

DETERMINANTS OF ORGANIZATIONAL COMMITMENT AMONG SERVICE INDUSTRY EMPLOYEES IN PUDUCHERRY

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Abstract: Loyalty and dedication workers have towards their organization are known as the organizational commitments of the workers. Such professional commitment is influenced by many factors. The main purpose of the study is to identify the constructs inducing the organizational commitment of the workers. For this purpose, the data has been collected from 184 service industry employees in Puducherry region of Puducherry U.T. Factors such as work atmosphere, professional relationships, organizational policies, organizational support and work family balance are considered as the influencers of the study. Such data has been analysed using Pearson correlation and multiple regression analysis. Study identified that organizational support, work atmosphere and professional relationships are significantly associated with the organizational commitment. Among the influencers, organizational policies are the highest influencer of the professional commitment whereas the work atmosphere is the least-inducing construct of organizational commitment. Suggestions such as better organizational policies like flexi time, paid vacations and employee grievances redressal are provided to improve the organizational commitment of the workers.

Keywords: Organizational Commitment, Work Atmosphere, Professional Relationships, Organizational Policies, Organizational Support, Work Family Balance

INTRODUCTION

Commitment towards work is essential for the every individual who is working in an organization irrespective of the nature of their job. But such commitment is required to be quite higher for those workers who are employed in service sector compared to non-service sector firms such as manufacturing firms, real estate businesses and alike. It is because the employees working in service industry should be very cautious in delivering their work with utmost care and faith due to the presence of underlying reason that such firms are withstanding in the market only due to their quality services provided to the customers. Hence, the employees' organizational commitment refers to that level of dedication, loyalty and affection the workers have towards their job and the organization mainly in its execution and performance.

Practically speaking, in India the service sector is equally held by the government as well as private. It is mainly because India is a mixed economy where the participation

of both the state as well as private ownership was in practice in all the sectors. Since India is the second largest thickly populated country across the globe, it becomes quite difficult for the government alone to render services to such a huge population without any compromise in the quality. So, for the purpose of rendering quality services to the entire population of the country, the Government of India (GOI) has allowed private ownership in the service sector industries. Private ownership has been allowed only after complying with all the rules and regulations as framed by the government and the same rules are applicable to the employees working in private sector (as same as those prescribed to the government employees). Hence, the quality of work delivered by them would be very high through complying with the rules and regulations of the government.

But, in practice apart from following the rules and regulations, it is the commitment that determines the performance of the employees at their work. Therefore, it could be stated that such employees who are dedicated towards their profession

could be instrumental for every service-rendering firm with regard to easier achievement of their organizational goals, i.e., better delivering of services, and to make the customers fulfilled. Commitment being a motivational factor, it has been influenced by different sets of personal as well as the organizational variables of the employees. As the tastes, opinions, preferences and mindset change for each and every worker, the factors influencing their commitment level (for work) also vary. So, to investigate the factors affecting the professional commitment among the workers employed in different service sectors such as banks, financial service sector, hospitals and education industry, this study has been conducted.

Puducherry is a Union Territory that lays in the Southern part of Indian Subcontinent with four parts namely Puducherry, Karaikal, Mahe and Yanam. Among such four different parts, Puducherry is considered for the study as it is the chief city in terms of the rule, headquarters for the police department and alike. Furthermore, any decisions taken and implemented in this region has a significant impact over all other three regions of the entire Puducherry U.T. Since Puducherry a former French colony, it has a wide variety of Indo-French culture spread across the town. The town has a mix of native Puducherry people with French citizenships, i.e., those who has been worked in France and later on they themselves and their families being settled in Puducherry and French citizens being settled in the town for a long period of time. This Indo-French culture is being reflected in the workforces across the town. It is also been reproduced in the employment of various service industries. Hence, in order to measure the commitment of the employees working in different service firms across the town with enriched Indo-French culture, the research work has been conducted in Puducherry.

Initially, the present study focuses on the finding out the factors affecting the organizational commitment of the service sector employees via unstructured interviews among the service industry workers. Through the critical assessment of the data collected from the respondents, five independent factors are recognized as the determinants of the organizational commitment among service sector employees. After that, the relationship between the five constructs and the organizational commitment of the employees and their level of influence of over the organizational commitment has also been examined. Findings and the recommendations for improving the organizational commitment of the workers have been briefly discussed.

