



ADAMA SCIENCE AND TECHNOLOGY UNIVERSITY

SCHOOL OF POST GRADUATE STUDIES

DEPARTMENT OF PSYCHOLOGY

FACTORS AFFECTING ORGANIZATIONAL COMMITMENT OF STAFF OF AMBO

MINERAL WATER FACTORY

BY

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By

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**A Thesis Presented to School of Post Graduate Studies, Department of Psychology in
Partial Fulfillment of the Requirements for the Master of Art Degree in Social Psychology**

Declaration

I, the under signed, declare that this thesis is my original work and has not been presented for a degree in any other University, and that all the sources of material used for the thesis have been duly acknowledged.

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Signature_____

Date_____

Dedication

This thesis is dedicated to my first born daughter: Nayifet Efa

Approval by board of examiner

Members of thesis board of examiner, we carefully read the thesis conducted by Efa Degefa
on the entitled Factors affecting organizational commitment on Ambo mineral water factory, is
accepted to meet the requirement for the degree of master of art in Social psychology.

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Acknowledgments

I am deeply indebted to my advisor Dr. Habtamu Kebu; without him this thesis would not be Possible. I appreciate his, encouragement, and invaluable comments throughout this process. I am so honored that he agreed to advise me and I am truly grateful for his positive words of encouragement.

I cannot begin to list everyone who helped me but I extend my thanks to each of them, especially to, instructor Dejene Namomsa and Dr.Eshetu Silashi, who helped me with computer access Thanks to the leaders of all Ambo mineral water factory who allowed me to use their staff as respondents, the professional workers who helped me in distributing my questionnaires and to the employees who took time to complete the questionnaires.

I would like to acknowledge the support and encouragement of my brother Tariku Degefa and his wife. Once again I would like to acknowledge the support and encouragement of my friend Tariku Abdisa and Dawit Teka.

I am also profoundly thankful for my wife Jalene wakgari for her tolerance during many hours of my studying and she encouraged me and gave me time to complete the program. I would like to say my “darling, thank you!”

Abstract

*The general objective of this study was to assess factors affecting organizational commitment in Ambo mineral water factory. To achieve the objective of this research mixed method research were employed. Data were collected from 237 respondents using questionnaire who had been selected using stratified random sampling technique. Group Interview were employed for employees came from different work categories; focus group discussion were employed for those respondents selected on purposive basis. Collected data were analyzed by Pearson Correlation Analysis for quantitative phase and data gathered by interview and focus group discussion were analyzed by text of respondents given in word. The result of the study shows, employees educational level ($r = .471^{**}$, $p < .002$), employees work experience ($r = .242^{*}$, $p < .072$), incentives given for an employees ($r = .459^{**}$, $p < .003$), were positively affect Organizational Commitment. On the other hand the salary of workers ($r = .317$, $p < .017$) and Age of the employers had insignificant impact on Organizational Commitment at study site ($r = -.186$, $p < .124$).*

This study made recommendation for this research; necessary benefit should be given for the employers; the manager should use different techniques to increase the duration of employers stay in the organization.

Key words: Organization, Commitment, Employees Organizational commitment

CHAPTER ONE

1. Introduction

1.1. Background of the Study

The way an employee perceives its work environment has an impact on overall activities and organizational output. In order to achieve maximum success in an organization, organizational psychologist should identify scientifically the factors which influence the employees perception in work areas as well as its organizational commitment, which also have impacts on an industry or organization (Eisenberger ,1986).

Perceived organizational support would be influenced by different aspects of an employee's treatment by an organization and would in turn influence the employee's interpretations of organizational motives underlying that treatment. This implies that there was an agreement in the degree of support that the employees would expect of the organization in wide varieties of situations. These would include the organizations likely reaction to the employee's future illness, mistakes, and superior performance and organizations desire to pay fair salary and make the employee's job meaningful and interesting.

Perception would raise an employee's expectancy that the organization would reward effort toward meeting organizational goal (Eisenberger).

The factors which are very important for employee's perception to stay within an organization are: years of employment or benefits that the employee may receive that are unique to the organization (Hunt & Morgan, 1994, as cited by Temesgen ,2011). If organizational and relationship factors are seen as secondary aspects of work environment, it does not mean they are important. When it comes to organizational factors, people are most frequently concerned with procedural justice; which refers to fairness of decision making process used by organizational leaders.

The more involved people in their jobs, the more they feel that organizational decisions should be free from bias, consider all stakeholders, and be consistently applied to all. Collaboration is also important in that people want to have a sense that they work in environments where people share information within and across departments, and business units.

It is known that people bring their own psychological, social and physiological wants which they experience in both as an individual and in group's ways. All these different experience come together in working social system in organizations (Getnat, 2010).

Additionally , Temesgen (2011) stated that employee's commitment will be largely influenced by the interaction that occurs between colleagues and with their immediate and senior manager. Commitment is complex and continues and requires employers or managers to discover ways of enhancing the work life of their employees.

Organizational commitment

The concept of organizational commitment has attracted significant interest in an attempt to understand and clarify the intensity and stability of an employee's commitment to the organization (Lumley 2010). In the context of the present study, organizational commitment is regarded as an attitude, as it relates to individuals' mindsets about the organization (Allen & Meyer 1990). Mathieu and Zajac (1990) believe that developing a better perception of the progression associated with organizational commitment has an effect on employees, organizations and the world in general. The level of employees' organizational commitment will possibly ensure that they are better suited to receiving both extrinsic rewards (which include payment and benefits) and psychological rewards (which include job satisfaction and associations with fellow employees) related to associations.

Organizational commitment is generally assumed to reduce neglect behaviors, which include tardiness and turnover. In addition, employees who are committed to their organization may be

more willing to participate in activities, such as being creative or innovative, which frequently guarantee an organization's competitiveness in the market (Katz & Kahn 1978).

Organizational commitment is viewed as a psychological connection that individuals have with their organization, characterized by strong identification with the organization and a desire to contribute to the accomplishment of organizational goals (Meyer & Allen 1997). Meyer and Allen (1991) conceive of organizational commitment as reflecting three core themes, namely affective, continuance and normative commitment. These core themes were further discussed as follows:

Affective commitment: affective commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization based on positive feelings, or emotions, toward the organization. Age and organizational tenure are considered to be positively associated with affective commitment. Another research support this idea is as follows "affective attachment to the organization characterizes organizational commitment as an employee's identification with and involvement in particular organization (Meyer & Allen, 1991).

Continuance commitment: Continuance commitment refers to commitment based on the cost that employees associated with leaving the organization (due to the high cost of leaving). A potential antecedent of continuance commitment includes age, investment, tenure, career satisfaction and intent to leave. Age and tenure can function as predictor of continuance commitment primarily because of their roles as surrogate's measure of investment in the organization

Normative commitment: refers to an employee's feeling of obligation to remain with organization where it based employee having internalizing the values and goals of an organization (Mayer & Allen, 1997). On the other side, Brown (2003), Pointed out that employee

with high levels of normative commitment stays with the organization because they feel they ought to.

Since the researcher understand organizational commitment is important issue from the study conducted earlier, the researcher interested to study about factors affecting organizational commitment in Ambo mineral water factory; in order to fill the gap which is discussed under the next section, statement of the problems as follows.

1.2.Statement of the Problem

A research had done on Organizational commitment in different place of the world. For example, Rawee (2003) revealed that; Organizational Commitment would be related to job satisfaction, job involvement and the structural and interpersonal components of Organizational values. The result of this study indicated that significant and important relationship exist between Organizational Commitment, job satisfaction, job involvement and two aspects of Organizational values. Additionally, the research finding obtained by Tella (2007) done in Nigeria, reveal that correlation exist between perceived motivation, job satisfaction and commitment. On the other hand, some research done in different place in Ethiopia.

For example, employee's perception of work environments and their organizational commitment in Walo textile factory was done by (Getnat, 2010). And Temesgen (2011) also had done on the topic entitle "Employees Perception to their Organizational Commitment" in Addis Ababa. When we see above mentioned researches, they were done in different place and culture. Therefore, the researcher interested to conduct research at Ambo mineral factory on the topic entitles factors affecting Organizational Commitment of Staff of Ambo mineral water factory. Because of; when the researcher had observed the employees of Ambo mineral water factory only some numbers of employees observed in the factory. And also numbers of employees in the factory were varies from time to time. This means it increase some time and decrease other time. Additionally,

researcher have friends works in the factory, he always talked about less benefit the workers obtained from the Ambo mineral water factory. Absence of research done on Organizational Commitment in the study site, absence of employee present on the work on regular basis and in sufficient benefit obtained by employers were among the problems which motivates the researcher to conduct the research on the study site

1.3.Objective of the Study

1.3.1. General Objective

The Main objective of this study was to assess factors affecting organizational commitment in Ambo mineral water factory.

1.3.2. Specific Objective.

The Specific objective of this research were:

1. To identify factors that affect organizational commitment of employee at Ambo mineral water factory.
2. To assess how the demographic variables affect organizational commitment of the employees.
3. To describe how the employees perceives the importance of Organizational Commitment in the study site?
4. To assess organizational commitment of different department in Ambo mineral water factory.

