



College of Business and Economics
MBA Program

**The Effect of Organizational Commitment on Employees' Turnover
Intention: In the Case of Ethiopian Trading Business Corporation
(Alle Bejimla)**

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**A Thesis Submitted in Partial Fulfillment of the Requirement for a Degree of
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**THE EFFECT OF ORGANIZATIONAL COMMITMENT ON EMPLOYEES'
TURNOVER INTENTION: IN THE CASE OF ETHIOPIAN TRADING BUSINESS
CORPORATION (ALLE BEJIMLA)**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR A DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA) IN MANAGEMENT AT THE ADDIS ABABA
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DECLARATION

I, the undersigned, hereby declare that this research work entitled “The Effect of organizational Commitment on Employees Turnover Intention: In the case of Ethiopian Trading Business Corporation (Alle Bejimla)” is my own work and that it contains no material previously published by another person nor material which has been accepted for the award of a degree in any other university, except where due acknowledgement has been made in the text.

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We, the undersigned, members of the Board of Examiners of the final open defense by Megfira Adem Ibrahim have read and evaluated her thesis entitled “The Effect of Organizational Commitment on Employees’ Turnover Intention: In the Case of Ethiopian Trading Business Corporation (Alle Bejimla)” and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Master of Business Administration in Management.

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List of Acronyms

TOI- Turnover Intention

HR- Human Resource

OC- Organizational commitment

AC- affective Commitment

CC- Continuance commitment

NC- Normative commitment

HRM- Human Resource Management

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Abstract

There is a growing interest in theory and practice with regard to organizational commitment and Turnover intention of employees. The Objective of this thesis is to study the effect of organizational commitment on Turnover intention; specifically, to assess the effect the Affective commitment, Normative commitment, and continuance commitment on Employee's Turnover intention. A quantitative research design that involves quantifying of the variables of the study by way of generating numerical data was adopted. From the total of 272 employees within the case organization i.e. Alle Bejimla, a closed ended questionnaire was distributed for a sample of 162 employees selected using convenient sampling. Where 143 responses were collected and used for final data analysis. The data collected from the questionnaire were analyzed using descriptive statistics, correlation and regression analysis with the help of IBM's Software Package for Social Science (IBM SPSS Statistic 20). The outcome of the analysis revealed that organizational commitment at the 1st order level construct is negatively related to turnover intention. Furthermore, while all three dimensions of commitment have a negative relationship to the dependent variable i.e. turnover intention; affective commitment was found to have a strong negative relationship with turnover intention while the other two had a moderate negative relationship. The study recommends that organizations should emphasis on minimizing the high level of turnover intention by engaging and committing the employees for better productivity.

Key words: *Employee commitment, employee Turnover intention, affective commitment, normative commitment, continuance commitment, turnover*

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's competitive world every organization is facing new challenges regarding creating committed workforce. Now a day's, no organization can perform at peak levels unless each employee is committed to the organization's objectives. Hence, it is important to understand the concept of commitment and its feasible outcome.

Commitment from employees is a powerful gift. One needs to ensure that the work environment challenges employees to grow and stretch in their ability to contribute. One must also realize that the work environment must also nurture employees in employee-friendly ways. Committed employees who are also highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Harris, 2005). They provide the intellectual capital that, for many organizations, has become their most critical asset. Furthermore, employees who share a commitment to the organization and their collective wellbeing are more suitable to generate the social capital that facilitates organizational learning.

Organizations get their work accomplished through employees who perform different tasks. Therefore, to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown, 2011) . Rashid (2003) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team to realize organizational objectives. Brown (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff.

Employee commitment continues to be a major focus of inquiry given its predicative power on employee, and organizational, relevant outcomes (Meyer, 2002). In a traditional employer-employee relationship, employee perceptions of HR practices of their employing organization

influence their commitment to the organization, which in turn, influences their organizational citizenship behavior (Rhodes, 1981). Employee commitment to an organization is also a demonstration of employee satisfaction with the employers in terms of their expectations. When an employer meets the expectation of the employee, the employee in turn provides commitment. This is what makes work get done. Commitment comes if an employee has been provided with an enabling environment to be able to maximize of their full potential.

As employees spend most of their time in a day at their workplaces, it is important for the employer to make the environment conducive for the employees so that they are committed and perform better and increase the efficiency of the organization. Many organizations are also working on designing the retention strategies for the employees so that the talent in the organization can be utilized in the best possible way. But regardless of the efforts, still employees may develop the intention to leave before actually leaving an organization. Turnover intention is steps back from the actual turnover which is highly related to employees' turnover, it is the individual's intention to voluntarily quit the organization or profession.

Employee Turnover may be defined as the change in the workforce during a definite time period. In other words, it is a measure of the extent to which the old employees leave, and new employees enter the organization in a given period. Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring. On the other side, turnover intention may be defined as the intention of employees to quit the organization.

Intentions are a statement about a specific behavior of interest. Turnover intention is the probability that an individual will change his or her job within a certain time period and thus it leads to actual turnover. It is the individual's intention to voluntarily quit the organization or the profession. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual turnover is expected to increase as the intention increases. The measurement of turnover intention can determine the likelihood of the staff leaving the organization. This helps to determine how one can find opportunities to reduce the overall turnover. Turnover intention is a complex phenomenon that depends on various factors. Many researches on employee turnover behavior indicates that age, gender, tenure, designation, experience, compensation, education, nature of employment are

predictors of turnover intentions of employees in the organization. As in a study on the retail industry it was also found that following variables apart from demographic variables such as satisfaction with pay and supervision, organizational commitment and procedural justice etc. are associated with turnover intentions (Khatri, 2001). Turnover intentions can largely affect the commitment level of the other employees. Organizations must take strategic steps to reduce the turnover intentions of the employees. To have a competitive edge over the other organizations, the turnover must be controlled by taking measures favorable for the employees which may lead to increase in their commitment level (Arshadi, 2013).

The intention of this paper is to show in detail how organizational commitment affects employee's turnover intention specifically on Ethiopian Trading Business Corporation (Alle Bejimla). It has been well known that many organizations in Ethiopia especially government owned corporations and agency's treat employee's salary and different incentives as unnecessary expenses and a major financial burden for the company. This is due to the HR managers and personnel's lack of knowledge and ill practice, they spend a great deal of time in minimizing this expense in the intention of savings of the company. However, this practice demoralizes employees and greatly contributed for employee's turnover intention.

Since paying a satisfactory salary and rewarding a good performing employee with incentives is one of part of organizational commitments, this paper examines the contributions of organizational commitment as a reason for employee's turnover intentions by conducting a study on the effect organizational commitment of Ethiopian Trading Business Corporation (Alle Bejimla) and their employee's turnover intention.

1.2 Statement of the Problem

There is no general agreement as to what can increase an employee's commitment to the organization as every organization is different from another (Luchak, 2007). High commitment, lean production and employee involvement are used with managing jobs effectively. While these studies have been useful for demonstrating the potential value created through human resource practices, they have revealed very little regarding the process through which this value is created (Luchak, 2007). Looking at the organizational working environment in the 21st century together with its challenges, not all employees are equally committed to their work and; therefore, managers

need to be aware of the individual and situational factors that build employee commitment to overcome turnover intentions (Hussain, 2012).

Employee turnover intention is few steps back from the actual turnover which it acts as a substitute to the actual turnover. Thus, overcoming employee turnover intention will result overcoming the actual turnover. Many researches also indicate that employee turnover intention is a serious problem and has a negative effect on the organization’s performance (Takase, 2009) (Furtado, 2011) (Hussain, 2012). The effect of turnover is different from one organization to another. According to Mobley (1978), turnover is not equally important everywhere in an organization that in talent pools where turnover costs are very high, or turnover represents significant risk to the revenues or critical resources of the organization. For some other organizations that have relatively more non-professional work force, turnover may not be that much risky for the organization. When skilled or more competent employees quit their job, turnover costs the organization significantly.

Different industries have different expected turnover rates. The average rate of all employment rate is 3.5 percent (<https://smallbusiness.chron.com/definition-high-turnover-rate-11272.html>). Industries will have lower turnover rate if below 3.5 percent and higher turnover rate if it is above 3.5 percent. Thus, observations in Alle Bejimla indicates a higher employee turnover rate. The information obtained from the Human resource department of the organization shows the following actual employee’s turnover data for the past consecutive years.

Table 1.1 Employees who left the organization as of 2008 E.C

Year (E.C.)	Total number of employees in each year	No. of Quits	
		Voluntary	Involuntary
2008	285	5	
2009	283	10	1
2010	276	22	2
2011	272	7	
Total	1116	44	3

Source: Alle Bejimla, Human Resource Directorate (processed by the researcher)

$$\begin{aligned} \text{Total Turnover Rate} &= \frac{\text{Number of Voluntary separation}}{\text{Average number of employees}} \times 100\% \\ &= \frac{44}{1116} \times 100\% \\ &= \underline{\underline{3.9\%}} \end{aligned}$$

As it can be seen from Table 1.1 above, the total turnover rate is 3.9% which indicates, the organization is faced with high turnover rate. Mainly, a high employee turnover rate influences an organization's revenue, which, in turn, affects its profitability. A lack of employee Commitment is a predictor of high turnover and low performance, according to (Hussain, 2012).

The researcher will try to identify the reasons and problems that are associated with the existing turnover in the organization as there is no similar studies have been undertaken on Alle Bejimla before. If this problem is not well address from the outset, it will be difficult for the organization to achieve its objectives and realize its vision.

In Ethiopian context specifically government owned corporations and agency's organizational commitment plays a crucial role for the long-term commitment of employees because the main motivating factor for employees commitment specially professional employees is their expectation of needs from their company such as enabling environment (a workplace that is so attractive and comfortable for long stay at work), competitive salary and incentives, pension and other health and family related packages. The research targets the company (Alle Bejimla) which is one of those government owned companies and also as there is no record of such studies conducted before, the researcher will try to identify the possible employee's commitment problems which lead to employee's intention for turnover and the significance of those problems which has a direct impact on employee turnover intentions. This research will fill the gap through theoretical discussion and empirical findings and try to seek the answers for the effects of employee commitment on turnover intentions of the organization.

1.3 Research Questions

The researcher will intend to give answers for the following questions

1. How does affective, continuance and normative commitment relate to turnover intention?
2. What is the effect of affective commitment on employee's turnover intention and how significant it is?
3. What is the effect of continuance commitment on employee's turnover intention and how significant it is?
4. What is the effect of normative commitment on employee's turnover intention and how significant it is?

1.4 Objective of Study

1.4.1 General Objective

The main objective of this research is to identify the effect of employee commitment on turnover intention in Alle Bejimla.

1.4.2 Specific Objectives

1. To relate affective, normative and continuance commitment with employee's turnover intention.
2. To identify, assess and quantify the effects of affective commitment on employee's turnover intention.
3. To identify, assess and quantify the effects of normative commitment on employee's turnover intention.
4. To identify, assess and quantify the effects of continuance commitment on employee's turnover intention.

1.5 Significance of the Study

This research will serve as a reference point for other researchers interested in this area of study. It will help to understand the relationship between commitment and intention to leave. It's not good for an organization to lose its valued or experienced employees as it affects the implementation and achievements of goals. The costs associated with replacing employees and training is huge and it could be minimized by the implementation of this research recommendations.

The research could potentially benefit both employees and management of the organization as it will give them an idea of whether or not employees are considering leaving their employment, and to check whether they are satisfied and committed. This study could potentially provide employees with a chance to give individual perceptions of their work and the organization. This could potentially enable the organization to identify which areas they need to strengthen or improve.

This research will fill the knowledge gap that currently exists in similar governmental organizations of the country by identifying and analyzing the different organizational commitments which directly affects employee turnover intentions. In addition as there is no research conducted on this topic in Alle Bejimla before, this study will provide for the academicians and scholars as a reference for future researches and could potentially benefit the companies to achieve their strategic goal by applying the research findings in to their organizational policy.

1.6 Scope of the Study

The study is bounded only on voluntary turnover intention of professional employees in an organization. This is because, most of the time, the employment contract period for the non-professional employees is for short term as they are recruited being project specific or outsourced, in which the reason for their turnover is due to end of contract, which will be forced by the organization, not by themselves as a voluntary resignation, which is the focus of the study. Additionally, the number of non-professional employees that the organization has, that are not recruited for a certain specific project, unlike those stated above, are few in number and their voluntary turnover rate is not considerable like the professional employees' that would make one to be conscious at and conduct research about.

1.7. Limitation of the Study

Even though there are other branches in some part of the country, geographically the scope is limited to the headquarters of the organization, which is located in Addis Ababa. As a further limitation, the study is conducted on one organization and the findings cannot be used as a generalization to all organizations. It may only be useful for organizations with similar problems and situations.

