



**EMPLOYEE EQUITY PERCEPTION TOWARDS PERFORMANCES
MANAGEMENT AND ITS ASSOCIATION WITH ORGANIZATIONAL
COMMITMENT WITH REFERENCES TO EMPLOYEES OF FEDERAL
GOVERNMENT MINISTRIES OF ETHIOPIA**

**BY
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Declaration

I undersign, declare that the Research work entitled “Employee equity perception towards performances management and its association with organizational commitment with references to Federal Government ministries of Ethiopia” is my original work and has not been presented in Addis Ababa University or any other University, and that all sources of material used for the project have been duly acknowledged.

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ABSTRACT

The purpose of this study is to examine the relationship between components of organizational commitment and equity perception of public sector employees toward performances management system and practices. Though there are several theoretical and empirical literature on performance management and organizational commitment, there has not been any similar study on public sector organizations in Ethiopian context. Therefore, this study could make important contribution by filling the gaps in studies relating to performance management system and organizational commitment in Ethiopian public sector. Evidence suggests that performance evaluations are often inaccurate and manipulated, thus affecting employee attitudes and behaviors. This study examines the effects of employee perception of performance appraisals and on organizational commitment.

Questionnaire was distributed to a sample of One hundred twenty employees of various ages, backgrounds, experiences and both genders were conveniently selected for the questionnaire survey. The questionnaire used for the survey consists of four parts: measures of perception of performance appraisal, affective commitment, normative commitment, continuances commitment and demographic Variables.

Correlation model was used to analyze the quantitative data obtained through questionnaire survey and to test the hypotheses in order to examine the effects of performance appraisal system on different aspects of organizational commitment. The results indicated that when employees perceived of performance appraisal ratings as fair in terms of procedural, interactional and distributional justices /equity, all models of organizational commitment increased. Furthermore, when employees perceived performance management as unfair in terms of procedural, interactional and distributional justices /equity, their organizational commitment decreased. Therefore, this study recommends that in order to improve employees' commitment, managers should ensure fairness in performance management process and avoid unwarranted political intervention and manipulations, uninformed decision, personal bias and unfair distribution of promotion and rewards in an organizations. In addition, the performance appraisal system, evaluation criteria and methods used by public sector organizations should be revised and improved.

Key words: Equity perception , performances management ,organizational commitment

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CHAPTER ONE

1. INTRODUCTION

This introductory chapter is intended to provide information concerning an overview of the study. It involves background of the study, statements of the problems, research questions, objectives of the study, (general and specific objectives), significance, scope and limitation, of the study. It also includes the definition of important terms and the organization of thesis.

1.1 Background of the study

The practice of human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, resourcing , performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services(Armstrong, 2009). HRM practice has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. This foundation has been built with the help of a multitude of research projects (Ibid).

It can be argued that the relationship between an employer and employee really does not affect performance (Mathis &John , 2005). The employer exchanges pay for the performance of specified work, and that all necessary. As in a legal agreement, one party contracts for specific services of the other party. Recent research suggests that employees perform better when they work in a situation with mutual investment, or even over investment by the employer, than they do in a legal agreement situation. The implication is that the employee-organizational relationship does matter and should be chosen carefully. Many employees seem to respond favorably in performance and attitude when organizations are willing to commit to a mutual relationship. Such a commitment might include traditional benefits, rewards for longevity, flexible schedules, communication with supervisors, and work-life balance. These observations suggest that despite all the changes in workplaces, many employers still want committed workers willing to solve difficult problems. Many employees still want security and stability, interesting work, a supervisor they respect, and competitive pay and benefits (Ibid).

If employees are committed to an organization, they are more likely to be more productive. Organizational commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization. Research has revealed that job satisfaction and organizational commitment tend to influence each other (Dixit and Bhati, 2012). What this finding suggests is that people who are relatively satisfied with their jobs will be somewhat more committed to the organization and also that people who are relatively committed to the organization are more likely to have greater job satisfaction. A logical extension of organizational commitment focuses specifically on continuance commitment factors, which suggests that decisions to remain with or leave an organization ultimately are reflected in employee absenteeism and turnover statistics. Individuals who are not as satisfied with their jobs or who are not as committed to the organization are more likely to withdraw from the organization, either occasionally through absenteeism or permanently through turnover (Ibid).

In addition since, human resources is the only dynamic resources of the organizations that needs different way of management to enhances organizational performances by creating working environment on which employees discharge their responsibility with a sense of belongingness and carrier .performances management is categorized among the major activity of HRM so dealing how this activity related to organizational commitment un-suspiciously speaking play its own role to solve problems related to the area because the former is major activity that affect organizational Performances, the latter revolves on individual performances so the result and recommendation of this study will play its own role in resolving Ethiopian public organization commitment Problems that is critically observed and consequences for turnover, emotional absenteeism, dissatisfaction, lack of belongingness etc... in relation to performances management system.

This paper therefore, tries to examine the relationship between employee performance management perception and organizational commitment in Ethiopian public organization Through opinion survey conducted on four Federal ministry organization namely, Ministry of Finances and Economic Development (MoFED), Ministry of Industry, Ministry of Justices and Ministry of Public Services and Human Resources Development.

1. 2 Statement of the problem

To put the concept of HRM into practice involves strategic integration, developing a coherent and consistent set of employment policies, and gaining commitment. This requires high levels of determination and competence at all levels of management and a strong and effective HR function staffed by services-oriented people. It may be difficult to meet these criteria, especially when the proposed HRM culture conflicts with the established corporate culture and traditional managerial attitudes and behavior (Armstrong, 2009).

A large numbers of studies have been conducted to investigate the concept of organizational commitment (OC). Still, commitment is the most challenging and researchable concept in the fields of management and organizational behavior (Dixit and Bhati, 2012). Committed employees feel a certain bond with the organization, which, in the positive form, makes them more willing to perform. One of the questions that researchers raise is that „is happiness the only way to determine whether or not an employee is committed to the company or job?“ In reality, there are numerous factors that influence how committed employees are to a company or an organization. It has been confirmed that employees who enjoy more autonomy and responsibility on their job, those individuals who feel motivated, challenged and satisfied in their jobs are much more likely to be committed to a given organization (Liza, 2012).

As Mahon argues, of the dimensions of the Three-Component Model (TCM) of organizational commitment (i.e. continuances commitment, normative commitment and affective commitment), affective commitment has been most strongly linked to positive work-related behaviors (e.g., attendance, organizational citizenship behavior and as a result much of the TCM research has centered on affective commitment (as cited in Meyer et.al, 2002).

Many of the previous studies have found out a positive direct relationship between organizational commitment and performance. For instance, (Moayeri,2014), identified positive relationship between performance appraisal policies and employees commitment. But this study did not consider the effect of equity perception on employees commitment Kelliher et.al (2010) also indicated that the link between employee experiences of high commitment performance management (HCPM) practices and their level of commitment is strongly mediated by related perceptions of organizational justice. However this research is in deficiency of Ethiopian contextual reflection , the level of employee trust

in the organization is a significant moderator. In addition, currently there are many commitment problems that cause corruption and other criminal acts in Ethiopian public sector so it is very crucial to go through on different variables in relation to organizational commitment . Therefore, this study is considered important to determine the relationship between organizational commitment of employees (i.e. affective, normative and continuance) and equity perception towards performance management systems and practices in four federal government ministries. Accordingly, the study strives to address the following basic research questions:

1. 3 Research Question

This research intends to answer the following general and specific research questions.

1.3.1 General Research question:

What is the relationship between employees' perception towards performance management system and their organizational commitment?

1.3.2 Specific research questions:

- How does the performance management system of the organization in terms of procedural justices relates with organizational commitment?
- How does the performance management system of the organization in terms of interactional justices relates with organizational commitment?
- How does the performance management system of the organization in terms of distributional justices relates with organizational commitment justices?

1. 4 Research objective

All the efforts exerted for the thesis will run to achieve the following basic research objectives:

1.4.1 General objective:

The overall objective of this study is to show the relationship between employee's perception towards performance management and organizational commitment.

1.4.2 Specific Objectives

- To describe the performance management systems of public sector organizations in Ethiopia.
- To see the equity perception of employees towards the performance management system of their organization in terms of procedural justices.

- To see the equity perception of employees towards the performance management system of their organization in terms of interactional justices.
- To see the equity perception of employees towards the performance management system of their organization in terms of distributional justices.

Based on the above research questions and objectives, the following three major hypotheses are designed:

Hypothesis 1:

H₀: There is no direct and strong relationship between procedural justices and organizational commitment.

H₁: There is direct and strong relationship between procedural justices and organizational commitment.

The first hypothesis states that there is direct and positive relationship between appropriateness of reward allocation process (i.e. procedural justice) and employee's organizational commitment.

Hypothesis 2:

H₀: There is no direct and strong relationship between Interactional justices and organizational commitment.

H₁: There is direct and strong relationship between Interactional justices and organizational commitment.

The second hypothesis also predicts a direct and positive relationship between the appropriateness of the treatment one receives from authority figures (i.e. interactional equity) and employee's organizational commitment.

Hypothesis 3:

H₀: There is no direct and strong relationship between Distributional justices and organizational commitment.

H₁: There is direct and strong relationship between Distributional justices and organizational commitment.

The third hypothesis anticipates that the appropriateness associated with outcomes or rewards (tangible or intangible) distributed to employees as a result of their performance appraisal (i.e. distributive justice) will have direct and positive relationship with organizational commitment.

1.5 Significances of the study

All research studies regardless of their type, nature, purpose and focus area are carried out to fill a certain problem (gap between what to know and expected or desired to know). So, the result of any research work should have its own significances.

Therefore, assessing employees' perception on the performance management practices of public organizations and its effect on organizational commitment have importance for the following reasons:

- ✓ The study will give information on how employees perceive their organization's performance management system and practices in terms of distributional equity, interactional and procedural justices.
- ✓ It will provide information on how employee's perception towards performance management affect organizational commitment.
- ✓ It helps the concerned officials in public sectors to revise the performance management system of their organizations and make the necessary adjustment, if any
- ✓ The findings of the study may throw light on the nature of the problem and may serve as secondary sources for further investigation.

The above listed significant by implication will have their own contributions in the knowledge of public management and policy as an incorporation of human resources management issue, practices and to policy making in Ethiopian public organizations by adding factor to consider as far as human resources policies are concerned and in day to day operation of human resources management in public organizations.

