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Employee Commitment With Special Reference To Sgi Automotive Pvt. Ltd, Chennai

S RADHA,

*Assistant Professor,
Mass college of Arts and Science,
Kumbakonam, Tamil N
Email Id: Abarnaadinesh@gmail.com*

Abstract

Employee commitment is a key factor in organizational effectiveness and long-term success. It reflects employees' attitudes, confidence, enthusiasm, and satisfaction toward their work and organization. High commitment improves motivation, productivity, cooperation, and organizational commitment, while low commitment leads to absenteeism, poor performance, and higher employee turnover. In industrial organizations, employee commitment is essential for achieving higher productivity and organizational stability. Employees with high commitment are more loyal, committed, and willing to contribute to organizational growth. Commitment is a psychological factor influenced by leadership, working conditions, recognition, communication, compensation, and organizational culture. By adopting effective human resource practices, organizations can enhance employee well-being and job satisfaction. Sustaining high employee commitment creates a positive work environment, improves organizational performance, and supports long-term success.

Keywords: *Employee Commitment, Employee Retention, Organizational Performance, Organizational Effectiveness*

1.Introduction

Employee commitment is a crucial factor influencing organizational performance, employee well-being, and overall workplace effectiveness. It refers to the level of confidence, enthusiasm, satisfaction, and commitment that employee's exhibit toward their work and the organization. High employee commitment fosters motivation, productivity, teamwork, and organizational loyalty, whereas low commitment often leads to absenteeism, reduced performance, job dissatisfaction, and increased turnover intentions. In today's competitive business environment, maintaining high employee commitment has become a strategic priority for organizations seeking sustainable growth and improved performance. Employee commitment is shaped by various organizational factors, including leadership, work environment, recognition, communication, compensation, and career development opportunities. Therefore, understanding and enhancing employee commitment is essential for creating a positive organizational climate and achieving long-term organizational success.

2.Need For The Study

1. Employee commitment is a key determinant of productivity, job satisfaction, and organizational commitment, making it essential to understand its impact on organizational performance.
2. Low employee commitment can result in absenteeism, reduced efficiency, poor work quality, and high employee turnover, adversely affecting organizational success.
3. Identifying the factors that influence employee commitment helps organizations develop effective human resource policies and employee engagement strategies.
4. The study provides insights into improving workplace motivation, communication, leadership practices, and employee well-being, thereby creating a positive work environment.
5. The findings of the study will assist managers and policymakers in implementing measures to enhance employee commitment, leading to improved organizational effectiveness and sustainable growth.

3.Objectives Of The Study

Primary Objective:

- A Study on Employee Commitment in With reference to SGI Automotive Pvt. Ltd.

- To know about the Employee Satisfaction level on the company while working.

Secondary Objective:

- To find the expectation of employees towards job, work environment and financial benefits.
- To know about the safety and welfare measures provided to employees.
- To know the interrelationship between supervisors and employee

4.Problem Of The Study

The performance appraisal study is limited only to the **SGI Automotive Pvt. Ltd.**

- ❖ The duration of the survey was limited to one month, which may not have been sufficient to capture changes in employee commitment over time.
- ❖ The findings are based on the responses provided by the participants. Some respondents may have exhibited response bias or may not have disclosed their true opinions due to concerns about management, which could affect the accuracy of the results.
- ❖ The study was conducted among a limited number of employees rather than the entire workforce. In addition, respondents' answers may have been influenced by their personal mood, perceptions, and level of interest at the time of the survey, which may have affected the consistency and reliability of the findings.

5.Research Methodology

Research methodology refers to the systematic approach adopted by a researcher to investigate a research problem and achieve the objectives of the study. It involves the selection and application of appropriate methods, techniques, and procedures for collecting, analyzing, and interpreting data. A well-defined research methodology ensures that the study is conducted in a scientific, logical, and reliable manner. The choice of methodology depends on the nature of the research problem, the objectives of the study, and the type of data required. Thus, research methodology provides a structured framework for conducting research and obtaining valid and meaningful results.

