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The Relationship between Organizational Climate and Employee Commitment (Case of EthioTelecom)

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Statement of Declaration

I hereby announce that, this dissertation entitled “*The Relationship between Organizational Climate and Employee Commitment in Ethio Telecom*” in complete accomplish of the prerequisites of MSC in MGT with the direction of research advisor.

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Table of Contents

Acknowledgment	VII
Abstract	VIII
CHAPTER ONE: INTRODUCTION	1
1.1 Back ground of study	1
1.2 Statement of problem	3
1.3 Research Question	5
1.4 Target of study	5
1.5 Implication of study	6
1.6 The Range of study	6
1.7 Restriction of the study	6
CHAPTER TWO: LITERATURE	8
2.1. Introduction	8
2.2. System Climate and Worker Commitment	8
2.2.1 system Climate	8
2.2.2 Measurements of organizational climate	11
2.2.3 Attribute of system climate	12
2.3 Theoretical review	13
2.3.1 Rewards and Recognition	14
2.3.2 Autonomy	14
2.3.3 Team work	15
2.3.4 Trust	15
2.3.5 Support	16
2.3.6 Fairness	17
2.4 worker commitment	17
2.4.1 Attribute of the worker commitment	20
2.4.2 Affective commitments	20

2.4.3 Continuance Commitments.....	21
2.4.4 Normative Commitments.....	22
2.5 The link of Climate and worker Commitment.....	22
2.6 Empirical of Study.....	24
2.7 frame works.....	25
CHAPTER THREE: METHODOLOGY-----	27
3.1 Introduction.....	27
3.2. Research Design.....	27
3.3 Research Approach.....	28
3.4. Source of Data.....	29
3.5. Technique and Instruments.....	29
3.6. Sampling design.....	30
3.6.1. Population.....	30
3.6.2. Sampling Frame.....	30
3.7. Analysis of data.....	31
3.9. Ethical Consideration.....	32
CHAPTER FOUR: ANALYSIS-----	33
4.1 Introduction.....	33
4.2. Ground of the answerer.....	33
4.2.1 Gender.....	33
4.2.2 Age of respondents.....	34
4.2.3 Work Experience in Ethio telecom.....	34
4.2.4 Level of Education.....	35
4.3 Analysis of variance respondents.....	35
4.4 Regression analysis.....	38
4.4.1 Linearity Test.....	39
4.4.2 Normality Test.....	39
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION-----	42
5.1 Conclusion.....	42
5.2 Recommendation.....	44
Reference.....	45

List of Tables

Table 4. 1 sex Composition of Respondents.....	33
Table 4. 2 Age Composition of Respondents.....	34
Table 4. 3 Experience of Respondents.....	34
Table 4. 4 Educational of Respondents.....	35
Table 4.5 Analysis of variance: climate and worker commitment	36
Table 4.6 Analysis of: climate and worker commitment Ag.....	36
Table 4.7 Analysis of: climate and worker commitment experience	37
Table 4.8 Analysis of: climate and worker commitment Qualification	37
Table 4.9 Regression analyses.....	38
Table 4.10 linearity test.....	39
Table 4.11 Normality test.....	40
Table 4. 12 Multi-co linearity test.....	40
Table 4.13 correlations Analysis of climate and worker commitment.....	41

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Abstract

This research paper was generally set to assessing the relationships of Organizational climate and commitment in Ethio telecom. Specifically, the study aimed to assessing the relationship between the Organizational climate and Employees commitment dimensions; namely: normative, continuance and affective commitment. A quantitative research design was adopted with self-administered questionnaire for data collection. A data was collected from a sample of 200 Employees drawn from Ethio telecom Company using convenient sampling technique. Descriptive and inferential statistical analyses were run using statistical package for the social science (SPSS) software. Correlation analysis result shows statistically significant relationship among all the study variables. Regression analysis results indicate that Employees dimensions' commitment has significant effects on Organizational climate except normative commitment. Based on finding of the study it is recommended that Ethio telecom Management has to work hard on improving the level of organizational climate through giving feedback for the needs of employees in all directions and make comfort work area in order to create a good Employees commitment.

Key Words of the paper: *Organizational climate, Employee commitment, affective, normative, continuance Trust, Autonomy, fairness, reward recognition, support, and teamwork.*

CHAPTER ONE: INTRODUCTION

1.1 Back ground of the study

Organizational climate in the twenty-one century are facing more challenges at recent time. These challenges are not the same to any specific company. The progressive figure of modification touching the system now always challenges system climate in some specific institutions (Nazer, 2006). Organizational climate is defined as the feature of a work as observed by its worker, which is propose to have a powerful effect on various forms of their behavior in the work environment Sells, (1981). A system climate brings up to the values, feeling that are not seeable but live within the worker's commitment and action Maugham& Subramanian, (2013). System climate are generally perceived to be reflects in the staff's impression of, or convictions about work environmental characteristics that shape assumptions about requirements, outcomes, and communicating in the workplace (Ekval, 1991). The organizational climate is said to have the capacity to convey the general psychological ambiance of a company, and consequently, may affect the satisfaction and behavior patterns of individuals in the workplace (Lawler, 1992). As an attitude, employee commitment held as an organizational wide attitude that an employee holds (Rollin son, 2004). A worker's commitment towards an institution, has been defined by Michael Armstrong as the worker's identification with the values and principles of the hiring organization, a true desire to belong and remain within the company and to make an effort and an Endeavour on the institution behalf (Armstrong, 2007).

1.2 Statement of the problem

Institution needs from all workers to continue for far of duration and to execute good and them ever wants to do best workers carrying out to hold off the price of substitute the workers, so they seek to do a scheme to ensure that a worker carrying out is raised by step. Freedman, (2005) Institution clime can determine how workers do within a system because the way individual experience and the manner they do are seriously link with other. An unattractive institutional climate qualifies by lack of believe, back up, equity and the other element, may direct to reduce productivity, may be advanced worker upset, and reduced worker commitment (Freedman, 2005). According to Zafar ital. (2006) explained that worker's commitment is negatively attached with upset, and positively connected with gratification and need.

