
FACTORS AFFECTING EMPLOYEE'S COMMITMENT: IN CASE OF TEXTILE AND GARMENT INDUSTRY RESEARCH AND DEVELOPMENT CENTRE

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ABSTRACT

Committed employees are one of the greatest assets of any organization and play a major role in overall organizational efficiency and performance. A study was conducted to determine factors affecting employee commitment in textile and garment industry research and development center and to identify the factors that influencing the employee commitment. For the study the mixed type research design was used and both primary and secondary sources of data were collected. There were 175 total population of the research and from these 121 employees were selected by using Yaman's formula. The survey questionnaires were distributed, the response of the participants was collected accordingly and the data were analysed by using SPSS version 26. Various statistical methods such as descriptive statistics, correlation analysis, analysis of reliability, analysis of variance (ANOVA) and regression analysis were utilized to evaluate the data obtained. According to the correlation and regressions analysis of hypothesis test result there was significant effect of selected factors on employee commitment. Based on study training and performance appraisal moderately and compensation and reward highly affect employee commitment. The adjusted R^2 is 0.559 and this indicates that the cumulative effect of all three variables on employee commitment is 55.9%. Thus, the remaining 44.1 % depend on other factors. The result of the study revealed that from the three selected factors major predictors of employee commitment is compensation and reward and it was recommended to improve this factor by giving emphasis to improve employee commitment. The results from this research will be used as a guideline to promote employee commitment to enhance the performance of the organization and at the same time it will serve to various other public organization who can apply these findings to their organization management.

Keywords: Employee Commitment, Training, Performance appraisal, Compensation and Reward

1. INTRODUCTION

One of an organization's most valuable assets is a committed workforce, which is essential to its overall effectiveness and performance. According to higher employee commitment levels have a positive impact on the business in the form of ongoing improvements, increased productivity, and engaged staff. The execution of fresh concepts and projects will be jeopardized in the absence of dedication (John and Elyse, 2010).

Affective commitment, continuation commitment, and normative commitment are the three distinct components of commitment (Conway et al, 2010). The term "affective commitment" describes an employee's sentimental bond to their affiliation and participation in the company. Conversely, continuity commitment refers to a person's desire to stay with a company after realizing the costs of leaving, including those related to tenure, salary, benefits, pension vesting, and family obligations. Normative commitment is a reflection of a person's sense of moral duty to uphold organizational membership because they feel it is ethically correct to remain a member of the organization.

In the highly competitive world of today, no business can function at its best unless every worker is dedicated to the goals of the company and functions as a productive team member (MARTHA, 2018). Workers must demonstrate their value and think like entrepreneurs when working in groups. But they also wish to be a part of a prosperous company that offers stable work, growth opportunities, and a respectable wage (John et al., 2010). Several investigations have been carried out over time to ascertain the veracity of this claim. Ultimately, a lot of people have come to the conclusion that dedicated workers stay with the company longer than less dedicated ones (Scott, 2007).

It is thought that dedicated workers provide value to the company by their tenacity, proactive assistance, comparatively high output, and quality consciousness. In the end, the reality for the research and development center for the textile and apparel industry is the opposite. According to human resource records of Textile and Garment Industry Research and Development Center for the previous five years, there have been differences in staff retention or turnover. According to human resource record from 323 employees 210 had terminated their contracts terminated between 2009 and 2013. The total number of employees that terminated their contracts in 2009, 2010, 2011, 2012, and 2013 was 58, 44, 31, 40, and 37, respectively.

Williams claims that there are significant expenses related to employee turnover, such as turnover-separation pay, the cost of hiring, choosing, and training new employees, among other things. Progressive HRM techniques in training, reward, and compensation have been the subject of several research, and the results show that these policies can lower absenteeism and turnover while improving job quality and financial performance. Human resource policies, according to Gottschalg and Zollo, boost employees' loyalty to the company and willingness to stick around.

Textile and garment industry research and development center (TGIRDC) is one of the governmental organization and was established with a vision of 2025 aspire to be a preliminary sector in Africa that enables the Ethiopian textile and garment industry competitive in the global markets and aligning with spearhead countries in the sector with the mission of enabling the textile and garment industry be competitive in the global market by providing benchmarking practice, consultancy and technical support along the value chain, market capacity building, research & development and inspection and laboratory testing to make the factories to be competitive and to increase their contribution to national growth services.