6.Research Design:

Research design is the overall plan or framework of a study that integrates all its

components in a systematic and logical manner. It serves as a blueprint for the collection, measurement, and analysis of data, ensuring that the research problem is addressed effectively. A well-structured research design guides the researcher in conducting the study scientifically and helps in obtaining valid, reliable, and meaningful results.

7.Descriptive Method:

Descriptive research is a research design used to systematically describe the characteristics, behaviors, or phenomena of a particular population or group. It aims to provide an accurate and detailed account of the participants, situations, or events being studied without manipulating any variables. The primary purpose of descriptive research is to present a clear and factual picture of the subject under investigation.

8.Data Collection:-

Data can be collected from a variety of sources depending on the objectives and requirements of the study. These sources may include individuals, organizations, documents, databases, observations, surveys, interviews, and technological systems. Researchers collect data using appropriate methods to ensure its accuracy, reliability, and relevance. The collected data serve as the foundation for analysis, interpretation, and drawing meaningful conclusions in the research process

a). Primary data b). Secondary data

9.Sample Design

The **sample size** is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power.

Sampling:

POPULATION – 380

SAMPLE SIZE - 120

Tools

The main tool for the data collection is Questionnaire. It can be classified into 2 types:

- ❖ Open ended questionnaire
- ❖ Close ended questionnaire

Tools For Analysis

The statistical tools used for data analysis in the

present study are as follows:

- ❖ Percentage analysis

10.Industry Profile

Industry Profile

The Indian automotive components industry is one of the largest manufacturing sectors in the country and plays a vital role in supporting automobile production, exports, and employment. The industry manufactures a wide range of products, including engine parts, transmission systems, sheet metal components, chassis parts, electrical systems, safety components, and precision fabricated assemblies. The sector serves Original Equipment Manufacturers (OEMs), Tier-1 suppliers, and the aftermarket across passenger vehicles, commercial vehicles, two-wheelers, three-wheelers, electric vehicles (EVs), and industrial applications. Rapid technological advancements, increasing localization, government initiatives such as the Production Linked Incentive (PLI) Scheme, and growing investments in electric mobility have strengthened the competitiveness of the Indian automotive component industry. The increasing demand for lightweight, high-quality, and precision-engineered components has created significant opportunities for manufacturers specializing in sheet metal fabrication, welding assemblies, and precision stamping. (SGI Automotive)

Market Size

India is among the world's largest automobile manufacturing nations, making the automotive components sector a major contributor to the country's manufacturing economy. The Indian auto component industry has witnessed consistent growth due to increasing domestic vehicle production, rising exports, infrastructure development, and the expansion of electric vehicles. The market is expected to continue its upward trajectory with strong demand from domestic OEMs and international customers seeking reliable manufacturing partners. Tamil Nadu, where SGI Automotive operates, is recognized as India's leading automotive manufacturing hub and is often referred to as the "Detroit of Asia" because of its concentration of automobile manufacturers and component suppliers. This favorable industrial ecosystem provides companies like SGI Automotive with access to skilled manpower, robust supply chains, advanced infrastructure, and global business opportunities. (SGI Automotive)

Company Profile – SGI Automotive Pvt. Ltd.

SGI Automotive Pvt. Ltd. is a leading manufacturer of precision sheet metal press parts, welded assemblies, and fabricated automotive components headquartered in Ambattur, Chennai, Tamil Nadu. The company traces its origins to Sri Ganapathi Industries, established in 1998, and was formally incorporated as SGI Automotive Pvt. Ltd. in 2011. With over 27 years of manufacturing experience, SGI Automotive serves automotive OEMs, Tier-1, and Tier-2 suppliers through advanced manufacturing processes including sheet metal stamping, deep drawing, robotic MIG welding, CNC wire and tube bending, laser cutting, projection welding, spot welding, and specialized assembly operations. The company operates multiple manufacturing facilities equipped with modern machinery, in-house tooling, and comprehensive quality inspection systems that ensure precision, traceability, and consistent product quality. Its product portfolio includes seat frame assemblies, clutch components, body parts, window regulator parts, lighting components, transmission parts, gas spring brackets, refrigeration components, electrical enclosures, and other precision-engineered metal products. SGI Automotive has also established an export presence and is recognized for its customer-focused approach, timely delivery, engineering excellence, and long-term partnerships with leading OEMs and industrial customers in India and overseas.

