

Organisational Factors Affecting Commitment of Sewing Machine Operators at ABC Clothing Private Limited

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INTRODUCTION

Sri Lanka's apparel export industry is considered to be the most significant and dynamic contributor to Sri Lanka's economy. Fernando (2015) stated that Sri Lanka has a long history in the apparel industry and was supposed to achieve rapid development with the open economic policies implemented by the Sri Lankan government after 1977. Thus, to achieve the strategic goals of these open economic policies, the commitment of employees of the apparel sector organizations has become an indispensable requirement.

According to Njenga et al. (2015), commitment is the feeling of loyalty and oneness that employees' sense about their organizations. This is wholly based on employees' personal experiences regarding an organization's policies as well as procedures, experiences in receiving awards, and on how they interact with the agents of the organization. Every organization must embed core values in its employees which help employees grow in loyalty and satisfaction towards the organization. It is supposed to create a platform for employees to work collaboratively and perform well to achieve organizational goals and objectives (Sangperm 2017). Moreover, Commitment-based organizations consider that their organizational commitment of staff members contribute to workforce stability and better customer service, which ultimately enhances the performance of the entire business (Nguyen et al. 2014).

Allen and Meyer(1990) have recognized the three-component model of organizational commitment as the most widely accepted model for studying the phenomenon and has been used in much employees' commitment-related research. This model consists of Affective commitment, Continuance commitment, and Normative Commitment. All three components reflect an employee's psychological state, including his/her needs and wants. Secondly, the model reflects many aspects of organizational commitment such as employee attitudes. Finally, all components exist simultaneously. Therefore, this model describes the "net sum" of employees' psychological states (Meyer & Allen, 1997).

According to Khaliq et al. (2017), there are a few factors affecting the organizational commitment of employees. Financial inducements, better relations between supervisors and employees, best career opportunities, role in the organizational goal setting, lesser ambiguity in the role, and fairness in the appraisal of performance are identified as factors affecting Employee Commitment. Yet, the studies from which these factors have been derived have been done by different researchers based on different countries and industries.

Thus, there can be significant differences in the way these factors affect the commitment of employees, depending on the various cultures and nations. So, in order to fill this research gap, the objective of the present research is to empirically investigate whether these same organizational factors (superior support, peer support, flexi-time, workload, and job autonomy), proposed by past research as the factors affecting the commitment of employees, are valid in the Sri Lankan context as well.

Statement of the Problem

According to Dilys (n.d.), organizations today have taken some initiatives to promote organizational commitment by providing facilities such as flexible work arrangements, childcare facilities, time off policies, elders' care, healthcare, information and counseling. Furthermore, Agarwala (2003) stated that employee commitment enhances the performance of an individual in an organization. Nguyen (2014, cited in Igella 2014) points out that staff's organizational commitment has an effect on workforce stability and serves to increase the performance of the organization by providing better customer service.

Accordingly, the researcher conducted a preliminary survey and discussed the matter with the HR manager of the selected company in order to identify whether commitment plays a significant role inside the company. The HR manager mentioned that currently there is an impact of employee commitment on the success of the company as well on the quality of products. In addition, he stated that the commitment of machine operators and several staff level employees shows a downward trend, which will have an adverse effect on the success and the image of the company in the future. Moreover, the inability to retain employees has also been a major issue to the company as most of these sewing machine operators have only short-term expectations such as collecting money for their weddings, for their studies, and to pay their loans, and hence do not have long term plans to stay in the company and continue their careers there.

The following Table shows the recruitment schedule of SMOs at ABC Clothing (Pvt) Ltd (Kottawa) from 2015 to 2019 and the number of employees remaining by 2019. It shows that most sewing machine operators have left the organization within a short period of being recruited.

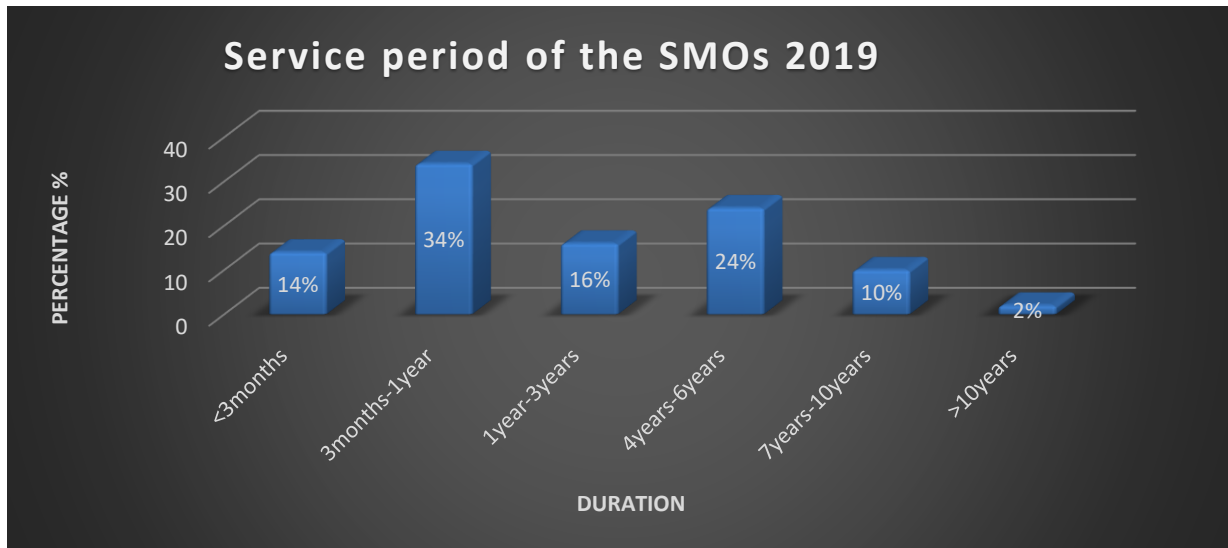
Table 1: Recruitment Schedule of Sewing Machine Operators

