



**Addis Ababa University**  
**School of Commerce**  
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**THE EFFECT OF JOB INVOLVEMENT AND PERCEIVED  
ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL  
COMMITMENT IN ETHIOPIAN MINISTRY OF AGRICULTURE**

**By**  
**Mekedes Biazen**

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**The Effect of Job Involvement and Perceived Organizational  
Support on organizational commitment in Ethiopian  
Ministry of Agriculture**

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**By**

**Mekedes Biazen**

**Advisor**

**Abraraw Chane (PHD)**

**Addis Ababa, Ethiopia**

**June, 2019**

## DECLARATION

I hereby declare that the thesis entitled “**The Effect of Job Involvement and Perceived Organizational Support on Organizational Commitment in Ethiopian Ministry of Agriculture**” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, **Dr Abraraw Chane**. Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for the award of any degree in this university or any other university. It is offered for the partial fulfillment of the degree of MA in Human Resource Management.

**Declared by:-**

Name; Mekedes Biazen

Signature -----

Date -----

## **APPROVAL**

This thesis work approved entitled with, “The Effect of Job Involvement and Perceived Organizational Support on Organizational Commitment in Ethiopian Ministry of Agriculture” undertaken by Mekedes Biazen for the partial fulfillment of the Requirements for the Degree of Master of Arts 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.

Research Advisor: **ABRARAW CHANE (PHD)**

Signature \_\_\_\_\_

Date \_\_\_\_\_

The Effect of Job Involvement and Perceived  
Organizational Support on Organizational Commitment  
in Ethiopian Ministry of Agriculture

By: Mekedes Biazen

**Approved by Board of Examiners;**

----- <b>Advisor</b>	----- <b>Signature</b>	----- <b>Date</b>
----- <b>Internal Examiner</b>	----- <b>Signature</b>	----- <b>Date</b>
----- <b>External Examiner</b>	----- <b>Signature</b>	----- <b>Date</b>

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## **LIST OF ACRONYMS**

<b>AC</b>	=	Affective Commitment
<b>CC</b>	=	Continuance Commitment
<b>GTP</b>	=	Growth Transformation Plan
<b>JI</b>	=	Job Involvement
<b>MoA</b>	=	Ministry of Agriculture
<b>NC</b>	=	Normative Commitment
<b>OC</b>	=	Organizational Commitment
<b>POS</b>	=	Perceived Organizational support
<b>SPSS</b>	=	Statistical Package for Social Science

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## ABSTRACT

*The main objective of the study is to examine the effect of job involvement and perceived organizational support on organizational commitment of employees' in Ministry of Agriculture. Explanatory research design and quantitative approach was used. Quantitative survey method was applied and a sample of 133 employees of MoA was selected to answer the instrument. The participants of the study were selected using probability sampling method specifically systematic random sampling. Both descriptive and inferential analysis was done to analyze the responses. The descriptive statistics result revealed that employees were scored moderately on normative and continuance commitment but affective commitment scored at low level. The Overall organizational commitment of employees' was low. The result of Pearson's correlation showed that, job involvement and perceived organizational support have positive and significant relationship with OC of employees. The findings also revealed that job involvement and POS have positive and significant contribution to OC of employees. Therefore, the Ministry should actively involve employees in decision making and Support them to make their own decisions as much as possible regarding their job. By recognize employee's contributions to their organization, make them feel valued to increase their perceived organizational support and enhance organizational commitment. Farther more, management of the Ministry should mainly focus on job involvement practices and effective organizational support strategies to enhance organizational commitment of employees.*

**Keyword: Affective Commitment, Continuance Commitment, Job Involvement, Normative Commitment, Organizational Commitment and Perceived Organizational Support.**

# CHAPTER ONE

## INTRODUCTION

This chapter introduces the research problems and the associated research questions to be answered and objectives to be achieved. It includes the background of the study, statement of the problem, research objectives and questions, significance of the study, scope and delimitation of the study, definitions of terms and finally organization of the paper.

### 1.1. Background of the Study

Employees and their collective skills and experience, combined with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage. Therefore, in this current dynamic economic environment, organizations require creative and committed employees, who can take initiative a capacity to achieve goals and objectives of the organization (Armstrong, 2009).

Organizational commitment is an important area of study for many researchers and organizations because of the fact that, the outcomes of this behavior or value may help to determine many work related interaction of the employees. According to Mowday, Porter & Steers (1982) organizational commitment has been defined as a multidimensional construct and the comparative strength of an individual's identification with and involvement in a particular organization. Similarly, it is a psychological state that characterizes the employee's relationship with the organization and has implication for the decision to continue membership in the organization (Meyer & Allen, 1997). Committed employees take pride in an organizational membership, believe in the goals and values of the organization and display higher levels of performance and productivity (Armstrong, 2014).

Job involvement is the degree to which a person perceives his/ her total work situation to be an important part of his/her life and to be central to him/her (Kanungo, 1982). According to Lodahl & Kejiner (1965) the concept of job involvement was introduced for the first time. They relate

the job involvement to psychology of an individual with the importance of work in the individual's self-image. When an individual's spend a large portion of their time on the job and the job becomes an important aspect of their life (Saxena & Saxen, 2014). Thus job involvement may create the meaning of ownership within employees who are involved in decision concerning their job. On the other hand, perceived organizational support refers to employees' perception concerning about the organizational values, their contribution and cares about their well-being (Eisenberger & Rhoades, 2002). Perceived organizational support includes the formation of general beliefs of staff, in connection with how much an organization is interested in the welfare of employees and values for their contribution (Khulida, Fairuzah & Ari, 2012). In fact, perceived organizational support is organization's commitment to its employees (Leenu & Lakhwinder, 2012).

Keep in view of understanding the concept of job involvement, organizational support and organizational commitment that explained by different researchers. Majority of studies about organizational commitment have been conducted in Western countries. Studies were focused on private and profit making organizations to investigate the relationship between organizational commitments and absenteeism, turnover, performance, organizational citizenship behavior and job satisfaction such as Mowday et al.(1982); Eisenberger et al (1986); Reichers (1986); Allen and Meyer (1990); Shore and Shore (1995); Meyer and Allen (1997); Rhoades and Eisenberger (2002) and Jaros (2007). There is a shortage of empirical studies that shows the above-mentioned concepts in relation to organizational commitment in Ethiopian context. Therefore, this study was conducted with the objective of identify the effect of job involvement and Perceived organizational support on organizational commitment in public sector setting which is the Ministry of Agriculture, Ethiopia.

## **1.2. Statement of the Problem**

Agriculture is the backbone of the Ethiopian economy; this particular sector determines the growth of all other sectors and consequently, the whole national economy. Having said this, one can understand that the Ministry of Agriculture carries much of the burden is being a ladder to put the agriculture sector in a position to underpin Ethiopia long-term transformation plan.

Currently, the Ministry of Agriculture is undertaking various activities to promote the sector through human resource. It needs employees which are capable enough with all the skills and experience and highly committed in implementing the agricultural growth and transformation plan (GTPII).

The Ministry has a vision to bringing transformational change in agriculture and lays out an ambitious set of agricultural growth targets (between 2015 and 2020) that are to be achieved. However, the goals and values alone are not enough to promote organizational success, because the difference ways on how deeply the employees care about and committed to the organization to which the goals and values are implanted. Committed employees are those who are willing to contribute more than what is expected of them, they perform on the basis of securing that the organizational goals are meet and values are maintained (Armstrong, 2009). However, the institutional capacity to implement GTPII is generally limited Comprehensive Africa Agriculture Development program (CAADP), 2010. This could influence the overall performance, goal achievement, contributions on poverty reduction, food security and overall economic growth.

Abidin, Muda, Hasan &Salleh (2010) indicated that, lack of organizational commitment provides an explanation for the misuse of power, inefficiency, irresponsibility and employees' low performance levels. Based on the researcher observation, employees who are working in the Ministry are leaving their jobs in search of better opportunities in private sectors. This inducted that most of employees did not loyal, stay with and not perform well their job. The Ministry loss highly skilled employees, waste its time by training new employee rather using qualified work force and improving employees' productivity increase overall performance. Thus, it is the highest importance for the Ministry to know the factors that could influence its employees' organizational commitment level. Since, it would affect the performance of the Ministry as well the capacity to meet its goal and objectives. Besides that, the organization manage properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, productivity and decreased turnover, absenteeism at both the individual and organizational level (Fiorita, Bozeman, Young and Meurs, 2007).

Previous studies was conducted on organizational commitment in relation to employee retention practice Commercial Bank of Ethiopia by Senite (2017) working life balance by Meskerem

(2017) and organizational culture Ethiopian Airlines by Mersen (2016). However, there is no empirical evidence that shows both job involvement and perceived organizational support influence organizational commitment among public servants in Ethiopian context more specifically in Ministry of agriculture. Therefore, the intent of this research was to measure the current level of organizational commitment of MoA employees, how does job involvement and employees' perception on organizational support influence their organizational commitment.

### **1.3 Research Questions**

The study addressed the following research questions:

- ✚ What is the current level organizational commitment (Affective, Normative and Continuance commitment) of MoA employees'?
- ✚ What is the effect of job involvement on organizational commitment of MoA employees?
- ✚ What is the effect of perceived organizational support on organizational commitment of MoA employees?

### **1.4 Objective of the Study**

In this section the general and specific objectives of the study are given. The study has one general objective and three specific objectives listed separately as follows;

#### **1.4.1 General Objective**

The general objective of the study is to identify the effect of job involvement and perceived organizational support on organizational commitment of MoA employees'.

#### **1.4.2 Specific Objectives**

The specific objectives of the current study are:

- ✚ To assess the level of organizational commitment (Affective, Normative and Continuance commitment) of MoA employees.

- ✚ To examine the effect of job involvement on organizational commitment of MoA employees.
- ✚ To identify the effect of perceived organizational support on organizational commitment of MoA employees.

## 1.5 Significance of the Study

The study attempted to assess the current level of employee's commitment in its three dimensions, examine the effect of job involvement and perceived organizational support on employees' commitment considering Ministry of Agriculture as a study setting. The result of this study is important for public sectors; to understand the extent to which job involvement and organizational support influence their employees' organizational commitment level.

The study might contribute to the existing literature through identifying the relationship between job involvement, POS and employee commitment empirical evidence in Ethiopian context. It might serve as base for interested researchers on the issue in conducting future detail study in the area, in a wider scope. Besides, the study also helpful for the researcher understanding circumstances concerning effects of job involvement and POS on employees organizational commitment.

It also helps management of MoA to have clear understanding of high job involvement and POS that improve organizational commitment of employees to their organization. Thus, it is very important that ensuring to have highly committed employees might help MoA to meet the strategic objectives and goals outlined in implementation of GTP II plan.

It also helps an input for other organizations that are interested to develop and implement employee involvement and organizational support program. It also provides information for policy makers, help human resource managers understand influence of job involvement and perceived organizational support on employees' commitment in public sector setting. Moreover, the study might help the public institution practically improve organizational support and job involvement practice to make their employees committed.

