and product profiles, technical and

managerial consultancy, assistance for exports, pollution and energy audits etc. SIDCO provides economic information services and advises Government in policy formulation for the promotion and development of SSIs. The field officers also work as effective links between the Central and State Government.

Consequent to the increased globalization of the Indian economy small industries are required to face new challenges. SIDCO has recognized the changed environment and currently focusing on providing support the fields of credit, marketing technology and infrastructure to SSIs. Global trends and national developments have accentuated SIDCOs role as a catalyst of growth of Small Enterprises in the country.

CHAPTER - 3

DATA ANALYSIS & INTERPRETATION

CHAPTER – 3

DATA ANALYSIS AND INTERPRETATION

SIMPLE PERCENTAGE ANALYSIS

Table No: 3.1

GENDER CLASSIFICATION

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Male	85	70.8
Female	35	29.2
Total	120	100

Interpretation:

The table 3.1 interprets that 70.8% of respondents are male and 29.2% of respondents are female.

Inference: The table infers that majority 70.8% of respondents are male.

Table No: 3.2

AGE CLASSIFICATION

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
UNDER 26	2	1.7
26-35	8	6.7
36-45	35	29.2
46-55	44	36.7
56-65	31	25.8
65-Above	-	-
TOTAL	120	100

Interpretation:

The table 3.2 interprets that 1.7% of respondents are under the age of 26, 6.7% of respondents are between the ages of 26-35, 29.2% of respondents are between the ages of 36-45, 36.7% of respondents are between the ages of 46-55, 25.8% of respondents are between the ages of 56-65.

Inference: The table infers that 36.7% of the respondents are in the age group between 46-55 years.

Table No: 3.3

QUALIFICATIONS

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Diploma	22	18.3
Bachelor's Degree	60	50
Master's Degree	18	15
Doctorate	-	-
Others	20	16.7
TOTAL	120	100

Interpretation:

The table 3.3 interprets that 18.3% of respondents have educational qualification of Diploma, 50% of respondents have bachelor's degree, 15% of respondents have Master's Degree, 16.7% of respondents have other qualification.

Inference: The table 3.3 infers that 50% of the respondents have a bachelor's degree and remaining respondents are having diploma and other disciplines as educational qualification and no one have doctorate degree.

Table No: 3.4

Do you supervise others?

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Yes	14	11.7
No	106	88.3
TOTAL	120	100

Interpretation:

The table 3.4 interprets that 11.7% of respondents says “yes” and 88.3% of respondents are saying “no” to the above statement.

Inference: The table 3.4 infers that 88.3% of the respondents are not supervising others.

AFFECTIVE COMMITMENT CONSTRUCTS:Table No: 3.5 **Happy to spend my rest of my career in this organization**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	18	15
Slightly agree	-	-
Agree	48	40
Strongly agree	54	45
TOTAL	120	100

Interpretation:

The table 3.5 interprets that 15% of respondents have responded neutral , 40% agreed & 45% are strongly agreed that they are very happy in spending rest of their career in that organization.

Inference: The table 3.5 infers that 45% of the respondents are happy to spend the rest of there career in their organization.

Table No: 3.6 **I enjoy discussing my organization with people outside**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	18	15
Slightly agree	-	-
Agree	68	56.7
Strongly agree	34	28.3
TOTAL	120	100

Interpretation:

The table 3.6 interprets that 15% of respondents have responded neutral, 56.7% are agreeing and 28.3% are strongly agreeing to the statement.

Inference: The table 3.6 infers that majority of the respondents i.e. 56.7% are agreeing that they enjoy discussing about their organization with other people.

Table No: 3.7 **I really feel as if this organizations problem is my own**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	4	3.3
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	30	25
Slightly agree	32	26.7
Agree	30	25.0
Strongly agree	24	20
TOTAL	120	100

Interpretation:

The table 3.7 interprets that 3.3% of the respondents have strongly disagreed, 25% of respondents are neutral in their statement, 26.7% of respondents are slightly agreeing to the statement, 25% are agreeing and 20% are strongly agreeing to the statement.

Inference: The table 3.7 infers that majority of respondents i.e. 25% have responded neutral and another 25% that they are considering the organizations problem are their own.