1.4.Research Questions

To achieve the objectives of this study the researcher had attempted to answer the following research questions.

1. What factors are affect employees' organizational commitments in Ambo mineral water factory?
2. Do demographic variables affect organizational commitment of the employees in study area?

3. How do the employees perceive the importance of Organizational Commitment in the study site?
4. What is the nature of commitment of employees in different department such as (Production, Administrative, Finance and Technical workers) at Ambo mineral water factory?

1.5. Significance of the Study

Studying about factors affecting organizational commitment is significant for different stakeholders. For example this research is useful for Ambo mineral water factory. Because since this research is mainly focuses on factors affecting employees organizational commitment. It might be used for management purpose which is related with perception of workers and their organizational commitment at Ambo mineral water factory. Another significance of this research is that it contributes basic information for those whom want to conduct further research on the similar problem.

1.6. Delimitation of Study

Even though there is many mineral water factory in other place, such as YES natural mineral water which is sourced fresh and pure from natural springs at wechecha mountain located in Sebeta, in Oromia Region, this study was delimited into Ambo mineral water factory which is found 130km far from Addis Ababa to the west. The researcher is interested to study on this area because, of first familiarity of study site to researcher which means; the researcher have friend whose works in the factory. So most of the weekend vacation was spent in the study area. During the vacation in the factory, the researcher discuss informally with some workers for example on their tea break about the work environment in the factory. The next reason why the researcher delimited to Ambo mineral water factory was geographical proximity to the factory. Because, the researcher is full time employee at Gedo Preparatory School which is around 57km

far from study site to the west. Therefore, the study area was delimited to get necessary information; for example, in case when obtained data needs amendment to get by less cost from respondent to keep the validity of this research. Additionally, Ambo mineral water factory is the only company found West Oromia until this research was conducted. Therefore, because of the abovementioned reasons the researcher was considered a study site as researchable area. At the last this study was delimited to the topic factors affecting organizational commitment of Staff of Ambo mineral water factory.

1.7. Limitation of the Study

Among several barriers the researcher came across in the process of data collection were difficulties of getting permission from the head of human resource management of Ambo mineral water Factory, due to several meetings. In order to overcome this problem, the researcher arrived at the offices early in the morning to get the manager before entering a meeting. Another barrier faced by the researcher during this study was refusal of respondents to participate in Interview and Focus Group Discussion. This challenge was tackled by using break time and inviting the respondents into cafeteria to start and finish the Interview and Focus Group Discussion.

Another problem that faced the researcher was, the researcher is a full time employee in teaching in all the academic calendar of the country with limited amount of income, only the summer program by self sponsorship was vested for this study at Adama Science and Technology University. Therefore, the researcher faced financial problem and time limitation during conducting this research.

Financial problem was solved by the contribution of school heads providing some research materials like computer and papers. And, the researcher's colleagues helped the gap at the school when the researcher was going out for data collection.

1.8. Definition of Operational Terms

Definition of Operational terms according to this study is discussed as follows:

Commitment: an employee's willingness to expend considerable effort to achieve objective of an organization.

Affective commitment : refers to the employee's emotional attachment to, identification with, and involvement in, the organization based on positive feelings, or emotions, toward the organization.

Normative commitment: refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization.

Continuance commitment: refers to commitment based on the costs that the employee associates with leaving the organization

Employee: person who works in an organization or institution in return of financial or other compensation. Interpretation of this by the mind, or any insight or intuition or knowledge gained by perceiving.

Organization: is an institution which contains number of persons or a group having specific responsibilities, with short and long term missions.

Organizational commitment: refers to having strong belief in an organization's values and goals such that an employee desires to remain part of the organization and willing to expend considerable effort for the organization.

Environment : is man's immediate surrounding which he manipulates for his existence.

Perception: is described as "the process through which we select, organize, and interpret information gathered by our senses in order to understand the environment

CHAPTER TWO

2. Review Of Related Litratures

2.1.Anover view of Litrature Review

This section of the research deals with the review of some of the previous studies regarding the Organizational commitment. Under this chapter the following topics were included. Defining Organizational Commitment, The Three Component Model of Commitment, Gender and Organizational Commitment, Importance of Work Commitment, Application of Work Commitment in the Workplace, Antecedents of commitment, Personal and work related characteristics, Benefits/reward and commitment, ,Defining work environment, Good Work Environment, Define Hostile Work Environment, Theory of work adjustment, Defining perception, Equity theory, Equity Theory Overview, Adams' equity theory, Role of Distributive and Procedural Justice, Social Cognition and Self-Efficacy were explained in the last section of this chapter.

2.2. Defining Organizational Commitment

Organizational commitment is defined as the degree of an individual's relations and experiences as a sense of loyalty toward one's organization. In addition to loyalty, organizational commitment encompasses an individual's willingness to extend effort in order to further an organizations goals and the degree of alignment the organization has with the goals and values of the individual (Mowday, et. al. 1979). Additionally, Allen and Meyer (1996) have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization.

Organizational commitment theory revolves around the idea that there are varying levels of commitment that individuals feel towards the organization at which they are employed (Allen & Meyer, 1991).

In 1991, Meyer and Allen published an article in which they reviewed prior research related to commitment in an effort to help better operationally define organizational commitment. Their research was instrumental in developing unified theories regarding commitment, as well as introducing their three component conceptualization of commitment, giving us definitions for the three types of commitment: affective, normative, and continuance (Allen & Meyer). Affective commitment implies a relationship of an emotional nature; an individual that is affectively committed to their organization remains employed there due to a genuine, emotional attachment to the organization.

This individual deeply enjoys their work at the organization, identifies thoroughly with its values, and is involved with the organization on a level deeper than a strictly employee-employer relationship (Allen & Meyer). Normative commitment involves an individual feeling obliged to continue their employment at a certain organization. This type of commitment does not include the deep emotional aspect seen in affective commitment, but an employee with a normative attachment may still enjoy their role at the organization. Whether it be that they feel they are treated fairly, compensated competitively, or just an overall feeling of satisfaction with their current employment situation, normative commitment is represented through a more formal, business-like feeling of obligation to one's organization (Allen & Meyer).

Finally, continuance commitment is characterized by a feeling of near confinement, as the individual that is committed to their organization in this way remains in their employ because the benefits of leaving do not outweigh the negative aspects of leaving. Whatever their field, they either feel as though the current job market is not competitive enough to warrant them leaving their job, or what they would give up by leaving is perceived as not worth it compared to

remaining. These perceptions cause them to remain in their current job because the costs of leaving outweigh the costs of staying (Allen & Meyer).

These three levels of commitment have many antecedents, which differ based on the type of commitment being examined (Herscovitch & Meyer, 2001). For example, as shown above, continuance commitment is often based in a lack of alternatives, or the presence of other investments or “side bets,” as described by Meyer and Herscovitch. Paltry options or other investments lead to continuance commitment in that no better alternative is presented to the individual, causing them to be merely continually committed to the organization (Herscovitch & Meyer).

Normative commitment is preceded by feelings of obligation or perceived fulfillment of the psychological contract on the behalf of the organization. Meyer and Herscovitch also listed the internalization of norms, as well as the perceived fairness of the benefits they receive, and the extent to which the organization reciprocates based on the effort they put into their work as antecedents of normative commitment (Herscovitch & Meyer). Finally, the researchers stated that affective commitment is generally caused by a desire to work at an organization, personal involvement with the organization, and shared values. The extent to which an individual identifies with the organization and internalizes their values and mission plays a role in making that individual affectively committed to an organization (Herscovitch & Meyer).

Aside from these various antecedents put forth by Meyer and Herscovitch, research shows that both organizational justice (Bakhshi, Kumar, & Rani, 2009) and different leadership styles (Limsila & Ogunlana, 2008) can affect employee commitment. An additional construct of relevance when discussing organizational commitment is perceived organizational support (POS). As its name suggests, POS is the extent to which an employee feels that they are supported by their organization (DeConinck & Johnson, 2009). Examples of POS would be the

willingness of one's manager to offer help when needed, the amount of feedback given to the employee, and whether the general culture of the organization is perceived as supportive (DeConinck & Johnson).

DeConinck and Johnson conducted research analyzing the interaction of POS and organizational justice, finding that POS is very closely tied to a form of justice known as distributive justice, or the perceived fairness of the distribution of outcomes, in that both affect the employee's perceptions of whether or not the outcomes they receive are fair (DeConinck & Johnson). The researchers stated that less turnover was reported among employees who felt that they were being supported by the organization, indicating that organizational commitment was increased by the presence of POS (DeConinck & Johnson). However, Shore and Wayne (1993) make an important distinction between POS and organizational commitment in that whereas POS does influence commitment, it is also a separate concept that is capable of influencing employees outside of their attachment to an organization.

