

An Empirical Study on the Organizational Commitment of the Employees of Indian, Japanese and Korean Automobile Companies Operating In Tamilnadu, India

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Abstract

Business organizations all over the world have now realized that the key factor that can make a great difference to their business performance is the organizational commitment of the employees. The researcher in this study has made an attempt to identify the various types of commitments existing among the Junior/Middle management level employees of the Indian, Japanese and Korean automobile companies operating in Tamilnadu by considering a sample size of 540. The study has revealed not only the types of commitments existing among the employees, but also significance of Gender, Background and Pay packages in influencing the commitment of the employees in these organizations.

1. Introduction

India has been experiencing strong growth rates in the automotive sector after being de-licensed in 1991 when the government unleashed major economic reforms. The automotive industry in India produces a wide range of vehicles like passenger cars, utility vehicles, commercial vehicles, tractors, two-wheelers and three-wheelers. The industry friendly approach of the successive governments in Tamilnadu aided by a strong engineering base, good infrastructure and logistics support facilities have attracted the global auto giants to invest in Tamilnadu making the southern port city of Chennai as India's Detroit. MNCs from Japan, Korea, Italy, France, Germany, UK and USA have set up their units in Tamilnadu. Currently Tamilnadu with about 32% of India's automobiles production capacity has emerged as India's largest automobile and auto components exporter.

2. Employees' Organizational Commitment (OC)

Commitment is a psychological state that binds an individual to the organization. It refers to the likelihood that an individual will stick to the organization, feel psychologically attached to it, whether the job is satisfying or not. Companies often mistake employee retention for commitment. It would be wrong to say that an employee who stays with the company is committed. An employee's connection with the Job, Goal and the Attitude would reflect his/her commitment to the organization. Hence it is inferred that commitment is a stabilising or binding force (mind-set) which directs the behaviour of the employees to show increased commitment to their assignment to enhance their performance and hence the organizational performance. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

Organizational commitment has been the subject of continued research interest for many years because of its impact on individual performance and organizational effectiveness. The word 'commitment' means 'sense of being bound emotionally or intellectually to some course of action'. According to **Porter (1974)** organizational commitment is the identification with an organization and acceptance of its goals and values as one's own and a strong desire to remain as part of the organization. It is the link between the employees and the organization. A highly committed person feels that he is working for himself and not for someone else. As a result, he develops a sense of responsibility and does not require any external drive for his job performance. While actual performance may be influenced by several

factors, those with greater organizational commitment are likely to contribute more effectively and efficiently to achieve the organizational goals as suggested by **Weiner (1994)**

Sherwin(1972) states that lack of commitment is said to be the cause for major problems like high costs of production and poor services to customers, faced by Organizations. Organizational commitment may be related to the morale of the work force and hence it may be considered as a desirable goal in itself and a characteristic of effective health of the organization.

According to **Katz and Khan(1978)** developing high organizational commitment maximized innovative and spontaneous behavior towards organizations which implied that organizations need to go beyond attracting and holding people in the system to achieve better efficiency.

Meyer and Allen (1991), Karadal (2008), Baker (2010) viewed commitment in a 3-dimensional perspective. Affective, Continuance and Normative commitment: Affective commitment is defined as the extent to which an individual identifies with, is involved in, and enjoys membership in an organization: Continuance commitment is defined as an attachment to an organization based on an employee's awareness of the costs associated with discontinuing membership in an organization: Normative commitment is defined as the totality of internalized normative pressure to act in a way which meets organizational goals and interests. It pertains to employees staying in an organization as a sense of obligation.

3. Need and Importance of the study

Available literature indicates that researchers in U.S.A, Europe, Japan and India have investigated Organizational commitment at individual enterprises level. However, hardly any comparative work involving companies from different countries operating in India, specifically in automobile sector have been conducted. It is a well understood fact that the overall performance and competitiveness of the business enterprises is dependent on the performance and contribution of the individual employees which is directly linked to the organizational commitment of the employees. Hence the need to study and identify the different types of commitments existing among the employees of the automobile sector. Over the years, Tamilnadu has emerged as a major destination for investments in the automobile sector. Almost all the global players have established their production units in Tamilnadu, providing employment to thousands of semi-skilled, skilled and professionally qualified people.