The aim of the study is to examine the factors that affect employee commitment and specifically to assess the level of employee commitment, to investigate the effect of selected factors on employee commitment, to study the correlation between those factors and employee commitment and to examine the extent to which each factor contributes to employee commitment in textile and garment industry research and development center. This helps the organization to understand how the selected human resource practices (training, performance appraisal and compensation and reward) influence employee's commitment and provide results to what extent the selected human resource management practices are influencing their employee's commitment. The study might also help to shape human resource policies by making informed decisions and embracing methodologies that will boost commitment, retention, performance and productivity of the employee. In addition to that the study might trigger future researchers to identify others factors that affect employees' commitment. Lastly, it provides the basis for further studies related to commitment of employees on the organization principals.

2. LITERATURE REVIEW

Definition of Employee Commitment

Nowadays, it's thought that employee dedication is a necessary condition for both individuals and businesses to operate well (Armstrong., 2005). (Zheng, W., &Sharan, K. a. , 2010), employee commitment is just an employee's attitude toward the company. Furthermore, according to Ongori (2007), employee commitment is a suitable response to the organization as a whole as well as the level of connection or loyalty that staff members have for it.

According to Mullins (2009), a sign of employee dedication is offering oneself fully to one's job. Additionally, he states that being an employee means taking good use of time, paying attention to details, going above and beyond, embracing change, working cooperatively with others, developing oneself, honoring others' trust, taking pride in one's skills, seeking advancements, and providing steadfast support. Consequently, it is clear that staff dedication is a key component of sustainable production. Committed individuals readily adopt organizational ideals while accepting accountability for their behavior, according to Iverson and Buttigieg (2008).

Types of employee commitment

Three elements can generally be used to characterize employee commitment: normative commitment, affective commitment, and continuation commitment.

Affective commitment: It describes an employee's emotional attachment to, identification with, and involvement in the organization and its goals. It comes about from and is initiated by personal and organizational esteem congruency (Hayat, 2020). It is the result of and the beginning of organizational and personal esteem congruency. Affective commitment, according to Robbins and Judge (2008), is also the extent to which a person feels emotionally obligated to an organization that uses them because such feelings align with the company's objectives.

Continuance Commitment: shows that the person is aware of the expenses involved with leaving a company. Put differently, continuous commitment was also characterized by Robbins and Judge (2008) as being predicated on losses incurred upon departing the firm; this definition is frequently understood as a calculative commitment. Stated differently, an employee's strong ongoing commitment stems from their sense of need and the significant expenses associated with quitting (retirement, status, seniority, etc.) or the difficulty of obtaining another job.

Normative commitment: is the feeling of moral duty to stay in a group or organization. Normative commitment, according to Robbins and Judge (2008), is the belief held by an employee that they are living or remaining in the organization due to a sense of personal loyalty. As a result, employees with high normative commitment will continue to work for the organization by abiding by the rules established by the organization and won't try to leave.

Importance of employee commitment to the organization

According to (Dordevic, 2004), employee commitment is a critical factor since it may be used to forecast an employee's performance, absenteeism, and other actions. According to Robinson (2006), there is a correlation between employee commitment and decreased employee turnover, lower levels of intention to leave, fewer intentions to explore for alternatives, and lower absenteeism. This dedication has led to the discovery that these workers are proud of and enjoy carrying out their responsibilities, are well-trained, feel safe, and are a part of the larger team (Conway, E., & Monks, , 2002).

(Madigan, M., Norton, J. & Testa, I. (2009). , 2009) states that dedicated workers would strive for continual improvement, work assiduously and conscientiously, add value, and promote the company's services or goods. Employees that are committed to the organization exhibit superior performance and productivity because they are proud to be part of it and because they support its objectives and core values (Steinhaus and Perry, 2006).

Theoretical review of employee commitment

This study explores how newly arising human resource management (HRM) practices enhance employee loyalty to the company. The research is based on social exchange theory. (Mohammad et al., 2017) According to the social exchange theory, an organization can initiate voluntary actions by treating its employees well, with the expectation that the employees will feel obligated to reciprocate the kindness (Fathaniy, 2011).

In accordance with Devis and Newstrom (2008), it is imperative to prioritize employee satisfaction because insufficient motivation, empowerment, and commitment lead to unstable organizations, which subsequently give rise to labor strikes, absenteeism, a lack of commitment, and declining productivity. According to a study by (Armstrong, 2010), an essential element of the human resources management strategy for increasing productivity in organizations is the management of compensation. The behavior of employees in regards to various aspects of payment is what establishes a connection between their dedication and the rewards they receive. According to Pareet al. (2007), workers' perception of fairness within the organization they work for is influenced by the way rewards and procedural justice are handled, which in turn affects their level of loyalty. However, according to Manzini and Gwandure (2011), they have expanded their scope and now encompass all aspects related to an employee's welfare and professional development in the workplace.

