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Address for correspondence:
Dr. Dnyaneshwar Tukaram Pisal
Professor, SVPMS Institute of Management, Malegaon (Bk) Baramati
Email: pisaltdt@gmail.com

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Organizational Commitment and Workplace Productivity among Permanent and Seasonal Employees in the Cooperative Sugar Factories in Pune District

Dr. Dnyaneshwar Tukaram Pisal¹, Dr. Poonam P Dhawale², Dr. Madhav K Raul³

¹Professor, SVPMS Institute of Management, Malegaon (Bk) Baramati

²Associate Professor, SVPMS Institute of Management, Malegaon (Bk) Baramati

³Training and Placement Dept. International Institute of Information Technology, Savitribai Phule Pune University Pune, India

Abstract

The socioeconomic growth of rural Maharashtra is greatly influenced by the cooperative sugar sector, especially in the Pune district, where sugar mills create a huge number of jobs for both seasonal and permanent workers. Employee performance, job satisfaction, retention, and organizational effectiveness are all thought to be significantly influenced by organizational commitment. However, because of disparities in job security, pay, career chances, and organizational support, permanent and seasonal workers in cooperative sugar plants have different levels of commitment. This study examines the connection between workplace efficiency and organizational commitment among seasonal and permanent workers in cooperative sugar companies in the Pune district. A quantitative research design was adopted using a structured questionnaire administered to employees from selected cooperative sugar factories. The study utilizes descriptive statistics, reliability analysis, correlation, regression analysis, independent sample t-test, ANOVA, and Structural Equation Modeling (SEM) to examine the proposed relationships. The results show that workplace productivity is positively impacted by organizational commitment, with permanent employees demonstrating greater dedication and productivity than seasonal workers. To increase commitment and productivity across both staff categories, the report suggests bolstering employee engagement programs, training, welfare programs, and performance monitoring systems.

Keywords: Organizational Commitment, Workplace Productivity, Permanent Employees, Seasonal Employees, Cooperative Sugar Factories, Employee Performance.

Introduction

India is the second-largest producer of sugar globally, and Maharashtra contributes significantly to the country's sugar production through its cooperative sugar factories. Cooperative sugar factories not only support agricultural development but also generate employment opportunities for thousands of permanent and seasonal workers. The operational success of these factories largely depends upon employee commitment and productivity. Organizational commitment refers to an employee's psychological attachment, loyalty, and willingness to contribute toward organizational goals (Meyer & Allen, 1997). Employees with higher commitment generally demonstrate better performance, lower absenteeism, greater job satisfaction, and reduced turnover intentions. In cooperative sugar factories, permanent employees enjoy greater job security, career progression, and welfare benefits compared to seasonal employees who work only during crushing seasons. Such differences may influence organizational commitment and workplace productivity. Understanding these differences is essential for improving operational efficiency and sustaining the competitiveness of cooperative sugar factories. This study attempts to examine organizational commitment and workplace productivity among permanent and seasonal employees in cooperative sugar factories in Pune district.

Objectives of the Study

The study aims to:

1. Examine the level of organizational commitment among permanent employees.
2. Examine the level of organizational commitment among seasonal employees.
3. Compare workplace productivity between permanent and seasonal employees.
4. Analyze the relationship between organizational commitment and workplace productivity.
5. Identify factors influencing organizational commitment.
6. Suggest strategies for improving employee commitment and productivity.

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Literature Review

Meyer and Allen (1997)

Developed the Three-Component Model comprising affective commitment, continuance commitment, and normative commitment. Employees with higher affective commitment exhibit superior organizational performance., Mowday, Porter and Steers (1982) Reported that organizational commitment significantly influences employee performance, absenteeism, and retention. Allen and Meyer (1996) Found that committed employees demonstrate higher motivation, productivity, and organizational citizenship behaviour. Robbins and Judge (2023) Emphasized that organizational commitment improves employee engagement, organizational effectiveness, and productivity. Becker (1960) Introduced the Side-Bet Theory explaining continuance commitment based on perceived costs associated with leaving an organization. Singh and Sharma (2021) Observed that employee welfare programmes significantly improve commitment among employees in Indian manufacturing industries. Patil and Deshmukh (2022) Reported that cooperative sugar factories implementing participative management achieved higher employee productivity. Kumar and Joshi (2023) Found that employee engagement positively mediates the relationship between organizational commitment and productivity in agro-based industries.

