This commitment concept, which is the employee’s internalization of the organizational goals and values, such that they become committed to the organization because they believe it is the moral or “right” thing to do (Allen & Meyer, 1990; Scholl, 1981) is called, normative commitment.

CHAPTER IV

METHODOLOGY

4.1 INTRODUCTION

No organisation in today’s highly competitive world can perform at peak levels unless each and every employee is committed to its objectives and strategic goals. Faced with ever increasing competition and preparing for continuous challenges, one of the key components of organisation survival is maintaining and upgrading its human resources. The appointment of a good employee is thus critical, but of even greater significance is the organisations ability to retain the employee by providing work environment. The organisation’s ability to create a committed workforce is crucial to its success and survival. Organisations are facing challenges such as recession, cut-throat competition and technological advances. The survival and growth of the organisations in the changing and challenging environment depends more on the loyal and committed workforce. Retention of efficient
employees is one of the most critical challenges faced by many corporate worldwide and our Indian Companies are no exception to this phenomenon.

4.2 RESEARCH DESIGN

Research design includes plans that guide “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. It is the design and planned nature of observations that distinguishes research from other forms of observation.

Research is a creative activity, and there are different forms of research, resting on different combinations of paradigm, purpose technique and situation. Design decisions were made according to principles of coherence and validity. Depending on the purpose of the research intent, it may vary along a continuum from inflexible and technical on the one side, e.g., surveys, and on the other side of flexible and pragmatic guides for action e.g, qualitative induction.

As mentioned above, this investigation took place in two phases. During the first stage of research, qualitative research was conducted in the form of a content analysis and literature survey. The Interview Schedule was subsequently formulated from the contents identified in the literature study.
During the second phase of the research, the Interview Schedule was vested on a population of employees of private banks to determine their top retention factors that induce organisational commitment.

4.3 STATEMENT OF THE PROBLEM

Employee retention has consistently been viewed as an important consequence of organisational commitment. So the researcher intends to study the retention factors which make the individuals to be with the organisation. The intention of the employees to be with the organisation is also influenced by the level of commitment they have towards the organisation. This research study focuses on the specific retention factors and its influence on the level of organisational commitment of the employees.

4.4 OBJECTIVES OF THE STUDY

The following are the objectives of the present research study:

1. To identify and analyse the major determinants of organisational commitment of employees of private banks.

2. To identify the retention factors influencing the organisational commitment of employees of private banks.

3. To identify the variables and their impact on Affective commitment, Continuance Commitment and Normative Commitment.
4. To study the theoretical background of the organisational commitment.

5. To examine the review of previous related literatures.

6. To offer suitable suggestions for retaining the employees and thereby increasing the commitment level of employees.

4.5 NEED FOR THE STUDY

Several studies on organisational commitment have been conducted by considering the public sector employees, call centre workers, nurses, military officers, police officers and university teachers as respondents. There is a dearth of empirical studies on organisational commitment in the banking sector, especially in private banks.

Every industry is suffering with the exodus problem. The growth in private banking sector in India is good and enormous because of the growth of the Indian economy and Government policies. So the need for skilled and experienced manpower is high in private banks. All the private banks are attracting the skilled manpower to join their banks and at the same time all the private banks are striving hard to retain the skilled and experienced manpower. The contribution of the
committed and experienced manpower will surely help the private banks to perform effectively and efficiently.

This research study is intended to know the specific retention factors influencing the commitment level of employees of the private banks. The findings of the study will help the private banks to know the retention factors which influence the commitment level. By making use of the suggestions, the private banks can retain the experienced as well as committed workforce and thereby they can achieve the desired growth.

4.6 METHODOLOGY

The research design used in this study consisted of qualitative and quantitative research methods. The study is based on both primary and secondary data. Primary data were collected from the respondents by means of a structured Interview Schedule and the secondary data were collected from books, journals, magazines, internet and other related materials. The researcher adopted census method and the total number includes 275 respondents.

4.6.1 PILOT STUDY
Copies of Interview Schedule were taken to the employees of private banks in Virudhunagar District. This pilot study was undertaken by the researcher with the following objectives:

i. To know whether the respondents could understand the questions easily and answer them without difficulty.

ii. To assess whether the questions were structured with simple and self-explanatory words.

iii. To judge whether the questions were meaningful and relevant.

iv. To carry out modifications in the interview schedule if needed

v. To restructure the interview schedule in order to get the needed information.

4.6.2 SCALE PURIFICATION

Carmines and Zeller (1979) have referred to the reliability of measuring procedure as “Tendency toward consistency finds in repeated measurements of the same phenomenon. In surveys where all measures attempt to measure the same construct, internal consistency tests are used for assessing the reliability of measurement scales. The predominant of it is Cronbach’s Co-efficient alpha (Cronbach, 1951, Varsa, 1997) and Cronbach alpha is a test of how well related with each other are the items in a Interview Schedule or a section of a interview schedule.
The data were entered into SPSS 16. They were cleaned for any entry errors or invalid responses. Following the data cleaning they were subjected to a confirmatory and exploratory type factor analysis using Principal Component Analysis and an Orthogonal Rotation.

4.6.3 STUDY AREA

This research was carried out among the employees of Private Sector Banks in Virudhunagar District of Tamilnadu.