1.8. Operational Definition of Terms

Employee Commitment

Employee Commitment is the psychological bond of an employee to an organization, the strength of which depends on the degree of employee involvement, employee loyalty and belief in the values of the organization.

Affective Commitment

Affective Commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization.

Continuance Commitment

Continuance commitment describes an individual's need to remain with the organization resulting from her/his recognition of the costs (tenure, pay, benefits, vesting of pensions and family commitment associated with leaving the organization. It may also refer to an awareness of the costs associated with leaving the organization.

Normative Commitment

Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in, the organization.

Employee retention

Employee retention is the organizational goal of keeping talented employees and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, and providing competitive pay and benefits and healthy work-life balance.

Employee Turnover

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees.

Employee Satisfaction

Employee satisfaction is the extent to which employees are happy or content with their jobs and work environment.

1.9. Organization of the Study

This study will be organized into five chapters. Chapter one introduced the study by giving the background information, statement of the problem, research questions, objectives, significance of the study, scope and limitation of the study and definition of terms. Chapter two will deal with the review of relevant literatures. Chapter three will deal with research methodology. Chapter four will include summary of the results and findings of the study, interpretation and discussion of the findings. Chapter five will comprise conclusion that will be drawn from the research findings, and recommendations of the study.

Chapter 2

Literature review

2.1 Introduction

No organization in today's competitive world can have superior performance unless every employee is committed to the goals of the organization and unless he/she does not work as an effective team member. It is no longer sufficient to have employees who come faithfully every day to work and do their work independently. Employees should now think like entrepreneurs, working in teams and proving their value. However, they would also want to be part of a successful organization that provides a good income and the opportunity for development, and secure employment.

One of the challenges faced by modern organizations includes maintaining employee commitment in the current business environment. It can be achieved by an organization through the development of new "contract of employment". In workplaces today, employees are faced with more uncertainties in their daily activities and reduced job security (Bergmann, 2000). Without the certainty of continuous employment, workers have raised their expectations in other areas. For example, employees expect that employers create with dedication a pleasant working environment, facilitate the accessibility of training and development for employees, and provide a safe working environment and a balance between work and obligations of workers out of the workplace. Organizations are faced with the trend of always growing competition as they prepare for new challenges.

(Bergmann, 2000), asserted that the practices of human resource management are reflected in the behavior and attitudes of employees. It is a well-recognized fact that any organization is only considered to be as successful as its employees are. Employees are an organization's main source of development and prosperity. Therefore, organizations are obliged to establish and keep long-term relationships with their staff members. This includes recognizing employees' intentions to leave, and using preventive methods that forecast factors or causes, to limit them before they occur. Turnover intention is a silent danger that exists in every organization, regardless of the type or its activities.

2.2 Employee Commitment

The modern concept of commitment was developed considering that the organization's interests must always prevail over the interests of individuals or groups of employment. But, it was in the 1980s, when employee participation in the workplace was a point of substance discussion and a burning issue (Payne, 2003). The importance of this involvement lies in the relation of that employee's participation in many activities such as improving cost, competitiveness or co-operation with the introduction of new technology and so on, where the support of the employees is a key issue; in order to increase this participation, it is necessary to consider the concepts of loyalty, commitment and also performance.

There is not a common definition of commitment, and even when many authors have similar approaches, most of them differ slightly from one another consequently, the term 'commitment' is employee commitment and is larger than the meaning of organizational commitment and it means commitment owned by employees, although again each researcher has his own approach. Nowadays, the flow policies in the commitment stem are evolving and their eventual form is more difficult to anticipate (Walton, 1985).

According to Gould (1979), commitment is followed by trust and is defined as an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum effort at maintaining it. Also, another approach Suliman (2000) points out that commitment may be regarded as a function of satisfaction with the service provider, quality of alternative providers and investment in the relationship. The concept of commitment is also linked to the psychological contract, which is nurtured through individualistic involvement practices and is based on shared values, which incorporate the internationalization of organizational objectives (Mobley, 1978).

Some experts define commitment both as a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. Also, if human resources are said to be an organization's greatest assets, then committed human resources should be regarded as an organization's competitive advantage (Buchanan, 1974). Finally, based on the above-mentioned various definitions of commitment and undergoing a thorough literature review it became clear that the investigation of this phenomenon has advanced in many different directions.

2.3. Dimensions of Organizational Commitment

Commitment is a force that binds an individual to a target and to a course of action relevant to that target. Organizational commitment is one of the major activities undertaken by a company and is included in their strategic plan as a means of motivating employees for better productivity and used as an initiative to reduce employee's turnover.

According to Meyer (1991) organizational commitment is reflected in at least three general topics: active association with the organization, the predictable costs of leaving the organization and the obligation to remain in the organization. These three approaches are called affective, continual and normative commitment. Common to these three approaches is the attitude that the commitment is a psychological state characterized by the relationship of employees to the organization and implies a decision to continue the work in it. These psychological states also have different implications for the behavior related to the workplace.

2.3.1 Affective commitment

It is based on intrinsic personal desire, which entails employee's emotional attachment to the organization, its identification with the organization and involvement in its operation, namely, the agreement of objectives of the organization and of the individual. Employees who are very affectively dedicated to organization remain in it because they want to be. Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck, 2000). Kanter (1968), defines it as the attachment of an individual's fund of affectivity and emotion to the group. Accordingly affective commitment is an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization.

Iverson (1999), defines the affective component as the process by which the goals of the organization and those of the individual become increasingly congruent. It is also viewed as a partisan, affective commitment to the goals and values of the organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth (Buchanan, 1974). Gould (1979) observed that some employees put effort into their work beyond what appears to be instrumentally required for the expected reward and attributed this to

the affective component of organizational commitment. According to (Mowday, 1982), the causes of affective commitment narrow down to four categories: (1) personal characteristics, (2) structural characteristics (organizational), (3) the characteristics related to the type of work being performed, and (4) work experience.

Variables of work experience that are correlated with affective commitment include equality in the distribution of rewards, clarity of roles and freedom from conflict, caution of supervisors, justice of rewarding versus performance and challenges of the work itself, the opportunity for advancement and participation in decision-making. Meyer and Allen (1997), further indicate that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. Affective commitment development involves identification with the organization and internalization of organizational values.

2.3.2 Continuance commitment

It refers to the awareness of the costs associated with leaving the organization. The potential costs of leaving the organization involve the threat of wasting time and effort spent on the acquisition of non-communicable skills, loss of attractive benefits, waiver of privilege that brings long years of service, and the collapse of family and personal partnerships. In addition to costs related to leaving the organization, continual commitment will also develop in the absence of alternative employment opportunities. Employees staying in the organization because of the continual commitment remain in them because they have to.

Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on assessment of economic benefits gained (Beck, 2000). Another view to continuance commitment is that it is a structural phenomenon, which occurs because of individual-organizational transactions and alterations in side bets or investments over time (Hrebiniak, 1972). Meyer (1990) also maintain that "accrued investments and poor employment alternatives tend to force individuals to maintain their line of action and are responsible for these individuals being committed because they need to". Individuals stay in the organization because of the investments they accumulate due to the time spent in the organization, not because they want to. This is different to affective commitment wherein

individuals stay in the organization because they want to, and they identify with the organization and its values.

2.3.3 Normative commitment

It is the feeling of obligation to continue in the employment. This sense of obligation to remain in the organization can be realized from the internalization of normative pressures on the individual primarily to approach the organization itself (family or cultural reasons) or from the organizational orientation when influential individuals in the employee environment can exercise strong pressure on the employee to feel a moral responsibility towards the organization. However, normative commitment can also develop when the organization allows employees to be awarded in advance. Identifying these investments causes employees to feel obliged to commit to the organization until payment of the debt.

According to Weiner (1982), commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalized normative pressures to act in a way which meets organizational goals and interests.

The strength of normative organizational commitment is influenced by accepted rules about reciprocal obligation between the organization and its members. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some. Meyer (1991) argue that this moral obligation arises either through a process of socialization within the society or the organization. Employees consequently feel obliged to repay the benefits from the organization by remaining as part of the work force.

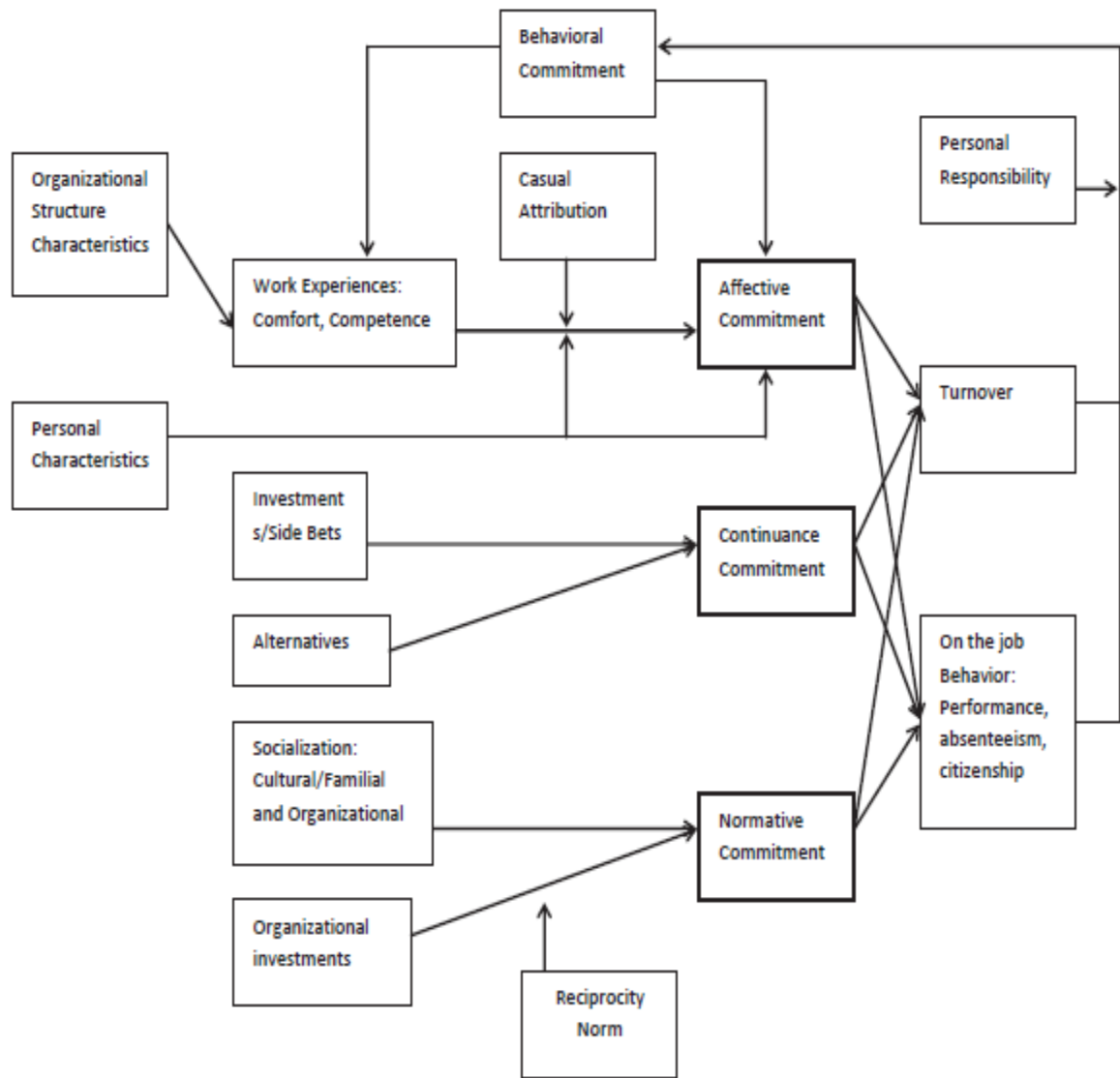


Figure 2.1 - Meyer and Allen's three-component model of organization commitment

Considering the three dimensions of commitment individually, the affective commitment has the strongest positive influence on in-role and discretionary performance followed by normative commitment while continuance commitment has no effect or negative effect on discretionary performance (Meyer 1991).

Several research works have proved that the dimensions of commitment are mutually interacting and reinforcing. Cohen (2007) asserts that commitment is composed of two dimensions, the timing of commitment (pre-entry and post-entry in the organization) and nature of commitment (instrumental and psychological attachment). Liu (2011) emphasized on five stages of development of commitment based on employee's interaction with his environment. The first stage is 'exploration' of the outcomes of positive relationship with the organization. The second stage is 'testing' the willingness and ability to deal with the negative elements of the organization. The third stage is the 'passion' to accept the organization and contribute to its goals. The fourth stage is feeling of 'boredom' due to routine tasks and seeking of challenging tasks. The fifth stage is 'integration' of the positive and negative elements of the organization resulting in a flexible, complex and enduring bond of commitment.