Table No: 3.8 I could easily become as attached to another organization as I am to this one

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	26	21.7
Disagree	56	46.7
Slightly disagree	28	23.3
Neither agree nor disagree	10	8.3
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.8 interprets that 21.7% are strongly agreeing, 46.7 % disagreed, 23.3% are slightly disagreeing and 8.3% are neutral in their selection.

Inference: The table 3.8 infers that majority i.e. 46.7% of respondents disagree to the statement that they can attach to another organization like the present organization.

Table No: 3.9 I do not feel like “a member of the family” at this organization

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	32	26.7
Disagree	48	40
Slightly disagree	16	13.3
Neither agree nor disagree	24	20
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.9 interprets that 26.7% of the respondents strongly disagree with the statement, 40% disagreed, 13.3% slightly disagreed and 20% are neutral in their statement.

Inference: The table 3.9 infers that 40% of respondents disagreed with the statement that they don't feel like a member in their organization.

Table No: 3.10 **I do not feel “emotionally attached” to this organization**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	56	46.7
Disagree	40	33.3
Slightly disagree	24	20
Neither agree nor disagree	-	-
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.10 interprets that 46.7% are strongly disagreeing, 33.3% are disagreeing, 20% are slightly agreeing the statement.

Inference: The table 3.10 infers that majority of the respondents i.e. 46.7% are strongly disagreeing to the statement that “they don’t feel emotionally attach to their organization”.

Table No: 3.11 **This organization has a great deal of personal meaning for me**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	16	13.3
Slightly agree	-	-
Agree	32	26.7
Strongly agree	72	60
TOTAL	120	100

Interpretation:

The table 3.11 interprets that 13.3% are neutral in their responses, 26.7% agreed and 60% strongly agreed with the statement.

Inference: The table 3.11 infers that majority of the respondents i.e. 60% strongly agreeing to the statement that they have strong personal meaning towards their organization.

Table No: 3.12 **I do not feel strong sense of belonging to this organization**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	60	50
Disagree	60	50
Slightly disagree	-	-
Neither agree nor disagree	-	-
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.12 interprets that 50% of respondents are strongly disagreeing and 50% are disagreeing with the statement.

Inference: The table 3.12 infers that all of the respondents are disagreeing with the statement that they “don’t feel strong sense of belonging to their organization”.

CONTINUANCE COMMITMENT CONSTRUCTS:

I am not afraid of what might happen if i quit my job at this organization

Table No: 3.13 **without having another one.**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	94	78.3
Disagree	22	18.3
Slightly disagree	-	-
Neither agree nor disagree	4	3.3
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.13 interprets that 78.3% of respondents are strongly disagreeing, 18.3% disagreeing and 3.3% are neutral in their statement.

Inference: The table 3.13 infers that majority of the respondents i.e. 78.3% are strongly disagreeing that “they don’t fear if they quit the job without another one”.

It would be very hard for me to leave my job at this organization right now even if I

Table No: 3.14

wanted to

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	6	5.0
Slightly agree	-	-
Agree	36	30
Strongly agree	78	65
TOTAL	120	100

Interpretation:

The table 3.14 interprets that 5% are neutral in their agreement, 30% agreeing and 65% are strongly agreeing with the above statement.

Inference: The table 3.14 infers that majority of the respondents i.e. 65% are strongly agreeing to the statement that “they can’t leave organization “.

Too much of life would be disrupted if I decided to leave my job

Table No: 3.15

at this organization right now

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	14	11.7
Slightly agree	-	-
Agree	28	23.3
Strongly agree	78	65
TOTAL	120	100

Interpretation:

The table 3.15 interprets that 11.7% of the respondents selected neutral, 23.3% agreeing & 65% are strongly agreeing with the statement.

Inference: The table 3.15 infers that majority of the respondents i.e. 65% are strongly agreeing that their life would be disrupted if they quit from present job.

It would not be too costly for me to leave my job at this organization

Table No: 3.16 **in the near future**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	60	50
Disagree	10	8.3
Slightly disagree	48	40
Neither agree nor disagree	2	1.7
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.16 interprets that 50 % of respondents are strongly disagreeing, 8.3% disagreed, 40% slightly agreed and 1.7% are neutral.

