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## FACTORS AFFECTING EMPLOYEE COMMITMENT IN NEJASHI ACADEMY P.L.C

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL  
OF COMMERCE IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN  
HUMAN RESOURCE MANAGEMENT

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**ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
GRADUATE PROGRAM**

**FACTOR AFFECTING EMPLOYEE COMMITMENT  
(IN THE CASE OF NEJASHI ACADEMY P.L.C)**

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## **DECLARATION**

I, Hayat Kemal , MA student in Human Resource Management (HRM), declare that the research project titled, FACTORS AFFECTING EMPLOYEE COMMITMENT: THE CASE OF NEJASHI ACADEMY P.L.C ADDIS ABABA, ETHIOPIA: is my original work under the guidance and supervision of the research advisor. It has not been submitted for any degree in any university. All cited documents have been acknowledged dually.

Declared by:

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Addis Ababa, Ethiopia

## **LETTER OF CERTIFICATION**

This is to certify that this research paper titled, “Factors Affecting Employee commitment in Nejashi Academy P.L.C”, has been undertaken by Hayat Kemal Abdurahman under my guidance and submitted in partial fulfillment to the requirements of master’s degree in Human Resource Management at Addis Ababa University College of Business and Economics School of Commerce. Is an original work and not submitted earlier for any degree either at this University or any other University.

Advisor: Adane Atara (PhD)

Signature\_\_\_\_\_

Date\_\_\_\_\_

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## **LIST OF ACRONYMS**

HRM- Human Resource Management  
HRMP- Human Resource Management Practice  
HRP- Human Resource Practice  
SPSS- Social Sciences software  
EC- Employee commitment  
PA - Performance appraisal  
NA P.L.C - Nejashi Academy private limited company  
Empco- Employee commitment  
TR- Training  
COMPRD- Compensation and reward  
SET - Social Exchange Theory

### **ABSTRACT**

*A study was conducted to determine factors affecting employee commitment at Nejashi Academy P.L.C and to identify the factors that influencing the employee commitment of Employees, used the quantitative research design and distributed a closed ended questionnaire for 83 respondents. The instruments used for data collection were adopted employee commitment questionnaire. Person's correlation Statistical tool and multiple regressions were used to test the hypotheses the finding revealed that there was moderate level of employee commitment. According factors affecting employee commitment (Compensation and reward) and Training affect moderately were as performance appraisal highly affect level of NA employees And correlation analysis and multiple regression shows that significant positive relationship was found between employee commitment and the stated affecting factors. However multiple regressions analysis result was describe that the only two of factors were significant, (\* $p < 0.05$ , \*\* $p < 0.01$ ) in influencing employee commitment. The significant variables were compensation and reward, ( $B=.323$ ,  $p \geq 0.05$ ) and training ( $B=.103$ ,  $p > 0.05$ ) partially significant, but the other factors performance appraisal ( $B=.059$ ,  $p > 0.05$ ) found to be not significant in influencing employee commitment in this research.*

*And the adjusted  $R^2$  is 0.531. Thus, by taking the adjusted  $R^2$  0.513 can be said the predictors i.e. Compensation and reward, Training and Performance appraisal account for 51.3 % variation of employee's commitment. And the remaining 48.7 % depend on other factors.*

*The result of the study also revealed that from the three selected factors major predictors of employee commitment were Compensation and reward and it recommended improving to give emphasis on this factor to increase employee commitment.*

*Key Words: Employee Commitment, Reward, Training, Compensation and Performance appraisal*

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter deals about background of the research; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

#### **1.1 Background of the Study**

Human resource or labour is seen to be the important resource since it drives all the other factors which include; capital, equipment's, information and financial resources. Commitment from employees for the objective of the organization is like a gift, but the organization must ensure for the employee the security of the working environment and must be free from bias. Therefore, it is important to understand the concept of commitment and its feasible outcome.

Employees are the most vital & dynamic resource that determine the success of every organization (Armstrong, 2009; Robert & John, 2010; Daniel, 2010). It is obvious that, this vital resource, of course the employees, play the greatest role in attaining the organization's mission.

The concept of commitment in the place of work is one of the most study concepts in the fields of human resource management.

This ability overarches all other aspects of human resource functions. It reflects the organization's willingness & effort in meeting employees' expectations. This effort therefore creates a positive work environment that strengthens employees' commitment, sense of belongingness and increase company morale (Piyali, Rachita, Jagdamba & Shadman, 2013). Paille' et al., (2011) stated that employee commitment refers to a psychological state in which the employee shares the values of the organization and adheres to its objectives.

According to Myer and Allen (1997), is the individual's psychological attachment to the organization and has three components; Affective, continuance and normative commitment. Affective commitment of organizational commitment alludes to employees' touching affection, identification and participation in the organization; Continuance commitment refers to commitment based on the costs that employees associate with leaving the organization; and normative commitment reflects an employee's feeling of obligation to remain with the organization.

Employee commitment continues to be a major focus of inquiry given its predicative power on employee, and organizational relevant outcomes (Meyer, 2002). Therefore, to improve the performance of organizations, employee commitment is necessary as it promotes the level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown, 2011).

Employee commitment it is binding force that is felt in different ways including: an affective attachment and sense of involvement with the object, a felt duty to the target, and knowledge of the costs that will be incurred if involvement with the target is discontinued (Conway and Monks, 2002). According to Allen and Meyer, (1993); Aven et al., (1993); Mathieu and Zajac, (1990) shown three main antecedent groups could be distinguished as a contributing factors of employee commitment. These are organizational variables, personal variables, and environmental variables.

In spite of the fact that the over specified works displayed a number of their distinguish variables, of employee commitment. Therefore, the purpose of this study is to identify the factors influencing employee commitment of Nejashi Academy P.L.C employees in Ethiopia. It is believed those in advance create awareness about the factors and will help on increasing the commitment of employees.

## **1.2 Background of the organization**

Nejashi Academy is one of well-known private school in Addis Ababa, Ethiopia, it was established in 2001 E.C and fond to be participating in modern private school of the country. Recently the school has three branches, which are located in the two of them in Arada and Gulele sub city of Addis Ababa playing its catalytic role upon on the endeavors of the country at providing and assuring quality education for students. Currently the school now has a general manger, directors, supervisors, student supervisors and technical mangers with 9 shareholders and 210 top talented and committed teachers and other non-teaching admin and assistant admin staffs who are teaching over 1,450 students in their respective branches.

As (Nejashi academy 2011 E.C Yearly book) shows, the school's vision is to become a school that would be highly working upon bringing quality education and having well-behaved students by the year 2020 E.C.

As the organization's overall strategy plan portrays the academy has the commitment to provide a safe and efficient educational environment that acts as a contributor to the achievement of NA developmental objectives by the year 2020 E.C. As this strategy plan further shows it is the main responsibility of the school to provide and manage a well-coordinated body of education service in its school. Nejashi Academy P.L.C, in its short existence has undergone admirable changes that have been intended to turn the school into qualified and well organized student centered school. Presently, the academy is carrying out major projects to improve academic excellence and behavioral change for the student and also increase output by ensuring employees optimum commitment (Nejashi academy 2011 E.C Yearly book).

Nejashi Academy P.L.C as one of competent private school in Addis Ababa, Ethiopia had given the obligation to get ready kindergarten, primary, secondary and preparatory excellent and behaved student who will be able to accomplish the targets of the education within Addis Ababa Education Bureau, accordance with the "licensing and supervision of education from kindergarten to grade four proclamation No. 391/1996 E.C" of Ethiopia to undertake Addis Ababa Education Bureau. The academy obtained its first license from Addis Ababa Education Bureau on 11 Sep 2008 and started its business activities on 11, Sep 2009, per the agreement with the Addis Ababa Education Bureau.

so as to realize these responsibilities, it's accepted that the part of teachers (employee) who are committed for the success of their academy in quite significant. In Ethiopia, Addis Ababa, private school educational service is more preferred as it's very effective in the process of creating quality and excellence in teaching and learning process enhanced by inter computation between private educational service to provide new idea and maintenance of problem of quality education.

### **1.3 Statement of the Problem**

Employee Commitment has been conceptualized and measured in different ways. Many of the studies in Employee commitment conducted in African context used Meyer and Allen's (1991) framework to show factors that influence affective, normative and continuous commitment mostly in combined form; For example Ferreira (2012); Islam, et al (2012); Pillay (2014).

However, throughout the years, some changes in the scales were proposed and tested. Ko, Price & Mueller (1997) examined the Meyer and Allen scales and argued that there are conceptual problems with the scales and that those problems may be responsible for the psychometric difficulties found in the scales. Researchers have given different literature on how can we increased an employee's commitment to the organization. Most behavioral learning theorists agreed on this point (Hurter, 2008). Most of the conceptualization of commitment used in most studies reflects more of a managerial list and unitary outlook.

In other respect the factors that contribute for effort commitment might not have the same impact for affective commitment. Therefore, the present study targeted to show the factors that contribute for employee commitment. However the employer and HR of Nejashi Academy document stated that in order to meet to imagine goal there is a dire need for a committed strong workforce, the key informants considered for preliminary study shown their concern on the declining trend of employee commitment.

Although there are many studies conducted in the area of employee commitment, most of them were carried out in the context of western and Asian countries and none in the Ethiopian context to the best knowledge of the Researcher.

Rosse and Saturay (2004) indicated that employees who are not satisfied at work show different behaviors of work withdrawal: includes more short -term means of avoidance from harmful work conditions, such as arriving late or leaving work early, being absent, or minimizing time spent on task.

Nejashi Academy has a challenge for managers to decide precisely how they will achieve ideal commitment from their employees which would be imperative in enhancing the organization's enactment.

- The manager didn't recognize why a few employees are not committed to the organization
- Number of late comers are increasing from day to day
- Most of the employee shows unusual behavior including absence
- Employees increase turnover specially in elementary grade teachers, In spite of the fact that they have proactively actualized reasonable payment approaches
- Employees not motivated and committed worker in the academy of Nejashi, has demanded this research

Therefore, the purpose of this study is to analyze the issue of commitment within the academy and to find whether HRM practice of the academy has significant impact on employee commitment or not.

### **1.4 Research Question**

The study would be pointed by the following questions:-

1. What is the level of employees' commitment in the Nejashi Academy?
2. What factors affecting employee commitment in Nejashi Academy?
3. What is the relationship between factors affecting employee commitment (Compensation and Reward, Training and performance appraisal) and Employee Commitment?
4. To what extent the factors that are Compensation and Reward, Training and Performance appraisal influence employee Commitment in Nejashi Academy?

### **1.5 Research objective**

#### **The general objective**

The major objective of this study is to assess the factors that affect employee commitment in Nejashi Academy P.L.C.

#### **Specific Objective**

- 1.To assess the level of employee commitment in Nejashi Academy.
- 2.To investigate the selected factors (compensation and reward, training and performance appraisal) effect of employee commitment in Nejashi Academy P.L.C.
- 3.To study the correlation between factors affecting employee commitment and Employee Commitment
- 4.To examine the extent to which compensation and reward, training and performance appraisal contribute to employee commitment in Nejashi Academy.

### **1.6 Significance of the study**

This study tries to explore the factors that affect employees' commitment within the academy and its associated effects. Additionally, it will help for the academy to understand how the selected HR practices (performance appraisal, training and compensation and reward) influence employees' commitment and giving recommended solutions to a real and risky issue inside the organizations. In the private schools industry may find the outcome of the study very important, as it will provide results to what extent the selected HRM practices can be influencing their employees' commitment and finally how it could be influencing their organizational ultimate

level of performances. It is not good for an organization to lose its esteemed or experienced employees as it influences the achievement and accomplishment of its goals.

This study might also help to shape HR policies, making informed decisions and embracing methodologies that will boost commitment, retention, performance and productivity of the employee since it is trying to anticipate conceivable answers to commitment related problems of workers.

Theoretically, the study is anticipated to bridge the gap in the literature on the effects of HRM practices on employee commitment in Nejashi academy. In addition, empirically distinguishing the involvement of HR factors character to employee commitment in Ethiopian context is significantly adding up for the literature as well. .It can further serve as auxiliary information for planned analysis or researchers. Also the study might look to provide new evidence on how HRM practices could influence employee commitment in private school industry. Finally, it will serve as a reference point for encourage investigate and include to existing literature on the subject.

### **1.7 Scope of the study**

The study would be more fruitful if it would be conducted widely, including other education industry particularly the private school sector. However, due to resource constraints, the study is delimited to Nejashi Academy P.L.C Addis Ababa Arada and Gulalea (Arada high school and preparatory branch, Arada KG branch and KG Gulalea branch), and the depth of the study delimited to assess factors that influence employee commitment, i.e. Performance appraisal, Compensation and reward, and Training.

Methodologically, the study is delimited to only quantitative method of study because some of the basic questions like the list of variables presence can be answered quantitatively. However, the study include employees service year two and above because employees with service year of less than two year they are not matured enough to reflect about commitment in that academy.