1.6 Delimitation of the study

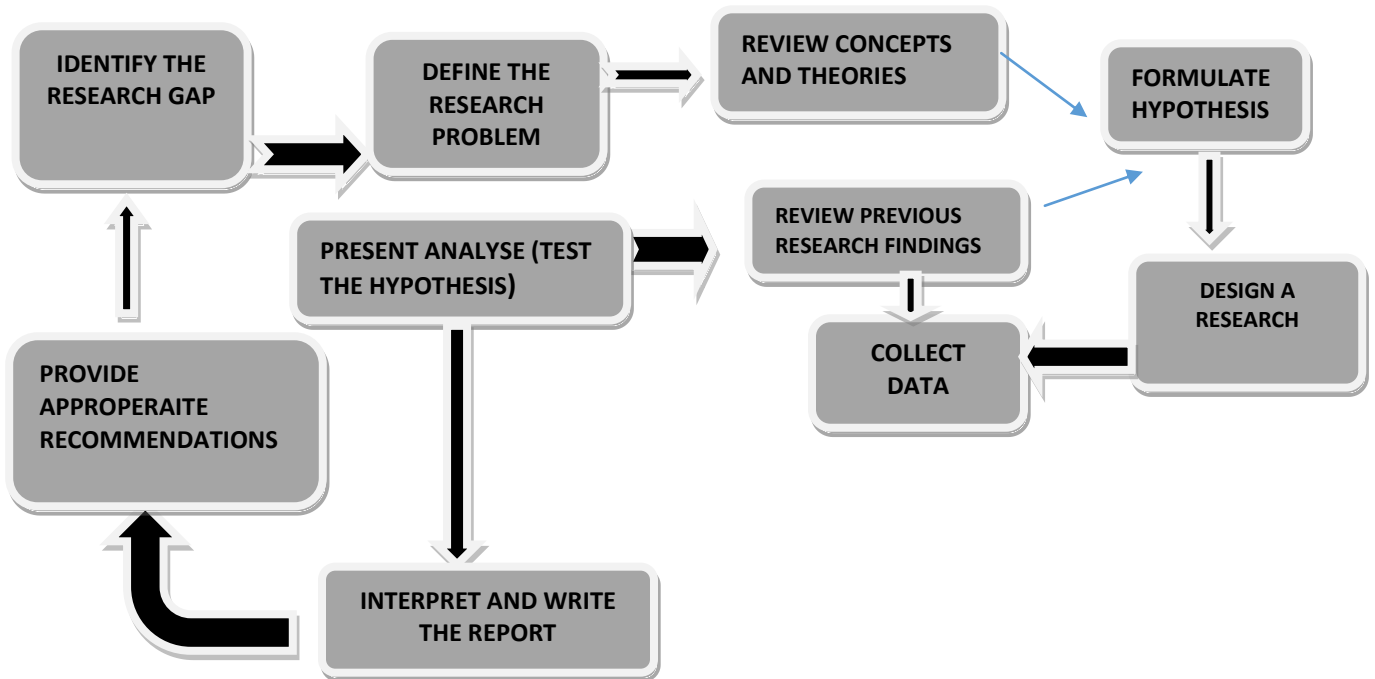
Even if organizational commitment is a very critical human resources issues regardless of the type of sector (private or public), however, the present study is limited to selected public organizations in Ethiopia. The scope of the study has been limited to four federal government ministries mainly because of time constraints, researcher's lack of experiences to handle both correlation and comparative studies simultaneously and not to compromise the quality of the paper by losing focus area. In addition to that the study is delimited to the three Allen and Mayer dimensions of organizational commitment as dependent variable i.e. affective, normative and continuances commitment and their relation with procedural, interactional and distributive justices.

1.7 Organization of the paper

The thesis is divided into five chapters. Chapter 1 is an introduction of the study, which includes a brief explanation of the problem, research questions, and objectives of the study, research hypotheses, significance, scope and delimitations of the study. In Chapter 2, theoretical and empirical literature related to performance management system, organizational commitment, and their relationships are presented and thoroughly explained to prepare the readers for next sections of the study it also includes conceptual framework of the study with brief discussion of dependent and independent variables. Chapter three involves research approach and methodology. In Chapter four, the data gathered through questionnaire survey is presented in a tabulated form, analyzed to test the research hypotheses, and the findings of data analysis and detailed explanation of the results are presented. Finally, chapter five involves summary of findings, conclusion and recommendations.

1.8 Research process

fig.1:



Source: Researcher own developed research process flow chart

Finally, as a conclusion of this chapter the researcher proposed to study the relationship between performances management system equity perception and organizational commitment in Ethiopian public organization by carried out a survey on four federal government ministries of Ethiopia. To understand the conceptual /theoretical and empirical foundations of the topic different relevant literatures were reviewed. For Data collection purpose survey questionnaire that contain parameters of dependent variable used and collected data analyzed by using Pearson's coefficient of correlation then, the result of the study declared and relevant recommendations have been forwarded.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

Conceptual and theoretical Literature

Introduction

Quantitative research, includes a substantial amount of literature at the beginning of a study to provide direction for the research questions or hypotheses. In planning a quantitative study, the literature is often used at the beginning of a study to introduce a problem or to describe in detail the existing literature in a section titled "related literature" or "review of literature," or something similar (Cresswell, 2003). Therefore, in this chapter the researcher review different books, journals, articles, periodicals etc... related to organizational commitment and performances management and presented precisely the selected ones.

2.1 The concept of Performance Management

The success of any organization depends on the quality and characteristics of its employees. The employees become a significant factor in any organization since they are the heart of the company. Organizations simply cannot achieve their goals and objectives without them. However, it is a fact that any employee for that matter needs something to induce him or to look forward to so that he/she is motivated to work at the best interest of the company. This indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to connect the aims of the organization to the performance of the individual. The organization's key aims, goals and objectives become an embedded part of the process in the performance management and communicated through the performance appraisal process Liza (as cited in, Marchington and Wilkinson, 2005).

The definition of performance management is difficult in that it means very different things in different administrative systems, from the most basic management of employee performance in a highly centralized administration, to the vehicle for establishing and managing the highest strategic priorities of government and transforming them into strategic outputs cascading down through organizations to individuals. The OECD has described performance management in the latter terms (*i.e.* its strategic aspects) in the context of "new public management" type reforms (Pollitt, 2001).

Performance appraisal is described as the procedure of identification, measurement, observation and development of personnel performance in an organization Moayeri (as cited in, Carroll & Schneier,

1982). There are several vital factors necessary for a high quality appraisal process. The identification indicator organizes the process of the appraisal to the appropriate levels of expectations. These indicators include performance related values, as well as other non- or semi-related characteristics of performance. The observation segment requires supervisors maintain frequent examination of indicated characteristics. The measuring tool translates standard observation ratings to a judgment rating for the supervisor. The translation of components has to be applicable and comparable for all raters in the organization. In the development section, the focus of the performance appraisal is not just an evaluation of an employee's past, but also includes future results and impending improvement. This method suggests that with a much more comprehensive appraisal process, personnel performance increases and leads to improved employee motivation (Moayeri, 2014).

Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. Performance management is critical to small and large organizations – for-profit and not-for-profit, domestic and global and to all industries. After all, the performance of an organization depends on the performance of its people, regardless of the organization's size, purpose or other characteristics (Aguinis, 2011).

Unfortunately, however, if they have one, few organizations use their existing performance management systems in productive ways. Performance management is usually vilified as an „HR department requirement“. In many organizations, performance management means that managers must comply with their HR department's request and fill out tedious, and often useless, evaluation forms. These evaluation forms are often completed because it is a requirement from the „HR cops“. Unfortunately, the only tangible consequence of the evaluation process is that the manager has to spend time away from his or her „real“ job duties (Ibid).

2.1.1 Objective of Performance Appraisal

Performance appraisal has been considered as a most significant and indispensable tool for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotions and merit increases. Performance measures also link information gathering and decision-making processes, which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. If valid performance

data are available, timely, accurate, objective, standardized and relevant management can maintain consistent promotion and compensation policies throughout the total system (Obisi, 2011). Performance appraisal also has other objectives, Obisi (as cited in McGregor, 1957) includes:

- It provides systematic judgment to the organization to back up salary increases.
- It is a means of telling a subordinate how he is doing and suggesting needed changes in his Behavior, attitude and skill or job knowledge. It lets him know where he stands with the boss.
- It is being used as a base for coaching and counseling the individual by the superior.

Performance management in public organizations as referred from (Tesfaye& Atakiliti, 2012), can be analyzed hierarchically at three levels, namely: at organization, process/division and team/individual.

1. At organizational level: to implement result performance management in the civil service sector, the government should have the capacity to clearly state what it expects from its managers, the capacity to finance the operations of the agencies and the capacity to establish systems that make managers accountable for their inefficiency. Systems of contract agreement should reflect the responsibility and accountability between the two parties.
2. At process division level: it is believed that each division or process has a share from the strategic plan of the organization. The hierarchical relationship between the organization and the division is established by cascading the strategic plan of the organization to the division level. Hence, the performance of the division can be ascertained by explicit or implicit statements of responsibilities delegated and the management can evaluate the performance of the division that in turn allow us to evaluate the management capacity of the process/division managers.
3. At individual level: The division/process is responsible to cascade its responsibilities to the team individual level and performance agreement is made between the supervisor and the team or the individual.

The general approach is, therefore, to shift attention from resource inputs and ex ante controls to output and outcome measurement and ex post controls. This approach rests upon the decentralization of managerial authority in exchange for more explicit output- and outcome-oriented forms of accountability (such as meeting unit or individual targets). Control becomes more strategic and less

concerned with compliance to prescribed processes (some commentators refer to this as “steering” rather than “control”). The institutional arrangements have, therefore, included a wide range of forms of decentralization and performance measurement. Underpinning these is the development of more consciously designed system(s) of performance information. Taken together these elements comprise our understanding of performance management Pollitt (cited in, OECD, 1995).

2.1.2 Equity perception

Equity perceptions develop as a result of a subjective process. Different people may look at the same situation and perceive different levels of equity. In the Equity Theory which serves as the base model for the study, individuals are motivated by a sense of fairness in their interactions. However, their sense of fairness is a result of the social comparisons employees make. Specifically, they compare their inputs and outputs with someone else’s ones. Employees perceive fairness if they believe that the input-to-output ratio they are bringing into the situation is similar to the input/output ratio of another compared person. Inputs are the contributions which are the person feels he or she is making to the environment. Outputs are the rewards that the person feels he or she is receiving from the situation (Rouzbeh, 2014).

As, (Baldwin,2006) argued, The term organizational justices refers to the extent to which employee perceive workplaces procedures, interactions and out comes to be fair in nature .These perceptions can influences attitudes and behavior for good or ill, in turn having a positive or negative impact on employee performances and the organization success. Examples of perceived injustices includes:

- Performances reviews being conducted by someone with whom the employee has had little pervious contact
- Arbitrary dismissals

Three Components of Justice

As, (Cropanzano, Bowen, and Gilliland, 2007) Research has shown that employees appraise three families of workplace events. They examine the justice of outcomes (distributive justice), the justice of the formal allocation processes (procedural justice), and the justice of interpersonal transactions they encounter with others (interactional justice).

1. Distributive Justice: fairness / Appropriateness associated with of outcomes or resources distributed may be tangible (e.g., pay) as well as intangible (e.g., praise).

- Equity: Rewarding employees based on their contributions.
- Equality: Providing each employee roughly the same compensation.
- Need: Providing a benefit based on one's personal requirements.

2. Procedural Justice: in management there is a saying that „the means justifies the end „, here in this case to mean that procedural justices is the Appropriateness of the allocation process and its consequences will have effect on distributive justices.