Epitropaki (2005) reports that employees' trust on the firm, satisfaction with job and labor conditions, the perception of flexibility, access to relevant information and feeling of independence can enable them to be committed to the organization. Liu (2011) confirm that HR practices like fit between person and organization, remuneration, recognition, challenging assignments, training and career development can positively influence employee commitment. Cohen (2007) suggested that, when the HRM system of a company matches with the work values of the employee, it would lead to enhanced job satisfaction and organizational commitment.

Consequently, Meyer (2002) advocated the features of a committed employee as one who stays with the organization through thick and thin, attends work regularly, protects company's assets, shares company's goals, performs effectively, displays organizational citizenship behavior, and is less likely to leave the organization.

2.4 Commitment and behavior at work

The meaning of commitment of employees can best be explained using the theory of social exchange (Arnold, 1999). The theory of social exchange is based on an economic model of human behavior, where the interaction processes between individuals are motivated by the desire to increase the rewards and reduce losses. The basic premise of the theory of social exchange is that the relationships that provide more reward than costs contribute to permanent mutual trust and attachment. Furthermore, these social transactions include both material benefits and psychological

rewards, including status, loyalty and approval. For example, the workplace supervisor enables the employee's cash rewards, while in return the employee contributes by the personal commitment and expertise.

Most often studied behavior that is correlated with the commitment is money turnover in an organization. However, that focus on the turnover can be short-sighted. Organizational performance depends more than just on simple maintenance of a stable workforce; employees have to perform assigned duties by relying on each other and must be willing to engage in activities that go beyond the role requires. Therefore, it seems reasonable to presume that the willingness of employees to contribute to the organizational performance will be influenced by the nature of the commitment they feel.

Employees who wish to belong to the organization (affective commitment), as opposed to those who feel they need to belong (continuous commitment), or those who feel obliged to belong (normative commitment) are willing to make efforts for the benefit of their organization. Interestingly, of the studies registering correlations between commitment and performance, most of them used measures of affective commitment. It is possible that the obligation to remain in the organization carries with itself the obligation to contribute to it and, in that case the normative commitment is positively correlated with the efforts and performance. Continual commitment is perhaps the least likely option for a positive correlation with the performance. Employees whose term of office in the organization is based primarily on the needs may have little reason to do more than is necessary in order to maintain their existence in the organization (Suliman, 2000).

In general employee commitment is a manifestation of an ethical and hardworking behavior of employees as an individual and a team. Employees with a strong affective commitment develops a work place behavior that will result in continues improvement of organizational performance.

2.5 Antecedents of commitment

Organizational commitment is linked to various antecedents ranging from personal variables and organizational characteristics. Mathieu (1990), distinguish between the following antecedents: personal characteristics, job characteristics, group-leader relations, organizational characteristics and role states. Steers (1997) suggest that the antecedents of organizational commitment can be grouped into three categories: personal characteristics, job or role-related characteristics and other

characteristics derived from the design of the organization. This approach is very similar to the one suggested by Angle (1993) where they speak about the same antecedents, just naming the last two as organizational characteristics.

2.5.1 Personal characteristics

Different personal characteristics have different approaches to organizational commitment, moreover, throughout numerous researches various factors have been found out to influence commitment: e.g. age, tenure, achievements motivation, education, etc. demographic variables (such as age or gender) may play an important role in determining employees' commitment.

2.5.2 Organizational characteristics

Job or role-related characteristics: It has been found out that job or role-related characteristics also influence commitment. Many studies have shown that an enriched job generally leads to increased commitment. Moreover, it includes perceptions about fairness, meeting expectations and the opportunity to exercise responsibility as well as interaction and identification with other members of the organization (cohesiveness). Cohesiveness is a combination of how much the members of the team want to be members, how well their personal goals are aligned to the team goals, and to the overall commitment and morale of the team members. Generally, the more cohesive the team, the better it will perform. According to Steers (1997) group cohesion or cohesiveness is an indicator of frequent interactions and perceptions of an open interaction process also predicts organizational commitment.

Design of the organization: This antecedent is positively related to the degree of formalization, functional dependence and decentralization. In addition, policies and practices of the organization can have a positive or adverse effect on employees (Camilleri, 2002). Meanwhile, it is also related to the degree of participation in decision making and to the worker's ownership and control of the organization and it seems to be influenced by the nature and quality of work experiences that occur during an employee's tenure in the organization.

Moreover, according to Meyer (1991), there has been a considerable amount of research examining the links between turnover intentions and affective commitment. In regard to continuance commitment Wiener (1982), argues that anything that increases perceived costs can be considered an antecedent, and as for normative commitment, the feeling to remain in the organization may

result from the internalization of normative pressures exerted on an individual prior to his entry into the organization. However, the organization can also provide the employee with “investments” creating an imbalance in the employee/organization relationship.

2.6 The outcomes of commitment

The importance of commitment was highlighted by Walton (1999) where he pointed that performance can be improved if the organization takes a commitment strategy rather than a control-oriented approach. Employees come to work to make a contribution and those employees who are committed to deliver customer satisfaction constitute a value asset in any organization (Payne, 2003).

In addition to this, the opportunity of having committed employees will give the organization support in order to achieve the corporate goals, and so they can become a significant source of competitive advantage due to their greater capacity of innovation and flexibility. And this is a must for the organization if they want to prosper or even to survive. This is also evident in the quality movement with an emphasis on employee’s identification, excellence and the need for high individual levels (Corbridge, 1998). Luchak (2007) state, that the feeling of commitment stem from the employees’ firsthand experience with the organization when it supports its employees treats them fairly and enhances their sense of personal importance and competence by appearing to value their individual and collective negligible.

According to Meyer (1991), the outcomes of commitment are associated with the different factors motivating employees to remain in the organization. It is possible to assume that the employees give organizational commitment and continued membership to the organization in return for pleasant outcomes arising from their organizational membership (Arnold, 1999). This is sometimes called a social exchange approach) or prospective rationality. Moreover, some studies confirm that improvements in employee commitment increase retention and productivity. All the three forms of commitment are negatively correlated with withdrawal cognition, turnover intention and turnover itself. Affective commitment seems to be the commitment component that produces a desired outcome, such as lower turnover and higher acceptance for a change for right reasons, because of the emotional attachment, identification and involvement in the organization.

Furthermore, considerable research has shown the relationship between commitment and absenteeism. According to Wasti (2002) absenteeism predicts that highly committed employees would be more motivated to attend work, so they could help facilitate organizational commitment goal attainment (Steers, 1997). In addition, a study conducted by Mowday (1982) theorized that absenteeism and other withdrawal behaviors such as lateness and turnover reflect invisible attitudes such as job dissatisfaction and a low level of organizational commitment. Low level commitment, in its turn, makes organizations less productive leading to a decline of product and service quality.

It is expected that committed workers will be highly motivated and will go “beyond the contract”. According to Meyer (1990), those companies that have committed employees benefit from having a permanent staff, and so those, who stay with the organization through thick and thin, attend work regularly, put in a full day, protect company’s assets, share its goals. In the same way, the employee is also willing to exert considerable effort on behalf of the organization and has the desire to attain membership in the organization, hence, not only the organization benefits from having committed employees but also the society, due to lower job movement and higher national productivity.

Therefore, employee commitment has a significance influence on the organizations effectiveness and increases the overall efficiency and income as well as profits of the organization. It also helps the organization to attain its strategic goals and objectives, eliminate or reduce an overall turnover costs since frequent employee turnover increases the cost of training and development. So having a highly committed employ helps the organization to increase its income and profit by reducing down times and production interruption due to high employee turnover.

2.7 Measuring commitment

The way commitment can be measured has been a subject of considerable discussions. However, having suggested that there are basically two different approaches: a) the exchange approach, supported by authors such as: Becker (1956), where it is suggested that organizational commitment was created through such factors as pension plans and entitlements for long services. Other research such as Steer (1997), have developed a b) physiological approach based on the suggestion of Porter and Smith’s manuscript, where an organizational Commitment Questionnaire was worked out in

order to measure commitment (this questionnaire got a substantial attesting as to the reliability and validity aspects).

Even though both approaches indicate the commitment levels of employees and can be used to measure employee's commitment but the former approach doesn't produce an actual result due to the fact that providing an attractive pension and job security is not enough compared with the later approach because employee commitment is complex and should be measured by including other aspects in to questionnaires' like the later approach.

Additionally, Moweday (1982) have developed a commonly used measure of employee affective commitment. Later, the studies developed by (Meyer 1997) have been widely supported by (Beck, 2000), (Wasti, 2002), (Meyer,2002), (Iverson, 1999) and (Haar, 2004), where the creation of an Organizational Commitment Questionnaire considers the three aspects of organizational commitment (affective, normative and continuance).

2.8 Human Resource Involvements on Employee Commitment

The effect of HR interventions like job security, employee welfare, grievance management, teamwork and communication, empowerment and involvement, and work-life balance on employee commitment is considered in the subsequent review. Nasrudin (2014) revealed that the threat or the concern of job loss (job insecurity) could negatively influence the affective commitment of employees. Further, the organizations that foster the climate of job security will stimulate increased level of commitment from the employee to the organization.

Ahmad (2015) found that the welfare measure has a significant relationship with employee commitment. Further, the measures that comprised of allowances, free service, and facilities had a greater correlation with affective commitment. Farndale (2011) suggested that the existence of mechanisms, which facilitate employee voice, and a climate that encourages employees to put forward their ideas has a significant influence on the degree of commitment and confirmed that teamwork explained the level of nurses' commitment to their hospital and their intention to leave. Farndale (2011) emphasized that workplace empowerment can provide the enabling conditions for employees to experience affective commitment and the propensity to stay engaged with their organization. Caillier (2013) advocated that employee satisfaction with work-life benefits were positively associated with organizational commitment.

Many researchers emphasize the importance of providing an attractive salary, benefits and enabling workplace environment to develop an effective employee commitment.

3. Turnover Intention

Turnover intention refers to the estimation of the employee's probability of leaving the organization in the near future. It is a conscious and deliberate willfulness to leave the organization. Furthermore, turnover intention is defined by Hussain (2012), as the prevailing mental behavioral decisions between an employee's choices that are either to stay or withdraw and are consequently connected instantly with actual turnover. Additionally, it is the final step in withdrawal cognition process, which includes the thoughts of quitting and intention to search for alternative employment. Not surprisingly, Karatepe (2014), have pointed out that employees with high levels of turnover intentions have low morale, deliver poor services, and erode service recovery efforts.

Meanwhile, Liu (2011) have presented alternative terms for turnover intention such as intent to leave, intention to leave, and propensity to leave. Furthermore, many researchers simply define turnover intention as the desire or willingness to leave a position within an organization or across organizations.

Turnover intention reflects a worker's deliberate and intentional tendency to leave their job and the company. Or it can be defined as the conscious decision to look for other alternative job opportunities in other organizations, and say that this results from various factors, determinants, and causes that lead employees to intend to leave.

The concept of turnover intention differs from turnover. Turnover refers to the act of actually leaving the organization while the turnover intention is the perception to leave the organization. Thus, the actual behavior of the employee may be different from the intention. Still, most of the researchers have examined turnover intention (turnover intent, intention to quit, intention to leave, anticipated turnover) to be the best and accurate predictor of actual turnover across industries.

Thirapatsakun (2014) divided employee turnover intention into three particular cognitive components: thinking of leaving the job, the intention to search for another job, and then, the intention to leave. Thirapatsakun (2014) argued that there is a connection between actual employee turnover and turnover intention. Thus, this intention to leave creates direct effects on turnover

decisions. An employee's decision to leave has several unwanted consequences, both for the organization and for the employee, which functions along many dimensions.

Camilleri (2002) affirmed that employees offer their best performance, taken from their overall competence in their actual job, because they are eager to have a rich array of experience to show and exhibit in their resumes. Additionally, employees enjoy the on-going development of their capacities and skills. Indeed, when employees do not perceive any progress and find that their current position does not fulfil their ambitions, purpose, sense of self-worth and belonging, and does not promote job satisfaction, they are particularly likely to intend to search for another position.

Based on the research by Nasurdin (2014) the intention to leave from an organization is perceived to be part of a set of consecutive steps in the psychological withdrawal of an employee from the job process. Many scholars and researchers have claimed that employers focus minimal attention to this serious behavior, yet employers have to deal with the actual turnover that is a logical consequence of the intention to leave. Additionally, reasons for the actual turnover of employees might still be somewhat vague for employers, as they are not able to gain access to employees who have already left the company in order to ascertain what went wrong.