Year	Recruited no of SMOs (Beginning of each year)	Retaining no of SMOs (End of Each Year)
2015	242	38
2016	192	39
2017	151	40
2018	159	72
2019	165	61

Source – Company Workforce Reports

Moreover, when considering the service period of those sewing machine operators in ABC Clothing, it is also evident that most of these employees are not very committed to their company as most of them have a short service period while only 10% and 2% of them have a service period of 7 years- 10 years and above 10 years, respectively.

Figure 1: Service Period of the Sewing Machine Operators 2019



Source – Company Workforce Reports

Also, it is mentioned that the absenteeism rate of Sewing Machine Operators is very high. Therefore, it is a salient fact that there is an issue regarding the decreasing levels of commitment of Sewing Machine Operators in ABC Clothing (Pvt) Ltd, due to various personal as well as organizational reasons.

Table 2: Absenteeism Frequency Rate of ABC Clothing (Pvt) Ltd.

Absenteeism Frequency Rate				
Year	Total SMO (As at 12/31)	Male SMO	Female SMO	Number of spells of absence /year %
2015	589	97	492	16.70%
2016	592	101	491	18.60%
2017	611	108	503	22.20%
2018	580	95	485	23%
2019	604	102	502	22.76%

Source – Company Workforce Reports

Accordingly, the researcher attempts to examine whether the organizational factors (superior and peer support, flexi-time, workload, and job autonomy) proposed by various other researchers as factors affecting commitment are valid in the Sri Lankan context, with special reference to machine operating employees in ABC Clothing (Pvt) Ltd. Thus, the main research question is

What are the organizational factors which affect the commitment of Sewing Machine Operators?

The specific objectives were to identify the determinants of commitment of sewing machine operators and to recommend human resource practices intended to enhance the commitment of sewing machine operators who work in the garment industry in Sri Lanka.

LITERATURE REVIEW

Commitment –Definitions

As Bratton and Gold (2007) state, cited in Lee and Chen (2013), ‘employee commitment is related to the workers’ attachment to or participation in the organizations in which they are employed’ and also ‘Employee commitment is momentous as it decides whether employees are likely to leave their jobs or

advance performance'. According to Armstrong and Taylor (2014), 'Commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization'.

In the article written by Angle and Perry (1981), many definitions have been advanced by various researchers and authors to the concept of 'commitment'. As per those interpretations, the two authors have identified that commitment could be disclosed as reliable linkages between attitude and behaviour. The reason they propose is that commitment is presumed to be a relatively stable employee attribute. In addition, Kanter (1968), cited in Angle and Perry (1981), states the following: '[t]he term "commitment" has been used, for example, to describe such diverse phenomena as the willingness of social actors to give their energy and loyalty to social systems'.

Meyer and Herscovitch (2001), cited in Jaros, (2007), indicate that "organizational commitment" is the force by which a person is attached to their activities which are directed to one or more goals. In addition, "organizational commitment" can also be defined as the psychological attachment of an employee towards an organization. Also, organizational commitment plays a very crucial role in identifying the attitude of an employee, whether he/she remains with the organization and works keenly towards organizational objectives (Grimsley, n.d.).

The Three-Component Model of Organizational Commitment

According to Meyer and Allen (1997), there are basically three types of employee commitment termed: Affective Commitment, Continuance Commitment and Normative Commitment. Some studies conducted by Mathieu and Zajac (1990); and Meyer et al., (2002), cited in Ozag (2006) have reported significant relationships between all the above-mentioned components and both desirable and undesirable behavioral outcomes regarding attendance, productivity, and employee well-being. The meaning of affective commitment is the employee's identification, involvement and sentimental attachment to their organization. According to the study of Cropanzano and Mitchell (2005), the basics of Affective Commitment are grounded on the Social Exchange Theory (SET). This is the force behind the workplace behavior and the relationships that employees have with their respective organizations. The significance of this social exchange between an employer and employee is identified as their mutual emotional attachment (Shore et al., 2006).

The second type of employee commitment is Continuance Commitment which describes the commitment that depends on the perceived economic and social cost of leaving the organization by an employee

(Meyer & Allen, 1997). According to Wiener (1982), as cited in Ozag (2006), this second group of employees does not show any emotional attachment to their organization. However, employees who are categorized under continuance commitment are contributing to their organizations in an effective and efficient manner. Their work productivity is high as a result of the favorable cultural, familial, and organizational ethics that direct their behavior. The third component organizational commitment is Normative Commitment. This portrays the obligation to remain with the organization or rather employees' emotions and feelings of pressure to remain with the organization (Meyer & Allen, 1991). The employee who has high normative commitment engages in his or her job with a belief in the "right" and "moral" ways to perform for his or her organization (Meyer & Allen, 1991).

