



## DETERMINANTS OF ORGANIZATIONAL COMMITMENT: THE CASE OF NATIONAL DAIRY AND FOOD INDUSTRY IN YEMEN

**N. S. Rathi**

Associate Professor and Research Guide in Commerce and Management Department, Dr. BAM University, Aurangabad

[nandkumar.rathi5@gmail.com](mailto:nandkumar.rathi5@gmail.com)

**Mohammed Abdulbari Hasan Saeed**

Research Scholar, Management Department, Dr. BAM University, Aurangabad

[Mohammedkershi@gmail.com](mailto:Mohammedkershi@gmail.com)

### ABSTRACT

*Although human resources for educational sector have received increased attention by educational sector decision makers and researchers in recent years, insufficient attention has been paid to understanding the factors that influence the organizational commitment of employees. The main purpose of this study was to assess the Determinant of organizational commitment among employees National Dairy and Food Industry in Yemen in Yemen. In achieving this goal, variables of determinants (demographic, intrinsic motivation, extrinsic motivation, job satisfaction, supervision) and organizational commitment were identified and measured. The research is a cross-sectional survey and explanatory study. The data gathering tools employed was questionnaire, and interview. All employees found in the industry in the year 2017 were subjects of the study. From the total of 100 employees, 93 of them successfully completed the questionnaire, while interview was conducted with two managers of the industry. Both descriptive (Mean, Numbers, percentages, tables, graphs and charts) and inferential statistical tool (Bivariate and Multivariate logistic regression analyses) were used to analyze the data. The results of multivariate analyses revealed that demographic factors (age, sex, educational background), intrinsic factors of work (such as opportunity for achievement, challenging work, responsibility, and opportunity for growth and development), Job satisfaction, superior-subordinate relationship were significantly associated with the organizational commitment. This study could contribute for both theoretical and practical purposes. For theory, the study will contribute for researchers to understand the effect of Demographical factors, intrinsic and extrinsic factor, supervision, and job satisfaction on organizational commitment. The practical contribution of the study stems from the fact that the industry administration board uses this study as an input for decision making and further the study will help as a signal for prioritization purposes.*

**Key words:** Organizational Commitment, Determinants, Intrinsic, Extrinsic Motivational Factor, Food Industry.



## **1. INTRODUCTION**

Why some people like to stay within one organization for their whole life? What binds an individual to the organization? What factors can be found common to those employees, who feel they would not like to change the organization? All of these questions are focused when examining organizational commitment (Latham, 2008).

Organizational commitment has been helpful in predicting turnover, absenteeism, and tardiness. Therefore, a lot of attention has been paid to this theory by both researchers and managers (Gattinger, 1992). Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges (Dolan, 2005). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals (Brisco & Claus, 2008; Fugate, et al., 2009).

According to Jaros (1997), organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in much behavior, such as citizenship activities and high job performance that are believed to be beneficial to the organization. The contribution of youth entrepreneurs is equally important in this drive and their marginalization could close the doors of development (Ahmed and Ahmed, 2021). Robbins (1998) maintains that good citizens of the organization are committed, satisfied employees who perform above and beyond the call of duty by doing extra things that can help the company.

However, the working situations in the context of developing countries is not free from factors which create stress and let employees feel low attachment, and belongingness with the employing organization. The investigator should examine the content of the variables that have high loadings from each factor to see if they fit together conceptually and can be named (Ahmed et. al, 2018). (Ukaegbu 2000) explained that for employees working in a depressed economy the extrinsic working conditions such as salary, promotion opportunity, fringe benefits and job security are stronger predictors of employee commitment than will intrinsic factors such as a challenging job and participation in decision-making in the organization. Also, the more management is perceived to be conscious of and interested in the welfare of workers, the higher will be the level of employee commitment.

In general, the topic of organizational commitment has been discussed theoretically and empirically in many managerial fields such as organizational behavior and human resources management (Ahiazu and Asawo, 2012). However, there is a need to find out the factors that influence employees' commitment in order to enhance both individual and organizational effectiveness (Fry, 2003). The solution of the addressed problem will be through admitting the problem from the concerned offices and taking corrective action. Finally, researchers and academicians will find it an addition value to the literature in its field (Ahmed et al., 2022). This



article evaluated and identified the various determinant factors that influence employees' organizational commitment.

People are an organization's most critical asset because outstanding people give an organization a competitive advantage. One of the biggest challenges is that a reservoir of talent needs to be established by an organization. Aimed to assess the state and determinants of entrepreneurial intention of TVET students in Ethiopia. Results indicated that the participants' EI was low, correlating significantly with factors such as administrative support, training/education support and the student's attitude (Ahmed et al., 2018). According to Watson (1994) business has come to realize that a motivated and satisfied workforce can deliver powerfully to the bottom line. Committed employees are believed to be an effective man power and become a valuable asset for the organization's effectiveness (Masri 2009).

Employee commitment has therefore become a practical guide for managers in order to retain their talented employees and avoid spiraling costs that are usually associated with turnover. Chew and Chan (2008) argued that managers face major significant ongoing organizational issues, namely, preserving the commitment of employees. If employees are committed to an organization, they are less likely to leave or be absent and may also display other behaviors which are valuable to the organization (Maurer & Lippstreu 2008).

However, with increasing roles and responsibilities employees in National Dairy and Food Industry in Yemen have to play today; it is not uncommon to find them expressing their complaint among themselves. The study proposes to provide a new impact of theoretical framework (Ahmed et al., 2022). Based on unrecorded conversations and observations; it is not uncommon to hear employees expressing their complaints; their grievances include heavy workload with no reasonable pay, working without adequate resources, unsatisfactory financial benefits, and poorly equipped offices and cafeteria. It is observed that there is a rapid movement of workers from one organization to another and there are also large numbers of employees who are working for more than one company at the same time. Since the majority of research studies of commitment have been done with technical and professional personnel in occupational settings other than companies, it was important for the researcher to examine how the study of commitment could also be relevant to the industries performance. With regard to the above mentioned problem, this study was designed to examine the determinant factors of organizational commitment of employees in National Dairy and Food Industry in Yemen.

## **2. REVIEW OF RELATED LITERATURE**

### **2.1. Organizational Commitment**

There was a great deal of empirical research that has studied organizational commitment as a workplace behavioral consequence. It has been of interest to scholars for decades and continues to effect organizational behavior even now in the twenty first century.