Inference: The table 3.16 infers that majority i.e. 50% of the respondents are strongly disagreeing the statement that “leaving their organization would not cost much for them”.

Right now, staying with my job at this organization is a matter of necessity

Table No: 3.17

as much as desires

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	14	11.7
Slightly agree	-	-
Agree	34	28.3
Strongly agree	72	60
TOTAL	120	100

Interpretation:

The table 3.17 interprets that 11.7% of the respondents are neutral, 28.3% agreeing, 60% are strongly agreeing with the statement.

Inference: The table 3.17 infers that majority of the respondents i.e. 60% strongly agreeing with the statement that “staying in the organization is a matter of necessity”.

I believe I have too few options to consider should I decide to

Table No: 3.18

leave my job at this organization

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	72	60
Slightly agree	-	-
Agree	48	40
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.18 interprets that 60% are neutral in their statement and 40% agreeing with the statement.

Inference: The table 3.18 infers that majority of the respondents i.e. 60% are neutral in their statement that “I have few options to consider before leaving the organization”.

Table No: 3.19 Negative side of leaving organizations is scarcity of alternative jobs

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	4	3.3
Slightly agree	-	-
Agree	28	23.3
Strongly agree	88	73.3
TOTAL	120	100

Interpretation:

The table 3.19 interprets that 3.3% are neutral, 23.3% agreeing and 73.3% strongly agreeing with the statement.

Inference: The table 3.19 infers that majority of respondents i.e. 73.3% are strongly agreeing that “Negative side of leaving organizations is scarcity of alternative jobs”.

One of the major reasons I continue to work for this organization is that leaving

Table No: 3.20 **would require considerable personal sacrifice**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	12	10
Slightly agree	-	-
Agree	24	20
Strongly agree	84	70
TOTAL	120	100

Interpretation:

The table 3.20 interprets that 10% of the respondents are neutral in their selection, 20% agreeing and 70% strongly agreeing with the statement.

Inference: The table 3.20 infers that majority of respondents i.e. 70% are strongly agreeing that “continuing in this organization is because leaving would cost personal sacrifice.”

NORMATIVE COMMITMENT CONSTRUCTS:

I think that people these days move from company to company too often

Table No: 4.21

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	10	8.3
Slightly agree	-	-
Agree	44	36.7
Strongly agree	66	55
TOTAL	120	100

Interpretation:

The table 3.21 interprets that 8.3% of the respondents are neutral in their selection, 36.7% agreed and 55% have selected strongly agreed with their statement.

Inference: The table 3.21 infers that majority of respondents i.e. 55% are strongly agreed with the statement that “peoples swapping companies is more in these days”.

**I do not believe that a person must always be loyal to his
or her organization**

Table No: 3.22

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	46	38.3
Disagree	52	43.3
Slightly disagree	10	8.3
Neither agree nor disagree	12	10
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.22 interprets that 38.3% of the respondents have selected strongly disagreed, 43.3% disagreed, 8.3% slightly disagreed and 10% have selected neutral with their statement.

Inference: The table 3.22 infers that majority of the respondents i.e. 43.3% are agreeing that “a person must be loyal to his or her organization”.

Jumping from organization to organization does not seem at

Table No: 3.23

all unethical to me

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	58	48.3
Disagree	38	31.7
Slightly disagree	-	-
Neither agree nor disagree	24	20
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.23 interprets that 48.3% of respondents have strongly disagreed, 31.7% disagreed, and 20% are selected neutral with their statement.

Inference: The table 3.23 infers that majority of the respondents (48.3%) are strongly disagreeing that “swapping organization is unethical “.

One of the major reasons I continue to work for this organization is that I believe is
Table No: 3.24 that loyalty is important and therefore feel of sense of obligation to remain

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	6	5
Slightly agree	26	21.7
Agree	8	6.7
Strongly agree	80	66.7
TOTAL	120	100

Interpretation:

The table 3.24 interprets that 5% are neutral, 21.7% slightly agreed, 6.7% agreed and 66.7% are strongly agreed with their statement.

Inference: The table 3.24 infers that majority of the respondent i.e. 66.7% are strongly agreeing that they remain in organization because they gave importance to loyalty and obligation.

