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**The Antecedents of Organizational Commitment; The case of
Burayu Packaging and Printing Industry**

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partial fulfillment of the Requirement for the Degree of Master of Arts in
Human Resource Management

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Declaration

I, the undersigned, declare that this is my original Thesis and has not been submitted to any other College, Institution or University other than the Addis Ababa University, College of Business and Economics, in the School of Commerce for Academic Credit.

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Conformation by Advisor

This thesis work approved entitled with “The Antecedents of Organizational Commitment; The case of Burayu Packaging and Printing Industry “undertaken by Betelheme Seid for the partial fulfillment of the requirement for the degree of master of Arts in Human Resource Management at Addis Ababa University college of business and Economics school of commerce is an original work and not submitted earlier for any degree either at this university or any other university.

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The Antecedents of Organizational Commitment; The case of Burayu Packaging and Printing Industry

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contents

Declaration	<i>i</i>
Conformation by Advisor	<i>ii</i>
Acknowledgement	<i>iv</i>
List of Tables	<i>viii</i>
List of Acronyms	<i>ix</i>
Abstract	<i>x</i>
CHAPTER ONE	<i>1</i>
INTRODUCTION	<i>1</i>
1.2 Background of the Organization	<i>3</i>
1.3 Statement of Problems	<i>3</i>
1.4 Research Questions	<i>5</i>
1.5 Research Objective	<i>6</i>
1.5.1 General Objective	<i>6</i>
1.5.2 Specific Objective	<i>6</i>
1.6 Significance of Study	<i>6</i>
1.7 Scope of Study	<i>7</i>
1.8 Definition of Terms	<i>8</i>
1.9 Organization of study	<i>9</i>

CHAPTER TWO	10
REVIEW OF RELATED LITERATURE	10
2.1 Theoretical Review	10
2.1.1 The Concept of Organizational Commitment	10
2.1.2 Antecedents to Organizational Commitment	11
2.1.3 Models of Organizational Commitment	14
2.1.4 Levels of organizational commitment	16
2.2. Empirical Review	18
2.2.1 Factors Influencing Organization Commitments	18
2.3 Summary	21
2.4 Conceptual Framework	22
2.5 Research Hypotheses	23
CHAPTER THREE	24
RESEARCH METHODOLOGY	24
3.1 Research Design and Approach	24
3.2 Source of Data, Data Type and Gathering Instruments	24
3.3 Target population and Sampling Design	25
3.4 Methods of Data Analysis and Presentation	26
3.5 Validity and Reliability of Instrument	26
3.6 Ethical Consideration	28

CHAPTER FOUR	29
DATA ANALYSIS, RESULT AND DISCUSSION	29
4.1. Response Rate	29
4.2. Demographic Characteristics of Respondents	29
4.3. Descriptive Analysis of the Variables	31
4.3.1 Descriptive Statistics of the Antecedents	32
4.3.2 Descriptive Statistics on Organizational Commitment Measures	33
4.4 Test for Normality of the Data	35
4.5 Relationship between antecedents and organizational commitment	37
4.6 Effect of antecedents on Organizational Commitment	39
CHAPTER FIVE	44
SUMMARY, CONCLUSION AND RECOMMENDATIONS	44
5.1 Summary	44
5.2 Conclusion	45
5.3 Limitation of the Study and Suggestions for Future Studies	46
5.4 Recommendations	47
Reference	48
Appendix A. Questionnaire for Research	52

List of Tables

Table 3.1 Alpha Results of Pilot Test	27
Table 4.1 Demographic Characteristics of Respondents	30
Table 4.2: Employees response regarding Antecedents.....	32
Table 4.3: Employees response regarding dimensions of organizational commitment.....	34
Table 4.4: Summary on Descriptive Statistics for OC Dimensions.....	35
Table 4.5: Normality Test for Variables	36
Table 4.6: Pearson Correlations among Dependent and Independent Variables	38
Table 4.7: Multiple Regression Analysis and Model Summary	40
Table 4.8: Multiple Regressions ANOVA.....	41
Table 4.9: Multiple Regression Coefficients	42

List of Acronyms

AC = Affective Commitment

CC = Continuance Commitment

NC = Normative Commitment

OC = Organizational Commitment

SPSS = Statistical Package for Social Science

BPPI = Burayu Packaging and Printing Industry

Abstract

Antecedents of organizational commitment are actions or elements that cause commitment to occur. It is particularly important to examine the relation between antecedents and organizational commitment, because of their close links to staff turnover. The aim of this study was therefore, to empirically test, the association of factors such as work environment, employee rewards, job security, job satisfaction and training and development as antecedents of organizational commitment. The tool for data collecting was a five rating scale questionnaires. 170 employees were sampled using convenient sampling techniques from a total of 296 employees of Burayu Packaging and Printing Industries (BPPI), 111 questionnaires were returned from a total of 170 sampled and 59 of them were not returned; giving a response rate of 65.3%, which was deemed acceptable. Data analysis was then carried out by using SPSS software version 23. Descriptive statistic was employed to identify level of employee reward, job satisfaction, work environment, job security, training and development and organizational commitment. Regression analysis was used to identify the predictors of organizational commitment. Pearson correlation was used to analyze the relationship between the above five independent variables with organizational commitment. The findings of this study showed that job satisfaction, job security and work environment have small positive correlation with organizational commitment. But, the strength of the correlation between rewards and training show a moderate level of positive relation with the dependent variable (organizational commitment). Overall, the antecedent model, tested empirically, has important practical implications for predicting organizational commitment. This study also revealed that the staffs are not fully committed to the service of the BPPI. This suggests that the strength of the correlation is moderate. Given the increasing reliance on in Industry sector, this study provides the first step in better understanding the factors that affect the organization commitment in the study area. Finally, the study recommended, the BPPI, among others should revisits its commitment strategy with a view to encompassing tenets of organizational commitment.

Keywords: Organizational commitment, Work environment, Job security, Job satisfaction, Rewards, Training and development.

CHAPTER ONE

INTRODUCTION

This chapter introduces the research problems and the associated research questions to be answered and objectives to be achieved. The discussion includes the following aspects: Background, objectives and research questions, scope, definitions of terms and significance of this study. Besides, a problem statement provided which is the description of an issue currently existing which needs to be addressed.

The competitiveness of the business environment is an influence for every industry. To gain sustainable development within this competitive environment, organizations need to have continuous improvements in performance. This is especially true for service organization. In the present competitive environment, no organization can perform at the maximum level, unless each employee in the organization is committed to the objectives of the organizations (Singh, Gupta and Venugopal, 2008). Committed employees are therefore; increasingly becoming a valued asset in organizations.

Organizational commitment refers to employees' psychological attachment towards their organization. It is multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization (Ehimen Abiodun Ulabor and Alegebe Ibiwunmi Bosede, 2019).

In researches such as (Ghosh and Swamy, 2014; Mugizi, Bakkabulindi and Bisaso, 2015; Ehimen Abiodun Ulabor and Alegebe Ibiwunmi Bosede, 2019) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance both in short and long term basis. Even if there might be a number of reinvention efforts and top management support, unless employees at all levels are willing to improve performance, all effort toward performance enhancement will come to nothing. It has also been studied that committed employees are motivated to put their utmost efforts and abilities in performing their job and try to meet customers' needs. Moreover, employee turnover, stemming from employees not remaining with an organization, is expensive to the organization and disruptive to the workforce. It can pose a serious problem to any business due to the significant harm it creates on

an organization's intellectual capital through the loss of talented employees and the quality of the delivery of services, with even additional long term effects on productivity and profitability. Furthermore, employee turnover has proven to be generally costly to organizations, with increased investments focused on employees' training, socialization, and development becoming a requirement due to the result of high percentages of employee turnover (Oh, 2019). Thus, Companies cannot build their sustainability without the contribution of their employees (Sohail *et al.*,2014). Therefore, employees are the main resource that affects the organizational sustainability.

There are many theories about employee organizational commitment, which have been proved to be related to employee characteristics such as age, sex, education, achievement needs, and term of office, which reflect on the side that the committed employees performed better than the employees who did not commit themselves. Moreover, it has been suggested that employees who exhibit high organizational commitment would least likely to leave the organization while employees with low levels of organizational commitment are the most likely to leave the organization voluntarily (Chelliah, Sundarapandiyan and Vinoth, 2015).

Hence, organizational commitment will result into benefits which include: increased job satisfaction, increased job performance, increased total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search for alternative, decreased absenteeism (Irefin and Mechanic, 2014).

These various research findings demonstrate that companies should try to have committed employees, because if the employees are committed, they can make changes and they can also put any decision into action without being afraid of the employees' reaction, because they believe that their employees will stay committed and support the growth and the changes in the firm. On the other hand, employees cannot stay committed and cannot perform well if they do not get motivation and support from their organization, so the human resources management should exert a big effort to enhance organizational commitment (Sohail *et al.*, 2014,Robinson, 2004). Therefore, this thesis tries to investigate the variables that influence organizational commitment in BPPI employees.

1.2 Background of the Organization

The Burayu Packaging and Printing Industry (BPPI) which was named as the Burayu Development PLC was established in 1997 G.C as a private limited company with initial capital of 15,000,000 birr; and started to commercialize its products in 2001 G.C. The company has a production plant located in the Oromia region at Burayu city, 10km far from Addis. At its initial stage, it was only producing cartoon box for packing different kinds of commodities based on customer specification. But after four years, starting from August 2005, the company has begun to launch new product lines such as duplex board, labels, cone paper, paper tube and other related products using the state of art technology. The company has different branches in Addis Ababa; the main branch is located around Bulgarian Embassy within the Kirkos Sub City. The key products the firm produces and offers to the market are different types of cartons in different sizes based on the customer specification such as two, three, five layers, cake tray, egg tray, paper cone, label, packet, calendar, paper tube and others as per the order of customers.