4. Statement of the Problem

Organizational commitment of the employees is extremely important and critical to the overall performance of business organizations. The degree with which the policies of the organizations are aligned with the business environment and the expectation of the employees provide the necessary impetus for the motivation and commitment of the employees. A clear understanding of the various types of commitments existing among the employees and their implication for business would facilitate the organizations to formulate appropriate HRM policies to enhance the performance of the employees and hence the organizations. Therefore, an attempt is made in this study to understand the different types of commitments prevailing among the employees of Indian, Japanese and Korean automobile companies operating in Tamilnadu.

5. Research Objectives

1. To ascertain the various types of organizational commitments existing among the employees of Indian, Japanese and Korean automobile companies, operating in Tamilnadu.
2. To study the perceptual difference in the organizational commitment of the employees of Indian, Japanese and Korean automobile companies, operating in, Tamilnadu.

6. Hypotheses of the Study

1. There is no significant difference in employees' organizational commitment between men and women.
2. There is no significant difference in employees' organizational commitment between rural and urban background oriented employees.
3. There is no significant difference in the employees' organizational commitment on account of pay package.

7. Scope and Limitations of the Study

1. The study focuses on investigating the various types of commitment of the employees of Indian, Japanese and Korean automobile companies (4-wheeler) in Tamilnadu.
2. The researcher has confined to Junior and Middle (Executive Employees) management level employees of companies having a minimum of 1000 permanent employees for the study.
3. The study assumes that the information provided by the employees in these companies is valid and reliable.

8. Research Methods

Research Design

The research design employs descriptive, analytical and explorative methods.

Study Area

The survey is conducted in the automobile manufacturing companies located in Tamilnadu. The automobile units located in Tamilnadu consist of multinational giants, medium and small scale units. The units operating in Tamilnadu truly represent employees belonging to various strata of the society and different parts of the country.

Data for the Study

The relevant primary data has been collected from the employees of Indian, Japanese and Korean companies in the automobile sector by administering a questionnaire and engaging in personal interaction. The respondents expressed their perceptions and opinion on the statements constituting the factors of commitment.

Secondary data has been sourced from National and International Journals, Research Articles, Periodicals, Management Books, and Websites like ProQuest, Social Sciences Research Network etc.

9. Analysis

9.1 Factor Analysis

In this research study, the researcher has attempted to study the employees' response towards 18 statements constituting 18 variables to assess their perception about their Organizational commitment. The study has led to the following results.

❖ **KMO's Sampling Adequacy value of 0.821 and Bartlett's Test of Sphericity value of 4377.819 are statistically significant at 5% level indicating** that all the eighteen variables considered for studying the commitment of the employees are normally distributed and suitable for data reduction.

❖ It has also been found that these eighteen variables exhibit a variance in the range of 0.423 to 0.724 indicating that these eighteen variables establish a considerable variance of 42.3% to 72.4%. This variance range is statistically significant at 5% level and therefore segmentation process can be done for these eighteen variables.

❖ By applying Principal Component Analysis as the Extraction method (Table 1.1, the eighteen variables are reduced to Three Predominant factors with individual variances of 23.525%, 15.743%, 15.497% and a total variance of 54.764%.

Table No: 1.1

Communalities – Employees’ Commitment Variables

S.No	Variables	Initial	Extraction
1	I would be happy to spend the rest of my career with the organization	1.000	.584
2	I really feel as if the organizations problems are my own	1.000	.607
3	I do not really feel part of a family at my organization	1.000	.541
4	I do not feel emotionally attached to the organization	1.000	.636
5	I organization has a great deal of personal meaning to me	1.000	.462
6	I do not feel a sense of belonging to the organization	1.000	.608
7	I do not feel any obligation to remain with my current employer	1.000	.423
8	Even if it is to my advantage, I do not feel it is right to leave the organization	1.000	.554
9	I would feel guilty if I leave the organization right now	1.000	.500
10	The organization deserves my loyalty	1.000	.724
11	I would not leave the organization right now because of a sense of loyalty	1.000	.532
12	I would not leave the organization right now because of a sense of loyalty	1.000	.606
13	It would be very hard to leave the organization right now even if I wanted to	1.000	.587
14	Too much of life would be interrupted if I decide to leave the organization	1.000	.587
15	Right now staying in the organization is as much of a necessity as of desire to leave the organization	1.000	.468
16	I believe I have very few options to consider leaving the organization right now	1.000	.590
17	One of the negatives of leaving the organization would be scarcity of alternate assignments	1.000	.553
18	Leaving would mean sacrifice as the offer of new organization do not match up with the present organization	1.000	.496

Extraction Method: Principal Component Analysis.