Shore and Wayne delved deep into this topic, looking at how the effect that POS had on workplace behavior differed from the effect that affective and continuance commitment had on workplace behavior. In a study with 383 participants, both POS and affective commitment were shown to positively affect organizational citizenship, with POS being the best predictor, and continuance commitment being negatively related to organizational citizenship behavior (OCB), which refers to helping behaviors not explicitly tied to a formal reward (Shore & Wayne). The study differentiates between POS and affective commitment by underlining the feelings of obligation that come from feeling supported by one's organization, and the citizenship behaviors that arise from a genuine, emotional attachment to the organization via affective commitment (Shore & Wayne).

2.3.The Three Component Model of Commitment

2.3.1. Affective Commitment

According to Mayer and Allen (1991) Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization based on positive feelings, or emotions, toward the organization. The antecedents for affective commitment include perceived job characteristics where is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interests, and perceived participatory management that mean extent to which employees feel they can influence decisions on the work environment and other issues of concern to them.

2.3.2. Continuance Commitment

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization (due to the high cost of leaving). Potential antecedents of continuance commitment include age, tenure, career satisfaction and intent to leave. Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the organization (Mayer and Allen, 1997). Tenure can be indicative of non-transferable investments that mean close working relationship with coworkers, retirement investments, career investments and skills unique to the particular organization. Age can also be negatively related to the number of available alternative job opportunities. Career satisfaction provides a more direct measure of career related investments, which could be at risk if the individual leaves the organization. In general, whatever employees perceive as sunk cost, resulting from leaving the organization, are the antecedents of continuance commitment (Mayer & Allen).

2.3.3. Normative Commitment:

Normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. The potential antecedents for normative commitment include co-worker commitment where it including affective and normative dimensions, as well as commitment behaviors, organizational dependability and participatory management. Co-workers' commitment is expected to provide normative signals that influence the development of normative commitment (Commerias and Fournier, 2002). Organizational dependability and perceived participatory management are expected to instill a sense of moral obligation to reciprocate to the organization.

Diffirent researchers has explained commitment in deffirent times. However ,what are the contribution of employees work commitment in work place? The answer for this question which according to diffirent litratures were as follows.

2.4. Gender and Organizational Commitment

Some recent research has focused on how men and women perceive work commitment differently. While both genders must find a work/life balance, this can be particularly tricky for women who are generally considered to be the primary caregivers of children as well as the person most responsible for maintaining the household. One study that analyzed this concept within the teaching profession concluded that career commitment for women was focused more on "giving, learning, and helping" (Fisher, 2007, p. v) as cited by, Imboden(2014) while men focused more on academic research, which was more likely to further their careers. Fisher goes on to argue that measures of work commitment are largely male-biased and ineffective in determining to what extent women are committed to the organization.

2.5. Importance of Work Commitment

Work commitment is an extremely important topic for organizations to understand. The level to which an employee engages in his or her work (job involvement), commits to and believes in the organization's goals and purpose (organizational commitment), desires to work (work ethic), and commits to a specific career or profession can all have an impact on an organization. In today's economy, where organizations are expected to do more with less resources (i.e., people and money), it is extremely important for organizations to retain their highly productive employees. "Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages - including higher productivity and lower employee turnover" (Vance, 2006, p. 1). As cited by Imboden (2014).

Gbadamosi (2003) opposes that the more favorable an individual's attitudes toward the organization, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization. Mathieu and Zajac (1990) believe that developing a better perception of the progression associated with organizational commitment has an effect on employees, organizations and the world in general. The level of employees' organizational commitment will possibly ensure that they are better suited to receiving both extrinsic rewards (which include remuneration and benefits) and psychological rewards (which include job satisfaction and associations with fellow employees) related to associations.

2.6. Application of Work Commitment in the Workplace

As already discussed in the above sections, placing a great deal of importance on work commitment will not only benefit employees, but will also benefit the organization. In the organization increased productivity by 70% in one plant and saved \$8.8 million per year due to decreased absenteeism, turnover, and overtime. This was the direct result of an effort the

company initiated to increase employee engagement and organizational commitment. In addition to the cost savings and productivity increases associated with employee engagement and commitment strategies, organizations can reap other benefits as well (Imboden).

The illustration furthers the idea that organizations could stand to benefit from implementing employee engagement and organizational commitment strategies. Organizations that change employee attitudes towards their work and the organization will have employees who are more satisfied. They will be willing to "go the extra mile," be at work when they are supposed to be, get their work done with quality, and stay with the organization. As we have seen in the examples above, this, in turn, will produce tangible results for the organization in the form of increased productivity (and a decrease in overtime needed), decreased turnover and associated recruitment costs to fill the open position, decreased safety incidents and associated costs, and higher sales volumes (Mathieu and Zajac). As is the case of importance of work commitment, communication is vital to keeping employees engaged in their work and loyal to the company. Another key to boosting successful work commitment is including top management in any downsizing or strategic organizational changes (Evans et al, 2009).

Organizational commitment is a very important aspect of an individual's work attitude as has been explained in previous sections. A study done by Porter, Steers and Boulian(1973) found that “ Organizational commitment proved to be a better predictor of turnover than job satisfaction”(p.18). The feelings someone places on their relationship with a given organization and how they identify with that organization can have a substantial effect on turnover, absenteeism, production, and other areas as well. Organizational commitment has emerged as a principal topic and has been studied in regards to its relationship with absenteeism, turnover, burnout, job satisfaction, and job performance in the workplace. In order for an organization to develop organizational commitment within the workplace, they need to facilitate an employee's

belief in the organization's goal's and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership, among other things (Porter et al., 1973).

One way to elicit organizational commitment in employees is to develop empowerment and empowered employees. There are several ways an employer can empower their employees in the workplace. These include: Assigning tasks that will allow your subordinates to grow and take on additional responsibilities, explaining the reason for the task being given, giving clear and concise directions, allowing and encouraging questions from employees, demonstrating that you trust your employees, soliciting suggestions from your employees as to better ways of completing tasks, and things of this nature that have a direct effect on the work being completed and the job itself (Bowden & Lawler, 1995).

2.7. Antecedents of Commitment

It can be expected that antecedents of commitment would affect commitment differently across occupational groups, because each occupational group has its own value system. Therefore with including or excluding antecedents of commitment it is important to take into consideration that the variable can have different influences on commitment across occupational groups. Categories of the antecedents of organizational commitment were used following meta-analysis which is partially based on the meta-analysis of (Mathieu and Zajac, 1990 as cited by Drenth, 2009).

The following variables are antecedents of affective and/or normative commitment which seems to have the best fit with the occupational group of this research, namely mainly blue-collar workers: personal and work related characteristics, work experiences, job satisfaction, socialization experiences and organizational investments. The socialization experiences and organizational commitment were distinguished as antecedents of normative commitment (Drenth).

2.7.1. Personal And Work related Characteristics

The meta-analysis of Meyer et al identified demographic variables and individual differences as two separate sets of variables. For practical reasons these two sets are merged and labelled as the personal and work related characteristics. Age, gender, education, organization tenure, position tenure, and job are identified as the variables. In general the correlation between the personal characteristics and affective and normative commitment are weak. with the different bases of organizational commitment (Meyer et al., 2002). However, they are still important to include because, according to Cohen, personal antecedents would affect employees in low status occupations more than those in higher status occupations.

Cohen explained this as follows: organizational commitment of employees in low status occupations (e.g. blue collar) is affected by their fewer employment opportunities, high costs of leaving the organization and desire for stability in employment” (cohen,1992, cited in Drenth,2009). Which is interesting while the population of this study mainly consist of low or (un)skilled blue collar workers. For example, Cohen found a negative relationship between education and organizational commitment, especially for blue collar workers. That is, less educated blue collar employees are more committed than more educated blue collar employees (Drenth).

2.7.2. Work Experiences

Allen & Meyer (1990) grouped work experience variables contributing to affective commitment in to two groups, “those that satisfy employees” needs to feel comfortable in their relationship with the organization and those to feel competent in the work-role”. In their study these groups of variables are labelled as the comfort and competence variables. Comfort variables are, according to Allen and Meyer (1990) best served by “organizational dependability, management receptiveness, equity, peer cohesion, role clarity and goal clarity competence variables would be

enhanced most by job challenge, goal difficulty, personal importance, feedback and participation” (Allen and Meyer).

2.7.3. Job Satisfaction

People bring mental and physical abilities and time to their jobs. Many people try to make a difference in their lives and in the lives of others through working. A pay check is not the only reason for wanting a job. Jobs can be used to achieve personal goals. “When a job meets or exceeds an individual’s expectation, the individual often experiences positive emotions. These positive emotions represent job satisfaction. Job satisfaction in turn is also a major contributor to life satisfaction (Smith, 1992, cited by Drenth,2009).

2.8.Work Environment

2.8.1. Defining Work Environment

The environment is man’s immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Mike, 2010; Shikdar, 2002, as cited by Emmanuel,2009). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity.

This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today’s business world. Today’s workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment

where the business needs its employees more than the employees need the business (Smith, 2011).

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004; Karasek & Theorell, 1990) as cited by (Emmanuel,2009).

On the other hand,The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work .while an effective workplace is an environment where results can be achieved as expected by management (Emmanuel).

Physical environment affect how employees in an organization interact, Perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing (Emmanuel).

