

## A Study On Employee Commitment In Tea Industry With Special Reference To Nilgiri District, Tamilnadu

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### Abstract

An Employee's commitment is important to every working organization. This is a part of the employee's attitude and job satisfaction. If they did not have commitment toward their work, it will affect the product quality was employed to collect respective questionnaire. The finally the study was conducted the towards employees' level between employee's commitment and job satisfaction and has resulted certain important findings. A sample size of 525 respondents was chosen for the study. Tolls such as percentage and chi-square test were employed for the analysis.

**Key word:** Employee commitment, Employee retention, Affective, Normative, continuance commitment, Job satisfaction.

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### Introduction:

The aim of this study is to bring out the level of the involvement and commitment provide knowledge under Human resource, Talent is most important factor in the top level management involvement, and team involvements are typically expected to have a positive impact on the achievement to the goal of an organization. Among the reasons may deals with current market in the organization as like as involvement of the people in the particular organization based on their crucial innovation, and continuous improvement, and high quality of standards of the particular organization. This is an ongoing study where the demographic factors are considered for arriving at preliminary understanding part of the study to begin with

In today's competitive world every organization facing various challenges and adapt to the current trend towards the organization. The organization objectives are achieved in which employee's committed to their work and their goals of the organizations. Employee's work performance can be analyzed by measuring the level of their commitment and the level of satisfaction that they derive from their dunning job. The employee's positive attitude towards the job and high motivation are influenced by employee's commitment. The employee's are forward

to manifest three types of commitment **Affective commitment:** positive feelings of identification along with their attachment and involvement in the organization. **Continuance commitment:** the result of the perceived interest associated with the normal organization. **Normative commitment:** Among the reasons may deals with feelings of obligation with the organization as like values and beliefs of the people in the particular organization based on their crucial innovation, and continuous improvement, and high quality of standards of the particular organization.

An organizational commitment is the most important of the all the organization in the three level management such as lower level middle level and higher level management for the decision making purpose and its goal achieving movement of the organization.

**John Meyer** and **Natalie Allen** developed their Three Component Model of Commitment and published it in the 1991 "Human Resource Management Review." The model explains that commitment to an organization is a psychological state, and that it has three distinct components that affect how employees feel about the organization that they work for achieving goal of the particular organization.

1. Affection for the job ("affective commitment").
2. Fear of loss ("continuance commitment").
3. Sense of obligation to stay ("normative commitment").

#### **Affection for the Job (Affective Commitment)**

Affection for the job occurs when feel an employee has strong emotional attachment to the organization, and to the work that he or she may do. It will most likely identify with the organization's goals and values, and genuinely want to be there. If an employee enjoying their work, they likely to feel good, and be satisfied with their job In turn, this increased job satisfaction is likely to add to your feeling of affective commitment.

#### **Fear of Loss (Continuance Commitment)**

This type of commitment occurs when the weigh up the pros and cons of leaving their organization. Employee may feel that they need to stay at present company, because the loss you'd experience by leaving it is greater than the benefit think might gain in a new role. These perceived losses can be monetary professional or social the severity of these "losses" often increases with age and experience. You're likely to experience continuance commitment if you're in an established, successful or if you've had several promotions within one organization.

#### **Sense of Obligation to Stay (Normative Commitment)**

This type of commitment occurs when an employee feel a sense of obligation to the particular organization, even if unhappy in their role, or even if want to pursue better opportunities. They may feel that you should stay with current organization, because it's the right thing to do. This sense of obligation can stem from several factors. The employee might feel that

he or she should remain with our organization because it has invested money or time in the employee's training. Or perhaps it provided a reward in advance, such as paying for your college tuition. This obligation can also result from upbringing. For instance, the family might have stressed that have should stay loyal to the organization.

### **The Tea Market**

TANTEA teas have been gaining popularity in the domestic market. While the major part of the production is sold through the tea auctions make garden fresh tea is made available in attractive packets and pouches to the domestic consumers. Impetus is being given to market same selected varieties of Tea through direct sale.

### **Review Literature**

The present study concentrates on the Employee organizational commitment aspects of functioning of Tea industry organizations in Nilgiri District. The objective is to find out the factors that have contributed to the success of some organizations in this region. This demands the assessment of various factors that exist in both highly successful and less successful organizations located in this region operating under similar environment.

**Dias (2016)** in his articles entitled “**Organizational Training and Organizational Commitment: A Literature Review and Conceptual Development**” a global economy without barriers that provide protection to the organizations, all available resources are critical to achieving success and market leadership. People, i.e. employees, assume a leading role in the weapons that the organizations have. Organizations seek, globally, the best employees. Attract and retain the best employees motivated is vital for any organization that wants to distinguish. Organizational training is privileged to attract knowledge to the organization, which in, addition to traditional benefits, can contribute and play a leading role in motivating and retaining the best employees. The purpose of this article is to make a literature review of organizational training, and organizational commitment, as well as the already studied relationship between the constructs.