Institutional climate deed a best role on worker conduct and encouraging commitment of workers, in event institutional climate impact product goodly likewise badly. Apprehension that individual is the utmost plus of an institution, direction in an institution would have been anticipated to take the time to look into what may influence a workers conduct. Hence, institutions want to cognize how institution clime influences worker's commitment. Institutional climate has demonstrated in a diversity of manlike imagination pattern such as company achiever, which is largely over in the degree of worker commitment. As defined by O'Reilly (1996), cited by Christy and Mullins (2016), worker's commitment can be summarized as the emotional qualities of individuals. The worker's commitment is a symbol of connection to the institution Cobego, (2016). It also determines the person's decision to maintain or terminate a company contract. Workers commitment is of great importance; because high levels of commitment lead several favorable climates.

Summer, (1997) Suggest that there is a good and significant relation among company and worker's commitment attribute. John and Elyse 2010, state that a committed worker is one that will remain with the company. Hence, this study was to evaluate the relationships of company climate and worker's commitment in Ethio Telecom.

In Ethiopia, presently Ethio telecom Industry is acquiring a neat tending. Therefore, the workers and manlike imagination scheme to bring forth corporate- level that make sustain matched reward are the basic element of taking the contest. Therefore, they want to have workers, which are hot close to their act and endeavor to occupy their company to neat growth. Hence, the objective of this study was assess the relation among climate and commitments in broad and impression of worker's commitment attribute on climate in specifically, and make full the break that presently subsist in the sphere of the relation climate and commitment paper.

1.3 Research Questions

- i. What is the relationship between organizational climate and employees' normative commitment?
- ii. What is the relationship between organizational climate and employees' continuance commitment?
- iii. What is the relationship between organizational climate and employees' affective commitment?

1.4 Objectives of the study

The broad purpose of the study was to assess the relationship between organizational climate and Employee's commitment.

Specific objectives of the study are:

- To assesses the Relationship between organizational climate and employees' normative commitment.
- To assesses the relationship between organizational climate and employees' continuance commitment.
- To assesses the relationship between organizational climate and employees' affective commitment.

1.5 Significance of the study

The study was offer guidance to the employer of Ethio Telecom organizations. Chief Executive officer, officer of all divisions, managers of all divisions, may have the data essential to enhance worker's commitment by fashioning a relationship among climate and commitment. Furthermore, many of survey were studied in eastern surround and there is deficiency of studies connection with organizational climate and employee commitment in Ethio Telecom. In our country context, contribute to study was make better the extant literatures hence a gift for best agreement on the organizational climate from our country company point of view. The determination of this study was also be beneficial to scholars in a way that was be a contribution to the body of knowledge in this comprehensive and yet not fully overwork area of organizational climate as well as worker commitment.

This was enhancing understanding and development of the relevant theories as well as extensive areas of interest. The studies also build the capability of the organizations in order to know in the world to compete in global market

1.6 The scope of the study

This study was bound to Ethio Telecom Branches in Addis Ababa since country is over to extend. The study was confine to workers in few elite subdivision of Ethio Telecom placed in Addis Ababa and in special; this theme was screening is visible to the concept of the relationship among climate and worker's commitment.

1.7 Limitation of the study

This research paper has the following restriction.

First, there is no cooperated set of worker's commitment attribute and studies use of the same attribute commitment, which leads difficult to make difference results from one study to the other. Second, there is no unanimity on the definition of organizational climate, worker's commitment and there is controversy about how the concept should measure. Third, there is lack satisfactory literature, which deal in this field of study. Fourth, the data are collected from a specific group of people so that it might not be representative for other industries.

CHAPTER TWO: REVIEW OF LITERATURE

2.1. Introduction

This chapter target is to reference applicable subject, theory based and correlate to the theme of the study. It admits the resolution, construct such as institution clime, worker's loyalty by focusing on former inquiry in this area, and submit refresh Literature applicable to this study.

2.2. Organizational Climate and workers Commitment

2.2.1. Organizational Climate

Organizational climate is defined as the shared perceptions, feelings and attitudes organizational members have about the fundamental elements of the company which reflect the established norms, values and attitudes of the company culture and influence individuals' behavior either positively or negatively Moran, &Volk (1992) and Gerber, (2003). Organizational climate is being considered as basic variable in successful company. Friedlander and Margulies (1969) describe organizational climate, as a dynamic phenomenon that may release, channel, facilitate or constrain the organization of resources. This dynamic phenomenon can be defined as being primarily social and interpersonal, which has an effect on the employee's sense of involvement with the technical task. Rigopoulos, (1970) defines system climate as a normative structure of attitudes and behavioral standards which provide a basis for interpreting the situation and act as a source of pressure for directing activity.

Hell Rigel &Silcom (1974) Definition of system climate is representative of the combination of concepts of various authors. Schneider& Snyder, (1975) Define organizational climate as the summary or global perception that people have about a company. According to them, individuals perceive the organization in various ways, depending on their specific situation and the data available to them. Along these lines, organizational climate implies, as personality (Schneider, 1975) whereby what is basic to the individual is the way in which perceives the institution and not how others describe it.

Schein (1990) and Reacher's& Schneider, (1990) believe that organizational climate is an area expression of culture, and it is only through delving deeper and exploring other concepts that one will be able to understand and explain variations in system climates.

According to McMurray (2003), organizational climate is a descriptive construct that reflects consensual agreement among members regarding the key elements of the organization in terms of its systems, practices and leadership style. According to Haakon and Burton, (2008), organizational climate refers to affective events that influence employees' emotions and consequent information-processing behaviors.

2.2.2 Measurements of organizational climate

Managers need to have a clear understanding of the organization's climate, so that practices developed for and implemented by the organization are in line with the organization's goals. To gain this understanding, the climate must be measured. The methods used to measure organizational climate fall into four categories, namely field studies, experimental variation of organizational properties, observations of objective organization properties and perceptions of organizational members. The last two approaches, perceptual or subjective and objective methods, represent the primary methods used to measure organizational climate Forehand & Gilmer, (1964).