9.1.1 Affective Commitment

It is observed from table 1.2 that the Affective Commitment of the employees working in Indian, Japanese and Korean automobile companies is understood by the 6 variables. The details of the variable loadings are given below.

Table No: 1.2

Factor I: Affective Commitment

Item No.	Code	Variables/Factors	Variable Loadings
1	AC2	I really feel as if the organization’s problems are my own	.827
2	AC3	I do not really feel part of a family at my organization	.768
3	AC5	The organization has a great deal of personal meaning to me	.752
4	AC6	I do not feel a sense of belonging to the organization	.747
5	AC4	I do not feel emotionally attached to the organization	.735
6	AC1	I would be happy to spend the rest of my career with the organization	.724

Extraction Method : Principal Component Analysis.

Rotation Method : Varimax with Kaiser Normalization.

A Rotation converged in 6 iterations.

Factor I : Affective Commitment consists of 6 variables

9.1.2 Normative Commitment

It is observed from table 1.3 that the Normative Commitment of the employees working in Indian, Japanese and Korean automobile companies is understood by the 6 variables. The details of the variable loadings are given below.

Table No: 1.3

Factor II: Normative Commitment

Item No.	Code	Variables/Factors	Variable Loadings
1	NC6	I owe a great deal to my organization	.795
2	NC4	The organization deserves my loyalty	.759
3	NC5	I would not leave the organization right now because of a sense of loyalty	.702
4	NC1	I do not feel any obligation to remain with my current employer	.699
5	NC2	Even if it is to my advantage, I do not feel it is right to leave the organization	.657
6	NC3	I would feel guilty if I leave the organization right	.625

Extraction Method : Principal Component Analysis.

Rotation Method : Varimax with Kaiser Normalization.

A Rotation converged in 6 iterations.

Factor II : Normative Commitment consists of 6 variables

9.1.3 Continuance Commitment

It is observed from table 1.4 that the Continuance Commitment of the employees working in Indian, Japanese and Korean automobile companies is understood by the 6 variables. The details of the variable loadings are given below

Table No: 1.4

Factor III: Continuance Commitment

Item No.	Code	Variables/Factors	Variable Loadings
1	CC6	Leaving would require considerable sacrifice as the offer benefits from the new organization do not match up with the benefits of the current employer	.760
2	CC1	It would be very hard to leave the organization right now even if I wanted to do	.714
3	CC3	Right now staying with the current organization is as much necessity as of desire to leave the organization	.670
4	CC2	Too much of life would be interrupted if I decide to leave the organization	.654
5	CC4	I believe I have few options to consider leaving the organization right now	.624
6	CC5	One of the negatives of leaving the organization would be scarcity of alternative assignments	.610

Extraction Method : Principal Component Analysis.

Rotation Method : Varimax with Kaiser Normalization.

A Rotation converged in 6 iterations.

Factor III : Continuance Commitment consists of 6 variables

❖ Affective Commitment, Normative Commitment and Continuance Commitment and these commitment levels depend on the relationship of the executive employees with the top level executives. It is microscopically identified based on these 18 statements that enlightenment and independence in their organization leads to good intrinsic commitment. Personality acquirement and employees evaluation also play a vital role in determining the work commitment level of the employees in the automobile companies.

9.2 T-Test for Employees’ Organizational Commitment

The opinion of the employees to the 18 variables has led to the segregation of their commitment into three parts namely affective commitment, normative commitment and continuance commitment and is obtained through Likert’s five point scale which ranges from strongly agree to strongly disagree. The application of t-test for these commitments is presented below.

9.2.1 One Sample t-test for Affective Commitment

The employees of automobile companies get more involved in their job when they have a strong emotional attachment with the organization that they work for, which is likely to enhance the employees’ affective commitment. The sample t-test is applied on the six variables of affective commitment with the test value of 3 and the following results are obtained.