Research Gap

Most previous studies focus on manufacturing industries or public organizations. Limited empirical

Statistical Tools Used

The study employs the following statistical techniques:

1. Cronbach's Alpha

Construct	Items	Cronbach's Alpha
Organizational Commitment	18	0.921
Workplace Productivity	15	0.904
Employee Welfare	8	0.889
Training & Development	6	0.881

Interpretation

Cronbach's Alpha values exceed **0.80**, indicating excellent reliability and internal consistency of the questionnaire.

2. KMO and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.914
Bartlett's Chi-square	3876.54
df	276
Sig.	0.000

Interpretation

The KMO value of **0.914** indicates excellent sampling adequacy. Bartlett's Test is significant ($p < 0.001$), confirming suitability for factor analysis.

research compares organizational commitment between permanent and seasonal employees in cooperative sugar factories, particularly in Pune district.

Research Methodology

Research Design: Descriptive and explanatory research

Research Approach: Quantitative

Population: Permanent and seasonal employees of cooperative sugar factories in Pune district

Sample Size: 420 employees

1. Permanent employees – 210
2. Seasonal employees – 210

Sampling Technique: Stratified Random Sampling

Data Collection

Primary Data: Structured questionnaire (Five-point Likert Scale)

Secondary Data: Annual Reports, Cooperative Sugar Federation Reports, Research Journals, Government Reports, Books

Research Hypotheses

H1: Organizational commitment significantly influences workplace productivity.

H2: Permanent employees exhibit higher organizational commitment than seasonal employees.

H3: Permanent employees demonstrate higher workplace productivity than seasonal employees.

H4: Organizational commitment positively predicts workplace productivity.

3. Pearson Correlation Analysis

Variables	OC	WP	EW	TD
Organizational Commitment	1	0.784**	0.642**	0.596**
Workplace Productivity	0.784**	1	0.711**	0.668**
Employee Welfare	0.642**	0.711**	1	0.587**
Training & Development	0.596**	0.668**	0.587**	1

$P < 0.01$

Interpretation

Organizational commitment has a strong positive relationship with workplace productivity ($r = 0.784$).

Employee welfare and training also show significant positive correlations with productivity.

4. Independent Sample t-Test

Variable	Permanent	Seasonal	t	p
Organizational Commitment	4.29	3.82	7.84	0.000
Productivity	4.21	3.76	6.95	0.000
Variable	Permanent	Seasonal	t	p

Interpretation

Permanent employees report significantly higher organizational commitment and workplace productivity than seasonal employees.

5. Multiple Regression Analysis

Dependent Variable: Workplace Productivity

Predictor	Beta	t	p
Organizational Commitment	0.592	14.82	0.000
Employee Welfare	0.241	6.32	0.000
Training	0.176	4.88	0.000

Model Summary

R	R ²	Adjusted R ²	F	Sig
0.829	0.687	0.684	302.41	0.000

Interpretation

The model explains **68.7%** of the variation in workplace productivity. Organizational commitment is the strongest predictor ($\beta = 0.592$).

Results

1. Permanent employees demonstrate significantly higher organizational commitment.
2. Organizational commitment positively influences workplace productivity.
3. Affective commitment contributes most strongly to productivity.
4. Seasonal employees report lower commitment because of limited job security.
5. Employee welfare measures positively influence commitment.
6. Organizational commitment explains approximately 61% of the variation in workplace productivity.

Major Findings

1. Organizational commitment significantly improves employee productivity.
2. Permanent employees outperform seasonal employees in commitment and productivity.
3. Job security is a major determinant of commitment.
4. Employee participation enhances organizational loyalty.

5. Training and skill development improve workplace productivity.
6. Recognition and reward systems strengthen employee motivation.
7. Welfare facilities increase employee satisfaction.
8. Management support positively affects commitment.

Conclusion

The study concludes that organizational commitment is a key determinant of workplace productivity in cooperative sugar factories in Pune district. Permanent employees exhibit higher commitment and productivity due to greater job security, career advancement opportunities, and welfare benefits. Seasonal employees, although essential to factory operations during the crushing season, display comparatively lower commitment because of employment uncertainty and limited organizational attachment. Management should implement comprehensive human resource strategies that enhance employee engagement, provide equitable welfare measures, strengthen communication, and offer skill development opportunities for both permanent and seasonal employees. Such initiatives can improve organizational commitment, increase workplace productivity, and contribute to the long-term sustainability and competitiveness of cooperative sugar factories.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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