Critical Evaluation of the Earlier Reviews on Organizational Commitment

Stephanie Booth-Kewley et al. (2017) revealed that motivation, optimistic stimulus and training are strong and

significant motivators of the professional commitment. Phanthasack Visanh and Huaifu Xu (2018), through the extensive review of literature, explored that the factors such as motivation, professional atmosphere and training are the contributors of the organizational commitment of the workers. Imra Suryani (2018) discovered that the factors such as progression in the occupation and performance appraisal are the factors inducing the professional commitment of the employer's perspective, while the constructs such as professional contentment and work engagement are the contributors of the organizational commitment of the workers. Muhammad Anwar ul Haq et al. (2014) found that the variables such as rewards and the supportive superiors are the significant contributors of the organizational commitment amid the bank officials in Pakistan. Tung N. Nguyen et al. (2014) exposed that the organizational manpower policies namely organizational relations, professional contentment & conditions and teamwork spirit are significantly associated with the professional commitment of the employees.

Chew Sze Cheah et al. (2016) explored that the justice prevailing in the organization and sharing of knowledge are responsible for the organizational commitment of the Generation X employees. Grace Njenga et al. (2015) revealed that there is a strong connection between the professional atmosphere and the commitment of the workers. Sultan Saqar Oqaidan Al Wahaibi (2016) through the review of literature exposed that the work contentment has an optimistic impact on the organizational commitment of the employees. Nuanluk Sangperm (2017) revealed that there is a positive relationship between the work-related righteousness, professional contentment and the commitment of the workers. Xing-Yuan Huang and Qian Wang (2015) revealed that the low organizational commitment is caused due to the high level of attrition rates existing in the IT industry in China. R.K. Jena (2015) stated that there is a significant relationship between the age and the organizational commitment of the Indian shift workers.

Paula Jorde-Bloom (1988) explored that there is a significant relationship among the factors such as age, educational qualifications, income, expertise, job description and organizational commitment. John Adanse et al. (2017) explored that the constructs such as working conditions and environment are significant predictors of the workers' professional commitment. Nguyen Ngoc Duy Phong and Le Thi Huyen Trang (2017) revealed that organizational commitment has a strong effect on the retention of the working individuals. Zafar et al. (2013) exposed that the professional characteristics and contentment are responsible for the organizational commitment of the workers. Jayasinghe

(2017) revealed that the unmarried male employees are less committed than the married male workers.

Steven A. Schulz et al. (2017) explored that the constructs such as internal & external orientation and well-being (subjective) are the significant influencers of the organizational commitment. Sukmawati (2017) identified that the constructs namely professional environment and organizational commitment have a significant effect on the performance of the workers. Mubashir Majid and Afifa Ibrahim (2017) revealed that job security is the highest influencer of the organizational commitment. Kilungu, Matata et al. (2014) exposed that the factors such as superior and co-workers' support and resource accessibility are the strong predictors of the professional commitment of the working individuals.

Ganesh Prasad Pathak, (2018), stated that there is a significant association between the employees' retention and the organizational commitment of the workers. Mod Afis Ahmad et al. (2017) exposed that the constructs such as managerial trust, communication and commitment are the factors inducing the organizational commitment. Aysen Berberoglu (2018) explored that the organizational climate is related to professional commitment and the performance of the workers. Mai Ngoc Khuong and Phan Le Vu (2014) exposed that the factors such as work contentment, occupational environment and relationship management are optimistically associated with the professional commitment of the working individuals. Obeidollah Faraji et al. (2015) exposed that there is a significant association between the educational status and the occupational category of the workers.

Samuel O. Salami (2008) identified that the constructs such as emotional intelligence, motivation and professional contentment have significantly predicted the organizational commitment of the workers. Smeenk et al. (2006) discovered that the level of commitment significantly differs amid the hegemonist and the separatist faculties in universities. Raymond Loi et al. (2006) explored that there is a pessimistic relationship between the organizational commitment and the turnover intentions. Sharon S. Naquin and Elwood F. Holton III (2002) discovered that there is 57% of variance identified among the optimistic affectivity, professional commitment and extraversion. Terry Lam et al. (2002) exposed that subjective norms, mentorship and the employees' intention are related to the occupational commitment of the workers. Aaron Cohen (1992) revealed that the organizational commitment is stronger for the blue collar employees than the white collar workers. Javad Eslami and Davood Gharakhani (2012) exposed that the professional contentment is significantly associated with the occupational commitment of the workers. Sinem Aydogu

& Baris Asikgil (2011) explored that the work contentment is strongly related to the professional gratification of the working individuals.