Thus, studies that discuss intention to leave are potentially more useful and applicable, than those which address actual turnover behavior. Employees who are thinking of leaving might still be persuaded to stay within the organization if employers knew what they were dealing with. "Intention to leave", then, refers to the subjective estimation of an individual's probability of leaving an organization in the near future. Additionally, Ramli (2014) described intention to leave as the antecedent to actual turnover behavior in many turnover models. In other words, it is appeared that few theorists have noted that it is, in fact, turnover intention which is the most powerful and interesting predictor of actual turnover.

3.1 Components of Turnover intention

The review of the literature shows that turnover intention is defined as employee's willingness or attempts to leave the current workplace voluntarily. It also indicates that turnover intention is a multi-stage process entailing of three components which are psychological, cognitive and

behavioral in nature (Takase, 2009). Various forms of adjectives and adverbs were also used to characterize the intensity of turnover intention.

3.1.1. Psychological

Turnover intention is seen as a psychological response to negative aspects of organization's or jobs. Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organizations. Moreover, they included an affectively neutral form of organizational attachment McDuff (2000) and employees' evaluation of future organizational commitment. Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction.

3.1.2. Cognitive

According to Vigoda-Gadot (2004), the psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterize turnover intention as a cognitive manifestation of the decision to leave, hence the term was used interchangeably with withdrawal cognition (Vigoda-Gadot, 2004). In other words, turnover intention is also defined as the final cognitive step leading to actual turnover.

The cognitive component of turnover intention has two subcomponents, namely; the "intention", and the verb "to" immediately following after the word intention. In some literature, the "intention" is interpreted as a desire or thought which could activate behaviors leading to turnover. Intentions are considered hypothetical in nature. In other literature, "intention" had stronger connotations. For example, "intention" was thought of as a decision or a plan to leave the current position.

3.1.3 Behavioral

Another component that formed the core of the process of turnover intention was withdrawal behavior. As in the intention to of the cognitive component, withdrawal behaviors were also categorized into two groups: withdrawal from the current job, and actions oriented to future opportunities. The manifestations of withdrawing from jobs were behavioral and/or verbal. The behavioral manifestations included employees daydreaming during work, being less enthusiastic at

work coming in late and being absent from work. The verbal manifestation consisted of stated or expressed intentions to leave jobs.

The future-oriented behaviors comprising the facets of turnover intention were the actualization of employees' cognitive intentions (Takase, 2009). These behaviors were operationalized as the actual job search and willingness to take an alternative job when available (Brown, 2011). These behaviors were often operationalized to explore employee's turnover intention (Takase, 2009).

3.2 Turnover causes

There are many factors that have shown a correlation to turnover in the research that has been done on the topic. The strongest precursor to actual turnover is turnover intentions of an employee, i.e. the intention the employee has to leave his job. Job satisfaction and other job alternatives available also have a correlation to turnover. Employees are less likely to act on their feelings of dissatisfaction when they do not believe that they have other occupational opportunities (Mobley, 1978).

In a meta-analysis on the antecedents of turnover for human service employees, which includes employees in service to children, the most common precursors to turnover have been divided into three categories: demographic factors, professional perceptions and organizational conditions (Ramli, 2014). These categories will be used to list some of the most common turnover causes.

3.2.1 Demographic factors

Research has shown that certain demographic factors can be significant predictors of turnover, such as age, tenure with the organization, gender, education and the job level. Previous research indicates that younger employees are more likely to leave than their colleagues. Employees with longer tenure are also less likely to leave, this is perhaps due to the fact that employees with longer tenure often have more invested in the organization. Turnover is higher for middle level jobs than for both highly specialized as well as lower level employees who tend to have a longer tenure (Ramli, 2014).

Employees that are in a minority among their coworkers are more likely to leave their job, no matter if it is their race, ethnicity, sex or age, which is the issue (Takase, 2009). Gender and marital status generally don't relate to turnover, however married employees seem to be more satisfied than their

unmarried employees, they generally get more support and feel less stress. Having children at home leads to higher turnover, especially for women (Mobley, 1978).

3.2.2 Professional perceptions

Burnout is common among human service employees and a strong precursor to turnover. Employees that are experiencing burnout are likely to spread bad morale and thus more likely to leave their jobs. Support of friends and family outside of the workplace can minimize the negative effects of job stress and burnout. Job satisfaction is a predictor of turnover behavior and satisfied employees are consequently less likely to leave their jobs (Thirapatsakun, 2014).

3.2.3 Organizational conditions

Several studies have shown evidence that employees working in stressful situations are more likely to leave their jobs. The most common stress related factors that lead to turnover is role overload and unclear job descriptions. Support from both coworkers and supervisors is an important factor in the retention of employees and employees that do not receive the support they need are more likely to leave. It is important that employees perceive that they are being treated fairly, fairness and justice in regard to salaries and policies are negatively related to turnover intentions. Employees that perceive the salaries to be fair are less likely to leave the organization (Barak, 2001).

3.3. Model of the withdrawal decision process

Mobley (1978) developed a model of the withdrawal decision process, it includes the range of cognitive and behavioral phases an employee goes through from the first feelings of job dissatisfaction to the turnover decision. In previous research job satisfaction has shown a consistent and negative correlation to turnover but the relationship wasn't particularly high. Mobley was interested in finding out what other steps came between the feeling of job dissatisfaction and the act of quitting.

The primary objective of Mobley's research was to evaluate how the variables in the model combined in influencing turnover. The process usually starts with the feeling of job dissatisfaction. The next logical step in the process would be the thought of quitting. Intention to quit would likewise be the last step before actually leaving the job. In the model age and tenure are considered

to effect turnover indirectly through job satisfaction and probability of finding another alternative rather than directly. The influence of job satisfaction is also indirect through thinking of quitting, search and evaluation of alternatives and the intention to quit. The probability of finding another alternative has an effect on employee’s intention to search for other jobs as well as the intention to quit (Mobley, 1978). See figure 2.2 below.

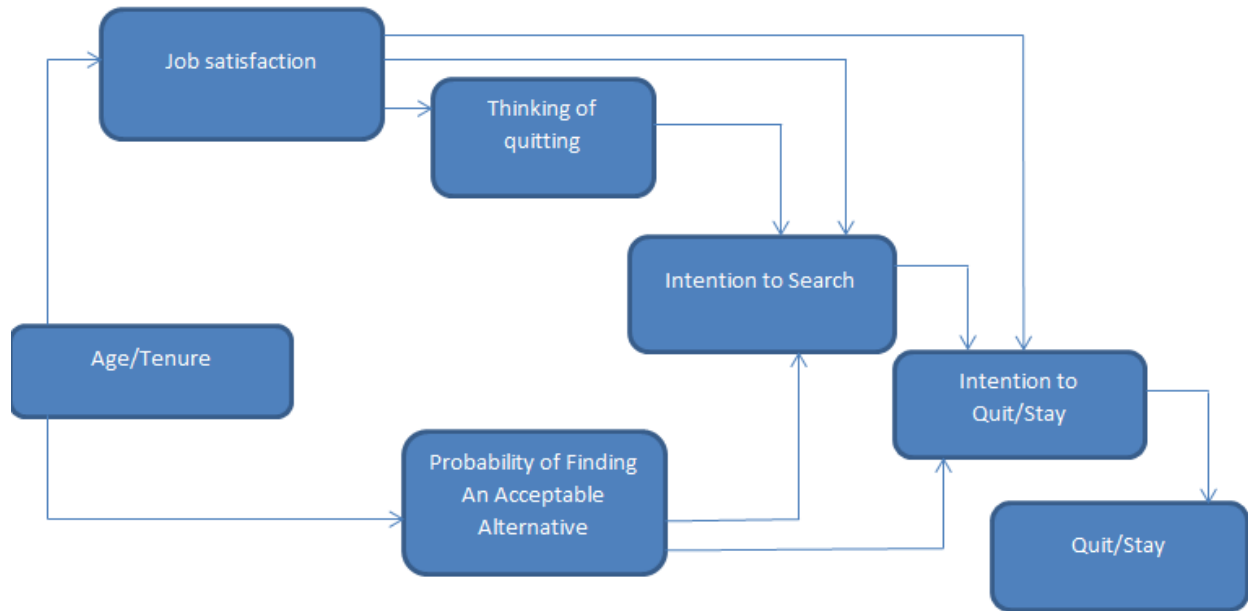


Figure 2.2 – Mobley’s model of the withdrawal decision process (Mobley, 1978)

Mobley’s model is based on the theory of reasoned action by (Fishbein, 1975). Fishbein’s model of reasoned action is based on the fact that the attitudes and subjective norms people have leads to behavioral intentions and then actual behavior. Behavior is therefore driven by behavioral intentions, meaning that before behavior comes the intention to behave (Fishbein, 1975). Mobley’s ideas have also had impact of some of later work of many authors (Steel, 2009). Mobley’s model was chosen as a theoretical framework for this thesis, since the aim of the research was to see employee’s attitudes towards some aspects regarding the work and workplace that has been related to increased turnover in previous research and try to get a sense of where employees are placed in the withdrawal process and what job satisfaction facets might be the reason for those intentions.

3.4 Other factors related to Turnover intentions

Job burnout is often related to people working in intense involvement with other people over a long period, it is the result of constant or repeated emotional pressure that can cause emotional exhaustion, mental distancing from the job and coworkers as well as decreased professional accomplishments. Job burnout has been related to higher turnover and turnover intentions as well as decreased organizational commitment and job satisfaction.

Workplace bullying has been defined as the repeated and prolonged psychological mistreatment an employee gets exposed to, the target is typically teased or insulted and has the feeling of not being able to retaliate. Workplace bullying has shown a strong relation to anxiety and depression in victims of workplace bullying, as well as a relationship to turnover intention and absenteeism. Being a witness of bullying in the workplace is related to lower job satisfaction and organizational commitment, as well as higher turnover intentions.

3.5 Human Resource Involvements on Turnover Intention

Extant literature has given sufficient justification on the impact of HR interventions like job security, employee welfare, grievance management, teamwork and communication, empowerment and involvement, and work-life balance on turnover intention. Mauno (2014) validated the negative effect of job insecurity on turnover intention of employees. He proposed that the attitudes of the employee towards welfare measures vary among individuals and across time. Therefore, organizations should regularly assess the employees regarding their priority of welfare benefits and communicate the value of the benefits to retain the employees. Hussein (2012) confirmed that the presence of formal dispute resolution procedures in organizations is associated lower voluntary turnover rates.

Teamwork can develop high commitment among team members and a two-way communication system can encourage feedback, provide clear job expectations and sustain long-term relationships, which may be helpful to reduce turnover intention. When employees' experience psychological empowerment through meaning, competence, impact, and self-determination in their job role, it will lead to higher engagement and lower turnover intention. He proposed that better work life balance of employees could result in decreased intention to quit the organization.

4. Effect of Employee Commitment on Turnover Intention

Employee commitment plays an important role as an antecedent of turnover intention and actual turnover. Cohen (2007) suggest that the perception of organizational identification and commitment may influence turnover intention of employees. Stanley (2013) combined affective, normative and continuance commitment into different profiles and determined its effect on turnover intention. They found that affective dominant, affective-normative dominant and committed profiles displayed lower turnover intention than continuance dominated and non-committed profiles. Stanley (2013) indicates that normative organizational commitment is negatively correlated with organizational turnover intention, and affective occupational commitment is negatively correlated with occupational turnover intention.

Turnover can be defined as the process in which employees leave the organization and have to be replaced by others, turnover is related to employee commitment. Turnover occurs when employees leave an organization and have to be replaced. Excessive turnover can be a very costly problem to the company, one with a major impact on productivity. But cost is not the only reason turnover is an important issue. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover which may be caused by lack of employee commitment.

High employee turnover is of considerable concern for employers because it disrupts normal operations of the company, causes morale problems for that stick on, and increases the cost involved in selecting and training the replacements. The employer does whatever possible to minimize turnover, making employees feel motivated on their jobs which encourages them to be more committed to stay. The withdrawal behavior of the employees is modified by certain factors. Loyalty to the organization is one such factor. According to Brown (2011), some employees cannot imagine themselves working elsewhere, however uncommitted they are in their present job. Availability of other places of employment also reduces employee commitment to their current job.

Turnover intentions are the thoughts of the employees regarding voluntary leaving the organization. The intention to quit is probably the most important immediate antecedent of turnover decisions. Turnover intention is used instead of actual turnover because in general the theory of planned

behavior. In fact, researchers have found intent to leave or stay as the strongest predictor of actual turnover (Warsi, 2009).

Review on the antecedent of turnover intentions has highlighted intent to leave rather than actual turnover as the outcome variable. Also results on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables. Literature has identified that work-related factors, personal characteristics and external factors are good predictors of employee turnover tendency (Susskind, 2007).