2.8.2. Define Hostile Work Environment

Hostile working environment is one where discriminatory and unwelcome conduct becomes so "severe or pervasive" that it alters an employee's conditions of employment and creates an "abusive work environment".(Abrham , 2011).

2.9.Theory of Work Adjustment

The theory acknowledges that the correspondence between person and environment may not be perfect - perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change.

The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and/or values and reinforces. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organizational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable, some form of adjustment often takes place (Winter, 2008).

2.10. Defining Perception

Perception is described as “the process through which we select, organize, and interpret information gathered by our senses in order to understand the environment (Fluker &Turner, 2000). Employee perception is a process by which individuals organize and interpret their sensoryimpressions in order to give meaning to their environment. Perception is not necessarily based onreality, but is merely a perspective from a particular individuals view of a situation. In dealing with theconcept of organizational behavior, perceptionbecomes important because people's behavior isbased on their perception of what reality is, not onreality itself; the world as it is perceived is theworld that is behaviorally important (Fluker &Turner).

An understanding and appreciation of this is a prerequisite to effective employee perception in the work place and therefore effective management and leadership. There is a known fact that without perception, nothing can be done in an organization and for doing any task we need a perception which is accepted by all the employees in an organization. It is the key for the manager to make her team work and get the better output for the organization. The perception helps each and every individual in the organization to carry the things in different ways as the organization needs different perceptions to make successful results (Fluker & Turner).

2.11. Adam's Equity Theory

2.11.1. Effort versus reward

The Equity Theory was formulated by Adams (1963, 1965). This Theory proposes that the way individuals are treated at the workplace affects their behavior, and also the attitude they have towards their work (Okpara, 2006). The basis of the Theory in the work context is that people/workers look around and observe what effort they put into their work, in comparison to others, and what reward follows that effort. Thus, individuals make comparisons between themselves and relevant others in terms of the outcomes they receive for their efforts, and the inputs they invested into that effort. In other words, employees compare their own outcome-to-input to the outcome-to-input ratio of relevant others (Green, 2000).

To some extent it could be said that benefits and reward could help employers to retain staff. Taking as axiomatic that individuals when seeking for a new job only care about financial reward, it would really make no sense leaving the current employer for a new one offering a reward package similar to the one they are already receiving. So that in such a situation individuals would possibly consider to better staying with the current employer (Longo, 2011).

Additionally, employees know how things go in their current organization (which could sometimes be just the reason for wanting to leave) but they would surely know little or nothing

about how things could go once having eventually joined the new organization, things might also go worse). But it is unlikely that an individual leave an organization for joining a different one, just on financial-related grounds. (Longo,2011).

He continued to say;Since committed individuals are not necessarily either engaged or motivated, employers wanting to induce staff commitment should pay extra care during the determination of the budget they are eventually forecasting to devote to the achievement of this particular aim. It could, in fact, produce in turn no financial return at all. In addition to how to reward workers to increase work commitment,an other important concept about work environment accordingto prevouse litrature willbe descussed as under.

2.12. Role of Distributive and Procedural Justice

Organizational justice has long been recognized as one of the important factors for organization effectiveness (Cropanzano & Folger, 1991). Greenberg (1986) has made an important distinction between distributive and procedural justice that is relevant for the administration of incentive pay. Distributive justice, as it relates to incentives, refers to the perceived fairness of the incentives allocated; that is, distributive justice focuses on the perceived fairness of incentive pay outcomes (the amount allocated for various performance inputs). Procedural justice refers to the perceived fairness of the procedure or process used to determine incentive allocation. That is, procedural justice looks at the procedures organizations undertake to ensure a link between pay and performance. Greenberg reported that medium and high outcomes were fair regardless of the procedure used, but that low outcomes were only fair when they were based on a fair procedure (Greenberg, 1986).

Many studies give further insight into the manner in which procedural justice relates to performance appraisal and compensation in general, and to pay for performance in particular. Greenberg (1986) found that several determinants of perceived fairness of performance

evaluations related to procedural justice. Folger and Konovsky (1989) found that procedural justice was more strongly related to organizational commitment than was distributive justice.

2.13. Effects of Organizational Justice on Commitment

As mentioned above, the presence or lack of one or more components of justice can affect how committed an individual is to their organization, which then in turn affects their behavior in the workplace (Cropanzano et al., 2007). Greenberg (1990) conducted a study in which he presented two separate groups of factory workers with the information that they would be receiving pay cuts. In one group, the decision to cut employee pay was explained thoroughly to the workers over the course of 90 minutes, during which time management explained to them the various reasons, justifications, and other considered solutions before apologizing and showing remorse.

In the other group, management spent 15 minutes explaining the situation, giving no justifications or reasoning, and showing no remorse. Greenberg found that both theft and turnover within the group that received an inadequate explanation of why their pay was being cut were significantly higher than in the group that received the adequate explanation. This increase of counterproductive work behaviors stemmed from a decrease in organizational commitment for the group that received the inadequate explanation, which was influenced by decreased perceptions of interactional justice. Thus, Greenberg's study is a prime example of the effect that organizational justice can have on organizational commitment.

In a paper examining interactional justice as it relates to pay in organizations, Greenberg and McCarty (1990) further emphasized the importance of the interpersonal aspect of communicating pay decisions. If the goal of organizations is to increase acceptance of decisions regarding pay, Greenberg and McCarty suggested being as transparent as possible, focusing on the "why" and

“how” facets of the decision rather than providing only your decision and no other information (Greenberg & McCarty).

Mirroring Greenberg’s (1990) findings, Folger and Bies (1989) looked at the effects of managerial actions and methods on employee behavior and reactions to implementing procedures in organizations. Specifically, examining behaviors such as telling the truth to subordinates, being polite and respectful to subordinates, justifying actions, and showing that you are taking subordinate ideas and suggestions under real consideration were all shown to help mitigate negativistic reactions to new decision making procedures (Folger & Bies, 1989).

Kumar, Bakhshi and Rani (2009) addressed an interesting aspect of the theories of organizational justice, in that the main goal for organizations should not be to strive to achieve the most just practices, but instead to strive for making their employees perceive that the practices are as just as possible.

In most cases, the easiest way to make employees perceive that an organization is as distributively, procedurally, and interactionally just as possible is to ensure that the organization’s practices are actually as just as possible. In addition, Kumar et al. found that procedural justice is the component of justice that is most strongly related to organizational commitment. Understanding how a decision was made has been suggested to be the most crucial factor to adjusting an employee’s perceptions of justice, demonstrating that it is helpful to clarify and be as transparent as possible with an employee, as again, it is important for them to believe that they are being treated fairly (Kumar et al.). Dessler’s (1999) review of methods to build employee commitment is consistent with this idea. Namely, Dessler described several aspects of organizational justice that influence level and style of commitment.

For example, many of Dessler's recommendations include clarification, be it clarifying the mission or one's tasks or goals, which harkens back to procedural justice. The more clarification and justification that can be given for a decision, the more thoroughly an employee will understand it, which is integral to commitment. Other suggestions posited by Dessler include being as charismatic as possible and creating a sense of community within the workplace, dealing with interpersonal justice, treating individuals with respect and dignity, and being as truthful and transparent with them as possible. Whereas these aforementioned articles revolve around the implementation of justice and potential benefits of maintaining just practices, it is important to address the potential negative aspects of less-than-perfect justice practices.

Dey (2012) aggregated research detailing the relationship between organizational commitment and union commitment, specifically how the treatment of subordinates by managers and supervisors can inform the decision of a subordinate to place their loyalty with either the organization or the union. Dey's conceptual study examined the nature of the relationship between a supervisor and his/her subordinate, noting that procedural justice plays a special role in this relationship. Dey suggested that if a subordinate feels as though they are being treated fairly and the processes affecting the outcomes they receive are just and free of bias, they are less likely to seek out support from a union. Conversely, if an employer breaks the trust in the relationship, or the subordinate perceives they are being treated unjustly, they will be more likely to trade their organizational commitment for union commitment (Dey).

In a day and age where unions and organizations are still at odds with one another, it would behoove organizations to ensure that their practices and decisionmaking processes are as just and fair to their employees as possible. Whereas many of the findings from research related to organizational justice and commitment are similar, it is important to also acknowledge instances

in which there are disagreements among scholars. For example, Suliman and Kathairi (2013) conducted a survey in which links between organizational justice and organizational commitment were analyzed, with a sample size of 500 participants from the United Arab Emirates.

Their results indicated that even though procedural and interactional justice were positively and significantly related to affective commitment, they were also positively and significantly related to continuance commitment (Kathairi & Suliman). This finding is significant because it seems contradictory to think that the presence of procedural and interactional justice (e.g., fair and unbiased decision making processes and respectful, polite personal interactions) would be positively correlated with continuance commitment, a type of commitment characterized by remaining in a position for lack of a better opportunity. This finding could potentially be due to the fact that this study was carried out with participants from a culture and area of the world with relatively little research on these topics, so the results may be somewhat confounded by these variables. Regardless, further research is needed to better understand the true relationship between organizational justice components and the different types of organizational commitment.