- Consistency: All employees are treated the same.
- Lack of Bias: No person or group is singled out for discrimination or ill treatment.
- Accuracy: Decisions are based on accurate information.
- Representation of All Concerned: Appropriate stakeholders have input into a decision.
- Correction: There is an appeals process or other mechanism for fixing mistakes.
- Ethics: Norms of professional conduct are not violated.

3. Interactional Justice: Appropriateness of the treatment one receives from authority figures of avoiding personal relationship to forward decisions on the organizational matter.

- Interpersonal Justice: Treating an employee with dignity, courtesy, and respect.
- Informational Justice: Sharing relevant information with employees.

2.1.3 Outcomes of Perceptions of Performance Management Politics and Organization Commitment

Perception of performance appraisal is a prominent factor in influencing the attitudes of organizational behavior because employee behaviors are based on their perceptions of the organization's appraisal policies. Therefore, employee attitudes and behaviors are recognized according to their perception of the current situation but not the reality Moayeri (cited in Poon, 2004).

Equity Theory explains why the perception of a performance appraisal motive might influence job attitudes and behavioral intentions (Organizational Commitment, Intention to Quit and Organizational Citizenship Behavior Moayeri (cited in Adams, 1960).

Equity Theory explains that employees try to compare their inputs with outputs and if this equation is not equal, they will attempt to balance it. Therefore, if an organization uses performance appraisal as motivation and employees perceive that their performance evaluation will be determined by motivational purposes; in order to maximize rewards they will increase their input to be equal to the organization's output. However, if an organization uses performance appraisal as punishment motivation and gives employees low ratings in order to teach them a lesson, the employees will perceive that this rating is not what they deserve and they will reduce their performance input and attitudes toward the organization to equal this equation level (Moayeri, 2014). Therefore, the following hypotheses are presented.

2.2 Concepts of Organizational Commitment

Organizational commitment is an important variable in organizational theory because of the strong connections that have been established in several decades of research (Dede, as cited from Mathieu & Zajac, 1990). In these challenging economic times, when organizations must attempt to do more with less, it is in an organization's best interest to hold on to valuable employees and increasing organizational commitment is one means to that end (Dede, 2012).

Organizational commitment has been a topic of extensive interest in the organizational behavior literature since the 1950's. It has been associated with workforce stability, decreased absenteeism, organizational citizenship behaviors, and decreased turnover (Ibid). In the past, organizational commitment has concentrated on individuals' affective attachment to the organization. Even though it has a number of facets that influence organizational outcomes. Now a days the definition transformed into multidimensional structure and it is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by at least three factors: the first one is a willingness to exert considerable effort on behalf of the organization; the second one is a strong belief in and acceptance of an organization's goals and values; the third one is a strong desire to maintain membership in the organization as Celik (cited from ,Savery and Syme, 1996:1). Regarding the main themes of the studies done concerning organizational commitment, the model developed by Meyer and Allen focuses on the three components of commitment which are affective commitment (AC), continuance commitment (CC) and normative commitment (NC).

Employee commitment is the level of connection between employee and organization. Employee commitment allows an organization to gain and grow in competitiveness and is thus a key variable determining the employee performance. Committed employees contribute added value to the

organization because they are more determined, more supportive and give more energy and attention to quality (Mustafa, 2013). Organizational commitment is a function of individual characteristics like age, seniority and education with conditional factors like climate, job satisfaction and organizational characteristics as Celik, (cited from, Morrow, 1983). When most of the studies are analyzed, the relations of organizational commitment with demographic characteristics and job satisfaction Organizational variables draw attention.

2.2.1 Outlooks of organizational commitment

There are two well-known opinions about commitment in organizational literature. One of the opinions was developed by the studies of (Porter, Steers, Mowday and Boulian, 1974), and explained commitment as behavioral situation. In this respect, commitment is explained as the power of identification and involvement of an individual with a certain organization. The second view is the one stating that an individual focuses on an action with the help of his early investments and if the action stops he loses his investments. This view handles commitment as the tendency to maintain membership in the organization and is founded on the Becker's "side-bets" view Dude, (cited in, Allen and Meyer, 1990: 3; Oliver, 1990:20).

Moving into the 1980s saw commitment research expanding to include proposed relationships with other constructs important to organizational research such as job satisfaction and turnover. The construct was also expanded to include areas such as commitment to multiple targets, cognitive aspects of commitment, and multiple bases of commitment. It was during this time that a typology of commitment was introduced by Meyer and Allen to explain commitment in terms of three mindsets resulting from multiple bases of commitment. While not the only view of commitment, this typology and associated measures of each mindset are now used more than any other in the study of organizational commitment (Hackney, 2012).

2.2.2 Allen and Mayer Dimensions of Organizational Commitment

The current dilemma in the organizational commitment literature has risen out of the abundance of healthy scholarly debate that has endured regarding the meanings, definitions, and dimensions of organizational commitment since the early 1960s. Much of the scholarly literature examining organizational commitment sought to clarify and define the construct more narrowly and accurately to provide researchers with a sound framework to base inquiries. However, after more than 50 years of scholarly work on the topic, there remains rigorous debate as to the nature, types, and bases of

commitment, and whether dominant frameworks such as Meyer and Allen's (1991) three-component framework are valid across multiple contexts and accurately describe the phenomenon of commitment (Mercurio, 2015). Organizational commitment has received a great deal of attention from organizational behaviorists. Below let as briefly seen the three dimensions of organizational commitment i.e. affective, normative and continuances commitment.

The most basic theory of employee commitment is Allen and Meyer's conceptualization. This theory differs from others in the nature of the psychological state being described. They identified three dimensions of employee commitment: affective, continuance, and normative commitment. The three components of employee commitment are a psychological state that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization. An individual can have similar or different levels of all types of commitment. They are not mutually exclusive. Thus, regardless of the definition, "committed" employees are more likely to remain with the organization Teshome (cited in, Allen & Meyer, 1990).

I. Affective Commitment

Affective commitment refers to an employee's emotional attachment to an organization. Employees who possess a strong level of affective commitment continue to stay at an organization because they want to. The concept of affective commitment has its roots in several earlier conceptualizations of commitment. It has been described commitment as the attachment of an individual's fund of affectivity and emotion to the group. While others say it referred to a partisan affective attachment to the goals and values of the organization (Hackney, 2012).

Finally, an affective attachment was defined by Hackney (cited in, Mowday and peers 1979) as "the relative strength of an individual's identification with and involvement in a particular organization". There are a vast range of variables that are thought to be antecedents of affective commitment. These are typically organized into the three broad categories of organizational characteristics, individual characteristics, and work experiences. Organizational characteristics such as decentralization have been shown to be associates with the development of affective commitment. In addition, consideration of justice in developing policies to address drug testing and strategic decision making all found significant association between perceptions of fairness and affective commitment (Hackney, 2012).

Affective commitment refers to employees' emotional attachment to, identification with, and involvement in the organization (Pittinsky, T. and Shih, M., 2005). The Affective Component represents the feeling evoked by the organization. Does thinking about association with the organization evoke pleasurable or uncomfortable feelings; feelings of anger or joy; feelings of security or stress; feelings of affirmation or invalidation? In general, positive affect results from information, feedback, and situations that affirms or reinforces the individual's self-worth and self-concept, while negative affect is evoked by invalidating situations. Self-worth is validated when individuals feel accepted as values members of the organization and their competencies and core values are affirmed. When individuals are in a positive affect state while working, they tend to evaluate the organization positively (Bakhshi and Kumar, 2009).

Affective commitment is measured by the individual's desire to stay with the university. An employee's affective commitment is dependent on the employee's positive feelings towards the organization and is often the result of organizational policies and activities that promote a positive connection with the work group Tolentino (Citedin, Liaou, 2008).

II. Normative Commitment

Normative Commitment is also based in part on previous explanations of commitment that described the concept as an obligation the moral obligation to stay with the company. The current evolution of Normative Commitment describes individuals who stay in an organization because it is "the right and moral thing to do (Hackney, 2012).

The development of Normative Commitment is thought to evolve from pressure that individuals feel from their interactions within an organization and their internalization of those feelings. The internalization can be based on a belief about the appropriate level of loyalty that is supported by the organizational culture. It can also be based on perceived psychological contract. Psychological contracts are those subjective beliefs about the obligations between the individual and the organization Hackney (cited in, Meyer et al., 1991). Because they are subjective, they are influenced by individual differences and vary by person.

Normative commitment, which involves a person maintaining membership in an organization out of a sense of obligation. This feeling that one ought to work for an organization has many of the same associations and consequences as affective commitment, though often to a lesser degree. Such an obligation to an organization results from a person's internalized normative pressures, and a committed person may behave in a way in which they do not immediately consider personal benefits but because they believe that course of action to be the morally right behavior (McMahon, B. 2007).

III. Continuance Commitment

Continuance commitment is cost-based. This kind of commitment is grounded on the value that the employee derives from the organization. With this kind of commitment, employees stay primarily to avoid losing something of value (income, benefits, seniority). Employees with high CCS scores stay because they feel that they have few alternatives outside (Tolentino, 2013).

The concept of continuance commitment also has roots conceptually in previously defined explanations of commitment. "Continuance Commitment in the Meyer and Allen model posits that individuals are aware of the costs of leaving an organization and they then stay at the organization because they are not able to leave Hackney (cited in, Meyer et al., 1991).

Development of Continuance Commitment involves the evaluation of two types of information, investments and alternatives. Investments are those actions that an individual takes that link them to the organization because of what might be forfeited if they are not committed. Examples of investments include time, money, effort, and even organizational citizenship behaviors. The perception that there is an investment that would be lost if an individual left the organization leads to the development of Continuance Commitment (Hackney, 2012).

The second type of information that is evaluated that leads to the development of Continuance Commitment is that of alternatives, specifically in terms of alternate work opportunities. Perceptions of alternatives can be based on external factors such as job market conditions or the economy. They can also be based on internal factors such as perceived ability to get another job and perceived competence in the field. The important link to the development of Continuance Commitment is that an individual has to recognize both investments and alternatives. This suggests that different individuals

could evaluate the same information and come to conflicting conclusions about the perceived cost of leaving an organization (Hackney, 2012).

2.2.3 The concepts of engagement and commitment compared

Employee engagement and organizational commitment are two important concepts affecting work performance and the attraction and retention of employees. Engagement is job-oriented and commitment is organization oriented. This is a clear distinction, although as mentioned above, the terms can be confused. They can indeed be closely linked – high organizational commitment can be associated with increased engagement and high engagement can be associated with increased commitment. But people can be engaged with their work even when they are not committed to the organization except in so far as it gives them the opportunity to use and develop their skills. This may be the case with some knowledge workers. For example, researchers may be mainly interested in the facilities for research they are given and the opportunity to make a name for themselves. They therefore join and stay with an organization only if it gives them the opportunities they seek. It is useful to distinguish between the two because different policies may be required to enhance job engagement than those need to increase organizational commitment (Armstrong, 2009).