According to Vemic (2007), training refers to intentional efforts aimed at improving the knowledge, skills, attitudes, and behavior of employees in order to greatly enhance the performance of an organization. Currently, organizations are spending a considerable amount of money on training their employees. In the modern era, the most vital resources for an organization are the skills and efficiency of its employees (Cribb, 2005).

According to (Armstrong, 2010), it is believed that the performance management system has a beneficial impact on employees' level of commitment. The presence of ample chances for personal and professional progress, promotion, expansion, and acknowledgment will significantly enhance employees' motivation. Performance management gathers information that can be used for the purpose of manpower planning. The capacity record is specifically obtained from the employee performance management system of a company.

The performance management system has a positive effect on the level of commitment exhibited by employees, as stated by (Armstrong, 2010). Employee motivation increases greatly when opportunities for growth, recognition, and advancement are provided. Information from performance management is utilized in the process of workforce planning. The primary purpose of an organization's employee performance management system is to gather data on the employees' capabilities

Empirical Review of employee commitment

Employee commitment brings numerous advantages, including but not limited to enhanced job satisfaction and job performance, greater returns for shareholders, increased sales, reduced turnover of employees, decreased desire to leave the company or seek other opportunities, and lower rates of absenteeism (Brown et al., [year]). The given text is unclear as it consists of only a date (2011) and a period. It does not convey any specific information or context that can be paraphrased. However, if employees have a positive view of high commitment work practices, it will slowly enhance their loyalty to the company. As a result, their personal achievements will improve, leading to better overall

performance for the organization (Owoyemi et al, 2011).

According to Purcell (2003), using human resource practices effectively has a beneficial impact on the level of commitment from both employees and employers. Employees who possess a firm belief in an organization's values and ideals, and willingly embrace its goals and objectives, are highly committed to the organization. These individuals are willing to put in additional effort and work on behalf of the organization (Dhar, 2015; Ipek, 2010).

Milkovich and colleagues (authors not specified) According to a study conducted in 2004, it is argued that a poorly designed compensation scheme leads to dissatisfaction among employees and increases employee turnover. Additionally, such a plan is unable to promote employee loyalty, especially when it is seen as unfair, unequal, and inconsistent. The research study conducted by Mohammad R. et al. (2015), titled "The influence of high commitment compensation practices on employees' intention to quit: the mediating role of job satisfaction," discusses how employees' views on these practices reduce the likelihood of them wanting to leave their jobs.

Research on rewards and recognition has discovered that a significant number of employees appreciate receiving special recognition and rewards for their outstanding job performance. The higher number of awards and acknowledgments received by employees can potentially boost their commitment and involvement. When an individual makes an effort or shares their thoughts, it is important to recognize and appreciate their contribution (Khalifeh & Som, 2013). In accordance with the study by Manzini and Gwandure (2011), utilizing intrinsic rewards can serve as a means of safeguarding the labor force. This is achieved through minimizing detrimental impacts on the well-being of employees and their families, as well as ensuring satisfactory living and working conditions.

Based on Steyn et al.'s research, in 2017, the training process is crucial for aligning employees with work norms and values, as well as improving their performance, satisfaction, and dedication. According to Crane and Matten (2016), it is recommended for companies to consistently invest in the skills and knowledge capital of their employees, including training, in order to remain competitive against the competition mentioned earlier. Factors affecting an employee's dedication are also affected by staff training, as stated by Katman and Tutkun (2015). Training leads to increased organizational commitment and job satisfaction.

In Behery and Paton's (2008) study, they found that an effective evaluation system for performance can contribute to the preservation and enhancement of a company's dedication and principles. This is achieved by clearly establishing and promoting the acknowledgment of reliable and commendable work.

Based on research conducted by Jawaad et al. (2019), it has been proven that the implementation of human resource management leads to enhanced business performance, which consequently encourages employees to show dedication and loyalty to the organization. Previous research on commitment has

indicated that when employees are dedicated to their company, it positively affects their job performance and decreases their intention to leave the organization (Mowday, Porter & Steers, 1982; Meyer & Allen, 1991)

3. The Conceptual Framework and Hypotheses Test

The study identified three independent variables based on the analysis of the literature review: Training, performance appraisal and compensation and reward. The study analyzed the impact of these variables on dependent variable, employee commitment, to compare their impact. These factors were used to develop the proposed hypothesis and form the basis of the proposed research model to evaluate the study's aims, presented in Figure 1. This study investigated the statistical relationship between three independent variables and dependent variable. Examining the following hypotheses in light of the stated aims and proposed model of the study:

H1: Training affect employee commitment of the organization.