## 1.6 Scope of the Study

This research was constrained by different factors such as scope, time, budget, and other resources. Because of these factors, the scope of the research was defined conceptually, geographically, methodologically.

*Conceptually*, the dependent variable (OC) delimited to a specific model applied in this study. In literature the concept ‘organizational commitment’ was described in different perspectives such as “the attitudinal perspective on commitment” by Becker (1960), and was conceptualized by Porter, Steers and Boulian (1974) as “an attachment to the organization, characterized by an intention to remain in it, an identification with the values and goals; and a willingness to exert an extra effort on its behalf”. Mowday, Porter and Steers (1982) “calculative perspective on commitment” which indicates that an employee’s continuance mostly depends on the costs and benefits of leaving of the organization. In 1990, Allen and Meyer have introduced the tri-dimensional model of organizational commitment which is divided the concept into three aspects: affective, continuance and normative commitment. The study was delimited to the three dimensional model of organizational commitment (Allen and Meyer, 1990). On the other hand, the study was used both overall job involvement and perceived organizational support as predictors of organizational commitment.

*Methodologically*, Due to the time constraints to collect and analyze the data, the study was methodologically delimited. The study applied only a quantitative approach using only a questionnaire that contains closed ended questions for collecting data from the participants. The advantage of using this approach was that it made convenient to cover large sample size to collect and analyze data within a short period of time. Since employees with service of under one year are not matured enough to reflect the level of organizational commitment, only permanent employees who have service years of above one year was included in this study. Also due to their short and unstable period of engagement, contract employees were excluded from the study.

*Geographically*, the study was delimited on the Ministry of Agriculture located in Addis Ababa, Ethiopia. There are 15 affiliated institutions those existing in Addis Ababa and outside of it. Because of time and resources limitations, it was difficult to cover reporting institutions found at

federal and regional level. Therefore, the study focused on employees who work in Ministry of agriculture. These helped to focus and make a deep study with the available resource.

## 1.7 Operational Definitions of Terms

**Organizational Commitment;** is emotional attachment, individual's role in accomplishment of objectives and values of himself and an organization. It is the relationship between the organization (the employer) and an individual (the employee) being a bond and strong wish to stay within and remain a member of the organization (Mowday, Porter & Steers, 1982).

**Employees' commitment** is organizational commitment of employees that characterizes the employee's relationship with the organization, attachment, loyalty and has implication for the decision to continue membership in the organization (Meyer and Allen, 1997).

**Affective Commitment;** refers to a desire of the employee to sustain their attachment in the organization because of work experiences that create feelings of comfort and personal competence and continue working for the organization because "they want to" (Meyer & Allen, 1997).

**Continuance Commitment:** refers to a need to remain and results from recognition of the costs associated with leaving the organization such as reduction in pay, pension, benefits or facilities and due to the lack of alternative job opportunities (Allen & Meyer, 1997).

**Normative Commitment** is a feeling of obligation to continue employment and commitment based on the costs that employees associate with leaving the organization (Meyer & Allen, 1997).

**Job Involvement** is the degree to which employees are engaged in with their jobs and recognizes the importance of their job (Ongori, 2007).

**Perceived Organizational Support:** refers to the degree to which employees believes that the organization cares about their values, input and provides continuous help and support (Eisenberger & Rhoades, 2002).

## **1.8 Organization of the Study**

This research examined the effect of job involvement and perceived organizational support on organizational commitment of MoA employees within five chapters. The first chapter contains the background of the study, statement of the problem, objectives of the study, the research questions and significance of the study, scope of the study, limitation of the study, definition of terms and organization of the paper. In the second chapter existing literatures were reviewed and based on that the conceptual framework and the Hypothesis of the research presented. The third chapter presents the research methodology used in this thesis. In the fourth chapter the data analysis and interpretation provided. Finally, Chapter five ends the thesis with summary of major findings, conclusion and recommendation were given and limitation and direction for future research were suggested.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter provides an insight to readers about the theoretical view of the topics under study. In line with the objectives of the study, the chapter covers topics related to the theories and concepts of organizational commitment, job involvement and perceived organizational support. In addition, the present chapter includes previous empirical studies on those concepts and the conceptual framework of the study is presented at the end of this chapter.

#### **2.1 Theoretical Literatures**

##### **2.1.1 The Concept of Organizational Commitment**

According to Becker (1960) early research studies on organizational commitment paid attention to group instead of individual commitment. The most popular definitions of organizational commitment during this period were; the definition introduced by Becker (1960) who saw organizational commitment as “the result of a consistent line of activity”. Kanter (1968) who saw it as the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations which are seen as self- expressive. According to Kanter (1968) theoretical framework the three types of commitment bind the individual’s personality system to areas of the social system of an organization (relationships, roles and norms) and can thus represent an individual’s readiness to follow the specified behavior.

Porter, Steer, Mowday & Boutin (1974) describe organizational commitment as an attachment to the organization, characterized by an intention to remain in it. Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment. Therefore, it is also considered to be the linkage between the individual employee and the organization.

Accordingly, using the above assumptions developed by the previously mentioned authors, Mowday, Porter & Steers (1982) have come up with a definition of organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization. They suggested that to be committed means to accept organizational goals; to utilize full capacity to attain organization's goals and to have the desire to continuously maintain membership with employing organization.

The concept of 'organizational commitment' was described in different perspectives such as, studies on organizational commitment aimed to assess employees' level of affective attachment to their employer (Becker, 1960). This was known as the *attitudinal perspective* on commitment which was conceptualized by Porter, Steer, Mowday & Boutin, (1974) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and willingness to exert extra effort on its behalf".

The second perspective on organizational commitment was offered by Mowday et al. (1982) known as "the *calculative perspective* on commitment". According to this perspective, employees have a tendency to continue their membership in their organizations based on calculated costs and benefits of leaving it. Moreover, Mowday, Porter and Steers (1982) supported the "side-bet" theory by describing organizational commitment as a behavior "relating to the process by which individuals become locked into a certain organization and how they deal with this problem". This behavioral aspect of organizational commitment is explained through calculative and normative commitments.

In 1990, Allen & Meyer have introduced the tri-dimensional model of organizational commitment which was divided the concept of organizational commitment into three aspects: affective, continuance and normative commitment. Moreover, Jaros (2007) explained the organizational commitment model of Allen & Meyer (1990) which encompasses three types of commitments. Normative commitment is the first organizational commitment type which refers to perceived obligation towards the organization, affective and continuance are the second and third organizational commitment types that can be explained as emotional ties the employee develops with the organization and perceived costs (economic cost or social cost) of leaving the organization, respectively.

Common to the three dimensions of OC is viewed that organizational commitment is a psychological state that characterizes organizational members' the relationship with the organization and has implications for the decision to continue or discontinue membership in the organization (Meyer & Allen, 1997).

On the other hand, Meyer & Herscovitch (2001) proposed that commitment is “a force that binds an individual to a course of action of relevance to one or more targets”. Employees are theorized to experience this force in the form of three bases or mindsets: affective, normative and continuance, which reflect emotional ties; perceived obligation and perceived sunk costs in relation to a target, respectively. Additionally, they argued that commitment include ‘behavioral terms’ that describe what actions a commitment implies. Specifically, these terms can take the form of focal and flexible behavior. A focal behavior is one believed to be integral to the concept of commitment to a particular target, such that all three mindsets should predict this behavior.

## **2.1.2 Dimensions of Organizational Commitment**

Meyer and Allen's three dimensional model of organizational commitment has become the dominant model for study of workplace commitment (Jaros, 2007). This model proposed that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative and continuance commitment. These three dimensions is commonly viewed that, commitment is a psychological state that characterizes the employee's relationship with the organization. It has implication for the decision to continue or discontinue membership in the organization (Mohamed, 2017).

### **2.1.2.1 Affective Commitment**

The most dominant approach to organizational commitment in the literature is one in which commitment considered as an affective commitment to the organization. Affective commitment defined as positive feelings of identification with, attachment to and involvement in the work organization (Allen & Meyer, 1990). Affective Commitment is reflects commitment based on emotional ties the employee develops with the organization mostly through positive work experiences (Jaros, 2007).

In detail, there are three aspects that together create the affective commitment: a strong belief in the goals and values of the organization and the employees' acceptance; the readiness to lend one's support to the organization; a strong need of the employees to maintain their membership in the organization (Mowday et al., 1982). Moreover, affective commitment also attitudinal based and in this situation the employee sees him/herself as a part of the organization. Individuals with high levels of affective commitment continue employment because they want to (Bryant, Moshavi & Nguyen, 2007).

### **2.1.2.2 Continuance Commitment**

Continuance Commitment reflects commitment based on the perceived costs, both economic and social of leaving the organization (Jaros, 2007). The commitment of the employees is higher the greater they perceive the costs of such a change to be like relocation, wage losses, loss of personal contacts to former colleagues. In this regard, the previous investments that an employee has made in the organization such as specialist knowledge acquired; possible benefits gained through these extra pay and pension claims play an important role.

Continuance commitment related to one's experience and what one has given to an organization. Moreover, lack of employment alternatives also increases the perceived costs associated with leaving the organization, therefore increase the continuance commitment of employees to the organization (Bryant, Moshavi & Nguyen, 2007). When an individual has awareness or consideration about expenses and threats linked to leaving the organization, this form of commitment is considered to be calculative and an individual who most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice (Meyer & Allen, 1997).

### **2.1.2.3 Normative Commitment**

Normative commitment (NC) is defined as "the employee's feelings of obligation to remain with the organization" (Meyer and Allen, 1990). It reflects an employee's moral obligation stay in his/her organization. Organizational culture, rewards, punishments and employee autonomy play a vital role in deciding the level of normative commitment (Bryant et al., 2007). According to Jaros (2007) "employees with normative commitment feel that they ought to remain with the

organization". Employees stay because they should do so or it is the proper thing to. In other words, normative commitment is results from employee's feeling that she/he owes to the organization.

Normative commitment does not correspond to any individually felt attachment of the organization members, but rather reflects their moral ethical obligation towards the organization (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). In this way, for instance, an individual's attachment arises from the fact that the employer regularly pays his wages or that in economically difficult times; the employee cannot weaken his own company further by changing to a rival company. Employees with a high level of NC feel that they ought to remain with the organization. NC might developed on the basis of a special kind of investment undertaken by the organization specifically for the use by its employees; the investments that the employees perceive as difficult to return (Meyer & Allen, 1997).

AC, CC and NC were best viewed as distinguishable components or dimensions; that is, employees can experience each of these psychological states to varying degrees. Some employees, for example, might feel both a strong need and a strong obligation to remain, but no desire to do so; others might feel neither a need nor obligation but a strong desire, and so on (Mowday et al., 1982). The net sum of a person's commitment to the organization, therefore, reflects each of these separable psychological states.