Factors Affecting Commitment

As per the research paper written by Babalola, Gbadegesin, and Patience (2014), personal factors (ex: age, experience, disposition, internal or external control attributions), organizational factors (ex: job design and the leadership style of supervisors), and non-organizational factors (ex: availability of alternatives) influence commitment. Supporting the above findings, Vasanth and Xu (2018) found that there are general issues concerning the factors affecting employee commitment. Those factors include demographic factors such as age, gender, marital status, educational level, and length of employment, all of them related to employee commitment. These are all personal factors. However, Vasanth and Xu (2018) again found that job satisfaction and development opportunities have a strong relationship with affective employee commitment. Further, this study confirmed that there are other variables that affect organizational commitment such as emotional intelligence and occupational stress.

The study conducted by Njenga (2015), identified three factors affecting commitment, namely, Working Environment, Motivation, and Training. It was found that the work environment greatly influenced employees' commitment to the organization, revealing a strong relationship with commitment. Motivation influences how employees performed their duties. The research of Sangperm (2017), identifies a few key factors affecting the organizational commitment of employees of an autonomous university. He proves that there is a positive relationship between organizational justice (Variables: compensation, information) and job satisfaction (Variables: mastery, job description, environment, interpersonal and salary) and organizational commitment. But job burnout (Variables: cynicism, decreased personal accomplishment, emotional exhaustion) has a negative relationship with organizational commitment.

According to Khaliq (2017), there are many factors that affect the organizational commitment of employees. These include financial inducements, better relations between supervisors and employees, better career opportunities, role in organizational goal setting, lesser ambiguity in the job role and fairness in the appraisal of performance. Further, in his study, Khaliq has considered Organizational rewards, Supervisor support, Family support, Favourable job conditions and Career development and their relationships with Organizational Commitment.

Hypotheses Development

The Impact of Superior Support on Commitment

In the study of Eisenberger et al. (2002) cited in Dawley, Andrews and Bucklew (2008), the definition given for supervisor support is ‘the degree to which employees form impressions that their superiors care about their well-being, value their contributions, and are generally supportive’. Furthermore, Dawley, Andrews and Bucklew (2008) have mentioned that supervisors who are supportive can manage their subordinates’ emotions in an effective manner. They indicate that it is a critical factor in managing organizational commitment. According to the study conducted by Cheng et al. (2003), supervisory commitment had a significant effect on organizational commitment, supervisor-rating job performance, and employee self-rating job performance. Dawley, Andrews and Bucklew (2008), concluded that mentoring and support given by supervisors and perceived organizational support act as significant predictors of affective commitment. Accordingly, the following hypothesis was developed to test the research objectives.

- *H1 - There is a positive relationship between superior support and the commitment of employees.*

The Impact of Peer Support on Commitment

As per the study of McEnhill, Steadman and Bajorek (2016), peer support is the process where people have identical experiences which support each other in an emotional and a practical manner. Peer support is very important when employees suffer from disabilities or unfavourable health conditions. According to McEnhill, Steadman and Bajorek (2016), peersupport is frequently used to create better health outcomes and promote recovery. According to La Rocco et al. (1980), peer support is one aspect of social support. It is important to note that social support among employees in an organization plays a significant role in the performance of the entire organization. The main reasons for the performance of an organization are the forms of social support that enable the psychological, physical, and overall wellbeing

of each employee who works in that organization (La Rocco et al., 1980). According to La Rocco et al., social support comprises support from different parties such as, family, friends, co-workers (peers) and immediate superiors (supervisors). There is a high possibility that individuals who maintain a good relationship with co-workers are more likely to become group leaders which increases opportunities for promotion. As per the above fact, the employees with emotional bonds with their co-workers have higher organizational commitment (Wang, 2008). Ganster et al. (1986), found that peer support is a significant factor that enhances organizational effectiveness as it creates a positive relationship between employees' job satisfaction and their organizational commitment. Further, according to Meyer and Allen, (1990), peer support negatively relates to turnover and absenteeism. Bashir and Long, (2015) also found that co-worker support (peer support) had a significant and positive relationship with affective commitment and normative commitment, while no significant relationship was observed between co-worker support and continuance commitment.

Accordingly, the following hypothesis was developed to test the research objective.

- *H2 - There is a positive relationship between peer support and commitment of employees.*

The Impact of Flexi-Time jobs On Commitment

The study.com website (2020) explains that flexitime is a work schedule that requests employees to report to work according to predetermined working hours. However, it allows workers to vary the rest of the working schedule as per their own preferences in a more flexible manner. Another definition for flexitime has been given by the Oxford Advanced Learner's Dictionary (2010). According to the dictionary, flexitime is considered as a system. According to this system, all employees work a certain number of hours each week or month. But these employees have been given the autonomy to select when to start work and when to finish work each day. As Anell and Hartmann (2007) summed up at the global round table, cultural differences are major impactors when considering the flexible work arrangements concept in the Western world and in the Asia Pacific region. In addition, the two researchers found that compared to the western region, Asians are not very familiar with flexible work arrangements. However, the demand for such flexible work arrangements is increasing rapidly across Asia. Still, flexitime is not a very popular concept in Sri Lanka except in a few Multi-National Companies operating in the country.

The result of the study conducted by Ahmad, Fakhr and Ahmed (2011) indicates that flexitime leads to a reduction in conflicts (work-life conflicts) that increases commitment. The study of Emmerik and Sanders (2005) included two variables under the dimension full-time workers. The two variables are (1) want more hours and (2) want fewer hours. According to the study, full-time workers who want fewer hours to work showed considerable commitment behaviour, whereas employees who want more hours showed

more affective commitment. The study results proved that full-time employees had significant organizational commitment, though the authors (Emmerick & Sanders, 2005) initially believed the opposite of that. According to Benligiray and Sonmez (2013), working hours showed a positive relationship with commitment. With reference to the study done by Scandura and Lankau (1997), it can be shown that female managers who benefit from flexible working hours demonstrate a significantly higher level of commitment than other female workers who have not benefited from flexible working hours.