11.Review Of Literature

Kamalakannan (2025) conducted a study titled *"Motivational Factors towards Employee Work Efficiency with Reference to NFK Automobile Industry in Chennai City – An Empirical Study."* The study examined the influence of motivational factors on employee work efficiency among 100 employees using a structured questionnaire and simple random

sampling. The findings revealed that a positive work environment had a significant influence on employee motivation and work efficiency, while compensation alone had a limited impact on performance. The study concluded that organizations should focus on improving workplace conditions and addressing employees' needs to enhance motivation, productivity, and commitment.

Maharaja Kumar Gaurav, Pooja Jaiswal, and Nidhi Sinha (2025) carried out a study entitled *"Identification of Employee Engagement Practices: A Study with Reference to Automotive Units."* The research collected data from 843 employees working in fifteen automobile companies using a stratified random sampling technique. The findings indicated that employee engagement practices such as effective communication, participation in decision-making, recognition, and supportive leadership significantly improved employee commitment and organizational performance. The study emphasized that employee engagement is a major contributor to higher employee commitment and retention in the automobile industry.

Teju Kiran, Chidanandyya H., and Sanjana Acharya (2025) conducted a study titled *"Exploring the Role of Employee Welfare Initiatives on Employee Satisfaction, Communication and Productivity."* The study investigated employee welfare practices in the automobile industry using data collected from 216 employees through a descriptive research design. The findings showed that welfare measures, effective grievance handling, communication, and employee participation significantly enhanced employee satisfaction and productivity. The researchers concluded that comprehensive employee welfare initiatives play an essential role in improving employee commitment and organizational effectiveness.

12.Data Analysis And Interpretation

Table 1: Employees' Motivation to Perform Their Job Effectively

Options	Number of Responses	Percentage (%)
Yes	95	79.17
No	25	20.83
Total	120	100.00

Source: Primary Data

Interpretation

The above table shows that **79.17%** of the employees reported that they feel motivated to perform their job effectively, whereas **20.83 %** indicated that they do not feel motivated. The findings suggest that the majority of employees are motivated in their jobs, which reflects a positive level of employee commitment within the organization.

Table 2: Employees' Perception Regarding Recognition of Their Contributions

Options	Frequency	Percentage (%)
Yes	82	68.33
No	38	31.67
Total	120	100.00

Source: Primary Data

Interpretation:

The table shows that **68.33% of employees feel that their contributions are recognized by the company**, whereas **31.67% do not feel adequately recognized**. This indicates that the organization has a positive recognition system, but further improvement may enhance employee commitment.

Table 3: Employees' Satisfaction with Current Working Environment

Options	Frequency	Percentage (%)
Yes	88	73.33
No	32	26.67
Total	120	100.00

Source: Primary Data

Interpretation:

The findings reveal that **73.33% of employees are satisfied with their current working environment**, while **26.67% expressed dissatisfaction**. This indicates that most employees perceive the workplace environment positively.

Table 4: Management Listening to Employees' Suggestions

Options	Frequency	Percentage (%)
Yes	76	63.33
No	44	36.67
Total	120	100.00

Source: Primary Data

Interpretation:

The table indicates that **63.33% of employees believe that management considers their suggestions**, whereas **36.67% feel that their opinions are not adequately considered**. The organization may strengthen employee participation and communication practices.

Table 5: Employees' Recommendation of the Company as a Good Place to Work

Options	Frequency	Percentage (%)
Yes	91	75.83
No	29	24.17
Total	120	100.00

Source: Primary Data

Interpretation:

The results show that **75.83% of employees would recommend the company as a good place to work**, while **24.17% would not recommend it**. This reflects a generally favorable perception of the organization among employees.