2.14. Social Cognition and Self-Efficacy

In social cognitive theory, behavior, environment, and personal events form a triadic reciprocal causation relationship to explain human agency (Bandura, 1997). Self-efficacy is one component of social cognitive theory. Self-efficacy beliefs are very important to action. If people believe they have the capability to produce results, they will initiate action toward that end. If they believe they cannot produce results, they will not put forward the effort. Self-efficacy also influences how long individuals will persevere when faced with obstacles and failure (Bandura, 1997). Self-efficacy beliefs emanate from four principal sources—enactive mastery

experiences, vicarious experiences, verbal persuasion, and physiological and affective states (Bandura, 1997).

Physiological and affective states are not related to this study, and therefore will not be discussed. Enactive mastery experiences are facilitated through gradual accomplishments and are the most influential source of efficacy information. Vicarious experiences (modeling) entail a comparison against others or group norms. People often compare themselves to those they work with or compete against. Efficacy beliefs are raised or lower depending on the comparison. Personal efficacy has very little influence when a comparison is made with someone very different from them (Bandura, 1997). Verbal persuasion can strengthen efficacy beliefs for those who may have self-doubt about their abilities. “Where requisite skills are lacking, however, social persuasion alone cannot substitute for skill development.

CHAPTER THREE

3. Research Methodology

3.1.An overview

This chapter describes various method used to conduct the research.the first section out lines the Method of the Study, Research design, The source of Data, , Sampling technique, Population and Sample size, Instruments, Data collection Procedure, Method of data analysis, Ethical consideration were explained in the last section of this chapter.

3.2. Method of the Study

The researcher was employed mixed- method research. Mixed- method research is a procedure for collecting, analyzing, and “mixing” both quantitative and qualitative method research in a single study to find solution to the research problem (Fischler,2004)

Because mixed method research have many advantages which are chosen by researcher to achieve objective of this research. Some of the advantages attract researcher to employ mixed methods research are:-It provides more evidence for studying a research problem than either quantitative or qualitative research alone. Researcher was enabled to use significant tools of data collection available rather than being restricted to the types of data collection typically associated with quantitative research or qualitative research alone (Angell&Townsend, 2011).

3.3. Research Design

The researcher employed descriptive survey design. Descriptive survey design has some advantage. Are usually trying to describe some group of people or other entities (Monroe College, 2011). At Ambo mineral water factory different group of people came from different back ground. Therefore, in order to describe the existing employees organizational commitment at Ambo mineral water factory, the researcher employed descriptive design. As it is designed to help a snapshot of the current thoughts, feelings behavior of individuals, (Donors Choose, 2013).

3.4. Discription of the Study Site

This research was conducted in Oromia regional state of West Shewa, Ambo town Senkele Kebele, in Ambo mineral water factory. Specifically, this factory is located around 7km of west of Ambo, which is capital of the west Shewa zone. And Ambo is located west of Addis Ababa, 130km to the west, on the main road to Nekemte.

Ambo Mineral Water has been bottled since 1930. It began to be packed in plastic bottles relatively recently and prior to this was packed exclusively in glass bottles. New products introduced circa November 2014 were Ambo flavored water, which was formulated in several flavors, and Ambo Lite, a product with a lower mineral and carbonation content.

In November 2014, Ambo Mineral Water was jointly purchased by SABMiller PLC and SouthWest Development, with plans to join Coca Cola as SABMiller. Ambo mineral water is exported to Kenya, South Africa, Sudan, Saudi Arabia, the United Arab Emirates, England, Sweden, the United States and Toronto, Canada (Abiye, 2014).

3.5. Population and Sample size

Population of the study were Employers of Ambo mineral water factory from different department such as administrative workers, financial workers, technical workers and production workers.

Table 1: Population and sample response rate

Insrument	Types of population												Total
	Admnistrative			Fainance			technical			Production			
	M	F	T	M	F	T	M	F	T	M	F	T	
Questionnare	23	6	29	3	1	4	23	2	25	74	80	154	212
Interview& FGD	3	2	5	1	-	1	1	-	1	10	8	18	25
Total	26	8	34	4	1	5	24	2	26	84	88	172	237

The sample size selected here is considered as representatives of department such as administrative workers, financial workers, technical workers and production workers. Accordingly, 237 respondents were selected from total of 288 employees of Ambo mineral water factory. The researcher used the following sample size determination formula developed by Yamane (1967, cited by Masuku & Micah, 2014) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes shown below. A 95% confidence level and $P = .5$ were assumed.

$$n = N / [1 + N (e)^2]$$

Where n is the sample size, N is the population size, and e is the level of precision.

The number of female employers are greater than that of male employers in study area. The reason for this fact as obtained from some female employers were interest of female employers and the nature of the work such as cleaning the room and washing different utensils in the factory.

3.6.Sampling Technique

Quantitative: Out of 288 numbers of employees in Ambo mineral water 237 samples were selected by using stratified random sampling from different category of work. This numbers obtained from the use of above sample size determination formula applied for all work department in study site. The summation of the result brought 237 samples, Because in population where the workers categorized into different category, sample drawn by the proportion. In this research also the samples were selected proportionally. When it is desirable to make comparison among sub population are usually differentiated on the basis of one or more of independent variables of the study (Loether,1988). In this study also there is one basis of strata, which is the nature of the work in the study area, which includes four work categories.

Qualitative: Out of 288 total numbers of employers of Ambo mineral water, seven of them were selected purposefully. Because, selected respondent were expected to give relevant data about the topic of this study. The samples were selected from different work category such as 4 respondents from production workers, each individual from administrative, finance, and technical workers to get reliable data. Each department were selected by basis of proportion.

3.7. Instruments

The researcher used questionnaire, interview and focus group discussion as instrument of data collection. The discussion of these instrument is as follows.

3.7.1. Questionnaires

In order to achieve objective of this research the researcher was employed questionnaires as instrument of data collection for quantitative part. The questionnaires consisted of three sections (A, B & C). Section A addressed the demographical data or personal characteristics of the respondents. These characteristics included gender, marital status, work experience educational qualifications. Section B addressed organizational commitment was assessed through the Affective, Normative, and Continuance Commitment Scale which was developed by Meyer and Allen (1997; see Appendix B). This scale consists of 18 items that measure the extent to which an individual is committed affectively, normatively, and continually to their position and organization, such as “This organization deserves my loyalty.”

3.7.2. Interview

The researcher was employed interview to obtain more detail and meaningful answers on the factors affecting employees organizational commitment of staff of Ambo mineral water factory. The researcher of this study used semi-structured interviews.

Semi-structured interviews: This method of interview has features of both structured and unstructured interviews in the form of both closed and open questions. As a result, it has the

advantage of both methods of interview. In order to be consistent with all participants, the interviewer has a set of pre-planned core questions for guidance such that the same areas are covered with each interviewee. As the interview progresses, the interviewee is given opportunity to elaborate or provide more relevant information if he/she opts to do so (Thomas, 2010).

3.7.3. FGD (Focus Group Discussion)

The researcher employed focus group discussion because of the following merits of focus group discussion. In order to achieve validity on qualitative part of this study, the researcher employed the head of work category in to group discussion to get reliable data from the respondent. During focus group discussion, an idea of respondent taken without any bias.

3.8. Issue of Validity and Reliability

To achieve validity and reliability issues in this research, a pilot study based on 10 returned questionnaires showed that respondents were clear about the content of the questions and instructions. Ten respondents were selected to pilot study. Because, According to Malhotra (2004), the sample size of pilot study is small, which is around 10 to 30 respondents. The result of the pilot study revealed that high levels of reliability. the researcher employed supplementary method for qualitative part. For example data collected by interview and FGD were supported by quantitative data. Because, during an individual interview respondents may be affected by the existing situation if they do not understand the aim of the research first. In order to avoid such situation first the researcher discussed the purpose and objective of a research and asked their willingness to start the conversation.

3.9. Data Collection Procedure

In order to get important data to conduct this research, researcher first asked permission the head of human resource management of Ambo mineral water factory to get workers and necessary body were included in the study sample to give information in Ambo mineral water

factory. Then after the participant understand the reason why they were engaged in interview and focus group discussion the researcher started to ask necessary question. Concerning questionnaire, after the questionnaires were distributed enough time were given for participant in order to get valid data from participant. All of the instruments of data collection were held by face to face with participant.

3.10. Method of Data Analysis

The researcher was employed based on nature of data,discriptive statistics and qualitative expression,for quantitative and qualitative phase respectively.

Quantitative: the data that were collected by questionnaires were analyzed by Pearson Correlation Analysis, frequency,percentage & table.

Qualitative: the record of interviews were read several times, according to what the participants are saying and researcher was carefully read all the transcription up to acquire the general sense of the information. Coding and categorizing were also used to analyze qualitative data. The researcher has employed qualitative research method because, When a little information exists on topic, when variables are unknown, when a relevant theory base is in adequate or missing, a qualitative study can help define what is important that is, what needs to be studied.

Thus qualitative study includes case studies, ethnographies, phenomenological studies, grounded theory studies, and content analyses. Because qualitative researchers tend to ask open ended question at the beginning of investigation, they sometimes have difficulties in identifying a head of time the exact methods they will use, (Mulugeta, 2010). In case of this research the researcher were employed case study,in qualitative phase. Because,this research is only focus on single organization,which is Ambo mineral water factory.