Further empirical studies have shown that turnover intentions are functions of several variables such as satisfaction, motivation, organizational support, financial reward, communication and promotion prospect and leadership styles.

(Warsi, 2009) suggests that most of the theoretical literature contends that before individuals leave an organization, they progress through a series of stages of psychological and behavioral withdrawal. Scott (2007) for example, asserted that absence is a miniature form of turnover. He states that the position of leaving a job is the outcome of a chain of experiences building up to the final break events on a smaller scale. Signs such high absenteeism tend to manifest earlier as turnover becomes the dying state of a lively process of leaving. However, with the changing nature of jobs, more study has to be done focusing on the effect or impact of turnover intentions on employees' commitment.

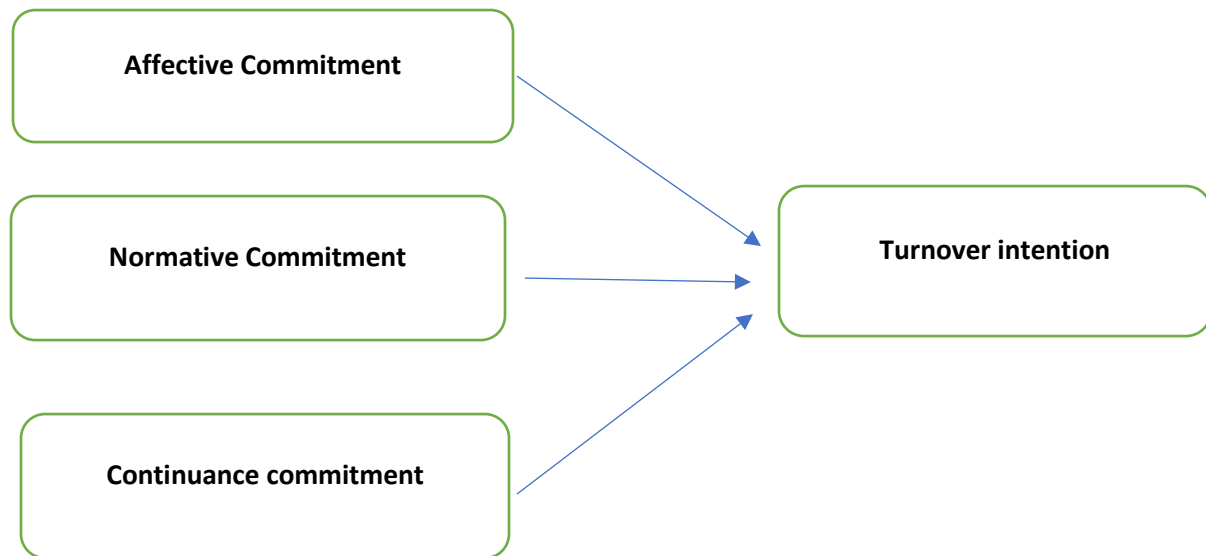
Turnover is like truancy or absenteeism as far as employee commitment is concerned. Excess turnover can cost the organization a lot because it has a big effect on performance as well as productivity. But it is important to also note that cost is not the only reason making employee turnover such an important subject. Interrupted plans and schedules, extra overtime, not having knowledgeable staff in place, long training times and other mistakes are just a few of the problems associated with high turnover levels whose major cause is lack of staff commitment.

Normal company operations are disrupted by high levels of employee turnover hence poor motivated employees and this acts as an extra cost for replacing old employees. Employers do whatever possible to reduce turnover, motivating employees which encourages them to be more committed and also want to stay. Loyalty of employees prevents withdrawal of employees. Some

workers cannot imagine themselves being employed elsewhere, however uncommitted they are in their current job. Worker commitment is greatly reduced by other opportunities for work.

5. Conceptual Framework

As per to the different literatures stated above, the below conceptual frame work was developed. Commitment is a psychological state with at least three separate components reflecting (1) a desire (2) a need, and (3) an obligation to maintain employment within an organization. Researchers have conceptualized organizational commitment as having both attitudinal and behavioral components. Studies have referred to attitudinal commitment as an intense identification with the goals of the organization. Behavioral commitment refers to a less intense relationship with the organization and focuses on the individual process that binds him/her to that organization. How these different forms of commitment relate to one's intention to leave an organization is theoretically important. Thus, it is implied that an employees' intention to leave his or her organization could be the final opportunity for administrators to prevent actual turnover.



Source: Adapted and modified from Meyer and Allen's (1991) three-component model of organization commitment

Figure 2.3 Conceptual Framework

Chapter 3

Research Design and Methodology

Introduction

This chapter discusses issues pertaining to the research design, the sample and sampling techniques, measuring instrument, procedures of data collection and presentation and reliability and validity test, and ethicality consideration

3.1 Research Design

Most writers have written exclusively on research methodology. The underlining factor in most studies is that the selection of methodology is based on the research problem and stated research questions. Unlike theories, methodology cannot be true or false; only more or less useful (Silverman, 2003).

The research approach to the study involves both quantitative and qualitative approach to collect data. In dealing with the quantitative approach, this study uses descriptive and inferential statistical approach. The collected data was summarized and analyzed using descriptive and inferential statistics. The result then is presented in the form of tables followed by discussions for further interpretation on the findings. Using SPSS version 20.0 data analysis method, descriptive statistics were used to present the demographic characteristics of the participants. Correlation analysis was also done to see the relationship between the dependent and independent variables. Additionally, regression analysis was done to identify the effect of employees' commitment on turnover intention. With regards to qualitative approach

This study used an explanatory design, as it was most appropriate because the thesis examined the relationship between three independent variables of organizational commitment and one dependent variable of turnover intentions.

Most Explanatory designs are cross-sectional when the researcher examines the phenomenon or people at the same time or longitudinal when the researcher accesses the phenomenon over two or more periods (Barker, 2015). The thesis used the cross-sectional approach, as it collected the data over a short period.

3.2 Sample and Sampling Techniques

According to Sekaran (2003), sample is defined as subgroup or subset of the population. Besides, it also can be defined as a set of respondents selected from a larger population for the purpose of a survey.

Although there are many techniques for acquiring a representative sample (e.g., selecting individuals that match the population on the most important characteristics), based on the purpose of this research that is in order to represent both work groups, a stratified sampling divided into two homogeneous and non-overlapping subgroups of employees on a different work occupation was used. The first stratum composes of employees working as a management member and the second as general employee and then a convenience sampling was used. According Saunders (2012), a convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach. There are no other criteria to the sampling method except that people be available and willing to participate. In addition, this type of sampling method does not require that a simple Random sample is generated, since the only criteria is whether the participants agree to participate.

As the researcher mentioned above, the number of total populations for the study is 272. In order to determine the sample size, the researcher use Yemane (1967) sample selection method with a probability of 95 % free error. Based on this method, a total of 162 sample is drawn from total population.

$$n = \frac{N}{1 + N(e^2)} = \frac{272}{1 + 272(0.05^2)} = 161.9 \approx 162$$

Where:

n = the sample size

N= the study population

e= the level of precision

3.3 Instruments and Procedures of Data Collection

In order to answer the research questions stated, data was gathered from both primary and secondary sources. The survey questionnaire was used to collect the primary data from the employees of Alle Bejimla by self-administered questionnaires that were distributed to the sampled employees.

The secondary data comprises of information from the organization's published and unpublished documents such as the organization profile. Moreover, various records that are relevant to the study is collected from research articles, books, and internet plus attempt to use different brochure and magazines and other researches done by different individuals.

3.4 Methods of Data Analysis

This study used a quantitative method in order to provide an extensive description on the subject matter. Data captured from the questionnaires was analyzed using the Statistical Package for Social Sciences (SPSS), Version 20 and descriptive statistics was used to analyze and present the results. Information gathered through document analysis will be analyzed in the form of narratives, and those data corresponded with those from the questionnaire will be integrated and the findings will be interpreted accordingly.

3.5 Ethical Considerations

While conducting the study, ethical issues will be primarily considered. Before conducting the data collection all the necessary information about the study will be provided to the sample respondents, i.e. who is conducting the study, for what purpose, and the like, this has helped them to decide whether or not to participate in this study. They are also notified that their participation in the study is voluntary, that they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation in the project. They will also be informed that the anonymity and confidentiality of their response will be guaranteed.

3.6. Reliability and Validity

The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to be measured. As stated by Mahon (2002) the less variation of the instruments

produces in repeated measurements of an attribute the higher its reliability It indicates the degree to which an instrument measures what it is supposed to measure. In this research content, validity will be ensured by subject matter experts. The validity of this instrument will go further in addressing those issues raised by different literatures. Each question will be supported by different literatures so as to attain its construct validity. Moreover, the instruments will be checked and revised by the principal advisor.

Cronbach's Coefficient (α) is calculated to estimate the internal consistency of reliability of a measurement scale. Cronbach's Coefficient is a reasonable indicator of the internal consistency of instruments that do not have right or wrong marking schemes, thus can be used for questionnaires using scales such as rating. Cronbach's alpha coefficients should fall within a range of 0.70 to 1.00, Black (1999), Cronbach's alpha is widely used in social science research to estimate the internal consistency of reliability of a measurement scale. Cronbach Alpha was calculated for this research on a sample of 143 respondents and the result is depicted in the table below.

Items	Cronbach's Alpha	No of Items
Turnover Intention	.754	6
Affective Commitment	.798	6
Normative commitment	.724	6
Continuance Commitment	.801	6

Table 3.1. Reliability statistics

Chapter 4

Data Presentation, Analysis and Interpretations

This chapter presents findings and discussions on the study. The data collected through the survey is analyzed and additionally the analysis provides an interpretation. That is, this section is composed of respondents' demographic data, data presentation, data analyses, and data interpretations.

As stated on the research methodology, 162 questionnaires were distributed randomly to the sampled employees of Alle Bejimla and 143 were collected thus making the response rate to be 88.27%. The data collected from the employees through questionnaire is presented by using tables and was analyzed and interpreted using descriptive statistics. Then the major findings have been summarized and presented as follows. The findings are presented using a mean of 1-5. For interpretation, a mean of <1.5 implies strongly disagree, $1.5 \leq 2.4$ disagree, $2.5 \leq 3.4$ neutral, $3.5 \leq 4.4$ agree, ≥ 4.5 is strongly agree (<https://achilleaskostoulas.com/2013/02/13/on-likert-scales-ordinal-data-and-mean-values/>)

4.1 Demographic Data of Survey Respondents

The first part of the questionnaire consists of the demographic characteristics of respondents. This part of the questionnaire requested a limited amount of information related to personal and demographic status of the respondents which is found to be desirable to discuss before proceeding to analysis of data of the main objectives. Accordingly, the following variables about the respondents were summarized and described in the subsequent table.

Table 4.1 Socio-demographic characteristics of the respondents

Demographic characteristics	Scale	Frequency	Percent	Valid percentage	Cumulative Percentage
Gender	Male	82	57.30%	57.3	57.3
	Female	61	42.70%	42.4	100
	Total	143	100	100	
Age	18-25	14	9.80%	9.8	9.8
	26-35	61	42.70%	42.7	52.4
	36-45	42	29.40%	29.4	81.8
	46-55	20	14.00%	14	95.8
	>56	6	4.20%	4.2	100
	Total	143	100%	100	
Work Experience	1-5	26	18%	18.2	18.2
	6-10	15	10.50%	10.5	28.7
	11-15	51	35.70%	35.7	64.3
	16-20	20	14.00%	14	78.3
	21-25	9	6.80%	6.3	84.6
	26-30	16	11.20%	11.2	95.8
	>31	6	4.20%	4.2	100
	Total	143	100%	100	
Qualification	Certificate	10	7	7	7
	Diploma	39	27.3	27.3	34.3
	Degree	82	57.3	57.3	91.6
	Masters	12	8.4	8.4	100
	PhD	0	0	0	100
	Other	0	0	0	100
	Total	143	100	100	

Source: Own computation (2019)

As described on table 4.1 above, out of 143 respondents there are 61 females which constitute 42.7% and 82 males constituting 57.3% of total respondents. Although this study yielded results from a larger male sample than a female sample, this does not necessarily mean that this organization was male dominated, as some employees did not partake in this research and this research used a simple random sampling technique.

Out of total 143 respondents in age group classification, 14 (9.8%) respondents are between 18-25 age group, 61 (42.7%) respondents are between 26-35 age group, 42 (29.4%) respondents are between 36-45 age group, 20 (14%) respondents are between 46-55 age group and the remaining 6 (4.2%) respondents are in the age group of greater than 56. According to (Douglas, 2001) populations aged from 18 to 35 are considered to be in a highly productive age category, signifying that majority of the respondents are at a highly productive age.