Accordingly, the following hypothesis was developed to test the research objectives.

- *H3 - There is a positive association between flexi-time jobs and the commitment of employees.*

The Impact of Workload on Commitment

The Oxford Advanced Learner's Dictionary (2010) has defined workload as the amount of work an individual or an organization is supposed to complete. According to the definition provided by Merriam Webster (2016), workload is described as the expected or the allocated amount of work or time allocated to work. The other definition of workload is the sum of work which has been performed or the amount of work that an individual is capable of performing. According to Qureshi et al., (2013), workload implies the amount of work that has been allocated to a particular employee to accomplish. Bersamin (2006), cited in Garcia (2015), indicated that the level of workload management allocated to employees impacts their degree of organizational commitment. De Cuyper and De Witte (2006) conducted a study by taking the sample of employees from divisions of 8 Belgian companies. According to the findings (De Cuyper and De Witte, 2006, p.450), it has been proven that the workload is negatively and significantly correlated with organizational commitment. According to the study conducted by Ahuja et al. (2002, p.6), there is an indirect relationship between workload and organizational commitment. Agba, Ogaboh and Okorie (2015) also found a highly significant positive relationship between a manageable workload and the commitment of employees. Further, Bakker, Veldhoven and Xanthopoulou, (2010), found a significant and negative relationship between workload and commitment. Accordingly, the following hypothesis was developed to test the research objectives.

- *H4 - There is an association between the workload and the commitment of employees.*

The Impact of Job Autonomy on Commitment

The definition given in the Business Dictionary (2016), is that job autonomy is the freedom and freedom of choice given to a worker to play his or her job role. The same definition has been provided by

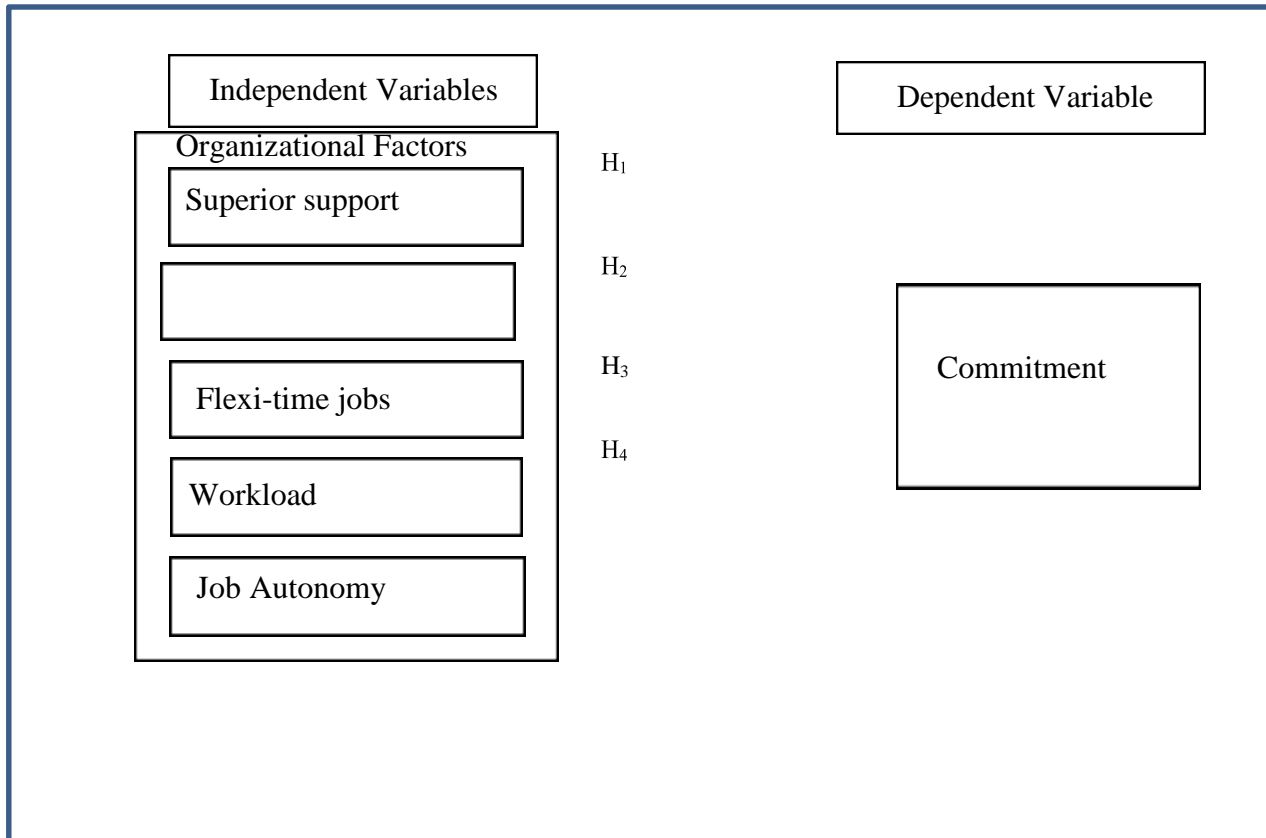
Hackman and Oldham (1976) as cited in Sisodia and Das (2013). Similarly, the Oxford Advanced Learner's Dictionary (2010), has described autonomy as the capability to make judgments or decisions without anyone's influence or control. Sisodia and Das (2013) found that job autonomy has a significant correlation with commitment. Naqvi et al. (2013) also found a positive relationship between job autonomy and organizational commitment. In addition, according to McCloskey (1990), cited in Sisodia and Das (2013), nurses who have fewer job autonomy opportunities showed poor commitment. However, Ahuja et al. (2002, p.6), found an indirect relationship between job autonomy and organizational commitment. Bakker, Veldhoven and Xanthopoulou (2010, 9), identified that there is a significant and positive relationship between job autonomy and commitment while job autonomy presents a positive relationship towards the commitment together with workload. Accordingly, the following hypothesis is developed to test the research objectives.