3.11. Ethical Consideration

Ethics are moral codes that are intended to follow while doing research. Then the researcher addressed the ethical considerations and the research objective before the beginning of the interviews and questionnaires. Ethical considerations such as anonymity, confidentiality, and it was also highlighted that the participation was on voluntary basis at the beginning of the questionnaires and interviews.

The participants had shown that they are to allow the researcher use the tape-recorder to record all the interviews with the permission grants from the participants. According to the interest of the participants the researcher was keep information of participant in secret

CHAPTER FOUR

4. Presentation And Analysis Of Data

4.1.An overview

This part of the thesis deals with Presentation and analysis of data gathered through: questionnaires, interview and focus group discussion. The data collected by questionnaire was analyzed and presented. The statistical analysis was limited to simple statistics; description of frequency and percentages for the quantitative phase of this research.

For qualitative phase, data obtained by interview and focus group discussion were presented and analyzed.

4.2. Demographic Variables

The 250 sample from administrative, finance, technical and production members of Ambo mineral water factory were participated. The study summarized in the form of frequencies and percentages, was subsequently presented graphically for each of the selected variables. This profile was devised to offer necessary data to interpret the findings of the study. These characteristics include: gender, marital status, length of service year, age group, level of highest education completed.

4.3. The relationship between Demographic variables and Organizational Commitment at Ambo mineral Water Factory

In this paper the researcher used correlation coefficient of in determining the interrelation among variables of the study. A correlation is a statistical device that measures strength or degree of a supposed linear association between two or more variables. One of the more common measures of used in Pearson correlation, which estimates the relationship between two interval variables. The following statistical table indicated the correlation among variables of the study with

statistical significance of two tails.

		Intension to Org. Commitment	Years of school ing	experie nce in years	incentive s	Month ly Salary	Age of Responde nt
Intension to Org. Commitment	Pearson Correlation	1	.471**	.242*	.459**	.317	-.186
	Sig. (2-tailed)		.002	.072	.003	.017	.124
	N	237	237	237	237	237	237
Years of schooling	Pearson Correlation	.471**	1	.278*	.695**	.266*	-.053
	Sig. (2-tailed)	.002		.064	.00	.056	.663
	N	237	237	237	237	237	237
experience in years	Pearson Correlation	.242*	.278*	1	.014	.468**	.458**
	Sig. (2-tailed)	.072	.064		.908	.003	.000
	N	237	237	237	237	237	237
Incentives	Pearson Correlation	.459**	.695**	.014	1	-.107	-.098
	Sig. (2-tailed)	.003	.00	.908		.377	.418
	N	237	237	237	237	237	237
Monthly Salary	Pearson Correlation	.317	.266*	.468**	-.107	1	.371**
	Sig. (2-tailed)	.017	.056	.003	.377		.002
	N	237	237	237	237	237	237
Age of Respondent	Pearson Correlation	-.186	-.053	.458**	-.098	.371**	1
	Sig. (2-tailed)	.124	.663	.000	.418	.002	
	N	237	237	237	237	237	237

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

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

Table 2: Correlation test of Significance Analysis of Variance

4.3.1. The Relationship between Employees Educational level and Organizational Commitment

A positive and significant relationship was observed to exist between educational level of employee and Organizational Commitment at study site ($r = .471^{**}, p < .002$). This means that educational level of employee can affect Organizational Commitment. This finding opposes the findings of previous research. For example, Cohen (1992) found a negative relationship between education and organizational commitment, especially for blue collar workers. That is, less educated blue collar employees are more committed than more educated blue collar employees. “The relationship between education and organizational commitment is meaningless for white collar employees ($r = -0.03$)” (p.546).

4.3.2. The Relationship between Employees work experience and Organizational Commitment

The correlation indicates a positive relationship between employees work experience and Organizational Commitment ($r = .242^{*}, p < .072$). This observation signifies that work experience of the employee at study area affects Organizational Commitment. This means that those employees having higher experience had good Organizational Commitment. This finding was in line with Allen & Meyer (1990), in which work experience had positive correlation with Organizational Commitment. Allen & Meyer grouped work experience variables contributing to affective commitment into two groups, “those that satisfy employees” needs to feel comfortable in their relationship with the organization and those to feel competent in the work-role”.

4.3.3. Effects of Incentives given for Employers on Organizational Commitment

The result indicated a positive relationship between incentives given for an employer and Organizational Commitment ($r = .459^{**}, p < .003$). The correlation indicates a positive relationship between incentives given for employers and Organizational Commitment. This observation

indicated that if the incentives are given for employers, it can increase the Organizational Commitment of Employers. This finding was similar with the Equity Theory formulated by Adams (1963, 1965). Which proposes that the way individuals are treated at the workplace affects their behavior, and also the attitude they have towards their work (Okpara, 2006). The basis of the Theory in the work context is that people/workers look around and observe what effort they put into their work, in comparison to others, and what reward follows that effort.

In opposite to relationship between educational levels, work experience, and incentives given for employers which was positive relationship with Organizational Commitment, the monthly salary of employers had not significant relationship with Organizational Commitment ($r = .317, p < .017$).

4.3.4. Effects of Age of employees on Organizational Commitment

The result indicate a negative relationship between age of employers and Organizational Commitment at Ambo mineral water factory ($r = -.186, p < .124$). This result indicate that the age of employers had not affect their Organizational Commitment at the study site.

4.4. Analysis of Qualitative Data on FGD & Interview

4.4.1. Factors Affecting Organizational Commitment at Ambo Mineral Water Factory

In Ambo mineral water factory the commitment of the workers can be observed in two ways. The first groups are those satisfied with the current benefit they get from the organization. Such groups seem to have good organizational commitment. On the other hand, the workers those are not as much satisfied with the reward they get from the organization. For example one of the respondent answered interview about factors affecting organizational commitment in Ambo mineral water factory as follows:

first of all I work as human resource manager in this organization. For me, I believe we have good work commitment. If the necessary things are fulfilled for the workers such as good salary, transportation services, house allowance and health care allowance are given for the workers, they may use their ultimate potential for the organization they work currently. In this case, we are supplying transportation services for all of the workers except some workers come from surrounding Senkele kebele. Because, as you observed, our factory is far from Ambo town and also from Guder town by foot. But, when we look at our workers, most of labor workers are came from Ambo and Guder town. Therefore, those employer gets some allowance from the factory are more benefited and most of them are working by good work commitment. They respect their time, they feel the organization as their. On the other side workers those are came from surrounding area are working in this organization just as daily work. Such work is seasonal when we compare their commitment to the professional workers they have not good organizational commitment. An other respondent who work in laboratory, describe his commitment. And his idea was some what different from other respondent forward their idea above. He has answered the interview as follows:

As far as benefit I get from the factory is concerned I have no problem. But I am busy all the time because of lack of other employer in laboratory room. From the work load, I am not as much happy.

Factors affecting Organizational Commitment can be inferred from opinion, belief and expression of individuals. Generally, organizational researchers agree that a consensus has not yet been reached over the definition of organizational commitment (Mowday, 1998; Scholl, 1981; Suliman & Isles, 2000a; 2000b; Zangaro, 2001). From the responses of the respondents one can conclude that necessary incentives had effect on Organizational commitment which is coinciding with the result obtained in quantitative part of this research. For example, the result

indicated a positive relationship between incentives given for an employer and Organizational Commitment ($r = .459^{**}$, $p < .003$). The correlation indicates a positive relationship between incentives given for employers and Organizational Commitment.

4.4.2. Organizational Commitment of Employee at Ambo Mineral Water Factory

Work commitment is very important to bring intended vision and mission of any organization. The researcher examined employees' commitment from a qualitative perspective as well. Following are analyses of replies from interview items.

In our factory I can say there are good work commitment among employees. For example I work as guard in this factory, and we are working by good agreement with our colleague. Since we get some bonus on our week end duty really we are working in good commitment day and night without forgetting our responsibility.

Another respondent who works as labourer also forwarded his idea which was similar with that of employer who works as guard. He said:

“First of all after we have organized micro finance enterprise we are benefited from this factory. Because, when I compare my life before I engaged in this factory as labourer it was difficult time. But now our daily income is much better than people who work the same work with us in other places. Therefore, I am happy to work in this organization. Due to this I work it by good commitment by hoping change in my future”.

4.4.3. Employees perception of Organizational Commitment at Ambo Mineral Water Factory

The workers and leaders in Ambo mineral water factory have understood the importance of organizational commitment. One of the leaders in that factory responded that:

we know why we motivate our workers to have high organizational commitment. One of the benefit is, we as organization get necessary profit when our employee have good work commitment. because to achieve our mission as factory we should boost the commitment of our employees.

On the other side the employers responded an importance of organizational commitment in two ways one of the respondant in Ambo mineral water factory responded as follows:

Having commitment in this organization as worker have many advantage for me and for my organization. to tell you its advantage for me, if I work by good commitment my chance to stay in this organization will be increased, and also I feel happy when I do my job from my heart. when every employers do their job by good commiment our organization is also benefited.

