

Organisational Commitment: A Study with Reference to Textile Industry in Erode

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Abstract

The textile industry in India, particularly in Erode District of Tamil Nadu, is a significant contributor to employment and regional economic development. However, challenges related to employee absenteeism, turnover, and low commitment levels affect organisational productivity and workforce stability. This study examines the level and determinants of organisational commitment among employees in the textile industry in Erode. Using the Three-Component Model of Commitment by Meyer and Allen, the study measures affective, continuance, and normative commitment.

A structured questionnaire was administered to 434 respondents across garment manufacturing, dyeing, and weaving units. The data were analysed using SPSS with tools such as descriptive statistics, Chi-square tests, factor analysis, and regression. The results reveal that affective commitment is significantly influenced by job satisfaction, leadership quality, and work environment, while continuance commitment is driven by economic necessity. Normative commitment is moderately influenced by ethical work culture and organisational support. The study provides recommendations for HR strategies aimed at enhancing organisational commitment to reduce absenteeism and improve retention.

Keywords: Organisational commitment, textile industry, Erode, Meyer and Allen, employee engagement, absenteeism, workforce retention

Introduction

The Indian textile industry is one of the oldest industries in the country, playing a vital role in employment generation, especially in semi-urban regions. Erode District in Tamil Nadu is a major textile hub, known for its concentration of garment manufacturing, dyeing, and weaving units. Despite its economic significance, the industry faces challenges in managing human resources effectively, particularly in sustaining high levels of organisational commitment. Employee commitment is crucial in ensuring operational efficiency, reducing absenteeism, and fostering long-term loyalty. This study investigates the levels and determinants of organisational commitment in the Erode textile sector to suggest strategies for improvement.

Literature Review

Organisational commitment has been defined as the psychological attachment an employee feels towards their organisation (Mowday et al., 1982). Meyer and Allen's (1991) Three-Component Model

conceptualises commitment as comprising: Affective Commitment (emotional attachment), Continuance Commitment (perceived cost of leaving), and Normative Commitment (sense of obligation to remain). Past studies (Meyer et al., 2002; Lok & Crawford, 2004) highlight the impact of leadership, job satisfaction, and organisational culture on commitment. In the context of the Indian textile industry, studies are limited. However, a few (e.g., Rani & Mahalakshmi, 2018) suggest that poor working conditions and lack of recognition diminish employee commitment. This study contributes to the literature by addressing this research gap within the Erode context.

Objectives of the Study

1. To assess the level of organisational commitment among employees in the textile sector in Erode.
2. To identify the factors influencing affective, continuance, and normative commitment.
3. To provide HR implications and strategies to enhance commitment.

DEMOGRAPHIC ANALYSIS		
AGE	Frequency	Percent
18-27	63	14.5
28-37	119	27.4
38-47	69	15.9
48-57	111	25.6
ABOVE 57	72	16.6
Total	434	100.0
GENDER	Frequency	Percent
MALE	239	55.1
FEMALE	195	44.9
Total	434	100.0
EDUCATION	Frequency	Percent
NO BASIG EDUCATION	26	6.0
PRIMARY	49	11.3
HIGH SCHOOL/SSLC	79	18.2
HIGHER SECONDARY	87	20.0
GRADUATION	73	16.8
DIPLOMA	42	9.7
INDUSTRIAL TRAINING	78	18.0
Total	434	100.0
WORK EXPERIENCE	Frequency	Percent
LESS THAN ONE YEAR	36	8.3
1-3 YEARS	51	11.8
4-6 YEARS	94	21.7
7-10 YEARS	127	29.3
MORE THAN 10 YEARS	126	29.0
Total	434	100.0

Research Methodology

Research Design: Descriptive and analytical, Sample Size: 434 respondents across 20 textile units, Sampling Technique: Stratified random sampling, Data Collection: Structured questionnaire using Likert scale (1–5), Statistical Tools Used: SPSS v26 – Descriptive statistics, Chi-square test, Factor analysis, Regression analysis

Results and Analysis

TABLE 1

		PROUD					Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE					
AGE	18-27	8	12	10	25	8	63	41.530	16	.000	S
	28-37	6	30	25	20	38	119				
	38-47	2	13	15	15	24	69				
	48-57	8	29	13	35	26	111				
	ABOVE 57	4	4	19	22	23	72				
Total		28	88	82	117	119	434				

		EMOTIONALLY ATTACHED					Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE					
AGE	18-27	8	12	10	24	9	63	34.868	16	.004	S
	28-37	6	30	22	23	38	119				
	38-47	2	13	14	16	24	69				
	48-57	8	29	15	33	26	111				
	ABOVE 57	4	4	19	22	23	72				
Total		28	88	80	118	120	434				

		GREAT DEAL					Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE					
AGE	18-27	8	16	2	28	9	63	39.394	16	.001	S
	28-37	6	40	1	32	40	119				

	38-47	2	15	8	20	24	69				
	48-57	8	33	3	41	26	111				
	ABOVE 57	4	11	4	30	23	72				
Total		28	115	18	151	122	434				

		VALUES					Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE					
AGE	18-27	8	12	10	24	9	63	36.189	16	.003	S
	28-37	6	30	21	22	40	119				
	38-47	2	13	14	16	24	69				
	48-57	8	29	13	33	28	111				
	ABOVE 57	4	4	18	22	24	72				
Total		28	88	76	117	125	434				