Field studies involve the researcher observing the daily activities in the organization and gathering information through various sources such as observing presentations and conferences, conducting interviews with participants, reviewing diaries, memos, emails and other correspondence, to name a few. Two approaches are followed in observing variation of climate, namely comparative studies and longitudinal studies. The high cost, skill and sensitivity of the observer, issues relating to sample size and the inherent subjectivity of the classifications are criticisms of these approaches (Forehand & Gilmer, 1964). Experimental variation of organizational properties involves the researcher identifying appropriate dimensions of climate and then systematically manipulating them (Forehand & Gilmer, 1964). An example of possibly one of the most relevant studies of this approach is that of Lewis, ET al. (1939) in which leadership styles was varied in order to investigate the effects of different leadership styles on the behavior of group members.

The majority of tools used to measure climate can be categorized into perceptual subjective or objective categories. According to Hell Rigel and Slocum (1974), the main difference between these two methods is that the objective method does not depend on the individual's perception of the dimensions in the organization, subsystems and/or the external environment. Researchers

who focus on objective measures of organizational climate examine the objective properties of organizations such as organizational size, levels of authority, decision-making authority, degree of centralization and rules and policies (Forehand & Gilmer, 1964). According to Hell Rigel and Slocum (1974), even though objective methods tend to be more accurate and reliable, they have at least three limitations.

Firstly, there is an abundance of variable that may be extremely specific for making interpretation difficult. Secondly, these methods do not consider how organizational properties are related to each other and to organizational functioning. The third limitation relates to the assumption that objective properties affect organizational members indirectly. Researchers who prefer perceptual measures of organizational climate contend that the perceptions of organizational members should measure because they provide a more encompassing description of the concept (Shake, cited in Gerber 2003). The focus is on the active role the individual plays in perceiving organizational characteristics (Forehand & Gilmer, 1964). It is important to note that dimensions are descriptive and not affective or evaluative, which measures attitudes (Jones & James, 1979).

2.2.3 Dimension of organizational climate

From the above discussion, it is clear that definitions and approaches to organizational climate are diverse. In the literature, the evidence in the same applies to the attribute and menstruation of organizational climate because assorted researchers to assess organizational climate (Davidson, 2000) use a wide variety of dimensions.

According to (Patterson, & Wallace, 2005) and Jones and James (1979), one of the basic assumptions of the study of organizational climate is that social environments can generally be described by a limited number of dimensions. For example, one of the most commonly referred to set of dimensions measuring organizational climate is that of Lit win and Stringer (1968). They identified the dimensions based on organizations that are mainly task orientated and that will describe a particular situation. Schneider (1990) also propose that the attributes of institutional climate will dissent counting on the objective of the probe and the standard of involvement and those overall step of institutional climate will bear attributes that are not applicable for apiece unique analyze.

2.3 Theoretical review

The attribute applied to quantify institutional climate in this analyze are the attribute formulated by coy and dacoits untidily with attribute identified by Lit win and Stringer, (1968). Six basic attribute to quantify institutional are used in the analyze that admit Reward and recognition, Autonomy, teamwork, Trust, Support, and Fairness. Therefore, in the following subdivision the described institutional and their relation with worker's commitment attributes was be preaching as academic figure employment for the analyze which can have used as key for evolve the paper which present the institutional climate and workers commitment.

2.3.1 Rewards and Recognition

Allen ital., (1997) show that, the good bear on reward, such as yield and inducement on job feeling can be infer from the statement that a person sensing of being precious by the company may be importantly determine by the institution payoff for the person endeavor. Rewards mention to every welfare that workers derive by relation with a company Newman, (2010). If a worker flavor that is improbable to find an acceptable publicity yet following, hold large endeavors in such an operative surround will likely seek for other job Sumitra, (2012). It indicates worker's feelings of being reward for a job well done. Reward is the feeling of being reward for a job well done; emphasizing the perceived fairness of the pay and promotion policies.

2.3.2 Autonomy

According to Oldham, (1976) liberty mention to the power of the worker to ascertain the mode and style in their business. Choudhury (2011), liberty mention to exemption to use powerfulness minus whatever fright. Liberty is step-up with the duty of an individual. The result of liberty is growth of common regard among workers and assurance within workers. Powerful commission can convey correct liberty in the system climate (Choudhury, 2011)

2.3.3 Team work

Hussein (2012) defined teamwork as concerted system that allows ordinary person to accomplish exceeding outcome. A team has joint end where group follower can evolve powerful, common relation to reach team intent. Teamwork response upon person on the job untidily in a conjunct environment to achieve common team goals by share out knowledge and skills Harris, 1996).

According productive teamwork swear upon synergism alive among every team follower make a surround where they are all ready to bring and participate more and foster a positive, useful team surround. Team follower must be negotiable snuff to adjust to helpful act surround.

2.3.4 Trust

When trust degree is utmost, employees are confirming of, or committed to, authorities and the establishment that regime they stand for Chagatai & Aztar, (2006. Trust can be defined as “one’s expectations, assumptions or beliefs about the likelihood that another’s future actions will be beneficial or at least not detrimental to one’s interests (Robinson, 1996, cited in Sana Mailmen, ital. 2013).

2.3.5 Support

Support reflects the feeling of trust and mutual support that prevails in company. Support is high when workers feel that they are part of a company and when they sense that they can get help from their managers Eisenberg & Davis (1990), Suggest that workers position about company is powerfully interested to their relation with over looker. Eisenberg and Hutchison 1986) demonstrate that somebody lean to “signifier world notion about the extent to which the system values their share and tending close to their welfare.

2.3.6 Fairness

berg, (1991) Show that if the employee conceived that they had equity service in the company, which sense spring their belief of work system. Workers are attentive with the equity of the result and intervention within the system (Williams, 2002). The past equity percept is divided of

equity, and it references the company payoff system. Aquino (1995) has define that mutual equity is in activity when the over looker springs a correct operation evaluation.