Table No: 1.5

Statistics for Affective Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
AC1	540	3.3222	1.04618	.04502
AC2	540	3.5796	.82581	.03554
AC3	540	2.7574	.87981	.03786
AC4	540	2.8019	.88881	.03825
AC5	540	3.4222	.73317	.03155
AC6	540	2.7815	.94193	.04053

From the above table 1.5, it is found that the mean values of AC2, AC5 and AC1 are 3.57, 3.42 and 3.32 respectively with their SD less than 1 and the values of AC4, AC6 and AC3 are 2.80, 2.78 and 2.75 respectively with their SD less than 1.

Table No: 1.6

One-Sample t-test for Affective Commitment

Variables	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
AC1	7.157	539	.000	.32222	.2338	.4107
AC2	16.311	539	.000	.57963	.5098	.6494
AC3	-6.407	539	.000	-.24259	-.3170	-.1682
AC4	-5.181	539	.000	-.19815	-.2733	-.1230
AC5	13.382	539	.000	.42222	.3602	.4842
AC6	-5.391	539	.000	-.21852	-.2981	-.1389

From the table 1.6, it is found that t-test values are significantly greater than the test value of 3 at 5 percent level of significance for AC2, AC5 and AC1 indicating that the employees moderately consider the organization problems as their own and spend the rest of their career with the organization.

9.2.2 One Sample t-test for Normative Commitment

Employees’ feeling of a sense of obligation to their organization even if they are unhappy in their present role or even if they could easily pursue better opportunities elsewhere results in normative commitment. The sample t-test performed on all the six variables of normative commitment with the test value of 3 is given below.

Table No: 1.7

Statistics for Normative Commitment

	N	Mean	Std. Deviation	Std. Error Mean
NC1	540	3.3185	.93501	.04024
NC2	540	3.1407	.96054	.04134
NC3	540	3.0926	.92318	.03973
NC4	540	3.4352	.77139	.03320
NC5	540	3.3463	.87454	.03763
NC6	540	3.2704	.96941	.04172

From the above table, it is found that the mean values of all the variables are greater than 3 ranging from 3.09 to 3.43 with their respective standard deviation less than 1.

Table No: 1.8

One-Sample t-test for Normative Commitment

Variables	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
NC1	7.916	539	.000	.31852	.2395	.3976
NC2	3.405	539	.001	.14074	.0595	.2219
NC3	2.331	539	.020	.09259	.0146	.1706
NC4	13.110	539	.000	.43519	.3700	.5004
NC5	9.202	539	.000	.34630	.2724	.4202
	6.481	539	.000	.27037	.1884	.3523

From the table no.1.8, it is found that t-test values are greater than the test value of 3 at 5 percent indicating that employees moderately agree that they would feel guilty to leave the organization right now even if it is for their betterment as they owe a great deal to the organization and have no obligation to remain except a sense of loyalty to the organization.

9.2.3 One Sample t-test for Continuance Commitment

Continuance commitment occurs when the employees weigh the pros and cons of leaving the organization. They may feel the need to stay in the same organization if the loss they would experience by leaving it is greater than the benefit they think they might gain in a new organization. The sample t-test is performed on all the six variables of continuance commitment with the test value of 3 is given below.

Table No: 1.9

Statistics for Continuance Commitment

Variables	N	Mean	Std. Deviation	Std. Error Mean
CC1	540	3.7556	.86117	.03706
CC2	540	3.4389	1.03822	.04468
CC3	540	3.4204	.83697	.03602
CC4	540	3.5907	.94815	.04080
CC5	540	3.4407	1.04899	.04514
CC6	540	3.3130	1.05517	.04541

From the table 1.9, it is found that all the mean values are greater than 3 ranging from 3.31 to 3.75 with their respective standard deviation as shown in the table.