### **1.8 Limitation of the study**

Due to the fact that most of the researchers' works on organizational commitment and motivations are made to be for the banking sectors in Ethiopia it was difficult to find the

empirical studies in the areas and that was the main limitation of this research work, that is because all the effort of making comparisons and inferring would be difficult.

Besides to this the lack of awareness, reluctances, creating delayed by giving appointment for different reasons due to the pandemic afraid of contamination and the unwillingness among the respondents to fill out questionnaires with due care and didn't return them on time were among some of the limitations that the researcher faced from the sides of the respondents.

Finally, this intimate that, the finding and analysis of this paper was depending up on the quality of their response. So that, lack of confidential information, some filled them wrongly or others did not fill it completely and inappropriately filled was limits the validity and reliability of the research paper. But, the most important restrictions anticipated by the researcher were shortages

## **1.9 Definition of terms**

**Human resources management(HRM)** is a distinctive approach to employment management which aims at gaining competitive advantage through employing highly committed and skilled workforce by using a series of the techniques (Storey, 2001).

**Human resource management practice (HRMP)** define as a set of internally consistent policies and services, designed and implemented to ensure that a municipality's human capital contributes to the achievement of its objectives and goals. Cooke and Bartram (2015)

**Employees** are one of the most important assets of an organization as they contribute to its growth and success (Danish and Usman, 2010).

**Commitment** has been defined as a psychological state that binds the individual to the organization (John, Meyer and Elyse, 2010).

**Employee commitment:** It is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization. It consists of three factors (Meyer and Allen, 2008).

**Affective Commitment** defines as the employee's emotional identification with and attachment to and involvement in the company. (John &Elyse , 2010).

**Continuance Commitment** defines employees whose primary link to the organization is based on continuance commitment remains because they need to do so (Loi and Foley, 2008).

**Normative Commitment** According to Coyle -Shapiro, 2006 normative commitment is defined as an employee's obligation to being part of the organization and by being loyal to their work.

**Training** is an approach on which helps to nurture individual knowledge, skills and attitudes in order to improve individual, team and organizational effectiveness. (Aguinis, 2005)

**Performance Appraisal** - According to Paul, W. T., & Laurel, J. M. (2010) an assessment of the quality of a person's work in a job. Performance Appraisal is the particular and formal assessment of an employee conducted to decide the degree to which the employee is performing his or her job efficiently.

Compensation is the primary financial and tangible reward received in the form of pay, incentives, and benefits (Armstrong, 2009)

### **1.9 Organization of the study**

The study is organized into five main chapters:-

**Chapter One** :deals with the introductory part that include background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, scope of the study, definition of used terms and organization of the study.

**Chapter Two**: deals with detailed literature review which tries to explore the theories and findings related to the research topic.

**Chapter Three**: deals research methodology. It tries to explain the research design, population and sample, data collection methods, validity and reliability and ethical issues.

**Chapter Four**: deals with the data analysis, result derived from the analysis and discussion of the findings.

**Chapter Five**: chapter summery, conclusion and recommendation are presented.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **INTRODUCTION**

This chapter review related literature based on theoretical concepts, empirical studies and conceptual framework of the study.

#### **2.1 Theoretical review**

##### **2.1.1 Concept of Commitment**

The modern concept of commitment was developed considering that the organization's interests must always prevail over the interests of individuals or groups of employment and the concept of commitment in the workplace is one of the most researched concepts in the fields of human resource management. But, it was in the 1980s, when employee participation in the workplace was a point of substance discussion and a burning issue (Payne, 2003).

Curry (2006) postulates that the concept employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behavior whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006).

The concept of commitment depicts an individual attitude and high commitment can only be assumed to exist if the actual commitment levels among a workforce are assessed (Robinson, 2006).

##### **2.1.2 Employee Commitment definition**

Employee commitment is now considered a natural process for effective performance of individuals and organizations (Armstrong 2005). With this in mind, employee commitment should be viewed as a business necessity. Organizations who have difficulty in retaining and replacing competent employees will find it hard to optimize performance.

Boxall and Macky added employee commitment there is need to recognize the complexity with which researchers have attempted to construct and view commitment as multi-faceted (Boxall and Macky, 2009). Zheng (2010) describes employee commitment as merely employees, attitude to the organization. And Ongori (2007) explained employee commitment as an adequate response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges (Dolan, Tzafrir, & Baruch, 2005).

Mullins (2009) view employee commitment as encapsulating by giving all of one-self while at work. They also state that employee commitment entails things such as using time constructively, attention to detail, making that extra effort, accepting change, co-operation with others, self-development, respecting trust, pride in abilities, seeking improvements and giving loyal support. Therefore it is evident that for sustained productivity, employee commitment is an important factor. According to Iverson and Buttigieg (2008) committed employees accept organizational values easily while taking responsibility for their actions. High levels of commitment to the organization are likely to reduce absenteeism, staff turnover and increase levels of job satisfaction and performance.

### **2.1.3 Types of employees 'commitment**

According to the preceding paragraph, Allen and Meyer (1990), proposed three -component types of employees' commitment as Affective Commitment, Continuance Commitment and Normative Commitment. In general, employee commitment can be conceptualized into three components including: normative commitment, affective commitment and continuance commitment (Hurter, 2008). Below is the detail:

**Affective commitment:** It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It comes about from and is initiated by personal and organizational esteem congruency

Robbins and Judge (2008) also defined affective Commitment as the degree to which an individual is psychologically bound to an organization that employs it through feelings such as loyalty, affection, as it agrees with organizational goals.

**Continuance Commitment:** exhibits the individual's awareness of the costs of leaving an organization. Non - transferable individual venture, such as near working connections with other employees, community inclusion, obtained work aptitudes being one of a kind to the organization, and financial speculations, such as commitments to annuity reserves or stock choices, can make it seem as well expensive for and worker to take off and look for work somewhere else.

In other words, Robbins and Judge (2008) also defined Continuous Commitment as it is based on losses when leaving the organization, which is often interpreted as a calculative commitment. In other words, an employee has a strong continuous commitment because they feel they need it and there is considerable loss of costs when leaving (such as retirement, status, seniority), or difficulty finding alternative employment elsewhere.

**Normative Commitment:** reflects the sense of moral obligation to remain in an organization, an old - style value of loyalty and duty. Suliman (2000) also said that the strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members. According to Robbins and Judge (2008), normative commitment is the belief of the employee that he or she feels to be living or staying in the organization because of a personal loyalty, so that employees with high Normative Commitment will persist in the organization because they feel they have to do, by obeying the rules set by the organization and not make an effort to leave the organization.

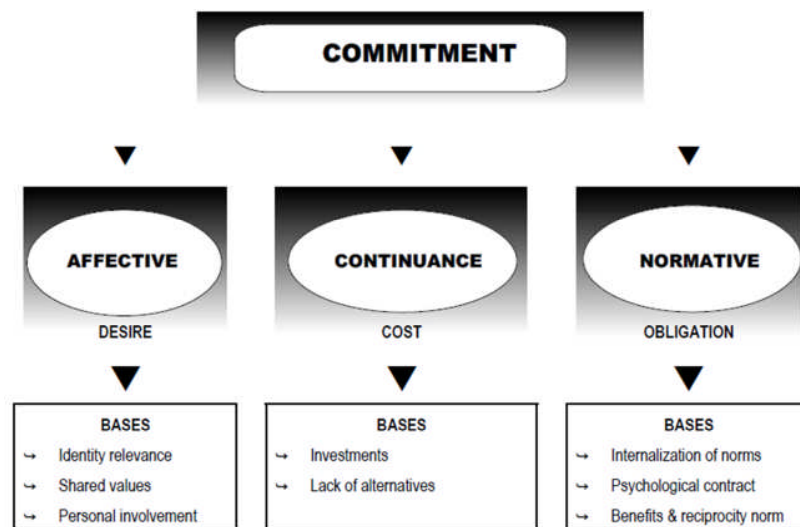


Figure 1:-General model of workplace commitment

### 2.1.4 Importance of employee commitment to the organization

Employee commitment is important because the high levels of commitment lead to having several favorable organizational outcomes. And it will be reflecting the extent to which employees of the given organization are committed to their companies' present goals.

Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. Employee commitment results in higher levels of job satisfaction and improved job performance among employees, increased return to shareholders as the sales increase and operational costs reduce.

Employee commitment also leads to reduced employee turnover, lower levels of intention to leave, reduced intention to look for alternative and reduced absenteeism (Robinson, 2006). As a result of this commitment, such employees have been found to be well trained, feel secure, feel as part of the wider team and are proud of and enjoy performing their duties (Conway and Monks, 2002).

However employee commitment in an organization is of great importance because it reflects upon performance in terms of maintaining the profit made by the company. Therefore, the factors of workplace environment majority in a service oriented industry could affect the employees' health, performance and commitment and thus gives a great impact towards organizational performance (Zheng and Sharan, 2010)

Committed employees bring added value to the organization through their determination, proactive support, relatively high productivity and awareness of quality. They are also less likely to call in sick. Committed employees display positive behavior within organizations, are more likely to positively refer the company to contacts and are further more likely to adopt the organization's vision and goals (both professionally and personally).

(Bronwyn Wainwright 3 October 2019) Alongside this, committed employees are much less likely to leave their current position. In light of the increasing competitive nature of organizations, employee commitment is increasingly playing a key part in retaining top talent.

(Bronwyn Wainwright 3 October 2019) ,(Mita, Aarti, &Ravneeta 2014) and (HR Soft, 2017).

1. Maintain Performance and Productivity , Enhance Recruitment and Increases Morale
2. Saves invested time and money and Gain employee loyalty
3. Prevents organizations from losing employees for competitors

According to Madigan, Norton and Testa (2009), committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement.

Committed employees are more productive and work with a focus on quality to increase customer satisfaction and the profitability of their organization. High employee commitment also leads to superior performance. Committed employees take pride in organizational membership, believe in the goals and values of the organization, and therefore display higher levels of performance and productivity (Steinhaus and Perry, 2006).

### **2.1.5 Theoretical of employee commitment**

Theoretical Foundation of the Study Mohammad et al. (2017) examined the roles of emerging human resource management (HRM) plays in enhancing employee commitment to the organization from the perspective of social exchange theory (SET). For organizations to be viable they depend on the employees' efficiency which may be a variable that's also influenced by the readiness and degree of commitment within the duty allotted to them and past the desired part. Curry (2006) postulates that the concept employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behavior whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006).

The social exchange theory's point of departure is that the connections those give more rewards and lessen costs win persevering corresponding believe and attraction. For occurrence, on the off chance that employees are more capable and effective in executing relegated obligations they cut costs of not being beneficial and bosses that are liberal in fulfilling and supporting their representative skill destitute execution as a result of disappointment of workers. In this way, the social exchange theory prepare involves both material benefits and psychological profit that incorporate status, devotion and endorsement.

Social exchange theory is voluntary actions which may be initiated by an organizations' treatment of its employees, with the expectation that the employees will be obligated to reciprocate the good deeds of the organization (Fathaniy, 2011).

The exchange approach view of organizational commitment posits that individuals attach themselves to their organizations in return for certain rewards. Social exchange theory has been used to study organizations in an attempt to better understand the reciprocal relationship that develops between employees and the organization (Baran, 2012; Bucklew, 2008).

This suggests that when an from the viewpoint of the employee-employer relationship, Social exchange theory proposes that representatives react to seen favorable working conditions by carrying on in ways that advantage the organization and/or other workers. It is therefore, expected that employees who perceive their working conditions to be negative and distressing, would reciprocate with negative work attitudes such job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Crede et al., 2007).

Steers *et al.*, (2001) state that employee commitment is the relative strength of one's involvement in an organization, indicated by a strong belief in the goals and values of the organization, willingness to make certain efforts for the organization as well as a strong desire to continue to be organization's member.

Devis and Newstrom (2008) state that giving satisfaction to employee is essential because low empowerment, commitment and motivation lead to less stable organization, resulting in labor strike, absenteeism, lack of commitment and decreasing productivity. In order to realize employee satisfaction, management has to consider empowerment and commitment factors.

Armstrong (2005) stated that **compensation** management is an integral part of human resources management approach to productivity improvement in the organization. It deals with the design, implementation and maintenance of compensation system that are geared to the improvement of organizational, team and individual performance. The theoretical foundation provides an understanding of the concepts of **compensation** and commitment and the linkage between the two concepts. A linkage between compensation and commitment is derived from employee's behavior to various elements of compensation. **Rewards** procedural justice serves to influence employees' commitment because employees interpret fairness from the organization where inequities are perceived (Pareet.al, 2007) However, today as stated by Manzini and Gwandure, (2011) they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal developmentt in the work place. Its aim is to improve the work life of employees.

According to Vemic (2007) **training** consists of planned programs undertaken to improve employee knowledge, skills, attitudes and social behavior so that the performance of the

organization improves considerably. Unfortunately too much emphasis is often placed on the techniques and methods of training to be used is not enough rather first defining what the employee should learn in relation to desired job behaviors. Nowadays, organizations are spending a significant amount of money for the purposes of employee training. Since, the most valuable asset of the organization in a 21<sup>st</sup> century is its workers knowledge and their productivity (Cribb, 2005).