H2: Performance appraisal affect employee commitment of the organization.

H3: Compensation and reward affect employee commitment of the origination.

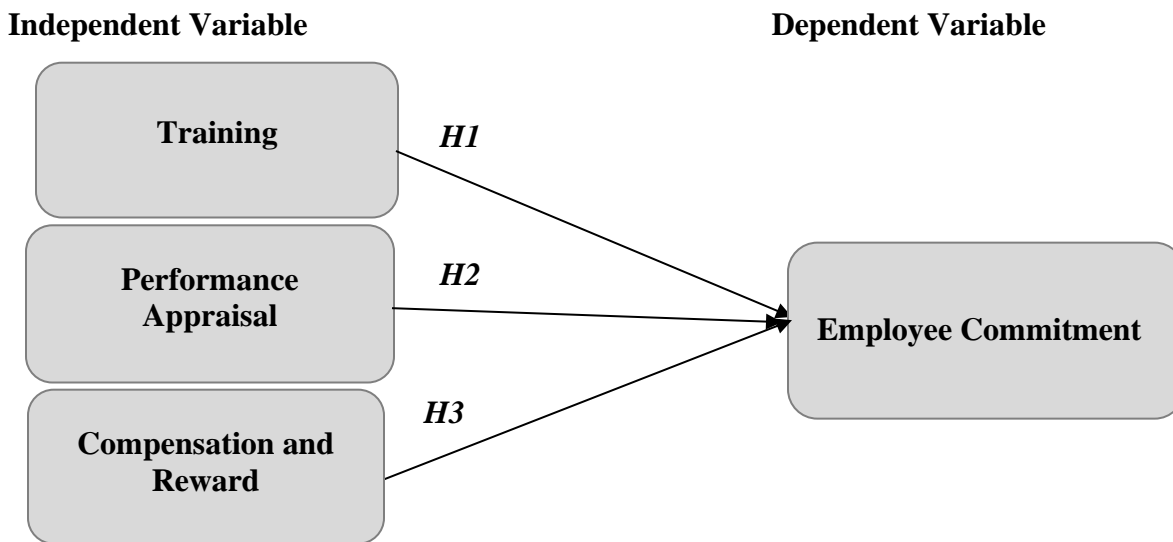


Figure 1: Theoretical frame work

Source: Developed based on the objective of the study and literature reviewed.

4. RESEARCH METHODOLOGY

In this study, a combination of quantitative and qualitative data was anatomized using a mixed- system approach. The exploration population comported of 175 individualities, with workers named aimlessly through slice ways. The sample size was determined using Yaman's formula, with parameters including a 95-confidence position, 5 periphery of error, 50 population proportion, and a population size of 175. An aggregate of 121 workers were included in the study.

The data collection for this study involved both primary and secondary sources. A tone-administered questionnaire, designed grounded on the being literature review, was the primary data collection tool. The questionnaire comported of 62 statement-grounded questions related to the four exploration variables, with responses quantified using a five-point Likert scale ranging from "explosively differ" to "explosively agree". Secondary sources included exploration papers, journal papers, books, published literature, and organizational documents. Convenience slice, anon-probability slice approach, was used to collect primary data from the repliers.

Primary and secondary sources were combined to give the data for this study. Onepre-made, tone-administered questionnaire served as the main data collection instrument for the study. The current literature study was used to produce the questionnaire. The questionnaire comported of 62 statement-grounded questions, each of which was connected to one of the four study variables. The answers were tallied using a five-point Likert scale as follows (1) explosively differ, (2) differ, (3) neither agree nor differ, (4) agree, and (5) largely agree. Secondary sources for this analysis included published literature, exploration papers, journal papers, books, and issue-related organizational documents. The original data was attained from the repliers using convenience slice, one of thenon-probability slice ways.

The questionnaire underwent a pilot test with 25 participants to gather feedback and make any necessary adjustments before it was distributed to a larger audience. This was done to ensure that the questionnaire was easy to use, easy to read, easy to understand, and to make any necessary modifications. The results of the initial test showed that the chosen participants found the survey easy to comprehend, and all 25 of them gave their approval for the questionnaire. Next, the participants received the questionnaire that had been filled out. The sample for the study consisted of 121 participants. All individuals participating in the research agreed after being properly informed and understanding the purpose and procedures of the study.