2.4 Employee commitment

According to Sang (2016) worker, commitment is described by a resilient belief and approval of a corporation's aims and principles, readiness to apply substantial attempt in the company best interest and a strong wish to retain company membership. Workers Commitment is a psychological binding of an individual to the job and the organization. In late years, commitment has garnered a lot of attending in human resource literature. The Commitment is the alliance workers experience with their company.

The Committed workers feel belongingness with the system and they understand the organization's goals and objectives. These employees are more determined towards their work, are highly productive and are very proactive. No company can be more productive and successful without committed workers and worker's commitment continues to be one of the most exiting issues for heads of company as well as researchers.

The worker's commitment should have been viewed as a business prerequisite. Company that has difficulty in continuing and replacing effective employee will find it difficult to optimize performance. Therefore, the performance benefits grow from increased worker commitment Shaheed& Aznar, (2012). According to Hunt and Morgan (1994) employee commitment is a strong confidence of a worker in organization's goals and values acceptance, determination of realizing them and huge aspiration of keeping organization's membership. Employee commitment is directly connected with the desire to continue with the membership in the company, the readiness of employees to set forth generous performance for company sake and a huge stance in its goals and values acceptance. Employee commitment is great importance for institution because high levels of commitment lead several favorable company outcomes. According to Meyer, Becker& Vandenberg he, (2004) a bound up employee as being to remain with a system, go to work day by day, puts all day, protects collective assets, and believes in the system objectives. As defined by O'Reilly (1996, cited by Christy and Mullins 2016), employee commitment can be summarized as the emotional qualities of individuals. The commitment of employees to their work may takes many forms including career, occupation, job involvement,

and other conceptually related variables (Cooper-Hakim & Vies ran, 2005), which added in conceptualizing commitment as a domain specific construct Meyer, Allen, & Smith, (1993). The Employees commitment will event into welfare, which admit maximizing task satisfaction, performance, and entire render to stockholder, sales, reduced employee turnover, and intention to leave, to search for choice and absenteeism Brown and Taylor, (2011.). The Committed employees are normally experience connections with the organization and understand the organization's objectives Harvey, (1986). Employee commitment has been a crucial factor to consider in determining the success of an organization. This thereby helps to increase achievement, productivity and effectiveness. Therefore, it is vital that organizations appreciate the concept of commitment and its probable outcome (Sahib and Aztar, 2012)

2.4.1 Dimension of employee commitment

2.4.2 Affective commitment

Meyer and Allen (1991), affective commitment is described as an attitudinal process whereby workers think about their relationship with the institution in terms of value and goal congruency. The extent to which an individual's goals and values align with the company is found to have direct influence on the person desire to stay in the company, and working hard for the organization. According Meyer& Allen, (1996) affective commitment with work experiences where workers experience psychologically comfortable feelings and increasing their sense of competence. MC Bain, (2005) Define affective commitments as a workers bond to, designation with, and participation in, the organization. Cooper, (2001) Say that affective commitment consists of the notion of having a desire to remain in the company because of the worker's positive attitude towards the institution which has developed as a result of his or her experience. This commitment is a result of the norms of the company and the extent to which the worker can relate to and agree with these norms in comparison to their own personal norms and belief system Cooper (2001). Affective commitment concerning with the emotional provides greater benefits to the company which is to reduce worker's turnover, increase productivity and high satisfaction.

This is compared with the commitment of workers, based on the financial aspects of bringing harm to the company are workers who are experienced will try to find a job outside the company more profitable which would reduce satisfaction in the institution n and the award high self will

lead to loss of experienced employees (Tike, 2008). Affective commitment is conceptualized that nature and quality of work experiences affect worker's positive emotional attachment lead by strong links and involvement in the company. Overall, it has interpreted as the real toward the relation of the group to the arrangement as a full (Grassy, 1966). Affective commitments regard distinct facet such as the shaping of an emotional bond to a system, designation with, and the hope to keep company level.

2.4.3 Continuance Commitment

Continuance commitment can define as the commitment that is based on the perceived costs that workers associate with leaving the company (McCain 2005). Cooper (2001) states that this approach is the outcome of incentives and contributions between the workers and the company. If this contribution is contingent upon continued employment within the company, commitment increases as the workers will perceive the act of leaving the institution as costly thus resulting in continued employment.

2.4.4 Normative Commitment

Normative commitment; a less common but equally viable approach, normative commitment, also referred to as obligation, is based on the worker's feelings of loyalty and responsibility (Cain 2005). Allen and Meyer (1990) explain that workers that exhibit normative behaviors do so because they perceive it to be the correct and moral thing to do and those with high degree of normative Commitment remain with an institution because they feel, as they better to remain.

2.5 The links among Climate and workers Commitment.

A theoretical consolidation of the two variables will be undertaken once the literature on company climate and worker commitment has been examined and the concepts and their components clearly defined. According to Faustian (2013), a positive climate is said to be the catalyst that will encourage this discretionary effort and commitment. According to (Cotton, 2004) company climate is believed important because it has many impacts, including an impact on turnover. Cotton (2004) explained that Climate is important because the way some workers

views one's employer and work environment influences how one feels and behaves when working.

The worker's commitment is because of a perceived favorable exchange between the employee and the company for which they work. According to this theory a workers work role and the rewards they receive from an institution may result in satisfaction and consequently the worker's commitment to their job and the company they work for in general America & Arana, (1983).

Investment theories take for granted that commitments would be produced by investments in spite of the factors of the relation of the individual and the company. The worker's commitment arising from investments by an employee due to time spent in an institution. The time one has worked in a company among other things determine the workers job level and therefore the link among level and worker's commitment. According to this theory, investments such as pension and tenure benefits and social investments determine worker's commitment (Sheldon, 1971). The signification of worker's commitment can best be explained by employing the social exchange theory.

2.6 Empirical Review of the Studies

faith (2010) Studies at Malaysian telecommunication found that the relations between majority of climate and attributes of worker's commitment show that positively related. Their finding also indicates that worker's commitment attributes have relations with the climate.