2.3 Empirical literature review

There are various factors that can positively or negatively influence the employee's commitment. Employers find it difficult to feel they fit in it with the organization if they don't know what it stands for, so that they have no clear idea how they contribute to the organization as a whole. Several employees' surveys will show whether employees are committed or not and whether these employees are intending to leave. Uncommitted employees are looking for other jobs around, if so that is a good news but on other hand if committed employees are looking for other jobs than organization have to do something about it. Because these are the employees it needs to be retained. It is very important for an organization to provide clarity as to its identity and vision and make it clear what the employees are contributing (Mustafa , 2013). In addition what are contributing up or against organizational; commitment is very important .in this section organizational commitment empirical back grounds in relation to its relationship with other variables presented precisely.

2.3.1 Personality and Organizational Commitment

Studies of the antecedents of organizational commitment have concentrated on environmental sources and have paid little attention to dispositional sources like personality traits. Those studies that do examine dispositional sources of organizational commitment have looked at the positive affectivity-negative affectivity typology which does not include all traits in the Big Five Hackney (as cited from, Watson, Clark, & Tellegen, 1988).

In the only study thus far that included all of the FFM traits as well as all three of the Meyer commitment mindsets, Hackney (as cited in, Erdhiem et al. 2006). found that conscientiousness correlated positively with affective and continuance commitment, extraversion correlated with all three mindsets, emotional stability correlated negatively with continuance commitment, agreeableness correlated positively with normative commitment, and openness correlated negatively with continuance commitment. All of these relationships remained significant after controlling for age, sex, job and organizational tenure, and the remaining personality dimensions (Hackney, 2012).

Several studies examine parts of the FFM (five factor model) and one or two of the commitment mindsets with differing results. Found positive correlations between all of the FFM traits and affective commitment, and negative correlations between each of extraversion, openness, and emotional stability and continuance commitment. In addition, several unpublished studies have found relationships between the FFM and commitment mindsets. The results of these studies provide more conflicting results (Hackney, 2012).

2.3.2 Conscientiousness and Commitment

Conscientiousness refers to a tendency to be dependable, careful, thorough, responsible, organized, planful, hardworking, achievement oriented, and preserving. Individuals high in conscientiousness are generally committed to organizations given that conscientiousness is “a generalized work involvement tendency (Organ & Lingl, 1995).

Conscientiousness could be related to the development of Affective Commitment through achievement orientation. Conscientious people tend to be achievement oriented which is consistently rewarded in the workplace. Completing work typically results in satisfaction and the fulfillment of psychological needs which directly relate to Affective Commitment. Conscientious individuals are good performers and in turn receive more rewards from their organizations, which in turn could increase affective

commitment and job satisfaction Hackney ,(cited in, Barrick & Mount, 1993), in part because receipt of rewards for good performance is such a pleasant experience that satisfies their fundamental needs for achievement. As well as the study result of (Kaptijn, 2009), shows that employees with a loyal and conscientious personality experience more affective commitment than employees that are less loyal and conscientious. Personality factors account in considerable measure for differences in job attitudes, therefore it is possible that there are personal dispositions that could account for affective commitment, and Conscientiousness could also be instrumental in the development of Continuance Commitment. Conscientious individuals are careful, thorough and responsible.

It is reasonable to conclude that people who are more conscientious would be more likely to evaluate the investments as well as the alternatives when deciding on the cost of leaving an organization. Conscientiousness is associated with carefulness as well as a propensity to be thorough. Highly conscientious people would be more hesitant to leave a job because of perceived costs and thus more likely to develop Continuance Commitment (Kaptijn, 2009). Hackney (cited in, Bergman et al. 2006) reasoned that conscientious people develop normative commitment because they feel moral imperatives to act dutifully for their employer; the conceptual overlap between conscientiousness and normative commitment is the value of loyalty and duty. For conscientious people, normative commitment is a natural tendency. In this regard Hackney and Umi and friends finding reinforces each other.

Similarly as (Umi, et al, 2015), their study findings show that, the personality trait that has a significant influence on the affective organizational Commitment is agreeableness and conscientiousness. Agreeableness trait that can be called also social adaptability that indicate someone who is friendly, cooperative, tender-hearted, generous, warm, trusting of others, refused to budge, tolerance, and avoid conflicts. Conscientiousness also has a significant influence on affective commitment. However, Extraversion (a tendency of being talkative, skilled in humor, rapid personal tempo facially, gesturally expressive behaves) .Openness (wide range of interests, introspective, unusual thought process, value intellectual matters, judge in unconventional terms and aesthetical reactive) and Neurotism (think skinned, brittle ego defense , self-defeating, basically anxious, concerned with adequacy, fluctuating moods) not have a significant effect on affective commitment. In this study of the entire personality trait of five personality, only two personalities that show a significant effect on affective commitment.

2.3.3 Openness to Experience and Commitment

Openness to experience may also relate to the development of organizational commitment. Individuals who are high openness to experience are typically being imaginative, cultured, curious, original, broad-minded, and intelligent and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992). High openness to experience individuals could be disposed to seek out work experiences that foster creativity and imagination. When a workplace allows for this opportunity, these individuals could develop both affective and normative commitment because of these conditions. Individuals who are high in openness to experience would not theoretically be likely to develop continuance commitment because of the conformist nature of this construct (McCrae & John, 1992). This finding has antagonistic relationship with the study result of (Umi, et al, 2015), that concludes only two personality traits (conscientiousness and agreeableness) have significant influences on affective commitment and openness not have a significant effect on affective commitment. It is very difficult and professionally prohibited to assert the creditable finding without empirical evidences and unless and otherwise checking it by doing research in addition one can may identify factors that can make differences finding on the same topic like the research population differences in terms of age, profession, living status or institutional difference and other so this is the gap that should be identified by researchers on the area.

2.3.4 Employee Commitment and Workers Performance

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organizations mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them. (Irefin & Mechanic, 2014).

on the other hand the research finding of (Tolentino, 2013), investigated organizational commitment among the academic and administrative personnel of a chartered university using Allen and Meyer's Three-Component Model (TCM) in relation to their job performances the final result was academic and administrative personnel differ significantly in terms of organizational commitment. The academic personnel have higher levels of affective and normative commitment while the continuance commitment of the administrative personnel is significantly higher. Among the three dimensions of organizational commitment, affective commitment was found to be significantly related to the job performance of the academic personnel. From this findings we can concluded that there is no constant type of relationship between performances and organizational commitment rather it determine by many variables.

2.3.5 Organizational Commitment and Job Search Behaviors

Work attitudes are collections of feelings, beliefs, and thoughts about how to behave that people hold about their job and organization. Because attitudes include behavioral as well as affective and cognitive components (Hackney, 2012). They are important antecedents of employee participation and role behavior in work environments. Commitment scholars also contend that commitment should predict turnover more accurately than job satisfaction because resignation implies rejection of the company, rather than the job. A number of reviews find consistent negative relationships between organizational commitment and both intention to leave and actual turnover Hackney (cited in Allen & Meyer, 1996).

A recent meta-analysis Hackney (cited in, Meyer et al., 2002) found that all three commitment components were negatively associated with several negative organizational consequences. Affective, continuance and normative commitment were all found to be negatively associated with turnover and withdrawal, with affective commitment showing the strongest effect. Conceptually, the underlying reasons for an individual to stay in a job are different for each of the commitment components. Individuals who have high levels of affective commitment are more likely to stay in their jobs because of a desire to contribute and make a difference, primarily based on their positive feelings about the organization. Strong continuance commitment will influence people to stay in jobs because they perceive that the costs of leaving are too great. Developed through an analysis of investments and alternatives, these individuals stay because they are not willing to make the sacrifice to leave (Hackney, 2012).

Those individuals who have high levels of normative commitment will stay in a job because they perceive an obligation to stay. Strong normative commitment is associated with individuals staying with an organization because they think that it is the components of commitment all have negative associations with quitting an organization; however the rationale for each relationship is quite different (Hackney, 2012).

2.3.6 Job satisfaction and organizational commitment

According to (Mohammed & Eleswed, 2013), the relationship between job satisfaction and organizational commitment was found to be statistically significant and positive. This means as the level of job satisfaction increase so does the level of commitment and vice versa. As an implication of these findings, organizations ought to ensure that employees obtain high level of job satisfaction and constantly work on improving it. This is crucial as it is a mean by which organizational commitment can be achieved.

Job satisfaction can be achieved by implementing different techniques including empowerment, monetary and non-monetary based techniques, recognition, and many others. Although achieving high level of satisfaction might be a challenging task for organizations to obtain, however, they should strive to overcome this challenging task as much as possible.

Similarly findings of (Eslami. and Gharakhani., 2012), indicate that Employees would achieve a higher level of affective commitment if company has well- improved Promotions, Personal relationships and Favorable conditions of work. Accordingly, the results moderately support, the researcher's hypothesis, which states that Components of job satisfaction are positively related to organizational commitment. All three Components of job satisfaction have the expected signs and also have significant effects on organizational commitment. . These findings highlight the critical roles of Components of job satisfaction in organizational commitments. The practical implication of the results is that managers need to actively improve their firm's job satisfaction to Employees would achieve a higher level of organizational commitments. Furthermore, research suggests appropriate investments in job satisfaction can enhance organizational commitments.

From the above empirical evidences and other similar research findings that are support the above findings we can concluded that there is positive type of relationship between job satisfaction and organizational commitment. However, the conclusion is not generic in terms of geography because all the studies are carried out in different nations so the finding may or may not varied in relation to location.

2.3.7 Performances management and organizational commitment

It is also important to note that a well-functioning performance management system includes incentives, rewards and sanctions for translating performance objectives, measurement, and accountability to the staff level (Pollitt, 2001).

The results of (Moayeri.R,2014), showed that effects of perception of performance appraisal motivation motive on organizational commitment are positive and significant that means employees' strong beliefs in motivational reward from managers that leads to increased commitment to an organization. However, despite the empirical expectations, the motivational motive has no effects on increasing employee job satisfaction. This implies that while they may hold high regard for motivation motive for increasing their commitment, if they are not personally satisfied with their job, satisfaction will not increase. Also, workplace atmosphere and manager attitudes can influence job satisfaction. This shows also how the organizational commitment and performances management relationship is very strong one however, as we experienced from different research works because of some differences in a certain variable this may not be the case.

2.3.8 Ethiopian federal civil services performances management system and practices

As per the civil services minister Federal public servants result oriented performances evaluation (EFDRE, 2006).directive performances evaluation of public servants carried out on the following manner:

1. Preparation of implementation plan

- I. Employees participate on the strategic plan of the organization and reach on common agreement on the mission, vision and goal of the organization.
- II. Forward plan of strategic goals to each directorates
- III. Prepare monitoring yardsticks of result oriented activities of each directorate.
- IV. Check whether the planned goal not to be below or above the implementation capacity of the employee.

- V. Ensure all the result oriented activities are performed by the available resources and capacity (challenging but achievable) and supervisors and employees sign implementation agreement.