- *H5 – There is a positive relationship between job autonomy and commitment of employees.*

Conceptual Framework

Based on the above-mentioned hypotheses the following conceptual model (Figure 3.1) has been developed.

Figure 2: Conceptual Framework



Source – Author Construct

The above mentioned ~~five~~ ^{Peer Support} independent variables were considered as the most significant elements for the study at ABC Clothing based on the preliminary survey results derived by the author.

RESEARCH METHODOLOGY

This is quantitative research which underlines the positivist's philosophical assumptions. Hence the deductive approach was used. A non-experimental, descriptive, co relational design was followed. A cross-sectional field survey method was used to collect the data. Since it was a cross sectional survey, the sample period involved one month in the year of 2020. The unit of analysis in the survey was individual Sewing Machine Operator of ABC Clothing Pvt Ltd.

To understand the behaviour of the factors of commitment of Sewing Machine Operators (SMOs), 120 SMOs in the main production floor of ABC Clothing (Pvt) Ltd (JMPL) were deemed as the sample according to the simple random sampling method. A questionnaire survey was taken as the primary source of collecting the data where all the independent variables were measured according to the standard prior questionnaires

The questionnaire items were derived mainly from previous studies. Superior support items were adapted from Eisenberger et al. (2002). Their scale measures Superior support on five items. Peer support items were adapted from Wang (2008) and items related to 'Flexi time job' were taken from Devko, and Šeršnova (2008). Furthermore, items relating to 'Job autonomy' and 'Workload' were adapted from Doargajudhur, and Dell (2018). Finally, the dependent variable 'Organisational Commitment' was measured using a 15-item scale adapted from Mowday et al. (1979). All the items were anchored on a five-point Likert scale ranging from "strongly disagree to strongly agree."

Data which is collected from questionnaires were analysed using the computer-based statistical data analysis package, the Statistical Package for the Social Sciences (SPSS). Both descriptive statistics as well as inferential statistics were used to analyse the data. Hypotheses were tested using multiple regression analysis.

DATA ANALYSIS

The researcher has considered all sewing machine operators at ABC Clothing as the population of the study, which is 456 SMOs. The sample size is 120, consisting of 60 males and 60 female sewing machine operators in order to eliminate gender discrimination and biases when measuring commitment. The questionnaires were distributed by hand among 150 respondents of ABC Clothing Pvt Ltd and all the responses were received within two weeks. Completely filled questionnaires were sorted manually after a careful filtering process. Even though all 150 questionnaires were filled, only 120 questionnaires were used for the analysis of the study. The unusable questionnaires were removed from the sample, some of which were partially complete since they had missing information. The response rate was 83.33%.

The data collected from the questionnaires were scanned and the accuracy was checked by identifying the outliers and missing values. In this study, there were no outliers or missing values.

Table 3: Summary of Statistics of Missing Data

	Mean Supervisory Support	Mean Peer Support	Mean Flex Time	Mean Workload	Mean Job Autonomy	Mean Commitment
N Valid	120	120	120	120	120	120
Missing	0	0	0	0	0	0

Source: Survey data

Validation of Measurements

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a method used to measure the adequacy of the sample. KMO values between 0.8 and 1 indicate that the sampling is adequate. KMO values less than 0.6 indicate that the sampling is not adequate and that remedial action should be taken.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.868
Approx. Chi-Square	449.453
Bartlett's Test of Sphericity	Df
	10
	Sig.
	.000

Source: Survey data

In Table 4, the Kaiser-Meyer-Olkin measure is reported as 0.868. Therefore, it can be concluded that the sample adequacy is excellent. Bartlett's test of sphericity tests the hypothesis that the correlation matrix in

this study is an identity matrix. This further tests whether the variables are unrelated and therefore unsuitable for structure detection. Similarly, the Bartlett's test of Sphericity is significant at the 0.000 level.

Testing Reliability

With reference to the reliability of the measurements, this study adopted Cronbach's α reliability test because Cronbach's Alpha is the most widely used objective measure of reliability. It has been stated that Lee Cronbach developed the Alpha, which is a value between 0 and 1, in 1951 and it provides a measure of the internal consistency of a test or a scale (Tavakol & Dennick 2011). Cronbach's alpha is used as a statistical measurement to measure the internal consistency of a set of data.

Table 5: Reliability: Cronbach's Alpha Reliability Analysis

Variable	Cronbach's Alpha	N of Items
Superior Support	.924	5
Peer Support	.835	3
Flexi-time Jobs	.725	3
Workload	.612	3
Job Autonomy	.810	3

Source: Survey data

In this study, Cronbach's alpha reliability coefficients of the five independent variables were obtained. According to Table 5, reliability of the constructs has been proven. Here, all Cronbach's alpha values are greater than 0.6, while the Superior Support variable shows the highest Cronbach's alpha value of 0.924. Even the lowest Cronbach's alpha value of 0.612 for job autonomy is above 0.6. Thus, it can be concluded that the independent variables show good internal consistency. Therefore, there is a high level of internal consistency for the scale of this study with this specific sample.