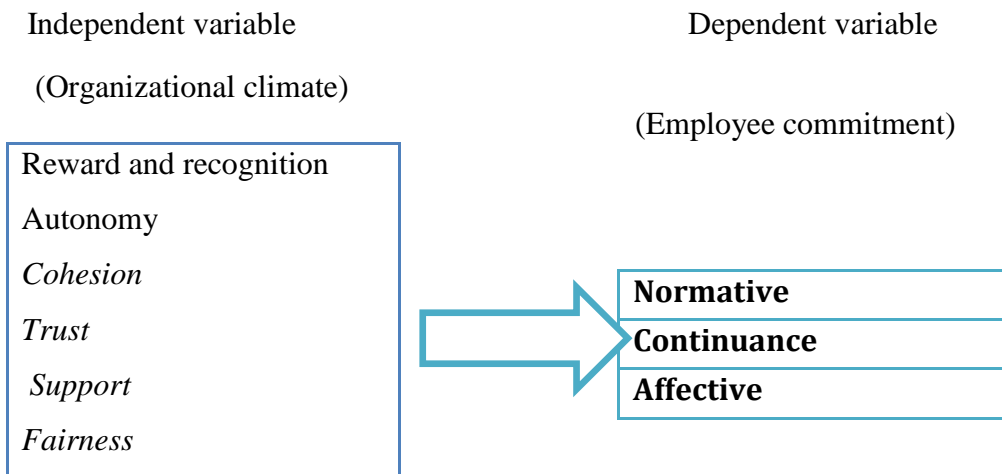
Little bit; as it has been talk about above there is little evidence that inform the relation amongst climate and workers commitment from a vary direction and assumption. Few paper also revise the related title and result and the researcher select to hold just to display that the result are familiar but from a large bound of issues.

In some articles in the literature, it was referring that there was a good relation amongst climate and worker's commitment Benjamin, (2012). Still, the high role of empirical studies imply above are based on differentiate concept and little method commitment variables they dig in their study were assorted within their regard work.

2.7 Conceptual framework

As explicate in the lit, institutional has important relation with worker's dedication attribute. Hence, in this paper climate is main varying while, workers Commitment is as reliant varying. Climate includes six attributes and three worker's dedication attributes showed below.

The conceptual frame



Source: Authors 1991 and 1990

CHAPTER THREE: RESEARCH METODOLOGY

3.1 Introduction

In this chapter, the method used in order to address the research questions and fulfill the purpose of the research is demonstrated. It provides an overview of the research design, research approach, data type, sampling design; sources of data, research instrument, data analysis procedure, variables and measurement, and ethical considerations was being presented. A cross-sectional survey study was designed where data needed for the analysis on the relation among company climate and worker's commitment was collected at one time from individual employees working in Ethio Telecom.

This study was intended to be carrying through at Ethio telecom. The most common judgments company climate and worker's commitment is the person attitude and sensing. Thus, the unit of analysis for this study was be person workers currently working at Ethio telecom.

3.2. Research Design

According to Mouton and Marais (1996), the basic target of a research design is to plan and structure the project in such a way that the ultimate validity of the research determinations is maximized. Research design is the ground for the composition of any successful scientific work, which spring direction and standardizes the research. The research design was Quantitative in Nature.

Quantitative study is one in which the researcher mainly uses modifier title for enhancing understanding that means and result relation among known variables for experiments, surveys, and collect data on set in more system that fit data Creswell, (2003). The aim of this paper was to value and find by an appraise tool if the reaction varying, worker commitment, has a measurable relation with the forecaster variable.

3.3 Research Approach

A cross-sectional design was used to carry out the study. A cross sectional design is a type of research involving the collection of information from any given sample of population elements only once Malhotra, (2007). The purpose of this research was to distinguish if there is a relation between the predictor variable and the response variable. The predictor variable was company climate, and the response variable was worker's commitment. Hence, the study would also have said to be correlation in design because there is the intent to investigate the relation among both variable of the study.

3.4. Data Type and Source of Data

The data collected with aid of questionnaires from the sample chosen respondents was used for primary data. The primary benefits with this kind of data collection are that it is collected with the paper purpose in brain. It refers that the data ensue from it is agreeable with the paper questions and aim. Hence, the respondents' feedback with questionnaire was used as a primary source of data.

3.5. Data Gathering Technique and Instruments

The question was use to meet the direct data from the workers of Ethio Telecom, which would be distributed by the investigator to the respondents. The scale method used to range of responses. The exercises of this specific scaling system assure that the paper study inform the capability to assess the feedback and evaluate the feedback count so that a form be create answer the paper questions. Neumann, (2003) suggest, it is a way of asking large person the similar questions and evaluating their answers paper questions.

Bhattacharyya (2006) highlights that attitude scales are used to measure an individual or group's attitude toward some object. The literature has revealed that the use of scales in measuring how respondents feel is a common practice (Mare, 2008). Cooper and Schindler (2001) state that a Liker scale is most appropriate for measuring attitude. Cooper and Schindler (2001) adding that the Liker scale is recommended for use when a respondent is required to reply to a statement via five degrees of agreement or disagreement. Cameron and Price (2009) certify that the scale should have odd number of response categories for all for a neutral reply, and should be used intermittently to prevent central tendency bias from distorting data. Allen-Meyer's worker's

commitment and climate questionnaire (1990) was being used measure worker commitment. climate questionnaire through some modification was used to measure company and to obtain quantitative information about climate and workers commitment.

3.6. Sampling design

3.6.1. Target Population

For this study, workers of Ethio Telecom on the job at dissimilar subdivision in Addis Ababa were selected as a target. All subdivision has similar policies and exercises by means of the branches are situated in dissimilar geographical areas.

3.6.2. Sampling Frame and Sampling Technique

The paper uses conventional sampling method was practical to pick out those mortal who were take part in respond the questionnaire from the elite subdivision. The sampling frame is an origin from which the sample is elite. In this paper, the players of the study were master workers of those elite under taking who are working in Addis Ababa subdivision of Ethio telecom. Because of time, financial and data brass problem, for this study Ethio telecom in Addis Ababa were selected to assess this study.