Having identifying the three different types of organizational commitment, it can be argued that employees with a strong AC remain with the organization because they want to desire to remain, those whose primary link to the organization is based on CC remain with the organization because they feel they need to do so for material benefits perceived cost of leaving (Meyer and Allen, 1997) and those with a strong NC remain because they feel they ought to do so perceived obligation to remain (Bryant et al., 2007). Accordingly, Meyer and Allen (1997) suggest that one can achieve a better understanding of an employee's relationship with an organization when all three forms of commitment are considered together.

### **2.1.3. Levels of Organizational Commitment**

According to Reichers (1985) there are three levels of organizational commitment which were related to the individual's development and organizational commitment such as higher level, moderate level and lower level of organizational commitment. Levels of commitment when it is increasing and when it is decreasing. Employee's level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Reichers, 1985).

#### **2.1.3.1. Higher level of Organizational Commitment**

High level of organizational commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization. Reichers (1985) stated that, high organizational commitment means identifying with one's employing organization. High levels of affective commitment have also been linked to better health and wellbeing in older workers (Meyer, Stanley, Herscovitch and Topolnytsky, 2002), which may open the door for further employment opportunities post-retirement. The "will to stay" suggests that, the behavioral tendencies at this level relate with affective dimension of commitment, where individuals stay because they 'want to' (Mowday et al., 1982). Therefore, employees highly committed to their organizations are believed to work more and make more self-sacrifice for the achievement of organizational objectives.

#### **2.1.3.2 Moderate Level of Organizational Commitment**

The moderate level of organizational commitment is characterized by moderate acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization (Reichers, 1985). This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997). The individuals stay in the organization because 'they should do so'.

### **2.1.3.3 Lower Level of Organizational Commitment**

Low level of organizational commitment is characterized by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization (Reichers, 1985). Employee is may stay because he or she ‘needs to stay’ as associated with the continuance dimension (Meyer & Allen, 1997). Given an option they will leave the organization. In this case, employees are continue with the organization because of lack of alternative; not having the qualifications required by another job; health reasons and family issues and near retirement.

### **2.1.4 The Concept of Job Involvement**

Job involvement described as the degree to which a person perceives his total work situation to be an important part of his life and to be central to him and his identity because of the opportunity it affords him to satisfy his important needs Nongo and Ikyanyon, 2012). Kanungo (1982) defined job involvement as individual's perception or belief that he is identified with his/her job. Job involvement involves only a single aspect, namely the three degree to which a person perceives the total work situation to be an important part of life, and to be central to their identity, because of the opportunity to satisfy important needs.

Furthermore, according to Ongori (2007) job involvement described as the degree to which a job is recognized to be the important factor in fulfilling one or another need of an employee. Involvement also shows that importance of work is the self-image of a worker. Thus involvement is basically convinced by the reading of an employee about his personal picture of life. The concept of job involvement was introduced for the first time by (Lodahl and Kejiner 1965). They relate the job involvement to psychology of an individual with the importance of work in the individual's self-image. Job involvement has a key role in improving the overall performance of organization. Employees spend a large portion of their time on the job and the job becomes an important aspect of life (Tariq, Farooq, Aisha, Muhammad & Syed, 2011).

### **2.1.5. The Importance of Job Involvement**

The concept of job involvement has seen a growing interest from different scholars and human resource management because many organizations face the challenges of managing and empowering their employees to actively contribute towards better performance. According to Denison and Neale (2011) involvement is the first organizational trait which ensures the participation of employees in decision making. It also relies on team effort to get work done and continual investment in the development of employee's skills. Employee involvement used to improve employee motivation, creativity, productivity, and commitment by enhancing responsibility, increasing authority, and making jobs challenging and interesting to employees, based on their abilities and the needs of the organization.

A state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job, whereas a state of disaffection implies a loss of individuality and separation of the self from the work environment (Nongo & Ikyanyon, 2012). When employees view their employment as a central life interest, rather than just a place to earn money, job involvement will be higher. Considering work as a central aspect of life enables workers to feel happier and be more punctual (Vargheese & Praveen, 2014). Active participation in the job is also an essential part of job involvement, as workers high on this measure are more willing to be fully occupied in their job without interference, meaning physically and mentally exerting themselves towards their work. On the other hand, an individual is positively influenced by his/her job, the readiness and accomplishments will automatically increase, it also creates the meaning of ownership (Ekmekci, 2011).

### **2.1.6. Approaches to Improve Employees Involvement**

To involve employees, the organizations identify several strategic firm initiatives and delegated authority to employees across all levels of the organization through task force to develop those initiatives. This continuous process, encourage their employees to generate ideas, put plan into action and create further beneficial initiatives for the organization. There are different involvement strategies like self-managed work team, employee committee, continuous

improvement, employee suggestion form and box, employee participation, communication and continuous feedback.

**i. Employee Participation**

Participation is mental and emotional involvement of a person in a group situation that encourages him/her to contribute to individual and group goals and share responsibilities. Participation is a process that allows employees to exercise some control over their work and the conditions under which they work (Strauss, 2006). Employee participation also could be considered as a process of involving employees directly and indirectly in their organizational decision making process.

**ii. Communication**

Communication plays a key role in the successes of any work place program or involvement practice. It helps to achieve the desired outcomes for the employee and the organization in variety of ways. The first, bottom up communication provides information about employee's needs, values, perception and opinions. The second, top down communication can increase utilization of specific work place involvement programs by making employees aware of their availability; clearly explaining how to access, use the services and demonstrating that management support and values the programs. Information circulation, simple as it may be, may result in high-level participation as workplace level involvement could lead to control over decisions about work organization (Wilkinson et al., 2010).

**iii. Feedback**

It refers to providing employees with direct and clear information about the effectiveness of their performance. Managers provide feedback frequently and in a variety of ways for employees in work place. Employees receiving advice and support from their supervisors and they also report their working progresses (Armstrong, 2014).

**iv. Self-directed Work Team**

Self-directed work time is groups of employees' assigned specific functions and the members' teams have to be sufficiently trained on specific skills related to the function of the group. Self-

directed teams are involved in planning, implementing and controlling all the activities that are part of the assignment for the group and since the team is self-directed (Armstrong, 2014). There is no leader to provide directions and all individuals within the team have the same level of authority.

### **2.1.6 The Concept of Perceived Organizational Support**

Perceived organizational support is defined as the extent to which employees perceive that their contributions are valued by their organization and the organization cares about their well-being. As such, perceived organizational support becomes one of the significant concepts of improving employees' level of satisfaction and commitment (Muse & Stamper, 2007; Krishnan & Mary, 2012). Research on perceived organizational support (POS) began with the observation that, if managers are concerned with their employee's commitment to the organization, employees are also focused on the organizations commitment to them. POS is a measure of the general belief held by an employee that the organization is committed to him / her, values and continued membership; generally it is concerned about the employee's well-being in the organization Eisenberger, Huntington, Hutchison & Sowa (1986); Shore & Shore (1995). It is similarly a sense by encouraging contribution to each organization, personal and organizational objective fulfillment.

POS is corresponds to the point which employees sense that the organization that implements them is willing to fairly compensate them for their determinations, help them in a situation of need (e.g. Illness, occupational problems), makes their work exciting and inspiring, and offer them with satisfactory working environments (Eisenberger et al., 1986)

According to Rhoades & Eisenberger (2002) POS is also increases employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance will be rewarded. For employees, the organization serves as an important source of socio-emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits (Eisenberger et al., 1986).

## ***Organizational Support Theory***

Eisenberger and other researchers indicate the bond between employees and organizations was first familiarized by the theory of Organizational Support (Wang & Zhang, 2010). The growth of POS is refreshed by employees' learning to give each organization humanlike feature, according to the organizational support theory (Eisenberger et al., 1986). Organizational support theory believes that to meeting social needs and to regulate the organization's willingness to incentive increased work effort, employees progress beliefs concerning to the range which the organization principles their contributions besides cares about their well-being. Organizations readiness to reward increased work determination and to meet community emotional needs, employees develop worldwide beliefs regarding the scope to which the organization ethics their assistances, cares about their comfort identifies that to define of Organizational support theory (Eisenberger et al, 1986; Shore & Shore, 1995)

### **2.1.7. The Importance of Perceived Organizational Support**

For the benefit of employees and organizations alike, it is crucial for organizations to recognize employees as valuable sources of human capital. Perceived organizational support is an employee's perception that the organization values his or her work contributions and cares about the employee's well-being; has been shown to have important benefits for employees and employers. According to Eisenberger & Rhoades (2002) there are many possible importance of perceived organizational support. The first one is creating meaning of ownership on employees or organizational commitment. In addition, change in withdrawal behavior the desire to remain, strains on employees performance, job related improvement, decrease absence rates and turnover and counter-productive behavior. Organizations improve the extent POS met needs for praise and approval the employee would incorporate organizational membership into self-identity and develop a positive emotional bond to the organization.

Moreover, employees, who perceive high level of organizational support, they are more likely to compensate the organization support by the positive attitude and the desired working behaviors. In this direction, creating the positive attitude and through the appropriate policy-makings and increasing the support and providing an environment free of tension and upset, help to create

the commitment of the organization's staff and enhance it and decrease the anxiety among them (Eisenberger et al., 2002).

### **2.1.8. Features of Perceived Organizational Support**

According to Eisenberger & Huntington (1985) POS is influenced by various aspects of an employee treatment by the organization and influence the employees' interpretation of organizational motives underline that treatment. This implies that there will be agreement in the degree of support that the employee would expect of the organization in wide variety of situations. This include the organizations likely reaction to the employees future illnesses, mistakes, superior performance and the organizations desire to pay a fair salary and make employees job meaningful and interesting. Perceived organizational support should rise based on three common forms of perceived favorable treatment received from the organization - fairness, supervisory support, and organizational rewards besides job situations where in return favorable outcomes are achieved such as job satisfaction and organizational commitment conferring by (Eisenberger & Rhoades, 2002).

#### **A. Fairness**

When employees perceive that they are receiving fair treatment in comparison to their coworkers, they perceive more supported by the organization. Fair organizational procedures and policies yield major contributions to POS because such procedures and policies are often viewed as strongly under the control of the organization and central to employees' long-term interests (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis , 2015).

#### **B. Supervisor Support**

Supervisor support could influence on employees' perceptions of organizational support. Supervisor characteristics for employees like care about their suggestions; care about their well-being; giving guidance on how a job was to be done; knowledgeable in their area as well as having human relations skills . Additionally, employee sees better supervisor support to be the degree to which employees perceive that they are being cared for, valued for their contributions.

When the supervisor is believed to care about the employees experience at work, they can to show appreciation to the work done (Eisenberger & Rhoades, 2002).

### **C. Organizational Reward and Working Condition**

Appropriate rewards and recognition for the achievement of high performance are strong drivers of POS (Eisenberger et al., 2002). When rewards and recognition and high performance are appropriately provided, organizations promote an environment that employees can expect to gain rewards for high performance. This expectation indicates that the organization values employee contributions. Therefore, not only increases employees' willingness to perform at a high level but also serves to enhance their perceived organizational support (Shore & Shore, 1995). Moreover, Eisenberger and Rhoades (2002) argues that there are many ways that employers can show appreciation and rewarded their employees fairly and recognizing them for new idea; promoting them when they deserve it; providing job security as incentive to remain with the organization; encouraging autonomy to correspondingly increase productivity and moral; provide proper training to ensure employees confidence in their job (Eisenberger et al., 1986).