Tests for Multivariate Assumptions

Assumption of Normality

In statistics, the normality test is applied to decide if a data set is well-modelled by a normal distribution. The statistical method, both skewness and kurtosis values were used to evaluate the normality of the data set of this study. The values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution. On the other hand, a skewness range between (-2,2) and kurtosis (-2,2) are acceptable ranges for normally distributed data (George & Mallery, 2010).

According to the Table below, all skewness and kurtosis values are within the acceptable range under each independent and dependent variable. It shows that all respondents' data are normally distributed.

Table 6: The Shape of Data Distribution Based on Skewness and Kurtosis Values

Descriptive Statistics						
	N	Mean	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
Total_SS	120	.08869	1.165	.221	.477	.438
Total_PS	120	.06855	-1.442	.221	1.186	.438
Total_FT	120	.07177	-1.002	.221	.022	.438
Total_WL	120	.05973	.416	.221	.508	.438
Total_JA	120	.05365	-.080	.221	.261	.438
Total_COM	120	.06196	-1.022	.221	.048	.438
Valid N (listwise)	120					

Source: Survey data

Multicollinearity

Multicollinearity assesses inter-correlations or inter-associations among the independent variables. It is a problem related to the correlation matrix in which three or more independent variables are highly correlated to each other. The researcher used the variance inflation factor (VIF) and tolerance to check the multicollinearity in this research study. If the value is accepted, it indicates that it is a state where there are high inter-correlations or inter-associations among the independent variables.

Table7: Regression for Observing VIF and Tolerance Effect

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.901	.196		4.591	.000		
1 Total_SS	.154	.022	.220	6.894	.000	.741	1.349
Total_PS	.361	.038	.400	9.587	.000	.435	2.300
Total_FT	.368	.038	.426	9.664	.000	.389	2.570
Total_JA	.152	.036	.131	4.242	.000	.789	1.267
Total_WL	-.067	.029	-.065	-2.334	.021	.983	1.018

a. Dependent Variable: Total_COM

Source: Survey data

Usually, the value of tolerance should be more than 0.2 or 0.1. According to the Table, the tolerance values of Superior Support, Peer Support, Flexi-time Jobs, Workload and Job Autonomy are 0.741, 0.435, 0.389, 0.789 and 0.983 respectively. All the tolerance values are greater than 0.2.

Simultaneously, the value of VIF should be 10 or below. According to the Table 7, the VIF values of Superior Support, Peer Support, Flexi-time Jobs, Workload and Job Autonomy are 1.349, 2.300, 2.570, 1.267 and 1.018 respectively. All the VIF values are less than 10. Therefore, it can be concluded that there is no multicollinearity issues in this study.

Testing of Hypotheses

The hypotheses of this study were tested using multiple linear regression analysis.

Multiple Linear Regression Analysis

Model summary of multiple linear regressions was presented in Table 8 where the R value, R Squared value and adjusted R squared value, the value of the standard error of estimation and the Durbin-Watson value were included.

Table 8: Model Summary of Multiple Regression Analysis

Model Summary^b

Model	R	R Squared	Adjusted R Squared	R	Std. Error of the Estimate	Durbin-Watson
1	.956 ^a	.914	.910		.20363	2.152

a. Predictors: (Constant), Total_WL, Total_SS, Total_JA, Total_PS, Total_FT

b. Dependent Variable: Total_COM

Source: Survey data

According to Table 8, R Value is .956^a which is a high value and therefore, significant. The R^2 value is 0.914. Normally, the R^2 value indicates how much of the total variation of the dependent variable can be explained by the independent variable. The result implies that 91.4% of the variation in the dependent variable (Commitment) is explained by the independent variables Superior Support, Peer Support, Flexi-time Jobs, Workload and Job Autonomy. Therefore, it can be identified that there is 8.6% of unexplained variation in this model.

The Adjusted R square represents the modification of R square that is adjusted for the number of explanatories in a model. According to the above Table, the Adjusted R Square value is 0.910. According to Table 8, the value of the standard error of estimation is 0.20363. This implies that the model has good fit because the value of the standard error of estimation is less than the mean value of the dependent variable (mean value of commitment is 4.176).

Table 9: Analysis of variance (Multiple regression analysis)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.100	5	10.020	241.655	.000 ^b

Residual	4.727	114	.041		
Total	54.827	119			

a. Dependent Variable: Total_COM

b. Predictors: (Constant), Total_WL, Total_SS, Total_JA, Total_PS, Total_FT

Source: Survey data

An analysis of variance was presented in Table 9 and it included the sum of squares, degrees of freedom, F value and P value. It was revealed that out of 54.827 of the total sums of squares, 50.100 of the variation can be explained by regression and 4.727 of the variation of the dependent variable 'commitment' is explained by the residual. Further, the ANOVA Table shows that the F value of 241.655 is significant at the .01 level. This suggests that a lesser amount of the variance is explained by the model. P value of 0.000, which is less than 0.01. This suggests that overall; the model applied can significantly predict the dependent variable 'commitment' statistically.

The coefficients describe the mathematical relationship between each independent variable and the dependent variable. According to all the probability values of significance, all the independent variables are significant as the significance values are less than 5% (0.05) significant.