3.6.3. Sample Size

Due to time and financial restriction and the nature of the populations sample determination method developed by (Carballo, 1984), was applied to determine a sample size.

In accordance with out of total population of Ethio telecom (9500), the selected sample size was 200 employees who take part in this particular study. Based on Carballo (1984) sample size determination method, for this study to enhances the truth of the data, a medium sample size was selected.

3.8. Validity and Reliability

According to Shades (2002) validity refers to the approximate truth of an inference. When we say something is valid, we make a judgment about the extent to which relevant evidence supports that inference as being true or correct. Validity relates to whether the measuring material used in a specific study quantifies what it intends to quantify (Gola, 2003).

3.9. Ethical Considerations

Regarding to ethical consideration an attempt was made to ensure all respondents to keep their individuality and responses as secret; so that all the information was given in full confidence. The questionnaire was distributed based on willingness of each respondent. There were also ethical measures that have been followed in the data analysis. To assure the integrity of data, the researcher checked the accuracy of encoding of the survey responses.

CHAPTER FOUR: ANALYSIS

This chapter seeks to analyze the relation among climate and worker's commitment. The questionnaire was developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagrees.

4.2. Information of the Respondents

The visibility of the responder is taking apart as per sex, age, education and experience. Data was carrying out an action on the information variables as a way of reporting the respondents. Additionally, statistical test was conducted to assess the difference of worker's commitment.

4.2.1 Gender

Table 4.1 The sex

		<i>sex</i>			
		<i>Frequency</i>	<i>Percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Valid	<i>Female</i>	95	47.5	47.5	47.5
	<i>Male</i>	105	52.5	52.5	100.0
	<i>Total</i>	200	100.0	100.0	

The gender of responder, the female contributes 47.5% of the total participants and the male contribute 52.5% of the total participants.

4.2.2 Age of respondents
Table 4.2 The Age

		Age			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	20-30	143	71.5	71.5	71.5
	31-40	56	28.0	28.0	99.5
	41-50	1	.5	.5	100.0
	Total	200	100.0	100.0	

As table 4.2 display above, those responders whose age is between 20-30 years consists 71.5% of the total sample size, those respondents whose age is between 31-40 years consists 28% the total sample size and 0.5% is consisted by those whose age is 41-50. This outcome indicate that the high percent of age composition of the Ethio Telecom is predominated by young population in between 20 -30.

4.2.3 Experience in Ethio telecom

Table 4.3 Experience

		Experience			
		Frequenc y	Percent	Valid percent	Cumulative percent
Valid	1-3	68	34.0	34.0	34.0
	4-5	78	39.0	39.0	73.0
	6-10	37	18.5	18.5	91.5
	11-20	17	8.5	8.5	100.0
	Total	200	100.0	100.0	

As table 4.3 display above, those responders whose experience is between 1-3 years consists 34% of the total sample size, those respondents whose experience is between 4-5 years consists 39% and 18.5% is consisted by those whose experience is between 6-10 years. Respondents who work above 11-20 years in Ethio telecom cover the remaining 8.5%.

4.2.4 Level of Education

Table 4.4 Educational Levels

Qualification					
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Diploma	5	2.5	2.5	2.5
	BSC	161	80.5	80.5	83.0
	MSC	34	17.0	17.0	100.0
	TOTAL	200	100.0	100.0	

As table 4.4 show above from the total respondents, the degree holders have a lion share that is 80.5% of the respondent and master’s degree holders contribute 17% of respondents. The left over 2.5% is from the Diploma holders and the superior percent of Ethio telecom employee displays the qualification of BA holders.

Table 4.5: company climate and commitment sex

Table 4.5 displays below that outcome indicate that there is no a divergence among sex group on sensing of the two variables.

		Sex				
		Sum of Squares	Df	Mean Square	F	Sig.
climate	among Groups	65.176	1	65.176	.084	.772
	With Groups	153004.805	198	772.752		
	Total	153069.980	199			
commitment	among Groups	101.437	1	101.437	.886	.348
	With Groups	22671.743	198	114.504		
	Total	22773.180	199			

Table 4.6: climate and commitment with Age.

Table 4.6 show below that results indicated that there is no divergence among age group on sense of climate and commitment.

		AGE				
		Sum of Squares	Df	Mean Square	F	Sig.
climate	among Groups	1792.928	2	896.464	1.16	.315
	With Groups	151272.991	196	771.801	2	
	Total	153065.920	198			
commitment	among Groups	79.276	2	39.638	.344	.709
	With Groups	22693.904	196	115.197		
	Total	22773.180	198			

Table 4.7: company climate and worker’s commitment experience.

The below table 4.7 shows that results point that there is no statistical divergence among service years grouped respondents on sense of commitment and climate.

		Experiences				
		Sum of Square	Df	Mean Square	F	Sig.
Climates	among Group	3801.259	3	1267.086	1.66	.176
	With Group	149268.721	196	761.575	4	
	Total	153069.980	199			
Commitments	among Group	279.910	3	93.303	.813	.488
	With Group	22493.270	196	114.762		
	Total	22773.180	199			

Table 4.8: company climate and worker’s commitment with Qualification.

		Qualification				
		Sum of Squares	Df	Mean Square	F	Sig.
climate	among Group	4999.840	2	2499.920	3.309	.039
	With Group	148066.079	196	755.439		
	Total	153065.920	198			
commitments	among Group	261.001	2	130.500	1.142	.321
	With Group	22512.179	196	114.275		
	Total	22773.180	198			

The above table 4.8 display that it has no statistical significance among the divergence groups of respondents on the levels of education regarding their sense of commitment.

4.4 Regression analysis

Regression analysis gives data relate among a response variable and main variables to the extent that data is contained in the data. The purpose of reversion analysis is to express the feedback variable as a function of the predictor variables. Regression analysis is statistical process for estimating the relation among variables. Regression analysis includes many techniques for modeling and analyzing several variables. The reversion analytic was deal to cognize by how some the main varying explicate the qualified varying. Hence, reversions analytic of climate attribute, worker’s commitment was deal, and the outcome.