1.3 Statement of Problems

The problem of many organizations today is not just to have more skillful and intellectual employees in each department, but also to find the right talented employees with a positive attitude and commitment to their work (Chelliah, Sundarapandiyan and Vinoth, 2015).

Committed employees are those who are willing to contribute more than what is expected of them, they perform on the basis of securing that the organizational goals are meet and values are maintained (Armstrong, 2009).

Organizational commitment is one of the job related attitudes which has attracted the minds of scholars and practitioners in the field of Human Resources Management due to the impact it has on organizational performance (Mulyungi, 2018). The main tools to measure organizational commitment are the affective (affective attachment to the organization), continuance (perceived costs associated with leaving) and normative (feelings of obliged towards the organization) dimensions (Meyer and Allen, 1991). Therefore, for the purpose of this study, organizational commitment is viewed as commitment to the organization as well as employees' commitment to their occupations.

Over the past three decades, an impressive amount of research efforts have been devoted to understanding the nature, antecedents, and consequences of organizational commitment. Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. Researchers have given different literature on what can increase an organizational commitment to the organization. However, only a few have been carried out on the collaboration of different factors towards organizational commitments. Still there is much to be done for understanding the mechanism and role of organizational commitment as it has strong influence on efficient functioning of organization (Chelliah, Sundarapandiyan and Vinoth, 2015). For example, employees may be committed to the job itself and not the organization and hence the need to test the aggregate causes of organizational commitment.

Furthermore, the major problems that can be seen today are that the employees are not satisfied with their job, salary, lack of commitment ownership, lazy at the workplace, non-sync with organizational expectations which leads to poor organizational results (Chelliah, Sundarapandiyan and Vinoth, 2015). Much of the interest on these variables is based on the results of the previous studies which have asserted that these concepts may have an impact on the organizations goals and objectives (Musabah, Al Zefeiti and Mohamad, 2017).

Nowadays, organizational commitment is also increasingly a focus of governments and private organization's attention in Europe and many developed countries. Many have tried to study commitment in other angels and provided recommendations by trying to use methods that were successful in other areas around the world and have met with failure, simply because organizational commitment in the 21st century is unique and greatly depends on the organizations policy (Irefin and Mechanic, 2014,Robinson, 2004).Thus, other developing countries especially Africa has been left unexplored as far as the variable is concerned. This is good thought for future researchers (Mugizi, Bakkabulindi and Bisaso, 2015).

Besides, Ethiopia is a country in East Africa where not a lot of research on organizational commitment has been carried out (Oyelere, Opute and Akinsowon, 2015).The study at hand intends to fill these gaps in research, more specifically, an organization which is called Burayu Packaging and Printing Industry (BPPI) from the Industry sector of Ethiopia is selected for the case study for this research.

To succeed in the face of increasing competition, the company need improved productivity at all levels. However, according to their perception during a preliminary interview with management, they do not express any clear idea about the real situations like the level and causes of their employees' commitment. Thus, it is the highest importance and unique for BPPI to know the factors that could influence its organizational commitment level because, as mentioned previously, it would affect the performance of the BPPI as well the capacity to meet its goal and objectives.

In previous studies, as antecedents of organizational commitment, demographic factors, work characteristics, organizational climate, role, and the degree of person organizational fit have been examined (Abdullah and Ramay, 2012). However, it important to note that they have not conducted studies on a mixture of the following factors including job security, work environment, training and development, job satisfaction and rewards on organizational commitment. Thus, this study investigates these five variables to find out determinant factors that affect organizational commitment in the study area. By knowing what drives the commitment of employees, a positive environment can be created to deliver tangible results quickly. In essence by carrying out this research the knowledge gap will be filled. Besides that, the researcher strongly believe that the result of this study would hopefully be significant in the sense that, it would enable the organization to better understand how the various motivational factors could harness to inspire staff to increase and sustain organizational commitment.

1.4 Research Questions

Because of the above problems the following questions arise:

- Does Reward improve organizational commitment?
- Does Job satisfaction influences organizational commitment?
- Does training and development have significant effect on organizational commitment?
- Does work environment influence organizational commitment?
- Does Job security influences organizational commitment?
- What is the current level organizational commitment (Affective, Normative and Continuance commitment) of BPPI employees'?

1.5 Research Objective

1.5.1 General Objective

The main objective of this study is focused on the relationship of organizational commitment with its antecedents such as work environment, job security, job satisfaction, training and development and reward and identifies the factors that affect organizational commitment in Burayu Packaging and Printing Industry (BPPI).

1.5.2 Specific Objective

Specifically, the study also aims:

- To assess the commitment level of the employees of the case company (Affective, Normative and Continuance commitment).
- To determine whether job satisfaction influences the organizational commitment.
- To determine whether employee reward influences the organizational commitment.
- To investigate whether training and development influences organizational commitment.
- To investigate whether work environment influences organizational commitment.
- To examine the relationship between job security and organizational commitment.

1.6 Significance of Study

The findings from this study will help to highlight those areas where there are problems among staff and thus will be of great benefit to the stakeholders. The stakeholders of a business are its employees, its customers, the general public, and its investors. The result of this study would hopefully be significant in the sense that it would enable both the management of BPPI and the public sectors to better understand how job satisfaction, job security, work environment, reward and training and development could be harnessed to inspire staff to increase and sustain organizational commitment in Industry sector setting. Those things increase employee organizational commitment level in the organization that ultimately increases the performance of the organization. The study might contribute to the existing literature through identifying the relationship between job satisfaction, job security, work environment, reward and training & development and organizational commitment, to have empirical evidence in Ethiopian context.

Moreover, the study will help future researchers who may want to study the problem further to enhance knowledge. It also helps an input for other organizations that are interested to develop and implement organizational commitment.

1.7 Scope of Study

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

Conceptually, the dependent variable Organizational commitment is delimited to a specific model applied in this study. The study will be delimited to the three-dimensional model of organizational commitment (Allen and Meyer, 1990). On the other hand, the study is used job satisfaction, work environment, Job security, reward and training and development as independent variables of employee Organizational commitment.

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

Geographically, The Company has different branches in Addis Ababa; the main branch is located around Bulgarian Embassy within the Kirkos Sub City. Because of time and resources limitations, it is difficult to cover reporting institutions as the researcher has to combine other branches employees' commitment examinations. Therefore, this study is based on data collected only from the BPPI employees from management and senior staff of the organization.

1.8 Definition of Terms

In order to create a common thoughtful between the researcher and various readers of the research paper, the operational and conceptual definition of some words and phrases are presented:

Organizational commitment: employees ‘strong feeling of belongingness to one’s employing organization exhibited by exerting utmost efforts to accomplish organizational goals and rated by respondents using standardized survey questionnaire developed by Meyer and Allen, (1997).

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

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

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

Employee reward: refers to programs set up by a company to **reward** performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company.

Job satisfaction: It defined as that extent to which an employee or worker will be satisfied with their job and what is their feeling about different phases of their job.

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks (Mugizi, Bakkabulindi and Bisaso, 2015).

Work environment: Work environment relates to the atmosphere in which an individual works in an organization(Abdullah and Ramay, 2012).

Job Security: The term is understood as the state of knowing that one's job is secure and that one is unlikely to be dismissed or made redundant(Abdullah and Ramay, 2012).

1.9 Organization of study

For an orderly presentation of this study, this research will be divided into five chapters.

The first gives an introduction of the study which highlights the background of the study the statement of problem, objectives, and scope, significant of the study and definition of key terms.

In the second chapter existing literatures were reviewed and based on that the conceptual framework of the research presented.

The third chapter presents the research methodology which will be used in this thesis. In the fourth chapter the data analysis and interpretation will be provided.

Finally, Chapter five will ends the thesis with summary of major findings, conclusion and recommendation and limitation and direction for future research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, some of the available relevant literature has been discussed below to have an insight of the previous work done on the subject. It will specifically focus on theoretical review, past studies on the subject in an effort to highlight the relationship of those researches and this research and a review of some of the literature on the variables of the research. Finally, the literature review is transformed into the appropriate conceptual framework of the study.

2.1 Theoretical Review

2.1.1 The Concept of Organizational Commitment

Over the years, a number of definitions have been formulated to explain the concept of organizational commitment. It has been defined and measured in many different ways. The literature and idea of organizational commitment is very extensive, therefore, it is very difficult to come to any consensus as regards the definition of organizational commitment. Indeed, this lack of consensus in the definition of the term has contributed greatly to its treatment as a multidimensional construct (Meyer & Allen, 1991). For example, (Hariyonyoto, Musnadi and Majid, 2019) described organizational commitment as the psychological likings and devotion that employees have to their organization.

Researchers argue that organizational commitment could be considered a bond or link between an employee and organization, as both employees and organizations benefit from employees' organizational commitment (Musabah, Al Zefeiti and Mohamad, 2017). Moreover, Musabah, Al Zefeiti and Mohamad, (2017) define organizational commitment as "the feeling of responsibility that an employee has towards the mission of the organization." Organizational commitment has been defined as "the totality of internalized pressure to act in a way that meets organizational interests". It involves the willingness of employees to exert more effort for the organization, desire to continue to work with the organization, and the congruence of one's own goals and values with the organizations (Singh, Gupta and Venugopal, 2008).