Yvonne Brunetto et al. (2012) explored that the professional commitment partly moderates the link between the work engagement and the attrition ideas of the employees. Gudal Guleryuz et al. (2008) revealed that there is a significant association between the occupational contentment and the job commitment of the workers. Miriam J. Landsman (2008) explored that superiors' support has a stronger effect over the commitment of working individuals. Samuel Nguni et al. (2006) exposed that the transformational leadership affects the transactional leadership, which in turn significantly induces the professional commitment of the employees. Charles E. Lance (1991) explored that there is an inverse association between the organizational commitment and the professional contentment of the workers. Zainudin Awang et al. (2010) found a significant relationship between the job satisfaction and the work commitment of the working individuals. Sundas Warsi et al. (2009) revealed that there is a positive and significant association between the work-related motivation, commitment and the contentment of the workers. Unnikammu Moideenkutty et al. (2001) stated that the organizational support mediated the relationship among the constructs such as justice, contentment and labor-management association with that of the professional commitment.

Ilhami Yucel (2012) revealed that the work contentment is the antecedent of the organizational commitment. Gavan Dick and Beverly Metcalfe (2001) explored that the constructs such as organizational and managerial support are significantly associated with the professional commitment of the civilian workers. Janet Chew and Christopher C. A. Chan (2008) exposed that the occupational commitment is optimistically linked with the remuneration and recognition of the workers. Joel Brockner et al. (2004) exposed that the perceived control is strongly associated with the workers' organizational commitment. Charles H. Schwepker, Jr. (2001) explored that the employees' favorable organizational climate induces the organizational climate more positively. Chetna Pandey and Rajni Khare (2012) stated that the professional gratification and commitment influence the workers' loyalty positively. Haluk Tanriverdi (2008) exposed that there is a positive link between the affective, continuance commitment and with that of the job satisfaction. A. J. McMurray et al. (2009) revealed that there is an optimistic affiliation between the transformational leadership and the organizational commitment. Phyllis A. Siegel et al. (2005) exposed that the higher conflict between work and personal life reduces the professional commitment of the workers. Eunmi Chang (1999) explored that the career commitment

acted as a catalyst in identifying the effect of commitment on attrition.

Research Gap

Since, the studies of Indian researchers namely Karthik Namasivayam focused only on the relationship between work-life conflict and job satisfaction with organizational commitment as the mediating factor, while on the other hand, Priyanko Guchait and Seonghee Cho (2010) studied about the impact of HR practices on workers' attrition. In the above-mentioned studies, organizational commitment is considered just a catalyst factor and not as a major factor of the study. So, it has been identified that there is a need for the research, to conduct a study with commitment as the central variable. This gap in the research work has been addressed through the research works done by Richa Awasty and Rajen K. Gupta (2010), i.e., as in their studies they took up work-related commitment as their central factors for the study and the results of the study, coming to our study area as identified through the earlier research works as cited above, i.e., to identify the factors affecting the organizational commitment of the workers, has not focused on this object. But, to cater this potential gap in the research investigation, the theme and the results of the study done by R. K. Jena (2015) have become a solution.

But, in the study conducted by R. K. Jena in the year 2015, the author took the employees of ferroalloy manufacturing companies as their samples. The present study focuses on the workers employed in the service sector. The studies of Faranak Joolideh and K. Yeshodhara (2009) focused on the organizational commitment of the high school teachers and the study conducted by Ajay Suneja and Swati (2015) concentrated on the organizational commitment of the banking workers. Wolfgang Messner (2017) focused on the commitment of ITeS workers and the study conducted by Neha Miglani (2018) concentrated on the commitment of the North Indian Journalists. Though above-cited reviews of studies focused on the employees working in different service industries such as school teachers, bankers, IT professionals and journalists in four different studies, they did not consider to study about the service sector as the samples for the study in whole. Again, there arises a need to study the organizational commitment of Indian service sector industry workers in a single research work.