Regarding the work experience, among the total 143 survey respondents, 26 (18%) respondents have working experience of 1-5 years, 15 (10.5%) respondents have working experience of 6-10 years, 51 (35.7%) respondents have working experience of 11-15 years, 20 (14%) respondents have working experience of 16-20 years, 9 (6.8%) respondents have working experience of 21-30 years, 16 (11.2%) respondents have working experience of 26-30 years and the other remaining 6 (4.2%) respondents have working experience more than 31 years.

(Kalbers, 2008) stated that employees with more experience would work hard with their company, similarly, they have less intention to turnover. The result can be presented why less experienced employees have more influence between job satisfactions and continuance commitment than more experienced senior employees.

Responses obtained on qualification status of survey respondents reveals that, out of total 143 respondents, there was 10 (7%) respondents hold certificate, 39 (27.3%) have diploma and 82 (57.3%) of respondents holds degree and the remaining. A survey finding on qualification status of respondents reflects that; high proportions of employees are well educated that they can be concluded that almost all employees are capable of understanding and answering the questions of the questionnaire.

Moreover, (Karatepe, 2014), says that those with low education level has a lower turnover intention. Furthermore, the turnover intention of those with high education level was higher and it may be

result from that the people with high education level have more expectations compared to those with low education level. (Karatepe, 2014) supported that more educated people desire to obtain more job opportunities compared to uneducated people and have a wider view/understanding that creates new challenges, which results in increasing expectations and that a person, in such a situation, might regard the organizations as a prison.

4.2 Data Analysis Pertaining to the study.

The main objective of the study is to identify the effect of employee commitment on Turnover intention in Alle Bejimla. Hence, in order to see the effect of commitment on turnover intention and ease of analysis the researcher has analyzed the three type of commitments (Affective, Normative and Continuance) separately to identify the effect of each type of commitment has on TOI. Questions related to TOI, affective commitment, normative commitment and continuance commitment were asked in order to know the perception of the research participants and the following result were obtained.

4.2.1 Affective Commitment

Table 4.2 Descriptive analysis of Affective Commitment

Item Statistics

	Mean	Std. Deviation	N
I would be very happy to spend the rest of my career with this organization	2.10	1.109	143
I really feel as if this organization's problems are my own	1.20	.421	143
I do not feel a strong sense of "belonging" to my organization	4.09	.887	143
I do not feel "emotionally attached" to this organization	3.62	1.080	143
I do not feel like "part of the family" at my organization	4.73	.627	143
This organization has a great deal of personal meaning for me	3.27	.978	143

Source: Own computation

Table 4.2 above displays data obtained regarding if they would be happy to spend the rest of their career with the organization, the average mean score is 2.10. This shows that majority of the employees are not happy to spend and build their future career with the organization. This might be due to several reasons such as lack of good working environment, low compensation and benefits packages, bad relationships with management and/or other reasons as well. It's vital that employers are able to spot the signs of the reasons why they are not happy and combat these issues right away. Tackling these early on can help to get staff back on track and start enjoying their work again and help the organization achieve its goals.

With regards to feeling the organization's problem as their own, the average mean score is 1.20 which they have strongly disagreed on the matter. Employees with a high commitment rate step up and take responsibility and feel the organizations problem as their own and try to solve as much problems as possible while taking responsibilities and caring in achieving the organizations goal. In addition, when employees feel the organization problems as their own, they have the tendency to challenge and stretch themselves to be more in order to become stronger contributors to the organization's shared purpose because they believe in what they do, and they care about achieving the vision of the organization.

Likewise, on feeling sense of belongingness to the organization, the average mean e score is 4.09. This shows that, majority of the respondents do not feel a strong sense of belongingness to the organization. This implies that the less belongingness they have towards the organization the less they discover the links between personal ideas, meaningful organizational missions or intentions, and larger social values. According to (Beck, 2000), where the feeling of belongingness is lacking in an employee, he/she feel disconnected, and act out of his or her anxiety and fear of been abandoned, which may result to low morale, distrust, lack of commitment, and always on the lookout for alternative opportunities outside the organization, in ways that are detrimental to the organization. There is also the tendency for increase management-labor crises, distrust, and lack of serious commitment and organizational sabotage.

On emphasize of feeling emotional attached to the organization, the average mean score is 3.62 which means that majority of the employees are not emotionally attached to their organization. Thus, this implies as the employees are not emotionally attached to the organization they might not feel engaged and positive about their work. This might in turn disrupt their psychological wellbeing. If the emotions are positive and attributed to the group, affective attachments to the group become stronger; if the emotions are negative and attributed to the social unit, affective attachments become weaker (Brunetto, 2013).

Furthermore, regarding to feel part of the family to the organization, the respondents have scored a mean average of 4.73. This shows that most of the employees strongly do not feel as if they are part of family to the organization. Creating family type of cultures with the employees often promote high levels of socialization between its members, which in turn translate into a high degree of

loyalty, and commitment to the organization and its goals. Thus, organizations who try to make it feel like everyone is part of the family is a worthy goal to attempt for.

In having a great deal of personal meaning of the organization, the mean score is 3.27. This shows that, majority of the respondents are neutral towards this subject matter. This implies that they neither have nor don't have a personal meaning to the organization.

4.2.2. Normative Commitment

Table 4.3 Descriptive analysis of Normative Commitment

Item Statistics			
	Mean	Std. Deviation	N
I owe a great deal to this organization	4.20	.656	143
I do not feel any obligation to remain with my current employer	4.50	.627	143
Even if it were to my advantage, I do not feel it would be right to leave my organization now	1.79	.903	143
I would feel guilty if I left my organization now	2.10	.998	143
This organization deserves my loyalty	1.36	.621	143
I would not leave my organization right now because of my sense of obligation to it	2.31	1.003	143

Source: Own Computation (2019)

Regarding owing a great deal to the organization, the average mean score is 4.20. This shows that most of the respondents agree that they owe the organization in one way or another. This implies

that employees owe the organization because of the experience they have gained, social network they have built and security of job they have.

Moreover, when respondents were asked if they don't feel any obligation to remain with their current employer, the average mean score indicates 4.5. Most of the response collected from this question is the respondents strongly agreed they don't feel the obligation to remain with their current employers, they don't feel they have the obligation to do their job.

For the question of "even it was to my advantage, I do not feel it would be right to leave my organization now", the average mean score is 1.79, indicating majority of the respondents disagree. Indicating they would leave the organization if it was to their advantage this might also mean the respondents bring their advantages first over the advantage of the organization.

Regarding the question I would feel guilty if I left my organization now, the average mean score is 2.10, indicating majority of them don't feel a sense of guilt if they left as they aspire to grow, develop, and in many cases, also climb into positions with new challenges and responsibilities. If the organization doesn't provide the support and required assistance to its employees, it is rarely that employees feel guilt. In addition, staying with the organization out of guilt will be a damage for both the organization and the employee.

Furthermore, the average mean score is 1.36 when respondents were asked if the organization deserves their loyalty. This shows that employees are not loyal to their organization. According to (Brunetto, 2013) employee loyalty to a company refers to employees who are dedicated to the growth of their company and consider being an employee of the organization as in their best interest, but if someone is only loyal because the law requires them to be, that's not true loyalty, which should come from the heart, not a contract. Loyal employees should show their concern for the organization and its continued success and wellbeing also wishing to continue with the organization. However, the response received from the employees of Alle Bejimla is quite different and indicates the employees are not loyal to their organization.

Additionally, concerning not leaving the organization right now because of the sense of obligation to it, the average mean score is 2.31. This implies that employees don't have obligation to the

organization, and the less obligation they have doesn't affect their decision to stay with the organization. Employees should be given the opportunity to do meaningful work, a work they can derive a sense of meaning and purpose from regardless of what stands before them, then they won't waver in their drive and ambition to transform the organization's vision into reality.

4.2.3. Continuance Commitment

Table 4.4 Descriptive analysis of Continuance commitment

Item Statistics			
	Mean	Std. Deviation	N
Right now, staying with my organization is a matter of necessity as much as desire	3.94	1.188	143
It would be very hard for me to leave my organization right now, even if I wanted to	4.27	1.113	143
Too much of my life would be disrupted if I decided I wanted to leave my organization now	4.68	.827	143
I feel that I have too few options to consider leaving this organization	3.93	1.185	143
One of the major reasons I continue to work for this organization is that, leaving would require considerable personal sacrifice	4.83	.573	143
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives elsewhere	4.67	.739	143

Source: own computation (2019)

For the question regarding “right now staying with my organization is a matter of necessity as much as desire” the average mean score is 3.94 indicating the majority of the participants agree with this. The employees of Alle Bejimla are staying with the organization as a matter of necessity. Some major consequences employees and organizations are likely to face respectively include lack of employment opportunities and the negative impact on the organization if employees leave (Balassiano, 2012). leave as a result, some employees may not leave the organization based on fear of not having a job at all; therefore, continuance commitment occurs when employees commit not because they want to, but because they need to for survival case.

As indicated in table 4.4 above the average mean score is 4.27 for the question “It would be very hard for me to leave my organization right now, even if I wanted to”. The respondents agreed that even if they had a desire to move on from their current organization the difficulty faced in doing so would hold them back. Thus, employees in Alle Bejimla are aware of the cost associated with discontinuing membership and lack of alternatives if they do leave their job out of desire. This implies employees are disengaged with their work and yet are unwilling to leave the organization. Whether it’s because they have to pay the bill or whether they have few other options of being hired elsewhere. The finding shows that they feel trapped indicating even if they do stay with the organization they are less likely to perform well, or at least to their best abilities. The higher level of desire to stay in a company even if the situation is found to be easy, has long been considered a fundamental element to achieve better performance in private entities and greater efficiency and effectiveness in providing services to society in public organizations.

According to the above table, the average mean score is 4.68 for the question “Too much of my life would be disrupted if I decided I wanted to leave my organization now” majority of them believe their life would be disrupted if they leave their job. Whether the disruption of leaving is due to personal or material sacrifice, employees feel that by leaving their organization they will be faced with too much interruption of the norm they are used to. This suggest that employees are subject to fear of the uncertain rather than their commitment to stay in company

For the question “I feel I have too few options to consider leaving this organization” majority of the responded have agreed, indicating the average mean score 3.93. This shows that the availability of better jobs compared to the current job they are working are not sufficiently and adequately available in the market industry and that eventually leads the employees to settle. This is widely

known specially like Ethiopia where unemployment rate has reached 19.1% (www.trading economics.com). According to Karatepe (2014), available job alternatives can lead to both a committed and an exploratory intent search and then quit. Exploratory searching includes activities such as reading job advertisements, reading about job search practices, and preparing and sending a resume, or activities that might be considered exploring options while committed searching includes activities that suggest a commitment to leave such as contacting former employers, colleagues, recruiters or prospective employers. If they do find possible alternatives employees will leave their current job

For the question “one of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifices” the average mean score indicates 4.83 which means majority of the respondents have strongly agreed. Indicating the reason for their stay with the organization is to minimize the sacrifices they would incur which can also include losing of network they have built through their career time spent, psychological torment from leaving from good imaged organization or other reasons

For the question “one of the few negative consequences of leaving this organization would be the scarcity of available alternatives elsewhere” having too few options to consider leaving their organization is another reason why employees stay at the organization according to majority of the respondents with average mean score of 4.67. Considering the current level of unemployment in the country it is a reasonable reason for employees to not leave the organization for this reason. However, staying in the organization because of unavailable of alternative elsewhere forces the employees to work without being committed to the job. This makes the employees settle for less because they feel they don't have options which leads to poor performance in their job

4.2.4 Turnover Intention

Table 4.5 Descriptive analysis of Turnover Intentions

	Mean	Std. Deviation	N
I always consider leaving my job	3.78	1.268	143
My current Job is satisfying my personal needs	1.91	.926	143
I often dream about getting another job that will better suit my personal needs	3.94	.762	143
I look forward to another day at work	3.26	.977	143
I feel frustrated when not given the opportunity at work to achieve my personal work-related goals?	4.72	.726	143
I will accept another job at the same compensation level should if it will be offered to me	4.64	.708	143

Source: Own computation (2019)

The finding in table 4.5 shows that employees at the organization consider leaving their job with an average mean score of 3.78. This implies employees have deliberate willfulness to leave the organization. This might be due to various reasons such as to mention organizational culture or benefit package which might be inconvenient to the employees. Lack of management recognition of employee's job performance, lack of contribution of employees work to organizations business goals, boredom and being unchallenged by the work itself is also a couple of reasons why they intend to leave their job. In addition, employees might intend to leave if they are not given the opportunities to use their skills and abilities.

As to whether or not their current job is satisfying their personal needs, the average mean score is 1.91 which indicates majority of the respondent's personal needs are not being met with their job at Alle Bejimla. If employees are dissatisfied with their work and if their job is not satisfying their personal needs which might include due to job satisfaction, employee recognition, financial needs and job stability they are likely to leave from the organization. Employees who are committed to

the organization and believe that they cannot find any other job because of bad general economy prefer to stay in the organization. However, if employees believe that there are available job openings in the market, which they have a better opportunity, are likely to leave the organization.