Agu, (2015), further defined organizational commitment by identifying three factors that are associated with it: a.) Having a strong belief in and acceptance of the organization's goals and

Values; b.) Having exerted considerable effort on behalf of the organization, and c.) Having a strong desire to remain in the organization.

Accordingly, using the above assumptions developed by the previously mentioned authors, Organizational commitment is therefore, the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values (Jaros, 2007).

On the other hand, the concept of 'organizational commitment' was described in different perspectives such as, studies on organizational commitment aimed to assess employees' level of affective attachment to their employer. This was known as the attitudinal perspective on commitment which was conceptualized as "an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organization; and willingness to exert extra effort on its behalf" (Biazen, 2019).

The second perspective on organizational commitment was known as "the calculative perspective on commitment". According to this perspective, employees have a tendency to continue their membership in their organizations based on calculated costs and benefits of leaving it (Biazen, 2019). Moreover, using the "side-bet" theory organizational commitment described as a behavior "relating to the process by which individuals become locked into a certain organization and how they deal with this problem". This behavioral aspect of organizational commitment is explained through calculative and normative commitments (Biazen, 2019).

2.1.2 Antecedents to Organizational Commitment

Antecedents of commitment are actions or elements that cause commitment to occur. Meyer and Allen (1997) noted that an antecedent variable could contribute to the development of any of the types of organizational Commitment depending on how it was perceived by employees (Hariyonyoto, Musnadi and Majid, 2019).The literature below explores factors that affect employee commitment (Njenga, Kamau and Njenga, 2014).

Training and Development: Training & Development refers to a systematic approach to learning and development to improve individual, team and organizational effectiveness(Mugizi,

Bakkabulindi and Bisaso, 2015). Training and Development involves the application of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily (Armstrong, 2010). Employee training serves a variety of purposes, including, but not limited to, leadership development, learning new work skills, socialization encompassed in orienting new employees to the culture of an organization, understanding job responsibilities and educating employees in regard to business ethics. Through training & development programs, employees are more confident and will perceive their company more positively (Mugizi, et al., 2015).

Reward: The concept of reward is based on the assumption that if you raise the employee morale and the commitment level through the fair reward systems, better organizational functioning will follow. Additionally, reward is an important factor for evoking the organizational commitment. Thus, organizational reward are the most important motivational tools managers have at their disposal (Nikpour, 2017).

Job satisfaction: Job satisfaction is a sensitive reaction towards a job place, which is determined by how well the result meets up or goes beyond the expectations. Job satisfaction can be best described as positive approach about job. If fair human resource strategies are implemented by the organization and take care of their workforce moderately then it will be more probable to have a positive approach towards the work. If workers are treated unfairly, they will have a negative approach towards their operational environment and will negatively influence the organization's efficiency. In this background, organizational commitment among Industry sector can be viewed as: His or her well-built faith in an agreement to the Industry's goals and standards (Khan *et al.*, 2013).

Theoretically, job satisfaction is best predictor of positive work related with outcome such as improved performance. If workforces are satisfied with their job, organization productivities and performance of workers will be greater than before and intention to leave of workers and absenteeism will be decreased (Khan *et al.*, 2013).

According to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues (Odembo, 2013).

The study asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context).

According to Locke's Value (Odembo, 2013), the impact of the various factors of job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur.

Work Environment: Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee's commitment towards his work and organization. When the working environment is normally quite pleasant, people respect each other and are willing to help in work related and other issues. Work environment relates to the atmosphere in which an individual works in an organization. Individuals join organizations because of their needs and desires; and they expect an environment where they can flourish and also their needs get satisfied (Bamgbose, 2014).

Job security: Job security has been defined and presented in many different ways by researchers and practitioners (Furåker and Berglund, 2015). According to Furåker and Berglund, (2015), it was defined as follows;

-It is defined as a freedom from fear of losing a job.

-It is defined as an employee's assurance or confidence that they will keep their current job.

-It is the assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life.

-It is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors.

In recent times, many researchers have sought to find the most important reasons for the success of employees in different fields. Most of them stressed the need to provide job security for the workplace, where most of their research results reflected that there is a direct relationship between job security and productivity of employees (Furåker and Berglund, 2015).

According to a study by Furåker and Berglund, (2015), the employee, in the event loss of job security, despite to his competence and capability on his job requirements, will not have the ability to achieve productivity in his work commensurate with his abilities. In this study, it was noted that Job security is one of the most important keys of success and development of business in any company. From this concept, job security is represented as the right environment for the productivity of all jobs abilities. Additionally, they refer that job security is part of social security and which cannot be bypassed.

Apart from the above-mentioned five antecedents, numerous other factors also affect organizational commitment significantly. But this study will focus, primarily, on work environment, job security, Job satisfaction, Reward and Training & development; as the antecedents of organizational commitment.

2.1.3 Models of Organizational Commitment

Since it is not the purpose of this study to examine the dimensionality of commitment, only those models that have generated will be discussed.

In 1990, Allen & Meyer have theorized through a conceptual model, the tri-dimensional model of organizational commitment which was divided the concept of organizational commitment into three aspects: affective, continuance and normative commitment. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research". These three approaches are referred to as affective, continuance and normative commitment (Jaros, 2007).

Affective commitment (AC) refers to the employee's emotional attachment to the organization. Employees with strong affective commitment remain with the organization because they want to do so. This state of attachment reflects the strength of an individual's identification with and involvement in a particular organization. This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment may be due to tenure-related differences in job status and quality" (Jaros, 2007).

Continuance commitment (CC) refers to the extent to which the employee perceives that leaving the organization will be costly. Employees with strong continuance commitment remain because they have to do so. Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure" (Jaros, 2007).

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

Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent. Meyer and Allen based on their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others (Jaros, 2007).

Al-Jabari and Ghazzawi, (2019) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with "rewards in advance" (example: paying college tuition), or incurs significant costs in providing employment (example: head-hunting fees or the costs associated with job training). According to Al-Jabari and Ghazzawi, (2019), recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid. Additionally, organizational commitment has been theorized to be able to be directed towards multiple different targets including an

organization, a team or a manager, with some of these individual commitments appearing simultaneously (Jakobsson, 2018).

To date, the three-component conceptual model has been regarded as the leading model for organizational commitment because it ties together three aspects of earlier commitment research.

2.1.4 Levels of organizational commitment

The levels of an organizational commitment have a direct bearing on the sustainability and profitability of any business firm. There are three levels of organizational commitment which were related to the individual's development and organizational commitment such as higher level, moderate level and lower level of organizational commitment. Levels of commitment when it is increasing and when it is decreasing. Employee's level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment (Biazen, 2019).

2.1.4.1 Higher level of Organizational Commitment

High level of organizational commitments means that employees are really enthusiastic about their job and, their performance will be better as well as the effectiveness and productivity of their work higher (Jaros, 2007). High level of organizational commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization.

Meyer and Allen (1991) stated that an organizational commitment is a "mindset" which manifests in various forms such as employee desire (i.e., AC), perceived cost (i.e., CC) or obligation to (i.e., NC) continuance as a cause of action. That is, employees can experience different levels of each of the three components simultaneously, a proposition first forward by Allen and Meyer (1991).

Employers also need to understand that the level of organizational commitment is not uniform all the time. There would be phases when a number of employees feel down which may impact their productivity, but that is natural. They also make trivial mistakes, but the leadership has to be considerate towards them if they are honest in acknowledgement and are willing to mend.

Even machines do not perform with 100 percent efficiency all the time. This kind of vulnerability has to be accounted for in an organization (Jaros, 2007).

Employees need a caring leadership and work atmosphere to perform their best. High achievers are always groomed through a congenial work atmosphere and motivational leadership. One of the ways to generate the sincere commitment in employees is through an ideal leadership process, which is dependable, reliable, predictable, empathetic, courageous and full of character and integrity(In *et al.*, 2008).

The study done by In *et al.*, (2008) suggested that a high level of organizational commitment implies willingness to work for the organization's benefit, but its continuation depends on the reciprocal commitment by the organization to its members.

In the current industrial climate, there needs to be concern not only for producing goods or services, but also for the encouragement of innovative, exploratory and creative ideas that go beyond what can be prescribed for the job, and for the application to work of intuitive as well as explicit knowledge. These multiple objectives can only be achieved if managers consider, with care, exactly what kinds of commitment they are aiming for, and design policies and practices accordingly(In *et al.*, 2008).

2.1.4.2 Moderate Level of Organizational Commitment

The moderate level of organizational commitment is characterized by moderate acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization. This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment (Meyer & Allen, 1997).The individuals stay in the organization because 'they should do so'(Biazen, 2019).

2.1.4.3 Lower Level of Organizational Commitment

Low level of organizational commitment is characterized by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization (Biazen, 2019). Employee is may stay because he or she 'needs to stay' as associated with the continuance dimension (Meyer & Allen, 1997). Given an option they will leave the organization.

In this case, employees are continue with the organization because of lack of alternative; not having the qualifications required by another job; health reasons and family issues and near retirement (Biazen, 2019).

2.2. Empirical Review

Empirical findings are one of the important components of the literature review in the research *study*. This type of literature contribute a lot to the effectiveness of the investigation under study by revealing the gap what the researcher wants to find out and how the researcher under take the study which helps the researcher by providing insight about what and how assume the investigation he/she stand for. Therefore, this part presents a critical review of previous empirical studies related to the variables of the study.