Table 6: Duration of Employment in the Company

Work Experience	Frequency	Percentage (%)
Less than 1 year	18	15.00
1–3 years	42	35.00
4–6 years	36	30.00

More than 6 years	24	20.00
Total	120	100.00

Source: Primary Data

Interpretation:

The majority of employees (35%) have experience of **1–3 years**, followed by **30% with 4–6 years of experience**. This indicates that the organization has a workforce with moderate experience and employee retention.

Table 7: Overall Job Satisfaction of Employees

Job Satisfaction Level	Frequency	Percentage (%)
Very Satisfied	38	31.67
Satisfied	52	43.33
Dissatisfied	22	18.33
Very Dissatisfied	8	6.67
Total	120	100.00

Source: Primary Data

Interpretation:

The findings indicate that **43.33% of employees are satisfied and 31.67% are very satisfied with their jobs**. Only **25% of employees reported dissatisfaction**, suggesting that the overall level of job satisfaction among employees is positive.

Table 8: Major Factors Contributing to Employee Commitment

Factors	Frequency	Percentage (%)
Salary and Benefits	38	31.67
Recognition and Rewards	28	23.33
Work Environment	32	26.67
Career Growth Opportunities	22	18.33
Total	120	100.00

Source: Primary Data

Interpretation:

The table shows that **salary and benefits (31.67%)** are the major factors influencing employee commitment, followed by **work environment (26.67%)** and **recognition and rewards (23.33%)**. Career growth opportunities (18.33%) also contribute to employee commitment. The results indicate that both financial and non-financial factors play an important role in maintaining employee commitment.

Table 9: Employees' Feeling of Pride in Working with the Company

Response	Frequency	Percentage (%)
Strongly Agree	45	37.50
Agree	50	41.67
Disagree	18	15.00
Strongly Disagree	7	5.83
Total	120	100.00

Source: Primary Data

Interpretation:

The findings indicate that **79.17% of employees (Strongly Agree + Agree) feel proud to work in the company**, whereas **20.83% expressed disagreement**. This shows a positive level of organizational attachment among employees.

Table 10: Employees' Perception Regarding Supervisor's Respectful Treatment

Response	Frequency	Percentage (%)
Strongly Agree	42	35.00
Agree	54	45.00
Disagree	17	14.17
Strongly Disagree	7	5.83
Total	120	100.00

Source: Primary Data

Interpretation:

The table reveals that **80% of employees feel that their supervisors treat them with respect**, while **20% have a negative opinion**. This indicates that supervisor-employee relationships are generally positive.

Table 11: Employees' Perception Regarding Support from Colleagues

Response	Frequency	Percentage (%)
Strongly Agree	48	40.00
Agree	52	43.33
Disagree	15	12.50
Strongly Disagree	5	4.17
Total	120	100.00

Source: Primary Data

Interpretation:

The results show that **83.33% of employees receive adequate support from their colleagues**, whereas **16.67% disagree**. This indicates a strong sense of teamwork and cooperation among employees.

Table 12: Employees' Perception Regarding Skill and Career Development Opportunities

Response	Frequency	Percentage (%)
Strongly Agree	30	25.00
Agree	48	40.00
Disagree	30	25.00
Strongly Disagree	12	10.00
Total	120	100.00

Source: Primary Data

Interpretation:

The table indicates that **65% of employees agree that they have opportunities for skill development and career growth**, while **35% disagree**. The company may focus more on training and career advancement initiatives to improve employee commitment.

Table 13: Employees' Opinion Regarding Healthy Work-Life Balance

Response	Frequency	Percentage (%)
Strongly Agree	35	29.17
Agree	50	41.67
Disagree	25	20.83
Strongly Disagree	10	8.33
Total	120	**100.00

Source: Primary Data

Interpretation:

The findings show that **70.84% of employees perceive that the company provides a healthy work-life balance**, whereas **29.16% disagree**. This suggests that most employees are satisfied with the balance between their

professional and personal responsibilities.