Table No: 1.10

One-Sample t-test for Continuance Commitment

Variables	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
CC1	20.388	539	.000	.75556	.6828	.8284
CC2	9.823	539	.000	.43889	.3511	.5267
CC3	11.671	539	.000	.42037	.3496	.4911
CC4	14.478	539	.000	.59074	.5106	.6709
CC5	9.764	539	.000	.44074	.3521	.5294
CC6	6.892	539	.000	.31296	.2238	.4022

From the table 1.10, it is found that t-test values are significantly greater than the test value of 3 at 5 percent. Therefore, it is concluded that the employees moderately agree that it would be very hard to leave the organization at present, since they have only few options to consider (CC1) and there is a scarcity of alternate assignments (CC4&CC5). The t-test further reveals that the employees moderately agree that working for the same organization would be the best option at present as too much of life would be interrupted if decided to leave the organization right now and moreover, the offer of benefits from the new organization do not match the benefits of the current employer.

9.3 Classification of Employees based on the Organizational Commitment (K-means cluster analysis)

The perceptual differences of the employees about the various factors influencing the employees’ organizational commitment are identified through k-means cluster analysis to classify the sample units into three heterogeneous groups as given below in table 1.11

Table No: 1.11

Classification of Clusters

Type of Commitment	Cluster		
	High Commitment employees	Opportunity seekers	Un enthusiastic employees
	1	2	3
Affective commitment	3.79	2.97	2.92
Normative commitment	3.79	2.97	2.92
Continuance commitment	3.45	4.02	2.73
Frequency	204(37.78%)	205(37.96%)	131(24.26%)

The first cluster of 204 employees constituting 37.78% of the sample employees exhibits a high degree of affective commitment, normative commitment and continuance commitment. Therefore, the group is known as **High commitment employees**.

The second group of 205 employees constituting 37.96% of the sample employees have a lesser degree of affective commitment and normative commitment but show strong continuance commitment. Therefore, they are called as **Opportunity seekers**.

The third group of 131 executive employees with 24.26% of the sample employees show lesser affective commitment, normative commitment and continuance commitment. Hence, they are labeled as **Un-enthusiastic employees**.

9.4 Influence of Gender on the Three Commitment factors of the Employees

The relationship between the independent variable of Gender with the three factors of Commitment established through one-way analysis is presented below:

Table No: 1.12

One Way ANOVA of Commitment Factors with respect to Gender

Factors	Sources	Sum of Squares	Df	Mean Square	F	Sig.
Affective commitment	Between Groups	.008	1	.008	.081	.776
	Within Groups	54.779	538	.102		
	Total	54.787	539			
Normative commitment	Between Groups	1.207	1	1.207	4.540	.034
	Within Groups	142.993	538	.266		
	Total	144.200	539			
Continuance commitment	Between Groups	.030	1	.030	.073	.787
	Within Groups	219.056	538	.407		
	Total	219.086	539			

Table No: 1.13

Perception of Employees on Commitment Factors—Gender wise

Commitment Factors	Gender	N	Mean value
Affective commitment	Male	410	3.1130
	Female	130	3.1038
	Total	540	3.1108
Normative commitment	Male	410	3.2939
	Female	130	3.1833
	Total	540	3.2673
Continuance commitment	Male	410	3.4890
	Female	130	3.5064
	Total	540	3.4932

The ANOVA table 1.12 indicates that the gender of the employees influence the normative commitment towards the automobile companies ($f=4.540$) at 5% significance level. The mean wise comparison shows that the male employees (mean = 3.29) are more committed compared to female employees (mean=3.18).

9.5 Influence of Locational Background on the Three Commitment Factors of the employees

The relationship between the independent variable of Background with the three factors of Commitment constituting the dependent variables established through one-way analysis is presented in the table given below:

Table No: 1.14

One Way ANOVA of Commitment Factors with respect to Background (origin)

Factors	Sources	Sum of Squares	df	Mean Square	F	Sig.
Affective commitment	Between Groups	.025	1	.025	.250	.617
	Within Groups	54.762	538	.102		
	Total	54.787	539			
Normative commitment	Between Groups	1.226	1	1.226	4.615	.032
	Within Groups	142.973	538	.266		
	Total	144.200	539			
Continuance commitment	Between Groups	4.972	1	4.972	12.493	.000
	Within Groups	214.114	538	.398		
	Total	219.086	539			

From the ANOVA table of 1.14, it is ascertained that the background (origin) of the employees influence them to differ in their perception towards normative commitment ($F=4.615$), and continuance commitment towards the automobile companies ($F=12.493$) at 5% significance level