2.2.1 Factors Influencing Organization Commitments

Several factors had been identified in the literature as determinants of organizational commitment. The literature below explores factors that affect organizational commitment (Njenga, Kamau and Njenga, 2014):

2.2.1.1 Training & Development and organizational Commitment

Literature reviews of employee training and organizational commitment suggested that there is a relationship between employee training and organizational commitment. For example, Mugizi, Bakkabulindi and Bisaso, (2015),in their study discovered that training plays a vital role in improving organizational commitment. Besides, the empirical analysis of the study indicated that the effect of training practices on organizational commitment was significantly correlated to the employee commitment.

Further, Mugizi, et.al.(2015) have been observed that, recent empirical studies positively relating training & development and organizational commitment. They also mentioned that, all the above studies were carried out in the context of the Western World, namely the UK. This contextual gap leaves the question of whether training and development influences organizational commitment in other contexts such as in sub Saharan Africa.

2.2.1.2 Rewards and organizational Commitment

Rewards are benefits that arise from performing a task, rendering a service or discharging a responsibility (Mugizi, Bakkabulindi and Bisaso, 2015). They refer that classic categorization of rewards distinguishes them as intrinsic and extrinsic.

Intrinsic rewards to denote satisfaction that a person derives from doing the job. Further, the work of Ganzach and Fried (2012) who consider extrinsic rewards to refer to valuable goals which are external to the job itself that provide satisfaction to individuals (i.e., the extrinsic rewards provide the means to support the goals of the self and family members, such as living in a nice neighborhood, providing the children with a good education, etc.). Extrinsic rewards include pay, job security, and supervisor and peers support among others.

According to Mugizi et.al,(2015), recent studies (e.g. Gellatly, Hunter, Currie& Irving, 2009; Mohyin et al., 2012; Tornikoski, 2011) revealed the importance of rewards in promoting organizational commitment. An intrinsically motivated individual will be committed to his/ her work to the extent to which the job inherently contains tasks that are rewarding to him/her and an extrinsically motivated person will be committed to the extent that he/ she can gain or receive external rewards for his or her job (Mugizi et.al, 2015).

Again, Mugizi et.al, 2015 mentioned that, since all the above studies were carried out in the Western World, he recommend future research to be carried out in other contexts such as those of the developing countries.

2.2.1.3 Job Satisfaction and organizational Commitment

Much of the literature on the relationship between commitment and satisfaction with one's job indicates that if employees are satisfied they develop stronger commitment to their work (Mitonga-Monga, Flotman and Cilliers, 2018).

Job satisfaction among employees at least in retail settings can also strengthen the association between customer satisfaction and customer loyalty. The happier workers at their jobs are more contented and the evidence in this regard is that they are treated equally in the organization. It has been observed that those workers are frustrated with their jobs who are treated with inequality(Khan *et al.*, 2013).

Research has shown that job satisfaction or dissatisfaction leads to a number of consequences. It was revealed by many studies (Kirsch, 1990; Knoop, 1995; McNeese-Smith, 1996) that satisfaction leads to more productivity, high quality of care and intent to remain in the organization (Nath Gangai and Agrawal, 2015). On the other hand, job dissatisfaction was found to increase absenteeism, turnover, high stress, and grievances (Nath et.al, 2015).

The antecedents of job satisfaction are also examined by a number of studies (Nath et.al, 2015). One of the sounding studies in this regard is Herzberg's two-factor theory of job satisfaction. He distinguished between factors leading to satisfaction and those leading to dissatisfaction. Of the factors that increase satisfaction are recognition for achievement, work itself, advancement, etc. The factors that influence dissatisfaction are organizational policy and administration, supervision, salary, interpersonal relationship, etc. (Nath et.al, 2015).

In addition, empirical research shows that leadership (democratic or autocratic), pay and working conditions, workload factors are determinants of job satisfaction (Nath et.al, 2015).

In the past many empirical research has indicated that there is a low correlation between job satisfaction, commitment, and the intention to leave an organization, which suggests that no direct relationship exists. There are satisfied, committed employees who decide to leave, and dissatisfied, ambivalent employees who steadfastly remain at their jobs (Nath et.al, 2015).

2.2.1.4 Work Environment and organizational Commitment

Work environment is a main factor that influences employee's sense of well-being and commitment toward an organization(Cheng and Kadir, 2018).

Research indicates that, a good work environment is stress free. Whereas Bamgbose, (2014) refer the research work by Pulat (1997) as well as Martino and Musri (2001) who opined that some amount of stress is necessary to generate enthusiasm and creativity for optimal productivity. They were however; quick to caution that intense or too much stress in work environment poses great risk to workers' safety, health and emotional stability which in turn can influence the organizational commitment of employees.

Bamgbose, (2014) found that there were significant but negative relationship between affective commitment and work environment, continuance commitment and work environment, normative

commitment and work environment, and total organizational commitment and work environment. Also, it was found that work environment predicted each of the dimensions of organizational commitment and total commitment.

Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee's commitment towards his work and organization (Abdullah and Ramay, 2012).

2.2.1.5 Job security and organizational Commitment

A considerable body of research focuses on how job security is related to organizational commitment. A study of the European Union indicates that the job security has an efficient effect on the job satisfaction and productivity for both genders for all seven EU countries considered (Furåker and Berglund, 2015).

The researcher also reported that, a survey conducted by the National Center for Statistics and Information in the Sultanate of Oman showed that the percentage of job security among youth working in the private sector is 24% while it goes up to 67% in the government sector. The study further showed that the rate of feeling of job security in the Sultanate of Oman varies according to the sector (government sector or private sector) in which the employee works according to the qualifications and experiences. The findings of the study by Furåker and Berglund, (2015) also show that the job security dimensions contribute significantly on the levels of the employee performance and satisfaction.

Moreover, according to a study in the banking sector of Pakistan employees, the relation between job security and organizational commitment was the most significant, indicating that a secure job can yield higher level of commitment. The analysis showed positive correlations between the dependent and independent variables (Abdullah and Ramay, 2012).

2.3 Summary

The antecedents of organizational commitment are broad. However, they have been examined from narrow perspectives such as single individual factors or isolated organizational features. Little attention or consideration has been given to job satisfaction, job security, work

environment, reward and training & development as antecedents of organizational commitment. In this chapter, Theoretical and Empirical review were done relating to organizational commitment to these antecedents. It is essential that, this study tries to bring out the evidences in the theories. In the empirical literature reviewed, it was identified that most studies relating to employee organizational commitment have been done in the western world and a few others in Asia. Thus, other developing countries especially Africa has been left unexplored as far as the variable is concerned. This is good thought for future researchers (Mugizi, Bakkabulindi and Bisaso, 2015). In the next section, a framework relating employee organizational commitment to five categories of antecedents was suggested.

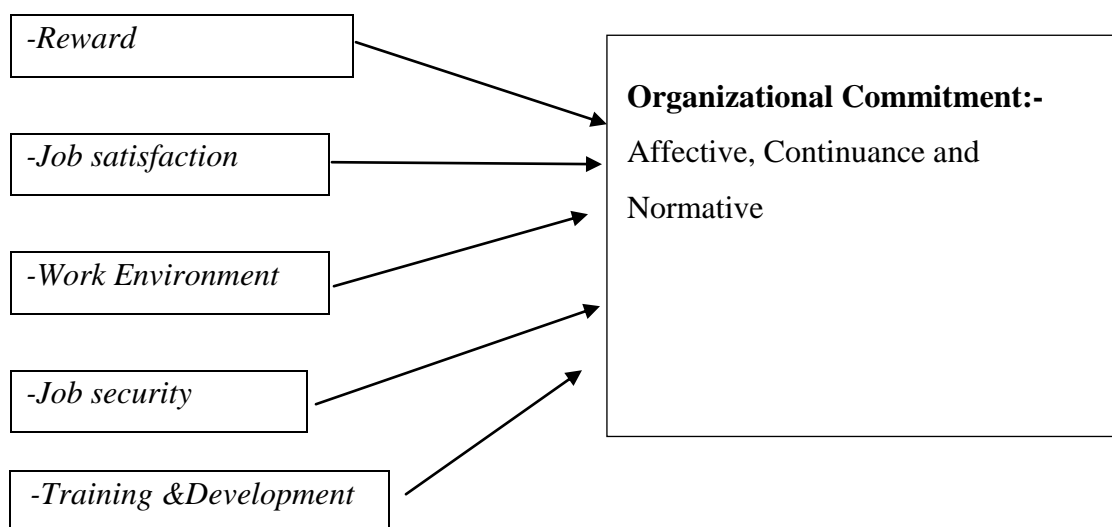
2.4 Conceptual Framework

The above review of literature on organizational commitment and the causes and factors that affect organizational commitment could be a source of major empirical research designed to further test this phenomenon. Thus, in this section, the literature review is transformed into a theoretical model. The research study conceptualized out on five categories of antecedents was suggested (Figure 1) to Organizational Commitment as independent variables. The dependent variable in this study is Organizational commitment (Affective, Continuance, and Normative) as illustrated below.

Figure 1: Conceptual Framework.

Antecedents (Independent variables)

Dependent variables



The study has two sub-objectives; firstly the above factors that increase organizational commitment are to be investigated. Secondly the level of organizational commitment is to be examined. The questionnaire included the affective, normative, and continuance model, along with proposed antecedents of organizational commitment.