Armstrong (2010) opines that the **performance** management system has positive influence on commitment level of employees. The availability of opportunities for development, advancement growth, and recognition will greatly increase the motivational level among employees. Performance management provides data for manpower planning. Explicitly the capacity record is gathered through employee performance management system of an organization. Performance management embeds strategic goals in individual goals.

On the other hand, Meyer and Allen (1991) developed a three-component model of organizational commitment, namely: affective, continuance and normative commitment. They defined affective commitment as the employees' emotional attachment to the organization, continuance commitment as the cost associated with leaving the company and normative commitment as an employee obligation to remain in the organization. They state that these three forms of commitment can have different impact on employees' behavior at work (consequence variables). They found out that while affective and normative commitments have positive impact on job performance, continuance commitment is unrelated, or even negatively related to job performance. This finding is important as organizations that are concerned about employee turnover rate and want to keep employees by increasing their commitment should consider which type of commitment they want to strengthen.

To summarize, employee commitment is an effort by a business to maintain a working environment, which supports the current workforce to remain with the company. Although many other researchers describe employee commitment, almost all circled around and agreed with keeping these valuable assets, i.e., employees for a maximum period to the organization long-term wellbeing.

Even though there are various theories that explain the relationship between organizational commitments, engagement with its antecedent but, Social Exchange Theory (SET) mainly focused on employee commitment and its antecedent's relationship. This study try to compare set with different authors' explanation about employee commitment.

## **2.2. Empirical review**

This section presents the findings of different scholars on employee commitment and the four major factors which are reward, performance appraisal, training and compensation support on employees' commitment. Thus, the sections below provide findings on the relationship between independent variable and employee commitment and discussed as follows.

Employee commitment will result into benefits which include: increased job satisfaction increased job performance, increased total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search for alternative, decreased absenteeism(Brown, McHardy, McNabb, andTaylor, 2011).

Employee commitment which results in positive outcomes in organizational performance, nevertheless, when employees positively interpret high commitment work practices, it will sequentially increase their commitment to the organization, thereby increasing their individual performances and hence organizational performance will also increase (Owoyemi, Oyelere, Elegbede, and Gbajumo-Sheriff, 2011).

Employees who have a strong faith in the values and beliefs of an organization and readily accept its goals and objectives are ready to exert extra effort for or on behalf of the organization are considered to have a very high level of organizational commitment (Dhar, 2015; Ipek, 2010).

Committed employees will be able to perform their jobs more than management expectations (Bragg, 2002). High level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2001).Thus effective HRM practices can be the main factor accounting for the success of an organization (StavrouCostea, 2005). Purcell (2003) advocated that the appropriate employment of HR practices positively influence as far as the level of employee and employer commitment is concerned.

According to Tolentino (2004) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual

employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals. Also, another approach (Suliman, 2000) points out that commitment may be regarded as a function of satisfaction with the service provider, quality of alternative providers and investment in the relationship.

According to Milkovich et al, (2004) a poorly designed compensation package fails to secure employee commitment especially when it is viewed as not being fair, inequitable, and inconsistent and is a source of dissatisfaction and employee turnover.

Mohammad R. et al. (2015), research study titled, high commitment compensation practices and employee turnover intention: mediating role of job satisfaction, explains in its findings that employees perceptions of high commitment compensation practices reduce the likelihood of their turnover intention. The research further states that job satisfaction mediates the above relationship which leads to believe the importance of understanding the perceptions of high commitment compensation practices and related aftereffects at employee level.

Reward and recognition studies suggested that many employees like to be distinctively rewarded and recognized for the outstanding work they do. The level of an employee's engagement depends on the level of returns on their investments of self into work. This means that the amount of received rewards and recognition may stimulate the employees' engagement/commitment. Acknowledgement is expected when people contribute their effort and ideas (Khalifeh&Som, 2013).

Braggs (2002) argue that companies that do well financially outperform others and have committed employees, yet fewer than half the employees in today's workforce are committed to their employer. Manzini and Gwandure (2011) argues that, intrinsic rewards can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members.

Steyn et al. (2017) also identify the training process as a crucial step towards increasing employees' performance, satisfaction and commitment, and matching employees with work norms and value. In order to stay ahead of the said competition, Crane and Matten (2016) postulate that organization's should constantly invest in the skills and knowledge capital of the workforce through training, among other things.

Katman and Tutkun (2015) also confirm that training employees leads to favorable organizational commitment and job satisfaction. Consequently, it can be argued that organizations that invest in training and developing their staff are likely to be progressive. Therefore, it can be empirically concluded that training and development have a positive effect on employee commitment.

De Waal, (2004) It ensures that employees have an awareness of how organizations expect them to perform in relation to organizational goals after their performances are evaluated).

Desseler (2013) argues that performance appraisal is the systematic process of weighting and measuring of employee performance against standards or predetermined goals where the standards are obtained by the help of job analysis.

Wang (2005) suggested that in order to provide a return to labor, organizations should offer direct and indirect compensation to employees, including base compensation, subsidies, reward and welfare. A study by Umair (2015) has revealed that employee compensation plays very important role for job satisfaction, commitment and employee retention.

In general, not at all the few in nation studies, researches of other countries attempted their best to uncover & sent different critical discoveries within the region of employee commitment. However, the conclusions on the factors involvement towards employee commitment were opposing or disjointed. They decrease to suggest an effective mix or proved blend of employee commitment factors, practices/trends. Bringing this to the Ethiopian situation, where few studies on employee commitment most study on employee engagement or organizational commitment in banks on the rack, performing a study in one of the major educational segment, private schools, is necessary to decide the factors that influence employee commitment. To back-up this gap, this study therefore, investigates and put its findings on employee commitment focusing on the country's private school sector.

### **2.3 Factor affecting employee commitment**

Employee commitment is influenced by factors internal and external to the organization. Pare et.al (2007) posit that human resource practices by an organization influence employee commitment. There are HR practices that affect employee commitment in the organization like rewards, training, compensation and performance appraisal in numerous organizations there's developing gap between the desires of managers and what they are arranged to do.

To succeed within confront of increasing competition, organizations require made strides efficiency at all levels. This requires commitment on the portion of all workers which can as it were be accomplished through way better administration practices. Poor supervision and disappointment on the part of supervisors and administrators to make a committed work force can lead to the loss of valued employees.

Ahmad and Schroeder (2003) were of the view that in situations where employees are not stable in terms of the jobs they do, they tend to quit and look for jobs that are secured because with secured jobs employees can easily predict their career advancement. It is expected that any changes in the organization, for instance, plans for redundancies, unfair promotional procedures or poor pay may in the long run affect the employee's commitment to the organization.

Anvariet.al (2011) points that the consequence of perceived inequalities results to behaviors of; reduced commitment, psychological stress, reduced quality of out -put or reduction of effort in an attempt to rationalize the inequality. Rajiv et.al (2000) provides a number of moderating factors to the employees' perception towards the analyzed comparison.

### **2.3.1 Compensation and reward**

#### **Definition**

Compensation may be easier to think of pay as a form of extrinsic compensation whereas work environment, type of work, learning, developmental opportunities, and extent of recognition form intrinsic compensation often called psychic income. Other forms of intrinsic compensation include autonomy and power. Combined, extrinsic and intrinsic compensation constitute the total reward structure. Bruce (2007)

Compensation and incentive must enhance employees thinking that organization regards them as good performer and honors their achievements, helping employees to increase esteem. Faso, 1995, Hinkin& Tracey (2000) mentioned that there is direct relationship between Compensation &incentive and Organizational Commitment.

Compensation: This include fixed pay (base pay) and variable pay (pay at risk). It also includes several forms of variable pay including short term incentive pay and long term incentive pay (worldatwork, 2007).Reward:Is one of the most important elements of modern organization, since it is the main driving force that compensates, motivates employees for their work.Došenović (2016)

Organizational rewards refer to all the benefits, financial and non-financial, that an employee obtains through his/her employment relationship with an organization (Armstrong 2009).

According to Mahapatra (2009) there are a number of ways of classifying rewards. However, after people have settled down in a job, extrinsic rewards are now less important, as day-to-day motivation is more strongly driven by intrinsic rewards. (Ram and Prabhakar, 2011).

### **Importance of compensation and reward on employee commitment**

Compensation and Incentives are one of the important contractual and implied agreements between an employer and an employee (Chew & Chan, 2007). Willis (2000) describes compensation as the most critical issue when it comes to attracting and keeping talents. As such, sometimes, some companies may even provide remuneration packages that are well above the market rate to attract and to create organizational commitment of employee (Parker&Wright, 2000), which may include special pay premiums, stock options or bonuses. In addition to that, some organizations give profit sharing and group-based incentive pay (Bassi& Van Buren, 1999) to performing organizational committed employees.

A compensation system is an encouragement design whereby the contribution of employees is returned. An effective compensation system can stimulate employees to work harder, thus increasing productivity (Creswell, 2008), and enhancing job performance. Therefore while designing compensation system in order to satisfy multiple goals; companies should consider several factors such as the health of employees, their postings, performance and skills.

Compensation and Incentives are one form many human resource (HR) tools that organizations use to manage their employees. For an organization to get its money's worth and propel (force) and retain skilled workers, it must guarantee that sits compensation frame work isn't island by itself Not only is it important for an organization to link compensation to its important that its compensation system aligns with its HR strategy (Koss, 2008),

The concept of reward systems is based on the assumption that if you raise the employee morale and the commitment level through the fair reward systems, better organizational functioning will follow (Armstrong, 2012).

A fair reward system plays dominant part in raising moral of employee and efficient functioning of the organization.

A fair compensation package is considered as a key tool for building employee commitment and organizational success. Reward system of an organization is an important factor for evoking the employee commitment (Youndt, & Snell, 2004).

### **How compensation and reward affect employee commitment**

Milkovich et al, (2004) argued that a poorly designed compensation package is a source of dissatisfaction and employee turnover. A reward and compensation package fails to secure employee commitment when it is viewed as not being fair, inequitable and inconsistent.

Such compensation fails to attract, retain and motivate employees Rizal et al (2014) investigated the effect of compensation on motivation, employee commitment to the organizational and employee performance at local revenue management organization in Indonesia data collected from respondents was analyzed using a structural equation model. The findings of the research were that compensation significantly effects employees' motivation and their commitment to the organization, but does not have significant effect on employee performance. Commitment was however found to have significant influence on employee performance.

As Neeta (2011) stated the company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his commitment levels the employees should also be provided with certain benefits and compensations.

The U.S. Department of Labor noted that insufficient recognition and appreciation play a big role in an employee's decision to leave an organization (Holbeche&Springett, 2008). Lack of rewards and recognition can lead to burnout. A Study by Koyuncu et al. (2006) support this idea and show that the level of rewards and recognition is an important part of work experience and a strong predictor of commitment.

### **2.3.2 Training**

#### **Definition**

Training can be defined as a planned process to change attitudes, knowledge or skills and behavior through a range of activities to achieve effective performance. When this training is in the work situation, it develops the employee to satisfy current or future needs of the organization (Beardwell, I et al 2004).

It is generally accepted that methods of training can usually be separated into two categories: on-the-job, and, off-the-job. On-the-job training is implemented at the trainee's workplace, while

off-the-job training is conducted away from the trainee's workplace and takes them outside of their work environment (Mullins, L. 2005).

Although well-thought-out strategies and human resource planning, recruitment and selection initially provide an organization with the required workforce, additional training is normally necessary to provide employees with job-specific skills which enable the employees to survive over time (Swanepoelet *al.*, 2003).

Training can be defined as the systematic development of the attitude, knowledge, skill and behavior pattern required by an individual to perform adequately given task or job where as development is not primarily skill oriented. Instead it provides the general knowledge and attitudes, which would be helpful to employers in higher positions. Development provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of a company (Subha, 2011).

#### **Importance of training on employee commitment**

Training is an investment on building and developing employees' skills; all practices that have a potential to improve people's capability.(Chandranshu&Ruchi, 2012).

Training can be used as a change agent, to change the culture of an organization. It is also a tool to improve organizational effectiveness, especially in fiercely competitive markets. All too often organizations that are facing financial problems will cut back the training program, where as they could be used to increase overall performance. The training budget is viewed too often as an expendable, and the first to cut or even go in crises (Rogers 2004). Training and development offers competitive advantage to a firm by removing performance deficiencies; making employees stay long; minimized accidents, scraps and damage; and meeting future employee need (Hameed &Waheed, 2011).

Training and development can be used to enhance job specific skills, correction of deficiencies in job performance and development of employees with abilities the organization might need in the future (Wood and Menezes, 1998, Chew and Chan, 2007).

As per Diane (2001) training is a process whereby people acquire capabilities to aid in the achievement of Organizational goals. Training is used to give new or present employees the skills they need to perform their jobs.

Development refers to the all efforts to provide employees with the abilities the organizations would be need in the future.

Training can bring tangible benefits to both the organization and employees. Hence, the major purposes of training are (Switzer,et al., 2005):

- It establishes a sound relationship between the worker and his/her job;
- It upgrades skills and prevents obsolescence and
- It develops healthy and constructive attitudes;
- It prepares employees for future assignments;
- It increases productivity and It minimizes operational errors;
- It brings down employee turnover and absenteeism.