Organizational commitment can be defined as “an effective response or attitude resulting from an evaluation of the work situation which links or attaches the individual to the organization” (Mottaz, 1988). There is widespread agreement in the literature that organizational commitment is based on attitude (Solinger, 2008), however, it can also be based on individual behavior Porter et al. (1974) point out that organizational commitment is characterized by three factors; a strong confidence in the organization’s goals and values, willingness to exert effort on behalf of the organization, and a strong desire to be a member of the organization.

The study carried by Eshetu and Ahmed, (2022) shows that the bank’s payment is not based performance which might have discouraged employees from improving their performance. (Meyer and Herscovitch 2001, p. 301) propose that commitment is “a force that binds an individual to a course of action of relevance to one or more targets”. The current employment crisis is the result of the cumulative inability to achieve an effective connection between employer expectations and perceptions from the graduates (Ahmed and Tessma, 2020). (Mowday, 1982), defined Organizational commitment is the strength of an individual’s identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization’s goals and values (value commitment) along with a readiness to exert considerable effort on behalf of the organization and to remain a member (commitment to stay ).

A similar definition of commitment emphasizes the importance of behavior in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behavior are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. Personnel require a great deal of knowledge to carry out their work (Raman et al. 2022). Finance, market linkage, business training, working area, seed money, information support, technological and infrastructural supports given to women returnees to start their own business is limited. Moreover, administrative supports including business assistance, administrative network, legal and policy supports, loan support, bureaucracies, incentives and tax advantages are extremely weak (Ahmed and Wube, 2019). To Salancik therefore, commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

As time moves forward and technological advancement of the workforce grows, an increased understanding of workplace behaviors and specific factors that contribute to positive behavioral consequences has had an impact on organizational success which is also on the increase. Based upon recent studies in this field, there exists no single human factor that has impacted the organizational outcomes more than organizational commitment (Chen et al, 2007; Freund, 2005; Gaziel, 2004).



## **2.2 Demographic Factors of Work**

Organizations can rely on the demographic characteristics of workforces to understand their commitment with the organization (Nawaz & Kundi, 2010). The researchers conclude that educational level of father's and Mothers' of students have a significant association with student's intention to start their own business (Ahmed et al., 2017). Literature related to organizational commitment shows a number of variables which determine organizational commitment. Some of these are; sex, qualification, age, used as demographic variables. In the same way, if employees are well satisfied demographically and develop high degree of job satisfaction with their jobs then they will more likely to be committed to the organization than in case of those, who are not satisfied with their jobs due to the same factors (Akintayo, 2010).

### **2.2.1 Gender**

The studies about the organizational commitment have been made in relation to individual features such as gender, tenure, and age or to some organizational variables like organizational culture and values, and organizational size. There are also many studies to examine the effects of gender on the organizational commitment, job satisfaction, performance, absenteeism, and intention to leave (Balay et al, 2010). As traditional organizations are masculine oriented, females working in the organizations are considered to be less committed. The other side of the picture is that the organizations where female and male work together, the level of efficiency and output regarding productivity gets enhanced. Parallel to it, the graph organizational commitment also goes up. Among many causes behind, some of them are; sense of competition, high input due to less absenteeism and greater professionalism (Kargar et al, 2012). Today's consumers have more choices for their financial needs than ever before (Buba et al., 2018). The studies revealed that the women are more concerned about their tasks and put more labor for achieving the same.

While on the other hand, the men though physically strong are studied as lethargic and possess a mindset which is less task oriented. Now, if both male and female work in the same organization, the male workers, due to their muscular instincts would definitely aspire to overwhelm the spheres of efficiency and output. Consequently, this phenomenon will augment the organizational commitment (Saifuddin & Nawaz, 2012).

### **2.2.2 Age**

Research has revealed that age is positively related to organizational commitment". Organizational commitment and age have been found to be positively related in a number of studies (Allen and Meyer, 1993; Suliman and Lies, 2000). However, not all studies have confirmed the relationship of age with organizational commitment (Chugtai & Zafar, 2006; Iqbal, 2010; Kwon & Banks, 2004). Older employees view their past years of service to the organization as an investment, and will have the psychological barrier that it would be more





difficult for them to shift from one job to another. Long-service employees also develop affective attachment to their organization, therefore; they tend to be more committed to the organization (Mathieu & Zajac, 1990; Meyer et al., 2002; Suliman & Lies, 2000).

### **2.2.3 Qualification**

A quality or accomplishment that makes someone suitable for a particular job or activity is stated as qualifications. Level of education is likely to have a negative association with organizational commitment. According to Ferejo et al., (2022) individuals and their relatives are the main source of finance for the majority of MSEs for two major reasons. The justification for this prediction is that people with low levels of educations usually have more difficulty to change their jobs and consequently show a greater commitment to their organizations. The literature shows that highly qualified employees are considered to be more committed due to their awareness about the organizational attitude with respect to those who are less qualified (Akintayo, 2010).

Qualification plays a leading role in the development of the organizational commitment. As the individual's qualification gets better, their sense of belongingness is improved regarding the organizational commitment. When institutions employ a qualified workforce then the performance and the productivity of the institutions will be marvelous in direct proportion (Nawaz & Kundi, 2010). Last but not the least, qualification and organizational commitment go parallel and the both culminate at the organizational development.

### **2.3 Motivation**

Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior (Pinder, 1998).

Direction refers to the path along which people engage their effort. This sense of direction of effort reflects the fact that people have choices about where they put their effort. In other words, motivation is goal-directed, not random. People are motivated to arrive at time, finish a project a few hours early, or aim for many other targets. The second element of motivation; called intensity, is the amount of effort allocated to the goal. For example, two employees might be motivated to finish their project a few hour early (direction), but only one of them put forth enough effort (intensity) to achieve this goal. In other words, intensity is how much you push yourself to complete the task. Persistence, which is the third element, refers to the continuity of effort for a certain amount of time. In addition, this explains that employees are naturally tenacious in nature, they stick to a goal until it is been achieved no matter the ordeal they face in the work place once they are been motivated.

According to Mullins (2005), the needs and expectations of employees at work can be categorized in a number of ways. These include;



**Extrinsic motivation** – This is related to tangible rewards such as salary and fringe benefits, security, promotion, materials goods, contract of services, the work environment and conditions of work. Such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. This is an instrumental orientation to work and concerned to other things. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006).