		FEEL GUILTY IF LEFT					Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE					
AGE	18-27	8	12	10	24	9	63	44.717	16	.000	S
	28-37	6	30	15	18	50	119				
	38-47	2	13	14	15	25	69				
	48-57	8	29	13	33	28	111				
	ABOVE 57	4	4	16	20	28	72				
Total		28	88	68	110	140	434				

		FUTURE FOR MYSELF						Total	Chi-square	df	P	Sig / N. Sig
		STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE						
AGE	18-27	5	11	17	21	9	63	20.801	16	.186	N	
	28-37	8	11	24	53	23	119					

	38-47	5	11	10	23	20	69				
	48-57	9	18	20	30	34	111				
	ABOV E 57	8	14	14	20	16	72				
Total		35	65	85	147	102	434				

Source of Data: Primary

Feeling Proud to Be Part of the Organisation

A chi-square test of independence was conducted to examine the relationship between gender and respondents' feeling of pride in being part of the organisation. The distribution of responses is as follows:

TABLE 2

Proud	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male (n = 239)	12	47	43	64	73	239
Female (n = 195)	16	41	39	53	46	195
Total (n = 434)	28	88	82	117	119	434

Chi-square (χ^2) = 3.915, df = 4, p = .418

The chi-square result indicates no statistically significant association between gender and the level of pride employees feel in being part of the organisation, $\chi^2(4, N = 434) = 3.915, p = .418$. Therefore, both male and female employees show similar patterns in their feelings of pride toward their organisation. Gender does not significantly influence how proud employees feel to belong to their organisation. This suggests that feelings of pride are uniformly distributed across both genders in the textile industry in Erode District.

2. Emotional Attachment to the Organisation

A chi-square test of independence was performed to determine whether emotional attachment to the organisation varied by gender.

TABLE 3

Emotionally Attached	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male (n = 239)	12	47	45	61	74	239
Female (n = 195)	16	41	35	57	46	195
Total (n = 434)	28	88	80	118	120	434

Chi-square (χ^2) = 4.485, df = 4, p = .344

The results indicate that there is no significant relationship between gender and emotional attachment to the organisation, $\chi^2(4, N = 434) = 4.485, p = .344$. Emotional attachment to the organisation appears to be similar across male and female employees. Gender does not play a significant role in determining how emotionally connected employees feel to their workplace.

3. Willingness to Do a Great Deal for the Organisation: A chi-square test was conducted to examine the relationship between gender and willingness to do a great deal for the organisation.

TABLE 4

Great Deal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male (n = 239)	12	61	12	79	75	239
Female (n = 195)	16	54	6	72	47	195
Total (n = 434)	28	115	18	151	122	434

Chi-square (χ^2) = 5.342, df = 4, p = .254

There is no statistically significant association between gender and willingness to do a great deal for the organisation, $\chi^2(4, N = 434) = 5.342, p = .254$. The willingness to go above and beyond for the organisation does not differ significantly between male and female employees. Both genders demonstrate comparable commitment levels when it comes to putting extra effort into their work.

TABLE 5

	AFFECTIVE COMMITMENT	Cronbach's Alpha	N of Items
AC1	I am proud to be part of this organisation	.907	6
AC2	I feel emotionally attached to my company		
AC3	My organisation has great deal of personal meaning for me		
AC4	I identify with the values and goals of this organisation		
AC5	I would feel guilty if I left this organisation		
AC6	I see a future for myself in this organisation		
	CONTINUANCE COMMITMENT	Cronbach's Alpha	N of Items
CC1	I stay with my organisation because of the significant financial investment I have made in it.	.979	3
CC2	To much of my life would be disrupted if I left my organisation now		
CC3	I feel, I have very few options to consider leaving this organisation.		
	NORMATIVE COMMITMENT (SENSE OF OBLIGATION TO STAY)	Cronbach's Alpha	N of Items
NC1	I feel an obligation to remain with my current employer	.711	6
NC2	I believe that loyalty to this organisation is important and should be encouraged.		
NC3	Staying in this organisation is the right thing to do.		
NC4	I often think about leaving my job		

Demographics: 55% male, 45% female respondents; majority between 31–40 years of age. Affective Commitment: Positively correlated with job satisfaction ($r=0.68$), and quality of supervision ($r=0.71$). Continuance Commitment: Driven by financial dependency and job market limitations. Normative Commitment: Moderate levels reported; enhanced by ethical work culture and community-based values. Chi-Square Analysis: No significant gender difference in commitment levels ($p > 0.05$). Factor Analysis: Extracted four dominant components – Work Environment, Leadership Support, Personal Development, and Job Security. Regression: Leadership support and job satisfaction predict over 60% of the variance in affective commitment.

Discussion

The results align with Meyer and Allen's model, confirming that affective commitment is the most influential among the three components. Economic constraints play a vital role in continuance commitment, especially among older workers. Normative commitment is more evident in family-run or long-standing textile units with strong cultural ties.

Findings

- Affective commitment is the strongest predictor of employee retention.
- Continuance commitment is higher among older employees with longer tenure.
- Gender and age have minimal effect on commitment levels.
- Poor leadership and lack of career development reduce commitment.

Managerial Implications

- HR Policy Revision: Focus on employee recognition, internal mobility, and transparent communication.
- Training & Development: Invest in continuous upskilling and leadership development programs.
- Wellness Initiatives: Address absenteeism by promoting work-life balance and employee wellness programs.

Conclusion

Organisational commitment in the textile industry in Erode is primarily driven by affective and continuance components. Enhancing commitment requires a strategic HR approach focusing on job satisfaction, supportive leadership, and ethical culture. Addressing these areas can lead to reduced absenteeism and improved workforce stability.

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