2.5 Research Hypotheses

The following research hypothesis has been developed based on the theoretical and Empirical review of the literature.

H1: Job security has significant and positive contribution for the variability on overall OC of BPPI employees.

H2: Job satisfaction has significant and positive contribution for the variability on overall OC of BPPI employees.

H3: Rewards has significant and positive contribution for the variability on overall OC of BPPI employees.

H4: Work environment has significant and positive contribution for the variability on overall OC of BPPI employees.

H5: Training and development has significant and positive contribution for the variability on overall OC of BPPI employees.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents a detail discussion about the type of research design employed in the study. Moreover, topics related to the sample size, sampling techniques, method of data collection, data analysis and interpretation tools are included. Explanation about validity, ethicality and reliability of study are also part of this chapter.

3.1 Research Design and Approach

This study focuses on examining the antecedents of organizational commitment and the level of organizational commitment. The type of investigation in this case is causal and the effect of five independent variables mentioned before measured on the dependent variable. The study was confined to the affective, continuance and normative commitment of the employees at BPPI. This excluded other Industry sectors and branch companies (geographical delimitation). Thus, the study adopted a case study method as it attempts to describe the relationship that exists in reality between the variables under consideration. An explanatory approach will be used to examine the relationship with a cross-sectional method and data is collected only once for the research purpose. The survey was thus an appropriate design for this study as it provided a quantitative description of the sample, by asking appropriate questions that revealed essential characteristics of the population.

3.2 Source of Data, Data Type and Gathering Instruments

Primary and Secondary sources of data used for data analysis. Primary data used to get empirical investigation. Thus, this study used a questionnaire which was developed from previous research in order to measure the relationships among the investigated variables.

Secondary sources will be provided with a theoretical investigation of research problems collected from Human Resource Policy, Directives, and Procedures of the industries, different researches, literature, books, and journals to know what prior researchers have theorized about the subject.

In gathering data, convenient sampling methods will be used in accordance to the convenience of employees. The five Likert-style rating scale methods used to collect opinions in answering the questionnaire form: (1: strongly disagree, 2: disagree, 3: neither agrees nor disagrees, 4: agree, 5: strongly agree). A covering letter was attached to each questionnaire that served to introduce the researcher to the respondent and to explain the purpose of the study, as well as the intentions of the researcher, i.e. to assess the levels of organizational commitment that is prevalent in the organization. The first part is for the demographic questionnaire. The second part of the form is about the tool used for measuring organizational commitment, job satisfactions, work environment, job security, rewards and training and development. The following instruments will be used in the present study:

Organizational commitment questionnaire: Organizational commitment will be measured using the three-dimensional model which was originally developed by Allen and Meyer (1990). These are affective, continuance and normative organizational commitment scales used in this study.

Job satisfaction and reward questionnaire: the factor of job satisfaction and reward are measured on different variables in five-point Likert scale which has been developed by (Odembo, 2013) as shown in Appendix A. These instruments have been widely used and confirmed as reliable (Cheche, et.al, 2017).

Training and development questionnaire: these questions are adapted from Rosemary, (2015). Furthermore, to assess the impact of organizational commitment on the performance of organization, questionnaire which was developed by Rosemary, (2015) will be used.

Work Environment questionnaire: Work Environment related items were taken from studies of Abdullah and Ramay, 2012 for assessing a broad variety of work related factors.

Job security questionnaire: 3 items (short version) related to job security were taken from the questionnaire used by Abdullah et.al, 2012.

3.3 Target population and Sampling Design

The sample for the study will be taken from the staff of Burayu Packaging and Printing Industry (BPPI). The company was selected for this study due to two reasons, it is expanding at a faster pace and secondly, it is investing a huge amount for the development of their employees to enhance organizational commitment.

Currently, the company has 296 permanent and 35 contract employees. The sample unit of the study constituted ranging from top management, personnel, middle managers, supervisors, and the lower-level employees and non-managerial-senior staff from the various departments of the Industries. The following formula of computing sample from finite population, $(n = N / (1 + N(e)^2))$ was used to determine sample size. Where, n is the sample size, N is the population size, and e is the level of precision (A 95% confidence level). When this formula is applied to the above population size, the researcher produced a sample of 170 respondents (Israel, 1992).

3.4 Methods of Data Analysis and Presentation

The Data Analyses will be done by using different research techniques, so that to round off the study with a summary of findings, ways to improve the employee organizational commitment for BPPI will be given. The Data will be analyzed by using the SPSS software package. The research hypotheses stated earlier would be tested using the Pearson Correlation Coefficient to determine the strength, direction and statistical significance of correlation. Furthermore, regression analysis will be used to achieve the best linear prediction equation between dependent variables (in this case organizational commitment) and independent variables.

3.5 Validity and Reliability of Instrument

Validity and reliability are two factors which any researcher should be concerned about while designing a study, analyzing results and judging the quality of the study (Odembo, 2013).

Validity: determines whether the research truly measures that which it was intended to measure or how truthful the research results are. It estimates how accurately the data obtained in the study represents a given variable or construct in the study (Odembo, 2013). The study has ensured reduction of construct validity by deriving the research variables from existing theoretical frameworks. The study has adequately reviewed related literature and modeled the study on sound theoretical models. Therefore, the questionnaires developed from various literatures books and journals. Before distribution of the questionnaires, the pilot test will be taken for 20 respondents and tested with SPSS in order to recognize either they understand the questions concepts or not.

According to Odembo, (2013) the pilot study will enable the researcher to assess the clarity of the questionnaire so that those items found to be redundant and misunderstood will be either discarded or modified to improve the quality of the research instrument, thus increasing its validity.

Reliability: Healy & Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha will be used as a measure of reliability and internal consistency. It is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable (Odembo, 2013).

As depicted in Table 3.1 below, all variables have adequate levels of internal consistency and they meet the acceptable standard of 0.7 (Sekaran, 2003).

Table 3.1 Alpha Results of Pilot Test

Variables	No of items	Cronbach's Alpha
Job Satisfaction	6	.782
Employee Reward	3	.744
Training and development	4	.729
Work environment	3	.765
Job security	3	.774
Affective commitment	5	.742
Continuance commitment	5	.728
Normative commitment	5	.731

Source: Own Survey data, 2020

Therefore, since the alpha of the questionnaire is higher than 0.70, the result signifies that the questionnaire used in this study were considered as being acceptable and reliable.

3.6 Ethical Consideration

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities. There are a lot of ethical issues that care for the right of research participants. These take account of protection from harm, informed permission, the right to privacy and honesty. In this instance:

Permission to conduct this study was obtained from the BPPI's management and the researcher ensures that none of the respondents will be named during the research or subsequent thesis; the researcher informs the participants about the nature of the study and gives them the choice to participate or not. The researcher assures respondents that their responses shall be treated confidentially and asserts that the research findings will be reported without misrepresentation and acknowledge gratitude.

CHAPTER FOUR

DATA ANALYSIS, RESULT AND DISCUSSION

This chapter presents the data analysis and discussion of the research findings obtained from data collected from the survey questionnaire. The results about the demographic characteristics, the relevant statistical analysis to answer the research questions are presented, summarized and interpreted using tables to facilitate easy understanding. Furthermore, Pearson correlation coefficient was used to test goodness of the measure. Finally, the result obtained through regression and step wise regression to predict workers' level of organizational commitment using antecedents of OC such as job satisfaction, rewards, work environment, job security, training and development as predictor variables have been presented and below is the analysis of the collected data.

4.1. Response Rate

Out of the total of one hundred seventy (N=170) questionnaires which were distributed, one hundred eleven (N=111) were properly filled and returned response. The remaining fifty nine questioners were not returned to the researcher. This might be due to the spread of the novel COVID 19, outbreak and lockdown in our country. Therefore, the researcher had excluded these responses and lowering the number of filled questionnaires to 111 which give a response rate of 65.3% and used for the analysis.

4.2. Demographic Characteristics of Respondents

The purpose of the demographic descriptive analysis in this research was to describe the characteristics of the sample of employees such as the proportion of males and females, range of age, level of education, marital status and employment group, so that the analysis could be more meaningful for reader to have a clear understanding of the participants of the study.

As can be seen in Table 4.1, a total of 111 participants participated in this study of which 83.8% of participants were male and the remaining 16.2% were female participants. Regarding age of participants the majority, 45%, were in the age range of 31-40 while the minority, 9% were 51-60 years old. The data showed that most of the employees at the company are below age 40. This may be a good opportunity to the organization to introduce best practices at the company because this age group is easily vulnerable to change and accept reforms without much resistant.