From the above response of the respondandant one can understund that the leadership style is one of the factors that affect organizational commitment. This idea is supported by litrature: Other organizational factors that can possibly have an influence on the development of organizational commitment include trust and leadership behavior (Spector, 2008).

4.4.4. Organizational Commitment Of Diffirent Work Catagory at Ambo Mineral Water Factory

In Ambo mineral water factory there are diffirent work catagory however, to make it easy to understand, these work department are catagorized in to proffessional (admministrative, finance, production, technical) and supportive staff such as guard, cleaners, labor workers. First of all when we look at commitment of proffessional staff, one can say that the proffessional staff in Ambo mineral water factory have good work commitment. The response of one participant was similar with this idea:

In our organization we do our job in good work commitment. Because,relatively we get better benefit from this organization,such as transport services,house rent allowance and so on. In case of work environment ,there is good work environment which means the factory is situated between Ambo town to the south west and north east of Guder town.this help to get fresh air,because surrounding area is covered by forest.And also we have good and cafeteria where we refresh our selves. Even we have good relationship with manager. Therefore,deu to such a better environment we have good work commitment in this organization.

Unlike that of proffessional staff the supportive staff have less work commitment. They only do their job to get their salary.they dont care whether the organization is profitable or not, they only do their job because of absence better job opportunity in their surround. One of the respondant in the organization forward his ideas as follows.

I work in this organization because of no better job opportunity than this organization.Iam not intrested with diffirent benefit I get in this factory.this means my salary is not support me and my family well.we can not get extra allowance from this organization.due to this fact me and my colleague are not intrested to work in this organization.

From the above response of the respondent one can conclude that, the benefit given for worker in an organization affect their organizational commitment. This response of respondent is similar with idea of researchers such as, Angle and Perry (1981) as cited in (Gebremichael, 2013) argues that different factors within the organization will persuade the development of different components of organizational commitment. For example, it is hypothesized that reward practices may encourage continuance commitment as the employee might be reluctant to lose benefits while training practices might encourage normative commitment.

CHAPTER FIVE

5. Discussions, Conclutions and Recommandations

5.1. Discussion

After examining the results of the analysis and determining whether or not each individual research question was supported by the data, it is important to interpret the meaning of these outcomes. As mentioned earlier the main objective of this research was to assess the factors that affect employees Organizational Commitment of Staff of Ambo Mineral Water factory. Therefore, the finding of this study was discussed with regard of previous research as follows:

One of the resaerch quastion raised by this research was one which asked the factors which affect Organizational Commitment of the employees in Ambo mineral water factory. In order to identify the factors different variebles were measured by the help of Pearson Correlation Analysis. Accordingly, employees educational level ($r = .471^{**}, p < .002$), employees experience ($r = .242^{*}, p < .072$), incentives given for an employees ($r = .459^{**}, p < .003$), were posatively affect Organizational Commitment. On the other hand the salary of workers ($r = .317, p < .017$) and Age of the employers had not impact on Organizational Commitment at study site ($r = -.186, p < .124$).

From both finding obtained by quantitative and qualitative part above mentioned variables were affect Organizational Commitment. Concerning to benefit or incentive given for workers previous study such as Angle and Perry (1981) argues that different factors within the organization were persuade the development of different components of organizational commitment. For example, it is hypothesized that reward practices may encourage continuance commitment as the employee might be reluctant to lose benefits while training practices might encourage normative commitment.

According to Allen & Meyer (1990), in which work experience had positive correlation with Organizational Commitment. Allen & Meyer grouped work experience variables contributing to

affective commitment in to two groups, “those that satisfy employees” needs to feel comfortable in their relationship with the organization and those to feel competent in the work-role”.

5.2.Conclusions

This study was conducted to investigate the factors which affect organizational commitment in Ambo mineral water factory. Therefore from the data obtained by questionnaires, interview FGD the following conclusion were drawn.

Based on Pearson Correlation Analysis, the relationship between some demographic variables and Organizational Commitment were measured in order to identify factors affecting organizational commitment in Ambo mineral water factory. For example, employees educational level ($r=.471^{**}$, $p<.002$), employees work experience ($r=.242^{*}$, $p<.072$), incentives given for an employees ($r=.459^{**}$, $p<.003$), were positively affect Organizational Commitment. On the other hand the salary of workers ($r=.317$, $p<.017$) and Age of the employers had insignificant impact on Organizational Commitment at study site ($r=-.186$, $p<.124$).

From the response obtained interview and FGD one conclude that, positive relationship between the workers, working in collaboration, benefit, leadership, work load, work environments were among the factors which were affecting organizational commitment in Ambo mineral water.

As far as the importance of organizational commitment is concerned it is advantageous for both workers and organization. Based on the response obtained from respondent.

In the Ambo mineral water diffirent department such as admnistrative workers,financial workers,technical workers and prduction workers are there. Based on data obtained through interview and FGD, some work department such as admnistrative,finance and production shows organizational commitment. On the other hand technical staff such as guard,cleaners and labor workers has the trend of less organizational commitment.

5.3. Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

Supportive staffs in Ambo mineral water factory were found to have less organizational commitment as the response obtained from respondents. One way of addressing this could be by increasing the benefit they get from the organization. Among the benefit might given for employers is transport services. In order to fix transportation problem the factory manager should deal with transportation office of Ambo town. The way they may fix this problem is arranging meeting among employers discussing to contribute money. After employers contributed money, the manager discuss with head of transport office of the zone, in order to deal with private owners of car by conducting necessary agreement with private car owner in order to fix transportation problems of the workers.

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APPENDIX A

ADAMA SCIENCE AND TECHNOLOGY UNIVERSITY

SCHOOL OF POST GRADUATE STUDIES

DEPARTMENT OF PSYCHOLOGY

The purpose of this questionnaire is to gather information about the factors affecting organizational commitment in Ambo mineral water factory. This questionnaire has three sections, A,B and C. The information you provide has very important place in the completion of this study. So try to be honest and careful. The information will be kept confidential and be only applied for the study and No individual data will be reported.

THANK YOU!

QUESTIONNAIRES

SECTION A

1. Demographic Questions

The following questions concern your position and other personal information. Please use “x” sign in box provided to give your answer.

1. Sex: Female ☐ male ☐

2. Marital status: Single ☐ married ☐ widowed ☐

3. How long have you worked for the current organization? _____ Years _____
Months

4. What is your Age Group? Below 18 years ☐ 18 to 36 ☐ 37 to 55 ☐
more than 55 years ☐

5. What is your highest level of Education?

Master's degree ☐ Bachelor's degree ☐ grade 12 certificate ☐

grade 10 certificate ☐ Elementary level ☐ other ☐

SECTION B

2. Organizational Commitment Questionnaire (OCQ)

Please indicate the extent of your agreement or disagreement with each statement as

Objectively as you can by circling a number from **0** to **4**.

0	1	2	3	4
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1. I feel like part of the family at this organization.....

0	1	2	3	4
---	---	---	---	---

2. Too much of my life would be disrupted if I decided that I wanted

to leave this organization now.....

0	1	2	3	4
---	---	---	---	---

3. I would not leave this organization right now because of what I

would stand to lose.....

0	1	2	3	4
---	---	---	---	---

4. This organization has a great deal of personal meaning for

me.....

0	1	2	3	4
---	---	---	---	---

5. It would be very costly for me to leave this organization right now.....

0	1	2	3	4
---	---	---	---	---

6. For me personally, the cost of leaving this organization would be

far greater than the benefit.....

0	1	2	3	4
---	---	---	---	---

7. Even if it were to my advantage, I do not feel it would be right to leave my

Organization now.....

0	1	2	3	4
---	---	---	---	---

8. I would violate a trust if I quit my job with this organization now.....

0	1	2	3	4
---	---	---	---	---

9. I feel a strong sense of belonging to this organization.....

0	1	2	3	4
---	---	---	---	---

10. I feel emotionally attached to this organization.....

0	1	2	3	4
---	---	---	---	---

11. I would feel guilty if I left my organization now.....

0	1	2	3	4
---	---	---	---	---

12. I would not leave this organization right now because I have a sense of

Obligation to the people in it.....

0	1	2	3	4
---	---	---	---	---

Leading question for interview

1. What are the factors affecting organizational commitment in your factory?
2. What do you think about resource distribution in your organization?
3. What type of activity makes an employer to have good work commitment?
4. By working in this organization what benefit do you get? Are you satisfied with benefit you are getting from your organization?
5. Do you think there is a difference to have work commitment between male and female in your organization?
6. What are the importancec of organizational commitment in your organization?

Leading questions for FGD

1. How you describe employees organizational commitment among four work department
2. What factors are affect organizational commitment in this factory?
3. How the resource are distributed in this factory? For example: Transportation supply, house rent allowance.
4. Are you continue to work in this organization? why?
5. What are the measures to be taken to increase employees organiztional commitment?