According to Salas and Cannon-Bowers (2001) argued that events that occur before training can be as important as those that occur during and after training. The review also argued the need for a deeper understanding of training motivation and Future work should consider those factors that influence training and development. (Salas & Cannon-Bowers, 2001:480).

#### **How training affect employee commitment**

Radical shifts are taking place in management theory; these shifts need to be reflected in the theory of training and development. The move towards a knowledge economy makes these shifts vital to the survival of the organization. Ideas of training tend to focus on results; typically they are short-term and assume transferable skills. Ideas of personal development may be insufficiently focused on the workplace. Therefore for an organization to enter the knowledge economy, it is vital for them to review their training and development to a broader aspect (Bryans, P. & Smith, R. 2000).

Increasingly, as the nature of business and organizations change, its 'leaders are recognizing that their most valuable assets are their skilled employees and, more significantly, the knowledge, both tacit and explicit, that is possessed by these employees. The "knowledge is power" cliché has never been more accurate than in today's corporate world. This added value that this can be seen in products and services is now dependent on knowledge based intangibles (Rogers 2004).

### **2.3.3 Performance appraisal**

#### **Definition**

Dale S. Beach defines Performance appraisal as the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development. Performance appraisals are also crucial for career and succession development.

According to Schraeder, (2007), performance appraisals can prove to be very helpful and successful if they focus primarily on the improvement of organizational performance as a whole, and especially if it's attributes are in line with those of the organizational aims and goals.

The developmental approach (modern approach) of performance appraisal is referred as the usage of rating for training and development and provision of feedback to employees (Boswell and Boudreau (2000)).

In the view of Muo (2007), performance appraisal entails a systematic, organized and formalized process of evaluating individual employee's job related strengths and weaknesses with a view to providing feedback on which performance adjustment can be made.

#### **How performance appraisal affect employee commitment**

Neeta (2011) bold that fair evaluation of an employee's performance is an important criterion for determining the level of employee commitment. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee commitment.

As per Greg and Kenneth (2009) performance appraisal is the process of measuring what employees contribute to the organization. It is necessary but difficult part of managing others. Indeed, for many managers, performance appraisal is near the top of the list of undesirable duties. One reason managers dislike performance appraisal is the difficulty of capturing all areas of contribution.

### **2.4 Consequence of employee commitment to the organization**

Employees come to work to make a contribution and those employees who are committed to deliver customer satisfaction constitute a value asset in any organization (Payne, 2003). In addition to this, the opportunity of having committed employees will give the organization support in order to achieve the corporate goals, and so they can become a significant source of competitive advantage due to their greater capacity of innovation and

flexibility (Walton J. , 1999). (Luchak, 2007) State, that the feeling of commitment stem from the employees' firsthand experience with the organization when it supports its employees treats them fairly and enhances their sense of personal importance and competence by appearing to value their individual and collective negligible. According to (Meyer J. &, 1991), the outcomes of commitment are associated with the different factors motivating employees to remain in the organization.

Furthermore, considerable research has shown the relationship between commitment and absenteeism. According to (Wasti, 2002) absenteeism predicts that highly committed employees would be more motivated to attend work, so they could help facilitate organizational goal.

Low level commitment, in its turn, makes organizations less productive leading to a decline of product and service quality. In the same way, the employee is also willing to exert considerable effort on behalf of the organization and has the desire to attain membership in the organization, hence, not only the organization benefits from having committed employees but also the society, due to lower job movement and higher national productivity.

#### **The Negative effects low employees' commitment to the organization**

- Low commitment of employees may lead to negative results and undermine the normal functioning of an organization or, at any rate, decrease the effectiveness of work of employees considerably.
- The low employee commitment has a number of disadvantages which deteriorate the work of each employee and the entire organization (O'Malley 2000). Low commitment of employee can lead to unconstructive out comes approximately and debilitate the conventional working of an organization or, at any rate, reduce the feasibility of work employees extraordinarily.

## **2.5 Dimensions used to measure the Commitment**

Meyer and Allen (1991) stated conceptualization of organizational commitment as a three-dimensional construct of affective commitment, continuance commitment and normative commitment.

Affective commitment refers to the employee's emotional attachment to the organization. Employees with strong affective commitment remain with the organization because they want to do so (Meyer & Allen, 1991). This state of attachment reflects the strength of an individual's identification with and involvement in a particular organization (Agarwal & Ramaswami, 1993)

Continuance commitment refers to the extent to which the employee perceives that leaving the organization will be costly. Employees with strong continuance commitment remain because they have to do so (Meyer & Allen, 1991). The cost of leaving also is said to reflect on a lack of alternate employment opportunity and or high personal sacrifice associated with leaving a particular organization (Agarwal & Ramaswami, 1993).

Finally, normative commitment refers to the employee's feelings of obligation to the organization and the belief that staying is the 'right thing' to do. Employees with strong normative commitment remain because they feel that they ought to do so (Meyer & Allen, 1991).

## **2.6 Conceptual framework**

Taking the above discussion in to account, a self-developed conceptual framework issued to illustrate the theoretical constructs of the involved concepts. Accordingly, the figure below represents the study's conceptual framework depicting the dependent and independent variables that make-up the basis of the study.

This research will explore three factors or independent variables namely Compensation and reward, Training and performance appraisal and one dependent variable employee commitment; The relationship between the variables for this study is as shown in the graph below based on the overall review of related literatures, the following conceptual framework in which this specific study is governed was developed. The conceptual frame work of the study is depicted in the following Diagram:

### Independent variable

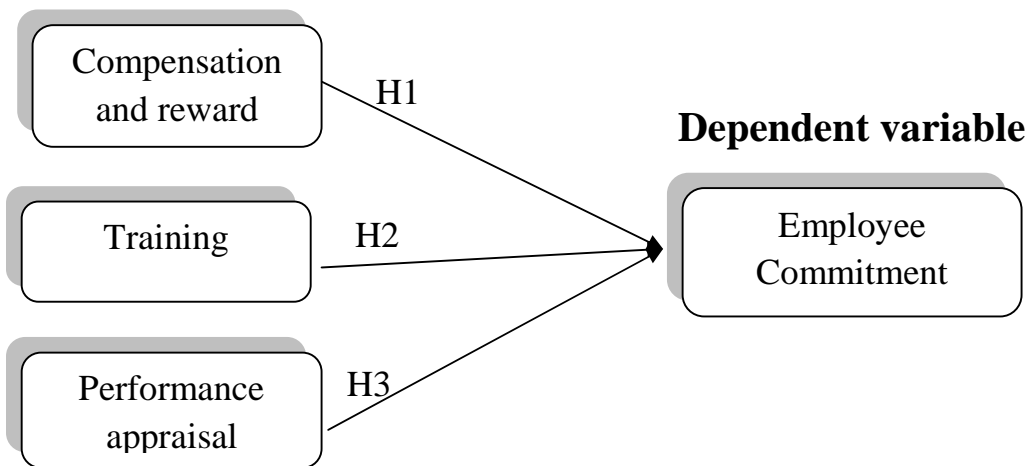


Figure 2: The Conceptual Frame Work

## 2.7 Research Hypothesis

The study tests:

**H1:** There is a significant positive relationship between compensation and reward with employee commitment.

**H2:** There is a significant positive relationship between training and employee commitment.

**H3:** There is a significant positive relationship between performance appraisal and employee commitment.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **INTRODUCTION**

This chapter described on the detailed research methodology and approaches of the study achieve its objectives. The research design measures both dependent and independent variables and it explains the population of the study, sample size, sampling technique, data type & source, instrument of data collection, procedure of data collection, method of data analysis & Ethical considerations to be applied over the course of the study.

#### **3.1 Research Approach**

The two major research approach to be use when gathering and investigating empirical proof in quantitative approach are conduct experiment and survey research methods (cross-sectional or longitudinal). Of which cross-sectional survey method would be arranged in this study.

Qualitative researchers use words and meanings in smaller samples to build theories (Sobh& Perry 2006). Since the objective of this study as specified above is to assess the data obtained from respondents using a Likert type scale on the selected factors affecting employee commitment and due to its descriptive nature, qualitative approach would be in use for this study. However, the study tries to answer questions and to analyze using quantitative techniques.

#### **3.2 Research Design**

In terms of design, this study used explanatory design where the perception of employees on the different human resources practices of the school as well as their attitude toward their job was described separately while, on the other hand, their level of commitment were examined as to whether it is impacted by the selected factors that affects employee commitment and practice of the school. The descriptive type of research design helps to portray accurately the characteristics of a particular individual, situation or a group (Creswell, 2003). So that, in this study, the descriptive research design was employed to describe the factors that affect employee commitment.

### **3.3 Sampling Technique, Size and Population**

#### **3.3.1 Sample technique**

To select the sample private school, the researcher preferred to use the sampling technique to searching private schools in Addis Ababa and used random sampling to select the specific sub-city. For the purpose of this study, the researcher selected Arada sub-city randomly from the 10 sub-cities. While collecting private owned high schools data from Arada sub- city Education Bureau, convenience or accidental sampling method was used.

As a result, Nejashi Academy (NA) was selected. The major reason behind using such type of non-probability sampling is based on the accessibility or convenience to the researcher.

To select sample from the population for the required school, the researcher used probability (stratified sampling technique and simple random sampling). Stratified sampling technique method was used for five stratum from the three branches of the school (Arada high school and preparatory branch, Arada KG branch and KG Gulalea branch); **top management level** (1<sup>st</sup> stratum Top Administrator), **middle level management** (the, 2<sup>nd</sup> Supervisory Management, 3<sup>rd</sup> Student Supervisors) and **low level management** (4<sup>th</sup> Assistance Administrators and the last 5<sup>th</sup> stratum are Teachers). To select sample from each group, the study used simple random sampling. The total number of employees of Nejashi Academy comprises 210 workforces categorized under five groups. Accordingly, the table 3.1 summarizes the grouping of the employees.

The reason for using this sampling technique is because of the structure of the school which is based on strata of profession in all branches having similar operation volume. The employees are grouped based on the similarity of their profession. Once the profession is selected by stratifying, respondents are selected from each category by using lottery method.

The sample from each stratum is proportionally taken as a response from each group which is equally important for the study. The table below shows the sampling structure used in this study. Generally, there are five groups in the study and the number of population is 210. The target population of each profession listed in table 3.1 which is 43.81% is selected using lottery system as shown in the table below

### 3.3.2 Study Population

A population is the group of units about which the researcher wants to make judgments. These units can be groups of individuals, customers, companies, or products (Mooi and Sarstedt 2011). The population of interest for this study is 210 employees of NA P.L.C, working in Addis Ababa as per the information collected from the school HR data base as of March, 2020.

**Table 3.1 List of population by group**

S. N.	Strata	Population (N)
1	Top Administrator	7
2	Supervisory Management	8
3	Student supervisors'	5
4	Assistance administrator	106
5	Teachers	84
<b>Total</b>		<b><u>210</u></b>

Source: Nejashi Academy P.L.C HR Report (March, 2020)

### 3.3.3 Sample size

In order to determine the sample size for this study, an attempt is made to use the following simplified formula to calculate sample size.

The study has adopted;  $n = \frac{N}{1 + N(e^2)}$

Where: n=Sample Size

N=Population, the population size proportion (assumed to be 0.5) Total population is 120,

e =Margin of Error, 95% confidence level and 5% standard of error to appropriately determine the sample size. (Mark et.al, 2009)

$$n = \frac{N}{1 + N(e^2)}$$

Therefore,

$$n = \frac{120}{1 + 120(0.05^2)} = 92.30 \approx 92$$

As can be derived from the above formula the sample size represents **43.81%** from the total number of population having a size of **92** respondents from employees of NA P.L.C.

**Table 3.2 Sample structure of the study**

<b>Profession</b>	<b>Target population</b>	<b>Percent of employee</b>	<b>Total no. of sample size</b>
Top Administrator	7	3.3 %	3
Supervisory Management	8	3.8 %	4
Student supervisors'	5	2.4 %	2
Assistance administrator	106	50.5%	46
Teachers'	84	40%	37
<b>Total</b>	<b><u>210</u></b>	<b><u>100%</u></b>	<b><u>92</u></b>

Source: Own survey (2020)

### **3.4 Data collection**

The questionnaire is developed based on the conceptual frame work that will generate after the relevant literature has been reviewed and produced. The research questionnaire will consist of two sections. The first section will gather information about respondent's demographic data and the other section will collect data about the research dependent and independent variables using a five - point Likert scale, ranging from "1 =strongly disagree" to "5 = strongly agree". The data collecting instrument was adapted from different researchers.However, the general manager of the academy cooperates and allowed to do the research in his managing school. After getting the permission, I am filled with the occurrence of some staff and teachers of the school compound, and with cooperation of the administrator worker and Human Resource Manager. And the questioners were collected from respondents through email, telegram channel and personal contact after two week from the distribution date because of the lock down of the school in our country. Once the primary data is collected, as represented above, another eight days were arranged to collect data from secondary sources because didn't find any office worker.