### **2.1.9 Types of Organizational Support**

There are several ways that organizations can support their employees to improve their commitment to their job, such as employee recognition program, Health and safety, growth and development opportunity (Armstrong, 2009).

#### **A. Employee Recognition**

It is rewarding employees both individually and collectively for their contribution to the organization. By acknowledging employees and making them feel valued and appreciated, it can increase employee commitment, moral and self-esteem .Additionally, the organization itself may benefit from greater employee commitment and productivity, lower turnover and the ability to attract and retain top quality employees that leads top performer organization. There are many ways of recognizing employee's contributions. For instance, faire monetary compensation, retirement programs, competitive benefits packages, employees' awards and recognition ceremonies (Armstrong, 2009).

## **B. Career Development**

Career development is one of HR practice that can serve as an indication of support from the organization. Organizations which provide their employees' an opportunity for developing their careers by informing them about various posts available within the organization and making them compatible for the same by providing various training and education facilities (Armstrong, 2014). Research provided some evidence that career development opportunities offered by the organization may enhance POS (Meyer and Smith, 2000). It could help employees expand their knowledge, skills and abilities and apply the competencies they have gained new situations. This can provide gain to the organization by enhancing organizational effectiveness and improving work quality, as well as helping the organization to retain highly committed employee.

## **C. Employee Benefits**

Benefits are reward packages that organizations support their employees to increase their commitment or well-being. They are provided in addition to pay and form important parts of the total reward package. As part of total remuneration, they may be deferred or contingent such as a pension scheme, insurance cover or sick pay and they may be a company car or a loan (Armstrong, 2014). Employee benefits also include holidays and leave arrangements, which are not strictly remuneration. Moreover, the organization consider their employees interest when they provide different benefit packages and modify the existing one based on the majority of employees need to increasing employee perceived organizational support.

## **2.2. Empirical Review**

### **2.2.1 Job Involvement and Organizational Commitment**

Today, the aspect of organizational commitment and job involvement are even more important since they are considered as the driving forces behind an organization's overall performance. According to Kanungo (1982) people who are highly involved in their job will seriously take care and concern about their work. By involving employees actively in decision making, company leaders could encourage the value of their employees (Denison and Neale, 2011). Employees are more naturally develop deeper commitments to organizational and departmental

objectives when they help set them and involved in achieving them by offering input and making decisions that affect success.

A study conducted by Nongo and Ikyanyon (2012) found a significant relationship between involvement and organizational commitment. Thus employees are committed to their organizations when they are actively involved in decision making. The key success factors for organizations today are employee empowerment, teamwork and employee development. These enable managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization. Mowday et al. (1982) in their study confirmed that in many circumstances mainly employees are familiar with and involved in specific job, this activity make them satisfied due to fulfillment of psychological wants and needs and their commitment toward organization developed.

The study conducted by Tariq, Farooq, Aisha, Muhammad and Syed (2011) examined ‘the effect of job involvement on organizational commitments (affective, continuance and normative) in Pakistan’. Besides, the other aim is to determine whether there is a significant and positive relationship between job involvement and organizational commitment dimensions. The result of the study was proved that job involvement is positively related to affective, continuance and normative commitment. The findings also proved job involvement significantly and positively influence organizational commitment. They conclude that those organizations that have job involvement culture their employees are more committed than those organization who do not involve their employees’ evidence from Pakistan.

Saxena and Saxen (2014) also conducted the study to find out the relationship between job involvement, organizational commitment and organizational citizenship behavior and also to study the impact of job involvement on organizational commitment and Organizational citizenship behavior among service and manufacturing sector employees. Sample 150 employees of both service and manufacturing sector was selected and data collected with the help of questionnaire. Their findings was indicates that, there is significant effect of job involvement on organizational commitment. Additionally, the study found there is a significant relationship between job involvement, organizational commitment and organizational citizenship behavior.

The study conducted by Abdallah, Obeidat, Aqqad, Al Janini and Dahiyat (2017) to investigate the interrelationships among the three behavioral constructs of job involvement, job satisfaction and organizational commitment. Structural model is developed to demarcate the interactions among these constructs and explore the mediating effect of job satisfaction on the relationship between job involvement and organizational commitment. The model and the hypotheses were tested using structural equation modeling analysis. Their findings indicated that, job involvement have positively and significantly influence on job satisfaction and organizational commitment.

Based on the review of the above literatures, researcher proposed the Hypotheses following hypotheses.

*H1: Job involvement has significant and positive contribution for the variability on overall organizational commitment of MoA employees.*

### **2.2.2. Perceived Organizational Support and Organizational Commitment**

Perceived organizational support has a key factor for organizational commitment. A meta-analysis conducted by Rhoades and Eisenberger (2002) shows that, POS is strongly and positively correlated with organizational commitment. Currie & Dollery (2006) is found perceived organizational support have significant relationship organizational commitment. High perceived organizational Support generates an obligation for employees. Employees feel an obligation to return the organizations' commitment by showing behaviors that support organizational goals. Some studies reveal the positive and significant relationship between organizational support and organizational commitment its dimensions.

Khulida, Fairuzah and Ari (2012) conducted an empirical study to examine the relationships between perceived organizational support and organizational commitment. The data were analyzed using Pearson's correlation and regression analysis to investigate the relationship between perceived organizational support and organizational commitment. They also proved that, perceived organizational support was highly important to affective and normative commitment whereas its relationship with continuance commitment was not relevant. Finally, they also found perceived organizational support have significant influence on organizational

commitment. Furthermore, their findings confirmed that perceived organizational support play a vital role in promoting organizational commitment.

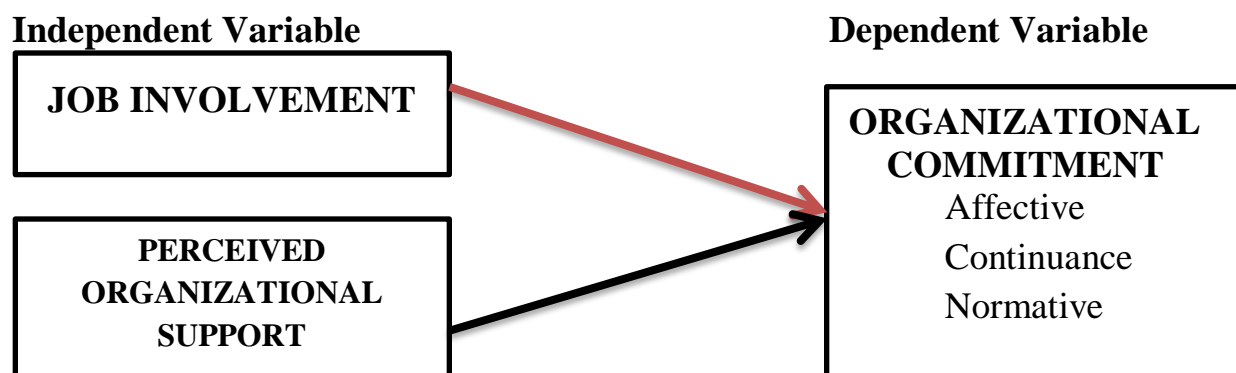
The study conducted by Marziyehn, Morteza and Abbas (2013) also examined the relationship between perceived organizational support and organizational commitment of the staff of general office for sport and the youth in Mazandaran province. Their finding was there is a significant positive relationship between the perceived organizational support and the organizational commitment and its components. They suggested that managers should create organizational support if they intend to increase organizational commitment.

Based on the review of the theoretical reviews and the finding of the empirical studies the researcher proposed the Hypotheses:

***H2:** POS has significant and positive contribution for the variability on overall organizational commitment of MoA employees.*

## 2.3. Conceptual Framework

Based on the overall review of the related literatures, empirical studies the conceptual framework of this study is developed on the assumption that, effect of job involvement and perceived organizational support on employees' commitment. Kanungo (1982) described job involvement is an individual's psychological identification or commitment to his/her job. According to Eisenberger et al., (1986) perceived organizational support increases employees' felt obligation to help the organization reach its objectives, improve their commitment to the organization. In this study Organizational Commitment is taken as a dependent variable while job involvement and POS as independent variables, organizational commitment in its dimensions as dependent variable. The relationship of the variables for this study is presented as follows.



**Fig.2.1. Conceptual frame work of the study**

## 2.4. Summary of Research Hypotheses

According to Creswell (2009) hypothesis is a logical conjectured relationship between two or more variables expressed in form of testable statements. The proposed research hypothesis based on the theoretical and Empirical Review of the literature is presented below.

***H1:** Job involvement has significant and positive contribution for the variability on overall organizational commitment of MoA employees.*

***H2:** POS has significant and positive contribution for the variability on overall organizational commitment of MoA employees.*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter describes the research methodology and techniques which were used to conduct the study. In this chapter, the practical methods used in order to answer the research questions and fulfill the purpose of the research are presented. Such as research design, approach and method, population and sample, data source and type, description of the data collection instrument, data collection method, ethical considerations and the methods of data analysis. It also examines the technique used to administer the questionnaire.

#### **3.1 Research Design and Approach**

To achieve the stated objectives, the study adopted purely a quantitative research approach. Quantitative method is study involving analysis of data and information that are descriptive in nature and qualified (Creswell, 2009). Research design is the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way. It constitutes the blueprint for the collection, measurement and analysis of data (Saunders, Lewis and Thornhill, 2016). In this study explanatory research design was used, it enables to describe and determine the relationship and effect of the independent variable on the dependent variable. The rationale for the choice of explanatory research design is that, it is appropriate for studies that establish causal relationship between variables (Creswell, 2009).

#### **3.2 Research Method**

For this study, a survey research method was used. Survey research is a research method involving the use of standardized questionnaires or interviews to collect data about people and their preferences, thoughts, and behaviors in a systematic manner (Creswell, 2009). Cross-sectional survey was the specific type of survey method employed in this study, where the independent (JI and POS) and dependent (OC) variables measured at the same point in time, using a single questionnaire. The major advantages of questionnaires are that they can be

administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring instruments (Leary, 2004).

### **3.3. Target Population, Sample Size and Sampling Techniques**

#### **3.3.1. Population**

The target population of the study was all employees of the Ministry of Agriculture. As of November 3, 2018, the Ministry of Agriculture had a total of 1050 permanent employees. The researcher was excluded from the study those employees who have less than one year of service experience with in the Ministry, because they are not appropriate to understand and give useful response about organizational commitment for the Ministry. Target population of this study was employees with above one year of service within the Ministry, which were 930 employees. Due to time and resource constraints it was difficult to study all the population of the study and selecting a sample was necessary.