The model consists of four variables, wherein there are three variables that are independent, while one is dependent. The results were obtained using SPSS through different types of analysis such as descriptive analysis, correlation analysis, regression analysis, and ANOVA.

To validate the instrument, the Pearson product moment correlation coefficient r is utilized. The significance of the result is determined by comparing the calculated value of r to a predefined threshold value.

In the same way, Cronbach's Alpha was employed to assess the dependability of the data test. The alpha value can range from a perfect score of 1.0 to a minimum of zero. A reliable alpha value is considered to be 0.70 or higher (Neuman, 2007).

This research study provided participants and respondents with complete information about the purpose and goals of the study, so they could make informed choices about whether or not to participate, addressing ethical concerns. The confidentiality of respondents' identity and personality was highly respected, and the information collected was solely used for the purpose of this research study while maintaining its

confidentiality

5. DATA ANALYSIS

This research examines how three different factors impact and affect a particular outcome. The data collected for this study was analyzed using SPSS. The data were examined using the correct statistical techniques. The descriptive analysis provided an overview of the respondent's demographic variables in terms of percentages and frequencies. The correlation was computed to analyze the connection between the variables. Regression and ANOVA were used to test hypotheses. Regression analysis is a dependable method for identifying the factors that have an impact on a particular subject of interest. Regression is a statistical technique used to determine the relationship between one or more independent variables and a dependent variable.

Respondent's demographics: The majority of participants in the survey, as indicated by the sample, belonged to the age group of 30 to 40 years old. However, it should be noted that out of all the respondents, 59% identify as male while 41% identify as female. In terms of educational achievement, the majority of the sample population possess a bachelor's degree, accounting for 55% of all respondents, while the smallest group consists of individuals holding a certificate, making up only 3% of the total. Most of the participants, specifically 38%, had an experience ranging from 6 to 10 years. The percentage of married respondents is 44% out of the total number of respondents. In terms of their monthly income, the majority of respondents earn between 4500 and 7500 birr, which accounts for 70% of the total. This information is detailed in table 1.

The viewpoints of the participants were evaluated by utilizing a Likert scale consisting of five levels. The range was used to signify a variable that had an average value. As per Zaidatolet's statement. According to the study conducted by the authors in 2012, the average scores for degrees can be categorized as follows: a mean score of 1.00 to 2.33 is considered low, a mean score of 2.34 to 3.67 is considered moderate, and a mean score of 3.68 to 5 is considered high.

The standard deviation was also employed in order to indicate the extent of variation among measurements in relation to the mean (or average). The mean and standard deviation are displayed in Table 2. Based on the given data, all three factors make a substantial impact on employee dedication. Nevertheless, when considering the average values, the influence of compensation and rewards is more significant in comparison to other factors.

In order to ascertain the reliability of the instrument, a total item factor analysis was conducted on the research questionnaire. The validity was determined using the value of the r table and the formula provided in table 3. The formula DF equals N minus 2, where DF represents the degree of freedom. The number of observations or respondents is N , ranging from 100 to 2. The Pearson product moment correlation coefficient is considered statistically significant when the calculated value of r exceeds a specific threshold.

If the value of r is greater than the critical value, then it is considered valid. On the other hand, if the value of r is less than the critical value, then it is considered invalid.

Cronbach's Alpha was utilized to assess the reliability of the data through a test. According to William and Barry (2010), scales that have a coefficient alpha ranging from 0.80 to 0.96 are classified as being highly reliable. Scales with a coefficient alpha between 0.70 and 0.80 are categorized as having good reliability. On the other hand, scales with an alpha value between 0.60 and 0.70 indicate moderate reliability. Lastly, if the coefficient alpha is below 0.60, the scale is considered to have low reliability. As a result, the survey's Cronbach's Alpha values indicate a high level of reliability, and these findings can be found in Table 4.

Correlation analysis: Pearson's correlation coefficient (r) was used to indicate the strength and direction of relationship using the guide that Evans (1996) suggests for the absolute value of (r) as mentioned: 0.00-0.19: "very weak", 0.20-0.39: "weak", 0.40-0.59: "moderate", 0.60-0.79: "strong" & 0.80-1.0: "very strong". In addition, the p -value was used to indicate the significance of the relationship.