**Saira (2016)** in their paper entitled “**Relationship between HRM Practices and Organizational Commitment of Employees: An Empirical Study of Textile Sector in Pakistan**” have examined the relationship between HRM practices and organizational commitment of employees in various sectors in Pakistan. In this era, organizations are striving hard to attract and retain the talented employees to achieve competitive advantage in order to survive in the challenging global market. A survey consisting of 60 employees was conducted. Statistical tool of Pearson correlation and regression is used to investigate the relationship between HRM practices and organizational commitment of employees. The result of this study revealed that HRM practices positively influence the organizational commitment employees.

**Dhayalsandhu (2015)** in his paper entitled “**A Review of Research Literature On Organizational Commitment**” have reported that The concept of organizational commitment refers to staffs’ loyalty to their organizations and a procedure that workers cooperate in organizational decision making. It is a working attitude of employees who have a sense of identification to accomplish organizational goals and wish to maintain good relationship with members within the organization. The vigorous progresses of an institution relay on whether the institutional fellows can combine together to yield great cohesiveness and also they are keen to give their best endeavor for the institution. This paper focuses and analyzes the literature findings which involve organizational commitment.

**Yin-Lin (2014)** in his paper entitled “**The Moderating Effect of Employee Commitment on HR Managers’ Role and HR Performance Indicator**” In the era of increasing competitive global economy; the role of human resource (HR) managers has also changed dramatically in recent years. Thus, this study examined the relationship between human resource managers’ role, the employees’ commitment, and human resource performance indicators in Taiwanese service industry. Our hypotheses are tested on data collected from 96 HR managers who work in the city Taiwanese service industry. The findings indicated that the HR managers’ roles are consistent with HR performance indicators. Furthermore, the employees’ affective commitment also has partially significant effect on the HR managers’ roles and HR performance indicators.

**Lamba (2103)** in her paper entitled “**Impact Of Hrm Practices On Organizational Commitment Of Employees**” reported In this era of highly competitive environment, organizations in Manufacturing sector and Service sector are trying hard to win the mind of customers by providing them value added service and quality innovative products to remain competitive in the market. The objective of this study is to investigate the impact of HRM practices on Organizational commitment of Employees in various sectors in India. The study revealed that how HRM practices provide an edge to employee’s commitment towards an organization goal in the global competitive market. Through study it is found that HRM practices influence the Organizational Commitment of Employees.

**Objective of the study:**

- To study the factors influencing employee’s commitment tea industry with the organization

**Research methodology:**➤ **Research Design**

The propose design is descriptive research design. The Major purpose of descriptive research is description of state of affairs, as it exists at present.

➤ **Sampling Design**

This study used convenient sampling method for collecting data..

➤ **Sample Size**

A sample size of 525 respondents was studied from 32 companies primary and secondary data were collected for this study.

Data source: Primary & Secondary data

Tools for Data collection: Questionnaire method

**Tools for Analysis**

The following tools were as to be used for analyzing the data

- ✓ Simple percentage analysis
- ✓ Chi-square test

**Data Analysis****Demographic Factors of the Respondents****Table-1**

S.No	Demographic Variables	Categories	Frequency	Percentage
1.	Gender	Male	342	65
2.	Age	Above35	280	53
3.	Education	Secondary Education	227	43
4.	Income level	Above20000	242	46
5.	Experience Employee	Above 15 Years	288	43
6.	Marital Status	Married	351	67
7.	Residential	Own house	255	49

Source: Primary Data

The above table shows the frequency of the demographic factors studied for the project. The frequency of male respondents was greater than the female respondents where they occupy 65 percent of the sample. The age that is dominant in the sample is the above 35 years with 53 percent. The secondary education level of the respondents is the highest in the list with 43 percentage of the sample size. The dominant income level was the above Rs.20, 000 categories at 46 percentages. The experience level of the respondents in the company was studied and it was

found that the above 15 years of experience category was the highest in the list at 43 percentages. It can be seen from the table that a majority of the respondents belong to the married category with 67 percentages and lastly, the respondents having their own house formed a major portion of the sample with 49 percentage.

### **Type of Organization**

Type of the organization is also the main demographic factors which decide employee strength of the organization, because the number of employees in a organization or particular industry, are more the income earned. In this chapter, the classification of the respondents according to type of organization has been studied and the details are shown in the following table.

**Table No-2**  
**Types of the organization of the respondents**

S.No	Type of Organization	Frequency	Percent
1.	Government Organization	456	87
2.	Pvt Organization	69	13
	Total	525	100

Source: Primary Data

Out of a total of 525 respondents, 87 percent of the respondents are come under government organization and 13 percent of the respondents are fall in private organization.