According to Sekeran (2006) sample defined as a portion of the population that represents the entire population. Even though, including all employees ideas on the analysis would have been better for conclusion and generalization, economically and operationally, it is very difficult to contact all employees in research. Therefore, taking a representative sample of the population of the employees is feasible. Probability sampling method was used to select the participants from the population. In probability sampling, all people within the research population have a specifiable chance of being selected. These types of sample are used if the researcher wishes to explain, predict or generalize to the whole research population (Saunders, Lewis and Thornhill, 2016).

#### **3.3.2 Sample Size Determination**

In order to decide the participant of the study, the formula of Yamane (1967:886) was used to calculate sample size. The reason behind choosing this formula was that the formula can provide for finite population. This study population also finite, total number and list of employees is available.

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

Where:  $n$  = sample size for the research use

$N$  = total number of employee work above one year with in the ministry

$e$  = confidence level

Thus,  $N=930$   $e = \pm 0.08$

Sample size ( $n$ ) =  $930 / (1 + 930(0.08)^2) = 930 / 7 = 133$  respondents was selected.

For this study,  $e$  is taken as  $\pm 0.08$  because the population was homogenous, availability of respondents and to increase the response rate. The more heterogonous a population, the large the sample size required to obtain a given level of precision, the less variable (homogenous) a population, the smaller the sample and lager precision. Yamane, 1967 is proved a simplified formula to calculate the sample size (sample size for  $\pm 3\%$ ,  $\pm 5\%$ ,  $\pm 7\%$  up to  $\pm 10\%$  precision level where confidence level is 95%).

### **3.3.3 Sampling Technique**

Once the sample size was determined the next step was determining appropriate sampling technique. Systematic random sampling technique was used to select the respondents from the Ministry. It was appropriate because each employee's in the population has an equal probability of being selected (Creswell, 2009). First, by using the list of employees those have more than one year of experience in the Ministry and then sample of employees was selected every seven intervals from the list of all employees. Therefore, as per the above formula, 133 employees were computed.

### **3.4. Data Types and Sources**

In this study both primary and secondary data sources were used. The Primary data sources were the survey questionnaire. Through the questionnaire data's were collected on the demographic characteristic of the respondents, the independent variables which are (JI and POS) the dependent variable, which is OC in its three dimensions. Selected sample employees of the MoA were communicated. The Secondary data sources were mainly used to review the related literature on the topic under study and to get the human resource related data of the Ministry. These include: books, publications, research studies, referred journal articles and company documents.

### **3.5. Methods of Data Collection**

To get the general picture of the issue under study, the researcher used a questionnaire which consisted of 42 items (employees' characteristics, job involvement, POS and dimensions of OC). Before actual data collection, questionnaire was pre-tested on 30 employees to evaluate the appropriateness of the design, clarity and interpretation of the questions and relevance of the questions. Training was given to data collectors about method of data collection, the contents of the questionnaire and how to communicate with respondents. Then, hard copies of questionnaire were distributed to employee with a possible return period of three days by using data collectors under supervision of the researcher. Those respondents who need further explanation on the questionnaire were communicated face to face with the researcher to minimize the risk of misinterpretation and misconceptions.

### **3.6. Data collection Instrument**

The study used questionnaire which includes close ended questions to collect information from employees. The questionnaire consisted of three main sections. In the first section, there were six questions about demographic characteristic of the respondents (age, gender, marital status, service year in MoA and employment group).

The second section contained the job involvement and perceived organizational support scales. Job involvement was measured by adopting 8 items from the job involvement questionnaire (JIQ) developed by Kanugo (1982). The perceived organizational support questionnaire (POSQ) was used to obtain data about perceived level of organizational support (Eisenberger et al., 1986). POSQ consists of 8 questions and also has a five-point Likert scale.

Section three contained the organizational commitment (affective, normative and continuance commitment) scales. The organizational commitment questionnaire (OCQ) (Allen & Meyer, 1990) was used to obtain data on employee's level of organizational commitment. OCQ consists of 20 items which measure employees' organizational commitment that included affective commitment (7-items), continuance commitment (7-items) and normative commitment (6-items). All responses were rated on a five point Likert Scale type strongly disagree=1, disagree=2, neither agree nor disagree=3, Agree=4 and strongly agree=5.

**TABLE 3.1 Summaries of Measures**

<b>Variables</b>	<b>Source</b>	<b>Items</b>
Job Involvement	Kanugo, 1982	8
Perceived organizational support	Eisenberger et al. 1986	8
Affective Commitment	Allen and Meyer, 1990	7
Normative Commitment	Allen and Meyer, 1990	7
Continuance Commitment	Allen and Meyer, 1990	6
Organizational Commitment	Allen and Meyer, 1990	20

### **3.7. Validity and Reliability**

To assure the validity and the reliability of the measurement instrument, a standardized questionnaire was used. The content validity was verified for the appropriateness of questions and the scales of measurement. In addition, all reference materials are acknowledged with proper citation and confidentiality of data was maintained throughout the process. Furthermore, a pilot test of the instrument was performed on 30 employees to determine its applicability in the

context of the MoA employees. The test was conducted to check the consistency of all variables measures in the study based on Cronbach's Alpha value. As depicted in Table 3.2 below, all variables have adequate levels of internal consistency and they meet the acceptable standard of 0.7 (Sekaran, 2003).

**Table 3.2 Alpha Results of Pilot Test**

<b>Variables</b>	<b>Cronbach's Alpha <math>\alpha</math></b>	<b>No of items</b>
Job involvement	.899	8
Perceived organizational support	.943	8
Organizational Commitment Scale	.870	20
Affective Commitment	.919	7
Continuance Commitment	.831	7
Normative Commitment	.861	6

*Source; Survey data, 2019*

**Table 3.3 Summary of Reliability Analysis of all Measures**

<b>Variables</b>	<b>N</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Job Involvement	130	8	.933
Perceived organizational support	130	8	.901
Organizational commitment	130	20	.895
Affective commitment	130	7	.951
Continuance commitment	130	7	.916
Normative commitment	130	6	.827
Overall variables reliability	130	36	.922

*Source; Survey data, 2019*

According to Sekaran (2006) the reliability less than 0.6 considered poor; reliability in the range 0.7 is considered to be acceptable and reliability more than 0.8 are considered to be good. Accordingly, overall Cronbach's alpha result of reliability of the instrument used in this study was obtained 0.922 with the help of SPSS program as shown in Table 3.3. The scores of alpha

for JI, POS and OC are 0.933, 0.901 and 0.895 respectively. Therefore, since the alpha of the questionnaire is higher than 0.80, the result signifies that the questionnaire used in this study were considered as highly reliable.

### **3.8. Ethical Consideration**

The researcher was maintaining all ethical code of conduct throughout the research process. The data was collected based on the willingness of participants. Prior to actual data collection based on structured questionnaire, respondents were informed about the objectives of the study. Covering letter was attached to the questionnaire to ensure participants anonymity and confidentiality that information obtained from them disclosed to the third party. Moreover, the study provides anonymity that means the information from the respondents were kept confidential and not biased for any other personal interest.

### **3.9. Method of Data Analysis**

The data from the survey questionnaires were analyzed quantitatively. To describe the demographic profile of the respondents, frequencies and percentages calculated. The responses on the independent and dependent variables were summarized and described using the central measure of tendency of mean and standard deviation for measuring variability.

To see the strength of the relationship between the independent and the dependent variables a correlation analysis was done. Furthermore, normality and multi-collinearity tests were tested before conducting regression analysis. Then a regression analysis was performed to examine the effects of job involvement and perceived organizational support on organizational commitments of MoA employees. To process the data, the statistical packages for social sciences, SPSS version 20 was used. Finally, major findings were discussed based on the result.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULT AND DISCUSSTION**

This chapter presents and analyzes the data collected from the participants. The results about the demographic characteristics, the relevant statistical analysis to answer the research questions is presented and interpreted.

#### **4.1. Response Rate of Employees**

Out of the total of 133 questionnaires which were distributed to the selected sample of employees, 130 were properly filled questionnaires and used for the analysis. The remaining three questioners were not properly filled. Therefore, the researcher had excluded these responses and lowering the number of filled questionnaires to 130 which give a response rate of 97.7%.

#### **4.2. Demographic Profile of Employees**

This section summarized the demographic characteristics of the sample which includes age of the employees, gender, level of education, work experience, employment group and marital status. The purpose of the demographic descriptive analysis in this research was to describe the characteristics of the sample of employees such as the proportion of males and females, range of age, level of education, marital status and employment group, so that the analysis could be more meaningful for reader.

**Table 4.1 Demographic Profile of Employees**

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	74	56.9%
	Female	56	43.1%
	Total	130	100%
<b>Age in Year</b>	18-25	34	26.2%
	26-35	55	42.3%
	36-45	22	16.9%
	46 and above	19	14.6%
	Total	130	100%
<b>Marital status</b>	Married	56	43.1%
	Single	72	55.4%
	Divorce	2	1.5%
	Total	130	100%
<b>Education level</b>	Diploma	5	3.8%
	BA/BSC	88	67.7%
	MA/MSC	37	28.5%
	Total	130	100%
<b>Work Experience in MoA</b>	1-3	54	41.5%
	4-6	33	25.4%
	7-10	25	19.2%
	Above 10	18	13.8%
	Total	130	100%
<b>Employment Group</b>	Technical staff	51	39.2%
	Support staff	79	60.8%
	Total	130	100%

*Source; Survey data, 2019*

Table 4.1 shows the distribution of respondents by gender and Out of 130 respondents 74 (56.9%) were males while 56 (43.1%) were females. This indicates that, in terms of gender,

respondents were roughly proportionate between male and female. This shows the Ministry relatively gives equal chance for both male and female employees in every matter. Regarding the age of employees, the sample population was largely dominated by the age group of 26-35 years employees which was 55 (42.3%) followed by the age group comprise of 18-25 years 34(26.2% )employees. This indicates that, most of the sample employees were youngsters.

The remaining group of employees consisted of 22(16.9%) employees in between the age of 36 - 45 years and 19 (14.6%) employees with the age of 46 and above years. This indicates that most of the respondents are in the young age group which will be looking for challenging works, open for change, ready to learn more and need dynamic environment.

In terms of educational level, the distribution was not equally distributed. That is 5(3.8 %) of employees had college diploma, while the majority 88(67.7%) of employees had first degree and 37(28.5%) of employees had master degree. The largest percentage of employees had first degree; while the lowest percentage of employees had diploma. Regarding to, demographic profile of employees, majority of employees 72 (55.4%) were single which followed by married employees 56 (43.1%) and the last 2 (1.5%) employees were divorced.

When looking at the tenure of sample of employees in the Ministry, 54(41.5%) of the employees were with 1-3 years of experience and these takes the majority. On the other hand, 33(25.4 %), 25(19.2%) and 18(13.8% ) of the respondents had 4-6 years, 7-10 years and above 10 years of work experience, respectively. This shows that majority of the respondents spent smaller number of years within the ministry when compared to those stayed longer. Furthermore, regarding to employment group, majority of the respondents 79(60.8%) were support staff and the remaining 51(39.2%) respondents were technical staff.