I would not feel that it's right time to leave the organization even if I find better job opportunities elsewhere.

Table No: 3.25

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	2	1.7
Slightly agree	-	-
Agree	28	23.3
Strongly agree	90	75
TOTAL	120	100

Interpretation:

The table 3.25 interprets that 1.7% are neutral in their selection, 23.3% agreed, 75% are strongly agreed with their statement.

Inference: The table 3.25 infers that majority of the respondents i.e. 75% are strongly agreeing that “they don’t feel it was the right time to leave the organization for another job”.

**I was taught to believe in the value of remaining
loyal to one organization**

Table No: 3.26

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	38	31.7
Slightly agree	-	-
Agree	19	15.8
Strongly agree	63	52.5
TOTAL	120	100

Interpretation:

The table 3.26 interprets that 31.7% are neutral in their selection, 15.8% agreed and 52.5% are strongly agreed with their statement.

Inference: The table 3.26 infers that majority of the respondents i.e. 52.5% are strongly agreed with the statement that “they believe in the value of remaining loyal to one organization”.

Things were better in the days when people stayed

Table No: 3.27 **with one organization**

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	75	62.5
Disagree	10	8.3
Slightly disagree	-	-
Neither agree nor disagree	35	29.2
Slightly agree	-	-
Agree	-	-
Strongly agree	-	-
TOTAL	120	100

Interpretation:

The table 3.27 interprets that 62.5% of the respondents have strongly disagreed, 8.3% disagreed and 29.2% are neutral in their selection.

Inference: The table 3.27 infers that majority of respondents i.e. 62.5% strongly disagree that “the things were better in the days when people stayed in same organization”.

I do not think that waiting to be a “company man” or “company woman” is

Table No: 3.28

sensible anymore

DESCRIPTION	NUMBER OF RESPONSES	PERCENTAGE
Strongly disagree	-	-
Disagree	-	-
Slightly disagree	-	-
Neither agree nor disagree	21	17.5
Slightly agree	-	-
Agree	42	35
Strongly agree	57	47.5
TOTAL	120	100

Interpretation:

The table 3.28 interprets that 17.5% of respondent are neutral in their response, 35% have agreed and 47.5% have strongly agreed in the above statement.

Inference: The table 3.28 infers that majority of the respondents i.e. 47.5% are strongly agreeing that “they don’t think waiting as company man and company woman is sensible”.

CHAPTER - 4

CONCLUSION

CHAPTER – 4

CONCLUSION

4.1 FINDINGS

- ✓ Majority of the respondents i.e. 70.8% are male.
- ✓ About one-third of the respondents i.e. 36.7% are in the age group between 46-55 years.
- ✓ Half of the respondents i.e. 50% have a bachelor's degree and remaining respondents are having diploma and other disciplines as educational qualification and no one have doctorate degree.
- ✓ About 88.3% of the respondents are not supervising others.
- ✓ Majority i.e. 45% of the respondents are happy to spend the rest of their career in their organization.
- ✓ Majority of the respondents i.e. 56.7% are agreeing that they enjoy discussing about their organization with other people.
- ✓ Majority of the respondents i.e. 25% have responded neutral and another 25% that they are considering the organizations problem are their own.
- ✓ Majority i.e. 46.7% of the respondents disagree to the statement that they can attach to another organization like the present organization.
- ✓ About 40% of the respondents disagreed with the statement that they don't feel like a member in their organization.

- ✓ Majority of the respondents i.e. 46.7% are strongly disagreeing to the statement that “they don’t feel emotionally attach to their organization”.
- ✓ Majority of the respondents i.e. 60% strongly agreeing to the statement that they have strong personal meaning towards their organization.
- ✓ All of the respondents are disagreeing with the statement that they “don’t feel strong sense of belonging to their organization”.
- ✓ Majority of the respondents i.e. 78.3% are strongly disagreeing that “they don’t fear if they quit the job without another one”.
- ✓ Majority of the respondents i.e. 65% are strongly agreeing to the statement that “they can’t leave organization “.
- ✓ Majority of the respondents i.e. 65% are strongly agreeing that their life would be disrupted if they quit from present job.
- ✓ Majority i.e. 50% of the respondents are strongly disagreeing the statement that “leaving their organization would not cost much for them”.
- ✓ Majority of the respondents i.e. 60% strongly agreeing with the statement that “staying in the organization is a matter of necessity”.
- ✓ Majority of the respondents i.e. 60% are neutral in their statement that “I have few options to consider before leaving the organization”.
- ✓ Majority of respondents i.e. 73.3% are strongly agreeing that “Negative side of leaving organizations is scarcity of alternative jobs”.