**Intrinsic Motivation** – This is the psychological rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers. This is a personal orientation to work and concerned with oneself (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006)

### **2.3 .1 Factors Affecting Employee Motivation in the Workplace**

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Organizational commitment is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, (1991). Employees either choose to remain in the same position or at the same job, because they want the intrinsic and extrinsic rewards that result from their loyalty and commitment. Some of the factors that influence or contribute to the intrinsic and extrinsic motivations of employees include job satisfaction (Pepe, 2010; Kumar & Shekhar, 2012); belief in the organization's mission and vision (Shahid & Azhar, 2013); feeling emotionally connected to the work (Kumar & Shekhar, 2012); belief in leadership (Kumar & Shekhar, 2012); promotion potential (Kumar & Shekhar, 2012); pay or salary (Peklar & Bostjancic, 2012); and job security (Peklar & Bostjancic, 2012).

Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1997) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees.



Broad (2007) said that tangible incentives like rewards and recognition encourages employees to “think smart” and to support both quality and quantity in achieving goals. According to Andrew (2004), rewards and recognition makes the employees to stay committed to the organization.

Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Aydin & Ceylan (2009). Research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job security, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed those are negatively affect employee motivation and performance. That is why there are different researches made by researchers to determine the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found (Mak & Sockel, 2001; Velo & Mitta, 2006).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated, Leadership and motivation are active processes (Baldoni, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani, 2010). A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security.

Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research center, rank-ordered the motivational factors affecting employee commitment as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems.

When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employee’s skills and work





rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and organizational level.

A study on fast food industry conducted by Hossain (2012) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work.

## **2.4 Equity Theory**

Robins and Coulter (2006), elaborated that employees perceive what they get from a job situation (outcome) in relation to what they put into it (inputs) and then compare their inputs – outcomes ratios with inputs – outcome of relevant others. If an employee perceives his/her ratio to be equal to those of relevant others, a state of equity exists.

In other words, he/she perceives that his/her situation is fair – that justice prevails. However, if the ratio is unequal, inequity exists and he/she views his/herself as under rewarded or over rewarded. Whenever employees perceive inequity, they will act to correct the situation. The result might be higher or lower productivity, improved or reduced quality of output, increased absenteeism, or voluntary resignation. Moreover, Plunkett and Attner (1996), asserts that people are influenced in their behavior choices by the relative rewards they receive or are going to receive. This theory is based on the assumption that people are motivated by a desire to be equitably treated at work.

According to Ukaegbu (2000), inequity has both structural and specific components. Structural inequity refers to a belief by workers that a general discrepancy exists between the amount of effort they commit to their work and the rewards offered by the organization. By contrast, specific inequity refers to situations where employers reward specific workers on the basis of criteria unrelated to employee performance and productivity. Some of the particularistic criteria include blood relationship, friendship or gossip.

## **2.5 Job Satisfaction**

Job satisfaction is define as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Kim, 2005).

Many models or theories have been carried out regarding job satisfaction. According to Judge and Robbins (2009), job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics.

According to Locke (1976), job satisfaction defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Spector (1997) defined job



satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Job Satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped, are appropriate for employees' desires, there is job satisfaction. Job satisfaction results from fulfillment of desired work values (Locke, 1976).

A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Job satisfaction is a pleasurable positive state resulting from one's job and job experience (Locke, 1976).

## **2.6 Relationships with Principals and supervisors**

The relationship between the superior and the employee is important, therefore business owners need to pay attention to this relationship if they want their businesses to grow and succeed (Bhattacharya et al. 2012).

Burns (2012) declared that good superior-employee relations are essential for different reasons. These reasons might include: Employees who are inspired to work produce, better and more results, the level of competency of the staff increases because of their drive to become better, Customer service is improved because employees who have good relations with their employer are usually viewed as good customer consultants.

Robinson (2003) has mentioned that the organizations that want to build high levels of commitment should look for ways to build up feelings of belonging and emotional attachments to colleagues in the workplace through group activities both in and out of work. Harris & Cameron (2005) also mentioned that the sense of belonging and strong interpersonal ties with co-workers has a positive effect on affective commitment within the organization. Tanner (2007) has said that if an employee cannot develop a mutually supportive and trusting relationship with the supervisors and co-workers, it will be difficult to achieve a high level of job satisfaction and commitment. Marshall, (2007) found the more isolated from the company an employee feels, the greater the feelings of dissatisfaction with the supervisor. Such feelings would have a negative effect on organizational commitment.

## **2.7 Determinants of Organizational Commitment**

A theoretical framework which was developed to show the effects of determinants such as demographic factors, intrinsic factors, extrinsic factors and perception of equity, job satisfaction, superior and employee relationship on organizational commitment. According to different researches revised earlier organizational commitment in turn has an impact on turn over and productivity.



Studies on commitment have provided strong evidence that organizational commitment are positively and negatively connected with organizational outcomes such as performance and citizenship behavior (Hackett,1994; Shore and Wayne, 1993. Researchers (e.g. Mayer and Allen, 1997) have found that age was positively correlated with commitment. Meyer and Allen (1991), in an exploratory and confirmatory analysis of factors that can significantly predict job satisfaction and organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to organizational commitment.

Motivation is positively related to such desirable outcomes as organizational commitment (Mowday, Steers and Porter 1979) and attendance (Mathieu & Zajac, 1990) and is negatively related to outcome as absenteeism and turnover (Clegg 1983: cotton & Tuttle 1986). The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted (Porter et.al. 1974)