After deriving the statistics for the beta coefficient, it can be seen to be either positive or negative. It has a *t*-value and significance of the *t*-value is associated with each variable. Further, the beta coefficient portrays the degree of variation in the outcome variable for every 1-unit of variation in the predictor variable. If the researcher derives a positive beta value, that indicates that for every 1-unit increase in the predictor variable, the outcome variable will increase by the beta coefficient value and vice-versa.

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.901	.196		4.591	.000

Total_SS	.154	.022	.220	6.894	.000
Total_PS	.361	.038	.400	9.587	.000
Total_FT	.368	.038	.426	9.664	.000
Total_JA	.152	.036	.131	4.242	.000
Total_WL	-.067	.029	-.065	-2.334	.021

a. Dependent Variable: Total_com

Source: Survey data

The P value of the coefficients indicates that the relationships between variables are statistically significant. When the P value for a particular variable is less than 0.05 (significance level), the sample data would provide adequate evidence to accept the hypothesis for the entire population of the study. Thus, based on the above-mentioned statistics, all the alternative hypotheses of this study were accepted.

DISCUSSION

The main objective of this research study was to identify the organizational factors which affect the commitment of Sewing Machine Operators derived from the preliminary survey conducted aiming the Sewing Machine Operators at ABC Clothing. The beta coefficient values of four independent variables had positive values indicating positive relationships with commitment, another variable had a negative value indicating that there is a negative relationship. Those variables which had positive relationships are superior support, peer support, flexi-time jobs, and job autonomy. The factor which had a negative beta coefficient value is workload. Moreover, according to all the probability values of significance, the above-mentioned variables are significant at the 5% (0.05) level. This is because the probability values were less than 0.05. This result indicates that superior support, peer support, flexi-time jobs, workload and job autonomy are statistically valid predictors or influencing factors of commitment.

According to the testing of hypotheses, the Beta coefficient value of superior support has a positive value (0.154, $p=0.000$), and therefore there is a positive relationship between Superior Support and Commitment. Hence, this indicates that Superior Support is a statistically valid predictor or an influencing factor of Commitment. The result of the current research is consistent with the study conducted by other researchers. Cheng et al. (2003), conducted a study using Taiwanese companies to examine the relationship between supervisor commitment and organizational commitment. The research

team found that supervisory commitment has a significant effect on organizational commitment, supervisor-rated job performance, and employee self-rated job performance. As per the study conducted by Dawley, Andrews and Bucklew (2008), the final results of the analysis concluded that mentoring, supervisor support and perceived organizational support act as significant predictors of affective commitment. Further, the findings of Babalola, Gbadegesin and Patience (2014), confirmed that there is a relationship between the superior-subordinate relationship and the employee's commitment to the core beliefs of the organization and there is a linear correlation relationship between the variables.

According to the testing of hypotheses, the Beta coefficient value derived under Peer Support has a positive value (0.361, $p = 0.000$), and therefore, there is a positive significant relationship between Peer Support and Commitment. Hence, this indicates that Peer Support is a statistically valid predictor or an influencing factor of Commitment. The result of the current research is consistent with the research conducted by Bashir and Long (2015), to identify the relationship between employee training and the organizational commitment. They used a sample of academic staff in a public university in Malaysia. The researchers found that co-worker support has a significant and positive relationship with affective commitment and normative commitment. Further, their results indicate that co-worker support for training would be the best predictor of affective commitment. According to Noe and Wilk (1993), perceived co-worker support has a positive impact on organizational commitment. According to them, when peers or co-workers have strong connections, employees eventually become motivated to cooperate with their co-workers and attempt to complete the assigned tasks successfully.

In the current study, according to the testing of hypotheses, the Beta coefficient value derived under Flexi-time jobs has a positive value (0.368, $p = 0.000$) and therefore, there is a positive significant relationship between Flexi-time jobs and commitment. Since ABC Clothing is not currently exercising any flexi-time practices at jobs, the positive demand for such implementations portrayed from the SMOs' responses which will ultimately have a positive impact in reducing their burden of being in two roles at a time. This survey further tested the desire of SMOs for flexi hours rather than the standard working hours. Also, their expectation from ABC Clothing for flexible work arrangements are stressed from the results derived. Hence, a Flexi-time job is a statistically valid predictor or an influencing factor of Commitment. The researcher examined many prior studies with which the current research results are consistent. Anell and Hartmann (2007), identified that flexible work arrangements are vital tools to hire and retain high performing, committed employees. They introduced numerous, effective, flexible work arrangements that can be introduced in Asia. Benligiray and Sonmez (2013), found that working hours show a positive relationship with commitment. This is in line with Scandura and Lankau (1997)'s research. They discovered that the female managers who benefit from flexible working hours have

demonstrated a significantly higher level of commitment than other female workers who have not benefited from flexible working hours.

According to the testing of hypotheses, the Beta coefficient value derived under Workload has a negative value of -0.067 ($p = 0.021$) and thereby there is a negative significant relationship between Workload and commitment. Hence, this indicates that Workload is a statistically valid predictor or an influencing factor of Commitment. Accordingly, in the current study, when the Workload is excessive and even unbearable for sewing machine operators, it was found that the commitment of sewing machine operators decreased. According to Yang et al. (2004), one of the major adverse consequences of excessive workload is job stress. Due to job stress, absenteeism occurs which ultimately affects employees' organizational commitment. Besides, Bersamin (2006) indicated that the level of workload management allocated to employees impacts their degree of organizational commitment. De Cuyper and De Witte (2006) also conducted a study by taking a sample of employees from divisions of 8 Belgian companies. According to their findings, workload is negatively and significantly correlated with organizational commitment.