Table 4.1 Demographic Characteristics of Respondents

Variables	Characteristics	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Valid Male	93	83.8	83.8	83.8
	Female	18	16.2	16.2	100.0
	Total	111	100.0	100.0	
Age of the respondent in years	Valid 18-30	35	31.5	31.5	31.5
	31-40	50	45.0	45.0	76.6
	41-50	16	14.4	14.4	91.0
	51-60	10	9.0	9.0	100.0
	Total	111	100.0	100.0	
Marital status	Valid Married	80	72.1	72.1	72.1
	Single	31	27.9	27.9	100.0
	Total	111	100.0	100.0	
Level of Education	Valid Illiterate	3	2.7	2.7	2.7
	Certificate	43	38.7	38.7	41.4
	First degree	53	47.7	47.7	89.2
	Second degree	3	2.7	2.7	91.9
	Others	9	8.1	8.1	100.0
	Total	111	100.0	100.0	
Work Experience in BPPI	Valid 0-5 year	61	55.0	55.0	55.0
	6-10 years	34	30.6	30.6	85.6
	11-15 years	6	5.4	5.4	91.0
	more than 16 years	10	9.0	9.0	100.0
	Total	111	100.0	100.0	
Position (Job Group)	Valid Management	34	30.6	31.5	31.5
	Non-Management	74	66.7	68.5	100.0
	Total	108	97.3	100.0	
	Missing System	3	2.7		
	Total	111	100.0		

Source: Own Survey data, 2020

The level of education question sought to find out the level of education attained by the respondents in the organization. The findings showed that 47.7% of the respondents were first degree graduates, 2.7% were post graduates (second degree), 8.1% were (Others), 38.7% were certificate and 2.7% had professional qualifications. This indicates most of the respondents have at least first degree; this would have the required capability to effectively respond to the questions provided in the questionnaire.

Next, work experience question sought to find out the number of years the various respondents had served in the organization. The results obtained showed that 55.0% of the employees had served in the organization between 0-5years, 30.6% had served between 6-10years, 5.4% had served between 11-15 years, and 9% had served in the organization for more than 16 years. This result ascertains that respondents have enough experience. This would allow each to share their experiences, understandings and knowledge of the practices via the questionnaire.

In addition, concerning job position, 66.7%, of participants were non- management and 30.6% were from the management. On the other hand, the minority of participants which is about 2.7% were missing the questions. This shows that all positions have been well represented in the study allowing the results to be all rounded by tapping into the different perspectives of respondents coming from this wide range of positions.

4.3. Descriptive Analysis of the Variables

In order to see the general perception of the respondents regarding the selected antecedent of organizational commitment, the researcher has summarized the measures with the respective means and standard deviations. More precisely, the mean indicates to what extent the sample group averagely agrees or does not agree with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

The statistical values for items assumed that the mean (M) score less than the midpoint 3.0 as low average, the mean score from 3.01 to 4.0 was considered as moderate and the mean score 4.01 and above was considered as high (Biazen, 2019). On the other hand, standard deviation (SD) showed that, measure of variability that indicated the average amount that scores vary from the mean.

4.3.1 Descriptive Statistics of the Antecedents

To measure the general perception of the employees regarding the variables such as overall job satisfaction, rewards, training and development, work environment and job security in the BPPI, the respondents were asked to rate them. Table 4.2 shows the means and standard deviation for each variable used in the study.

Table 4.2: Employees response regarding Antecedents

Antecedents (Variables)	N	Mean	Std. Deviation
-I feel very positive and favorable about my job.	111	4.23	.697
-As soon as I can find a better job, I'll leave.	111	3.25	1.179
-I am generally satisfied with the kind of work I do on this job.	108	3.84	.775
-I frequently think of quitting this job.	106	2.76	.991
-I have sense of worthwhile accomplishment in my work.	111	3.64	.861
-I get the chance to take decisions on the performance of my job role.	108	3.66	.751
Overall Job satisfaction		3.56	0.88
-My salary level motivates me to stay with my current organization.	108	3.31	.744
-I perceive my salary to be equitable with my colleagues on the same scale in my organization and those in different organization within the industry.	111	3.32	.774
-My organization recognizes and awards employees through annual awards celebrations.	111	4.06	.956
Overall Reward		3.56	0.82
-While I was a new comer in the organization, I was given a mentor to guide and train me.	111	3.23	1.167
-I tend to be more committed to the organization when the organization periodically carries out some level of training and development	111	3.93	.806
-Training gives me high morale since I become more confident and feel motivated	111	4.19	.564
-My training has helped me manage changes that have occurred by increasing my understanding and involvement and also adjust to new situations	111	3.97	.579
Overall Training and development		3.83	0.78
-I frequently socialize with my co-workers outside the workplace.	111	3.45	1.016
-I have considerable opportunity for independence and freedom in how I do my job.	111	3.83	.808
-I feel that I have equal status with my peers in the organization.	111	3.80	.749
Overall Work environment		3.69	0.86
-I feel uneasy about losing my job in the near future.	108	2.77	.953
-I am worried about having to leave my job before I would like to.	108	2.89	.857
-My future career opportunities in the organization are favorable.	111	3.49	.796
Overall Job Security		3.05	0.87

Source: Own Survey result, SPSS output, 2020

The researcher summarized the measures with the respective means and standard deviations as reported in Table 4.2 above. The number of respondents (N) in the variable is different as there are some respondents who didn't respond to some items in the questionnaire. The questionnaire was based on the five point Likert Scale which varies from 1 to 5 as: 1 = Strongly disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree and 5 = Strongly agree.

The cumulative mean of overall job satisfaction and reward was scored $M = 3.56$ which indicated that employees of BPPI were moderately agreed on overall job satisfaction and reward in the company. For the entire job satisfaction questions except question 4, the responses obtained indicate that above average i.e. 3 in a scale of five. This shows that above average responses on the organizational commitment scale. Therefore, it is possible to take the responses as indicator of job satisfaction of the respondents.

In addition, the cumulative means of the variables such as training and development, work environment and job security were scored 3.83, 3.69 and 3.05 respectively. Thus, a majority of the respondents moderately agreed on the training and development, work environment and felt secure in their jobs. This indicates that for the sampled employees the above variables are more supportive with one another rather than interference with each other. This result also works for the majority of the participants since there is low variability of the response among the respondents as shown in the standard deviation result in Table 4.2.

4.3.2 Descriptive Statistics on Organizational Commitment Measures

The overall descriptive statistics in Table 4.3 showed that, overall mean score of $M = 3.06$ and $SD = 1.1026$ for affective commitment indicated that, employees' affective level of commitment is moderate. Employees were moderately agreeing with acceptance of the organizational values, goals and had been willingness to exert efforts to remain with the organization. It is also indicated that, employees had moderate emotional attachment to the company and there is moderate desire and intention to remain as part of the organization. The result of the standard deviation also shows that there is a reasonable variance on the average level of the variables under study among the respondents and normality for use in subsequent analyses.

The cumulative mean of continuance commitment which was scored M=3.25 indicated that, most of employees preferred to continue with BPPI because they were afraid of leaving cost with no alternative and very hard for them to leave BPPI right now. It revealed that, employees believed to have major reasons of why they continued to work for the company was that, leaving would not require considerable personal sacrifice; rather another organization may have the overall benefits they have. The cumulative mean of normative commitment score M=3.18, this indicates that, the level of agreement on normative commitment of sample employees were also moderate level.

Table 4.3: Employees response regarding dimensions of organizational commitment.

Dependent Variables	N	Mean	Std. Deviation
AFFECTIVE COMMITMENT SCALE			
-I would be very happy to spend the balance of my career with my current organization.	111	4.09	.859
-I enjoy discussing my organization with outsiders.	111	3.86	.929
-I do not feel like "part of the family at my organization.	111	2.47	1.340
-I do not feel a strong sense of belonging to my organization.	111	2.22	1.231
-I do not feel emotionally attached to my organization.	106	2.66	1.154
CONTINUANCE COMMITMENT SCALE			
-It would be very difficult for me to leave my organization right now even if I wanted to.	108	3.21	1.042
-One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have here.	108	3.54	.951
-One of the few serious consequences of leaving my organization is the scarcity of available alternatives.	111	3.01	.977
-I am not afraid what might happen if I quit my job without having another one lined up.	108	2.96	.966
-At this point, remaining with my organization is a matter of necessity as much as desire.	111	3.54	.711
NORMATIVE COMMITMENT SCALE			
-I believe that these days, people move from one company to another too frequently.	111	3.23	1.059
-One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	108	3.66	.833
-If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	105	3.06	.959
-I do not believe that a person must always be loyal to his / her organization.	108	2.65	1.321
-Things were better in the old days when people stayed with one organization for most of their careers.	98	3.31	.989
Valid N (listwise)	87		

Source: Own Survey Result, SPSS output, 2020

Table 4.4: Summary on Descriptive Statistics for OC Dimensions

Items	Overall Mean	St. deviation
Affective Commitment	3.06	1.1026
Continuance Commitment	3.25	0.9294
Normative Commitment	3.18	1.0322
Overall organizational Commitment	3.16	1.0214

Source: Own Survey Result, 2020

As shown in the above Table 4.4, from the descriptive analysis, it was revealed that employee's perception on affective commitment; continuance and normative commitment were in moderate level. The continuance commitment with a mean of 3.25 (SD=0.9294) is the highest mean value from the other dimensions. According to Meyer and Allen, (1997), this result indicates that the majority of the sampled employees stay in the organization because the costs associated with leaving the organization (CC) and they feel obliged to remain in the organization (NC) than the emotional attachment towards the organization (AC). Meyer and Allen, (1997) suggested that "continuance organizational commitment will become the strongest when availability of alternatives are few and the number of investments are high". This argument of supports the view that when given better alternatives, employees may leave the organization. Therefore, in order to retain employees who are continuance committed, BPPI needs to give more attention and recognition to those elements that boost the employee's morale to be effectively committed. Furthermore, the cumulative mean of overall organizational commitment was scored M=3.16 (SD=1.0214). From this result, it is clear to understand that, the level of agreement sample of employees on overall organizational commitment at moderate level. Therefore, they were moderately committed to the company.

4.4 Test for Normality of the Data

Most statistical tests rely upon certain assumptions about the variables used in the analysis. When these assumptions are not met the results may not be trustworthy. One of the assumption is, 'multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature'. Therefore, in this study the researcher focuses on testing this assumption of multiple regressions.