The following Private Sector Banks (Both Old generation and New generation) are functioning into Virudhunagar District during the research period and is included in the study.

Old Private Sector Banks

Banks coming under Old generation are:

i. City Union Bank Limited
ii. Tamilnadu Mercantile Bank Limited
iii. Catholic Syrian Bank Limited
iv. Karur Vysya Bank Limited
v. Lakshmi Vilas Bank Limited

New Private Sector Banks

Banks coming under New generation are:
i. AXIS Bank Limited
ii. HDFC Bank Limited
iii. ICICI Bank Limited

4.6.4 DATA COLLECTION

The researcher adopted the Census Survey. A complete enumeration of all items in the population is known as a Census Inquiry. It can be presumed that in such an inquiry when all items were covered no element of change was left and the highest accuracy was obtained.

In this research work, the total number of respondents comes around 300, so the researcher adopted the Census Survey. The researcher met the respondents and explained the purpose of this study. A total number of 278 Interview Schedules were given to the respondents for data collection. The researcher got back 250 filled in Interview Schedule in the usable form.

4.7 TOOLS FOR ANALYSIS

The following tools were used to analyse the data.

- ANOVA

In statistics, Analysis of Variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular
variable is partitioned into components attributable to different sources of variation. In its simplest form ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes $t$-test to more than two groups.

- **FACTOR ANALYSIS**

  Factor analysis is typically applied to internally-scaled responses to questions about a particular product or service to identify the major characteristics or factors considered to be important. Factor analysis applies advanced statements to identify those which are similar—that is, to identify one or more sets of statements which result in highly correlated responses. The idea is, if the responses to a set of three or more statements are highly correlated, then it is believed that the statements measure some factor, which is common to all of them.

  Factors are weighted, linear combinations of the variables used in a factor analysis are being analysed. Factors are identified using extremely complex calculations. One of the well-known procedures used to factor analyse data is called Principal Components Analysis. Principal Components Analysis selects factors one at a time using procedures, which best fit, each factor to the data. Thus, it uses a best-fit type of procedure in a stepwise manner to select factors, which explain the largest amount of residual variance in the entire set of standardized response scores. The strong point of factor analysis is that it helps a researcher identify the really important
characteristics of variables, which are complex, and frequently the users have difficulty in identifying those characteristics that are important to them.

➢ **CORRELATION ANALYSIS**

Correlation analysis attempts to identify patterns of variation common to a dependent variable and an independent variable. When both the dependent and independent variable are continuous, researchers can use correlation analysis to examine the relationship between the variables. This results in an objectively arrived at correlation coefficient, which indicates how strongly the two variables share a common pattern of change, and whether the pattern is positive or negative. Correlation analysis can help researcher to be more precise about the relationship existing between two variables.

➢ **CHI-SQUARE ANALYSIS**

Chi-square analysis can be used to test the statistical significance of differences observed between two equivalents sets of categories, which result from field surveys or experiments. The numbers that appear in the categories are actual counts of the number of responses received. They are not percentages.

A Chi-square analysis can be used when the data satisfy four conditions:
1. There must be two observed sets of data or one observed set of data and one expected set of data. Typically these data sets are in table form (R rows and C columns), or in frequency distribution form (one row and C columns, or R rows and one column).

2. The two sets of data must be based on the same sample size.

3. Each cell in the data contains an observed or expected count which is five or larger.

4. The different cells in a row or column can represent either categorical variables or continuous variable data, which have been placed into classes and categories.7

➢ REGRESSION ANALYSIS

Regression analysis includes any techniques for modelling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. In regression analysis, it is also of interest to characterize the variation of the dependent variable around the regression function, which can be described by a probability distribution.

4.8 LIMITATIONS OF THE STUDY
The following are the limitations of the study:

1. The nature of the data collection instruments and procedures. The survey tool was a self report instrument that relied upon the integrity of the respondents and therefore subjective in nature.

2. The data were collected during the summer and school vacation. Some of the respondents were on transfer. This might have had an impact or influence on their responses.

3. The data were collected from the respondents working in private banks of Virudhunagar district of Tamilnadu state.

4. There are a number of factors influencing the organisational commitment. This study focused on the impact of retention factors on organisational commitment.

4.9 CHAPTER SCHEME

The research work is divided into seven chapters. The first chapter “Introduction” justifies the research, research methodology, research gap, research methods, tools used and contribution of the study in brief.

Chapter II bearing the title, “Review of Literature” makes an attempt to study the issues related to the Organisational Commitment.
Chapter III under the caption, “Theoretical Background” highlights the theoretical background of Organisational Commitment.

Chapter IV bearing the title “Methodology” includes introduction, statement of the problem, objectives, need for the study, data collection and tools for analysis.

Chapter V entitled “Analysis” analyses the data collected by the researcher with the help of the statistical tools to give a meaningful interpretation.

Chapter VI captioned “Summary of Findings and Conclusion” highlights the summary of findings of the study.

Chapter VII bearing the title “Contribution of the Study” is the outcome of the research work and can be applied in practice.

CHAPTER V
ANALYSIS AND INTERPRETATION

5.1. PERSONAL PROFILE

5.1.1 AGE OF THE RESPONDENTS

In any demographic analysis age plays an important role. Age of the respondents affects their opinions. The table below shows the classification of the