2. Monitoring and evaluation

- I. Monitoring and evaluation is performed by concerned parties that means by the employee, change armies, supervisors and higher leaders follow up by being part of change armies.
- II. It is carried out on the basis of daily, weekly, 15 days, quarterly, semiannually and annually.
- III. Feedback from citizens is one of the major input.
- IV. It helps to differentiate employee's capacity (knowledge, skill and attitude) strength and weakness and enables to take corrective actions accordingly.
- V. In this process recognitions are provided to employee's achievements results.

3. Final performances evaluation

- I. The bases of performance evaluation are goal oriented activities that have been outlined in the prior agreement.
- II. Both implementation capacity and employees behavior are interrelated factors.
- III. Employees implementation performances is measured on the basis of the information gather from supervisors, group members, internal and external customer's feedback and from the employee him/herself.

3.1 Final performances evaluation result level giving

- I. **Outstanding performer:** This are among front leading performers of change army. Performances result in terms of percentage holds 95- 100%.
- II. **Higher performer:** This performers are those who achieve the goal above the plane. Performances result in terms of percentage holds 80- 94%.
- III. **Medium /on target performer:** This performers are those who achieve the goal as per the plane. Performances result in terms of percentage holds 60- 79%.
- IV. **Accepted performers:** This performers are those who achieve the goal below the plane. Performances result in terms of percentage holds 80- 94%.
- V. **Lower performer:** employees found in this category are under 50% level on their General achievements.

4. Post Evaluation Activities

- I. On the basis of the evaluation result build the capacity of employees through training and consultancy to enhance quality of future performances.
- II. Identify employees need of training and the gap to filled by it and adjust accordingly.
- III. For those performer who accomplish the accepted level and above give motivational rewards and create comfortable situation to enable them keep on truck.
- IV. On the basis of the information gather from the evaluation result prepare the coming budget year employees plan.

4.1 Employees complain delivering mechanisms

- I. If the employees felt the result of his /her performances is unfair can hear the complaint to the supervisor to revises it and get decision.
- II. If the employee disagree by the decision he /she get from supervisors, on the basis of civil servants proclamation no 515/1999 paragraph 73/5 and discipline performances complainant delivering rule number 77/1994 article 29/1 the employee can request the organization to see his/her compliance and give the decision accordingly, also as per article 33/2 of the proclamation the organization must give the decision on the written format to the employee.
- III. If the employees couldn't get the decision from the organization within 15 days or has complain on the decision as per the proclamation no 515/1999 article 75 can deliver the issue to administrative tribunal's court: if the organization administration is not under civil servants proclamation can deliver t by the organization administrative rules.

2.3.9 Organizations involved in Performance Management

IV.

Major factors that are involved in the performances management system of public organizations are the organization itself, Ministry of civil services and Ministry of finances and economic development. All have varied in terms of level of involvement and role but for integrated goal.

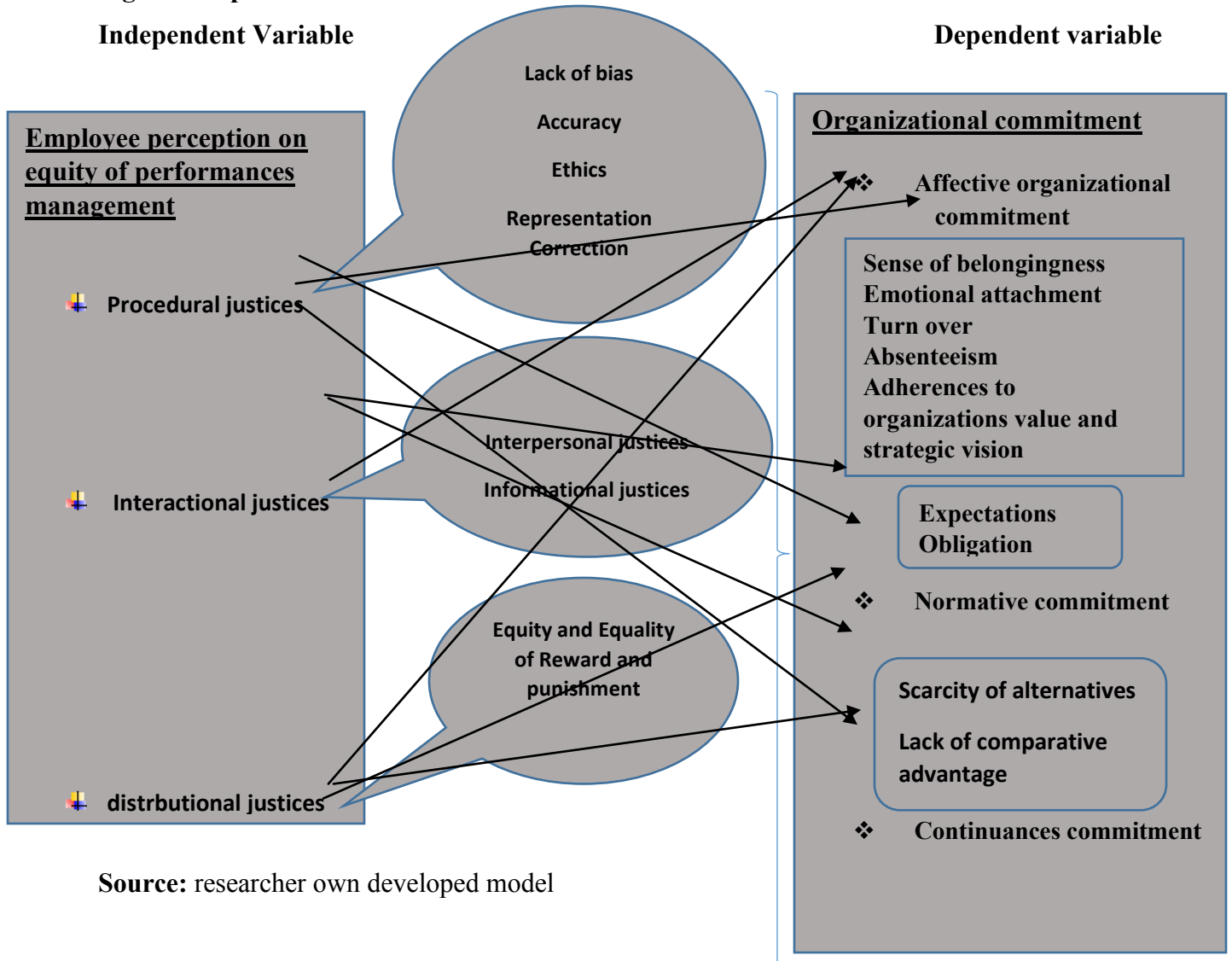
The level of involvement of three organizations in managing the performances of a civil service organizations. On one hand, each government organization strives to use the BSC model to plan, monitor and evaluate its performance from four perspectives: finance (budget utilization),

responsiveness to citizens, internal process and organizational learning. On the other hand, MoFED (ministry of finances and economic development) attempts to make civil service organizations implement program-based budgeting model starting from 2011/12. The MoCS (ministry of Civil services) is responsible for preparation of guidelines and direction on how to evaluate the performance of civil servants. Therefore, this purports that the existing system of performance management is too complex because of the involvement of three organizations: the public organization, MoCS and MoFED (Tesfaye& Atakiliti, 2012).

2.4 Conceptual frame work

In this section the researcher develop a conceptual frame work / model that shows the relationship between variables in the study diagrammatically and it helps the reader to quickly see the relationship between independent and dependent variables of the study with brief presentation of the indicators .

Fig1: conceptual frame work



Source: researcher own developed model

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter presents the approach adopted for this study, data collection sources and methods, population and sampling procedures as well as data presentation and analysis methods.

The main focus of this study is an investigation of the relationship between employee commitment and equity perception of employees towards performances management system.

3.1 Research methodology

3.1.1 Research Approach

This study attempts to test the relationship between employee perception towards equity in performance management and their organizational commitment using quantitative data gathered through questionnaire survey. Moreover, descriptive statistics (i.e. Pearson correlation model) was applied to analyze the data and to test the hypothesis. Hence, due to the nature of the subject under investigation, the researcher adopted mixed approach predominantly a quantitative approach which makes intensive use of quantitative data gathered using five-point Likert scale.

3.2.2 Data Collection sources and Methods

The data required for this study was obtained from primary sources. primary data was collected through questionnaire survey from 150 employees selected from four federal government ministries. Questionnaire survey was the main data collecting tool, while qualitative data obtained from secondary sources was used as supplementary. The population, sampling techniques and procedure are discussed in the following section.

3.3.3 Population and Sampling Procedures

The population of this study consists of employees of four federal government ministries. When the current survey was started, there were 19 ministries under the federal government of Ethiopia. Of the 19 ministries under the federal government as of January 2016, four of them (i.e., Ministry of Public Service and human resources development, Ministry of Finance and Economic Development, Ministry of Justice, and Ministry of Industry) were selected for the survey randomly . As the performance management systems of all government organizations are established based on the federal civil servants proclamation No. 515/2007 and the Balanced Scorecard directive issued by the previous

Ministry of Civil Service, there is homogeneity among federal government ministries. Therefore, the four ministries selected for the survey are believed to be adequately representative.

According to (Gay ,1981), for descriptive survey a sample of 10% of the population is considered minimum while for smaller population 20% may be required. Therefore, Out of 1,530 total employees in the four ministries, a sample size of 150 was selected for the survey. The sample size taken from each ministry was in proportion of the total number of permanent employees. Using non probabilistic conveniences sampling, both male and female employees were proportionally included in the sample (see table 3.1).

Due to the relative homogeneity of the population and resource constraints, both probability and non-probability sampling techniques were used to selected representative sample. The prerequisite for employee"s participation as a respondent in this study was that he/she must have worked for at least one year. Therefore, those who served for one year and above were selected proportionally from the total population, while those who served for less than one year were purposely excluded from the sample to improve the reliability of the data by asking them during distribution.

Table 3.1: Population and sample size

S.N	Organization	Total No of Employees	Sample size
1	Ministry of Public Service and Human Resource Development	130 female 135 male 265 Total	$265/1,533=0.172*150=26$ Female= $130/265=0.49*22=12$ Male= $135/265=0.5*25=14$
2	Ministry of Finance and Economic Development	247 Female 206 Male 453 Total	$453/1,533=0.29*150=44$ Female= $247/453=0.54*44=24$ Male= $206/453=0.45*44=20$
3	Ministry of Justice	307 Female 314 Male 621 Total	$621/1,533=0.4*150=61$ Female= $307/621=0.49*61=30$ Male= $314/621=0.5*61=31$
4	Ministry of Industry	106 Female 88 Male 194 Total	$194/1,533=0.12*150=19$ Female= $106/194=0.55*18=11$ Male= $88/194=0.45*18=8$
	Grand Total	1,533	150

3.3.4 Data Collection Tools

For the purpose of primary data collection, a questionnaire survey consisting of 6 items with 5-point Likert scale (as shown in see annex I) was adopted and distributed to sample employees selected from the four ministries included in the study. There are 12 items (questions) regarding organizational commitment, of which 9 items were taken from model organizational commitment questionnaire (OCQ) designed by Allen Mayer. The questions were measured on a 5-point Likert's scale ranging from Strongly agree (5), Agree (4), Neither Agree or Disagree (3), Disagree (2) and Strongly Disagree (1).