Result reported in the table 5 shows that training has positive moderately correlate with employee commitment with the coefficient of ($r = .453$, $p < 0.01$) significant at .000; compensation and reward also have positive moderately correlate with employee commitment with the coefficient of ($r = .403$, $p < 0.01$) and significant at .000; the performance appraisal was weakly correlate with employee commitment with the coefficient of ($r = .310$, $p < 0.01$) significant at .001. The factors were positively and significantly related with dependent variable (employees' commitment). This indicates the existence of statistical positive correlation and significance association between factors and the employee commitment.

Multiple Regression Coefficients: A regression model is deemed a suitable method for determining the influence of dependent variables and analyzing independent variables (Amar et al , 2023). The correlation result in Table 6 has indicated a positive significant relationship between the dependent variable, employee commitment and independent variables, training, performance appraisal and compensation and reward. Compensation and reward (0.187), followed by training (0.179) and performance and appraisal (0.067) is the most significant factor in the standardized beta coefficient column and this indicates the three factors have a significant positive relationship with the employee commitment.

For this model other predictors being held constant compensation and reward with $b = .113$ value indicates that as employee's satisfaction with Compensation and reward increases by one unit, employee commitment increases by .113 (by 11.3%).

For this model compensation and reward ($t = 2.980$, $P < 0.01$) has the larger t value than others and this implies compensation is the greater predictor.

Accordingly, the beta value of each independent variable in the table established that compensation and

reward $b=.113$ with $P < 0.05$; training, $b=.094$ with $P > 0.05$; performance appraisal $b = .047$ with $P > 0.05$ at 5% level of significance and 95% level of confidence.

Based on the model a unit increase in the training and development would lead to a 0.094 increase in the scores of employee commitments so H1 and there is a significant relationship between training and development design and commitment in textile and garment industry research and development center were supported.

A unit increase in the performance appraisal would lead to a .047 increase in the scores of employee commitment so H1.2 and there is a significant relationship between performance appraisal and affective commitment in textile and garment industry research and development center is sported.

A unit increase in the compensation and reward would lead to 0.113 increases in the scores of employee commitments so H1.3 and there is a significant relationship between compensation and reward and Employee Commitment in textile and garment industry research and development center is sported.

Hypothesis test: The regression results showed a collective effect with a significant F value of 8.419. The p-value was less than .05, indicating statistical significance, and the R-squared value was .559, suggesting that these variables explain 55.9% of the variance in employee commitment. The findings of the hypothesis are displayed in table 7.

Table 8 presents the ANOVA results for the three predictor models of regression, while Table 9 displays the coefficients of the regression model. An ANOVA model was used to evaluate the relationship between the models and all variables. Once we observe variation in the means of each independent variable, we can determine the relationship between the independent variable and our dependent variable.

Table 9 showcases the regression coefficients for the four variables. In terms of values, the biggest impact on employee commitment is seen with the third predictor ($b=0.113$, $t=2.890$, $p < 0.05$), followed by the first predictor ($b=0.094$, $t=2.105$, $p < 0.05$) and the second predictor ($b=0.047$, $t=.755$, $p < 0.05$).

According to the summary table of the model, it can be deduced that 55.9% of employee commitment can be attributed to the combined impact of the predictor variable. However, other factors not addressed in the study explained 44.1% of the variance

Table 1: Demographic profile of the respondents

No	Factors	Categories	Response rate	%
1	Sex	Male	59	59
		Female	45	41
2	Age	Below 25 years	28	27
		30 to 35 years	37	35
		35 to 40 years	34	33
		Above 40 years	5	5
3	Academic qualification	Certificate	3	3
		Diploma	15	14
		First degree	57	55
		Second degree	29	28
4	Year of experience in the current organization	Below 5 years	22	21
		5 to 10 years	40	38
		10 to 15 years	32	31
		Above 15 years	10	10
5	Marital status of respondents	Single	36	35
		Married	47	44
		Separated	11	11
		Widowed	5	5
		Divorced	5	5
6	Monthly salary of the respondents	Below 3000	11	11
		3000 to 4500	20	19
		4500 to 6000	25	25
		6000 to 7500	28	20
		Above 7500	25	25

Table 2: Descriptive Statistics result

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Commitment	104	1.00	4.00	2.97	.433
Training	104	1.00	5.00	2.81	.702
Compensation and reward	104	2.00	5.00	3.91	.587

Performance appraisal	104	1.00	5.00	3.32	.794
Valid N (listwise)	104				

Table 3: Validity test for transform variable

Variables	Pearson product moment correlation coefficient (r)	Critical value r@ DF (102)	Validity
Commitment	.283**	.1927	Valid
Training	.475**	.1927	Valid
Performance appraisal	.355**	.1927	Valid
Compensation and reward	.393**	.1927	Valid