Table No: 1.15

Perception of Employees on Commitment Factors—Background wise

Commitment Factors	Background	N	Mean
Affective commitment	Urban	348	3.1159
	Rural	192	3.1016
	Total	540	3.1108
Normative commitment	Urban	348	3.3027
	Rural	192	3.2031
	Total	540	3.2673
Continuance commitment	Urban	348	3.4219
	Rural	192	3.6224

The mean values as given in table 1.15 indicate that the urban employees (3.30) exhibit more normative commitment than rural employees (3.20). The mean values also indicate that the rural employees (3.62) exhibit more continuance commitment than the urban employees (3.42).

9.6 Influence of Annual Pay Package on the Three Commitment factors of the employees.

The relationship between the independent variable of Annual Pay Package with the three factors of Commitment constituting the dependent variables established through one-way analysis is presented below:

Table No: 1.16

One Way ANOVA of Commitment Factors with respect to the Annual Pay Package

Commitment Factors	Sources	Sum of Squares	df	Mean Square	F	Sig.
Affective Commitment	Between Groups	.783	3	.261	2.591	.052
	Within Groups	54.004	536	.101		
	Total	54.787	539			
Normative Commitment	Between Groups	2.018	3	.673	2.536	.056
	Within Groups	142.182	536	.265		
	Total	144.200	539			
Continuance Commitment	Between Groups	5.707	3	1.902	4.778	.003
	Within Groups	213.379	536	.398		
	Total	219.086	539			

Table No: 1.17

Perception of Employees on Commitment Factors--Annual Pay wise

Commitment Factors	Annual Pay (Lakhs)	N	Mean
Affective Commitment	<10	77	3.0996
	10-15	230	3.0717
	15-25	204	3.1511
	>25	29	3.1667
	Total	540	3.1108
Normative Commitment	<10	77	3.2186
	10-15	230	3.2978
	15-25	204	3.2222
	>25	29	3.4713
	Total	540	3.2673
Continuance Commitment	<10	77	3.3788
	10-15	230	3.4174
	15-25	204	3.5899
	>25	29	3.7184
	Total	540	3.4932

The ANOVA table 1.16 indicates that affective commitment and normative commitment of the employees are not affected by the pay package of the employees, but continuance commitment ($F= 4.778$) is affected at 5% level. The mean wise comparison as given in table 1.17 indicates that the employees with the annual salary of above 25 lakhs (mean = 3.71) exhibit more continuance commitment than others drawing less than 25lakhs.

9.7 Influence of Type of Company (Country) on the Commitment factors

The relationship between the independent variable of Type of Company with the three types of Commitment constituting the dependent variables established through one-way analysis is presented below:

Table No: 1.18

One Way ANOVA of Commitment Factors with respect to the Type of Company

Commitment Types	Sources	Sum of Squares	df	Mean Square	F	Sig.
Affective Commitment	Between Groups	27.500	2	13.750	63.272	.000
	Within Groups	116.699	537	.217		
	Total	144.200	539			
Normative Commitment	Between Groups	27.500	2	13.750	63.272	.000
	Within Groups	116.699	537	.217		
	Total	144.200	539			
Continuance Commitment	Between Groups	3.650	2	1.825	4.549	.011
	Within Groups	215.436	537	.401		
	Total	219.086	539			

It is found from the ANOVA table 1.18 that the affective commitment ($f=63.272$, $p=0.000$), normative commitment ($f=63.272$, $p=0.000$) are significant at 5% level. This indicates that the type of company in which the employees work influences the affective and normative commitment.

Table No: 1.19

Perception of Employees on Commitment Factors—Type of company

Commitment Factors	Length of Service (years)	N	Mean
Affective Commitment	Indian	245	3.2855
	Japanese	130	3.6008
	Korean	165	3,1475
	Total	540	3.1108
Normative Commitment	Indian	245	3.5103
	Japanese	130	3.6000
	Korean	165	2.9859
	Total	540	3.2673
Continuance Commitment	Indian	245	3.5170
	Japanese	130	3.3526
	Korean	165	3.5687
	Total	540	4.4932

This leads to the mean wise comparison of commitment of the employees of the three types of companies. It is found from table 1.19 that the employees of Japanese companies possess a high degree affective commitment (mean = 3.60) and normative commitment (mean = 3.60).