### **3.5 Data type and source**

To conduct this research, the information obtained from both primary and secondary data sources were used. To get a good understanding and to make the findings as reliable as possible, primary data was collected from a total of 92 systematically selected employees of Nejashi Academy survey method, in particular; via structured questionnaire.

The study also will collected secondary data from written materials like: academic books, yearly graduation magazine, related research papers, necessary materials were downloaded from web sites resources for literature review.

### **3.6 Data analysis and model specification**

The main objective of this study was to examine the factors affecting employee commitment in Nejashi Academy P.L.C. The primary data collected through questionnaire was sorted, presented, analyzed and interpreted for any errors using statistical software SPSS version 23. For those data and questions that require descriptive analysis, multiple regression and correlation would be used. For instance, to analyze and identify the degree of relationship between the factors affecting employee commitment regression and correlation was used.

The questionnaire was developed in five scales ranging from 1 (strongly disagree) to 5 (strongly agree). To examine the factors that affect the employee commitment in Nejashi Academy P.L.C, we adopt the multi linear regression model.

The explanatory and dependent variables: Employee commitment (EC), and given that the aim of study was to test the effect of the independent variables Training (T), Performance appraisal (PA), Reward I and Compensation I, the most appropriate statistical test for testing the hypothesis of the study was found to be descriptive statistics, correlation, and multi linear regression analysis used to analyze the data.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \text{ which are:-}$$

$$EC = \beta_0 + \beta_1 T + \beta_2 PA + \beta_3 R + \beta_4 C + \mu$$

EC = dependent variable

T, PA, R and C = independent variable

$\beta_0 =$  represents the constant or intercept on EC  $\beta_1, \beta_2, \beta_3, \beta_4 =$  represents the regression coefficient

$\mu =$  error or disturbance term

Therefore, the research design of this study used descriptive type of research design.

### **3.7 Validity and reliability**

#### **3.7.1 Validity**

Statistical validity also used to measure the validity of the research though use of correct statistical procedure and instruments (Neuman, 2007). To examining evidence from the source

to determine the accuracy of the findings of the statistical validity of the study, quantitative data were collected using survey questioner and analysis the data using correct statistical instruments like descriptive statistics, correlation and regression analysis was to see the relationship of the variable and to achieve tangible conclusion.

The entire questionnaire is adapted from different researchers because of the pandemic that causes in world and also in our country impossible to test the validity of the questionnaire in another organization and no one given the chance to test it and I do the 30 validity test within the school itself by non-selected employee in the sample.

### 3.7.2 Reliability

The data reliability test is measured by using Cronbach’s Alpha. Cronbach’s Alpha was also calculated as part of the reliability test to assess how valid the results were and should produce similar generalized results if the sample size were increase (Field, 2006).

The Alpha value is ranges from a maximum of 1.0 for a perfect score to minimum of zero, good measure of the alpha should be 0.70 or higher (Neuman, 2007). According to William and Barry (2010) scales exhibiting a coefficient alpha between 0.80 and 0.96 are considered to have very good reliability, between 0.70 and 0.80 are considered to have good reliability, and alpha value between 0.60 and 0.70 indicates fair reliability and when the coefficient alpha is below 0.60, the scale has poor reliability. Accordingly, the Cronbach’s Alpha values of the survey indicate very good reliability and the result are presented in the table 3.3

**Table 3.3: Reliability of individual variable Coefficients (Cronbach’s Alpha)**

Item-Total Statistics				
Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Empco	9.8623	3.315	.698	.783
TR	10.2351	2.226	.709	.746
PA	9.5214	2.913	.516	.829
COMPRD	10.3395	2.461	.757	.714

Source: Own survey (2020)

Table 3.4: General Reliability result (Cronbach's Alpha)

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.846	.862	5

Source: Own survey (2020)

### **3.8 Ethical Consideration**

The study's data gathering techniques, analysis, interpretation and any conclusions to be made was based up on the real findings of the study using appropriate methodology. Except logical drawings, all most the sentence was stated in the study out of personal opinion or feelings of the student researcher, as all are based on real findings of the study. In addition, the voluntary participation of the respondents was communicated kindly and that confidentiality and agreement of the responses was maintained for this declaration given for the respondents. There was not description as part of the research was made without honesty and clearness and any works of other authors was made with full acknowledgement.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### INTRODUCTIONS

This chapter deals with the presentations, discussions and analysis of the data collected during survey. Thus, the chapter starts by providing the demographic characteristics respondents and the descriptive; correlation analysis, regression and multiple regression analysis are presented thereafter

#### 4.1. Response Rate of respondents

*Table 4.1: Respondents response rate*

Questionnaire Distributed	Returned Questionnaire	Returned %
92	83	90.75

*Source: Survey Result (2020) and Nejashi Academy P.LC. HR Report (March, 2020)*

As shown in table 4.1 above, regarding response rate, 92 questionnaires distributed and 83 were returned which rates 90.75%. Based on this rate of return the next analysis is carried out. According to Zikmund, et.al, (2009), a response rate of 50% is acceptable and adequate for analysis as well as for reporting. Hence, the response rate of 90.75% is by far higher than the established acceptable rate.

#### 4.2. Demographic factors of respondents

*Table 4.2: Respondents profile*

No	Factors	Categories	Response No	%
1	Sex	Male	36	43.4
		Female	47	56.6
2	Age	Below 25	5	6.0
		25-35 Years	51	61.4
		36-45 Years	25	30.1
		46-55 Years	1	1.2
		Above 55	1	1.2

*Factors affecting employee commitment*

No	Factors	Categories	Response No	%
3	Marital Status	Single	36	43.4
		Married	10	12.0
		Married with Children	28	33.7
		Divorced	6	7.2
		Widowed	3	3.6
4	Academic qualification	First Degree	35	42.17
		Second Degree & above	14	16.9
		High school complete	14	16.9
		College Diploma	8	9.6
		Below high school	2	2.4
5	Position	Assistant Admin	43	51.8
		Teacher	32	38.6
		Supervisor	4	4.8
		Top managers (G/manager, Principal and A/director )	2	2.4
		Student Supervisor	2	2.4
6	Work experience	Below 1 year	1	1.2
		1-3 Years	21	25.3
		4-6 Years	37	44.6
		7-10 Years	18	21.7
		Above 10 Years	6	7.2

*Source: Survey Result (2020)*

As shown in table 4.2 above, concerning **gender** distribution of respondents, 47 (56.6%) were females whereas 36 (43.4%) males. This shows that male employees are less in number while it is the opposite for female employee in the school. Although the employment levels from which participants were drawn significantly favor and needs female employee, because the school from its three branch two of them are kindergarten. The study noted that almost have a close ratios of males and females, in order to avoid gender bias.

According to the **age** of respondents, as shown in the table 4.2 above, 61.4% were in age group of 25-35; and next to this group followed between the ages 36-45 from a percentage of (30.1%).

The rest of the respondents contained, 5 (6.0 %) with the age of 25 and below, 1 (1.2%) in the age range of 46 - 55 and also 1 (1.2%) above 56. This indicates that most of the sample respondents were middle aged which is young age group which will be best for the growth of the school and read to learn and flexible.

As shown in table 4.2 above, the largest group of the sample population about **marital status** included single respondents which are 36 (43.4%); followed by married with children which are 28 (33.7%) and married respondents 10 (12.0%). Making Divorces and widowed women's 6 (7.2%) and 3 (3.6%) respectively. This shows that the majority of the respondents were single and most of the school employees are young. Due to this reason they work hard and are committed for safe and guaranteed future.

Based on the result shows about **academic qualification** as shown in the table 4.2 above the largest group of the sample population contain first-degree holders, which is 35 (42.17%) of the total respondents; followed by second-degree holders and high school complete which comprised 14 (16.9%), college diploma holders which is eight (9.6%) and the rest two (2.4%) not complete his/her education even if the elementary stage. This shows that the majorities of the respondents was with acceptable educational background and fits the purpose of the study as it is concerned with the professionals to give comment to the study matter.

As showing in the table 4.2, regarding the respondent's **position**, the samples were mainly controlled by nonacademic staffs, which is 43(51.8%) and followed by teachers that are 32 (38.6%). The top management staffs (academic directors), supervisors and student supervisors as 2.4% and 4.8 % respectively. For increasing number of students the assistant admin number also increases and this is to provide quality service for the school stack holders.

As pointed out in the table 4.2 regarding the **working experience** in NA (service years), the sample populations were mainly dominated by a service years of 4-6 years, which is 44.6% and followed by 1-3 years of services (25.3%), 7 –10 years (21.7%) of the respondents stayed in the school, above 10 years (7.2%) stayed in the school. This shows that majority of the respondents have large number of years within the school. Implying the turnover rate is low and can be considered as relatively loyal.

### 4.3. Determinants of employee commitment in Nejahsi Academy

The perceptions of the respondents were detained using a five-point Likert scale (1- Strongly Disagree, 2– Disagree, 3 – Neither Agree nor Disagree, 4 – Agree and 5 -Strongly Agree) The range have been taken to represent a variable which had a mean score. The value of mean indicate the level agreement which is low mean indirect that majority of the respondents disagree while, higher mean value indicates their agreement. According to Zaidatolet. al., (2012), mean scores degree Mean = 1.00 – 2.33 Low, Mean= 2.34 – 3.67 moderate and Mean = 3.68 – 5 High Standard deviation was also used to show the variability of measurements from the mean (average). The higher standard deviation indicates a wider distribution of the scores from the mean. This dissemination demonstrates more different or disparate spread of scores one scale. Whereas, the value is lower, it indicates a narrower distribution with more similar or homogeneous spread of scores around the mean (Mark et.al, 2009).

#### 4.3.1. Compensation and reward in Nejahsi Academy

*Table 4.3: Compensation and Reward in Nejahsi Academy*

N	Compensation and Reward	N	SD	D	N	A	SA	Mean	Std. Deviation
1	I feel I am being paid a fair amount for the work I do.	83	18	20	19	16	10	2.7590	1.32140
2	I feel my payments are enough to support my life style.	83	28	24	4	16	11	2.4940	1.45982
3	I feel there are sufficient types of benefits (e.g. Health care benefits, House allowance, fuel allowance)	83	19	23	18	18	5	2.6024	1.22912
4	I feel satisfied with my chances for salary Increments.	83	12	22	19	19	11	2.9398	1.27212
5	If I perform my work well, I can get more money (in the form of bonus, Overtime)	83	12	16	13	25	17	3.2289	1.36440
6	I earn the same as or more than other people in a similar job	83	16	22	12	24	9	2.8554	1.32640
7	All tasks to be accomplished are associated with incentives	83	20	22	15	17	9	2.6747	1.33534
8	Wages and salary paid encourages employees stay inthe company	83	12	16	15	25	15	3.1807	1.33567
9	There is job security which encourages employees to remain in the company	83	3	9	17	<b>30</b>	24	3.7590	1.09978

*Factors affecting employee commitment*

N	Compensation and Reward	N	SD	D	N	A	SA	Mean	Std. Deviation
10	I am satisfied with the number of Annual Leave Days given by my company.	83	16	14	21	20	12	2.9759	1.33413
11	The rewards offered to employees commensurate work done hence job satisfaction	83	18	6	19	27	23	3.1325	1.37726
12	I am satisfied with the Group Personal Accident insurance plan.	83	23	23	17	11	9	2.5181	1.31929
13	The rewards offered to me are comparable with what the market offers	83	25	29	10	14	5	2.3373	1.24231
14	I am satisfied with the educational subsidies given by my company.	83	14	24	21	16	8	2.7590	1.22564
15	In the company there is satisfactory performance appraisals	83	9	9	12	33	20	3.5542	1.27119
16	I am satisfied with the number of Sick Leave days given by my company	83	11	11	30	19	12	3.1205	1.21372
17	I am satisfied with the number of Maternity Leave/Paternity Leave days given by my company	83	4	4	21	31	<b>23</b>	<b>3.7831</b>	1.05978
18	I am satisfied with the Hospitalization and Surgical Insurance plan	83	16	15	20	20	12	2.9639	1.33842
<b>Aggregate value</b>		<b>83</b>	<b>15.3</b>	<b>17.2</b>	<b>17.7</b>	<b>21.2</b>	<b>13.1</b>	<b>3.97</b>	<b>1.37</b>

The results indicate that majority of the employees were highly satisfied by the materiality leave given by the school (mean 3.7831 with 23 high amount strongly agree value) and the job security which encourages employees to remain in the school (mean 3.7590 high amount agree value).

The rest of the compensation and reward plan moderately satisfied the employee which is the mean scores (2.3373 to 3.5542) but, the school must improve this system to motivate and keep the employee in the school to decrease turnover. Therefore, the aggregate results show that 3.97 which are compensation and reward highly affect employee commitment and most employees (17.7 & 21.2 neutrally and agreed response) value of the likert scale.

To summarize the school must be evaluated and improve the compensation and reward payment system because it encourages the employees be committed and help the school to meet its objective and the strong and positive relationship with compensation and reward system.