In order to maximize the quality of responses and increase rate of return, administration of the questionnaire was carried out at the time agreed up on both by the researcher and respondents. In addition, the purpose of the study was clearly explained to the respondents before distributing the questionnaire so as to avoid confusion and suspicion. The data generated from 5-point Likert scale items was defined as interval scale and analyzed accordingly.

3.3.5 Data Analysis and Interpretation Methods

In order to test the research hypotheses and examine the relationship between the dependent and independent variables, Pearson's correlation and linear regression models were employed to analyze the quantitative data gathered through questionnaire survey. As mentioned in the research hypothesis, indicators of organizational commitment - i.e. affective commitment (AC), continuances commitment (CC), and normative (NC) – have been taken as dependent variable, while employees' perception towards performance management has been treated as independent variable.

The relationship between the dependent and independent variables was determined based on correlation coefficient (r) computed as follows:

$r = \frac{nE_{xy} - E_x * E_y}{\sqrt{[n\sum x_i^2 - (E_x)^2] [n\sum y_i^2 - (E_y)^2]}}$
--

Where: Where:

r=Pearson r correlation coefficient

N = number of value in each data set

$\sum xy$ = sum of the products of paired scores

$\sum x$ = sum of x scores

$\sum y$ = sum of y scores

$\sum x^2$ = sum of squared x scores

$\sum y^2$ = sum of squared y scores

A correlation coefficient (r) between 0 and 1 indicates direct positive relationship, a zero correlation coefficient (r=0) shows no relationship between the variables, while a correlation coefficient between 0 and -1 reveals negative relationship between the dependent and independent variables. Therefore, the

research hypotheses were accepted/ rejected based on the above assumptions and the relationship between employees' organizational commitment (i.e. dependent variables) and their perception towards performance management system (i.e., the independent variable) have been interpreted and explained accordingly.

Table 3.2 Pearson's correlation coefficient assumptions

r value	strength of correlation	Direction of relationship
0.00-0.19	very weak	if r value is negative, indirect if not the reverse
0.20-0.39	Weak	if r value is negative ,indirect if not the reverse
0.40-0.59	Moderate	not applicable
0.60-0.79	Strong	if r value is positive ,direct if not the reverse
0.80-1	very strong	if r value is positive ,direct if not the reverse

CHAPTER FOUR

4. DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter focuses on data presentation and analysis, interpretation of results and explanation of the relationships between the variables covered by the study. Though the analysis technique used for this study is predominantly quantitative.

4.1. Descriptive Analysis and interpretation

4.1.1 Primary data descriptive analysis

The major objective of this study is to assess the effect of employee perception towards performance management on their organizational commitment. As indicated in the previous chapter, to gather the required data, a structured questionnaire was distributed to 150 employees selected from four Federal government ministries namely, Ministry of Justice, Ministry of Industry, Ministry of Finance and Economic Development and Ministry of Public Service and Human Resource Development. Of the 150 sample employees, 120 respondents (80%) properly filled the questionnaire and returned to the researcher.

Accordingly, the result of the data analysis are presented in the following section under 6 headings: respondent's profiles, secondary document analysis responses on performance management system, affective commitment, normative commitment and continuances commitment.

4.1 Respondents' profile

Part 1 of the survey instrument attempted to acquire respondents' profile with respect to their sex, age group, marital status, current educational level, their position at offices, marital status, Age and their experiences.

As Table 4.2 shows, of the 120 respondents, 51 percent were married and the rest 49 percent were single. This also ensured that the representativeness of the samples to the whole population in terms of marital status and Of the one hundred twenty 56 percent were males and 44 percent were females. So the research is almost fifty representation of both male and female population. of the 120 respondents, 44 percent were categorized in between the age range of (26-35), 18 percent were (18-25), 25 percent were (36-45) and 24 percent were above 46 this shows almost 79 percent of the population were youngsters. Since, the role of young generation commitment in an organization even in a county is undeniably great this makes the research result important in terms of age and Of the 117 respondents, about 19 percent were postgraduate and 79 percent were undergraduate (see Table 4.1.4). While only 3 respondent were accounted to vocational school diploma and no one PhD holder in the survey instrument. of the forty respondents, 87 percent were employee level experts, 13 percent were middle level managers, and 0 percent of the respondents were top level managers sices top level managers are in charge of evaluating others so the objective of the research doesn't allow to include them and The final survey instrument attempted to acquire respondents' profile were with respect to respondent's year of experiences in the organization. , of the 120 respondents, 59 percent were serve the organization (1-5) years, 23 percent (6-10), 5 percent (11-15) and 13 percent were (16&over). One of the prerequisite to select samples were at least one year of experiences in the offices because it is directly related to the research objective to see how their perception of performances management related to their commitment they are expected to pass to the minimum one performances evaluation.

Table 4.1: Survey respondent's Demographic variables

Sources: Survey Questionnaire

Items	Variables	Frequency	Percentage
sex	Female	67	56%
	Male	53	44%
Age groupe	18-25	18	15%
	26-35	53	44%
	36-45	25	21%
	46& above	24	20%
Marital statues	Single	59	49%
	Married	61	51%
Educational level	Primary school	0	0%
	High school	0	0%
	Vocational school	3	3%
	Bachelor	95	79%
	Graduate	22	18%
	PHD	0	0%
Possition	Employee	104	87%
	Middle level Manager	16	13%
Experiances	1 up to 5	71	59%
	6 up to 10	27	23%
	11 up to 15	6	5%
	16& over	16	13%

4.2. Equity perception towards performances appraisal system

The equity perception towards performances management system consists of 13 items in which 5 items were taken to measure procedural justices, 4 items to measure interactional justices and 4 items for distributive justices. These questions were measured on a 5 point Likert's scale ranging from Strongly agree (5), Agree (4), Neither Agree or Disagree (3), Disagree (2) and Strongly Disagree (1). In this research paper PJ, IJ, and DJ have been taken as Independent variable and three dimensions of organizational commitment (AC, NC and CC) as the dependent variable.

4.2.1 Measures of Procedural justices

The descriptive statistics was used as a way to examine the mean, standard deviation and other information which are not apparent in the raw data. It was needed to determine the employee equity perception to performances management practices in terms of procedural equity . Table 4.2 below contains descriptive data (mean) for the five procedural justices subscales.

Table 4.2: Measures of Procedural justices

Items	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	μ
	No (%)	No (%)	No (%)	No (%)	No (%)		
PP2.My supervisor inflate ratings to maximize rewards to employees.	9 (8%)	25 (21%)	40 (33%)	36 (30%)	10 (8%)	120	2.89
PP3.My supervisor tries in rating to avoid written record of poor performance.	10 (8%)	28 (23%)	47 (39%)	34 (28%)	1 (1%)	120	3.10
PP8.My supervisor gives low ratings to teach rebellious/revolutionary employees a lesson.	7 (6%)	20 (17%)	50 (42%)	34 (28%)	9 (8%)	120	2.85
PP9.My supervisors use ratings to encourage an employee to leave.	6 (5%)	24 (20%)	31 (26%)	44 (37%)	15 (13%)	120	2.68
PP12.I don't knows how my office measures our performances.	17 (12%)	44 (39%)	31 (26%)	19 (16%)	9 (8%)	120	3.32

Sources : survey Questionnaire

The sample size for all variables is 120 indicating that Directorates are excluded because here the purpose is to determine relationship between employees' equity perception to organization's performances management practices and their commitment to the organization and the relationship in between. The aggregate mean values for each of the procedural justices subscales are calculated between 2 to 3 (2.96) . As the results of this study indicate, respondents perceived procedural justices of performances management practices equitably at medium level i.e. employees feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias .

4.2.2 Measures of Interactional justices

Table 4.3 below contains descriptive data (mean) for the four interactional justices subscales. It was needed to determine the employee equity perception to performances management practices in terms of Interactional equity .

Table 4.3: Measures of Interactional justices

ITEMS	SA (5)	A2(4)	N3(3)	D4(2)	SD(1)	Total	μ
	No (%)	No (%)	No (%)	No (%)	No (%)		
PP4.My supervisor gives equivalent ratings to avoid inter-personal conflicts.	8 (7%)	48 (40%)	29 (24%)	30 (25%)	5 (4%)	120	3.20
PP5.My supervisor gives ratings to gain employee support/cooperation.	13 (11%)	38 (32%)	31 (26%)	32 (27%)	6 (5%)	120	3.17
PP6.My supervisor inflate ratings to gain special services or favors from employees.	6 (5%)	21 (18%)	27 (23%)	51 (43%)	15 (13%)	120	2.60
PP7.My supervisor quality of personal relationship affects his/her rating.	8 (7%)	37 (31%)	28 (23%)	37 (31%)	10 (8%)	120	2.97

Sources: survey Questionnaire

As shown in table 4.3, The aggregate mean values for each of the interactional justices subscales are calculated between 2 and 3 (2.96) . As the results of this study indicate, respondents perceived interactional justices of performances management practices approaches to medium level equity .that means , employees are treated with politeness, dignity, and respect by authorities (interpersonal justices) and focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion(informational justices).

4.2.3 Measures of Distributive Justices

Table 4.4 below contains descriptive data (mean) for the four distributional justices subscales. In all cases. It was needed to determine the employee equity perception to performances management practices in terms of Distributional equity .

Table 4.4 Measures of Distributive Justices

Items	SA (5)	A2(4)	N3(3)	D4(2)	SD(1)	Total	μ
	No (%)	No (%)	No (%)	No (%)	No (%)		
PP1.My supervisor ratings have roper consequences for employees.	7 (6%)	43 (36%)	33 (28%)	29 (24%)	8 (7%)	120	3.1
PP10.My pay is air for my position.	3 (3%)	23 (19%)	16 (13%)	43 (36%)	35 (29%)	120	2.3
PP11.My pay matches my job performances.	5 (4%)	14 (12%)	17 (14%)	52 (43%)	32 (27%)	120	2.23
PP13.I am are fairly rewarded for high performances.	7 (6%)	19 (16%)	29 (24%)	43 (36%)	22 (18%)	120	2.55

Sources: survey Questionnaire

As shown in the table 4.4, all responses regarding distributive justices are approaching to neutral the aggregate mean values for each of the distributional justices subscales are calculated 2.5 . As the results of this study indicate, respondents perceived distributional justices of performances

management practices Inequitably implies that fairness associated with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible (e.g., pay) or intangible (e.g., praise) is perceived by employees unfairly .

4.2.4 Equity perception and Affective commitment

The organizational commitment questionnaire (OCQ) consists of 17 items were taken from OCQ by Allen Mayer. These questions were measured on a 5 point Likert’s scale ranging from Strong agree (5), Agree (4), Neither Agree or Disagree (3), Disagree (2) and Strongly Disagree (1). In this research paper AC, CC, NC, have been taken as dependent variable and employee perception of performances measurement is the dependent variable.

In addition to the scores of equity perception towards performances management practices , the mean values of the employees’ commitment to their organization are presented in Table 4.5,4.6 and 4.7 as indicated by the respondents.