### 4.3. Descriptive Statistics of the Variables

Since the data was collected using Likert scale questionnaire, the recommended data analysis procedure used for the interval scale items is descriptive statistics of mean for central tendency and standard deviations for variability. As a result of this, the responses of the participants regarding the independent and dependent variables were summarized using the mean and standard deviation.

To measure the general perception of the employees regarding overall job involvement, perceived organizational support and level of organizational commitment in the Ministry of Agriculture, the respondents were asked to rate them. The questionnaire was based on the five point Likert Scale which varies from 1 to 5 as: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree and 5 = Strongly agree. The researcher summarized the measures with the respective means and standard deviations.

According to Marczyk, Dematteo and Festinger (2005) the statistical values for items assumed that the mean (M) score less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate and the mean score 4.01 and above was considered as high by comparison bases of mean score of five point Likert Scale Survey Questionnaire. On the other hand, standard deviation (SD) showed that, measure of variability that indicated the average amount that scores vary from the mean.

### 4.3.1. Job Involvement

**Table 4.2: Employees response regarding Job Involvement**

Items	Mean	Std. Deviation
My director encourages me to make my own decisions as far as possible.	3.13	1.216
I am very much involved in my job personally.	3.51	1.209
I would feel guilty if I left my day's job incomplete.	3.18	1.231
I have very strong ties with my current job which would be very difficult to break.	2.95	1.272
My job is the most important part of my life.	3.11	1.459
I am often involved when changes are planned.	2.89	1.175
I am involved in making decisions that affect my job.	2.92	1.198
I am involved in setting the goals and objectives for my job.	3.01	1.273
<b>Overall Job Involvement</b>	<b>3.0875</b>	<b>1.2541</b>

Source: *Survey Result, SPSS output, 2019* *N = 130*

The above Table 4.2 showed that, “My director encourages me to make my own decisions as far as possible” scored a mean of  $M=3.13$ ; “I am very much involved in my job personally” scored  $M=3.51$ ; “I would feel guilty if I left my day’s job incomplete” scored  $M=3.18$ ; “My job is the most important part of my life” scored  $M=3.11$  and “I am involved in setting the goals and objectives for my job” scored  $M=3.01$ , implies that, majority of respondents moderately agreed on those five items while the remaining three items scored below moderate level such as, “I have very strong ties with my current job which would be very difficult to break” scored  $M=2.95$ ; “I am often involved when changes are planned” scored  $M=2.89$  and “I am involved in making decisions that affect my job” scored  $M=2.92$ .

The cumulative mean of overall job involvement was scored  $M = 3.0875$  and  $SD = 1.254$  indicated that employees of the Ministry were moderately agreed on overall job involvement.

### 4.3.2 Perceived Organizational Support

**Table 4.3: Employees response regarding Perceived Organizational Support**

Items	Mean	Std. Deviation
Ministry of Agriculture really cares about my well-being.	2.63	.997
Help is available from Ministry of Agriculture when I have a problem.	2.92	1.111
Ministry of Agriculture wishes to give me the best possible job for which I am qualified.	2.85	1.169
Ministry of Agriculture tries to make my job as interesting as possible.	2.42	1.033
Ministry of Agriculture strongly considers my goal and values.	2.48	1.087
Ministry of Agriculture would understand long absences due to my illness.	3.13	1.222
Ministry of Agriculture cares about my general satisfaction at work.	2.37	1.072
Ministry of Agriculture takes pride in my accomplishments at work	2.46	1.050
<b>Overall Perceived Organizational Support</b>	<b>2.6575</b>	<b>1.09265</b>

Source: *Survey Result, SPSS output, 2019*

*N = 130*

As portrayed in the above Table 4.3, the mean score of employee agreement indicates that, “Ministry of Agriculture really cares about employees well-being” scored  $M=2.63$ ; “Help is available from the Ministry when employees have a problem” scored  $M=2.92$ ; “The Ministry wishes to give the best possible job for which employees are qualified” scored  $M=2.85$ ; “The Ministry tries to make their job as interesting as possible” scored  $M=2.42$ ; “the Ministry strongly considers their goal and values” scored  $M=2.48$ ; “The Ministry cares about employees general satisfaction at work” scored  $M=2.37$  ; and “The Ministry takes pride in employees accomplishments at work” scored  $M=2.46$  while “The Ministry would understand long absences due to their illness” scored  $M=3.13$ .

The cumulative mean of perceived organizational support which was  $M=2.66$  and  $SD=1.0926$ , showed that except they are moderately agree on the Ministry would understand long absences due to their illnesses, employees perception on organizational support at low level. Therefore,

this indicates that, the Ministry lacks an effective support strategy that makes employees feel well supported.

### 4.3.3 Affective Commitment

**Table 4.4: Employees response regarding affective commitment**

Items	Mean	Std. Deviation
I would be very happy to spend the rest of my career with in the MoA.	2.55	1.208
I enjoy discussing about MoA with people outside it.	2.64	1.161
I really feel as if MoA problems are my own.	2.66	1.204
I do feel like 'part of the family' at MoA.	2.60	1.198
I do feel 'emotionally attached' to MoA.	2.59	1.166
MoA had a great deal of personal meaning for me.	2.65	1.225
I do feel a strong sense of belonging to MoA.	2.66	1.178
<b>Overall Affective Commitment</b>	<b>2.6214</b>	<b>1.1914</b>

Source: Survey Result, SPSS output, 2019

N = 130

The above Table 4.4 demonstrated that, the mean and standard deviation score for each item of affective commitment. The lowest M =2.55 of the first item indicates that, majority of employees were not happy to spend the rest of their career with in the Ministry. This implies that, most of employees can leave the Ministry if they get another offer. Accordingly, employees enjoy discussing about the Ministry with people outside of it scored M=2.64; “I really feel as if the Ministry problems are my own” scored M=2.66; “Employees’ do feel like 'part of the family’” scored M=2.60; “I do feel 'emotionally attached' to the Ministry” scored M=2.59; “The Ministry had a great deal of personal meaning for me” scored M=2.65 and “I do feel a strong sense of belonging to Ministry” scored M=2.66.

Overall mean score of M=2.62 and SD=1.1914 for affective commitment indicated that, employees’ affective level of commitment is low. Employees were not agreeing with acceptance

of the organizational values, goals and hadn't been willingness to exert efforts to remain with the organization. It is also indicated that, employees had no emotional attachment to the Ministry and there is no desire and intention to remain as part of the organization.

#### 4.3.4. Continuance Commitment

**Table 4.5: Employees response regarding continuance commitment**

Items	Mean	Std. Deviation
I am afraid of what might happen if I quit my job without having another one lined up.	3.23	1.138
It would be very hard for me to leave MoA right now, even if I wanted to.	3.09	1.191
Too much in my life would be disrupted if I decided; I wanted to leave MoA now.	3.08	1.201
Right now, staying with MoA is a matter of necessity as much as desire.	3.07	1.208
I feel that I have too few options to consider leaving this MoA.	2.88	1.226
One of the few serious consequences of leaving MoA would be the scarcity of available alternatives.	3.07	1.277
One of the major reasons I continue to work for MoA is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	2.74	1.224
<b>Overall Continuance Commitment</b>	<b>3.0228</b>	<b>1.2092</b>

Source: Survey Result, SPSS output, 2019

N = 130

The above Table 4.5 demonstrates that, the mean and standard deviation range between the lowest M =2.74 and the highest M = 3.23. The lowest was the issue of overall benefits in the Ministry. It revealed that, employees believed to have major reasons of why they continued to work for MoA was that, leaving would not require considerable personal sacrifice; rather another organization may have the overall benefits they have.

On the other hand, a higher mean score was about employees' afraid of what might happen if they quit their job without having another one lined. In addition, "it would be very hard for me to leave MoA right now, even if I wanted to" scored M=3.09; "Too much in my life would be disrupted if I decided; I wanted to leave MoA now" scored M=3.08 and "Right now, staying with MoA is a matter of necessity as much as desire" scored M=3.07. On the other hand, "I feel that I have very few options to consider leaving this MoA scored M=2.88 and "One of the few serious consequences of leaving MoA would be the scarcity of available alternatives" scored M=3.07.

The cumulative mean of continuance commitment which was scored M=3.0228 indicated that, most of employees preferred to continue with MoA because they were afraid of leaving cost with no alternative and very hard for them to leave MoA right now.

#### 4.3.5. Normative Commitment

**Table 4.6: Employees response regarding normative commitment**

Items	Mean	Std. Deviation
I think that people these days move from company to company too often.	3.42	1.256
I do believe that a person must always be loyal to his or her organization.	3.25	1.168
One of the major reasons I continue to work for MoA is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	3.02	1.161
If got another offer for a better job elsewhere, I would not feel it was right to leave MoA.	2.74	1.224
I was taught to believe in the value of remaining loyal to one organization.	3.02	1.151
Things were better in the days when people stayed with one organization for most of their careers.	2.93	1.265
<b>Overall Normative Commitment</b>	<b>3.063</b>	<b>1.204</b>

Source: Survey Result, SPSS output, 2019

N = 130

As per the above Table 4.6 the mean and standard deviation score of employee agreement indicated that, “I think that people these days move from company to company too often” scored M=3.42; “I do believe that a person must always be loyal to his or her organization” scored M=3.25 ; “One of the major reasons I continue to work for the Ministry is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain” scored M=3.02 and “I was taught to believe in the value of remaining loyal to one organization” scored M=3.02 ; while “If got another offer for a better job elsewhere, I would not feel it was right to leave the Ministry” scored M=2.74; and “Things were better in the days when people stayed with one organization for most of their careers” scored M=2.93.

The cumulative mean of normative commitment score M=3.063, this indicates that, the level of agreement on normative commitment of sample employees were moderate level.

**Table 4.7: Summary on Descriptive Statistics for OC Dimensions**

<b>Items</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Affective Commitment	130	2.621	1.191
Continuance Commitment	130	3.023	1.209
Normative commitment	130	3.063	1.204
<b>Overall Organizational Commitment</b>	<b>130</b>	<b>2.9024</b>	<b>1.20153</b>

*Source: Survey Result, SPSS output, 2019*

The above descriptive statistics depicted in above Table 4.8 showed that, the mean or the average response of the respondents about the degree of their organizational commitment was 2.90 (SD=1.201) on a 5-point scale. The normative commitment with a mean of 3.06 (SD=1.204) is the highest mean value from the other dimensions. The average mean of the continuance and affective commitments are 3.02(SD=1.209) and 2.62(SD=1.191) respectively. This indicates that the majority of the sampled employees stay in the organization because they feel obliged to remain in the organization (NC) than the costs associated with leaving the organization (CC) the emotional attachment towards the organization (AC) and the mean score for each dimensions of organizational commitment.

The cumulative mean of overall organizational commitment was scored  $M=2.902$  ( $SD=1.201$ ), this indicated that, the level of agreement sample of employees on overall organizational commitment at low level. Therefore, they were not committed to the Ministry. This low level of OC is described by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization (Meyer and Allen, 1997).