This above-mentioned research gap has also been noticed by the research work conducted by Lalatendu Kesari Jena et al. (2017). Even though the authors have studied the organizational commitment of the service sector as a whole, they left out the employees working in Puducherry region as the samples for the study; to cater this gap in the

research, the study done by Muthukumar, M. in the year 2017 has been considered. In that study, the author has again focused only on the bank employees in Puducherry. Therefore, subsequently the research studies that have been done with the focus of examining the factors influencing the organizational commitment among the workers employed in entire service sector in Puducherry is found to be lacking in this research context. Henceforth, in order to ultimately fulfill this gap in the research work, the present study has been undertaken with the below-mentioned objectives.

Objective of the study

The primary objective of the study is to identify the relationship between the influencers and the commitment, i.e., to find out the major factors influencing the professional commitment of the service sector workers in Puducherry. The secondary objective of the present study is to identify the level of influence each and every determinant factor possess towards the resulting factor of the study, i.e., the employees' commitment. In addition to this, the study also tries to offer suggestions for improving the commitment and the loyalty of the workers towards their organization.

RESEARCH METHODOLOGY

Sample Region

Puducherry district located in the Puducherry (Union Territory) has been adopted for the study. It has been considered as the sample region of the study mainly due to the factors such as the presence of inter-cultural heritage i.e., Indo-French culture as Puducherry being a French colony, importance of the city among all other three parts of the entire U.T. due to the presence of the headquarters of the rulers such as Governor's office, Chief Minister's Office, Chief Secretariat being located in this Puducherry region of the entire U.T., and the recent significance obtained by the town from the Central Government due to its inclusion in the smart cities project by the Government of India (GOI) under the Ministry of Urban Development.

Sampling Methods

Data for the study has been collected using the primary data. Convenient sampling technique has been adopted for data collection. Convenient sampling method (opportunity sampling method), a non-probability type of sampling technique, is used in this study mainly for utilizing its advantages such as optimum utilization of time and cost. Irrespective of the disadvantage of this sampling method,

i.e., the chances of being selected as the samples for the study is not same among all members of the samples, this method is considered as significant for this type of study mainly due to its advantage that any members of the population who expresses their willingness to be a part of this study could be easily selected.

As stated above, the employees working in various service sector industries such as banks, hospitals, educational services and alike have shown the hesitation and unwillingness to be a part of the study with regard to providing the information related to their work and organization. So, it becomes practically difficult for the researcher to obtain data from the samples and for this purpose, in order to take up the advantage of the convenience sampling technique, i.e., to select the samples from the entire population as per the convenience of the researcher, this method has been adopted.

Since, the population of the employees working in the service industry as a whole is larger and absence of the clear data with regard to the number of employees in the service industry in Puducherry, this technique has been adopted in this study. As the influencing factors of the organizational commitment tends to change among every employee due to the preferences, the generalizations of the results of this study for the entire population would not be justifiable (Ilkar Etikan et al. 2015). Hence, for the purpose of keeping in view the significance of the reasons like absence of randomizations of the samples among the population and the uncertainty to generalize the results of the study among the entire population, the present study has adopted this convenient (non-probability) sampling technique of data collection.

The absence of generalizations with regard to the results of the data from the adoption of the convenience sampling technique will not be considered as the disadvantage in this study. It is because the selection of the respondents, i.e., the interviewees, is selected from a place where there is an existence of high levels of Indo-French culture, it becomes quite difficult to identify the entire size of the population. For this purpose, the study tends to adopt the convenient sampling technique where it is not possible to generalize the results of the study for the entire population.

This research study could also be referred to as the exploratory research, i.e., a research work that has not been done earlier by majority of the researchers and proper insights are not provided in that particular concept. The study is referred to as exploratory mainly for the purpose of the non-existence of numerous research works with the object of assessing the factors influencing the organizational commitment among the service industry employees in Puducherry i.e., an Indo-

French region. Due to the existence of exploratory research, the convenience sampling method has been adopted (Trochim, W. & Donnelly, J., 2008) in this study.