As indicated in table 4.5 the average mean score is 3.94 indicating majority of the employees at Alle Bejimla dream about getting alternative job. This also implies the employees are not happy with their current job and would be happy if they find another job that will suit and fulfill their personal needs. This again might be due to several reasons of which some might be poor working environment, compensation package, lack of career development, lack of recognition, challenging work and any other reasons.

“I look forward to another day at work” the average mean score for this question is 3.26 indicating majority of the respondents are neutral to this question. This suggests that the employees are indifferent of looking forward to work and contribute in attaining the organization’s goal.

With regards to frustration felt when not given the opportunity at work to achieve their personal work-related goals respondents strongly agreed to it with an average mean score of 4.72. This signifies that organization needs to give opportunities to the employees to achieve their goals and for them to work with maximum potential. Thus, helping minimize the frustration of the employees, the organization will earn a greater trust and respect, which in turn will have a positive impact on the organization, Alle Bejimla. Moreover, it also increases the satisfaction of the employees by giving challenging work.

Furthermore, majority of the respondents strongly agreed that if a job was to be offered to them with the same compensation level, they would accept and leave their current job with an average mean score of 4.64. This implies the employees are willing to leave even if they don’t get a higher pay raise. Employee commitment and compensation is said to have a relationship with each other. It is expected that employee commitment may increase when the factors of compensation expected by the employee are satisfied. Compensation acts as a medium that enhances the commitment of the employee in their work and creates a strong sense of belongingness to their organization. Thus, if employees are willing to leave Alle Bejimla for the same pay rate it indicates the employees are not committed to the organization.

4.3 Correlation Analysis

Correlation is a measure of association between two variables. According to Kothari (2004), positive values of r indicate positive correlation between the two variables (i.e., changes in both variables take place in the stated direction), whereas negative values of “ r ” indicate negative correlation i.e., changes in the two variables taking place in the opposite directions. A zero value of “ r ” indicates that there is no association between the two variables. When $r = (+) 1$, it indicates perfect positive correlation and when it is $(-) 1$, it indicates perfect negative correlation. In the same way, Cohen (2007) also interpreted the coefficient of correlation between 0 and 1 as in the following manner.

Daniel M. (2004), states that the cut off points for the interpretation of the strength of correlation coefficients are ± 0.80 to ± 1 , which is very strong, ± 0.50 to ± 0.79 strong, ± 0.30 to ± 0.49 moderate, ± 0.10 to ± 0.29 , modest and less than 0.1 is a weak correlation. Based on this Pearson's correlation was computed for the purpose of determining the relationship between independent variable (affective commitment, normative commitment and continuance commitment) and the dependent variable (employees' turnover intention).

Table 4.6 Descriptive analysis- Correlation of variables

		Correlations			
		TOI	AC	NC	CC
TOI	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	143			
AC	Pearson Correlation	-.555**	1		
	Sig. (2-tailed)	.000			
	N	143	143		
NC	Pearson Correlation	-.417**	.282**	1	
	Sig. (2-tailed)	.000	.001		
	N	143	143	143	
CC	Pearson Correlation	-.383**	.356**	.190*	1
	Sig. (2-tailed)	.000	.000	.023	
	N	143	143	143	143

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Own computation

As it is shown in the above table 4.4, for affective commitment and turnover intention, correlation Coefficient of $r = -0.555$, $p < 0.01$ was found, this shows that there is strong negative relationship between the two variables. In the same way, Table 4.7 shows for Normative Commitment and employee turnover correlation coefficient $r = -0.417$, $P < 0.01$ was found; it also demonstrated that there is moderate negative relationship between the two variables. While table 4.8 shows for Continuance commitment and Turnover intention, correlation coefficient of $r = -0.383$, which demonstrates there is a moderate negative relationship between the variables.

4.4 Test of Assumption

A multiple linear regression analysis in the Statistical Packages for Social Sciences software, commonly referred to as SPSS is used to test the assumptions. The multiple linear regression model is most appropriate when the researcher is analyzing a relationship that multiple independent variables have with a dependent variable, Higgins (2006), which applies to the focus of this study. A simple linear regression model is not appropriate, as the investigator makes predictions about the relationship between one independent variable and one dependent variable (Higgins, 2006). Before drawing a conclusion, it is a necessary to ensure the assumptions of multiple linear regression. When analyzing the data, the study addressed and evaluated the assumptions of multiple linear regression, which are:

Multicollinearity: When evaluating the collinearity statistics, a tolerance value below 1.0 or a variance inflation factor (VIF) value below 2.0 indicates there is no concern for multicollinearity. As shown in Table 4.9 below, the study evaluated multicollinearity by viewing the correlation coefficients among the predictor variables. All bivariate correlations were small to medium therefore the assumption of multicollinearity was not violated.

Table 4.7 Correlation Coefficients Among Study Predictor Variables

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	AC	.826	1.211
	NC	.911	1.097
	CC	.865	1.156

a. Dependent Variable: TOI

Source: Own Computation

Normality and Linearity

In checking linearity and normality, the study did not identify any violations of normality or linearity because the plots were approximately linear. Data is not normally distributed if significance value is very small (close to zero), otherwise, it can be assumed to be normally distributed. Chatterjee (2012) stated that when checking for the assumption of normality and linearity, the plots should appear to be in a straight line and should not show a correlation but resemble a random scatter, as shown in the figure 4.8 below.

Table 4.8 Normality probability plot for Turnover Intention

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TOI	.063	143	.200 [*]	.869	143	.366
AC	.034	143	.143 [*]	.978	143	.423
NC	.522	143	.300 [*]	.966	143	.555
CC	.104	143	.200 [*]	.811	143	.825

a. Lilliefors Significance Correction

Source: Own computation

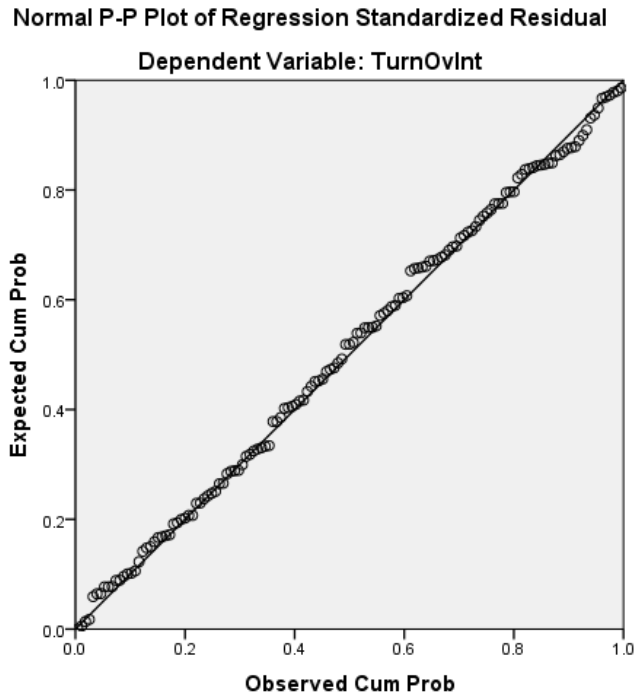


Figure 4.1. Normality probability plot for Turnover Intention

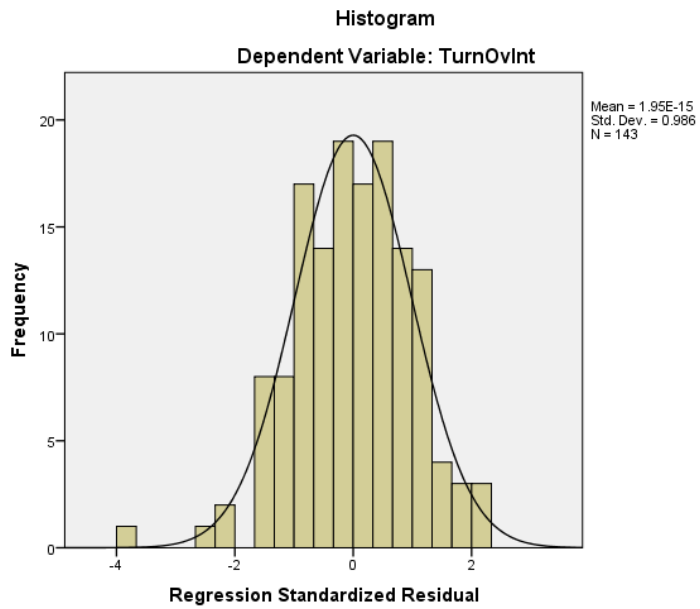


Fig 4.2 Normality test for residuals

Homoscedasticity: In evaluating the scatterplot, in Figure 4.3, the plots appear to be similar on both sides of the line, so the data exhibits homoscedasticity. McDonald (2014) refers to homoscedasticity when there is the same deviation across all data groups in a regression test.

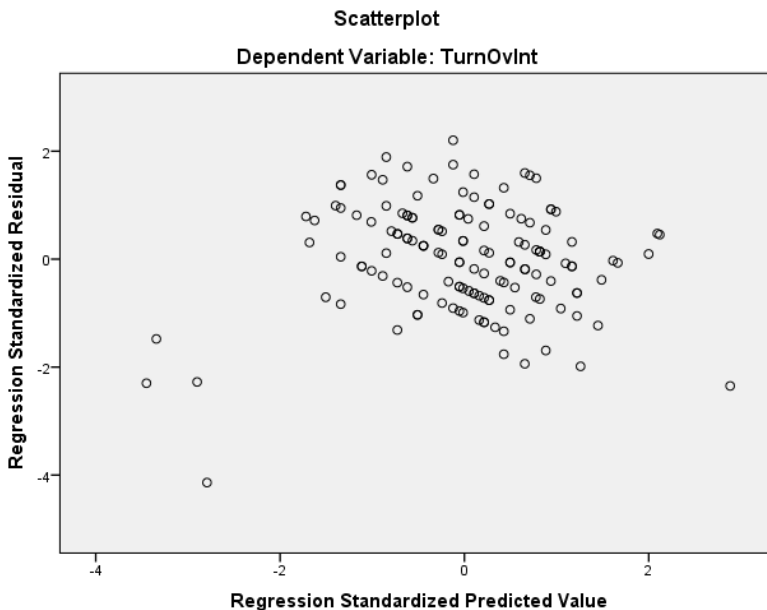


Figure 4.3 Residual scatterplot for turnover intentions

4.5 Regression Analysis

Regression analysis helps in order to measure the relative strength of independent variable on dependent variable. Thus, in order to determine the statistically significance effect of the independent variables on the dependent variable, multiple regression analysis was used. As defined by (Kothari., 2004), “multiple regression analysis is used when the researcher has one dependent variable, which is presumed to be a function of two or more independent variables.” The objective of this analysis is to make a prediction about the dependent variable based on its covariance with all the concerned independent variables. The independent variables were affective commitment, continuance commitment, and normative commitment. Here, the hypothesis pointed in chapter one, will be addressed per to the regression analysis result accordingly. The first null (H0) and alternative (Ha) hypothesis was:

H0: Employees' commitment doesn't affect employees' turnover intention in Alle Bejimla

Ha: Employees commitment affects employees' turnover intention in Alle Bejimla

From the analysis result indicated in table 4.9 below, the adjusted R square, tells that the employees commitment has 39.9 % effect on employees' turnover intention. Thus, these independent variables have a considerable effect on employees turnover intention, which is 39.9%, where employees turnover intention due to other reasons being constant. Thus, the first alternative hypothesis was supported by the result, which makes the study to reject the null hypothesis (H0).

Table 4.9 Overall effect of employees' commitment on employees' turnover intention.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.641 ^a	.411	.399	.36839	.411	32.394	.000

a. Predictors: (Constant), AC, NC, CC

In order to see the effect of each independent variables effect on employees' turnover intention, step-wise regression analysis is conducted, as indicated in table 4.10 below. This analysis also helps to address the other 4 sub- hypotheses raised in chapter one.

