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Factors influencing employees loyalty with reference to publishing companies in Delhi

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Abstract

Employees make or break any organization. A happy loyal committed employee is key to success. According to Drizin (2000) "happy loyal committed employees make for happy loyal committed customers who continue to buy your products and services". There are certain factors which impact on overall performance of employees namely - intrinsic factors, pay and benefits (compensation), extrinsic factors working environment, career progression, training and development opportunities. The study suggests that organisational work culture, leadership programme, promotional opportunities, skill development opportunities helps in strengthening employee loyalty in any organisation.

Keywords: Organisational work culture, career progression, leadership style, employee loyalty, etc.

Introduction

According to (Powers EL, 2000) employee loyalty is whatever the employee and employer agree to... commitment is about the extent to which employees accept the goals and values of organisation and are willing to be in the organisation (Porter, 1974).

Organisation can perform at their best only when their employees are satisfied (Jha & Bhatta chary).

An organisation's performance that entails productivity & efficiency are achieved by loyal & committed employees and being sensitive towards both the employee's physiological and emotional needs (Schneider et al. 2003).

Loyalty, job satisfaction and commitment are the factors which leads to lethargy and reduced organisational productivity. Lack of job satisfaction is predictor of quitting a job (Alexander, Litchtensten and Hellmann 1997, Jamal, 1997).

The reason could be attributed to the reluctance in control and permanent job arrangement. According to Deloitte Human capital consulting three basic reasons for employees leaving the company are as follows:

1. Better career prospects
2. Personal reasons such as marriage, health, family, relocation, etc.
3. Better salary

India's book market is the 6th largest in the world and 2nd largest among among the English language ones. The value of print book market in India including is at S. 3.9 billion (Rs. 26000 crore). Some of the noteworthy mergers and acquisitions have taken place in recent years. Among there were Penguin with Random and Harper collins acquisition of Horlequin, all companies with substantial presence in this country.

Educational publishing such as Schand's acquisition of Madhuban, Vikas & Saraswati Book House & Laxmi Publication's acquisition of Macmillan Higher Education. Some of the interesting facts about publishing industry in India are as follows: there are good publishers, 21000 retailers & 22 official languages and if we include regional dialects, the total is 1600.

Literature Review

The organisational loyalty is one of the critical factor that determines the effectiveness and efficiency of the organisation (Steers, 1997). At one time, loyalty meant company will be loyal to the employee when employee is loyal to employer.

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Certain factors which leads to broken trust bond between employee and employer are downsizing, corporate restructuring and poor organisational change which leads to less employee loyalty.

Employee loyalty is defined as being faithful to a cause, ideal, custom or institution. In one of the studies i.e. Metlife's 10th annual survey report says, 1 in 3 employees plans to leave the company by the year end.

According to 2011 career builder.com report, 76% of full time workers, while not actively looking for job (new) would leave the company (current workplace) if better opportunity comes along.

The loyalty research centre, an Indianapolis based consultant defines loyalty as "employees believe that if company is successful so are the employees and working for such organisation is the best option. According to Harter, loyalty of employee is based upon factors like organisation looking for employee's best interest, pays attention for their career growth, look for their well being and so forth.

Factors affecting commitment and loyalty publishing to an organisation

- 1. Job Challenges:** Job in publishing company is repetitive less skilled and less challenging and thus affects the attitude of the employees towards it.
- 2. Work Conditions:** Unhealthy work conditions over the period of time enhance intentions to quit the job.
- 3. Supervision:** Style of supervision affects the attitude of an employee in the form of dissatisfaction and under performance.
- 4. Authority, Accountability and Recognition:** These job related characteristics often affect job satisfaction and employee motivation in an organisation.
- 5. Career Development:** Career development is another

critical job related characteristics that affects employees satisfaction and their willingness to continue with the organisation.

- 6. Company Policy:** Policies shape employees perception of fairness and justice and hence builds up loyalty and commitment among employees.
- 7. Interpersonal Relationship:** Interpersonal relationship is a binding factor and affects employee satisfaction.
- 8. Personal Characteristics:** Personal characteristics as for example gender, age, marital status, education level, work experience also lead to job loyalty or dissatisfaction.