Materials

The data for the study initially has been collected through the special case studies datasheet, which has been designed for the purpose of identifying the influencing factors of the study from the respondents. Later on, the main data for the study (the data forming the final sample size) has been collected through the structured questionnaire measured in a five-point likert scale. The questionnaire consists of three parts namely demographic profile, factors influencing organizational commitment (independent factors) with five factors consists of 5 items each and organizational commitment (resulting factor) with 5 items. Prior to final data collection, the pilot study is being conducted in order to identify the validity of the questionnaire used in the study. Demographic profile of the questionnaire consists of the personal data with open-ended statements.

Sample Setting

The study considered the employees working in various service sector organizations located in the study region, i.e., Puducherry. The predominant service sector firms in this study include banks, educational institutions such as schools and colleges, hospitals, financial services sector like share brokerage firms, banks and alike.

Sample Size

Unstructured interview schedule has been gathered from over 30 respondents who did not form part of the final samples. For pilot study, the data has been collected from over 50 workers and they also do not form part of the final samples. Final collection of the data has been gathered from over 184 employees working in various sector firms as mentioned above.

Tools and Techniques

Collected data is subjected to Cronbach's alpha scale of reliability and validity for analyzing the consistency and the uniformity of the questionnaire adopted, Pearson correlation to assess the relationship between the influencers (factors inducing employees' commitment) and the organizational commitment and the multiple regression analysis to identify

degree/level of the predicting factors has influence over professional commitment of the workers.

Factors Adopted for the Study

With confirmation from the unstructured interview schedule, the data for the study includes the factors such as personal factors namely age group, gender, organization employment type, working hours and monthly income, the predicting factors such as work atmosphere, professional relationships, organizational policies, organizational support and work-family balance and the resulting factor, organizational commitment.

Limitations of the Study

Sample size of the limited to 184 employees, with the sample region restricted to the Puducherry region alone along with the employees working in the service industries alone. The study has also just five influencing factors of organizational commitment. Hence, if the sample size is extended with the change in the sample region with their industrial settings, then there are chances of obtaining different results.

Relationship Amid the Determinants and the Organizational Commitment

Among the influencers of the organizational commitment, firstly work atmosphere is taken as the initial influencer of professional commitment. It is identified that the professional environment is significantly and optimistically associated with the commitment of the workers (Zohreh Vanaki & Seyyed Abolfazl Vagharseyyedin, 2009; Mayowa-Adebara et al. 2016). In certain cases, there is no such significant relationship amid the work environment and the occupational atmosphere. Since, these findings are subject to change among every working individual, the work atmosphere is considered as the determinant of the organizational commitment. Henceforth, in order to test the relationship between the work atmosphere and the organizational commitment, the following null hypothesis has been framed.

H_0^1 : Work Atmosphere has no significant relationship with that of the organizational commitment.

Followed by the work atmosphere, the second influencing factor considered for the study is the professional relationship. In many cases, this professional relationship has no significant effect over the work atmosphere (Khoa T. Tran et al. 2018; She-Cheng Lin & Jennifer Shu-Jen Lin,

2011). While in some cases, there is an inverse association between organizational commitment and workplace relationship (Rachel L. Morrison, 2008). As these findings change from each and every individual, in order to identify this relationship between workplace relationships and organizational commitment. To measure such a relationship, the following alternate hypothesis has been framed.

H_a^2 : Professional relationships has a significant association with that of the organizational commitment.

Organizational policies are considered as the third influencer of the organizational commitment. Studies suggested that the organizational policies have no strong effect over professional commitment (Jelena Culibrk et al. 2018). In some cases, it has been found that the employees' favorable organizational policies improve their commitment and in turn ultimately on their commitment (Heery Noowanto et al. 2014). As these findings are subject to change from each and every working individuals, for the purpose of testing their relationship with the organizational commitment, such organizational policies have been considered as a factor for the study. For the purpose of the measurement of the same, the following null hypothesis has been framed for the study.

H_0^3 : There is no significant link amid the organizational policies and the professional commitment.

Organizational support is taken as the fourth influencing factor of the employees' work commitment. Such organizational support has a significant effect over the professional commitment of the workers (Sayoni Santra & Pulak Mishra, 2013). Since this finding is subject to change from worker to worker, professional commitment has been added up as the factor for the study. To assess the link between the organizational support and the employees' work commitment, the following hypothesis has been framed.

H_a^4 : Organizational support has a significant affiliation with that of the organizational commitment.