Table 4: Reliability results of variables

Reliability Statistics		
Type of Variables	Cronbach's Alpha	N of Items
Dependent	.779	18
Independent	.832	44
Dependent and Independent Variables	.874	68

Table 5: Correlation matrix of the independent & dependent variable

Correlations					
		Commitment	Training	Compensation and reward	Performance appraisal
Commitment	Pearson Correlation	1			
	Sig. (2-tailed)	104			
	N				
Training	Pearson Correlation	.403**	1		
	Sig. (2-tailed)	.000	104		
	N				

Compensation and reward	Pearson	.453**	.534**	1	
	Correlation	.000	.000	104	
	Sig. (2-tailed)	104	108		
	N				
Performance appraisal	Pearson	.310**	.407**	.446**	1
	Correlation	.001	.000	.000	104
	Sig. (2-tailed)	104	108	108	
	N				

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

Table 6: Model Summary

		Model			
1	748a	.559	.537	.33234	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
a. Predictors: (Constant), performance appraisal, training, compensating and reward					
b. Dependent Variable: commitment					

6. RESULT AND DISCUSSION

This study examines how employee commitment is affected by human resource management practice and it is primarily affected by training, performance appraisal and compensation and reward. According to the result employee commitment is affected by those human resource practice.

The respondent response rate show that the mean of training and performance appraisal were 2.81 and 3.32 respectively, which is under the moderate mean score which means most respondents moderately agreed that the training and performance appraisal were sufficient, whereas compensation and reward mean were 3.91, which is under high mean score which indicate that most respondents agreed that the compensation and reward was not sufficient. Based on the descriptive statics all three variables significantly contribute to the employee commitment. However, as per the mean values, the role of compensation and reward has a high impact compared to other variables.

According to the analysis of Cronbach's alpha, the internal consistency and reliability of the data were high. According to the results of the correlation analysis, there was a significant and positive correlation between training, performance appraisal, compensation and reward which are independent variables and employee commitment which is dependent variable. According to regression results, all three variables significantly influence employee commitment.

The study supported hypothesis 1, The results of multiple regressions analysis presented in table revealed

that training had a significant and positive effect on the employee commitment with beta values $b=0.094$, $t=2.105$, $p < 0.05$. The value of unstandardized beta showed that an increase or decrease of the training by one unit will result 0.094 increase or decrease in employee commitment holding other variables constant. This study finding was supported by previous researches as: Steyn et al. (2017) identified the training process as a crucial step towards increasing employees' performance, satisfaction and commitment, and matching employees with work norms and value.

The study support hypothesis 2, the results of multiple regressions analysis presented in table 4.6.9 revealed that performance appraisal had a significant and positive effect on the employee commitment with beta values $b=0.047$, $t=.755$, $p < 0.05$. The value of unstandardized beta showed that an increase or decrease of the performance appraisal by one unit will result 0.047 increase or decrease in employee commitment holding other variables constant. This study finding was supported by previous researches as: Behery and Paton (2008) stated that an effective performance appraisal system defines and provides a vehicle for the recognition of dependable work, and also contributes significantly towards maintaining and enhancing organizational commitment and values.

The study support hypothesis 3, the results of multiple regressions analysis of compensation and reward presented in table 4.6.9 revealed that compensation and reward had a significant and positive effect on the employee commitment with beta values $b=0.113$, $t=2.890$, $p < 0.05$. The value of unstandardized beta showed that an increase or decrease of the compensation and reward by one unit will result 0.094 increase or decrease in employee commitment holding other variables constant. This study finding was supported by previous researches as: Milkovich et al, (2004) a poorly designed compensation package fails to secure employee commitment especially when it is viewed as not being fair, inequitable, and inconsistent and is a source of dissatisfaction and employee turnover.

This study is based on the parameters of an individual's behavioral outcomes that detail the significant measurement of the organizational commitment. Detailed questionnaire was applied to explore the importance of employee commitment in the organization. Three significant variables, which hold great significance in the organization to understand the impact of human resource practice, have been analyzed with the help of significant statistical tools, and results have been made available for organization. Employee commitment is heavily influenced by human resource practice, which affect performance of the organization. In order to improve organizational performance, human resource management be aware of how employee commitment affect the organizational performance. An individual's worker commitment is crucial to the organizational performance.