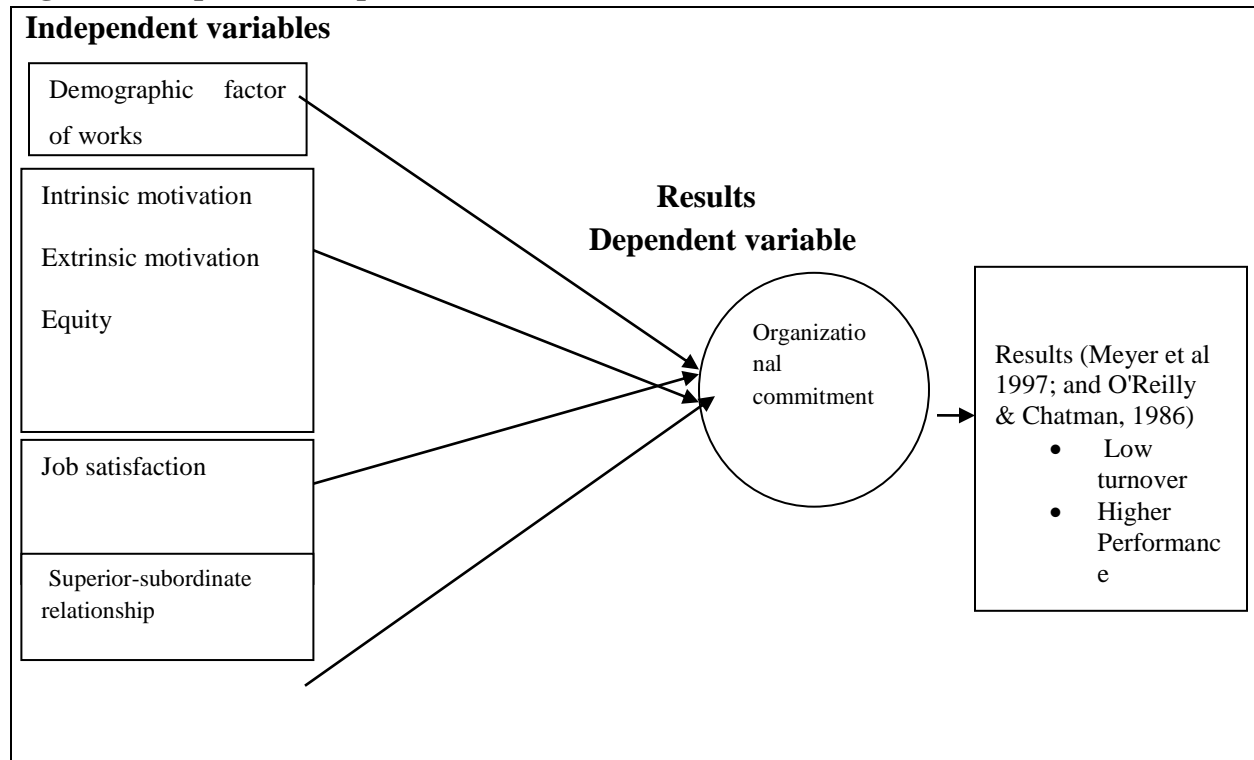
Several past studies indicate that there is a positive relationship between job satisfaction and organizational commitment (Ayeni and Phopoola, 2007) Employees tend to be committed to an organization, and employees who are satisfied and committed are more likely to attend work, stay with an organization, arrive at work on time, perform well and engage in behaviors helpful to the organization (Aamodt 2007). Furthermore, Delaney (2002) asserts that job satisfaction can be proven to lead to organizational commitment, as the employer is likely to hire the one with a higher level of commitment to the job.

Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When creating a commitment strategy, Armstrong, (1999) asserts that "it is difficult to deny that it is desirable for management to have defined strategic goals and values. And it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programs, and initiatives to increase involvement and ownership and the development of performance and reward management systems.

### 2.8 Conceptual frame work

Based on the main objective of the study and the variables under consideration the researcher adopted the following conceptual framework by referring the relevant literatures.

**Figure 1: Proposed conceptual framework**



**Source:** Owen explanation based on the work of Allen & Meyer (1997) and Ukeagbu (2000), Spector (1997)

### 3. METHODOLOGY

Saunders (2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement, and analysis of data.

The research design for this study would be the Cross-sectional field survey method because data was collected at one point of time during a period of two months to assess the determinants of organizational commitment of Employees in National Dairy and Food Industry in Yemen. In cross-sectional field surveys, independent and dependent variables are measured at the same point in time using a single questionnaire (Anol, 2012). In addition the study will also said to be Explanatory in design because there is intent to finding out what are the predictor factors are that determine employees organizational commitment.

To achieve the aforementioned objectives, the study used quantitative research approach. But in some extent the qualitative information was also used to support the quantitative research findings (i.e. mixed research approach). This mixed approach of research is more inclined to quantitative research.



The populations for this research were employees from National Dairy and Food Industry in Yemen. To achieve the intended objectives of the study, all employees of different departments in National Dairy and Food Industry in Yemen were participated. The researcher distributed the questionnaire to the selected 10% of the respondents in the company. Beside, structured interview were conducted with the two National Dairy and Food Industry in Yemen managers. The sources of data for this research paper were employees of National Dairy and Food Industry in Yemen. Primary data was used in this study. Primary data is the data which is gathered for the purpose of the research specifically (Sekaran, 2010). To get the information, researcher had adopted and were distributed a set of questionnaire. Secondary data collected from books, journals, magazine, websites and others relevant sources (Argaw and Ahmed, 2017).

#### **4. Data Analysis and Discussion**

##### **4.1. Bivariate and Multivariate Regression**

##### **4.1.1 Factor associated with organizational commitment**

The binary logistic analysis shows that Male employees, those who have a diploma certificate, and that age group who were found between 21-30 years and 31-40 years were significantly associated with organizational commitment ( $P < 0.05$ ).

Those male employees of the industry were 4.6 (95% CI: 1.155, 18.269) times more likely to have better organizational commitment when compared to their counterpart.

Those respondents who have Diploma in educational status were 0.165 (95% CI: 0.03, 0.82) time less likely to have better organizational commitment when compared to those who were a master holder.

Those respondent who found in the age group between 21-30 years 0.71 (95% CI: 0.012, 0.422) and 31-40 years 0.149 time (95% CI: 0.029, 0.764) were less likely to have a better organizational commitment when compared to those age group who were found above 50 years old respondents.

Those variables which has a P-value  $< 0.2$  in Bivariate logistic regression were candidate for computing in multivariate logistic regression. Those independent variable which are significant at  $P < 0.05$  were considered as predictor factor for organizational commitment.

In multivariate logistic regression analysis those age group who were found between 21-30 years and 31-40 years , those respondent who were intrinsically motivated, those respondents who have a better satisfaction with their job and those employee who have a better relationship with their supervisors were an important determinant for organizational commitment.

Those respondents who were found between 21-30 years 0.129 (AOR: 95% CI: 0.024, 0.706) and 31-40 years 0.75 (AOR: 95% CI: 0.12, 0.465) were less likely to have better organizational commitment when compared to those age groups who are found above 50 years old age.