Lastly, the work-family balance is taken as the inducer of the work commitment of the employed professionals. Positive relationship exists among the work family equilibrium and the professional loyalty of the employees (Rasheed Azeez et al., 2017; & Upsana Joshi Sethi, 2014). As this finding is subject to vary, the work-family balance is added up as one among the predicting factors of the organizational commitment in this study. To measure the connection between the work-family balance and the professional commitment, the following hypothesis has been framed.

H_0^5 : Work-family balance has no significant association with the work commitment of the workers

DATA ANALYSIS AND INTERPRETATION

Cronbach's Alpha Scale of Reliability and Validity

The questionnaire adopted for the study has been subjected to the cronbach's alpha scale of reliability and validity for the

purpose of ensuring the validity of the instrument adopted for the study. The Cronbach's alpha scale of reliability and validity for the study variables are presented below in the form of Table 1 as follows.

Table 1: Cronbach's Alpha Scale of Reliability and Validity

Factors	Cronbach's Alpha Scale of Reliability and Validity
Work atmosphere	0.798
Professional relationships	0.742
Organizational policies	0.699
Organizational support	0.804
Work family balance	0.735
Organizational commitment	0.712

Source: Primary data

Among the factors influencing the organizational commitment, work atmosphere has 0.798 coefficients, the professional relationships has 0.742 coefficients, the organizational policies has 0.699 coefficients, the organizational support has 0.804 coefficients and the work-family balance has 0.735 coefficients. The organizational commitment has a total of 0.712 coefficients. 0.787 is the Cronbach's alpha value for the entire set of instruments adopted for the study. Since the Cronbach's alpha value is greater than 0.07, the questionnaire is considered to be reliable and valid and could be used for the further process of the study.

Demographic Profile of the Data

As mentioned earlier, the demographic profile is full of open-ended statements, based on the data collected from the samples, the different demographic factors of the workers are classified into various divisions for the purpose of analysis. Age group is classified into 21-30 years, 31-40 years, 41-

50 years, 51-60 years and above 60 years and Gender is commonly divided into male and female. Thirdly, the type of organization employed into banks, financial services, hospitals and education industries, while the working hours per month has been divided into 208 hours, 208-234 hours and above 234 hours. Lastly, the monthly income is divided into Rs. 15,000 per month, Rs. 15,001 – Rs. 20,000 per month, Rs. 20,001 – Rs. 30,000 per month and above Rs. 30,000 per month.

The classification working hours per month is classified monthly based on the daily working hours and by skipping all non-working hours (i.e., Sunday is taken for every month), i.e., therefore, for first classification, 8 hours in a day for a period of 26 working hours result in up to 208 working hours in a month (i.e., 8 hours per day * 26 working days in a month), then followed by it the second classification shows that 208 – 234 (9 hours per day * 26 working days in a month) hours per month which is nothing but, the 8 – 9 hours in a day and above 234 hours in month (i.e., above 9 hours in a day * 26 working days per month).

Table 2: Frequency Distribution and Simple Percentage Analysis for the Demographic Profile of the Workers

Demographic Factors	Frequency	Percentage
<i>Age Group of the Workers</i>		
21–30 years	24	13.04%
31–40 years	36	19.57%
Demographic Factors		
41–50 years	18	9.78%
51–60 years	47	25.54%
Above 60 years	59	32.07%

Total	184	100.00%
<i>Gender of the Working Individuals</i>		
Male	143	77.72%
Female	41	22.28%
Total	184	100.00%
<i>Type of Organization Employed</i>		
Banks	39	21.20%
Financial services sector	51	27.72%
Hospitals	40	21.73%
Education industry	54	29.35%
Total	184	100.00%
<i>Working Hours (monthly)</i>		
Up to 208 hours	78	42.39%
208 - 234 hours	64	34.78%
Above 234 hours	42	22.83%
Total	184	100.00%
<i>Monthly Income</i>		
Up to Rs. 15,000	39	21.20%
Rs. 15,001 – Rs. 20,000	126	68.48%
Rs. 20,001 – Rs. 30,000	15	8.15%
Above Rs. 30,000	4	2.17%
Total	184	100.00%