Objectives

- To analyze the loyalty among the employees working in publishing companies.
- Factors affecting the employee loyalty.

Research Methodology

This research is exploratory as well as descriptive in nature. Research is based on primary as well as secondary data. Secondary data was collected from different sources as for eg. books, magazines, journals, research paper. Primary data was collected by using survey methods:

Structured questionnaire and it's relationship with employees loyalty by the help of variables like interpersonal relationship, job recognition, social security, work autonomy, performance recognition, organisational work culture, promotion prospects, skill development opportunity and involvement in decision making.

The questionnaire was distributed among the 165 respondents. Before giving the questionnaires, all questions were explained to the participants so they can easily complete the questionnaire and the relevant results. Only one questionnaire was given to each respondent.

Table 1: Demographic characteristics of Respondent

	Categories	Count	Percentage
Age	>years	22	13.3
	25-35 years	58	35.2
	35-45 years	48	29.1
	45-55 years	30	18.2
	Above 55 years	7	4.2
Gender	Male	85	51.5
	Female	80	48.5
Marital Status	Married	122	73.9
	Unmarried	43	26.1
Family Size	upto 2 members	23	13.9
	3-4	80	48.5
	5-6	35	21.2
	>6	27	16.4
Education Level	Matric	14	8.5
	12th/Intermediate	5	3.0
	Graduation	20	12.1
	Post Graduation	126	76.4
Income Level	up 25 K/M	133	80.6
	25 K-50 K/M	17	10.3
	50 K -1 lac/M	9	5.5
	Above 1 lac/M	6	3.6

Table 1 Analysis: Most of the respondents fall in the age group of 25-35 years. The number of male and female respondents are almost equal. 48.5% respondents are having

3-4 members in the family. 76.4% of the respondents are post graduate.

Table 2: Number of years spent in organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than year	76	46.1	46.1	46.1
1 to 3 years	31	18.8	18.8	64.8
3 to 5 years	29	17.6	17.6	82.4
5 to 10 years	18	10.9	10.9	93.3
More than 10 years	11	6.7	6.7	100.0
Total	165	100.0	100.0	

Analysis: The survey reveals that majority of the employees are associated with present organisation for last 1 year. This was indicated by 46.1% respondents. Another 18.8%, 17.60%, 10.9% and 6.7% employees indicate that they are associated with present organisation since last 1-3 years, 3-5 years, 5-10 years, more than 10 years respectively.

Table 3: Overall organisational factors and environment increases your loyalty towards organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
To a great extent	38	23.0	23.0	23.0
To a considerable extent	40	24.2	24.2	47.3
Valid to some extent	26	15.8	15.8	63.0
To a little extent	37	22.4	22.4	85.5
Not at all	24	14.5	14.5	100.0
Total	165	100	100	

Analysis: The overall organisational factor and environment increases their loyalty towards organisation to a great extent. Whereas 24.2% agreed to a considerable extent. On the other hand 15.8% and 22.4% employees indicated that overall organisational factor and environment increases their loyalty towards organisation to some extent and to a little extent only. 14.5% did not agreed at all that overall organisational factor and environment increases their loyalty towards organisation.

Suggestions

The study talks about the different factors which help in strengthening the employee loyalty towards the organization but has missed upon certain factors to be included in the study. Respondents could have been asked to rate their views on the factors like 1. Senior Support in all respect 2. Sense of Security 3. The healthy peer relationship 4. Social Security 5. Well defined and clear role in organization 6. Flexible working hours 7. Oranizational Leadership 8. Training and development opportunity etc.

Conclusion

The purpose of the present research was to identify the factors affecting loyalty in the publishing industry in Delhi. The factors like supervision, authority, accountability, recognition and company policy affect the loyalty of all the employees and as a consequence their attitude towards their work. There is the common feeling among employees that if they perform they will be able to get promotion and other benefits.

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