Table 4.9 Regression analyses

Model	Un standardized coefficient		Standardized coefficient	T	Sign
	Beta	Std. error	Beta		
Normative commitment	.123	.448	.017	.274	.785
Continuance commitment	1.880	.449	.260	4.187	.000
Affective commitment	2.841	.343	.529	8.276	.000

As table 4.9: display above the results of regression analysis of worker's commitments attribute and company climate, which indicate worker's commitment attribute normative have insignificant effect on company climate because the p value is greater than 0.05. Workers commitment attribute Continuance have significant effect on company climate because the P value is significant and less than 0.05. Workers commitment attribute of affective commitment has significant effect on company climate the P value is significant and P value less than 0.05.

4.4.1 Linearity Test

Linearity test aims to determine the relationship between independent and the dependent variable is linear or not. The linearity is a needed in the relation and regressions analysis. The sig. deviation from linearity >0.05 , then relationship between independent variable are linearly dependent. If the value sig. deviation from linearity <0.05 , then relationship between independent variable with the dependent is not linear.

Table 4.10 linearity test

	Statistic	Df	Sig.
Normative commitment	.962	200	.000
Continuance commitment	.987	200	.056
Affective commitment	.984	200	.020
Organizational climate	.981	200	.010

Table 4.10 display above the relation among company climate with normative commitment is not linear because $p < 0.05$. The relation among company climate are linear to continuance commitment because $p > 0.05$. The relation among company climate with affective commitment is not linear because $p < 0.05$.

4.4.2 Normality Test

Normality test is the first step that must be done before the data is processed based on the models of research, especially if the purpose of research is inferential. Normality test is intended to determine the distribution of the data in the variable that will be used in research. Data were good and decent used in research is normally distributed data. To know the research data is normally distributed or not, can be done with Kolmogorov- Smirnov normality test using. If the value sig. >0.05 , then, the data is normally distributed research. If the value sig <0.05 , then the research is not normally distributed.

Table 4.11 Normality test

	Kolmogorov-Smirnov		
	Statistic	Df	Sig.
Normative commitment	.147	200	.000
Continuance commitment	.062	200	.058
Affective commitment	.086	200	.001
Organizational climate	.074	200	.010

Table 4.11 shows above the climate and normative is normally distributed because $p < 0.05$. The climate and continuance is not normally distributed because $p > 0.05$. The climate and affective is not normally distributed because $p < 0.05$.

4.4.3 Multi-co linearity

The division above 5.0 guiding ill with multi co linearity. Field, (2009) indicate that, 0.1-point actual ill by assorted actuary advise that 0.2 are guiding of relate.

Accordingly, table 4.12 shows below that multi co linearity is not the problem of this model, because variance inflation factor of the model is well less than 5.0, the variables are not overlapped, and they are free from co linearity effect that possibly hinders the prediction ability of the model.

Table 4.12 Multi-co linearity test

Model	Co linearity statistics	
	Tolerance	VIF
Normative commitment	.643	1.556
Continuance commitment	.645	1.551
Affective commitment	.608	1.664

4.4.4 Correlation Analysis

A correlation coefficient has a prize run from one to one. prize that are nearer to the direct value of 1 point that there is a high relation among the varying being related whereas values nearer to 0 direct that there is less relation.

Table 4.13 correlations Analysis

	Normative	Continuance	Affective	Organizational climate
Normative	1	.504**	.544**	.436**
Continuance	.504**	1	.542**	.556**
Affective	.544**	.542**	1	.680**
Organizational climate	.436**	.556**	.680**	1

As shown above in the table 4.13 the Correlation coefficient between normative commitment and company climate is found to be significant because the result indicates that ($r = 0.436, p < 0.001$). The Correlation coefficient amongst continuance commitment and company climate is found to be significant because the result indicates that ($r = 0.556, p < 0.001$). The Correlation coefficient between affective commitment and company climate is found to be significant because the result indicates that ($r = 0.680, p < 0.001$). The Correlation coefficient value amongst affective commitment and company climate designate a strong and significant relation amongst the variables ($r = 0.680, p < 0.001$) and The Correlation coefficient value between normative commitment and company climate designate a weak and significant relation amongst the variables ($r = 0.436, p < 0.001$).

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The conclusions demonstrated are the result of the finding and the statistical analysis of the empirical results. This research study intended to assess the relation between the climate and commitment in Ethio Telecom. The purpose of the study was to evaluate the relation amongst climate and normative, to assess the relations among climate and worker's continuance and to measure the relation amongst company climate and affective commitment. The research design used for this research was quantitative, the research approach used for this research was cross sectional, the data was collected from primary sources, the sampling method used was conventional, data was examined using the descriptive for respondent's characteristics and regression was used to check the impression and relation amongst the company climate and worker's commitment.

The result indicates that the high percent of age composition of the Ethio telecom is dominated by young population in between 20 -30 with 71.5%. The work experience of Ethio telecom is high between 4-5 with 39%, the level of education of Ethio telecom employee are BA/BSC holders have a lion share that is 80.5%. The result of indicates that there is no a divergence among sex group on sense of climate and worker's commitment. There is no statistical divergence among experience on sense of worker's commitment and climate and there is no statistical significance the divergence education about their sense of worker's commitment. The result of regression analysis point that worker commitments attribute and climate, which point worker's commitment attribute normative have insignificant effect on company climate because the p value is greater than 0.05. Workers commitment attribute Continuance have significant effect on climate because the P value is significant and less than 0.05. Workers commitment attribute of affective commitment has significant effect on company climate the P value is significant and P value less than 0.05.