Source: Primary data

Table 2 describes the frequency distribution and the simple percentage analysis for the demographic profile of the workers. Considering the age groups of the workers, 24 workers (13.04%) are aged between 21 and 30 years of age, 36 professionals (19.57%) are aged within 31–40 years, 18 working individuals (9.78%) are aged within 41–50 years, 47 professionals (25.54%) are aged within 51–60 years and the remaining 59 workers (32.07%) are aged above 60 years of age. Taking into account, the gender of the working individuals, 143 workers (77.72%) are male and the remaining 41 professionals (22.28%) are female workers. As far as the type of organization in which the workers are employed is considered, 39 workers (21.20%) are bank employees, 51 professionals (27.72%) are

financial services sector employees, 40 working individuals (21.73%) are employed in hospitals and the remaining 54 workers (29.35%) are the employees of hospitality industry. Concerned with the monthly working hours of the employees, 78 workers (42.39%) are working up to 208 hours per month i.e., 8 hours a day, 64 professionals (34.78%) are working from 208 to 234 hours per month and the remaining 42 workers (22.83%) are working for above 234 hours in a month. Taking into account, the monthly income of the working individuals, 39 workers (21.20%) are earning up to Rs. 15,000 per month, and then 126 professionals (68.48%) are earning income from Rs. 15,001 to Rs. 20,000 per month, 15 workers (8.15%) are earning income from Rs. 20,001 to Rs. 30,000 per month and 4 working individuals (2.17%) are earning income above Rs. 30,000 in a month.

Table 3: Pearson Correlation for the Significant Relationship Between the Influencers and the Organizational Commitment

Factors influencing Organizational Commitment		Pearson Correlation
Work atmosphere	Pearson correlation	0.812**
	Significant	.009
	N	184

Professional relationships	Pearson correlation	0.745*
	Significant	0.016
	N	184
Organizational policies	Pearson correlation	0.689
	Significant	0.189
	N	184
Organizational support	Pearson correlation	0.492*
	Significant	0.049
	N	184
Work family balance	Pearson correlation	0.792
	Significant	0.059
	N	184

Source: Primary data

Note: 1. ** Significant at 1% level.

2. * Significant at 5% level.

Table 3 describes the Pearson correlation for the significant relationship between the influencers and the organizational commitment amid the 184 service industry workers in Puducherry.

H_0^1 : Work Atmosphere has no significant relationship with that of the organizational commitment.

0.812 is the positive and strong Pearson correlation coefficient that exists between the work atmosphere and the organizational commitment at 1% level of significance. Since, the p-value i.e., .009 is lesser than 0.010, the null hypothesis is rejected at 1% level. Henceforth, it could be stated that the work atmosphere has no significant relationship with that of the organizational commitment at 1% significance.

H_a^2 : Professional atmosphere has a significant association with that of the organizational commitment.

Professional atmosphere is intercorrelated (optimistically & moderately) with the organizational commitment at 0.745 coefficients. As the p-value (0.016) is lesser than 0.05, the alternate hypothesis is accepted at 5% level. So, it could be stated that the professional atmosphere has a significant association with that of the organizational commitment at 5% level of significance.

H_0^3 : There is no significant link amid the organizational policies and the professional commitment.

Organizational policies are positively and moderately allied with professional commitment at 0.689 coefficients. Since, the p-value i.e., .189 is not lower than 0.05, the null hypothesis is accepted at 5% level. So, it could be inferred that there is no significant link amid the organizational policies and professional commitment.

H_a^4 : Organizational support has a significant affiliation with that of the organizational commitment.

Organization support is constructively and weakly associated with the organizational commitment at 0.492 coefficients. As the p-value (0.049) is lesser than 0.05, the alternate hypothesis is accepted at 5% significance. Hence, it could be concluded that the organizational support has a significant affiliation with professional commitment.

H_0^5 : Work-family balance has no significant association with the work commitment of the workers.

Work commitment is significantly associated with the work commitment at 0.792 coefficients. Since the p-value (0.059) is not lower than 0.05, the null hypothesis is accepted at 5% level. Therefore, it could be stated that the work-family balance has no significant association with the work commitment of the workers at 5% level.