Those employees who are more intrinsically motivated were 3.571 (AOR: 95% CI: 1.511, 8.433) times more likely to have a better organizational commitment. Those respondents who have a





better job satisfaction were 6.646 (AOR: 95% CI: 1.722, 5.65) times more likely to have a better organizational commitment when compared to their counterpart. Those respondents who have a better relationship with their supervisor were 2.68 (AOR: 95% CI: 1.096, 6.522) times more likely to have a better organizational commitment when compared to their counterpart.

**Table1: Bivariate and Multivariate logistic results**

Variable	organizational commitment		COR (CI= 95%)	AOR (CI: 95%)
	Better (N)	less (N)		
<b>Sex</b>				
Male	49 (94.2%)	32 (78.0%)	*4.6 (1.155, 18.269)	3.8 (0.773, 18.742)
Female	4 (6.8%)	9(22%)	1	1
<b>Age</b>				
21-30 yrs	6(11.5%)	14(34.1%)	*0.71 (0.012, 0422)	0.129(0.024, 0.706) **
31-40years	17(32.7%)	19(46.3%)	*0.149(0.029, 0.764)	0.75 (0.12, 0.465) **
>50 years	12(23.1%)	2(4.1%)	1	1
<b>Educational level</b>				
Diploma	6(11.5%)	4(9.8%)	*0.165(0.033, 0.832)	0.76(0.098, 5.997)
Master	44(84.6%)	29(70.7)	1	1
<b>Employee superior relationship</b>				
Less	27(51.9%)	23(56.1%)	1	1
Better	25(48%.1%)	18(43.9%)	1.183(1.52, 2.693)	2.68(1.096, 6.55) **
<b>Job satisfaction</b>				
Less	32(61.5%)	27(65.9%)	1	1
Better	20(38.5%)	14(34.1%)	1.205(1.503, 3.65)	6.646(1.722, 5.65)**
<b>Intrinsic motivation</b>				
Less	10(19.2%)	10(24.4%)	1	1
Better	42(80.8%)	31(75.6%)	1.355(1.503, 3.653)	3.57(1.511, 8.433)**

\*Statically significance at P< 0.05 in COR

\*\*statically significant at P<0.05 in AOR

#### 4.2. DISCUSSION ON FINDINGS OF THE STUDY

This chapter presents a discussion on the main research findings emanated from the data analysis. In order to contextualize the research, comparisons are made with available literature



on organizational commitment. The discussions are made based on the research questions raised in chapter one. It starts with the discussion of findings arise from logistic regressions.

#### **4.2.1 Individual Factor and Organizational Commitment**

Many scholars who have studied individual factors that influence employee organization commitment have identified the most crucial factors as age, gender and level of education. The findings obtained on older employees being more committed show that majority of the respondents were in strong agreement. Results depicted in Table 1: highlight that there is a significant mean difference in the organizational commitment levels of employees in the age group above 50 years and employees in the other age groups. Employees in the age group above 50 years reported significantly higher levels of organizational commitment compared to the other age categories. This may be because of alternative opportunities for employees become limited as their age increase; by this means enhancing their commitment with the organization they are working for. This may also be due to the age group above 50 years only remain with the organization because it would be hard for them to leave due to few employment opportunities, scarcity of available alternatives, or disruption of their life.

This finding is supported by findings of (Abdulla & Shaw, 1999) suggest that older workers are likely to experience higher level of commitment. This is also in agreement with Agarwal and Swati (2012), who state that employees as individuals will always be more committed to the organization they have been employed in for a long period of time as they believe there are opportunities for them to advance in the future through promotions and more responsibilities.

As indicated from the table using COR those male employees of the industry were 4.6 (95% CI: 1.155, 18.269) times more likely to have better organizational commitment when compared to their counterpart. However, there is no AOR statistical evidence that supports this deference.

Therefore, there is no significant mean difference in the levels of organizational commitment experienced by male and female employees when compared using AOR. This finding is supported by findings of Al-Ajmi (2006) who found that there was no significant relationship between genders and organizational commitment in his study.

From Table 1: the results indicate that there is a significant mean difference in the organizational commitment levels experienced by employees based on their education levels. In this instance, those with education levels Diploma/BSc holders indicated the lowest organizational commitment relative to the other education level. Respondents with MSc holder reported the highest levels of organizational commitment. This may be due to workers with higher educational qualification occupy higher ranks and therefore have more responsibilities which always require more commitment to the organization.

From this one can conclude that industry can increase employee's commitment through increasing their educational qualification. This study is opposed to the findings of (Steers, 1977; Angle and Perry, 1981; Bateman and Strasser, 1984; Mathieu and Zajac, 1990; Eskildsen,



Kristensen and Westlund, 2004) who reported that education is negatively related to organizational commitment, meaning that the higher the employees' level of education the lower the employee's commitment to the organization.

The results of this study is inconsistent with previous studies ( Tesfaye, 2004; Tilaye, 2010) . Of the demographic variables (gender, age, education and tenure) considered in Tesfaye's study, he reported that respondents tenure ( $r = .21$ ,  $p < 0.05$  and  $\beta = .40$ ,  $p < 0.01$ ) was the only demographic variable found as significant predictor of organizational commitment. Tilaye in his study found that sex ( $r = .040$ ,  $p > 0.05$ ), age ( $r = .148$ ,  $p > 0.05$ ), education ( $r = -.169$ ,  $p > 0.05$ ) and service ( $r = -.045$ ,  $p > 0.05$ ) were not significantly correlated with organizational commitment of university instructors. This may be due to geographical location, individual difference, fit of personal value, good atmosphere at work, and level of treatment in the work place.

#### **4.2.2 Intrinsic Motivation and Organizational Commitment**

The result that exists in this study among perceived intrinsic motivation impact on organizational commitment corresponds with (Brown and Shepherd, 1997) who reported that intrinsic motivation improves workers' performance and organizational commitment. The result also agrees with Chess (2004), reported that certain intrinsic motivational factors contribute to the prediction of organizational commitment. Furthermore, Stokes, Riger, and Sullivan's (1995) report that intrinsic motivation relates to organizational commitment.

#### **4.2.3 Job Satisfaction and Organizational Commitment**

The research indicates that those who have a better job satisfaction is more likely to have a better organizational commitment. This suggests that there is a positive link between job satisfaction and organizational commitment. These findings are consistent with findings of Drago et.al (1993), and Ayni and Fopula (2007). All these researchers concluded that there is positive relationship between job satisfaction and organizational commitment. Nasurdin and Ramayah (2003) noted that there are few studies that investigated job satisfaction with work commitment among educators. It is believed that satisfied workers will be committed to their job and remains in the organization while dissatisfied workers will intend to quit.