### 4.3.2. Training in Nejashi Academy

Table 4.4: Training in Nejashi Academy

N	Training	N	SD	D	N	A	SA	Mean	Std. Deviation
1	The company employees receive training in workplace skills in regular on a regular basis	83	7	15	15	30	16	3.3976	1.22912
2	This company is providing me with job specific training	83	5	11	15	28	24	3.6627	1.20241
3	Sufficient time is allocated for product and solution training	83	6	18	15	24	20	3.4096	1.26911
4	Sufficient money is allocated for product and solution training	83	16	14	23	15	15	2.9880	1.36591
5	I have the opportunity to be involved in activities that promote my professional development	83	10	14	18	25	16	3.2771	1.29080
6	Training plans are developed and monitored for all employees	83	20	21	15	19	8	2.6867	1.32451
7	Training and development programs are consistently evaluated	83	19	20	21	10	13	3.0964	3.59069
8	The company releases employees from regular work to attend training and even sponsor them where possible	83	23	24	14	12	10	2.5422	1.35522
9	There is a well-organized training program in the company	83	20	26	12	9	16	2.6988	1.44606
<b>Aggregate value</b>		<b>83</b>	<b>14</b>	<b>18.1</b>	<b>16.4</b>	<b>19.1</b>	<b>15.3</b>	<b>3.17</b>	<b>1.65</b>

The results show that all the respondents were moderately agreed by the school training program. The majority respondents around (2.5422 – 3.4096), but the highest score which is 3.6627 with agree likert scale value (28 response) and the aggregate values also show the moderate result 3.1743 with agree likert scale value (19.1 response). The training program must be improved by preparing job specific training program, giving workplace skills regularly on a regular basis, sufficient time (working time), budget (sponsorship) to train all employees related to their department, and a chance to involve, promote and develop their profession. The training program consistently evaluates for best achievement of the school objectives and to conclude that the training program in the school help have positive relationship influences employee commitment.

### 4.3.3. Performance Appraisal in Nejashi Academy

Table 4.5: Performance appraisal in Nejashi Academy

N	Performance appraisal practice:	N	SD	D	N	A	SA	Mean	Std. Dev.
	<b>Clarity</b>								
1	the results of my performance evaluation not linked to certain personnel actions like bonus, salary increment, etc	83	20	28	9	13	13	2.6506	1.40932
2	I have clear understanding about the performance management process.	83	8	8	19	28	20	3.5301	1.23305
3	My performance would be periodically evaluated.	83	5	5	15	29	29	3.8675	1.14520
	<b>Communication</b>								
4	My progress toward my goals set in previous appraisal meetings often reviewed by my supervisor with me.	83	5	10	15	25	28	3.7349	1.22060
5	I have received guidance to improve my performance often.	83	4	3	14	33	29	3.9639	1.05282
6	I was asked for input during the appraisal process by my supervisor.	83	7	4	19	34	19	3.6506	1.14160
7	My supervisor sits down and discuss on the results of my performance evaluation.	83	2	3	12	36	30	4.0723	.93422
8	The performance appraisal process in my org. often results in specifications of new goals.	83	2	9	18	33	21	3.7470	1.03409
9	I have got the opportunity to express my feelings often when my Performance is evaluated.	83	2	7	12	34	28	3.9518	1.02295
	<b>Trust</b>								
10	I feel my supervisor is competent to evaluate my job.	83	3	7	18	29	26	3.8193	1.08363
11	My supervisor is familiar with the details and responsibilities that my job entails.	83	4	1	8	40	30	4.0964	.97047
12	I have confidence and trust in my immediate supervisor regarding his/her general fairness.	83	5	5	15	29	29	3.8675	1.14520
13	I trust my supervisor to accurately report my performance to his/her supervisor.	83	2	0	14	33	34	4.1687	.88095
	<b>Fairness</b>								
14	Our last performance rating truly represented how well I have performed in my job.	83	4	10	14	27	28	3.7711	1.18245
15	Your performance has been evaluated accurately.	83	4	10	20	26	23	3.6506	1.15224
16	Your supervisor was justified in his/her last rating of my performance?	83	6	11	22	23	21	3.5060	1.21348
17	Your last performance rating was free from bias.	83	7	8	23	22	23	3.5542	1.23222
<b>Aggregate value</b>		<b>83</b>	<b>5.38</b>	<b>7.68</b>	<b>15.7</b>	<b>29.1</b>	<b>25.4</b>	<b>4.64</b>	<b>1.12</b>

The results show that the effect of PA on employee commitment from the respondents majority of them in the range of (mean 3.7349 to mean 4.253) which is strongly agreed, this shows that performance result truly rating, there is trust between the supervisors and employee, the supervisors discussed openly, familiarly and responsible with the job entails, the employee have a clear understanding about the performance appraisal, there is a guidance to improve their performance, there is an opportunity to express their feelings in the performance that they are evaluated, there is trust in the supervision result of fairness and the supervisors are competent enough to their job.

There were also significant amount of respondents who were choosing undecided neutral or moderate agreement with statement listed which is (mean 2.6506 to mean 3.6506), there is periodically evaluate, the PA process result is used for specification of new goals, review the PA result for reviewed for progress, possible to ask input during the appraisal process, the performance evaluate accurately, there is a justification about the performance of appraisal and PA processed free from biased this questioned respond neutrally. The aggregate value 4.64 and (29.1 agree likert scale value response) also shows performance appraisal is strongly affect employee commitment and this suggested the most recent ratings they received committed them to do more. This means that performance appraisal system is often considered one of the most important factors for employee motivation.

#### 4.4. The level of employee commitment in Nejashi Academy

Table 4.6: level of employee commitment in Nejashi Academy

N	Questions	N	SD	D	N	A	SA	Mean	Std. Deviation
1	I would be very happy to spend the rest of my career with this organization	83	10	10	16	34	13	3.3614	1.23544
2	I really feel as if this organization's problems are my own	83	12	11	14	38	8	3.2289	1.23294
3	I do not feel a strong sense of "belonging" to my organization.	83	14	22	15	23	9	2.8916	1.28796
4	I do not feel "emotionally attached" to this organization	83	20	21	13	22	7	2.6988	1.32274
5	I do not feel like "part of the family" at my organization	83	22	19	18	15	9	2.6386	1.33962
6	This organization has a great deal of personal meaning for me	83	0	12	18	30	23	3.7711	1.01603
7	I thankful a great deal to this organization	83	1	9	20	32	21	3.7590	.99499
8	I do not feel any obligation to remain with my current employer	83	7	15	22	24	15	3.3012	1.20704
9	Even if it were to my advantage, I do not feel it would be right to leave my organization now	83	3	11	15	31	23	3.7229	1.11872
10	I would feel guilty if I left my organization now	83	4	6	25	26	22	3.6747	1.09443
11	This organization deserves my loyalty	83	6	3	16	26	32	3.9036	1.17509
12	I would not leave my organization right now because of my sense of obligation	83	6	7	16	30	24	3.7108	1.18456
13	Right now, staying with my organization is a matter of necessity as much as desire	83	5	6	13	28	31	3.8916	1.16882
14	It would be very hard for me to leave my organization right now, even if I wanted to	83	5	7	21	26	24	3.6867	1.15745
15	Too much of my life would be disrupted if I decided I wanted to leave my organization now	83	9	14	20	23	17	3.3012	1.27581
16	I feel that I have too few options to consider leaving this organization	83	3	20	15	30	15	3.4096	1.14802
17	One of the major reasons I continue to work for this organization is that, leaving would require considerable personal sacrifice	83	4	15	12	25	27	3.6747	1.24066
18	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives else where	83	7	11	13	29	23	3.6024	1.25853
<b>Aggregate value</b>		<b>83</b>	<b>8.66</b>	<b>12.2</b>	<b>17.7</b>	<b>27.3</b>	<b>19.1</b>	<b>3.55</b>	<b>1.28</b>

Employee commitment is the degree to which employees are familiar with the organization and the needs to carry on aggressive participation. Employees today increasingly self-assured of their value to employers, and would consciously choose to work for those organizations that exceeds work place expectations. Organizations that demonstrate commitment to employees will attract and retain the desired workforce ultimately winning the battle for the work force share.

Employee commitment to the company is evaluate by the respondents as per requested to indicate the extent of agreement on factors regarding employee commitment in a five point Liker scale.

Comparison bases of mean of score of five point Likert scale instrument the results on employee commitment in the company indicate that the mean result from (mean score 3.6867 to mean 3.9036) shows high commitment to the organization and the score from (mean 2.6386 to mean 3.6747) the majority of the respondents agree with moderately or neutrally agreed this means the employees of the school are staying with the organization as a matter of necessity but didn't leave right now.

This might be due to several reasons like employees with a medium commitment rate step up take responsibility and feel the organizations problem as their own and try to solve as much problems as possible while taking responsibilities and caring in achieving the organizations goal, employees feel the organization problems as their own, they have the tendency to challenge and stretch themselves to be more in order to become stronger contributors to the organization's shared purpose because they believe in what they do, and they care about achieving the vision of the organization, loyalty and a great deal of the organization to the employee, the employee thankful the organization, the employee fill a guilty conscious if leave the organization when the organization needed, and finally because of less alternative availability of good working environment and fear of not having a job at all.

The above table presents a summarized version of the level of employee commitment in Nejashi Academy. Whatever the highest commitment mean score result 3.9036 that the majority of the respondents and with (32 strongly agree likert scale value) result shows on aggregate value 3.55 which is neutral (with 27.1 agreed likert scale value). Therefore, it may be reasonable to say that the level of commitment of the employees of Nejashi Academy is not enough in order to achieve the vision of the company.

#### 4.5 The relationship between independent variable and dependent variable

**Correlation analysis** can be considered as a standardized covariance that shows the extent to which a change in correlation analysis is a technique used for indicating the relationship of one variable to another one variable corresponds systematically to a change in another and correlation is a measure of linear **relationship between two variables** (Zikmund et al, 2009).

Correlation coefficient statistics measure the degree to which two sets of numbers are related. A higher correlation coefficient signifies a stronger relationship. At one extreme, a correlation coefficient of **1.0** means a perfect positive relationship as one set of numbers goes up, so does the other. At the other extreme, a correlation of **-1.0** means a perfect negative relationship that is when one set of numbers goes up, the other goes down. In the middle, a correlation of **0** means there is no correlation at all (Noe and others, 2011).

Pearson’s correlation coefficient (r) was used to indicate the strength and direction of relationship using the guide that Evans (1996) suggests for the absolute value of (r) as mentioned in (Beldjazia and Alatou, 2016): 0.00-0.19: “very weak”, 0.20-0.39: “weak”, 0.40-0.59: “moderate”, 0.60-0.79: “strong” & 0.80-1.0: “very strong”. In addition, the p-value was used to indicate the significance of the relationship.

**Table 4.7 correlation matrix of the independent variables & employee commitment**

**Correlations**

		Empco	TR	PA	COMPRD
Empco	Pearson Correlation	1	.609**	.433**	.707**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
TR	Pearson Correlation	.609**	1	.461**	.704**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
PA	Pearson Correlation	.433**	.461**	1	.472**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
COMPRD	Pearson Correlation	.707**	.704**	.472**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Result reported in the above table shows that compensation and reward positive strongly correlate with employee commitment with the coefficient of ( $r = .707, p < 0.01$ ) and significant at .000. Training also has positive strongly correlate with employee commitment with the coefficient of ( $r = .609, p < 0.01$ ) significant at .000. The last independent variable performance appraisal moderate correlate with employee commitment with the coefficient of ( $r = .433, p < 0.01$ ) significant at .000. The factors were positively and significantly related with each other and with dependent variable (employees' commitment). This indicates the existence of statistical positive strong correlation and significance association between factors and the employee commitment.