Table 4: Multiple Regression Analysis Among the Influencers and the Organizational Commitment

Variables	Unstandardized Coefficients	SE of B	Standardized Coefficient	t	P
Reliant variable (Organizational Commitment)	4.9936	2.5435	-	3.789	0.023*
X1 (Work atmosphere)	0.274	0.044	0.057	0.956	0.281
X2 (Professional relationships)	0.054	0.069	0.593	0.879	0.143
X3 (Organizational policies)	0.029	0.035	0.867	0.856	0.010**
X4 (Organizational support)	0.853	0.102	0.067	0.745	0.053
X5 (Work family balance)	-0.526	0.068	0.790	0.876	0.524

Source: Primary data

Note: 1. ** denotes significant at 1% level.

2. * denotes significant at 5% level.

Table 4 describes the multiple regression analysis among the influencers and the organizational commitment. In the above analysis, organizational commitment is the outcome factor, X1 is the work atmosphere, X2 denotes professional relationships, X3 is organizational policies, X4 is the organizational support and X5 is the work-family balance. Such X1, X2, X3, X4 and X5 are the independent and the influencing factors of the organizational commitment.

0.824 is the multiple R-value and this shows the relationship between the predictors and the organizational commitment. This shows that there is a stronger level of relationship exists between the determinants and the professional commitment of the workers. 0.799 is the R square value and it is significant at 1% level as its p-value (0.006) is lesser than 0.010. On the basis of the standardized coefficients, the R-value formed is

$$Y = .274X1 + .054X2 + .029X3 + .853X4 - .526X5$$

Based on the above equation, it could be better understood that there exists a positive relationship between the work atmosphere and the organizational commitment at .274 coefficients and it is not significant at 5% level as its p-value (.289) is greater than 0.05. So, it could be stated that the organizational commitment rises by 27.4% for each and every per unit rise in the work atmosphere. .054 is the coefficient (positive) that exists between the professional relationships and the organizational commitment and it is not significant at 5% level as its p-value (0.143) is greater than 0.05. Hence, it could be inferred that the professional commitment rises by 14.3% for each and every unit upsurge in professional relationships. Organizational policies and the organizational commitment are positively associated with one another at .029 coefficients and as its p-value (0.010) is lesser than 0.01, it is significant at 1% level. Therefore, it could be conferred that the organizational commitment increases by 1.0% for each and every single unit rise in the organizational policies. The organizational support and the organizational commitment are optimistically affiliated with one another at .853 coefficients and as its p-value (0.053) is greater than

0.05, it is not significant at 5% level. Hence, it could be stated that professional commitment raises by 5.3% for each and every unit increase in the organizational support. The work-family balance and the professional commitment are inversely allied with one another at .526 coefficients and it is insignificant at 5% level since, its p-value, 0.524 is greater than 0.05. So, it could be concluded that the organizational commitment reduces by 52.6% for each and every single unit improvement in the organizational commitment.

Depending upon the standardized coefficients, organizational policies are the highest influencers of the organizational commitment at 0.867 coefficients, than by the work-family balance at 0.790 coefficients, than by the professional relationships at 0.593 coefficients, than by the organizational policies at 0.067 coefficients and lastly by the work atmosphere at 0.057 coefficients.

FINDINGS AND CONCLUSIONS

The study found that the factors such as organizational policies and the work-family balance are not significantly related to the professional commitment, while on the other hand, it has been found that the work-family balance is negatively inducing the organizational commitment. The study also found that the work atmosphere is the least influencer of the professional commitment of the workers. From these findings, it is very clear that it is the responsibility of the organization to improve the influencing factors such as work-life balance and work atmosphere in favour of the employees to improve their organizational commitment.

Employees centered organizational policies such as flexi-time, paid vacations, employees' recreational facilities, allowances, reimbursement of medical expenses and children educational expenditures and employee grievances' redressal should be provided by the organization to improve their proper organizational policies, work atmosphere and work-family balance. These factors, in turn, results on the

better improvement of the organizational commitment of the workers towards their work. Such enhanced commitment of the employees, improves the performance and the productivity of the workers. Employees' productivity in turn results on the firm's productivity of the employees. This growth in the firm's performance leads to the greater economic growth of the nation.

Scope for Further Research

The present study focuses only on the factors influencing the organizational commitment of the service industry employees working in Puducherry region alone. It should be extended to all other parts of the Puducherry U.T. namely Karaikal, Mahe and Yanam, thus covering the entire service industry employees of the Puducherry U.T. Through this, a clear picture of their organizational commitment could be easily ascertained.

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