#### **4.2.4 Supervisor-Subordinate Relationship and Organizational Commitment**

Research indicates that the quality of the supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of organizational commitment. It is why to what extent employees in National Dairy and Food Industry in Yemen feel satisfied was given due attention in this study.

Based on the above result it is possible to make an educated guess that this amount of satisfied reports in supervision can make employees' performance directly or via its effect on



organizational commitment. A previous study in the area such as Ting (1997) holds the idea that satisfaction with supervision is a significant predictor of organizational commitment.

#### **4.2.5 Employees Overall Organizational Commitment.**

Organizational commitment has emerged as an important construct in organizational research owing to its relationship with work-related constructs such as absenteeism, turnover, job-involvement and leader-subordinate relations. Organizational commitment can be defined as the strength of an individual's identification with, and involvement in the organization (Allen & Meyer, 1997). Considering its importance for organizational success, employees' overall commitment for National Dairy and Food Industry in Yemen was assessed through self-reporting data. The descriptive analysis in Figure 27: shows that more than half of the respondents had less organizational commitment to say employees in the industry have a belief on the goals, exert a considerable effort, and willing to continue membership. According to Mowday, Porter, and Steers (1982, cited in Ebey *et al.*, 1999), people who are committed are more likely to stay in an organization and work towards the organization's goals. In addition, Morrow (1993, cited in Meyer & Allen, 1997:12) indicated that "organizational commitment is a multidimensional construct that has the potential to predict outcomes such as performance, turnover, absenteeism, tenure and attainment of organizational goals." But, the overall organizational commitment of employees in National Dairy and Food Industry in Yemen indicated by the percentage score does not guarantee the behaviors stated in the literature.

### **5. Conclusion**

The government of Yemen is the leading employer of the country like any other country of the world. The achievements of economic goals depend upon how successfully the public sector organizations are performing. The success of organizations in the long run depends upon the workforce. The workforce, sincerely committed to their respective organizations, leads to convinced behaviors such as intensively thinking about the objectives, possessing the intrinsic worth of the organization, undertaking risks for their organization and the wish to stay in the organization. The results of the study revealed that majority of employees in National Dairy and Food Industry in Yemen experience less organizational commitment. The variables that responsible for organizational commitment are: demographic factors, intrinsic motivational factors such as opportunity for achievement, challenging work, responsibility, opportunity for growth and development, job satisfaction, superior-subordinate relationship have positive and significant effect on organizational commitment.

Result of Multivariate regression revealed that there is a significant difference in organizational commitment based on their biographical characteristics. Employees who are Male, possess high educational qualification, and are older show more commitment than the employees who are female, lower qualified and younger in age respectively. The intrinsic factors are also important



in determining organizational commitment. This is probably because they go to the core of the employees observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant. The issue of motivation is individualistic or inherent factor in an employee and influence employee to develop a certain mind set regarding their jobs. The results further suggested that the intrinsic motivation in National Dairy and Food Industry in Yemen can significantly influence level of organizational commitment of employees. We can say that if top management put their focus upon motivation of employees then it will lead toward a positive increase in employees' organizational commitment. One of the findings in the current study indicated that overall job satisfaction significantly explain the impact in organizational commitment of employees. Depending on their level of job satisfaction, employees in the industry had varying levels of emotional attachment and belongingness with the industry. Other things remain constant; employees with better job satisfaction tend to care for the fate of the industry, have a strong desire to continue membership, and work for the realization of institutional goals.

## References

- Aamodt, M. (2007). *Industrial organizational psychology: An applied Approach*. Belmont, CA: Wadsworth Cengage Learning.
- Abdulla, M. & Shaw J.D (1999). personal factors and organizational commitment: Main and interactive effects in the united Arab . *journal of managerial issues* , 11, 77-93.
- Ahmed H. M. S. and Wube M. C. (2019) The role of entrepreneurship in addressing women unsafe migration: The case of Dessie city administration, Ethiopia. *International Journal of Management and Economics*, Volume 1, Issue 1, Pages 07-13  
<http://www.managementjournals.net/archives/2019.v1.i1.2>
- Ahmed H. M. S., Ahmed Y. A., Kar B. (2017). The Impact Of Demographic And Family Background Factors On Students' Tendency Towards Entrepreneurship In Ethiopia. *International Journal of Management and Social Science Research Review*, Vol-1, Issue-40, Page 100. <http://ijmssr.com/admin/archive.php?m=102017>
- Ahmed H. M. S., Buba M. G., Thomran M., Muzeyin J. R., and Ferejo M. N. (2022) 'Evaluation Of Critical Determinants Of Inventory Management Techniques On Universities' Performance In Ethiopia', *SMART Journal of Business Management Studies*, Vol. 18, No. 2, p.51-59. <https://www.smartjournalbms.org/journal/vol-18-2/Evaluation-of-critical-determinants-of-inventory-management-techniques-on-Universities-performance-in-Ethiopia.html>
- Ahmed H. M. S., Tessma T. (2020). Employers' Expectations and Perceptions of Business and Economics College Graduate's Competencies in Ethiopia. *IBMRD's Journal of Management & Research*, 9(2), 37-50. <http://ibmrdjournal.in/index.php/ibmrd/article/view/156630>