#### 4.6 Preliminary tests

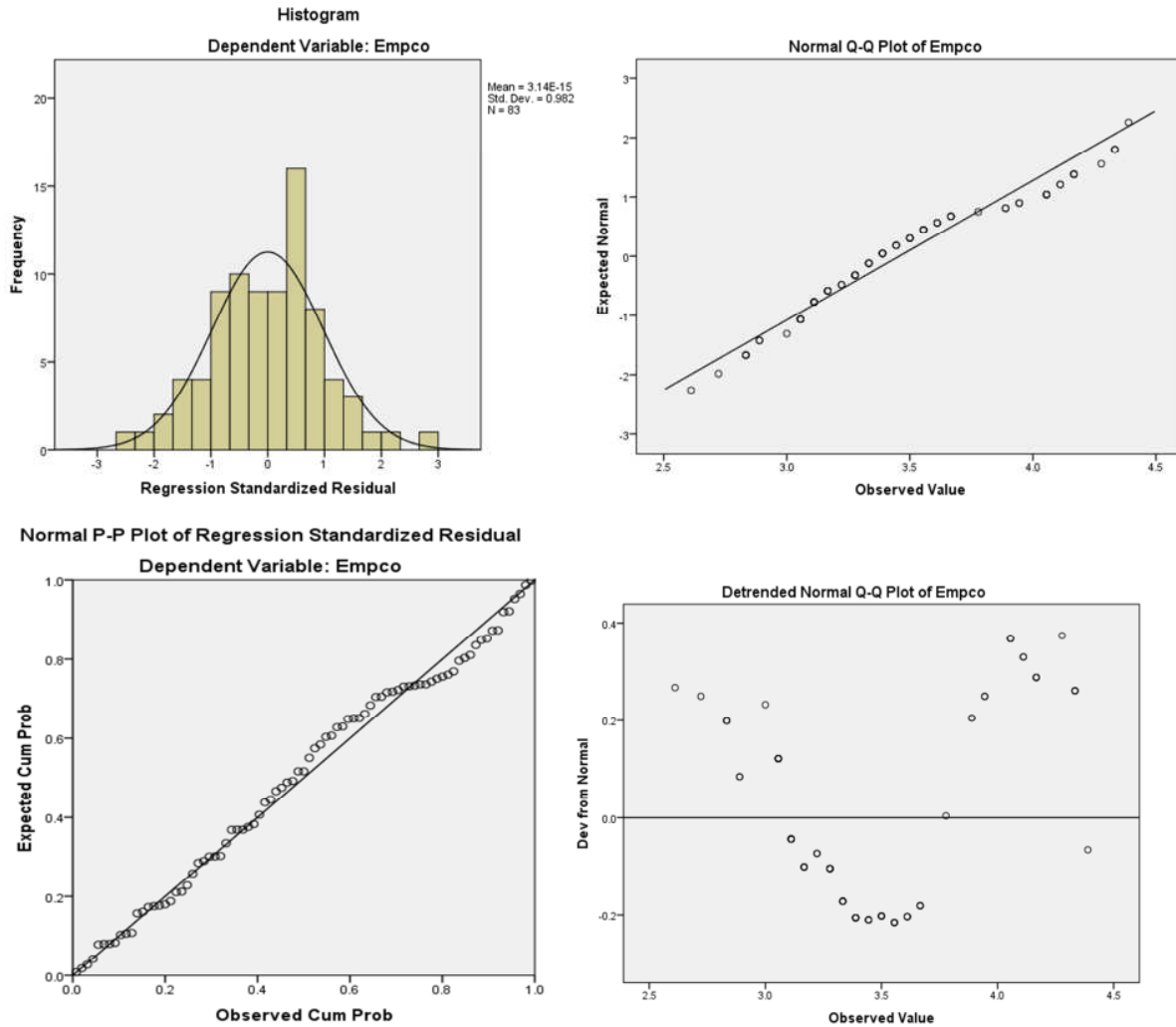
##### 4.6.1 Normality Test

Normality test assumes that regression analysis requires the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. According to West et al. (1996) as stated in Kim (2013), interpretation of normality is based on the absolute value of skewness and kurtosis & substantial non-normality is referred for absolute value of skewness larger than 2 & absolute value of kurtosis larger than 7. Thus, based on the result of the table below (table 4.8), the normality of the distribution is satisfied for this data. As such, if we drew a vertical line through the center of the distribution then it should look the same on both sides. This is known as a normal distribution and is characterized by the bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution (so the largest bars on the histogram are all around the central value (Field, 2006). In a normal distribution, the values of skewness are 0. If a distribution has values of skew above or below 0 then this indicates a deviation from normal (Field, 2009).

**Table 4.8 Normality test**

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Empco	83	.532	.264	-.432	.523
TR	83	.712	.264	.989	.523
PA	83	.557	.264	6.191	.523
COMPRD	83	.547	.264	-.564	.523
Valid N (listwise)	83				

Figure 5: Normal distribution of Employee commitment (Empco) data



#### 4.6.2 Multi-co linearity Test

Table 4.9 Result of Multi-co linearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	TR	.483	2.072
	PA	.744	1.344
	COMPRD	.476	2.099

Dependent Variable: Employee commitment

The other way of checking the multico-linearity assumption is that by looking SPSS analysis output correlation table of co-linearity statistics value of Tolerance and VIF (Field, 2006). The VIF indicates whether a predictor has strong linear relationship with the other predictor(s). Field (2006), and suggest that if the average VIF is greater than 10, then multico-linearity may be biasing the regression model. Related to the VIF is the tolerance statistics, which is a reciprocal of VIF (1/VIF). Such values below 0.2 are worthy of concern. The Tolerance column value below 0.02 and VIF value above 10 pose a multico-linearity problem. Having this, the Tolerance and VIF value is shown in coefficient table 4.9 above and the analysis indicate that there is no multi co-linearity problem.

### 4.6.3 ANOVA

**Table 4.10: ANOVA for Determinants of Employees Commitment**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.847	3	2.616	29.802	.000 <sup>b</sup>
	Residual	6.933	79	.088		
	Total	14.780	82			

a. Dependent Variable: Empco

b. Predictors: (Constant), COMPRD, PA, TR

ANOVA model is more likely to be significant, indicating that at least one group mean is different from another group mean. ANOVA is the appropriate statistical technique to examine the effect of a less-than interval independent variable on an at-least interval dependent variable. If the F test result is not significant, the model should be dismissed and there is no need to proceed to further steps (William and Barry, 2010).

F-test is used to measures the statistical significance of the entire regression equation rather than of each individual coefficient as the t-test is designed to do. The greater the value of F-statistics, the more confident the researcher would be that variables included in the model together have a significant effect on the dependent variable, and the model has a high explanatory power. From the ANOVA table 4.10 it is identified that the value of F was 29.802 and  $p < 0.01$ .

This indicates that the overall model was fit and there was a statistically significant association between the independent variables and employees' commitment.

**4.6.4 Multiple Regression Coefficients or Model for hypothesis testing**

Standardized regression coefficient (Beta) is the estimated coefficient indicating the strength of relationship between an independent variable and dependent variable expressed on a standardized scale where higher absolute values indicate stronger relationships (range is from -1 to 1) (William and Barry, 2010).

**Table 4.11: Multiple Regression Coefficients or Model for hypothesis testing**

		Coefficients						Col linearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients					
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	1.952	.196		9.963	.000			
	TR	.103	.059	.196	1.762	.082	.483	2.072	
	PA	.059	.056	.095	1.059	.293	.744	1.344	
	COMPRD	.323	.069	.525	4.699	.000	.476	2.099	

a. Dependent Variable: Employee commitment

The b-values indicate the individual contribution of each predictor to the model and positive value shows the existence of positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship (Field, 2009).

Thus, the b-values on table 4.11 above show the relationship between organizational commitment and each factor, i.e., the predictors. And for these data of the four predictors all have positive b-values The b-values also shows to what degree each predictor affects the outcome if the effects of all other predictors are held constant (Field,2009).

Thus, other predictors being held constant Compensation and reward with b=.323 value indicates that as employees satisfaction with Compensation and reward increases by one unit, employee commitment of employees increases by .323 (by 32.3%).

According to Field (2009) If the t-test associated with a b-value is significant then the predictor is making a significant contribution to the model and the smaller the value of significance and the larger the value of t, the greater the contribution of that predictor. Thus, for this model compensation and reward (t=4.699, P<0.01) has the larger t value than others this implies compensation is the greater contributor predictor of commitment.

Accordingly, the beta value of each independent variable in the above table established that compensation and reward b=.323 with P< 0.05 training, b=.103 with P >0.05; performance appraisal = 0.59 with P>0.05 at 5% level of significance and 95% level of confidence.

Additionally, the standardized regression coefficient shows the impact of a unit change in independent variable on dependent variable. The study discovered that the degree of effect on the effectiveness of management change can determine by those identified independent variables. The study developed below regression model:

**The estimated model is:-**

$$Y_i = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

$$EC = 1.986 + .143 (R) + .112 (T) + .167 (C) + .057 (PA) + e$$

To conclude from result table 4.8.4 Multiple linear regression analysis, it is noted that only one of the four variables are almost near significant (\*p < 0.05, \*\*p < 0.01) in influencing employee commitment. The significant variables were Compensation and reward ( $\beta = .323$  P<0.01) but reward has significant and training partial significant but performance appraisal found to be not significant in influencing employee commitment in this research.

The study carries out a multiple regression analysis to conclude the relationship between independent variables and dependent variable.

#### **4.7 Hypothesis test**

In the SPSS output and helped to statistically determine the significance of the results during a hypothesis test. The significance level, p-value, is labeled as “Sig.”. If the significance value is less than 0.05 (p<0.05) then the relationship is statistically significant. If the significance value is greater than 0.05 (p>0.05) then the relationship is not statistically significant.

Furthermore, the correlation result in Table, 4.6, has indicated a positive significant relationship between the dependent variable, employee retention and independent variables compensation, reward, training and performance appraisal.

**Table 4.12 Hypotheses result tests**

Hypothesis	Result	Remark
<b>H1:</b> There is a significant positive relationship between <b>compensation and reward</b> and Employee Commitment.	<ul style="list-style-type: none"> <li>• <math>r = .707</math> &amp; <math>P &lt; 0.01</math></li> <li>• <math>b = .323</math> &amp; <math>P &gt; 0.05</math></li> </ul>	<ul style="list-style-type: none"> <li>• There is +ve relationship</li> <li>• The relationship is significant</li> </ul> <p>Thus, H1, <b>accepted</b></p>
<b>H2:</b> There is a significant positive relationship between <b>training</b> and Employee Commitment.	<ul style="list-style-type: none"> <li>• <math>r = .609</math> &amp; <math>P &lt; 0.01</math></li> <li>• <math>b = .103</math> &amp; <math>P &gt; 0.05</math></li> </ul>	<ul style="list-style-type: none"> <li>• There is +ve relationship</li> <li>• The relationship is significant</li> </ul> <p>Thus, <b>H2, partial accepted</b></p>
<b>H3:</b> There is a significant positive relationship between <b>performance appraisal</b> and Employee Commitment.	<ul style="list-style-type: none"> <li>• <math>r = .433</math> &amp; <math>P &lt; 0.01</math></li> <li>• <math>b = .059</math> &amp; <math>P &gt; 0.05</math></li> </ul>	<ul style="list-style-type: none"> <li>• There is +ve relationship</li> <li>• The relationship is significant</li> </ul> <p>Thus, <b>H3 reject</b></p>

To explore more the four selected factors that influenced on employee commitment and its constructs multiple regression has been conducted. And of the four factors only Compensation and reward were found to be a most near significant predictor of employee commitment with ( $b = .323$ ,  $t = 4.699$ ,  $P < 0.01$ ), Training partially significant were found ( $b = .103$ ,  $t = 1.762$ ,  $P > 0.01$ ) and Performance appraisal was found to be insignificant predictor of employee commitment with weak significant level ( $b = .059$ ,  $t = 1.059$ ,  $P > 0.01$ ) and the hypothesis is reject.

#### **4.8 The effect of independent variable on dependant variable**

Regression analysis helps in order to measure the relative strength of independent variable on dependent variable. Thus, in order to determine the statistically significance effect of the independent variables on the dependent variable, multiple regression analysis was used. As defined by (Kothari, 2004), “multiple regression analysis is used when the researcher has one dependent variable, which is presumed to be a function of two or more independent variables.” The purpose of this investigation is to make an expectation approximately about the dependent variable based on its covariance with all the concerned independent factors.

Therefore regression analysis is conducted to classify the effect of independent variables in the study on employee commitment.

The independent variables were training, compensation and reward and performance appraisal. Here, the hypothesis pointed in chapter two, will be addressed per to the regression analysis result accordingly.

**Table 4.13: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 <sup>a</sup>	.531	.513	.29625

- a. Dependent Variable: Overall employee commitment level
- b. Predictors: (Constant), Performance appraisal, Compensation and reward, Training.

From the above table 4.13, it can be observed that R value is .729<sup>a</sup>. So this R value states that the overall dimensions such as reward, training, compensation and performance appraisal have strong effect on employees commitment explain Adjusted R Square (.513)51.3% of the variables that are Employee Commitment as represented by the R<sup>2</sup>. This means the other undefined variables may explain the remaining 48.7% variation in employee commitment not studied. Therefore, further research should be conducted to investigate the other factors 48.7% that influence the Employee Commitment. Moreover, the adjusted R square gives some idea of how well the model generalizes and ideally it would like its value to be the same or close to, the value of R square (Field, 2006). The model generalization value is the difference between R square and adjusted R square (0.536–0.512) about 1.8%. Therefore, the adjusted R square value for the model shows that 5.13% of goodness of fit of the model is good.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **INTRODUCTION**

This chapter presents the major finding, conclusion and recommendation based on the summary of the study

#### **5.1. Summary of the major findings**

The overall objective of the research was to examine factors that affect Employee Commitment at Nejashi Academy P.L.C. And the main purpose of the study was to answer the following four research questions specifically; the study aims to address the following four research questions in exploring the factors affecting employee commitment on employees of NA.

1. What is the level of employees' commitment in the Nejashi Academy?
2. What factors affecting employee commitment in Nejashi Academy?
3. What is the relationship between factors affecting employee commitment (Compensation and Reward, Training and performance appraisal) and Employee Commitment?
4. To what extent the factors that are Compensation and Reward, Training and appraisal influence employee Commitment in Nejashi Academy?