Table 14: Employees' Enthusiasm about Coming to Work Every Day

Response	Frequency	Percentage (%)
Always	56	46.67
Sometimes	48	40.00
Never	16	13.33
Total	120	100.00

Source: Primary Data

Interpretation:

The above table reveals that **46.67% of employees always feel enthusiastic about coming to work**, while **40.00% sometimes feel enthusiastic**. Only **13.33% reported that they never feel enthusiastic**. The findings indicate that the majority of employees exhibit a positive attitude toward their work, reflecting a satisfactory level of employee commitment.

Table 15: Encouragement Received from Supervisor to Perform Better

Response	Frequency	Percentage (%)
Always	52	43.33
Sometimes	50	41.67
Never	18	15.00
Total	120	100.00

Source: Primary Data

Interpretation:

The table indicates that **43.33% of employees always receive encouragement from their supervisors**, while **41.67% sometimes receive encouragement**. However, **15.00% of employees reported that they never receive encouragement**. The results suggest that supervisors generally provide positive support to employees, which contributes to improved employee commitment and job performance.

12. Findings

1. **79.17% of the employees reported that they feel motivated to perform their job effectively**, whereas **20.83 % indicated that they do not feel motivated**. The findings suggest that the majority of employees are motivated in their jobs, which reflects a positive level of employee commitment within the organization.
2. **68.33% of employees feel that their contributions are recognized by the company**, whereas **31.67% do not feel adequately recognized**. This indicates that the organization has a positive recognition system, but further improvement may enhance employee commitment.
3. **73.33% of employees are satisfied with their current working environment**, while **26.67% expressed dissatisfaction**. This indicates that most employees perceive the workplace environment positively.
4. **63.33% of employees believe that management considers their suggestions**,

- whereas **36.67% feel that their opinions are not adequately considered**. The organization may strengthen employee participation and communication practices.
5. **75.83% of employees would recommend the company as a good place to work**, while **24.17% would not recommend it**. This reflects a generally favorable perception of the organization among employees.
6. **35% have experience of 1–3 years**, followed by **30% with 4–6 years of experience**. This indicates that the organization has a workforce with moderate experience and employee retention.
7. **43.33% of employees are satisfied and 31.67% are very satisfied with their jobs**. Only **25% of employees reported dissatisfaction**, suggesting that the overall level of job satisfaction among employees is positive.
8. **31.67% are the major factors influencing employee commitment**, followed by **work environment (26.67%) and recognition**

and rewards (23.33%). Career growth opportunities (18.33%) also contribute to employee commitment. The results indicate that both financial and non-financial factors play an important role in maintaining employee commitment.

9. **79.17% of employees (Strongly Agree + Agree) feel proud to work in the company**, whereas **20.83% expressed disagreement**. This shows a positive level of organizational attachment among employees.
10. **80% of employees feel that their supervisors treat them with respect**, while **20% have a negative opinion**. This indicates that supervisor-employee relationships are generally positive.
11. **83.33% of employees receive adequate support from their colleagues**, whereas **16.67% disagree**. This indicates a strong sense of teamwork and cooperation among employees.
12. **65% of employees agree that they have opportunities for skill development and career growth**, while **35% disagree**. The company may focus more on training and career advancement initiatives to improve employee commitment.
13. **70.84% of employees perceive that the company provides a healthy work-life balance**, whereas **29.16% disagree**. This suggests that most employees are satisfied with the balance between their professional and personal responsibilities.
14. **46.67% of employees always feel enthusiastic about coming to work**, while **40.00% sometimes feel enthusiastic**. Only **13.33% reported that they never feel enthusiastic**. The findings indicate that the majority of employees exhibit a positive attitude toward their work, reflecting a satisfactory level of employee commitment.
15. **43.33% of employees always receive encouragement from their supervisors**, while **41.67% sometimes receive encouragement**. However, **15.00% of employees reported that they never receive encouragement**. The results suggest that supervisors generally provide positive support to employees, which contributes to improved employee commitment and job performance.