SMOs are usually assigned tasks by the superiors and are not given the freedom to work on their own which limit the innovative power would arise from the bottom layer. According to the testing of hypothesis, the Beta coefficient value derived for Job Autonomy is a positive value (0.152, $p = 0.000$) and thereby there is a positive significant relationship between Job Autonomy and Commitment. Hence, Job Autonomy is a statistically valid predictor or influencing factor of Commitment. As per the results, it is obvious that when ABC Clothing provides more freedom for their sewing machine operators, the latter become more committed to their work. Further, the best method of expanding operational abilities of a garment factory is getting the practical ideas from SMOs rather than giving priority for intellectual know-how. Thus, job autonomy plays a vital role in the SMO position. Findings of this study are consistent with the findings of the previous studies. For example, one of the research studies conducted by Sisodia and Das (2013) found that job autonomy has a significant correlation with commitment. Naqvi et al. (2013) also conducted a study to identify the impact of job autonomy on organizational commitment. For this study, they selected the fast-food sector in Pakistan. According to the findings of the study, the researchers were able to conclude that there is a positive relationship between job autonomy and organizational commitment. Further, Pathak and Das (2003) found that employees who are in higher positions expect higher levels of job autonomy. McCloskey (1990) discovered that nurses who have less job autonomy showed poor commitment. De Cuyper and De Witte (2006) considered a sample taken from of eight Belgian companies to conduct their study on commitment. According to the findings, there is a positive and highly significant relationship between job autonomy and organizational commitment. However, the study of Ahuja et al. (2002) concluded that

there is an indirect relationship between job autonomy and organizational commitment. This research finding is the only one which contradicts the finding of the current study.

CONCLUSION AND RECOMMENDATIONS

The main objective of this research study is to identify the organizational factors which affect the commitment of Sewing Machine Operators. It was found that superior support, peer support, flexi-time job and job autonomy have significant, positive relationships with the commitment of Sewing Machine Operators, while workload had a negative relationship with the commitment of Sewing Machine Operators. All the factors significantly influence the organisational commitment of Sewing Machine Operators. This research addresses the gap in existing literature related to a specific employee cadre and an industry. Most researchers have studied the commitment of upper-level employee cadres that affect strategic level developments. In this study, the researcher has selected Sewing Machine Operators as the employee cadre to be studied specifically in the apparel industry. Further, it was found that 'flexi-time jobs' is a new concept that can be introduced to enhance the commitment of sewing machine operators. Since none of the previous research studies presented any findings related to flexitime jobs for traditional jobs, this study is a new initiative that has been taken to fill this research gap.

As Superior and Peer support has shown a positive relationship with commitment, it would be better if the company can ensure better peer and superior support or better employer-employee relationships within the company in order to enhance the satisfaction as well as the commitment of machine operators. They should also be given the freedom to adjust their assigned work within the given schedules on their own and/or to take decisions without much pressure or unnecessary involvement from superiors as the analysed data has also proven that there is a positive relationship between job autonomy and the commitment. So, the involvement of management or superiors exercised very carefully without restricting the freedom or rather the job autonomy of employees as it would directly affect the commitment of those employees. Workload was a highly significant variable which had a negatively correlated coefficient. The company can enhance the commitment of SMOs by reducing the workload, remove unbearable targets, place attainable tasks and introduce division of labour. Individuals would show more commitment toward the company if they were given work that can be done in a given period of time without pressuring them by loading them with work. An excessive workload would be making employees stressed and demotivated, which would then lead to a decrease in their commitment towards their work and the company.

These research findings can be used by practitioners and academics who are interested in this research area to obtain a better understanding of the factors affecting to the commitment of sewing machine

operators in a garment industry. Top management ABC Clothing should pay particular attention to the results of this study since these results will help them achieve organization objectives through satisfied and committed employees.

Limitations

Since this research is a quantitative study, the researcher faced issues in generalizability. The research only focused on a particular empirical site called ABC Clothing PVT. Ltd. Therefore, generalizing the finding to wider areas will be difficult in sectors other than the apparel industry.

This research also focused on the sewing machine operators at ABC Clothing Private Limited. Even though the population was large, inability to select a larger sample is one major limitation of the study. One of the main reasons was inadequate resources, and time and access constraints. Further, whether the research findings could be generalized to a wider population is questionable. Another limitation is that this research was conducted in a limited timeframe. This limits the ability to develop the research to a greater extent. Further, the conclusions were entirely based on an inferential analysis which was based on statistical evidence. Therefore, it was not possible to measure all the subjective thoughts and feelings of the respondents.

Areas of Future Research

The R^2 Value of the model of this research indicates that 91.4% of the variation in the dependent variable (Commitment) is explained by the independent variables. Therefore, there is 8.6% of unexplained variation in this model. Identifying the remaining unexplained variables will fill the research gap. Thus, examining the unexplained variation can be considered as an area of future research. Further, in this study, the researcher only focused on ABC Clothing Pvt. Ltd. However, future researchers can select more apparel companies covering the island to derive a more accurate result rather than only considering a single empirical site. Through this, researchers will obtain an opportunity to increase the sample size. Additionally, mixed methods can also be used to measure the subjective feelings, thoughts and emotions of respondents. A few face-to-face formal and informal discussions and interviews will help to extract respondents' feelings emotions and gestures. This research could be developed by adding one or several moderating and mediating variables. Also, in this study, only five independent variables were used. Future researchers can consider other personal and organizational factors available which affect commitment.

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