#### 4.3.6 Summary of Descriptive Analysis of all Variables

**Table 4.8: Summary of Descriptive Statistics of all Variables**

Items	N	Mean	Std. Deviation
Job Involvement	130	3.0837	1.2541
Perceived Organizational Support	130	2.6575	1.0927
Organizational Commitment	130	2.9024	1.2015
Valid N (list wise)	130	2.9024	1.20153

*Source: Survey Result, SPSS output, 2019*

The above overall descriptive statistics in Table 4.7 showed that, the level of employees job involvement and perceived organizational support in relation to employees' organizational commitment contained of job involvement  $M = 3.08$  and  $SD = 1.25$ , perceived organizational support  $M=2.66$  and  $SD=1.09$  and organizational commitment of employees was scored  $M = 2.90$  and  $SD = 1.20$ . From the result, it is clear to understand that the mean score of job involvement is moderate, both perceived organizational support and employees' organizational commitment is low.

#### 4.4. Correlation Analysis

In order to see the strength of the relationship between the dependent variable OC in its dimensions and the independent variables (JI and POS) a Pearson correlation analysis was performed. According to Cohen (1988), ( $r$ ) ranging from 0.10 to 0.29, 0.30 to 0.49 and 0.50 to 1.00 indicates low, moderate and high degree of correlation, respectively. Correlation coefficient ( $r$ ) was carried out to measure the relationships between variables.

**Table 4.9: Correlations among Dependent and Independent Variables.**

		<b>JI</b>	<b>POS</b>	<b>OC</b>
<b>Job Involvement</b>	Pearson Correlation	1	.534**	.640**
	Sig. (2-tailed)		.000	.000
	N	130	130	130
<b>Perceived Organizational Support</b>	Pearson Correlation	.534**	1	.544**
	Sig. (2-tailed)	.000		.000
	N	130	130	130
<b>Organizational Commitment</b>	Pearson Correlation	.640**	.544**	1
	Sig. (2-tailed)	.000	.000	
	N	130	130	130

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

*Source: Survey Result, SPSS output, 2019*

The result from correlation analysis in Table 4.9 above indicated that job involvement had positive and significant relationship with organizational commitment of employees' at significant level of ( $r=0.64$ ,  $p<0.01$ ). Significant and positive relationship is found between job involvement and organizational commitment. The results of the correlation analysis of this study are in agreement with the previous studies made on the variables. For example, the finding of the study made by Tariq et al. (2011) and Abdallah, Obeidat, Aqqad, Al Janini, & Dahiyat (2017) revealed that job involvement was positively and highly correlated to organizational commitment.

Correlation results in Table 4.9 also showed that, there is a significant positive relationship between perceived organizational support and organizational commitment with ( $r = 0.544$ ,  $p < .01$ ). The finding of the study made by Khulida, Fairuzah & Ari (2012) and Marziyeh, Morteza & Abbas (2013) also shown that, POS was positively and highly correlated with organizational commitment. According to the result of this study, employees who feel supported by their organization and feel valued as an employee in the organization, they could feel responsible in maintaining the organization status and feel more attached to the organization. When employees view their organization supportively; it is likely that they are feeling a strong desire to continue membership in their organization.

## 4.5 Regression Analysis

In order to determine the influence of the independent variables (job involvement and POS) and dependent variable (OC) involved in the study, to determine whether the formulated hypotheses are going to be accepted or rejected, multiple regression analysis were employed. This is because of the fact that, inferential statistics allow researchers to infer from the sample to total population through the analysis of relationship between two variables and how two or more independent variables might explain the variance in a dependent variable (Sekaran, 2006).

### 4.5.1 Test for Normality of the Data

A normal distribution assumes that the populations from which the samples are taken are normally distributed. According to Saunders, et al. (2016), normal distributions take the form of a bell-shaped curve. Kurtosis, skewness and their standard errors are common descriptive statistics that measure the shape of the distribution. Skewness refers to the skew of a distribution. Kurtosis refers to the peakiness of a distribution and measures the relationship between a distribution's tails and its most numerous values. The results are then divided by the standard errors skewness and kurtosis should be within the +2 to -2 range when the data are normally distributed (Liao, Lewis & Bryman, 2004). The results of the normality test for this study are presented in Table 4.3. The table shows that all values for the variables fall within the range of +2 to -2 for both skewness and kurtosis. Therefore, all variables can be considered as normally distributed.

**Table 4.10: Normality Test for Variables**

	Descriptive Statistics				
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Involvement	130	-.154	.212	-1.304	.422
Perceived Organizational Support	130	.288	.212	-.692	.422
Organizational Commitment	130	.030	.212	-.661	.422

Source: Survey result, SPSS output, 2019

### 4.5.2 Multi-collinearity Test for Intendant Variables

The independent variables in the study were tested using SPSS variance inflation factor (VIF) and tolerance multi-collinearity diagnostics. According to Pallant (2005), tolerance is the indicator of how much of the variability of independent variable is not explained by another independent variable. Thus, the value VIF is less than 0.1 and tolerance value is above 10, it implies possibility of multi-collinearity. Therefore, in this study, the issue of multi-collinearity was not a problem because the values of tolerance for variables were below 10 and VIF also greater than 0.1 as shown in Table 4.11.

Table 4.11: Multicollinearity Test for Independent Variables

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Job Involvement	0.715	1.398
Perceived organizational support	0.715	1.398

a. Dependent Variable: OC

*Source: Survey result, SPSS output, 2019*

### 4.5.3 The Effect of Job Involvement and POS on Organizational Commitment

Multiple regression analysis was used to determine the effect of two or more independent variables on one dependent variable. Multiple regression analysis also helps in understanding how much of the variance in the dependent variable is explained by a set of predictors. The coefficient of determination is represented by  $R^2$  which can take any value between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable (Saunders, Lewis & Thornhill, 2016).

The regression was made between the independent variables which are job involvement and perceived organizational support with the total organizational commitment of the employees.

The results of the multiple regressions of JI and POS with organizational commitment are presented in three tables.

The first table of the multiple regressions model is the Model Summary table. This table provides the R, R<sup>2</sup>, adjusted R<sup>2</sup>, and the standard error of the estimate, which can be used to determine how well a regression model fits the data.

The multiple correlation coefficients, R, can be considered to be one or more measure of the quality of the prediction of the dependent variable. The R<sup>2</sup> value (also called the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables.

The second table of the multiple regressions is the ANOVA table. The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The Third table of the multiple regressions model is the coefficient table. This table tests for the significance effect of each of the independent variables on dependent variable.

Table 4.12: Multiple Regression Analysis and Model Summary

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 <sup>a</sup>	.467	.458	.41304

a. Predictors: (Constant), Perceived Organizational Support, Job Involvement.

*Source: Survey Result, SPSS output, 2019*

Table 4.13: Multiple Regressions ANOVA

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

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18.956	2	9.478	55.556	.000 <sup>b</sup>
Residual	21.666	127	.171		
Total	40.622	129			

a. Dependent Variable: Overall Organizational Commitment

b. Predictors: (Constant), Perceived Organizational Support, Job Involvement

Source: Survey Result, SPSS output, 2019

Table 4.14: Multiple Regression Coefficients

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.585	.133		11.954	.000		
Overall JI	.265	.041	.489	6.383	.000	.715	1.398
Overall POS	.188	.051	.283	3.688	.000	.715	1.398

a. Dependent Variable: Organizational Commitment

Source: Survey Result, SPSS output, 2019

From the regression model Presented in table 4.12, a value of R=0.283, indicates a positive prediction of the independent variables (JI and POS) on the dependent variable (OC). The R square value of 0.467 indicated that, the proportion of variance in the effect that can be accounted for by the predictors. Thus, the result implied that 46.7% of the variation in employees’ organizational commitment jointly explained by the predictors, i.e., job involvement and perceived organizational support. This means that, from existing employees’ level of organizational commitment 46.7% were explained by the combinations of job involvement and

organizational support. The remaining 53.3% of difference in changes in employees' OC were explained by other factors.

Accordingly, the above ANOVA table 4.13 showed that the overall regression model is significant,  $F(2, 127) = 55.6, P < 0.001$ . This means that both job involvement and POS jointly statistically a good predictor of employees' organizational commitment.

In the above Table 4.16 multiple regression coefficients of multiple regressions model to predict the OC from independent variables job involvement and POS. The result is also provided on the contribution of each independent variable of overall organizational commitment. It indicated that, how much the dependent variable could vary with an independent variable when all other independent variables were kept constant. The p= value showed that, the significance of the influence of job involvement and POS on employees' OC. Therefore, multiple regression coefficient analysis revealed that, job involvement ( $\beta = 0.489$ ) and perceived organizational support ( $\beta = 0.283$ ) had a unique contribution on OC of employees in the Ministry. Since all were significant at  $P = 0.00$  (at 99% confidence level). Thus, the final model for the multiple regressions analysis result,

$$\text{Employees' OC} = 1.585 + 0.489 (\text{Job Involvement}) + 0.283 (\text{POS}) + \epsilon$$

## 4.6 Hypothesis Testing

***H1: Job Involvement has significant positive effect on organizational commitment.***

Based on the regression result job involvement ranks the first place with beta value of  $\beta = 0.489$ . This means that, job involvement had positive influence on employees' organizational commitment. The result revealed that, when employee job involvement increase by 1% level of OC also increased by 48.9%. This implies job involvement has positive and significant influence for enhancing level of employees' OC. Thus, the above hypothesis (**H1**) is accepted. This result is similar with previous studies conducted by (Tariq et al. (2011); Saxena and Saxen (2014);

Abdallah et al., 2017) they found that job involvement has significant and positive effect on organizational commitment.

Therefore, employees are committed to their organizations when they are involved in decision making and when changes made on concerning their job. In other words, employees actively involved on their job and participate in decision making regarding their job they become more attached to the organization. Similarly, employees are positively influenced by their job; the readiness and accomplishment automatically increase (Khan et al., 2011). This means that job involvement creates the meaning of ownership on employees OC who are involved in decisions concerning their job and it's related to their activities. However, MoA employees level of job involvement have moderate mean value, this means that they are moderately involved personally on their job but they are not actively involved in decision making and the directors did not encourage them to make decision as much as possible regarding their job, because of this their organizational commitment is low .

***H2: Perceived organizational support has significant and positive effect on employees' organizational commitment.***

In the above Table 4.16 perceived organizational support had positive and significant effect on employees commitment, with beta coefficient of  $\beta = 0.283$  which had contributed to 28.3% of the variation on the employees' commitment. This means that as perceived organizational support increase by 1% employees' organizational commitment also increased by 28.3%. The result revealed that, POS also had positive influence on employees' OC and statistically the influence was also significant. Therefore, the hypothesis (H2) is accepted.

This result is similar with previous studies conducted by (Khulida et al., 2012; Marziyehn et al., 2013). They also found POS has positive and significant influence organizational commitment. Employees perceive supported by organizational, they are more likely to compensate the organization support by showing positive attitude and desired working behaviors that improve their commitment. POS also increases employees' felt obligation to help the organization reach its goal and objectives. However, employees' of MoA perception on organizational support was

below moderate level. This implicit that, they are not supported, valued and cared by the Ministry.