- Ahmed, H. M., Wube, M. C. & Tessema, T. (2018). Factors that affect the Entrepreneurial Intension of TVET Trainees in Wro. Siheen Polytechnic College. *IBMRD's Journal of Management & Research*, 7(1), 1-11.  
<http://ibmrdjournal.in/index.php/ibmrd/article/view/122955>
- Ahmed, H.M.S. and Ahmed, Y.A. (2021) 'Constraints of youth entrepreneurs in Ethiopia' *Journal of Global Entrepreneurship Research* (<https://doi.org/10.1007/s40497-021-00292-z>)
- Ahmed, H.M.S., Muzeyin, J.R., Ferejo, M.N., Amde, S.J. (2022). Evaluation of critical factors influencing framework agreement in public procurement: Evidence from administrative offices in Ethiopia. *International Journal of Sustainable Development and Planning*, Vol. 17, No. 1, pp. 83-90. <https://doi.org/10.18280/ijstdp.170108>
- Ahmed, Y., Kar, B., & Ahmed, H. (2018). Critical factors of entrepreneurial competencies for successfully managing micro and small enterprise in Ethiopia. *International Journal of Business and Management Invention (IJBMI)*, 7(7), 79–87. [https://www.iosrjournals.org/iosr-jbm/pages/20\(7\)Version-1.html](https://www.iosrjournals.org/iosr-jbm/pages/20(7)Version-1.html)
- Akintayo, D. (2010). Work Family role conflict and organizational commitment among industrial workers in Nigeria. *JPC* 2(1): , 1-8.
- Al-Ajmi, R. (2006). The effect of gender on job satisfaction and organizational commitment in Kuwait. . *international journal of Mangagement*, 23 (4) , 838-844.
- Allen, N. & Meyer, J. P. (1990). organizational socialization tactics: a longtudinal analysis of links to newcomers commitement and role orientation. . *Academy of Management Journal*, 33 (4) , 847-858.
- Allen, N.J., & Mayer, J.P. (1993). organizational commitment: . *Journal of Business Research*, 26, , 49-61.
- Argaw, M. A. and Ahmed H. M. S., (2017)“Factors that Affect Consumers' Tendency to buy Locally Assembled Mobile Phone”, *IBMRD's Journal of Management & Research*, Vol. 6, (2). <http://ibmrdjournal.in/index.php/ibmrd/article/view/120444>
- Armstrong, M. (2006). *Employee Reward* . London (2nd Ed): CIPD House.
- Awoke Y. and Ahmed H. M. S. (2022). “Determinants of consumer buying behavior of clothes in Ethiopia”, *International Journal of Current Research*, 14, (08), 22041-22048.  
<http://journalcra.com/article/determinants-consumer-buying-behavior-clothes-ethiopia>
- Ayeni. C.O & Phopoola , S.O. . (2007). Work motivation, Job Satisfaction, and organizational commitement of Library Personnel in acadamic and Research libraries in Oyo state, Nigeria, library philosophy and practice in banglore city. . *Experiment in Education*, 28 (9) , 159-163.
- Baldoni, J. (2005, january 26). Motivation secrets. Great Motivation secrets of Great leaders . Retrieved march 4, 2016, from motivation secert : URL <http://govleaders.org/motivation-seceret-htm>



- Bhattacharya CB, & Sen S, Korschun D. (2012). Using corporate social responsibility to win the war for talent. . MIT sloan management Review, 49 (1) , 37-44.
- Bishop, J. (1997). The recognition & Reward of Employee performance . Journal of labor Economics , Vol 5 (4): the new economic personnel , 313-351.
- Bowen, BE & Radhakrishna, RB . (1991). Job satisfaction on agricultural education facility : a constant phenomena . journal of Agricultural Education 32(2) , 16-22.
- Broad, L. (2007). Coaching a stockholder on performance improvement option. . ASTD international conference: (pp. 22-31). Atlanta : GA USA.
- Brown, J & Sheppard, B. . (1997). Teacher Librarians in learning organizations. . paper presented at the annual confrence of the ineternational Association of School Librarianship, (pp. 25-30). canada : conference of international association .
- Buba M. G., Das D. P., Ahmed H. M. S. (2018) Service Quality Dimensions and Its Impact on Customer Satisfaction on Private Bank in Ethiopia. IOSR Journal of Business and Management (IOSR-JBM). Vol-2, Issue-2 Pp 1-9. <https://www.iosrjournals.org/iosr-jbm/pages/Conf.18011-2018-Volume-2.html>
- Burns, A. (2012). Employee Relation. Encyclopdia of Human Resource Mnagement, Key Topics and Issues, 1: 186. , 112-45.
- Chen, S., Lin, P.,& Taso, C. (2007). The Moderationa effect of H R strength on the Relationship between employee commitment and job performance. social behavior and personality, 35 (8), , 1121-1138.
- Chew, J & Chan, C.C.A. (2008). Human resource practices, organizational commitment and intention to stay . interenational journal of manpower, 29 (6) , 134-138.
- Delaney, B. (2002, oct-nov 2002.pdf 12). Alternative work arrangements: do they make economic sense? . Retrieved August 26, 2017, from Thought Leadership/ Documents/hrpoarchive/2002/ : <http://www.hrpa.ca/HR.ca>
- Dolan, S. T. (2005). Testing the causal relationships between procedural justice, trust and organizational citizenship behavior . Revue dgestion des ressources humaines, 5 (7). , 79-89.
- Drago R, E. S. (1993). pay for performance Incentives and Work attitudes. . Aus J Manag 17 (2) , 217-231.
- Eshetu S. and Ahmed H. M. S. (2022). “The Impact of Remuneration Policy on Employee’s Performance: Evidence from Dashen Bank in Ethiopia”, International Journal of Innovation Scientific Research and Review, Vol. 04, Issue 04, pp.2592-2599. <http://journalijisr.com/issue/impact-remuneration-policy-employee%E2%80%99s-performance-evidence-dashen-bank-ethiopia>
- Ferejo, M.N., Ahmed, H.M.S., Muzeyin, J.R., Amde, S.J, Thomran, M., Mamuye, F. (2022). Exploring factors affecting growth of micro and small enterprises: Evidence from Ethiopia. International Journal of Sustainable Development and Planning, Vol. 17, No. 5, pp. 1523-1533. <https://doi.org/10.18280/ijstdp.170516>