Appendix B

Afan Oromo Version of Questionnaires, Interview and Focus Group Discussion

Uunversitii Saayinsii fi Teknoloojii Adaamaatti, Sagantaa digirii Lammaffaa

Muummee Saayikoolojii

Kaayyoon Qorannoo kanaa mataduree kaka'umsa hojii hojjeetoota Bishaan Amboo ilaalchisee odeeffannoo funaanuuf. Qabiyyeen gaafannoo kanaas, kutaa sadiitti kan qoodamu yoo ta'u kutaan jalqabaa (A,B,fi C) odeeffannoon ati naaf laattu raawwii qorannoo kanaaf iddoo guddaa qaba. Kanaafuu, ofeeggannoon akka guuttu kabajaan gaafadha. Odeeffannoon, ati laattu iccitii kee kamiinuu qaama birootti dabarsee kan hin dabarsine ta'uu beeksisaa odeeffannoo barbaachisa ta'e kennuu keef dursee galatoomiin jedha!

Gaaffii Garee A

Gaafannoo odeeffannoo dhuunfaa

Gaaffiwwan armaan gadii odeeffannoo dhuunfaa kee sigaafatu, saanduqa deebii sirrii baate mallattoo (X) tiin guuti.

1. Saala ☐ Dhalaa ☐ Dhiira ☐
2. Warshaa kana keessa yeroo ammamiif hojjetaa jirta? Waggaa _____ Ji'a _____
3. Gulantaan umrii keetii wagga kam keessatti argama?
18 hanga 36 ☐ 37 hanga 55 ☐ 55 oli ☐
4. Sadarkaan barnoota keetii kami

Digirii lammaffa ☐ Digirii jalqabaa ☐ Kutaa 12^{ffaa} Xumure ☐

Kutaa 10^{ffaa} xumure sadarkaa 1^{ffaa} ☐ kan biroo ☐

Gaaffii garee B

Gaafannoo kaka'umsa hojjeetootaa Warshaa Bishaan Amboo

Lakkoofsa irratti waliigaltu itti maruun agarsisii

1	2	3	4	5
Tasumaa irratti walii hingalu	Irastti walii hin galu	Giddu-galeessa	Irrattan walii gala	Sirrittan irratti walii gala

1. Dhaabbata kana akka maatii koottin jaaladha.

1.	2.	3.	4.	5.
----	----	----	----	----

2. Dhaabbata kana amma gad-dhiisuu otuun barbaadee waan baay'eetu narakkisa.

1	2	3	4	5
---	---	---	---	---

3. Dhaabbata kana ammagad-dhiisee deemuu hin danda'u

1	2	3	4	5
---	---	---	---	---

4. Dhaabbata kana jireenya koo keessatti iddoo guddaa qaba

1	2	3	4	5
---	---	---	---	---

5. Dhaabbata kana amma gad-dhiisuun haalaan na miidhuu

1	2	3	4	5
---	---	---	---	---

danda'a

6. Anaaf Dhaabbata kana gad-shiisuun miidhaa isaatu bu'aa isarra caala.

1	2	3	4	5
---	---	---	---	---

7. Dhaabbata kana gad-dhiisuu yoo bu'aa naaf qabaatellee Warshaa kana keessa hojjechuu
dhaabuun ammatti sirrii natti hin fakkaatu.

1	2	3	4	5
---	---	---	---	---

8. Yoon amma dhaabbata kana keessa hojjechuu dhiise amanamummaa dhabuun danda'a

1	2	3	4	5
---	---	---	---	---

9. Warshaa kana keesaa hojjechuu kootti miira gaariitu natti dhagaa'ama.

1	2	3	4	5
---	---	---	---	---

10. Qalbiin koo sirriitti dhaabbata kanatti qabamee jira.

1	2	3	4	5
---	---	---	---	---

11. Dhaabbata kanaa hojjechuu dhiisuun dogoggora koo ta'ee

1	2	3	4	5
---	---	---	---	---

nattidhagaa'ama

12. Dhaabbata kana ammatti gad-dhiisuu hin danda'u, sababnisaa miira aantummaatu natti
dhagaa'ama

1	2	3	4	5
---	---	---	---	---

Gaafii garee C

Gaaffilee ka'umsaa gaafannoo afaanii

1. Dhaabbata kana keessatti dhimmootiin kaka'umsa hojjettoota irratti dhibba fidan maal fa'u?
2. Haalli goodiinsa lee calloo warshicha keesse maal fakkaata?
3. Dhimmoota akkamiitu hojjettoonni akka hojiitti kaka'umsa qabaatan taasisa?

4. Warshaa kana keessa hojjechuu keetiin bu'aa maalii argatte? Bu'aa dhaabbaticha irraa argacha jirtutti guufuu jirtaa?
5. kaka'umsi hojii dhaabbata kana keessatti hojjettoonni qaban dhiiraa fi dubartii gidduutti garagarummaan jiraa?
6. Barbaachisummaan kaka'umsa hojii qabaachuu qaban maal fa'i? hojjetaadhaaf, dhaabbatichaaf?

Gaaffi garee D

Qaphxiilee marii garee filatamaniif qophaa'e

1. Kaka'msi hojjettoonni departmentii arfan qaban maal fakkaata?
2. Dhimoota akkamiitu kaka'umsa hojii hojjettoota warshaa kanaa irratti dhiibbaa qaba?
3. Haalli qoodinsa leecaalloo maal fakkaata? fakkeenyaaf, dhiyeessiiin geejjibaa, kafaltiin dabalataa kiraayii manaaf kennamufaan maal fakkaata?
4. Warshaa kana keessa hojjechuu itti fuftaa? maaliif?
5. Dhimmoottiin akkamii yoo fooya'antu kaka'umsa hojjettoota warshaa kanaa dabaluu

Figure 1 Map of west shewa zone

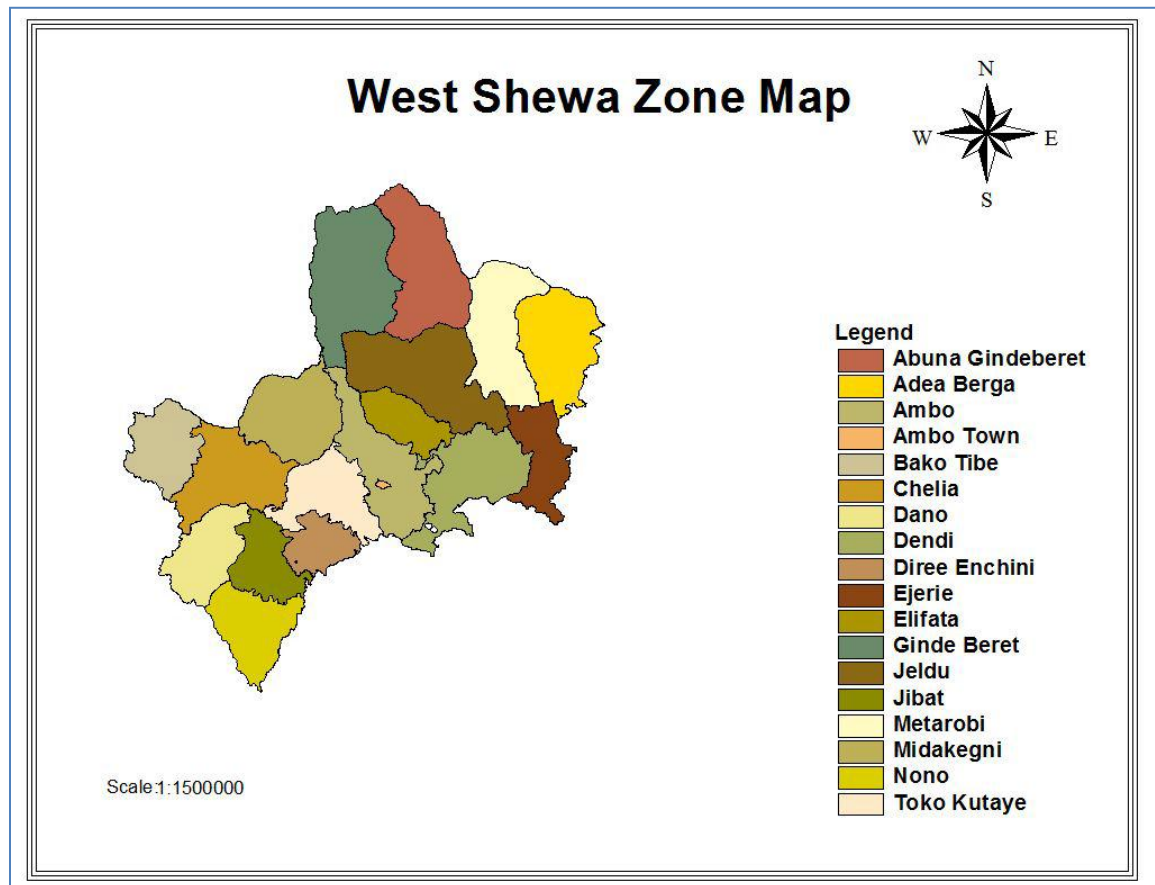


Figure2: Map of Oromiya National Regional State



Source: <https://www.google.no/search?q=oromia+map+ethiopia&+> 7 May 2014
The map shows the zonal and woreda classification in Oromiya National Regional State.