Table 4.5: Measures of Affective commitment

Items	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	μ
	No (%)	No (%)	No (%)	No (%)	No (%)		
AC1.I feel emotionally attached to this organization.	16 (13%)	35 (29%)	30 (25%)	32 (27%)	7 (6%)	120	3.2
AC2.This organization has a great deal of personal meaning	18 (15%)	43 (36%)	30 (25%)	20 (17%)	9 (8%)	120	3.3
AC3.It would make me happy to spend the rest of my career in this organization.	7 (6%)	21 (18%)	21 (18%)	48 (38%)	23 (22%)	120	2.5
AC4.I really feel as if this organization's problems are my own problems.	22 (18%)	44 (37%)	19 (16%)	27 (23%)	8 (7%)	120	3.4
AC5.I am willing to put great deal if effort beyond that normally expected in	31 (26%)	59 (49%)	15 (13%)	9 (8%)	6 (5%)	120	3.8

order to help this organization be successful.							
AC6.I am proud to tell other that I am part of it.	25 (21%)	59 (49%)	23 (19%)	9 (8%)	4 (3%)	120	3.8

Sources : survey Questionnaire

The aggregate mean scores for each of the employee commitment scales are ranked by respondents as affective commitment has 3.3, normative commitment has 3 and continuance commitment has 3.4 , respectively. When we see from highest to lowest mean scores, respondents ranked their “normative commitment” with highest mean of 3.4 whereas their “Affective and Continuance commitment” having lowest mean of 3 .3 and 3 from total.

The results of this study reflect that the pattern for mean scores presenting that continuance commitment has highest score followed by affective commitment, and then normative commitment has the least score. This indicates that some of the employees has slightly more continuances commitment towards their organizations where they would consider themselves as one stayed because of limited availability of alternative outside their organization or costly to leave.

4.2.4.1 The relationship between Procedural justice and affective commitment

Table: 4.6 the relationship between Procedural justice and affective commitment

Procedural justices(X)	245.00	564.00	597.00	334.00	44.00	1,784.00
Affective commitment (Y)	57 .00	290.00	414.00	1,044.00	595.00	2400.00
€XiYi	13,965	163,560.00	247,158.00	348,696.00	26,180.00	799,559.00
xi²	60,025	318,096.00	356,409.00	111,556.00	1,936.00	848,022.00
yi²	3,249.00	84,100 .00	171,396.00	1,089,936.00	354,025.00	1,702,706
r=0.95						

Sources : data from survey Questionnaire

As shown in table 4.9, the Pearson Correlation Coefficient (r) for the relationship between affective commitment and procedural justices is 0.95. This result indicates that there is a very strong positive relationship between affective commitment and procedural justices in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee equity perception towards performances management process in terms of accuracy, lack of bias, consistency, representativeness, and ethics...Influences their affective organizational commitment. Since different research works like Khan et al (2010) who also found a positive relationship between employee commitment and employees' job performance. It could be deduced from this finding that organizational performance can simply be improved through employee commitment. Therefore, there is a need to deal on it consistently.

4.2.4.2 The relationship between Interactional justice and affective commitment

Table: 4.7 The relationship between Interactional justice and affective commitment

Interactional justices(X)	175.00	576.00	345.00	300.00	36.00	1,432.00
Affective commitment (Y)	57.00	290.00	414.00	1,044.00	595.00	2,400.00
€XiYi	9,975.00	167,040.00	142,830.00	313,200.00	21,420.00	654,465.00
xi²	30,625.00	331,776.00	119,025.00	90,000.00	1,296.00	572,722.00
yi²	3,249.00	84,100.00	171,396.00	1,089,936.00	354,025.00	1,702,706.00
r=0.96						

Sources : data from survey Questionnaire

As shown in table 4.10, the Pearson Correlation Coefficient for the relationship between affective commitment and Interactional justices is 0.96. This result indicates that there is a very strong positive relationship between Interactional justices and affective commitment in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process in terms of Appropriateness of treatment, dignity, courtesy and providing relevant information influences their affective organizational commitment.

4.2.4.3 The relationship between distributional justice and affective commitment

Table: 4.8 the relationship between distributional justice and affective commitment

Distributional justices(X)	110.00	396.00	285.00	334.00	97.00	1,222.00
Affective commitment (Y)	595.00	1,044.00	414.00	290.00	57.00	2400.00
€XiYi	65,450.00	413,424.00	117,990.00	96,860.00	5,529.00.00	699,253.00
xi²	12,100.00	156,816.00	81,225.00	111,556.00	9,409.00	371,106.00
yi²	354,025.00	1,089,936.00	171,396.00	84,100.00	3,249.00	1,702,706.00
r=0.99						

Sources: Data from survey Questionnaire

As shown in table 4.11, the Pearson Correlation Coefficient for the relationship between affective commitment and Distributional justices is 0.99. This result indicates that there is a very strong positive relationship between Distributional justices and affective commitment in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management result in terms of Appropriateness associated with of outcomes or resources distributed may be tangible (e.g., pay) as well as intangible (e.g., praise), Providing a benefit based on one’s personal requirements, equity and equality influences their affective organizational commitment.

4.2.5 Equity perception and normative commitment

Table 4.9: Measures of Normative commitment

Items	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	μ
	No (%)	No (%)	No(%)	No (%)	No (%)		
NC1.Even if it were to my advantage, I do not feel it would be right to leave.	7(6%)	41(34%)	27(23%)	28(23%)	17(14%)	120	2.94
NC2.I would feel guilty if I left this organization now.	12(10%)	26(22%)	16(13%)	43(36%)	23(19%)	120	2.67

NC3.This organization deserves my loyalty.	22(18%)	49(41%)	26(22%)	13(11%)	10(8%)	120	3.5
NC4.I would not leave my organization right now because of my sense of obligation to it.	14(12%)	32(27%)	28(23%)	32(27%)	14(12%)	120	3
NC5.I owe a great deal to this organization	14(12%)	52(43%)	24(20%)	20(17%)	10(8%)	120	3.3

Sources : survey Questionnaire

The over-all normative commitment of employees is at medium level . Normative commitment pertains to the respondents desire to stay in the organization because they feel they ought to. All respondents also gave high rating to item 5, “ I owe a great deal to my organization”. Sense of loyalty to the organization was also one of the top three items for all employees.

4.2.5.1 The relationship between procedural justice and normative commitment

Table: 4.10 The relationship between procedural justice and normative commitment

procedural justices(X)	245.00	564.00	597.00	334.00	44.00	1,784.00
Normative commitment (Y)	345.00	800.00	363.00	272.00	74.00	1,854.00
€XiYi	84,525.00	451,200.00	216,711.00	90,848.00	3,256.00	846,540.00
xi²	60,025.00	318,096.00	356,409.00	111,556.00	1,936.00	848,022.00
yi²	119,025.00	640,000.00	131,769.00	73,984.00	5,476.00	970,254.00
r= 0.93						

Sources : data from survey Questionnaire

As shown in table 4.13, the Pearson Correlation Coefficient for the relationship between normative commitment and procedural justices is 0.93. This result indicates that there is a very strong positive

relationship between Procedural justices and normative commitment in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process sameness of treatment, informed decision making, the participation of all relevant stakeholders on the decision making and respect ion for professional norms influences their affective organizational commitment.

4.2.5.2 The relationship between interactional justice and normative commitment

Table: 4.11 the relationship between interactional justice and normative commitment

Interactional justices(X)	175.00	576.00	345.00	300.00	36.00	1,432.00
Normative commitment (Y)	345.00	800.00	363.00	272.00	74.00	1,854.00
€XiYi	60,375.00	460,800.00	125,235.00	81,600.00	2,664.00	730,674.00
xi²	30,625.00	331,776.00	119,025.00	90,000.00	1,296.00	572,722.00
yi²	119,025.00	640,000.00	131,769.00	73,984.00	5,476.00	970,254.00
r=0.98						

Sources : data from survey Questionnaire

As shown in table 4.14, the Pearson Correlation Coefficient for the relationship between normative commitment and interactional justices is 0.98. This result indicates that there is a very strong positive relationship between Interactional justices and normative commitment in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process in terms of authority figures treatment disregard of personal relationship , welcoming and serving all employees in an offices esteemed fashion, endowed them sufficient amount of information and like that influences their affective organizational commitment.

4.2.5.3 The relationship between distributional justice and normative commitment

Table: 4.12 The relationship between distributional justice and normative commitment

Distributional justices(X)	110.00	396.00	285.00	334.00	97.00	1,222.00
Normative commitment (Y)	345.00	800.00	363.00	272.00	74.00	1,854.00
€XiYi	37,950.00	316,800.00	103,455.00	90,848.00	7,178.00	556,231.00
xi²	12,100.00	156,816.00	81,225.00	111,556.00	9,409.00	371,106.00
yi²	119,025.00	640,000.00	131,769.00	73,984.00	5,476.00	970,254.00
r=0.92						

Sources: Data from survey Questionnaire

As shown in table 4.15, the Pearson Correlation Coefficient for the relationship between normative commitment and distributional justices is 0.92. This result indicates that there is a very strong positive relationship between distributional justices and normative commitment in Federal minster organizations however, it is not strong link. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process results with regard to need , rewarding employees on the basis of their contribution, providing roughly the same compensation to same position influences their affective organizational commitment.

4.2.6 Equity perception and Continuances commitment

Table 4.13: Measures of Continuances commitment

Items	SA(5)	A(4)	N(3)	D(2)	SD(1)	Total	μ
	No (%)	No (%)	No (%)	No (%)	No (%)		
CC1.It would be very hard for me to leave my job at this organization right now even if I	12 (10%)	41(34%)	25(21%)	30(25%)	12(10%)	120	3.2
CC2.Right now, staying with my job at this organization is a matter of necessity as much as desire	20 (17%)	48 (40%)	19 (16%)	27 (23%)	6 (5%)	120	3

CC3.I believe I have too few options to consider leaving this organization.	6(5%)	33(28%)	36 (30%)	35 (29%)	10 (8%)	120	2.9 4
CC4.One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	16 (13%)	41 (34%)	18 (15%)	33 (28%)	12 (10%)	120	3.9
CC5.One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	17 (14%)	33 (28%)	26 (22%)	35 (29%)	9 (8%)	120	3.7
CC6.I would take very little change in my present circumstances to cause me to leave this Organization	6 (5%)	35 (29%)	35 (29%)	36 (30%)	8 (7%)	120	3.5 4

Sources : survey Questionnaire

The over-all continuances commitment of employees is at highest level as compared to affective and normative. It belongs to the respondents desire to stay in the organization because they feel they don't have alternative outside or fear of cost incurred /lost because of leaving . All respondents also gave high rating to item 2, "Right now, staying with my job at this organization is a matter of necessity as much as desire". Scarcity of alternative was also one of the top three items for all employees.