Kurtosis, skewness and their standard errors are useful to the researcher in testing this assumption. Skewness refers to the skew of a distribution. Kurtosis refers to the peakiness of a distribution and measures the relationship between a distribution's tails and its most numerous values. The results are then divided by the standard errors. Skewness and kurtosis should be within the +2 to -2 range when the data are normally distributed. This normal distribution assumes that the populations from which the samples are taken are normally distributed. Non-normally distributed variables (highly skewed or kurtosis variables, or variables with substantial outliers) can distort relationships and significance tests (Biazen, 2019).

Therefore, the results of the normality test for this study are presented in Table 4.5. The table shows that except for training and development, all values for the variables fall within the range of +2 to -2 for both skewness and kurtosis. Therefore, these variables can be considered as normally distributed.

Table 4.5: Normality Test for Variables

Descriptive Statistics (Source: Own Survey Result, 2020)

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	100	-.126	.241	.627	.478
Reward	108	.274	.233	-.800	.461
Training & development	111	-.986	.229	2.244	.455
Work environment	111	.381	.229	-.164	.455
Job security	108	-.467	.233	.484	.461
Organizational commitment	87	.715	.258	.048	.511
Valid N (listwise)	81				

4.5 Relationship between antecedents and organizational commitment

One of the major objectives of the study is to assess the relationship that the selected antecedents of organizational commitments have with organizational commitment. For this purpose, inferential statistics of correlation have been used and the results are presented below.

In order to see the strength of the relationship between the dependent variable (OC) and the independent variables, a Pearson correlation (r) analysis was performed. As per the reference made by Biazen, (2019), correlations coefficient (r) between .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

Accordingly, Table 4.6, Pearson correlation coefficients (r) shows that all the five factors in this study such as job satisfaction, job security, rewards, training and work environment were all positively related with organizational commitment within the range of 0.059 to 0.533, all were significant at $p < 0.05$ level.

Regarding the relationship among independent and dependent variables, Table 4.6 clearly shows that job satisfaction, job security and work environment have small positive correlation with organizational commitment. But, the strength of the correlation between rewards and training show a moderate level of positive relation with the dependent variable (organizational commitment).

Furthermore, the results indicate that reward has significantly moderate correlation with training and development ($r = .481$). This finding is consistent with numerous studies, which indicate a positive relationship between the above variables and organizational commitment (Fornes and Rocco, 2004).

Table 4.6: Pearson Correlations among Dependent and Independent Variables

		Job satisfaction	Reward	Training	Work environment	Job security	Organizational commitment
Job satisfaction	Pearson Correlation	1	-0.014	.319**	-0.153	0.136	.209*
	Sig. (2-tailed)		0.883	0.001	0.109	0.154	0.028
	N	100	100	100	100	97	84
Reward	Pearson Correlation	-0.014	1	.481**	.208*	0.044	.533**
	Sig. (2-tailed)	0.883		0	0.028	0.644	0
	N	100	108	108	108	105	84
Training & Development	Pearson Correlation	.319**	.481**	1	.391**	-0.066	.526**
	Sig. (2-tailed)	0.001	0		0	0.492	0
	N	100	108	111	111	108	87
Work environment	Pearson Correlation	-0.153	.208*	.391**	1	0.029	.289**
	Sig. (2-tailed)	0.109	0.028	0		0.759	0.002
	N	100	108	111	111	108	87
Job security	Pearson Correlation	0.136	0.044	-0.066	0.029	1	0.059
	Sig. (2-tailed)	0.154	0.644	0.492	0.759		0.539
	N	97	105	108	108	108	84
Organizational commitment	Pearson Correlation	.209*	.533**	.526**	.289**	0.059	1
	Sig. (2-tailed)	0.028	0	0	0.002	0.539	
	N	84	84	87	87	84	87

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

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

Source: Own Survey Result, 2020

4.6 Effect of antecedents on Organizational Commitment

In this study, multiple regression analysis was used to determine the effect of the above five independent variables on one dependent variable. Multiple regression analysis also helps in understanding how much of the variance in the dependent variable is explained by a set of predictors. The coefficient of determination is represented by R^2 which can take any value between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable (Biazen, 2019). This is because of the fact that, inferential statistics allow researchers to infer from the sample to total population through the analysis of relationship between two variables and how two or more independent variables might explain the variance in a dependent variable (Biazen, 2019).

Next, the results of the multiple regressions of the five independent variables (job satisfaction, work environment, job security, reward and training and development) with organizational commitment are presented in three tables.

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

The multiple correlation coefficients, R, can be considered to be one or more measure of the quality of the prediction of the dependent variable. The R^2 value (also called the coefficient of determination) is the proportion of variance in the dependent variable that can be explained by the independent variables. The second table of the multiple regressions is the ANOVA table. The F-ratio in the ANOVA table tests shows that whether the overall regression model is a good fit for the data or not. The Third table of the multiple regressions model is the coefficient table. This table tests, the significance effect of each of the independent variables on dependent variable.

Table 4.7: Multiple Regression Analysis and Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.379	.22801

a. Predictors: (Constant), Job security, Work environment, Job satisfaction, reward, Training and development

Source: Own Survey Result, SPSS output, 2020

From the regression model Presented in Table 4.7, a value of $R=0.638$, indicates a positive prediction of the independent variables (job satisfaction, work environment, job security, reward and training and development) on the dependent variable (OC).

The R square value of 0.407 indicated that, the proportion of variance in the effect that can be accounted by the predictors. Thus, the result implied that 40.7% of the variation in employees' organizational commitment jointly explained by the predictors. This means that, from existing employees' level of organizational commitment, 40.7% were explained by the combinations of the above five antecedents. The remaining 59.3% of difference in changes in employees' OC were explained by other factors.

Table 4.8: Multiple Regressions ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.754	5	.751	14.441	.000 ^b
	Residual	5.459	105	.052		
	Total	9.213	110			

a. Dependent Variable: OC

b. Predictors: (Constant), Job security, Work environment, Job satisfaction, reward, Training

Source: Own Survey Result, SPSS output, 2020

Accordingly, the above ANOVA Table 4.8, depicts how much significance exists between the variables under discussion. The result showed that the overall regression model is significant, $F(5, 105) = 14.441$, significance level of $P < 0.001$. This means that the five antecedents (job satisfaction, work environment, job security, reward and training and development) jointly statistically a good predictor of employees' organizational commitment and have strong and acceptable influence on organizational commitment.

In this case the entire hypotheses were accepted and the researcher can say that the Employee reward, Training & development, Job satisfaction, Work environment & Job security have significant impact on dependent variables (organizational commitment).

Table 4.9: Multiple Regression Coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.183	.293		4.035	.000
	Job satisfaction	.110	.062	.155	1.773	.079
	Reward	.216	.049	.392	4.435	.000
	Training	.124	.055	.237	2.266	.026
	Work environment	.068	.043	.138	1.584	.116
	Job security	.020	.050	.032	.412	.681

a. Dependent Variable: OC

Source: Own Survey Result, SPSS output, 2020

Table 4.9 showed that, how much the dependent variable could vary with an independent variable when all other independent variables were kept constant. Based on the result, multiple regression coefficient analysis revealed that, job satisfaction ($\beta = 0.155$), reward ($\beta = 0.392$), training ($\beta = 0.237$), work environment ($\beta = 0.138$) and job security ($\beta = 0.032$) had a unique contribution on OC of employees in the BPPI.

Based on the above regression result reward ranks the first place with beta value of $\beta = 0.392$. The result revealed that, when employee reward increase by 1% level of OC also increased by

39.2%. This implies further, reward has positive and significant influence for enhancing level of employees' OC.

Next to reward, training and development had positive and significant effect on employees organizational commitment, with beta coefficient of $\beta = 0.237$ which had contributed to 23.7% of the variation on the employees' organizational commitment. This means that as training and development increase by 1% employees' organizational commitment also increased by 23.7%. The result revealed that, training and development also had positive influence on employees' OC and statistically the influence was also significant. Therefore, job satisfaction, reward and training and development are good predictors/antecedents of organizational commitment of employees. The statistical significance indicates that changes in the independent variables correlate with shifts in the dependent variable.

Test on individual Regression Coefficients (t Test) was used to check the significance of individual regression coefficients in the multiple linear regression model. This test measures the contribution of a variable while the remaining variables are included in the model.

Often, researchers choose significance levels equal to 0.01, 0.05, or 0.10; but any value between 0 and 1 can be used (Biazen, 2019). Thus, as seen in Table 4.9, work environment and job security have low or no significant effect on OC. These findings are surprising, yet they are revealing positive relationship. It would have been expected that significant relations to be observed between work environment and job security with organizational commitment. This shows that, BPPI should implement effective job security and favorable working conditions that make employees feel they are developing a positive emotional bond to the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

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

5.1 Summary

The study was carried out to examine the antecedents of organizational commitment in BPPI. The researcher used a descriptive design to build a profile of factors that influence employee organizational commitment. Out of the 296 employees of Burayu Packaging and Printing Industry (BPPI), the researcher used the tool for data collecting was a five rating scale questionnaires. 170 employees were sampled using convenient sampling techniques from a total of 296 employees of BPPI, 111 questionnaires were returned and 59 of them were excluded because they were incomplete. The pilot test on 20 employees' questionnaire was conducted to check the consistency of all variables measures in the study based on Cornbch's Alpha value. Based on this result, all variables meet the acceptable standard of 0.7. In order to undertake this survey, a total of 170 questionnaires were distributed with a return rate of (65.3%). Data was then collected using this structured questionnaire from randomly selected participants of which 83.8% were male and the remaining 16.2% were female participants. This data was then edited, coded, cleaned and analyzed using IBM SPSS software version 23. One sample t-test, Pearson correlation, one way ANOVA and multiple regression techniques were used to analyze the data.