It is also found that the Korean employees exhibit more continuance commitment (mean = 3.56).

The employees of Indian companies have a moderate degree of affective commitment (mean = 3.28) and normative commitment (mean = 3.51)

Therefore, it can be concluded that employees of Japanese companies are highly satisfied with the various practices followed by them and show more commitment than the employees in Indian and Korean companies.

10. Findings:

The following are the outcome of empirical study from primary data.

- ❖ 75.9% are male employees
- ❖ 40.9% of the employees are less than 30 years.
- ❖ 64.4% of the employees are from urban background
- ❖ 68.9% of the employees possess professional qualification
- ❖ 42.6% of employees earn about 10 to 15 lakhs as annual pay package.
- ❖ 45.3% of sample respondents are from the Indian companies, 30.6% respondents are from Korean companies, the Japanese companies are represented by 24.1% respondents.
- ❖ The employees moderately agree to their loyalty towards the automobile organization and feel guilty to leave the organizations right now even if it is for their betterment as they owe a great deal to their organizations.
- ❖ The employees moderately agree that it would be very hard to leave the organization right now and they have only few options to consider leaving the organization at present.
- ❖ They also moderately agree that one of the negatives of leaving the organization would be the scarcity of alternate assignments and an assessment that too much of life would be interrupted if they decide to leave the organization.
- ❖ It is understood that the employees are also classified as High commitment employees (37.78%), Opportunity seekers (37.96%) and Un-enthusiastic employees (24.26%) on the basis of the nature of employees' organizational commitment by applying K-means cluster analysis
- ❖ It is inferred that the High commitment employees constituting 37.78% of the total executive employees exhibit a high degree of affective commitment, normative commitment and continuance commitment.
- ❖ Affective Organizational commitment, Normative Organizational commitment and Continuance Organizational commitment are identified as the 3 types/components of commitments existing among the employees of Indian, Japanese and Korean companies operating in Tamilnadu.
- ❖ There is a significant difference in the perception of the employees on the organizational commitment with respect to the type of company (Country).
- It is found that the employees of Japanese companies possess a high degree of affective and normative commitments compared to the employees of Indian and Korean companies.
- However, it is found that the employees of Korean companies have more continuance commitment than the Indian and Korean executive employees.
- The employees of Indian companies have a moderate degree of affective commitment and normative commitment

11. Hypotheses Testing

1. There is no significant difference in organizational commitment between men and women (Gender) employees.

• It is understood from ANOVA table that f value of the commitment between male and female employees ($f=4.540$) is significant at 5% level. The mean wise comparison shows that the male executive employees (mean = 3.29) are more committed compared to female executive employees (mean=3.18).

• **Therefore the Hypothesis is rejected and concluded** that there is a significant difference in the employees' organizational commitment between men and women.

2. There is no significant difference in employees' organizational commitment between rural and urban (Origin) oriented employees.

• It is inferred from ANOVA table that the f value for the commitment between rural and urban oriented employees is significant at 5% level. The mean values indicate that the urban employees (3.30) exhibit more normative commitment than rural employees (3.20), while the rural employees (3.62) exhibit more continuance commitment than the urban employees (3.42).

• **Therefore the Hypothesis is rejected and concluded** that there is a significant difference in the employees' organizational commitment between rural and urban oriented employees.

3. There is no significant difference in the employees' organizational commitment on account of pay package.

• It is understood from the ANOVA table that the f value of the commitment of employees with respect to the pay packages is significant at 5% level and mean value comparison indicates that the employees with the annual salary of more than 25 lakhs (mean = 3.71) exhibit more continuance commitment than others drawing less than 25lakhs.

• **Therefore the Hypothesis is rejected and concluded** that there is a significant difference in the employees' organizational commitment on account pay packages.

11. Conclusion:

Women focused HRM policies need to be introduced in order to enhance the commitment of women employees. While all the three commitments have influence on the performance of the companies in the automobile sector, Indian and Korean companies need to relook at their various people's practices to upgrade the level of affective commitment of their employees. Appropriate changes in the HRM policies may be carried out to enhance the affective commitment of the employees with a rural background

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