Table 7: Hypotheses result tests

Hypothesis	Result	Remarks
<ul style="list-style-type: none"> H1: There is a significant positive relationship between Training and Employee Commitment 	<ul style="list-style-type: none"> $r = .403$, $p < 0.01$ $b = .094$ & $p > 0.05$ 	<ul style="list-style-type: none"> There is moderate +ve relationship The relationship is significant Thus, H1 is supported
<ul style="list-style-type: none"> H2: There is a significant positive relationship between compensation and reward and employee commitment 	<ul style="list-style-type: none"> $r = .453$, $p < 0.01$ $b = .113$ & $p > 0.05$ 	<ul style="list-style-type: none"> There is moderate +ve relationship The relationship is significant Thus, H2 is supported
<ul style="list-style-type: none"> H3: There is a significant positive relationship between performance appraisal and Employee commitment 	<ul style="list-style-type: none"> $r = .453$, $p < 0.01$ $b = .113$ & $p > 0.05$ 	<ul style="list-style-type: none"> There is moderate +ve relationship The relationship is significant thus, H2 is supported

Table 8: ANOVA for Determinants of Employees Commitment

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.620	3	1.207	8.419	.000b
	Residual	14.045	98	.143		
	Total	17.665	101			

a. Dependent Variable: commitment
 b. Predictors: (Constant), performance appraisal, training, compensation and reward

Table 9: Multiple Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.145	.322		9.754	.000
	Training	.094	.054	.179	2.105	.037
	Performance and Appraisal	.047	.062	.067	.755	.052
	Compensation and Reward	.113	.047	.187	2.980	.047

a. Dependent Variable: Commitment

Implications of the Study

The current research will greatly assist the textile and garment industry research development center in comprehending the importance of employee loyalty and enhancing their knowledge regarding how factors like training, performance evaluations, compensation, and rewards impact employee commitment. The research will make a significant contribution to both government and private organizations, including manufacturing and service providers. The dedication and loyalty of employees are crucial for the development and success of every company. The findings of the study will assist in comprehending the employees' opinions and contentment levels with the provided amenities, aiming to enhance their productivity. This will aid in enhancing the efficiency of their employees and therefore improving the overall performance of the organization.

The workforce of an organization is extremely valuable and without it, an organization would cease to exist. Acquiring and retaining skilled individuals is crucial for the achievement of any company. If an organization compensates its employees, but the employees lack dedication to the organization, the organization will struggle to be financially successful. Therefore, it is essential for organizations to give attention to the different factors that influence employee dedication and enhance the practice of human resource management.

7. CONCLUSIONS

The commitment of employees to their organization is crucial for the success of both manufacturing and service-oriented companies. Several scholars in the field of human resources have stressed the significance of the psychological contract. They argue that when management invests in improving knowledge, skills, communication frequency, and quality, it is an indication of their long-term dedication. In response, employees will also show their commitment.

This study examines the impact of training, performance evaluations, and compensation and rewards on employee dedication. The findings indicate a considerable influence on employee commitment to the organization. The study shows that training and performance evaluation have a moderate impact, while compensation and rewards have a significant impact. Based on the research, employee commitment is positively and significantly influenced by all three factors. The analysis of multiple regressions also revealed that the three factors were found to be significant. The factors chosen for this study had an impact on employee commitment to only 55.9%, leaving the remaining 44.1% potentially influenced by other factors. As a result, the researcher suggests conducting further studies in the organization to explore additional factors that may affect employee commitment.

The findings of the study are beneficial in many aspects of human resources management practices for textile and garment industry research and development center. According to the research, it is recommended that the organization should prioritize the compensation and reward system as it has been found to play a crucial role in enhancing the commitment of employees within the textile and garment industry research and development center. It is obvious that when employees are dedicated to their work,

it leads to at least two beneficial results for the organization. Firstly, it improves customer service, which helps in satisfying and attracting customers. Secondly, it encourages employees to stay in their jobs, thereby reducing the turnover rate and subsequently cutting costs related to hiring and training new staff. Over the past few years, textile and garment industry research and development center has encountered significant challenges concerning the high rate of employee turnover. Experienced and skilled employees of a organization are ending their contract, which leads to customer satisfaction through their excellent service. As a result, the organization is facing financial and time losses as they have to find and train new staff to replace the ones who left. Keeping existing employees for future activities is more cost-effective than hiring and training new staff.

Data Availability

The data used to support the findings of this study are included within the article.

Conflicts of Interest

The authors declare that they have no conflicts of interest.

Funding statement

We have undergone our research project without any financial assistance by ourselves

Acknowledgments

We are grateful to the Almighty God/Allah for giving us strength to complete the study. We owe a debt of gratitude and thanks to textile and garment industry research development center and Select Collage who gave us their support and commitment for this study.

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