The first objective of this study was to determine whether job satisfaction, employee reward, training and development, work environment and job security influence the organizational commitment. The findings obtained from the study showed that these five factors have a strong influence/impact on organizational commitment thus making them strong antecedent of organizational commitment. The results of this study highlight important directions for implementing strategies to increase employee's organizational commitment in BPPI.

The second objective was to assess the commitment level of the employees of the case company. The findings showed that individual factors had an influence on the level of employee commitment. From the descriptive analysis, it was revealed that employee's perception on the overall organizational commitments was found to be at moderate level.

5.2 Conclusion

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

The cumulative mean of overall job satisfaction and reward was scored $M = 3.56$ which indicated that employees of BPPI were moderately agreed on overall job satisfaction and reward in the company. In addition, the cumulative means of the variables such as training and development, work environment and job security were scored 3.83, 3.69 and 3.05 respectively. Thus, a majority of the respondents moderately agreed on the training and development, work environment and felt secure in their jobs. This indicates that for the sampled employees, the above variables are more supportive with one another rather than interference with each other.

The continuance commitment analysis found out to be a mean of 3.25 ($SD=0.9294$) which is the highest mean value from the other dimensions. According to Meyer and Allen, (1997), this result indicates that the majority of the sampled employees stay in the organization because the costs associated with leaving the organization (CC) and they feel obliged to remain in the organization (NC) than the emotional attachment towards the organization (AC). Therefore, in order to retain employees who are continuance committed, BPPI needs to give more attention and recognition to those elements that boost the employee's morale to be effectively committed.

Next, a Pearson correlation analysis was also carried out to measure the relationships between variables. The result shows that the five factors such as job satisfaction, job security, rewards, training and development and work environment were all positively related with organizational commitment within the range of 0.059 to 0.533, all were significant at $p < 0.05$ level. This research result confirmed with the findings of different research results which indicated that a

positive correlation between the above five factors and employees' organizational commitment (Fornes and Rocco, 2004).

Additionally, based on this study, multiple regression coefficient analysis revealed that, job satisfaction ($\beta = 0.155$), reward ($\beta = 0.392$), training ($\beta = 0.237$), work environment ($\beta = 0.138$) and job security ($\beta = 0.032$) had a unique contribution on OC of employees in the BPPI. Moreover, these variables were found the most determinant factors of employees' level of organizational commitment. According to Meyer & Allen, (1997), this is characterized by moderate acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization. This level can be viewed as a reasonable or average commitment, which implies partial commitment.

The company may face challenges to discharge its responsibility due to the partial level of employees' organizational commitment. This indicates that employees' are not dedicated to their duties and responsibilities given by the company. From this, it is possible to conclude that unless the company takes different measures to increase the commitment level of its employees, it may not accomplish its missions and goals effectively.

5.3 Limitation of the Study and Suggestions for Future Studies

This study was conducted only on BPPI. However, the issue of the antecedents of employees' organizational commitment is needs to be researched in other Industry sectors which could have been possible to document best practices and recommend better. Therefore, future studies shall be carried out on more similar production Industry sectors in order to enhance the generality of the results. This study investigates the influence of job satisfaction, job security, work environment, reward and training and development on employees' organizational commitment. However, there could be some other antecedents of organizational commitment (OC) those were excluded from this study that might be perceived as significant influence on employees OC. In terms of future research directions, subsequent studies should be attempted to investigate the relationships among other antecedents with OC. On the collectability

of the survey the number of filled questionnaires is minimum than determined sample size this might be due to the spread of the novel COVID 19, outbreak and lockdown in our country.

5.4 Recommendations

The following recommendations are forwarded to increase the employees' commitment levels.

- The continuance commitment is the highest mean value from the other dimensions. This result indicates that the majority of the sampled employees stay in the organization because the costs associated with leaving the organization. If the employees get better alternatives, they may leave the organization. Therefore, in order to retain employees who are continuance committed, BPPI needs to give more attention and recognition to those elements that boost the employee's morale to be effectively committed in other dimensions of OC.
- The five antecedents (job satisfaction, work environment, job security, reward and training and development) jointly statistically a good predictor of employees' organizational commitment and have strong and acceptable influence on organizational commitment. The result suggests that working on these variables could be most effective in producing higher levels of organizational commitment.
- Multiple regression coefficient analysis revealed that, reward ($\beta = 0.392$), training ($\beta = 0.237$), job satisfaction ($\beta = 0.155$), work environment ($\beta = 0.138$) and job security ($\beta = 0.032$) had a unique contribution on OC of employees in the BPPI. It is therefore recommended that managers prioritize and have their concentration respectively that will increase the employees' commitment levels so as to maintain a competitive standard in the market and service industry.

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Appendix A. Questionnaire for Research

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE GRADUATE PROGRAM

MASTERS IN HUMAN RESOURCE MANAGEMENT

Dear Respondent!

Initially, I would like to forward my sincere thanks for your willingness to devote your precious time by responding this questionnaire. This questionnaire is designed to request information for purely academic purposes. Your response is indispensable for success in my thesis work entitled, ‘**The Antecedences of Organizational commitment:the case of Burayu Packaging and printing Industry**’. I am Betelheme Seid, a final year student of Addis Ababa University School of Commerce studding for Master of Arts Degree in Human Resource Management.

I, the researcher realize how valuable your time is. Please attempt all questions. I assure you that every response will be kept confidential. If you have any questions concerning the study, please do not hesitate to contact me on the under mentioned address:

Once again thank you so much for your cooperation.

Tele No.: 0913 - 057513 Email Address: tilnigu@yahoo.com

N.B:

1. You don't need to write your name.
2. The researcher expects the filled questionnaire back within a week.
3. All information given would be treated with utmost confidentiality.

PART I:

Back Ground Information

1. Please indicate your Gender

Male Female

2. Age of Respondents

Age: 18-30 31-40 41-50 51-60 60 and above

3. Marital Status

Married Single Divorce

4. Level of Education:

Illiterate Certificate First degree Second degree

PhD Others

5. How long you have been working in BPPI?

Five years & below 6-10 years 11-15 years

16 years and above

6. Current Job Group:

Management Non-Management

PART II: Please, indicate the extent to which you agree or disagree with the following statements about employees' commitment.

1: Strongly Disagree	2: Disagree	3: Neutral	4: Agree	5: Strongly Agree
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S/N	Prepared questions					
A. AFFECTIVE COMMITMENT SCALE		5	4	3	2	1
1	I would be very happy to spend the balance of my career with my current organization.					
2	I enjoy discussing my organization with outsiders.					
3	I do not feel like "part of the family at my organization.					
4	I do not feel a strong sense of belonging to my organization.					
5	I do not feel emotionally attached to my organization.					
B. CONTINUANCE COMMITMENT SCALE		5	4	3	2	1
1	It would be very difficult for me to leave my organization right now - even if I wanted to.					
2	One of the major reasons that I continue to work for my current organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have here.					
3	One of the few serious consequences of leaving my organization is the scarcity of available alternatives.					

4	I am not afraid what might happen if I quit my job without having another one lined up.					
5	At this point, remaining with my organization is a matter of necessity as much as desire.					
C. NORMATIVE COMMITMENT SCALE		5	4	3	2	1
1	I believe that these days, people move from one company to another too frequently.					
2	One of the major reasons that I continue working for this organization is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.					
3	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
4	I do not believe that a person must always be loyal to his / her organization.					
5	Things were better in the old days when people stayed with one organization for most of their careers.					
D. Job Satisfaction		5	4	3	2	1
1	I feel very positive and favorable about my job.					
2	As soon as I can find a better job, I'll leave.					
3	I am generally satisfied with the kind of work I do on this job.					
4	I frequently think of quitting this job.					
5	I have sense of worthwhile accomplishment in my work.					
6	I get the chance to take decisions on the performance of my job role.					

E. Rewards		5	4	3	2	1
1	My salary level motivates me to stay with my current organization.					
2	I perceive my salary to be equitable with my colleagues on the same scale in my organization and those in different organization within the industry.					
3	My organization recognizes and awards employees through annual awards celebrations.					
F. Training and development		5	4	3	2	1
1	While I was a new comer in the organization, I was given a mentor to guide and train me.					
2	I tend to be more committed to the organization when the organization periodically carries out some level of training and development					
3	Training gives me high morale since I become more confident and feel motivated					
4	My training has helped me manage changes that have occurred by increasing my understanding and involvement and also adjust to new situations					
G. Work Environment		5	4	3	2	1
1	I frequently socialize with my co-workers outside the workplace.					
2	I have considerable opportunity for independence and freedom in how I do my job.					
3	I feel that I have equal status with my peers in the organization.					
H. Job Security		5	4	3	2	1

1	I feel uneasy about losing my job in the near future.					
2	I am worried about having to leave my job before I would like to.					
3	My future career opportunities in the organization are favorable.					

(Key: 5- Strongly Agree 4- Agree 3- Neutral 2- Disagree 1- Strongly Disagree)

Thank you very much for taking the time to complete this survey.