- Freund, A. (2005). Commitment of Job satisfaction as predictors of turnover intentions among welfare workers. . *Administarion in social work*, 29(2), , 5-21.
- Fry L. (2003). towards a theory of spritual leadership. . *the leadreship quart.* 14 (6): , 693-727.
- Gaziel, H. (2004). pridictor of absenteeism among primaryschool employees,. *social psychology of education*, 7, , 421-434.
- Guest, R. (1991). *organizational chanege through effective leadership.* Eglewood Chiffs, NJ:: Printice Hall.
- Hackett, R. B. (1994). Further assessment of Mayer Allen 1991 three componenets model of organizational commitement. . *journal of applied psychology* 79. , 340-350.
- Harris, G. & Cameron, J. (2005). Multiple dimensions of organizational identification and commitment as predictors of turnover intentions and psychological well-being. *Canadian journal of Behavioral science*, 37(3), , 159-169.
- Hossain, M. K. (2012). Factors affecting Employee motivation in Fast food industry: The case of KFC UK LTD. . *research journals of Economics, Business and ITC*, Vol 5 , 22-29.
- Jaros, S. (1997). Effectsof Continuance, affective, and moral commitmenton the withdrawal process: An evaluation of eight structural equation models. *The Acadamey of Management Journal*, 36(5), , 439-452.
- Judge., T. & Robbins, J. (2009). The job satisfaction- job performance relationship: a qualitative and quantitative Review . *psychology Bulletine* 127 (3), , 376-407.
- Kovach, K. (1987). What motivate employees? Workers and supervisors give different answers. *Business Horizons*, Vol 30, , 58-65.
- Kumar, D. & Shekhar, N. (2012). perspectives envisaging employee loyalty; a Case analysis. . *Journal of Management Research*, 12 (2), , 100-112.
- Latham, G. B. (2008). Goal setting and Performance management in the public sector. . *international publicManagement journal*, 11(4), , 385-403.
- Locke, E. (1976). *organizational Behavior: Effect in the work place.* *annual Review of psychology*. , 234-45.
- Mak, B. & Sockel, H; (2001). A Confirmatory factor analysis of IS Employee motivation and retention. *information & management*, Vol. 38 (5), , 265-276.
- Marshall, G. W. (2007). Workplace Isolation: Exploring the construct and Irs Measurment. . *Psychology & Marketing*, 24 (3) , 195-223.
- Masri, M. (2009, March 23). Job satisfaction and turnover intention among the skilled personnel in Berhard. *Ultra Malaysia* , pp. 34-43.
- Mathieu, J. & Zajac, D.M (1990). A Review and Meta analysis of the antecedents correlates and consequences of organizational commitment. *Psychological Bulletin* 108, , 171-99.
- Maurer, T. & Lippstreu, M. (2008). who wiil be committed to an organization that provides support for employee development,. *journal of management Development* 27 (3) , 234-39.



- Mayer, J. & Allen, N.J. (1991). A three component conceptualization of organizational commitment. . *Human Resource Management Review*1, , 61-89.
- Mayer, J. & Allen, N.J. (1997). *Commitment in the workplace: Theory, Research and Application*. California: Sage Publication.
- Mayer, J. S. (2002). Affective, Continuance, and Normative commitment to organization: A Meta- Analysis of Antecedents, Correlates, and Consequences. . *Journal of Vocational Behavior*, 61 , 20-52.
- Mottaz, C. (1988). Determinants of organizational commitment. *Human Relations*, 41 (6), , 467-482.
- Mowday, R. T. (1982). *Organizational linkages: The Psychology of commitment*. San Diego, CA: Academic Press.
- Muzeyin J. R., Ahmed H. M. S., Amde S. J., Thomran M., and Ferejo M. N. (2022) 'Determinants Of Brand Awareness In The Context Of Ethiopian Domestic Leather Footwear Industries', *SMART Journal of Business Management Studies*, Vol. 18, No. 2, p. 60-68. <https://www.smartjournalbms.org/journal/vol-18-2/Determinants-of-Brand-Awareness-in-the-Context-of-Ethiopian-Domestic-Leather-Footwear-Industries.html>
- Nawaz, A. & Kundi, G. M. (2010). Demographic implications for the e Learning user perceptions in HEIs of NWFP., Pakistan. *EJISDC*. 41 (5): , 117.
- Peklar, J. & Bostjancic, E. (2012). Motivation and life satisfaction of employees in the public and private sectors. *Uprava*, 10(3), , 57-74.
- Porter, L., & W., s. R. (1974). organizational commitment, Job satisfaction and turnover among Psychiatric Technicians. . *Journal of Applied Psychology*, 59, , 603-609.
- Raman M. S., Zewide A., Ahmed H. M. S., Devi P. P., Vijayanand S. (2022). "Assessment of Knowledge Management Practice in Higher Educational Institutions with reference to Debre Tabor University, Ethiopia", *Journal of Positive School Psychology*, Vol. 6 No. 4, Pp. 3536-3548. <https://journalppw.com/index.php/jpsp/article/view/3897>
- Robbins, S. (1998). *Organizational Behavior: Concepts, Controversies and Applications*; 8th Edition. New Jersey: Prentice Hall, Publishers.
- Robinson, D. (2003, February 28). Defining and creating Employee Commitment a Review of current of Research. Retrieved september 20, 2017, from HR Network paper MP 21, Institute for Employment studies,: [www.employment-studies.co.uk/network/research/report.php?id=mp21](http://www.employment-studies.co.uk/network/research/report.php?id=mp21)
- Rukhmani, K., (2010). Effect of Leadership Styles on organizational Effectiveness. *European Journal of Social Sciences*, 15 (3) , 365-369.
- Saifuddin, N. A., & Jan, F. (2012). Predicting Job-satisfaction among the academicians of Universities in KPK Pakistan. *IEL*.2(2) , 34-45.
- Saunders, M. L. (2007). *Research Methods for Business Students* . London: Pearson Education Ltd.



- Shahid, A., & Azhar, S. (2013). Gaining employee commitment: Linking to organizational effectiveness. *Journal of Management Research* 5(1), , 250-268.
- Smith, G. (1994). *Human Resource management and development hand book* 2nd Ed. New york: John wiley & sons.
- Solinger, O. V. (2008). Beyond the three Component Model of organizational Commitment. *Journal of Applied Psychology*, 93(1), , 70-83.
- Spector, P. (1997). *Job satisfaction: Application, assessment, cause, and Consequences*. Thousand Oaks, . California:: Sage Publications, Inc.
- Spector, P. (2003). *Industrial and organizational psychology, Research and Practice* 3rd ed. New York:: John Wiley & Sons, Inc.,.
- Spector, P. (2007, June 28). Interperating Satisfaction Scores with the Job Satisfaction Survey. Retrieved october 6, 2017, from Job satisfafaction Survey: <http://shell.cas.usf.edu/~pspectorscales/jssinterperation.html>.
- Tanner, B. M. (2007). *An Analysis of the Relationships among Job Satisfaction, Organizational Trust and organziational Commitment in on Acute Care Hospital*. Sanfarnciso, California: S.C Publisher Private Limited. .
- Thomran M., Ahmed H. M. S. (2020). Challenges Faced the Internal Audit Profession in Yemen, *International Journal of Management*, 11(9), pp. [https://iaeme.com/Home/article\\_id/IJM\\_11\\_09\\_096](https://iaeme.com/Home/article_id/IJM_11_09_096)
- Watson, T. (1994). Linking employee motivation and satisfaction to the bottom line,. *CMA Magazine*, 68(3), .