### **Analysis of Chi-Square Test and Level of Employee Commitment**

#### **Hypothesis:**

H<sub>0</sub>: There is no significant association between Age, Gender, Education, Income, and Experience, Marital status, Residential of the respondents and the level of employee commitment.

H<sub>1</sub>: There is no significant association between Age, Gender, Education, Income, and Experience, Marital status, Residential of the respondents and the level of employee commitment.

Table - 3

S.No	Factor	Calculated Value	Table Value	Degree of Freedom	Remarks
1.	Gender	14.015	5.99	2	Rejected $H_0$
2	Age	22.818	12.6	6	Rejected $H_0$
3.	Education	23.498	12.6	6	Rejected $H_0$
4.	Income	21.534	12.6	6	Rejected $H_0$
5.	Experience	21.534	12.6	6	Accepted $H_0$
6.	Marital Status	14.942	5.99	2	Accepted $H_0$
7.	Residential	4.349	12.6	6	Accepted $H_0$

### Interpretation:

#### Gender

The associated chi-square value between gender and level of commitment is 14.015 and the table value is 5.99 the calculated chi-square value is lower than the table value hence we Reject null hypothesis at 5% level of significant and calculate that there is association between age of the respondents and the level of employee commitment.

#### Age

The associated chi-square value between age and level of commitment is 22.818 and the table value is 12.6 the calculated chi-square value is lower than the table value hence we Reject null hypothesis at 5% level of significant and calculate that there is association between age of the respondents and the level of employee commitment

#### Education

The chi-square value between qualification and level of commitment was studied and the result is shown in the above table where the calculated value is 23.898 and the table value is 12.6 the calculated chi-square value is lower than the table value hence we Accept null hypothesis at 5% level of significant and calculate that there is association between qualification of the respondents and the level of employee commitment.

**Income**

The associated chi-square value between income and level of commitment is 21.534 and the table value is 12.6 the calculated chi-square value is lower than the table value hence we Accept null hypothesis at 5% level of significant and calculate that there is association between income of the respondents and the level of employee commitment

**Experience**

The associated chi-square value between experience and level of commitment is 23.292 and the table value is 12.6 the calculated chi-square value is higher than the table value hence we Accept null hypothesis at 5% level of significant and calculate that there is association between experience of the respondents and the level of employee commitment

**Marital Status**

The associated chi-square value between Marital Status and level of commitment is 14.942 and the table value is 5.99 the calculated chi-square value is higher than the table value hence we Accept null hypothesis at 5% level of significant and calculate that there is association between Marital Status of the respondents and the level of employee commitment

**Residential**

The associated chi-square value between resident status and level of commitment is 4.349 and the table value is 12.6 the calculated chi-square value is higher than the table value hence we Accept null hypothesis at 5% level of significant and calculate that there is association between resident status of the respondents and the level of employee commitment

**Findings:**

1. The analysis based on gender of distribution respondents who are working in tea companies showed that male category had perceived maximum level of commitment than female. The Chi-square test also proved that there is a significant value association between genders of the respondents.
2. Keeping age as the factor, analysis ascertain the level of commitment perceived by the respondents who they are working in the tea companies it shows that middle age category above 35years group have perceived maximum level of commitment than the other age group. The Chi-square test also proved that there is a significant value association between age group of the respondents.
3. An education leads to know about the people who working in tea companies their attitudes, behavior, culture within the particular companies they had perceived secondary education respondents having maximum level of commitment than the others. The Chi-square test also proved that there is a significant value association between Education qualifications of the respondents.



4. Income is the main key factor of working employee in all industries. It shows that who have earned above 20000/month have perceived maximum level of employee commitment other than employees. The Chi-square test also proved that there is a significant value association between Income level of the respondents.
5. The experience can be emphasized from the analysis shows that experience perceived that the respondents who have 15 years working experience they have maximum level of the commitment other than remaining respondents. The Chi-square test also proved that there is a significant value association between Experiences of the respondents.
6. The marriage factor is bond and family creates more responsibility of self independence and the analysis shows that the family type showed that respondents belonging marital status had maximum level of commitment than others. The Chi-square test also proved that there is a significant value association between marital status of the respondents.
7. The residential factor show that from the analysis creates more attachment of the working in those particular companies it shows that respondents belonging own house resident's employee's having maximum level of commitment than others. The Chi-square test also proved that there is a significant value association between Residential status of the respondents

### Conclusion

From the study Indian tea industry has proved that various key factor of economic role in the country. It helps to Individual as well as country, people growth that depends with this tea industry committed with people behavior and culture of the employee's. The study emphasized Accordance with the human resource in tea industry areas. It also validates the same by relating the commitment employee in tea industries as well as job satisfaction connection with the employee commitment.

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