4.2.6.1 The relationship between procedural justice and continuances commitment

Table: 4.14 the relationship between procedural justice and continuances commitment

Procedural justices(X)	245	564	597	334	44	1,784.00
Continuances commitment (Y)	385	924	477	392	57	2,235.00
€XiYi	94,325.00	521,136.00	284,769.00	130,928.00	2,508.00	1,033,666.00
xi²	60,025.00	318,096.00	356,409.00	111,556.00	1,936.00	848,022.00
yi²	148,225.00	853,776.00	227,529.00	153,664.00	3,249.00	1,386,443.00
r=0.95						

Sources : data from survey Questionnaire

As shown in table 4.17, the Pearson Correlation Coefficient for the relationship between continuances commitment and procedural justices is 0.95. This result indicates that there is a very strong positive relationship between Procedural justices and continuances commitment in Federal minister organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process with respect to, grouped is singled out to ill treatment, representation of all the concerned, mechanism for fixing mistakes Influences their affective organizational commitment.

4.2.6.2 The relationship between interactional justice and continuances commitment

Table: 4.15 the relationship between interactional justice and continuances commitment

Interactional justices(X)	175.00	576.00	345.00	300.00	36.00	1,432.00
Continuances commitment (Y)	385.00	924.00	477.00	392.00	57.00	2,235.00
$\sum X_i Y_i$	67,375.00	532,224.00	164,565.00	117,600.00	2,052.00	883,816.00
$\sum x_i^2$	30,625.00	331,776.00	119,025.00	90,000.00	1,296.00	572,722.00
$\sum y_i^2$	148,225.00	853,776.00	227,529.00	153,664.00	3,249.00	1,386,443.00
$r=0.99$						

Sources : data from survey Questionnaire

As shown in table 4.18, the Pearson Correlation Coefficient for the relationship between Continuances commitment and Interactional justices is 0.99. This result indicates that there is a very strong direct relationship between Interactional justices and continuances commitment in Federal minister organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process in terms of interpersonal and informational justices directly associate with continuances organizational commitment.

4.2.6.3 The relationship between distributional justice and continuances commitment

Table: 4.16 the relationship between distributional justice and continuances commitment

Distributional justices(X)	110.00	396.00	285.00	334.00	97.00	1,222.00
Continuances commitment (Y)	385.00	924.00	477.00	392.00	57.00	2,235.00
$\sum X_i Y_i$	42,350.00	365,904.00	135,945.00	130,928.00	5,529.00	680,656.00
$\sum x_i^2$	12,100.00	156,816.00	81,225.00	111,556.00	9,409.00	371,106.00
$\sum y_i^2$	148,225.00	853,776.00	227,529.00	153,664.00	3,249.00	1,386,443.00
$r=0.95$						

Sources : data from survey Questionnaire

As shown in table 4.19, the Pearson Correlation Coefficient for the relationship between Distributional justices and Continuances commitment is 0.95. This result indicates that there is a very strong positive relationship between Continuances commitment and Distributional justices in Federal minster organizations. Therefore, the null hypothesis is rejected while Alternative hypothesis is accepted. This implies that employee perception towards performances management process outcomes with respect to its fairness in praise, performances based reward, equality and addressing the needs of the employee influences their continuances organizational commitment.

CHAPTER FIVE

5. SUMMARY ,CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

The result of the first hypothesis testing shows that the Pearson Correlation Coefficient for the relationship between employee commitment and procedural justices shows that there is a strong relationship. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This suggests that there is a significant relationship employee organizational commitment implies emotional attachment to the organization if not exist followed by turnover, absenteeism, lack of organizational citizenship ,costs associated with leaving, moral obligation to continue working for a particular organization and equity perception of employees on the performances appraisal system in terms of procedural justices.

The result of the second hypothesis testing shows that the Pearson Correlation Coefficient for the relationship between employee organizational commitment and interactional justices shows that there is a strong relationship. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This suggests that there is a significant relationship between employee organizational commitments.

The result of the third hypothesis testing shows that the Pearson Correlation Coefficient for the relationship between employee organizational commitment and distributional justices shows that there is a very strong association. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. This suggests that there is a significant relationship employee commitment and equity perception of employees on the performances appraisal system in terms of distributional justices .For any number of reasons, such as a feeling of indebtedness, need for reciprocity or organizational socialization, strongly associated with equity perception of employees on the performances appraisal system.

5.2 Conclusion

This study investigate the relationship between organizational commitment and employee equity perception towards equity in performances management in terms of procedural, interactional and distributional justices. The study used Casion Parison model of coefficient of correlation with the addition of organizational commitment and employee equity perception towards performance management. A sample group of 120 Employees of four federal government ministers answered the questionnaire. The results showed that employee equity perception of performance management with respect to procedural, interactional and distributive equity and organizational commitment have direct positive and strong relationship. This implies that while they may hold high regard for equitability of performances management for increasing their commitment, if they are not personally satisfied with their equity perception of performances management practices , organizational commitment will not increase.

In the process of performance management , employees'' equity perception of the situation has to be noted. Existing of such politics for different purposes as explored in this study, can result in both harmful results and good ones. The answer to inadequate results from the performance management can make employees'' commitment decreased in work or even quitting by comparing their own rating results to one another.

In describing the application of their Organizational Commitment Questionnaire (OCQ) scales, Allen & Meyer (1990) do not provide guidance about average, required, ideal, or expected means for affective, continuance, and normative commitment. Instead, studied to identify what was a relationship between the different types of organizational commitment and the outcomes that are being examined, as well as the pattern for those findings , and their level of influence. Many of them proposed that the required pattern to be ranked starting from highest to lowest scores in the following manner such as affective commitment, normative commitment, and then continuance commitment. The results of this study also reflect this.

Following the result of the study, problem in organizational commitment arise from performances management equity gaps in organizations. The practical implication of the results is that managers need to actively improve their performances management process and its result to Employees would achieve a higher level of organizational commitments. Furthermore, this research suggests appropriate investments

in fairness of the process and result of performances management can enhance organizational commitments.

5.3 Recommendation

The major findings from this study indicate that there is strong relationship between organizational commitment and the way how employees perceived performances management system in terms of how the process is free representative, ethical, personal discrimination and fairness in outcome. Given the many positive outcomes of organizational commitment, public organizations should consider management practices that may increase organizational commitment in principals.

Public sectors should take care to ensure that work outcomes, such as salary, are distributed proportionally to work inputs, how employees performances evaluation carried out should be communicated to all employees and do accordingly as per the promising agreement to all and avoid personal discrimination. Such as the responsibilities inherent with a principal ship. Finally, public sectors should take care to select principals who are a good fit with the organization since, usually top management is sources of such toxics.

Recommendations and limitations for future research

This study has some future research implication. The first limitation is the number of responses obtained from the survey was rather I think enough A larger number of responses would probably yield a more accurate finding and so, future research could replicate this study, with the hope that more employees have implemented Organizational commitment.

since this study only investigates Ethiopian public organization specifically Four Federal minister offices employees, hence, the findings and conclusions drawn from this research are representative of the Ethiopian federal government ministry employees, and the findings may not generalize to other sector and geographic regions . Future studies can also examine the proposed relationships in other sectors.

This study considered three variables as potential antecedents to organizational Commitment. Other variables of interest should be explored. It would also be valuable to include other variables.

Many studies of organizational commitment have focused on positive outcomes, such as reduced turnover, decreased absenteeism, and increased organizational citizenship behaviors. Negative

outcomes could be hypothesized as well, however. For instance, high levels of organizational commitment could lead to strain in the relationship between an employee and his/her family. Negative outcomes from the point of view of the organization may involve effect on innovation and creativity.

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Appendix I

Dear respondents,

The objective of this questionnaire is to gather firsthand information that will help to assess the relationship between performances management and organizational commitment .this study is carried out for the master's thesis that in Addis Ababa University. Your answers will be kept strictly confidential in this context. All data and information that will be gathered through this questionnaire will be used for the sole purpose of the research and remains confidential. Therefore, you are kindly requested to respond to the questions with utmost good faith and freely. There is no need to write your name on the questionnaire.

Note: Tick mark (√) on the box in front of your choices.

Section 1: Demographic variables

1. Position

Employee Middle level manager Top level manager

2. Age (year)

18-25 26-35 36-45 46- and over

3. Gender

Male Female

4. Marital status

Single Married

5. Education profile

Primary school High school Vocational school

Bachelor Graduate

6. Experience in the current job (year)

1-5 6-10 11-15 16 and over

7. Total experience (year)

1-5 6-10 11-15 16 and over

Section: 2 Perception of appraisal system:

In the following table there are questions that measures employee perception of performances appraisal system in terms of distributional, procedural and interactional justices. Indicate your answer by putting this mark (✓) on the spaces provided on the box.

5= strongly agree 4= Agree 3=Neutral
 2= Disagree 1= strongly disagree

#	Appraisal system	1	2	3	4	5
PA1.	My supervisor rating have proper consequences for employees.					
PA2.	My supervisor inflate ratings to maximize rewards to employees.					
PA3.	My supervisor tries in rating to avoid written record of poor					
PA4.	My supervisor gives equivalent ratings to avoid inter-personal					
PA5.	My supervisor gives ratings to gain employee support/cooperation.					
PA6.	My supervisor inflate ratings to gain special services or favors from					
PA7.	My supervisor quality of personal relationship affects his/her rating.					
PA8.	My supervisor gives low ratings to teach rebellious/revolutionary					
PA9.	My supervisors use ratings to encourage an employee to leave.					
PA10	My pay is fair for my position.					
PA11	My pay matches my job performances.					
PA12	I don't know how my offices measures our performances.					
PA13	I am are fairly rewarded for high performances.					

Section: 3 Affective commitments

In this section there are questions contains measures of employee affective commitment. Indicate your answer by putting this mark (✓) on the spaces provided on the box.

#	Affective commitment	1	2	3	4	5
AC1.	I feel emotionally attached to this organization.					
AC2.	This organization has a great deal of personal meaning for me.					
AC3.	It would make me happy to spend the rest of my career in this					
AC4.	I really feel as if this organization's problems are my own problems.					
AC5.	I am willing to put great deal if effort beyond that normally expected in order to help this organization be successful.					
AC6.	I am proud to tell other that I am part of it.					

Section: 4 normative commitments

In this section there are questions contains measures of employee normative commitment. Indicate your answer by putting this mark (✓) on the spaces provided on the box.

#	Normative commitment	1	2	3	4	5
NC1.	Even if it were to my advantage, I do not feel it would be right to leave.					
NC2.	I would feel guilty if I left this organization now.					
NC3.	This organization deserves my loyalty.					
NC4.	I would not leave my organization right now because of my sense of obligation to it.					
NC5.	I owe a great deal to this organization					

Section: 5 Continuances commitment

In this section there are questions contains measures of employee continuances commitment. Indicate your answer by putting this mark (√) on the spaces provided on the box.

#	Continuances commitment	1	2	3	4	5
CC1.	It would be very hard for me to leave my job at this organization right					
CC2.	Right now, staying with my job at this organization is a matter of					
CC3.	I believe I have too few options to consider leaving this organization.					
CC4.	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.					
CC5.	One of the major reasons I continue to work for this organization is that leaving Would require considerable personal sacrifice.					
CC6.	I would take very little change in my present circumstances to cause me to leave this organization.					

Thank You!!!!