- ✓ Majority of respondents i.e. 70% are strongly agreeing that “continuing in this organization is because leaving would cost personal sacrifice”.
- ✓ Majority of respondents i.e. 55% are strongly agreed with the statement that “peoples swapping companies is more in these days”.
- ✓ Majority of the respondents i.e. 43.3% are agreeing that “a person must be loyal to his or her organization”.
- ✓ Majority of the respondents (48.3%) are strongly disagreeing that “swapping organization is unethical “.
- ✓ Majority of the respondent i.e. 66.7% are strongly agreeing that they remain in organization because they gave importance to loyalty and obligation.
- ✓ Majority of the respondents i.e. 75% are strongly agreeing that “they don` t feel it was the right time to leave the organization for another job”
- ✓ Majority of the respondents i.e. 52.5% are strongly agreed with the statement that “they believe in the value of remaining loyal to one organization”.
- ✓ Majority of respondents i.e. 62.5% strongly disagree that “the things were better in the days when people stayed in same organization”.
- ✓ Majority of the respondents i.e. 47.5% are strongly agreeing that “they don` t think waiting as company man and company woman is sensible”.

4.2 RECOMMENDATIONS

The existence of relatively moderate continuance and normative commitment makes the researcher to give the following suggestion:

- The scope of participatory decision making shall be enhanced from the present level.
- The possibility of introducing managing by objectives (MBO) shall be explored.
- The existing performance appraisal system shall be rehailed.
- Need – based training shall be imparted to the employees.

4.3 CONCLUSIONS

The study has identified the presence of high affective commitment of employees towards organization. However, the continuance commitment and normative commitment is found low with employees. This indicates that the employees are committed to the organization because of their liking towards the organization and not because of purely pay benefits and non-availability of alternatives. The study is concluded that the employees at KERALA-SIDCO, Trivandrum exhibit a high level of overall commitment towards the organization.

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Employee Commitment Questionnaire

The following statements concern how you feel about the organization where you work. Please tick your extent of your agreement or disagreement with each statement.

Questions	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Disagree
1. I would be very happy to spend the rest of my career in this organization							
2. I enjoy discussing my organization with people outside							
3. I really feel as if this organizations problems are my own							
4. I think I could easily become as attached to another organization as I am to this one							
5. I do not feel like “a member of the family” at this organization							
6. I do not feel “emotionally attached” to this organization							
7. This organization has a great deal of personal meaning for me							
8. I do not feel strong sense of belonging to this organization							

Questions	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Disagree
9. I am not afraid of what might happen if i quit my job at this organization without having another one							
10. It would be very hard for me to leave my job at this organization right now even if I wanted to							
11. Too much of life would be disrupted if I decided to leave my job at this organization right now							
12. It would not be too costly for me to leave my job at this organization in the near future							
13. Right now, staying with my job at this organization is a matter of necessity as much as desire							
14. I believe I have too few options to consider should I decide to leave my job at this organization							

Questions	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Disagree
15. One of the few negative consequences of leaving my job at this organization, would be the scarcity of available alternative elsewhere							
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another place may not match the overall benefits I have here							
17. I think that people these days move from company to company too often							
18. I do not believe that a person must always be loyal to his or her organization							
19. Jumping from organization to organization does not seem at all unethical to me							

Questions	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Disagree
20. One of the major reasons I continue to work for this organization is that I believe is that loyalty is important and therefore feel of sense of obligation to remain							
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization							
22. I was taught to believe in the value of remaining loyal to one organization							
23. Things were better in the days when people stayed with one organization for most of their careers							
24. I do not think that waiting to be a "company man" or "company woman" is sensible anymore							