Table 4.10 Step-wise regression of independent variables

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.	R	R square	Adjusted R Square
		B	Std. Error	Beta					
1	(Constant)	1.897	.231		8.208	.000			
	AC	.571	.072	.555	7.915	.000	.555	.308	.303
2	(Constant)	1.091	.295		3.706	.000			
	AC	.489	.071	.475	6.854	.000			
	NC	.393	.096	.284	4.095	.000	.618	.382	.373
3	(Constant)	.745	.317		2.352	.020			
	AC	.426	.074	.414	5.779	.000			
	NC	.368	.095	.266	3.897	.000			
	CC	.140	.053	.186	2.652	.009	.641	.411	.399
4	(Constant)	.230	.364		.632	.529			
	AC	.457	.073	.444	6.256	.000			
	NC	.380	.093	.274	4.107	.000			
	CC	.139	.052	.185	2.703	.008	.664	.441	.425
	Age	.084	.031	.175	2.697	.008			

a. Dependent Variable: Turnover Intention

Source: Own Computation, 2019

The sub-hypothesis raised as a null and alternative hypothesis were noted as follows:

H01: Affective commitment does not have a significant effect on employees' turnover intention in Alle Bejimla

Ha1: Affective commitment has a significant effect on employees' turnover intention in Alle Bejimla

H02: Normative commitment does not have a significant effect on employees' turnover Intention in Alle Bejimla

Ha2: Normative commitment has a significant effect on employees' turnover intention in Alle Bejimla

H03: Continuance commitment does not have a significant effect on employees' turnover intention in Alle Bejimla

Ha3: Continuance commitment has a significant effect on employees' turnover intention in Alle Bejimla

H04: Age does not have a significant effect on employees' turnover intention in Alle Bejimla

Ha4: Age has a significant effect on employees' turnover intention in Alle Bejimla

To this end, Table 4.10 indicates that, the affective commitment affects employees' turnover intention by 30.3%, being the highest among the other independent variables, which intern results to accept the first alternative sub-hypothesis and reject the respective null hypothesis. In addition, to normative commitment, the effect reached 37.3%. This tells us normative commitment have an additional of 7% effect on employees' turnover intention, which makes it the second factor and leads to accept the alternative sub hypothesis Ha2 and reject the null hypothesis H02.

The effect of continuance commitment has also increased the effect to 39.9% which has contributed to an increase of 2.6%, leading to accept the alternative sub hypothesis Ha3 and reject the null hypothesis H03. Age is also said to have additional effect of 2.6% on the turnover intention, increasing the effect to 42.5%. This result also leads to reject the respective null hypothesis H04 and accept the alternate hypothesis H04

The above table 4.10 also shows the extent to which each independent variable influences the dependent variable. The relative importance of commitment (independent variables) in contributing to the variance of the employees' turnover intention (dependent variable) is explained by the standardized beta coefficient. For a one step increase on affective commitment, turnover intention will decrease by 0.444. A similar one scale increase on normative commitment would reduce turnover intention by 0.274. Continuance commitment and age will have an effect of reducing turnover intention by 0.185 and 0.175 respectively.

Among the independent variables, Affective commitment is more significant and meaningful. This can be interpreted as a certain improvement on affective commitment will decrease employee's

turnover intention by 44%. Thus, affective commitment has a greater rate of change than other predictors. Affective commitment provided useful predictive information about turnover intention. A number of researchers confirmed that organizational commitment had a significant impact on an individual's desire to leave an organization (Kim, 2010).

Chapter Five

Summary of Major Findings, Conclusions and Recommendations

This chapter presents the findings of the research, draws a conclusion of the study and provides recommendations. The main objective of this study was to examine the effect of organizational commitment on employee's turnover intention in the Ethiopian public sector, particularly by conducting a case study on Ethiopian Trading Business Corporation (Alle Bejimla). The conclusions are drawn in line with the study objectives and in an attempt to answer the study's research questions regarding turnover intention and how organizational commitment affects it. Recommendations for improving organizational commitment in the selected organization are also provided.

5.1. Summary of Finding

Drawing on a sample size of one hundred forty-three (143) respondents with the aid of questionnaires, a good amount of quality data was gathered and analyzed by the researcher. The Cronbach Alpha test applied to evaluate the reliability of the instruments and to ensure the results are consistent also confirmed same. Furthermore, preliminary analyses were conducted to assess whether the assumptions of multicollinearity, normality, linearity, homoscedasticity were met; no serious violations were noted.

In this study it was found that organizational commitment is negatively related to turn over intention. The assessment of turnover intentions suggests that majority of the participants did not feel committed to staying with the organization and their intention to leave is higher than the mean score. Moreover, the result of the test shows that in a simultaneous method, increase of affective, continuance and normative commitments showed a negative effect on turnover intentions of employees. This result is in congruence with previous studies done by scientists. Porter (1991), Dole (2001), Necowits (1994) and Zeffane (1994) who had found that the antecedent of turnover intentions is organizational commitment.

The summery of findings from the correlation analysis shows there is a strong negative relationship between turnover intention and affective commitment. Likewise, it was found that majority of the respondents are not emotionally attached to the organization. It is postulated that individuals who

are committed to the organization emotionally, were less inclined to leave the organization. Several researchers confirmed that organizational commitment had a significant impact on an individual's desire to leave an organization (Kim, 2010), (Yücel, 2012).

A negative relationship between affective commitment and turnover intention allows a better understanding of how affective commitment is related to and could reduce turnover intention of employees. As a result of an emotional attachment of employees to their organizations, affective commitment towards their organizations would be high and turnover intention would be low.

Regarding the assessment of normative commitment, the findings of the correlation analysis shows that majority of the employees not being morally obligated to the organization. Majority of the employees do not have normative commitment, showing a higher intention to leave the organization. The relationship between these variables is moderate and negative.

With regards to continuance commitment, the study found that, it has a moderate negative relationship to turnover intention. This suggests that majority of the participants felt that staying with the organization was more of a necessity than a want. Additionally, the finding indicates that employees are willing to stay in the organization fearing the risk of not getting another job to replace the ones they were leaving. Some consequences employees are likely to face when they leave their organizations are lack of employment and the negative impact on the organization if they leave (Balassiano, 2012). Moreover, Ahmad (2015) argued that promoting continuance commitment is unethical and may have a negative impact on an organization.

In a nutshell, Analysis of data gathered indicates that although all three types of commitment do have an effect in turnover intention, affective commitment was identified as having a strong relationship and as a significant predictor of turnover intention. Besides, the assessment from the research on affective commitment suggests that among the independent variables, Affective commitment is more significant and meaningful. It is also found that certain improvement on affective commitment will decrease employee's turnover intention by 44%. Thus, affective commitment has a greater rate of change than other predictors

5.2 Conclusions

This study examined the effect of organizational commitment on turnover intention by specifically seeing the effect of the three types of commitments have on turnover intention. The independent variables are the three types of organizational commitment: (a) affective, (b) continuance, and (c) normative and the dependent variable is turnover intention.

The central research objective of the study was to assess how organizational commitment affects turnover intention by specifically assessing the effect the three types of commitment: affective, continuance, and normative commitment have on turnover intention.

Organizational commitment is described as the employee association with the organization or the collection of feelings and beliefs about the organization as to involve or attach emotionally in their organization. This thesis has studied the effect of the independent variables on the dependent variable and has come to conclusion that organizational commitment and turnover intention are significantly related to each other and have a negative association. Specifically, when addressing each commitment types to turnover intention, it is found that affective commitment has a strong negative relationship with turnover intention while normative and continuance commitment have a moderate negative relationship with turn over intention. This implies that the when the independents variables increases by the dependent variable will decreases and vice versa.

In addition, the study has also seen that employees in the organization have a high continuance commitment rate. Here it is important to note, employees with high levels of continuance commitment do not necessarily mean they enjoy working for their organization, although they could have high levels of organizational commitment as they feel, there might be no other options other than their current organization. Thus, the more employees willingly commit to their organization, the lesser will be the turnover intention rate.

Based on the findings it was concluded that organizational commitment is a critical determinant to a company's success in the long run. Those organizations that will recognize and value the commitment of their employees will provide a more meaningful and humane environment for the staff in the public sectors of Ethiopia, which leads us to conclude the more an organization give emphasis to the commitment of the employees the lesser will be the turnover intention and the productive will be the organization. In addition, Mowday (1982) referenced that committed

employees outperform others because they remain focused on doing what is best for the organization. Human Resources business professionals can use the findings of the study to identify ways to retain qualified employees and decrease turnover costs.

In conclusion, even though organizational commitment is complex matter itself and today's world is definitely not making it any easier for the companies to make their employees committed to them, there truly are matters the company can affect. The good side of it being very complex is that there are many matters that can be paid attention to in order to start improving it.

5.3 Recommendations

High organizational commitment is the strategic plan of all organizations. However, the results attained from the study shows that there is substantial relationship between organizational commitment and turnover intention. So, in order to increase organizational commitment in employees, management should have to take steps. The management should try to develop the good working relationship with employees so that employees feel free to discuss the problem with the management and among themselves, make the working environment stress free, and provide promotion and career development opportunities to the employees and give them recognition.

In order to increase commitment in employees, organization ought to consider measurements that are essential for the employees, for example, professional stability, creating sense of pride and ownership. Furthermore, the management should be aware and understand what successful strategies exist that may be useful to address the problem of employee turnover intention in their organization. If managers do not have successful strategies to reduce employee turnover, they should consider developing strategies relevant to their customized business types. Employees are willing to stay with the organization and contribute more when they are committed. Furthermore, the below recommendations could be suggested as well:

- The management should discuss the importance and purpose of their work in delivering the organization's vision and mission;
- Encouraging managers to develop strong team relations to build loyalty across the organization and thus promote normative commitment;

- The company should work on improving its financial rewarding systems like salary, benefits and incentives to increase employee's commitment.
- The company should give employees the opportunity to do meaningful and challenging work, a work that they can derive a sense of meaning and purpose from, regardless of what stands before them.
- Employees should not stay in the organization just because of sense of obligation to it. Employees should show commitment to bring themselves to the work they do. The drive to do more should not be dependent on obligation to do so. Instead, it should be the result of efforts to create a supportive, encouraging environment where employees willingly commit their native talents, creativity, and insights to shared purpose because they see and understand the value in making that commitment.
- To believe in the ability of employee and to keep pushing further; to appreciate their victories and recognize their efforts, for employees to feel they are capable of doing great work while feeling they are part of the family of the organization.
- Create learning opportunities, where interested employees will want to learn new things and create value in their position. Try providing those opportunities to meet the needs of the employees. Making employees professional development a part of their review process, goals and objectives.
- Creating the feeling of ownership in employees to enhance affective commitment because when the employees feel the organization problems as their own they will challenge and stretch themselves to be more, in order to become stronger contributors to the organization's shared purpose because they believe in what they do, and they will care about achieving the vision of the organization;
- It is also recommended to have a continues training and development programs

5.4 Further Research Directions

To obtain more generalizable results, future investigations should include different other public and private sectors. In addition, further studies should also incorporate the effect of demographic factors, Job Satisfaction on Turnover intention in addition to organizational commitment. This is important as organizations can focus on ways to increase organizational commitment amongst their employees in a way that pleases all age groups. By increasing organizational commitment levels

amongst all employees, turnover intention levels will be lower saving the organization both time and costs. Conducting further studies, indicating the relationship among the three types of commitment (Affective, Normative and Continuance) is also recommended by the researcher.

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Appendix

Questionnaire to be filled by management members and general employee of Alle Bejimla

Dear Madam/Sir

I am a postgraduate student at the Addis Ababa University in the College of Business and Economics. The questionnaire is prepared for partial accomplishment of MBA Degree entitled “The Effect of Organizational commitment on Employees’ Turnover Intention: In the case of Ethiopian Trading Business Corporation (Alle Bejimla).

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

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

Yours Sincerely,

Megfira Adem

PART I **Demographic Data**

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

- | | | |
|-----------|----------------------------------|-------------------------------------|
| 1. Gender | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age | <input type="checkbox"/> 18 - 25 | <input type="checkbox"/> 26-35 |
| | <input type="checkbox"/> 36-45 | <input type="checkbox"/> 46-55 |
| | <input type="checkbox"/> 40-45 | <input type="checkbox"/> 56 & above |

9	Even if it were to my advantage, I do not feel it would be right to leave my organization now					
10	I would feel guilty if I left my organization now					
11	This organization deserves my loyalty					
12	I would not leave my organization right now because of my sense of obligation to it					
13	Right now, staying with my organization is a matter of necessity as much as desire					
14	It would be very hard for me to leave my organization right now, even if I wanted to					
15	Too much of my life would be disrupted if I decided I wanted to leave my organization now					
16	I feel that I have too few options to consider leaving this organization					
17	One of the major reasons I continue to work for this organization is that, leaving would require considerable personal sacrifice					
18	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives else where					

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

Part 2 Questions related to employee's turnover intention-

S.N.	Questions	SD	D	N	A	SA
1	I always consider leaving my job					
2	My current Job is satisfying my personal needs					
3	I often dream about getting another job that will better suit my personal needs					
4	I look forward to another day at work					
5	I feel frustrated when not given the opportunity at work to achieve my personal work-related goals?					
6	I will accept another job at the same compensation level should if it will be offered to me					

Source: Roodt's Turnover Intention Scale (TIS-6)