The study used a descriptive design to build a profile for factors that affecting employee commitment. It used stratified random sampling method by distributing questionnaires for and collected 83 respondents gave positive response for the questionnaires which is 90.75% of the employee. The collected data described and analyzed using SPSS version 23.

The Cronbach Alpha test applied to evaluate the reliability of the instruments and to ensure the results were consistent. The result confirmed same. Furthermore, preliminary analyses were conducted to assess whether the assumptions of multi co-linearity, normality or linearity no serious violations were noted.

- The study show demography result of the respondents majority of them shows 56.6% Female employees, 61.4% aged from (25-35) which is young, 42.17% have first degree educational background, 51.8% Assistant admin workers are there, 44.6% were found to have been working in Nejashi Academy only from 4 - 6 years and the marital status of

43.4% are single employees are found in the academy. Therefore they understand what factor can influence the commitment of employees.

The answer the specific objective of the researcher were set to incorporate from the research question, these were:-

- What is the level of employees' commitment in the Nejashi Academy?

When investigating the level of Employees' employee commitment of Nejashi Academy to address research question number one, the study result as shown the grand mean commitment score is **3.55** which is the midpoint of the measure (moderate).

- What factors affecting employee commitment in Nejashi Academy?

The result as shown for selected three factors of affecting employee commitment compensation and reward which is 3.97 aggregate value of mean and training also 3.17 value of aggregate mean which is moderate effect of employee commitment except performance appraisal which is 4.64 aggregate value of mean highest factor affecting employee commitment from the result of respondents.

- What is the relationship between factors affecting employee commitment (Compensation and Reward, Training and Performance appraisal) and Employee Commitment?

Result reported in the above table shows that compensation and reward positive strongly correlate with employee commitment with the coefficient of ( $r = .707$ ,  $p < 0.01$ ) and significant at .000. Training also has positive strongly correlate with employee commitment with the coefficient of ( $r = .609$ ,  $p < 0.01$ ) significant at .000. The last independent variable performance appraisal moderate correlate with employee commitment with the coefficient of ( $r = .433$ ,  $p < 0.01$ ) significant at .000. The factors were positively and significantly related with each other and with dependent variable (employees' commitment). This indicates the existence of statistical positive strong correlation and significance association between factors and the employee commitment.

- To what extent the factors that are Compensation and Reward, Training and Performance appraisal influence employee Commitment in Nejashi Academy?

Accordingly to address this question properly the study was conducted by multiple analysis regression. Thus, other predictors being held constant Compensation and reward with  $b=.323$  value indicates that as employees satisfaction with Compensation and reward increases by one unit, employee commitment of employees increases by  $.323$  (by 32.3%). Therefore, for this model compensation and reward ( $t=4.699$ ,  $P<0.01$ ) has the larger  $t$  value than others this implies compensation is the greater contributor predictor of commitment. Accordingly, the beta value of each independent variable in the above table established that compensation and reward  $b=.323$  with  $P<0.05$  training,  $b=.103$  with  $P>0.05$ ; performance appraisal =  $0.59$  with  $P>0.05$  at 5% level of significance and 95% level of confidence. Additionally, the standardized regression coefficient shows the impact of a unit change in independent variable on dependent variable. The study discovered that the degree of effect on the effectiveness of management change can determine by those identified independent variables.

## **5.2 Conclusion**

The level of employee Commitment grand mean score is 3.55 which is only an insignificant degree above the midpoint of the measure, NA in the past 10 years has been through a fast paced level of growth with scores of milestones registered in its journey to achieve its vision. Also the level of profit growth, expansion of branches, and diversification of services as well as improvements in technology are unprecedented, but the response of the employees was shown less commitment.

The factors affecting employee commitment were almost moderate in compensation and reward and training factors but, in performance appraisal scored high 4.64 which is the highest factor.

The relationship of employee commitment was studied with three independent key organizational factors i.e. Compensation and reward, Training and Performance appraisal accordingly all three factors have positive and significant relationship and are highly correlated with employee commitment. However, the Multiple Regression Analysis result was shown us from all selected factors only Performance appraisal had influenced organizational commitment highly. The selected factors for this research influenced employee commitment only in 51.3% the remaining 48.7% may be depend on other factors; accordingly the researcher concludes that other study will be needed in the company to investigate other affected factors of employee commitment.

The study also found that the company employees are excited in showing them their commitment in their working environment to give maximum effort to change students' academic excellence and behavioral change and generally the school customer service giving system.

Beside the mentioned point the researcher concludes that, it is clear that developed commitment has important implications for education industry. Therefore, highly committed employee would make a positive contribution to their school and may lead to increase the effectiveness of the private school business. Thus, Nejashi Academy which seek to retain their Employees by building strong employee commitment are in a better position to gather the benefits of a more dedicated, motivated, reliable Employees.

### **5.3 Recommendations**

Human resource is one of the main precious assets of the institute that is fundamental to its overall achievement. Thus, having highly committed employees who work hard and are willing to go the further mile to guarantee the success of the organization is invaluable.

However, the result of the study showed that the employee commitment level of employees' was moderate in related to this the researcher recommends that in order to strengthen the commitment of employees with their organization, the factors responsible for enhancing the commitment must be strengthened because committed employees are very beneficial for the Organization.

Thus the relevant factors that are Compensation and reward must be promoted to enhance the commitment of employee consequently the employees in turn are likely to put more effort, and are likely to be attached with the organization for longer time. The school should provide competent compensation and reward should be support their subordinate. And the school better to keep the Performance appraisal system because many respondents liked the system. The researcher suggest if the evaluation process remain clear and associated with payment, it will increase the employee commitment in the company and keep safe.

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**ADDIS ABABA UNIVERSITY SCHOOL OF  
COMMERCEGRADUATE PROGRAM  
MASTER'S OF ARTS IN HUMAN RESOURCE MANAGMENT**

Dear respondents

I would like to express my earnest appreciation for your generous time, honest and prompt response. I am a postgraduate student at the Addis Ababa University in the School of commerce. The questionnaire is prepared for partial accomplishment of MHRM Degree entitled “factor affecting employee commitment” In the case of Nejashi Academy P.L.C.

Please complete all sections of the questionnaire with greatest honesty and confidence; your answers are essential in getting accurate information. The information given will be treated confidential and will only be used for academic research purpose and doesn't affect your carrier in any ways. You do not need to indicate your name on the questionnaire.

Purpose and doesn't affect your carrier in any ways. Thank you in advance for your full cooperation.

Please note that:

1. No need of writing your name.
2. Please fill the answer by putting “√” mark.
3. Please give more attention and return the completed questionnaire as much as possible.
4. If you need further explanation, you can contact me on through the address shown below.

Hayat KemalAbdurahman

Mobile: +251913722238

E-mail: Hayatina20010@yahoo.com

Thank you in advance, for your cooperation!

**PART I**

**Demographic Data**

**Instruction:** Please fill your personal information for the demographic data by ticking “√”

1.1. Gender       Male       Female

1.2. Age

Below 25       25 -35 year's  36-45 year's

46-55 year's  above 56 years

1.3. Academic qualification

Below high school       High school complete

College Diploma       First Degree

Second Degree & above     other (specify) \_\_\_\_\_

1.4. Marital Status

Single       Married

Married with Children       Divorced       Widowed

1.5. Position

G/manager       Principal of the school     Academic Director

Supervisor       Student Supervisor       Finance and admin

Teacher       Assistance Teacher       Assistance admin

Child care       other \_\_\_\_\_

1.6. Work experience at Nejashi Academy PLC.

Below 1 year       1-3year's       4- 6 year's

7-10 year's       above 10 years

**PART II**

**Instruction:** Describe your feelings towards the factors that affect employee commitment by indicating to what level you agree or disagree with the statements. Please mark “√” on one answer assuming

- 1 = Strongly Disagree (SD)                      2 = Disagree (D),                      3 = Neutral (N),  
 4 = Agree (A)                                      5 = Strongly Agree (SA)

**1. Generally measure level of employee’s commitment-**

N	Questions	SD	D	N	A	SA
1	I would be very happy to spend the rest of my career with this organization					
2	I really feel as if this organization's problems are my own					
3	I do not feel a strong sense of "belonging" to my organization.					
4	I do not feel "emotionally attached" to this organization					
5	I do not feel like "part of the family" at my organization					
6	This organization has a great deal of personal meaning for me					
7	I thankful a great deal to this organization					
8	I do not feel any obligation to remain with my current employer					
9	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
10	I would feel guilty if I left my organization now					
11	This organization deserves my loyalty					
12	I would not leave my organization right now because of my sense of obligation to it					
13	Right now, staying with my organization is a matter of necessity as much as desire					
14	It would be very hard for me to leave my organization right now, even if I wanted to					
15	Too much of my life would be disrupted if I decided I wanted to leave my organization now					
16	I feel that I have too few options to consider leaving this organization					
17	One of the major reasons I continue to work for this organization is that, leaving would require considerable personal sacrifice					
18	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives else where					

*Source: Meyer, Allen, and Smith’s Revised Three-Component Model of Commitment*

**III: Factors Influencing Employee Commitment**

2. To what extent do compensation and rewards influence your commitment to the company?

1 = Strongly Disagree (SD)                      2 = Disagree (D),                      3 = Neutral (N),  
 4 = Agree (A)                                      5 = Strongly Agree (SA)

N	Compensation	SD	D	N	A	SA
1	I feel I am being paid a fair amount for the work I do.					
2	I feel my payments are enough to support my life style.					
3	I feel there are sufficient types of benefits (e.g. Health care benefits, House allowance, fuel allowance)					
4	I feel satisfied with my chances for salary Increments.					
5	If I perform my work well, I can get more money (in the form of bonus, Overtime...etc).					
6	I earn the same as or more than other people in a similar job					
7	All tasks to be accomplished are associated with incentives					
	<b>Reward</b>					
1	Wages and salary paid encourages employees stay in the company					
2	There is job security which encourages employees to remain in the company					
3	I am satisfied with the number of Annual Leave Days given by my company.					
4	The rewards offered to employees commensurate work done hence job satisfaction					
5	I am satisfied with the Group Personal Accident insurance plan.					
6	The rewards offered to me are comparable with what the market offers					
7	I am satisfied with the educational subsidies given by my company.					
8	In the company there is satisfactory performance appraisals					
9	I am satisfied with the number of Sick Leave days given by my company					
10	I am satisfied with the number of Maternity Leave/Paternity Leave days given by my company					
11	I am satisfied with the Hospitalization and Surgical Insurance plan					

Source:-Anne KeruboMaugoperceived factors influencing employee commitment Nov, 2013  
 Source: SenaitGebuFactors influencing Organizational commitment Jun .2017

3. To what extent do training opportunities influence your commitment to the company?

1 = Strongly Disagree (SD)    2 = Disagree (D),                                3 = Neutral (N),  
4 = Agree (A)                                5 = Strongly Agree (SA)

N	Training	1	2	3	4	5
1	The company employees receive training in workplace skills in regular on a regular basis					
2	This company is providing me with job specific training					
3	Sufficient time is allocated for product and solution training					
4	Sufficient money is allocated for product and solution training					
5	I have the opportunity to be involved in activities that promote my professional development					
6	Training plans are developed and monitored for all employees					
7	Training and development programs are consistently evaluated					
8	The company releases employees from regular work to attend training and even sponsor them where possible					
9	There is a well-organized training program in the company					

Source:-Anne KeruboMaugoperceived factors influencing employee commitment Nov, 2013

4. To what extent does the performance appraisal measurement influence your commitment to the company?

1 = Strongly Disagree (SD)      2 = Disagree (D),      3 = Neutral (N),  
4 = Agree (A)      5 = Strongly Agree (SA)

N	Performance appraisal practice:	1	2	3	4	5
	<b>Clarity</b>					
1	the results of my performance evaluation not linked to certain personnel actions like bonus, salary increment, etc					
2	I have clear understanding about the performance management process.					
3	My performance would be periodically evaluated.					
	<b>Communication</b>					
4	My progress toward my goals set in previous appraisal meetings often reviewed by my supervisor with me.					
5	I have received guidance to improve my performance often.					
6	I was asked for input during the appraisal process by my supervisor.					
7	My supervisor sits down and discuss on the results of my performance evaluation.					
8	The performance appraisal process in my organization often results in specifications of new goals.					
9	I have got the opportunity to express my feelings often when my Performance is evaluated.					
	<b>Trust</b>					
10	I feel my supervisor is competent to evaluate my job.					
11	My supervisor is familiar with the details and responsibilities that my job entails.					
12	I have confidence and trust in my immediate supervisor regarding his/her general fairness.					
13	I trust my supervisor to accurately report my performance to his/her supervisor.					
	<b>Fairness</b>					
14	Our last performance rating truly represented how well I have performed in my job.					
15	Your performance has been evaluated accurately.					
16	Your supervisor was justified in his/her last rating of my performance?					
17	Your last performance rating was free from bias.					

Source:-Genet Hailueffect of performance appraisal on employees' job satisfaction