The result of Normality test shows that the company climate and normative commitment is normally distributed because $p < 0.05$. The company climate and continuance commitment is not normally distributed because $p > 0.05$. The company climate and affective commitment is not normally distributed because $p < 0.05$. The result of Linearity test indicates that the relation amongst company climate with normative commitment is not linear because $p < 0.05$. The

relation amongst company climate are linear to continuance commitment because $p > 0.05$. The relation amongst company climate with affective commitment is not linear because $p < 0.05$.

The result of multi-col linearity shows that not the problem of the model because the variables are free from co linearity affects which possibly hinders the prediction ability of the model. The result of correlation analysis indicates that amongst normative commitment and company climate is found to be significant because the result indicates that ($r = 0.436, p < 0.001$).

The Correlation amongst continuance commitment and company climate is found to be significant because the result indicates that ($r = 0.556, p < 0.001$). The Correlation amongst affective commitment and company climate is found to be significant because the result indicates that ($r = 0.680, p < 0.001$). The Correlation value amongst affective commitment and company climate designate a strong and significant relation amongst the variables ($r = 0.680, p < 0.001$). The Correlation value between normative commitment and company climate designate a weak and significant relation amongst the variables ($r = 0.436, p < 0.001$).

5.2 Recommendation

- ❖ An employee at Ethio telecom has to keep constantly ensuring the relation of company climate and attributes of worker's commitment levels are kept high. These constructs have to be managed regularly by top management to ensure sustained company climate to get high stage attributes of worker's commitment. If the top management of Ethio telecom implements a program to increase company climate and as a result attributes of worker's commitment, it may lead to the added benefits for sustaining and improving its achiever in the Ethio telecom sector.
- ❖ The top management of Ethio telecom has to work hard more on improvement of worker's normative commitment than worker's continuance commitment and worker's affective commitment in order to decrease the effects of worker's commitment attributes on company climate.
- ❖ Ethio telecom has to do more on enhancing the level of company climate, which could lead to higher worker's commitment attributes.
- ❖ Ethio telecom Management has to work hard on how the level of company climate can be increased through collecting the compliances and listing the needs of workers in order to build the good workers commitment attributes.

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Questionnaire

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MSC in specialized in innovation management and entrepreneurship

Dear Respondents: -

Instruction: There is no requiring of writing your name. Afford your own thought and notion about each item. **Delight check** (√) in the pat corner agree to the next scurf in footing of your own understanding with the given argument. **Five= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree.** The questionnaire consists of **66** questions. It takes approximately **20 to 30** minutes on average to complete it.

For any info, here is my address: -0911264440 or 0930071859 and email:-beshirtajudin1@gmail.com.

PART I: Information

- 1. Sex: Male Female
- 2. Age: 20-30years 31-40years 41-50years above 50years
- 3. Experience: 1-3years 4-5 year’s 6-10year’s 11-20 years 30 years or more
- 4. Qualification: College Diploma BA/BSc Master’s PhD

PART II: climate.

S/N	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Trust on managers					
1	Managers of company are transparent.	1	2	3	4	5
2	I trust immediate manager.	1	2	3	4	5
3	I believe immediate says.	1	2	3	4	5
4	Directions of company what they assure.	1	2	3	4	5
5	My director orders me.	1	2	3	4	5
6	Overall trust on their director.	1	2	3	4	5
	I believe immediate says	1	2	3	4	5
	Rewards and Recognition					
	I believe immediate says	1	2	3	4	5
1	I receive regarding work from my immediate manager.	1	2	3	4	5
2	I receive the information to do job properly.	1	2	3	4	5
3	I am satisfied with the performance.	1	2	3	4	5
4	The benefits offered are satisfactory.	1	2	3	4	5
5	Quick to recognize good performance.	1	2	3	4	5
6	In our institution, the employee’s efforts	1	2	3	4	5
	Autonomy					
1	I organize work as I see best.	1	2	3	4	5
2	I have for company.	1	2	3	4	5
3	I set the measure for my work.	1	2	3	4	

4	I determine work procedure.	1	2	3	4	5
5	Employees I work are enjoyable	1	2	3	4	5
Fairness						
1	The objects sets for job are reasonable.	1	2	3	4	5
2	Employees I work are enjoyable	1	2	3	4	5
3	Appropriate for the work completed.	1	2	3	4	5
4	supervisor does not play	1	2	3	4	5
5	I deal of my supervisor.	1	2	3	4	5
6	I deal of my supervisor	1	2	3	4	5
7	Regular opportunities arranged for section.	1	2	3	4	5
8	Employees I work are enjoyable.	1	2	3	4	5
Teamwork						
1	I work with are pleasant.	1	2	3	4	5
2	We work together as a team.	1	2	3	4	5
3	My immediate participates in activities.	1	2	3	4	5
4	I deal of my supervisor	1	2	3	4	5
5	Regular opportunities arranged for section.	1	2	3	4	5
6	Employees I work are enjoyable.	1	2	3	4	5
7	I do not feel of the organizations.	1	2	3	4	5
8	Among most members of my groups.	1	2	3	4	5

PART III: commitment of workers.

Affective commitment						
1	Employees I work are enjoyable	1	2	3	4	5
2	Genuine as if challenge is my own.	1	2	3	4	5
3	I do not feel of the organizations.	1	2	3	4	5
4	I enjoy isn't with people outside it.	1	2	3	4	5
5	I do not feel 'emotionally this into.	1	2	3	4	5

Continuance						
1	I do not a person at patriotic to institution.	1	2	3	4	5
2	I do not to institute is reasonable more	1	2	3	4	5
3	I have alternative to leaving this institution.	1	2	3	4	5
4	I do not feel 'emotionally this into	1	2	3	4	5
5	I was patriotic for company	1	2	3	4	5
6	It would to go away my institution currently.	1	2	3	4	5
Normative commitment						
1	Shift from company is appearing at wrong.	1	2	3	4	5
2	I do not a person at patriotic to institution.	1	2	3	4	5
3	I do not to institute is reasonable more	1	2	3	4	5
4	Remain in institution to the degree of their vocation.	1	2	3	4	5
5	I was patriotic for company.	1	2	3	4	5
6	I believe this day is from instating to instate. `	1	2	3	4	5