13. Suggestions

Suggestions to Improve Employee Commitment

Based on the findings of the study, the following suggestions are recommended to enhance employee commitment and organizational effectiveness:

1. **Strengthen Employee Recognition Programs**
Although a majority of employees feel recognized, nearly one-third do not. The company should introduce regular appreciation programs, employee-of-the-month awards, and performance-based recognition to motivate employees.
2. **Enhance Employee Participation in Decision-Making**
Since a considerable number of employees feel that their suggestions are not considered, management should encourage employee involvement through suggestion schemes, feedback meetings, and open communication channels.
3. **Improve Career Growth and Development Opportunities**
As 35% of employees are dissatisfied with career development opportunities, the company should provide regular training programs, skill development workshops, mentoring, and clear promotion policies.
4. **Provide Competitive Compensation and Benefits**
Salary was identified as the most influential factor affecting employee commitment. The organization should periodically review salary structures, incentives, bonuses, and employee benefits to remain competitive in the industry.
5. **Maintain a Positive Working Environment**
The company should continue to provide a safe, healthy, and supportive workplace by improving infrastructure, ensuring workplace safety, and promoting positive interpersonal relationships.
6. **Strengthen Supervisor–Employee Relationships**
Supervisors should continue treating employees with respect and provide constructive feedback, guidance, and encouragement through effective leadership and communication practices.
7. **Promote Teamwork and Collaboration**
Since employees reported strong support from colleagues, the company should organize team-building activities,

collaborative projects, and cross-functional interactions to sustain this positive culture.

8. **Improve Work-Life Balance Initiatives**
Although most employees are satisfied with work-life balance, the company should introduce flexible working arrangements, wellness programs, stress management initiatives, and recreational activities to further improve employee well-being.
9. **Increase Employee Motivation and Engagement**
Regular motivational programs, career counseling, leadership development, and employee engagement activities can help maintain enthusiasm and commitment toward work.
13. training, and online learning opportunities to enhance employee competencies and career progression.
14. **Develop Transparent Performance Appraisal Systems**
A fair and transparent performance evaluation system linked with promotions, incentives, and rewards will increase employee trust and organizational commitment.
15. **Strengthen Internal Communication**
Regular meetings, newsletters, and digital communication platforms should be used to keep employees informed about organizational goals, achievements, and future plans.
16. **Build a Positive Organizational Culture**
The company should continue fostering trust, fairness, mutual respect, diversity, and inclusion, thereby creating a work culture where employees feel valued, motivated, and committed to achieving organizational goals.

14. Conclusion

The present study concludes that the overall level of **employee commitment** in the organization is positive. The findings reveal that a majority of employees are motivated to perform their jobs effectively, feel proud to work for the company, maintain good relationships with their supervisors and colleagues, and are satisfied with their working environment. Most employees also expressed willingness to recommend the organization as a good place to work, reflecting a favorable organizational climate. The study further indicates that **salary, work environment, recognition and rewards, and career growth opportunities** are the major factors

10. Conduct Periodic Employee Satisfaction Surveys

The organization should regularly assess employee opinions through surveys and feedback mechanisms to identify emerging issues and implement timely corrective actions.

11. Focus on Employee Retention Strategies

Since a large proportion of employees have moderate work experience (1–6 years), the company should develop retention strategies such as career planning, succession planning, rewards for long service, and employee development programs.

12. Encourage Continuous learning

The Company should sponsor professional certifications, higher education, technical influencing employee commitment. Overall, the organization has established a supportive work culture that promotes employee commitment. By implementing appropriate human resource practices, enhancing employee engagement initiatives, and providing greater opportunities for professional growth, the company can further improve employee commitment, increase productivity, reduce employee turnover, and achieve sustainable organizational success.

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Author Details

S RADHA, *Assistant Professor, Mass college of Arts and Science, Kumbakonam, Tamil N*