This shows that, the Ministry lacks effective organizational support mechanisms, favorable working condition, reward system that make employees feel they are supported and develop a positive emotional bond to the organization. In general, job involvement and perceived organizational support have positive and significant influence on the variability of employees' level of organizational commitment. Therefore, job involvement and POS is good predictors of organizational commitment of employees.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter provides the summary of major findings from the analysis, conclusions and forwarded recommendations based on the result of the present study. Furthermore, it also includes limitations and directions for further studies on the subject matter.

#### 5.1. Summary of Major Findings

This study was aimed at examine the effect of job involvement and perceived organizational support on employees' organizational commitment in the Ministry of Agriculture. The effect of JI and POS on employees' OC was investigated quantitatively and the following major findings were reached

- When we look at the arithmetic mean generated by the descriptive statistics, the mean score of employees' for each dimension of employees' OC level range between the lower (M = 2.62) and the higher (M = 3.063). Normative commitment was ranked the first with mean scored (M=3.063); followed by continuance commitment which obtained mean scored (M = 3.02) and affective commitment as lowest which scored (M=2.62).The mean score of employees level of organizational commitment was scored (M= 2.902) indicated that, average responses of employees on measures of organizational commitment is low. Therefore, the study found out the current level of MoA employees' organizational commitment is low.
- The descriptive statistics result with respect to the overall job involvement indicated that, the average mean was scored (M = 3.083) which is considerably moderate level. On the other hand, the result with respect to overall employee perception on organizational support indicated that the average mean was scored (M=2.657) which is low level.
- The result of person correlation revealed that, significant positive relationship is found between job involvement and organizational commitment (JI and OC,  $r=.64$ ,  $p< .01$ ).

Significant positive relationship is also found between Perceived organizational support and OC of employees (POS and OC,  $r=.54$ ,  $p < .01$ ). The strength of relationship between JI and OC was high and POS also have moderate relationship employees OC.

- Analysis conducted under the multiple regression showed that, 46.7% of the variation in employees' organizational commitment was jointly explained by the predictors, i.e., job involvement and perceived organizational support. This means that, from existing employees' level of organizational commitment 46.7% were explained by the combinations of job involvement and organizational support. The remaining 53.3% of difference in changes in employees' OC were explained by other factors.
- When we see the relative contribution of each independent variables, job involvement (Beta=.489), followed by perceived organizational support (B=.283) makes significant ,positive contribution to explaining the dependent variable (organizational commitment),

## 5.2. Conclusion

Based on the findings of this study the following conclusions are drawn.

- The sampled employees express their organizational commitment moderately to the normative and continuance commitment which indicates that the employees are staying in the organization because they feel obliged to stay, it is costly to leave and they had no choice. It can be concluded that, employee's decision to stay mostly derived from the costs of leave, they feel obliged to stay and lack of alternative. The participated employees' perception for affective commitment is low. This is because of the fact that, employees were not agreeing with acceptance of the organizational values and goals. They have not willingness to exert efforts to remain with the organization.
- Overall organizational commitments of the participated employees are at low level. It can be also concluded that, employees have no emotional attachment to the Ministry and there was no desire and intention to remain as part of the organization. Therefore, employees were not

emotionally attached and involved with, not willing to exert their effort to remain with the Ministry.

- It can be concluded that, job involvement and perceived organizational support have significant and positive correlation with employees organizational commitment. Job involvement practices were not adequately available within the Ministry and also employees perceive they are not well supported, because of this, they were not committed to the Ministry. However, it can be concluded that employees perceive supported by their organization; they involved in their job effectively and participate in decision making they become more committed to their organization.
- It can be concluded that, both job involvement and perceived organizational support were positively affect employees' organizational commitment. Job involvement makes the strongest contribution to explaining employees OC followed by POS. Higher level of job involvement and effective organizational support strategies to enhance employees' commitment level.

### **5.3. Recommendations**

Depending on the findings and conclusions of the study, the researcher came up with some important recommendations are forwarded to the Ministry by improving job involvement and perceived organizational support enhance organizational commitment of MoA employees.

- The Ministry must do more on employees' loyalty, positive relationship with and acceptance of organizational goals and objectives of the Ministry to bring employees organizational commitment to the maximum level.
- The directors should encourage employees to make their own decisions as much as possible; actively involving them in decision making; when there is policy changes that directly affect their job and formulation of goals and objectives of the Ministry that increase affective commitment.

- The Ministry directors' must improve employees job involvement at the higher level by giving responsibility; increasing authority and making jobs interesting to employees and increasing overall job satisfaction of employees in order to enhance their organizational commitment level.
- The Ministry should improve employees' job involvement by developing different involvement strategies such as self-managed work team, employee committee, employee suggestion form and box, employee participation, communication and give continuous feedback.
- The results of study suggest that, an organization focuses more on the needs of their employees, the greater the likelihood that its employees will commit and remain with the organization. This will ensure the employees job performance. Actually, support from an organization will develop a great commitment from the employee.
- The Ministry should put in place effective rewarding system for staff employees both individually and collectively to increase perceived organizational support. By acknowledging employees and making them feel valued and appreciated, it is possible to improve employee morale, self-esteem and perceived organizational support.
- The Ministry should be made assessment to develop effective organizational support strategies to understand their need that make them feel more supported. By providing good employment condition for employees, competitive benefits packages like housing opportunities, alternative transport facilities or allowances ,health care allowance, child care and credit facilities to enhance their continuance commitment enhance their POS.
- Ministry should increase perception of employees support by made prospective reaction to the employee's future illnesses, mistakes and superior performance and pay a fair salary and make the employee's job meaningful and interesting to enhance their organizational commitment.
- Finally, the Ministry should implement the above mentioned recommendations; increase its efforts on providing support to its employees and make them feel more supported and

actively involving them on their job to increase the overall level of organizational commitment.

#### **5.4. Limitation and Scope for Future Study**

This study was conducted only on one public organization Ministry of Agriculture. However, the issue of employees' organizational commitment is needs to be researched in multiple public organizations which could have been possible to document best practices and recommend better. Therefore, future studies shall be carried out on two or more Ministries in order to enhance the generality of the results. This study evaluates the influence of over job involvement and perceived organizational support on employees' commitment. However, there could be some other relevant work place behaviors those were excluded from this study that might be perceived as significant influence on employees OC.

Therefore, in future research work, it needs to consider various individual and group behaviors that influences employee OC level, such as job satisfaction, organizational citizenship behavior, motivation and leadership style. Moreover, the study used only quantitative research method by considering employees as study participants, therefore, it would be recommended that in the future study, considering both quantitative and qualitative (mixed) method may provide more detail information on further improvement of employee commitment and increase organizational performance. Furthermore, to get full-fledged information on OC, JI and POS similar studies needs to be made in industrial sectors or profit making organizations such as private education sectors, telecommunication, banking, insurances and other sectors also advocated for future studies.

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## Appendices

**ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE**

**MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

Questionnaire was filled by employees of Ministry of Agriculture (MoA)

Dear Sir/Madam

This questionnaire has been designed to solicit information purely for academic purposes. This research is conducted as a partial fulfillment of the award of master's degree in Human Resource Management in Addis Ababa University, School of Commerce, under the title; "The effect of job involvement and organizational support on employee commitment: the case of Ministry of Agriculture ". Therefore, your participation in giving reliable information has a vital contribution for the success of this study. So, I respectfully request your kind cooperation in answering the questions honestly and rationally. I would like to assure you that the information you provide will be used for research purpose only and all responses will be treated in strict confidentiality. Please don't write your name; your honest and unbiased response will greatly contribute for the research to achieve its objectives. For any questions and comments please contact me through 09-12-67-29-35.

I would like to thank you in advance, for your sincere cooperation and valuable assistance for the success of this research!!

Mekedes Biazen

## **Part One: Demographic Questions**

Please put a check (√) mark just inside the given box in front of each alternative.

1. Gender      Male               Female
2. Age          18- 25           26-35       36-45       46 and above
3. Marital status    Married           Single           Divorce
4. Educational Attainment  
     Diploma       BA / BSC       MSC/MA       PHD and above
5. For how long have you been employed in Ministry of Agriculture? (Tenure)  
     1-3years       4 - 6 years       7 -10       Above 10
6. Employment Group    Technical staff               Support staff

## **Part Two: Job Involvement and Perceived Organizational Support**

Please put (√) mark against each question that indicate your level of agreement for each question.

**5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree**

NO	Job Involvement Scale	5	4	3	2	1
1	My director encourages me to make my own decisions as far as possible.					
2	I am very much involved in my job personally.					
3	I would feel guilty if I left my day's job incomplete.					
4	I have very strong ties with my current job which would be very difficult to break.					
5	My job is the most important part of my life.					
6	I am often involved when changes are planned					
7	I am involved in making decisions that affect my job					
8	I involved in setting the goals and objectives for my job					
	<b>Perceived Organizational Support Scale</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

9	Ministry of Agriculture really cares about my well-being.					
10	Help is available from Ministry of Agriculture when I have a problem.					
11	Ministry of Agriculture wishes to give me the best possible job for which I am qualified.					
12	Ministry of Agriculture tries to make my job as interesting as possible.					
13	Ministry of Agriculture strongly considers my goal and values.					
14	Ministry of Agriculture would understand long absences due to my illness.					
15	Ministry of Agriculture cares about my general satisfaction at work.					
16	Ministry of Agriculture takes pride in my accomplishments at work.					

**Part three: Affective, Continuance and Normative commitment Questions.**

Please put (√) mark against each question that indicate your level of agreement for each questions.

5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree

No	Organizational commitment scale	5	4	3	2	1
<b>Affective commitment scale</b>						
1	I would be very happy to spend the rest of my career with in the MoA.					
2	I enjoy discussing about MoA with people outside it.					
3	I really feel as if MoA problems are my own.					
4	I do feel like 'part of the family' at MoA.					
5	I do feel 'emotionally attached' to MoA.					
6	MoA has a great deal of personal meaning for me.					
7	I do feel a strong sense of belonging to MoA.					

	<b>Continuance Commitment Scale</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
8	I am afraid of what might happen if I quit my job without having another one lined up.					
9	It would be very hard for me to leave MoA right now, even if I wanted to.					
10	Too much in my life would be disrupted if I decided; I wanted to leave MoA now.					
11	Right now, staying with MoA is a matter of necessity as much as desire.					
12	I feel that I have too few options to consider leaving this MoA.					
13	One of the few serious consequences of leaving MoA would be the scarcity of available alternatives.					
14	One of the major reasons I continue to work for MoA is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.					
	<b>Normative commitment scale</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
15	I think that people these days move from company to company too often.					
16	I do believe that a person must always be loyal to his or her organization.					
17	One of the major reasons I continue to work for MoA is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
18	If got another offer for a better job elsewhere, I would not feel it was right to leave MoA.					
19	I was taught to believe in the value of remaining loyal to one organization.					
20	Things were better in the days when people stayed with one organization for most of their careers.					